Kinicki

Williams

management
A PRACTICAL INTRODUCTION
6e

Managing Individual Differences & Behavior:

Supervising People as People

Chapter Eleven

Major Questions You Should Be Able to Answer

11.1 In the hiring process, do employers care about one's personality and individual traits?

11.2 How do the hidden aspects of individuals-their values and attitudes-affect employee behavior?

11.3 What are the distortions of perception that can cloud one's judgment?

Major Questions You Should Be Able to Answer

11.4 Is it important for managers to pay attention to employee attitudes?

11.5 What trends in workplace diversity should managers be aware of?

11.6 What causes workplace stress, and how can it be reduced?

Personality & Individual Behavior
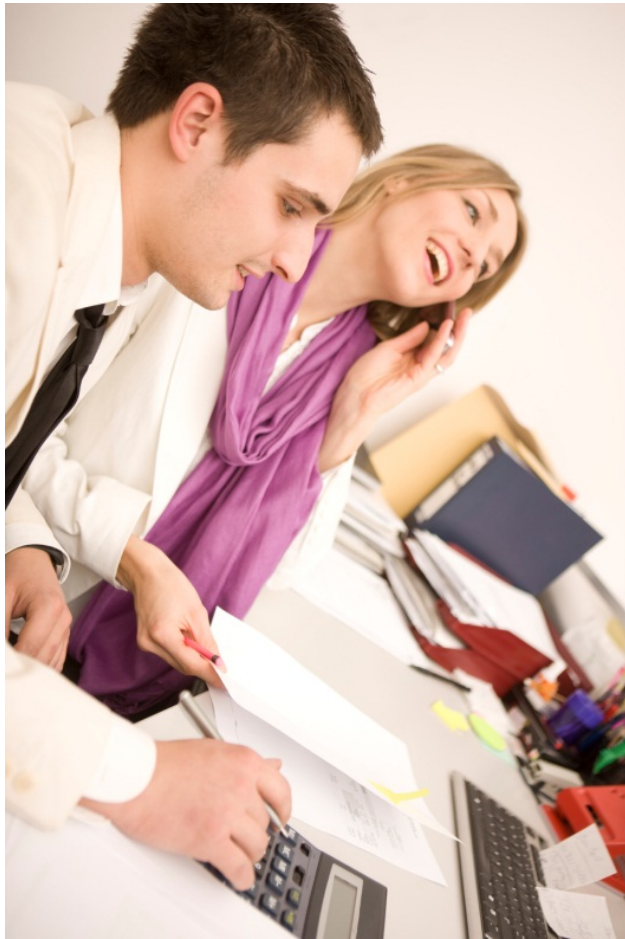
✦ Personality

↳ the stable psychological traits and behavioral attributes that give a person his or her identity

The Big Five Personality Dimensions

✦ **Extroversion**

  ↳ how outgoing, talkative, sociable, and assertive a person is

✦ **Agreeableness**

  ↳ how trusting, good-natured, cooperative, and soft-hearted one is

✦ **Conscientiousness**

  ↳ how dependable, responsible, achievement-oriented, and persistent one is

The Big Five Personality Dimensions

✦ Emotional stability

↳ how relaxed, secure, and unworried one is

✦ Openness to experience

↳ how intellectual, imaginative, curious, and broad-minded one is

Question?

Susan loves going to parties, where she talks to everyone there. Susan is probably high in:

A. Emotional stability
B. Conscientiousness
C. Extroversion
D. Agreeableness

Do Personality Tests Work for the Workplace?

★ *Extroversion* has been associated with success for managers and salespeople

★ *Conscientiousness* has been found to have the strongest positive correlation with job performance and training performance

Cautions About Using Personality Testing in the Workplace

Table 11.1

- *Use professionals.* Rely on reputable, licensed psychologists for selecting and overseeing the administration, scoring, and interpretation of personality and psychological tests. This is particularly important, since not every psychologist is expert at these kinds of tests.

- *Don't hire on the basis of personality test results alone.* Supplement any personality test data with information from reference checks, personal interviews, ability tests, and job performance records. Also avoid hiring people on the basis of specified personality profiles. As a case in point, there is no distinct "managerial personality."

- *Be alert for gender, racial, and ethnic bias.* Regularly assess any possible adverse impact of personality tests on the hiring of women and minorities. This is truly a matter of great importance, since you don't want to find your company (or yourself) embroiled in a lawsuit at some point downstream.

