



Mastering Organizational Behavior, Version 14.0

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PUBLISHED BY:
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CHAPTER 2

Individual Differences and Job Attitudes



LEARNING OBJECTIVES

- Explain the basic sources of personality formation
- Identify a set of personality dimensions that affect performance
- Understand differences in cultural values
- Describe work-related attitudes that affect performance



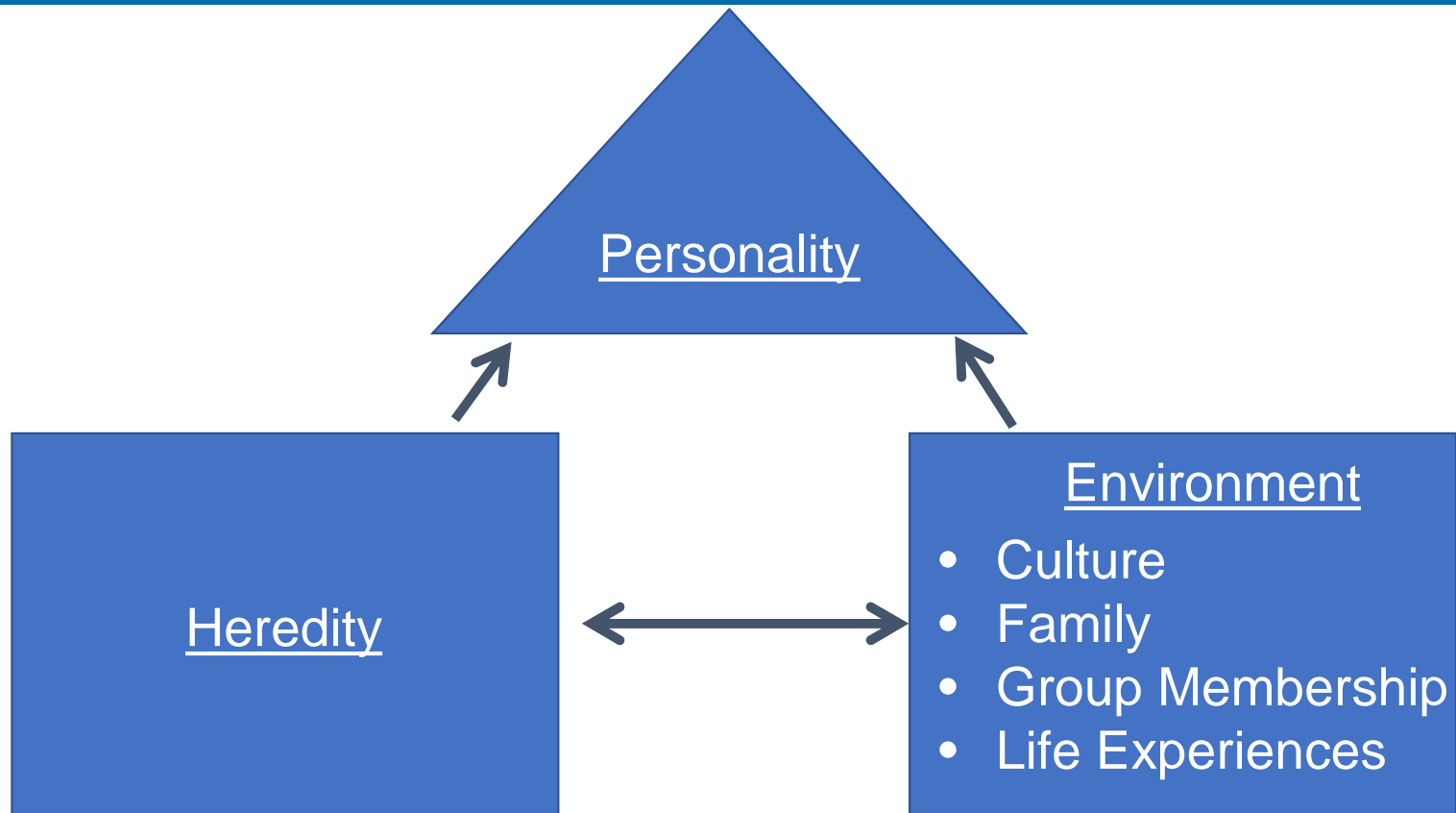
Learning from Experience: Kathleen Kennedy – The Force is with Her

- **Summary Insights**

- Kennedy's personality played a role in her ability to break into Hollywood movie-making
- Kennedy is highly conscientious and has a good sense of humor
- Kennedy's colleagues appreciate her innate ability to handle high-stress situations (emotional stability)
- She is now leveraging her positive personality attributes to succeed in a challenging leadership role – CEO of Lucasfilm



Figure 2.1: Sources of Personality Differences





Self Insight

If individuals are products of biology, life would have no higher meaning and purpose. It is personality that gives individuals meaning and purpose. Personality is what makes individuals different.

