

Individual Differences

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Individual differences are skills, personalities, abilities, perceptions, attitudes, emotions, etc...

Their effects on organizational behavior are best understood through an interactional perspective:

1. Behavior is a function of continuous, multidirectional interaction between person factors and situation factors

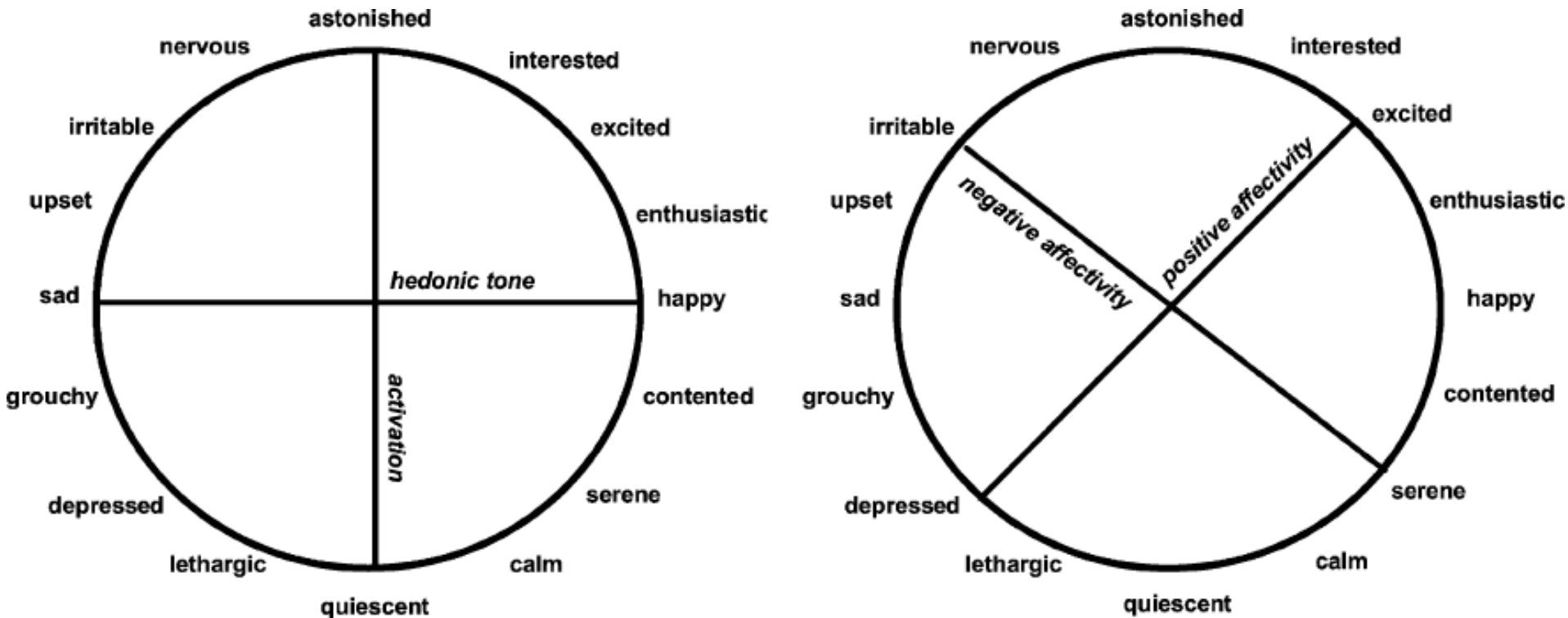
Basics of Affect and Emotion

Affect is the instinctive feeling a person experiences in response to stimuli. It manifests as:

- **Emotion:** Brief yet intense affect caused by an event
- **Mood:** Enduring yet mild affect with no one cause

Emotions directly impede or interrupt thought processes in the present moment and often trigger action (or the intent to act), while moods indirectly alter perception and cognition by biasing it in mood-consistent ways

Basics of Affect and Emotion



(Cropanzano, Weiss, Hale, & Reb, 2003; Russell & Barrett, 1999)

Basics of Affect and Emotion

Trait affectivity is the degree to which a person has an enduring tendency to experience either positive (**Positive Affectivity, PA**) or negative (**Negative Affectivity, NA**) emotions that involve high levels of activation or engagement

PA/NA have been found to:

1. Directly affect strain (e.g., tension, burnout, pain)
2. Indirectly affect strain by altering perceptions.
3. Make people more/less vulnerable to experiencing strain in response to job stress.

Emotional Intelligence

If our emotions shape our perceptions of reality, then Emotional Intelligence (EQ) is the tool that allows us to control our reality

Emotional Intelligence

EQ is the ability to monitor your emotions and those of others, to discriminate among them, and to use this information to guide your thinking and actions

EQ covers both *intrapersonal* and *interpersonal* domains of intelligence, it is composed of