- *Graphology tests don't work, but integrity tests do.* Personality traits and aptitudes cannot be inferred from samples of people's penmanship, as proponents of graphology tests claim. However, dishonest job applicants can often be screened by integrity tests, since dishonest people are reportedly unable to fake conscientiousness, even on a paper-and-pencil test.

Proactive Personality

✦ **Proactive personality**

↳ someone who is more apt to take initiative and persevere to influence the environment

Five Traits Important in Organizations

✦ **Locus of control**

↳ indicates how much people believe they control their fate through their own efforts

↳ internal, external

✦ Expect different degrees of structure and compliance for each type

✦ Employ different reward systems for each type

Five Traits Important in Organizations

✦ **Self-efficacy**

↳ belief in one's ability to do a task

↳ learned helplessness

✦ **Self-esteem**

↳ the extent to which people like or dislike themselves, their overall self-evaluation

Five Traits Important in Organizations

✦ **Self-monitoring**
  ↳ the extent to which people are able to observe their own behavior and adapt it to external situations

✦ **Emotional intelligence**
  ↳ ability to cope, empathize with others, and be self-motivated

Some Ways That Managers Can Boost Employee Self-Esteem

Table 11.2

- Reinforce employees' positive attributes and skills.

- Provide positive feedback whenever possible.

- Break larger projects into smaller tasks and projects.

- Express confidence in employees' abilities to complete their tasks.

- Provide coaching whenever employees are seen to be struggling to complete tasks.

The Traits of Emotional Intelligence

Table 11.3

1. **Self-awareness.** The most essential trait. This is the ability to read your own emotions and gauge your moods accurately, so you know how you're affecting others.

2. **Self-management.** This is the ability to control your emotions and act with honesty and integrity in reliable and adaptable ways. You can leave occasional bad moods outside the office.

3. **Social awareness.** This includes empathy, allowing you to show others that you care, and organizational intuition, so you keenly understand how your emotions and actions affect others.

4. **Relationship management.** This is the ability to communicate clearly and convincingly, disarm conflicts, and build strong personal bonds.

Organizational Behavior

✦ Organizational Behavior

↳ tries to help managers not only *explain* workplace behavior but also to *predict* it, so that they can better lead and motivate their employees to perform productively

↳ individual, group behavior

Formal
Goals
Policies
Hierarchy
Structure

The Organization

Informal
Values
Attitudes
Personalities
Perceptions
Conflicts
Culture

Values and Attitudes

✦ Values

↳ abstract ideals that guide one's thinking and behavior across all situations

✦ Attitude

↳ a learned predisposition toward a given object

Three Components of Attitudes

✦ **Affective**

⤷ consists of feelings or emotions one has about a situation

✦ **Cognitive**

⤷ beliefs and knowledge one has about a situation

✦ **Behavioral**

⤷ refers to how one intends or expects to behave toward a situation

Question?

The statement, "I am never going to eat at this restaurant again," reflects the _____ component of an attitude.

A. Behavioral

B. Decisional

C. Cognitive

D. Affective

Attitudes

Cognitive dissonance

↳ the psychological discomfort a person experiences between his or her cognitive attitude and incompatible behavior

↳ Importance, control, rewards

Ways to Reduce Cognitive Dissonance

✦ Change attitude or behavior

✦ Belittle importance of the inconsistent behavior

✦ Find consonant elements that outweigh dissonant ones

Example: Thinking Beyond Profit to Create Value for Society

- ✦ **IBM** celebrated its 100th anniversary in June 2011 by offering a global service day, with 300,000 IBM employees signing up to perform 2.6 million hours of service to the world

- ✦ In West Africa **Procter & Gamble** set up Pampers mobile clinics
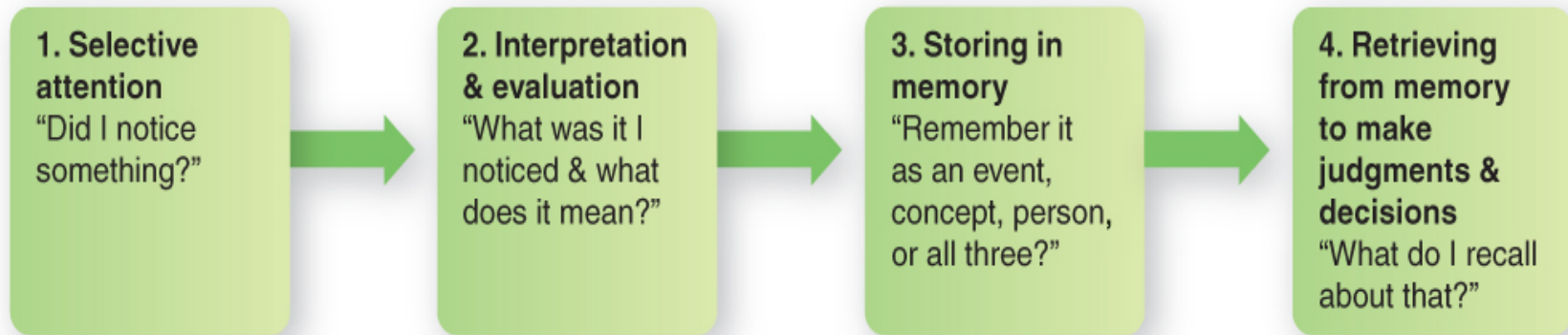
Perception