Steve Pinker, Author, The Blank Slate



Heredity

- As much as 50 to 55 percent of personality traits may be inherited.



Environmental Influences on Personality

- Family
 - Socioeconomic level
- Group membership
 - Family
 - Social groups
 - Organization
- Life experiences

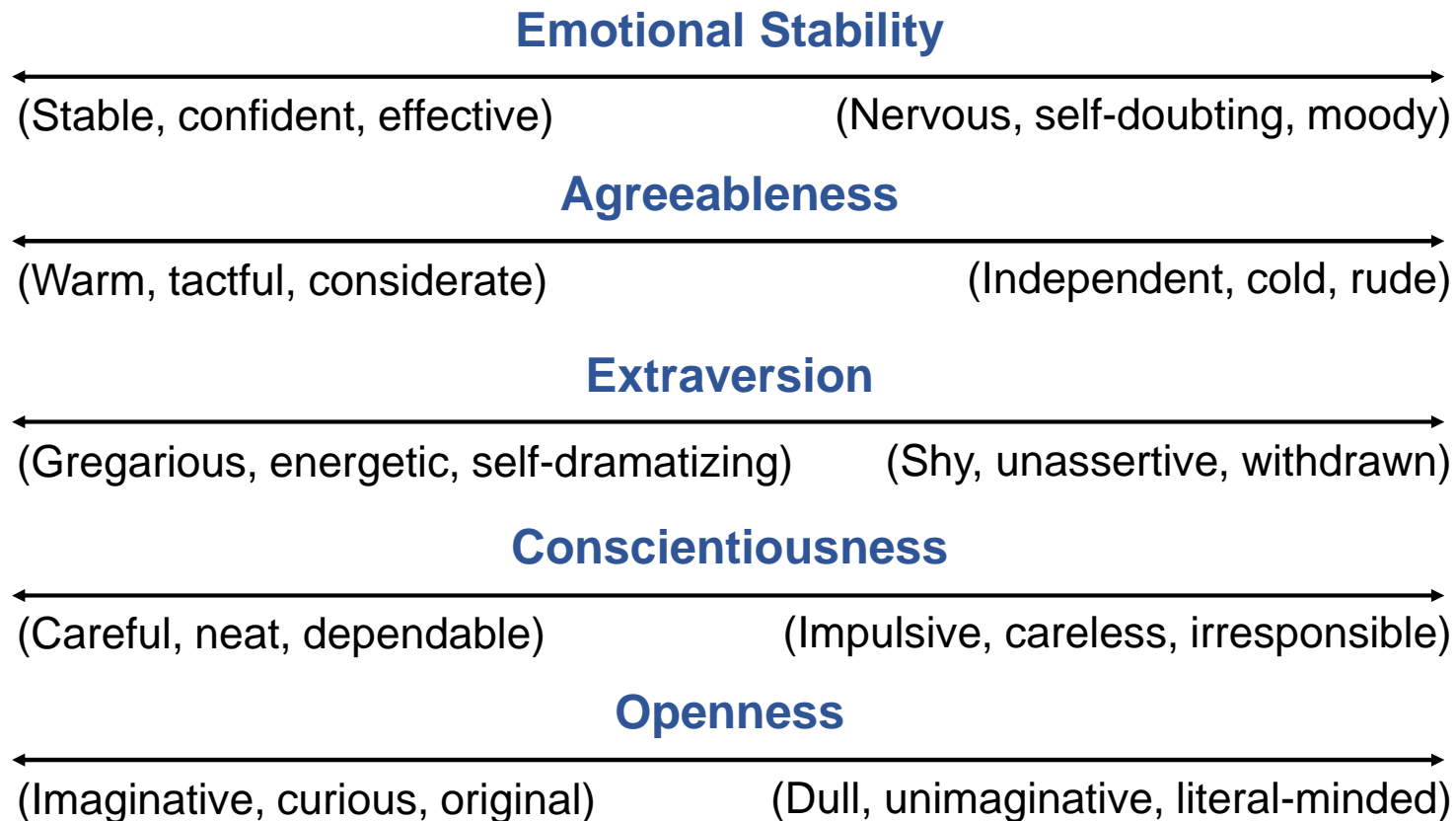


Self Competency: David Neeleman, Founder of JetBlue

- Summary Insights
 - A leader's personality can influence company culture
 - Leaders should minimize status distinctions
 - Leaders influence culture via visible actions that communicate values
 - A leader's personality greatly impacts an organization



