



# INDIVIDUAL DIFFERENCES

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# INDIVIDUAL DIFFERENCES

Individual differences have a direct effect on behavior

- ☐ People who perceive things differently behave differently
- ☐ People with different attitudes respond differently to directives
- ☐ People with different personalities interact differently with bosses, coworkers, subordinates, and customers

# INDIVIDUAL DIFFERENCES

Individual differences help explain: explain:

- ☐ Why some people embrace change and others are fearful of it and others are fearful of it
- ☐ Why some employees will be productive only if they are closely supervised, while others will be supervised, while others will be productive if they are not productive if they are not
- ☐ Why some workers learn new tasks more effectively than others more effectively than other

# DESCRIBE PERSONALITY, THE WAY IT IS MEASURED, AND THE FACTORS THAT SHAPE IT (1 OF 4)

## Defining Personality

- **Personality** is a dynamic concept describing the growth and development of a person's whole psychological system.
- The sum of ways in which an individual reacts to and interacts with others.

# DESCRIBE PERSONALITY, THE WAY IT IS MEASURED, AND THE FACTORS THAT SHAPE IT (2 OF 4)

## Measuring Personality

- Managers need to know how to measure personality.
  - Personality tests are useful in hiring decisions and help managers forecast who is best for a job.
- The most common means of measuring personality is through self-report surveys.

# DESCRIBE PERSONALITY, THE WAY IT IS MEASURED, AND THE FACTORS THAT SHAPE IT (3 OF 4)

## Personality Determinants

- Is personality the result of heredity or environment?
- **Heredity** refers to those factors that were determined at conception.
  - The heredity approach argues that the ultimate explanation of an individual's personality is the molecular structure of the genes, located in the chromosomes.

## DESCRIBE PERSONALITY, THE WAY IT IS MEASURED, AND THE FACTORS THAT SHAPE IT (4 OF 4)

Early research tried to identify and label enduring personality characteristics.

- Shy, aggressive, submissive, lazy, ambitious, loyal, and timid.
- These are **personality traits**.

# STRENGTHS AND WEAKNESS OF THE MBTI AND BIG FIVE MODEL (1 OF 7)

The most widely used personality framework is the **Myers-Briggs Type Indicator (MBTI)**.

Individuals are classified as:

- **Extroverted or Introverted (E or I)**
- **Sensing or Intuitive (S or N)**
- **Thinking or Feeling (T or F)**
- **Perceiving or Judging (P or J)**
  - INTJs are visionaries.
  - ESTJs are organizers.
  - ENTPs are conceptualizers.



# STRENGTHS AND WEAKNESS OF THE MBTI AND BIG FIVE MODEL (2 OF 7)

## The **Big Five Model**

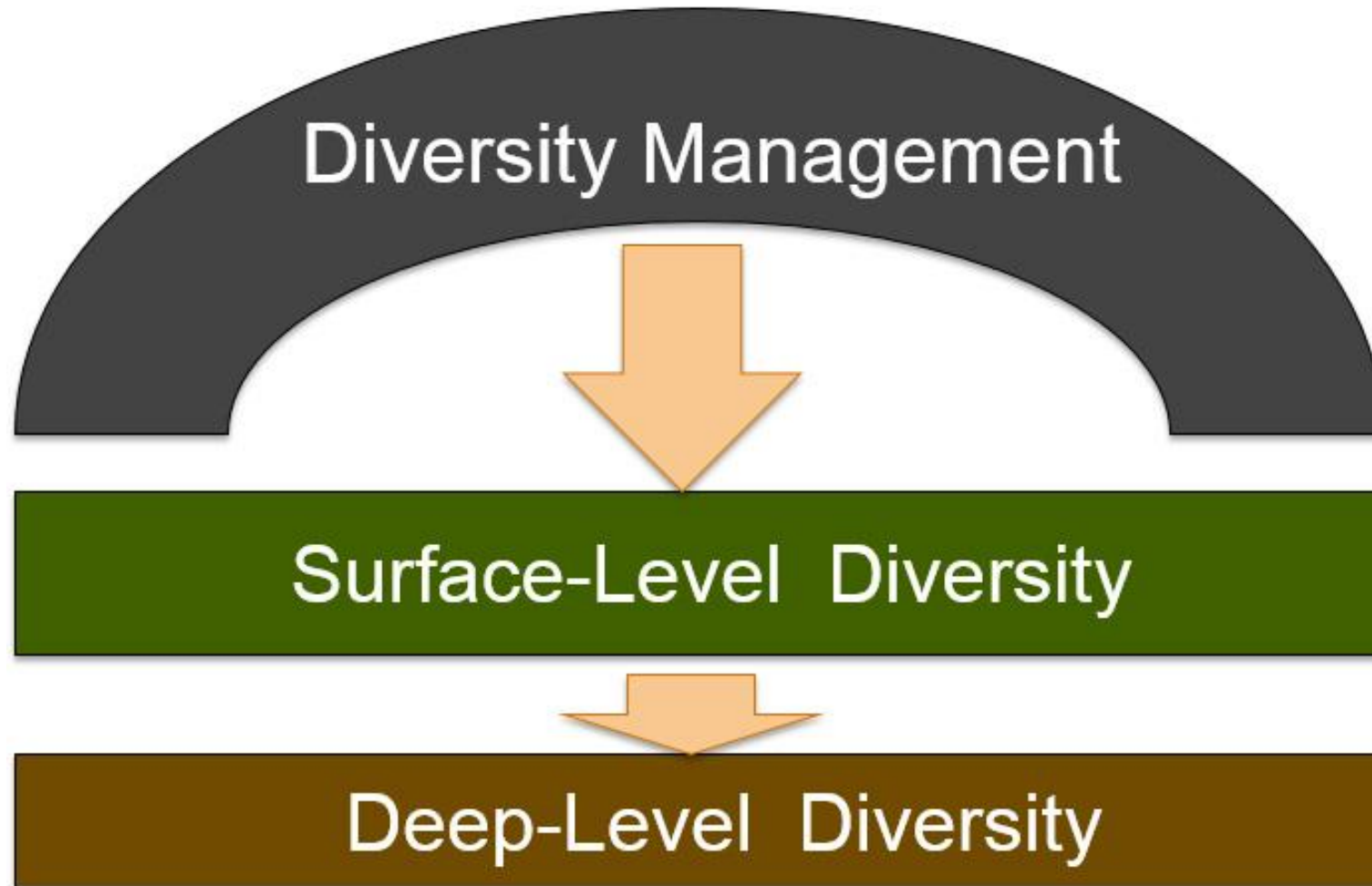
- Extraversion
- Agreeableness
- Conscientiousness
- Emotional stability
- Openness to experience