✦ Perception

↳ process of interpreting and understanding one's environment

The Four Steps in the Perceptual Process

Figure 11.2

1. **Selective attention**
"Did I notice something?"

2. **Interpretation & evaluation**
"What was it I noticed & what does it mean?"

3. **Storing in memory**
"Remember it as an event, concept, person, or all three?"

4. **Retrieving from memory to make judgments & decisions**
"What do I recall about that?"

Distortions in Perception

- **Stereotyping**
  - ↳ tendency to attribute to an individual the characteristics one believes are typical of the group to which that individual belongs
  - ↳ sex-role, age, race/ethnicity
- **Halo effect**
  - ↳ forming an impression of an individual based on a single trait

Question?

John is interviewing Bambi for a job opening at his accounting firm. He notices that she has several tattoos visible on both arms. He does not believe that people with tattoos can be good accountants. John is engaged in _____.

A. Counseling
B. Stereotyping
C. Behavioral interviewing
D. Situational interviewing

Distortions in Perception

✦ **Recency effect**
  ↳ Tendency to remember recent information better than earlier information

✦ **Causal attributions**
  ↳ activity of inferring causes for observed behaviors
  ↳ fundamental, self-serving bias

Example: Are Attractive Men & Women Paid More than Ordinary People

- Being good looking seems to be strongly associated with self-confidence
- Employers showed higher estimates for beautiful people's productivity
- Good-looking people are good communicators

Self-Fulfilling Prophecy

✦ **Self-Fulfilling prophecy**

↳ the phenomenon in which people's expectations of themselves or others lead them to behave in ways that make those expectations come true

↳ also called the Pygmalion effect

Work-Related Attitudes

✦Employee engagement

> ↳ an individual's involvement, satisfaction, and enthusiasm for work

✦Job satisfaction

> ↳ extent to which you feel positively or negatively about various aspects of your work

Work-Related Attitudes

✦ **Organizational commitment**

↳ reflects the extent to which an employee identifies with an organization and is committed to its goals

↳ Strong positive relationship between organizational commitment and job satisfaction

Important Workplace Behaviors

✦ Performance and productivity

✦ Absenteeism and turnover

✦ Organizational citizenship behaviors

✦ Counterproductive work behaviors

Question?

Herman spends his lunch hour drinking beer in his car in the parking lot. This is an example of a(n) _____.