Figure 2.2: The “Big Five” Personality Factors



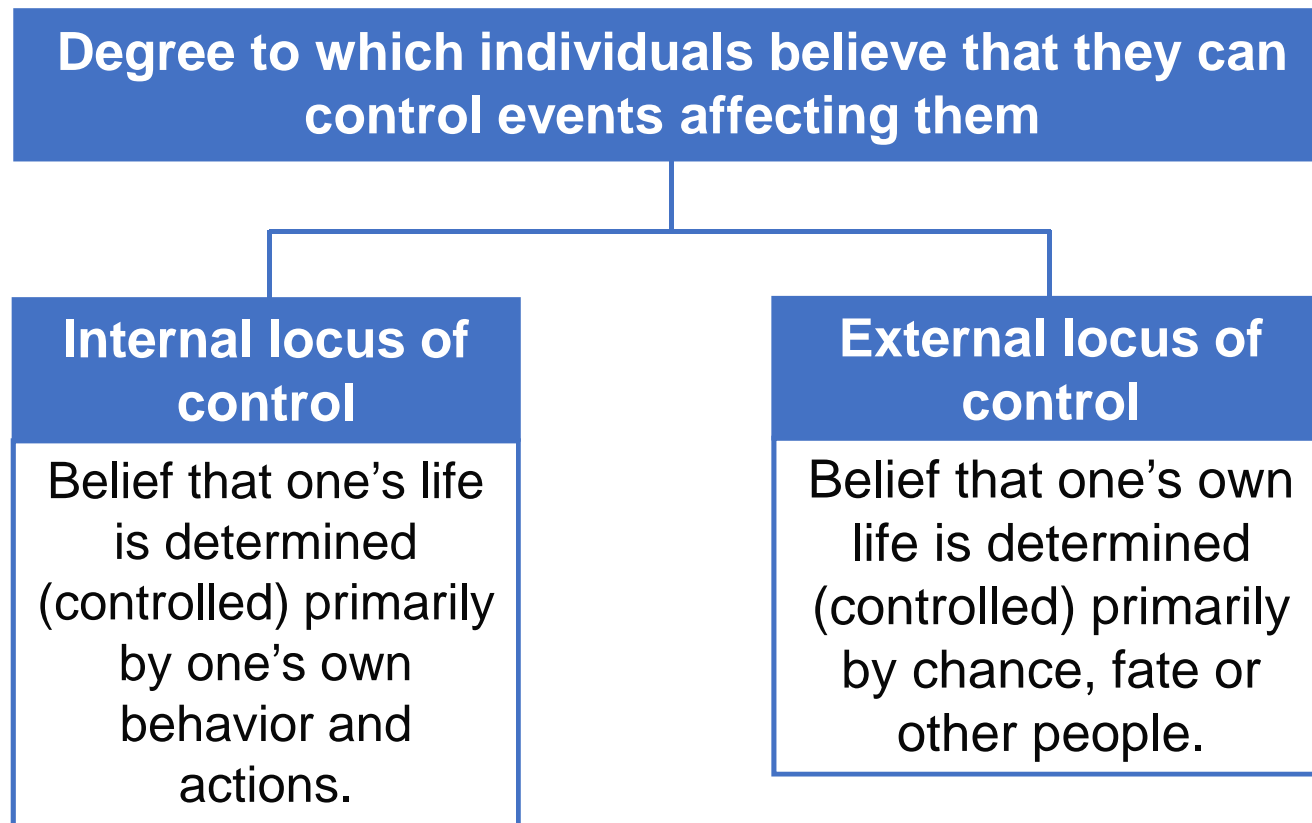


Self-Esteem Characteristics

LOW	HIGH
<ul style="list-style-type: none">• Choose conventional occupations	<ul style="list-style-type: none">• Risk takers
<ul style="list-style-type: none">• Swayed by opinions of others	<ul style="list-style-type: none">• Prioritize their work to accomplish tasks
<ul style="list-style-type: none">• Set goals that they can achieve	<ul style="list-style-type: none">• Set challenging goals