- Self-awareness
- Self-management
- Social awareness
- Relationship management

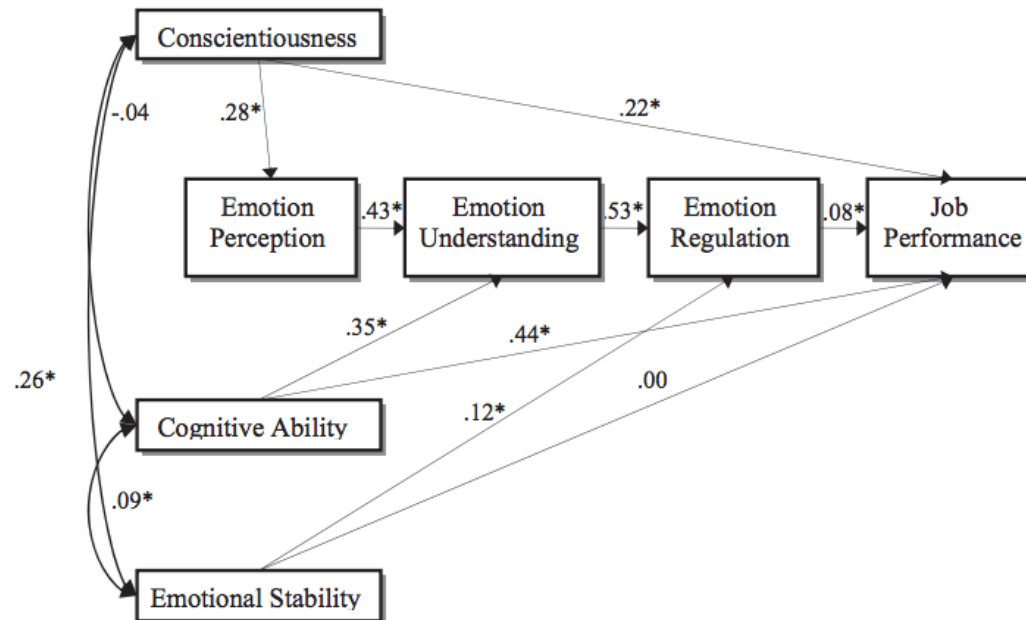
Emotional Intelligence

Emotional intelligence is more changeable or “plastic” than IQ or personality

Well honed EQ allows us access to an additional form of information (emotions) that enhances our ability to make decisions, manage ourselves and our time, think critically, and many other skills

Emotional Intelligence

EQ is linked with increased job performance, and has more of an impact than personality



Joseph & Newman (2010); O'Boyle, Humphrey, Pollack, Hawver, & Story (2011) – both are meta-analyses of over 30,000 people

Emotional Intelligence

Greater EQ is linked with better mental and general health, and better physical health as well (to a lesser degree)

Martins, Ramalho, & Morin (2010); Schutte et al. (2007) – meta-analysis of nearly 20,000 people

Multiple Intelligences

The remaining intelligences include:

- ✓ Spatial intelligence
- ✓ Linguistic/Verbal intelligence
- ✓ Mathematical/Logical intelligence
- ✓ Musical intelligence
- ✓ Bodily-Kinesthetic intelligence
- ✓ Naturalist intelligence
- ✓ Intrapersonal intelligence (one part of EQ)
- ✓ Interpersonal intelligence (other part of EQ)

Personality

Personality is the relatively stable set of characteristics that influences an individual's behavior and lend it consistency

Shaped by genetics (up to 50%) and environment (e.g., family, culture, education, etc.)

Personality

Trait Theory: Break down behavior patterns into observable traits

Psychodynamic Theory: Unconscious determinants of behavior

Humanistic Theory: Individual growth and improvement

Personality: Trait Theory

Extraversion	The person is gregarious, assertive, and sociable (as opposed to reserved, timid, and quiet).
Agreeableness	The person is cooperative, warm, and agreeable (rather than cold, disagreeable, and antagonistic).
Conscientiousness	The person is hardworking, organized, and dependable (as opposed to lazy, disorganized, and unreliable).
Emotional stability	The person is calm, self-confident, and cool (as opposed to insecure, anxious, and depressed).
Openness to experience	The person is creative, curious, and cultured (rather than practical with narrow interests).

SOURCES: P. T. Costa and R. R. McCrae, *The NEO-PI Personality Inventory* (Odessa, Fla.: Psychological Assessment Resources, 1992); J. F. Salgado, "The Five Factor Model of Personality and Job Performance in the European Community," *Journal of Applied Psychology* 82 (1997): 30-43.

Personality: Trait Theory

Which Big 5 factors predict the following?

Performance?

Performance in social interactions?

Performance in customer service?

Team Performance?

Emotional Support?

Creativity or Innovation?

Helping Behavior?

Burnout?

Transformational Leadership?

Occupational Success?

Personality: Integrative Theory

A person's **core self-evaluation** is the degree to which a person evaluates his/her self (or self-concept) positively

Stronger core self-evaluations can lead to higher:

Personality: Integrative Theory

CSE is indicated by four personality constructs:

Locus of Control: Belief that the events in one's life are mostly controlled either by oneself (internal) or by the situation or others (external)

Emotional Stability: As discussed in the Big 5 (does not often experience negative emotional states, e.g., anxiety, hostility, depression, etc.)

Personality: Integrative Theory

CSE is indicated by four personality constructs:

Self-Esteem: Overall feelings of self-worth; high self-esteem is associated with positive feelings and emphasizing strengths over weaknesses

Self-Efficacy: Overall belief of how effectively one can perform, cope, or succeed in various situations

Personality: Integrative Theory

One more critical personality disposition:

Self-Monitoring: The degree to which people base their behavior on cues from people and situations

Personality: Measurement

Projective Test: Response to abstract stimuli

Behavioral Measures: Observing an individual's behavior in a controlled situation

Self-Report Questionnaire: Responses to questions