A. Evaluating behavior

B. Discerning behavior

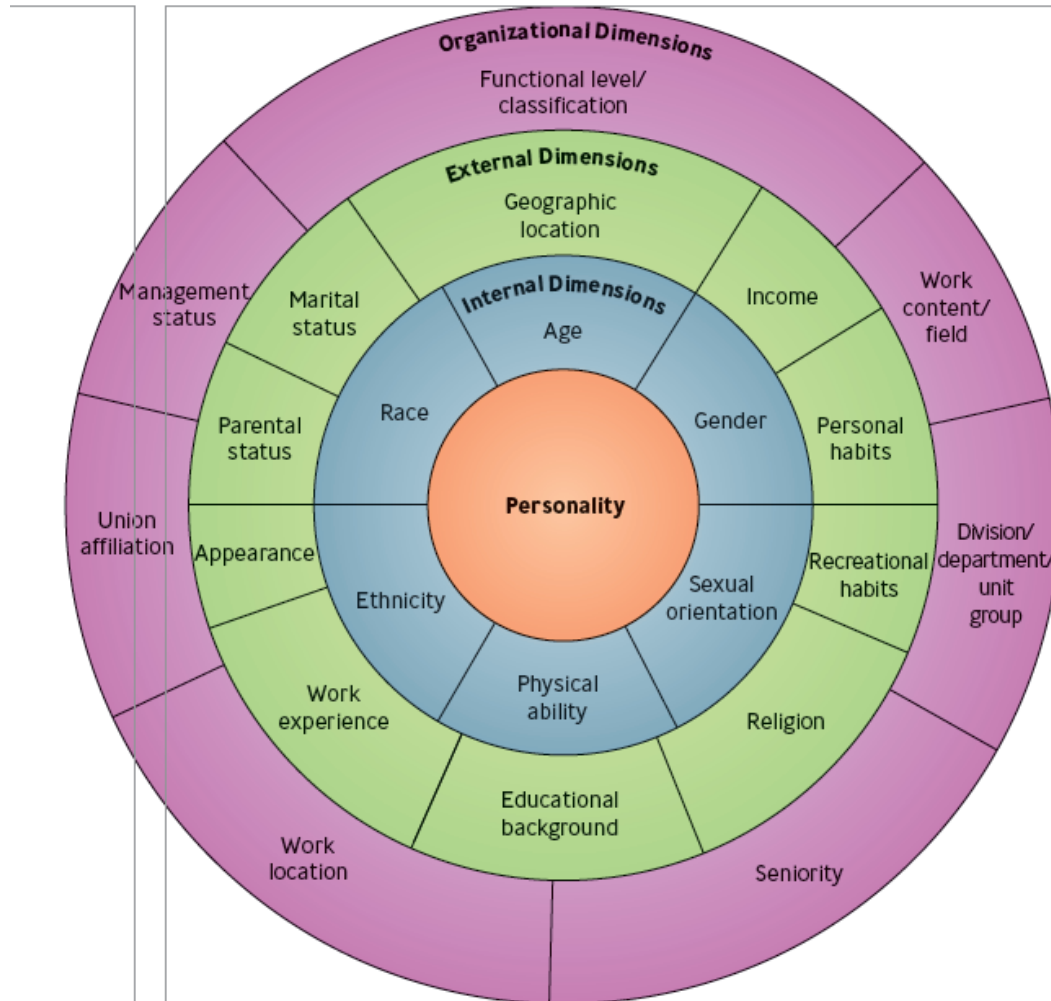C. Counterproductive work behavior

D. Destructive work behavior

The New Diversified Workforce

✦ Diversity

↳ represents all the ways people are unlike and alike—the differences and similarities in age, gender, race, religion, ethnicity, sexual orientation, capabilities, and socioeconomic background

The Diversity Wheel

Figure 11.3

The Diversity Wheel

✦ **Internal dimensions**

↳ those human differences that exert a powerful, sustained effect throughout every stage of our lives

↳ gender, age, ethnicity, race, sexual orientation, physical abilities

The Diversity Wheel

✦ External dimensions

↳ consist of the personal characteristics that people acquire, discard, or modify throughout their lives

↳ educational background, marital status, parental status, religion, income, geographic location, work experience, recreational habits, appearance, personal habits.

Trends in Workforce Diversity

✦ Age: More Older People in the Workforce

✦ Gender: More Women Working

✦ Race & Ethnicity: More People of Color in the Workforce

✦ Sexual Orientation: Gays & Lesbians Become More Visible

✦ People with Differing Physical & Mental Abilities

✦ Educational Levels: Mismatches Between Education & Workforce Needs

Barriers to Diversity

Stereotypes and prejudices

Fear of reverse discrimination

Resistance to diversity program priorities

Unsupportive social atmosphere

Lack of support for family demands

Lack of support for career-building steps

What is Stress?

Stress

↳ the tension people feel when they are facing or enduring extraordinary demands, constraints, or opportunities and are uncertain about their ability to handle them effectively

Sources of Job-Related Stress

✦ Demands created by individual differences,

✦ Individual task demands

✦ Individual role demands

✦ Group demands,

✦ Organizational demands

✦ Nonwork demands.

Question?

Your boss expects you to stay late to cover the workload of a coworker who is out sick, but you are supposed to help your mother with some work on her house tonight. You are suffering from:

A. Role overload
B. Role conflict
C. Role ambiguity
D. Burnout

Symptom of Stress

+ **Physiological**

  ↳ backaches, headaches, sweaty palms, nausea

+ **Psychological**

  ↳ boredom, irritability, nervousness, anger, anxiety, depression

+ **Behavioral**

  ↳ sleeplessness, changes in eating habits, increased smoking/alcohol/drug abuse

Consequences of Stress

✦ **Burnout**

↳ state of emotional, mental, and even physical exhaustion

Reducing Stressors in Organizations

- ✦ Roll out employee assistance programs
- ✦ Recommend a holistic wellness approach
- ✦ Create a supportive environment
- ✦ Make jobs interesting
- ✦ Make career counseling available