Personality Trait: Locus of Control





Job Performance and Locus of Control

- Internals control their own behavior better, are more active politically and socially than externals
- Externals appear to prefer a more structured, directive style of supervision than internals
- Internals are often more achievement oriented than externals
- Internals and externals perform equally well when work is simple



Proactive Personality

- A dispositional tendency to take personal initiative across a range of activities and situations.
- Proactive employees build strong social networks, form high-quality relationships, and continuously strive to create positive, productive change.



Emotions and Emotional Intelligence

- **Emotions** are the complex patterns of feelings toward an object or person.
- **Emotional intelligence** refers to how well an individual handles oneself and others rather than how smart or how capable the individual is in terms of technical skills.



Emotional Intelligence

- **Self-awareness:** recognizing one's emotions, strengths and limitations, and capabilities and how these affect others
- **Social empathy:** sensing what others need in order for them to develop
- **Self-motivation:** being results oriented and pursuing goals beyond what is required
- **Social skills:** the ability of an individual to influence others



Teams Competency: Why Personality is Important at Starbucks

- Summary Insights
 - Starbucks hires based on personality
 - Emotional stability is a desired trait
 - Success is determined by the team
 - Customer service is important



Influence of Culturally Based Work-Related Values

- Individualism-Collectivism
- Power Distance
- Uncertainty Avoidance
- Gender role Orientation
- Long-term Orientation



Three Characteristics of Collectivism-Individualism

COLLECTIVISM	INDIVIDUALISM
<ul style="list-style-type: none">• Focus on “we” versus “I”	<ul style="list-style-type: none">• Non-conformists; individuals pursue own goals
<ul style="list-style-type: none">• Emphasis on belonging to an organization	<ul style="list-style-type: none">• Emphasis on individual initiatives and achievement
<ul style="list-style-type: none">• Avoid pointing out mistakes to “save face”	<ul style="list-style-type: none">• Everybody has a right to a private life and opinion

Adapted from G. Hofstede and G.J. Hofstede. *Cultures and Organizations: Software of the Mind*. New York: McGraw-Hill, 2005.



Three Characteristics of Power Distance

LOW (SMALL) POWER DISTANCE	HIGH (LARGE) POWER DISTANCE
<ul style="list-style-type: none">• Inequality in society should be minimized	<ul style="list-style-type: none">• Employees should be submissive to leaders
<ul style="list-style-type: none">• All should have equal rights	<ul style="list-style-type: none">• Power holders are entitled to privileges and status
<ul style="list-style-type: none">• Status and titles are of less importance than knowledge	<ul style="list-style-type: none">• Employees should follow chain of command

Adapted from G. Hofstede and G.J. Hofstede. *Cultures and Organizations: Software of the Mind*. New York: McGraw-Hill, 2005.



Three Characteristics of Uncertainty Avoidance

LOW (WEAK) UNCERTAINTY AVOIDANCE	HIGH (STRONG) UNCERTAINTY AVOIDANCE
<ul style="list-style-type: none">• The uncertainty inherent in life is accepted and each day is taken as it comes.	<ul style="list-style-type: none">• The uncertainty inherent in life is a threat. Rules and laws reduce uncertainty.
<ul style="list-style-type: none">• Conflict and competition can be used constructively.	<ul style="list-style-type: none">• Conflict and competition can and should therefore be avoided in favor of orderliness.
<ul style="list-style-type: none">• Dissent is accepted.	<ul style="list-style-type: none">• There is need for consistency.

Adapted from G. Hofstede and G.J. Hofstede. *Cultures and Organizations: Software of the Mind*. New York: McGraw-Hill, 2005.



Three Characteristics of Gender Role Orientation

MASCULINITY	FEMININITY
<ul style="list-style-type: none">• Men are assertive	<ul style="list-style-type: none">• Men and women should be concerned with the quality of life
<ul style="list-style-type: none">• Material success is prized and valued	<ul style="list-style-type: none">• Caring for others is prized and valued
<ul style="list-style-type: none">• Work roles should be clear	<ul style="list-style-type: none">• No distinction in work roles for men and women

Adapted from G. Hofstede and G.J. Hofstede. *Cultures and Organizations: Software of the Mind*. New York: McGraw-Hill, 2005.



