Chapter 12
Individual Behavior
Chapter 12

• How do perceptions influence individual behavior?
• How do personalities influence individual behavior?
• How do attitudes, emotions and moods influence individual behavior?
12.1 Perceptions

- Perceptual distortions can obscure individual differences
- Perception can cause attribution errors as we explain events and problems
- Impression management is a way of influencing how others perceive us
Individual Differences

- Perception
  - Process for receiving and interpreting information from the environment

Perceptual Distortions
- Stereotypes
- Halo effects
- Selective perception
- Projection
PERCEPTIONS

Individual Differences

• Stereotypes
  – Using limited attributes of a group to describe an entire group or individuals in the group

• Halo effect
  – Using one characteristic of a person to form an overall impression
PERCEPTIONS

Individual Differences

• Selective perception
  – Limit perception of information to that which agrees with existing beliefs

• Projection
  – Assign our personal attributes to another individual
PERCEPTIONS

Attribution Errors

• Attribution
  – Developing explanations or causes for events

• Fundamental attribution error
  – Tendency to blame someone else when things go wrong

• Self-serving bias
  – Blame personal problems on external causes rather than accept personal responsibility
PERCEPTIONS

Impression Management

• Impression management
  – Attempting to influence how others perceive us
Personalities

- The Big Five personality traits describe work-related individual differences.
- The Myers-Briggs type indicator is a popular approach to personality assessment.
- Self-monitoring and other personality traits influence work behavior.
- People with Type A personalities tend to stress themselves.
- Stress has consequences for work performance and personal health.
PERSONALITIES

Personality Traits

• Personality
  – Combination of characteristics that make us unique individuals
## PERSONALITIES

### Personality Traits

- **The “Big Five” personality traits**

<table>
<thead>
<tr>
<th>Trait</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extroversion</td>
<td>An extravert is talkative, comfortable, and confident in interpersonal relationships; an introvert is more private, withdrawn, and reserved.</td>
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<tr>
<td>Agreeableness</td>
<td>An agreeable person is trusting, courteous, and helpful, getting along well with others; a disagreeable person is self-serving, skeptical, and tough, creating discomfort for others.</td>
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<tr>
<td>Conscientiousness</td>
<td>A conscientious person is dependable, organized, and focused on getting things done; a person who lacks conscientiousness is careless, impulsive, and not achievement oriented.</td>
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<tr>
<td>Emotional stability</td>
<td>A person who is emotionally stable is secure, calm, steady, and self-confident; a person lacking emotional stability is excitable, anxious, nervous, and tense.</td>
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<tr>
<td>Openness to Experience</td>
<td>A person open to experience is broad-minded, imaginative, and open to new ideas; a person who lacks openness is narrow-minded, has few interests, and resists change.</td>
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</tbody>
</table>
PERSONALITIES

Personality Assessment

- Myers-Briggs type indicator

**Myers-Briggs Dimensions of Personality**

- Extraversion/Introversion - how we relate to others
- Sensation/Intuition - how we gather information
- Thinking/Feeling - how we evaluate information
- Judging/Perceiving - how we react to the outside world
PERSONALITIES

Personality Traits

• Locus of Control
  – Internal
    • Personal control over success and failure
    • “If it is to be, it’s up to me!”
  – External
    • Little personal control
    • “What happens, happens.”
PERSONALITIES

Personality Traits

• Authoritarianism
  – Respect authority

• Machiavellianism
  – Manipulate others to achieve goals
PERSONALITIES

Personality Traits

• Self monitoring
  – Open to feedback
  – Able to adjust to changing situations
PERSONALITIES

Personality Traits

• Type A personalities
  – High achievement orientation
  – Creates own stress
PERSONALITIES

Stress

• Stress
  – Tension when faced with demands, constraints and opportunities
  – Constructive stress
  – Destructive stress
Stress

- Job burnout
- Workplace rage
PERSONALITIES

Stress

Intense or Long-term Stress

Exhaustion and Burnout
- Lack of energy
- Emotional distress
- Bad attitude
- Poor self-esteem

Possible Effects
- Lower performance
- Lower satisfaction
- Workplace rage
- Personal problems
- Poor health
PERSONALITIES

Stress

• Personal Wellness
  – Helps cope with stress and job demands
  – Rest
  – Exercise
  – Eating right
  – Healthy habits
Attitudes and Behavior

- Attitudes predispose people to act in certain ways
- Job satisfaction is a positive attitude toward one’s job and work experiences
- Job satisfaction influences behavior
- Job satisfaction has a complex relationship with job performance
- Emotions and moods are positive and negative states of mind that influence behavior
ATTITUDES AND BEHAVIOR

Attitudes

• Attitudes predispose people to act in certain ways

• Cognitive dissonance
  – Discomfort felt when behavior is inconsistent from attitude
ATTITUDES AND BEHAVIOR

Job Satisfaction

• Job satisfaction
  – Positive feeling about a job and work experience
ATTITUDES AND BEHAVIOR

Work Behaviors

• Withdrawal behavior
  – Absenteeism
  – Turnover

• Organizational citizenship
  – Positive work behaviors
  – Going the extra mile
  – Employee engagement
ATTITUDES AND BEHAVIOR

Job Satisfaction and Performance

• Job satisfaction and performance are interrelated
Emotions and Moods

- Emotions
  - Strong feelings directed at someone or something

- Emotional Intelligence
  - Ability to understand and manage emotions
Emotions and Moods

• Moods
  – Positive or negative feelings or state of mind

• Mood contagion
  – Influence of one’s mood on others