Three Characteristics of Short Versus Long-Term Orientation

SHORT-TERM	LONG-TERM
<ul style="list-style-type: none">• Respect for bottom line	<ul style="list-style-type: none">• Respect for work ethic
<ul style="list-style-type: none">• Efforts should produce quick results	<ul style="list-style-type: none">• Perseverance, sustained efforts toward results over time are valued
<ul style="list-style-type: none">• Leaders and employees view each other as distinct groups	<ul style="list-style-type: none">• Willingness to subordinate oneself for a broader societal purpose

Adapted from G. Hofstede and G.J. Hofstede. *Cultures and Organizations: Software of the Mind*. New York: McGraw-Hill, 2005.



Components of Attitudes

1. **Affective component:** feeling, sentiments, moods and emotions about some specific person, idea, or object
2. **Cognitive component:** thoughts, opinions, knowledge, or information held by the individual about a specific person, idea, event, or object
3. **Behavioral component:** predisposition to act on a favorable or unfavorable evaluation to a specific person, idea, event, or object



Hope

- **Hope** involves a person's mental willpower (determination) and waypower (road map) to achieve goals.
- **Hope** = mental willpower + waypower to achieve goals



Helping Employees to Increase Their Hope

- Set clear goals so employees can track their progress
- Break overall, long-term goals into small subgroups or steps
- Helping employees figure out how to motivate themselves



Job Satisfaction

- Reflects the extent to which individuals find fulfillment in their work.



Why is Job Satisfaction Important?

- Reduces turnover and absenteeism
- Attracts people to work for the organization
- Challenges employees to learn and grow



Job Satisfaction is Enhanced When:

- Work is challenging and interesting but not tiring
- Rewards are equitable and provide feedback
- Working conditions match physical needs and promote goal attainment
- Self-esteem is high
- Others hold similar views and facilitate reward attainment
- Policies and procedures are clear, don't conflict, and aid goal attainment



Across Cultures Competency: Mercedes-Benz

- Summary Insights
 - German engineers trained employees to work in teams
 - Workers jobs are satisfying, reducing absenteeism and employee turnover
 - Workers have a voice in decision making



Organizational Commitment

- The strength of an employee's involvement in the organization and identification with it.



Characteristics of Strong Commitment

- Support and acceptance of the organization's goals and values
- Willingness to exert considerable effort on behalf of the organization
- Desire to remain with the organization



Diversity Competency: Deloitte & Touche

- Summary Insights
 - Employees value flexible work arrangements
 - Deloitte flexible work arrangements include compressed workweeks, telecommuting, job sharing, and paid child-care leave
 - Employees value a balanced work life
 - Recruiting college seniors with different ethnic backgrounds is valued



DISCUSSION QUESTIONS

1. How might the values of a culture impact the development of a person's personality? Referring to the five cultural dimensions discussed in the chapter, describe your native country's culture.
2. What influences on personality development seem most important to you? Why?
3. Using the Big Five personality factors, describe the personality of (a) a close family member and (b) a person for whom you have worked. How do these factors affect your behavior toward them?
4. Can individuals change their attitudes without changing their behavior? Give an example.
5. Describe how you can develop your hope attitude to improve your performance.



DISCUSSION QUESTIONS (CONTINUED)

6. Don Tuttle, CEO of Top Gun Ventures, thinks that satisfied workers are more productive than less satisfied workers. Do you agree or disagree with him? Explain.
7. Think of an organization that you have worked for. What factors seemed to influence your commitment to this organization?
8. Have you worked for an emotionally intelligent manager? If so, give an example of why you believe this manager has high EQ.



EXPERIENTIAL EXERCISE: SELF COMPETENCY

What Are Your Cultural Values?

1. According to your perception of your culture, what values are most important in your culture?
2. How do these values influence the behaviors of individuals?



EXPERIENTIAL EXERCISE: SELF COMPETENCY

What's Your Emotional IQ?

1. Use EQ to describe a friend. What are this person's strengths and weaknesses?
2. Is EQ genetic or shaped by experience?



CASE: SELF COMPETENCY

Larry Ellison at Oracle Computer

1. Using the Big Five personality factors, describe Ellison's personality characteristics. How do these affect others?
2. What's Ellison's EQ? Why do individuals work for him?