# STRENGTHS AND WEAKNESS OF THE MBTI AND BIG FIVE MODEL (4 OF 7)

Exhibit 5-2 Model of How Big Five Traits Influence OB Criteria



# WORKPLACE DIVERSITY



# WORKPLACE DISCRIMINATION AND ORGANIZATIONAL EFFECTIVENESS (1 OF 3)

**Discrimination** is to note a difference between things.

Unfair discrimination assumes stereotypes about groups.

- Refusal to recognize individual differences is harmful to organizations and employees.

**Stereotype threat** describes the degree to which we agree internally with the generally negative stereotyped perceptions of our groups.

- Can be combatted by treating employees as individuals and not highlighting group differences.

# BIOGRAPHICAL CHARACTERISTICS AND ORGANIZATIONAL BEHAVIOR

(1 OF 6)

**Biological characteristics** are personal characteristics that are objective and easily obtained from personnel records.

- Variations in these can be the basis for discrimination

# BIOGRAPHICAL CHARACTERISTICS AND ORGANIZATIONAL BEHAVIOR

(2 OF 6)

## Age

- The U.S. workforce is aging.
- Does job performance decline with increasing age?
- Studies show that turnover and absenteeism rates are lower among older workers, and age is not associated with lower productivity.

# BIOGRAPHICAL CHARACTERISTICS AND ORGANIZATIONAL BEHAVIOR

(3 OF 6)

## Gender

- There are no consistent male-female differences in problem-solving ability, analytical skills, competitive drive, motivation, sociability, or learning drive.
- But women earn less than men for the same positions and have fewer professional opportunities.

# BIOGRAPHICAL CHARACTERISTICS AND ORGANIZATIONAL BEHAVIOR

(4 OF 6)

## **Race and Ethnicity**

- Laws against race and ethnic discrimination are in effect in many countries.
- But:
  - Employees tend to favor colleagues of their own race in performance evaluations, promotion decisions, and pay raises.
  - African Americans generally fare worse than Whites in employment decisions.



# BIOGRAPHICAL CHARACTERISTICS AND ORGANIZATIONAL BEHAVIOR

(5 OF 6)

## Disabilities

- The U.S. Equal Employment Opportunity Commission classifies a person as disabled who has any physical or mental impairment that substantially limits one or more major life activities.
- Workers with disabilities receive higher performance evaluations, but may have lower performance expectations.

# BIOGRAPHICAL CHARACTERISTICS AND ORGANIZATIONAL BEHAVIOR

(6 OF 6)

## **Hidden Disabilities**

- Sensory disabilities, chronic illness or pain, cognitive or learning impairments, sleep disorders, and psychological challenges.
- U.S. organizations must accommodate employees with a very broad range of impairments.

## OTHER CHARACTERISTICS AND ORGANIZATIONAL BEHAVIOR (1 OF 2)

- **Tenure**

- Tenure is a good predictor of employee productivity.
- Tenure and job performance are positively related.

- **Religion**

- U.S. law prohibits discrimination based on religion, but it is still an issue, especially for Muslims.

## OTHER CHARACTERISTICS AND ORGANIZATIONAL BEHAVIOR (2 OF 2)

- **Sexual Orientation and Gender Identity**
  - Federal law does not protect employees against discrimination based on sexual orientation, though many states and municipalities do.
  - Many Fortune 500 companies have policies covering sexual orientation and about half now have policies on gender identity.
- **Cultural Identity**
  - Need to accommodate and respect individual cultural identities.

# INTELLECTUAL AND PHYSICAL ABILITIES AND OB (1 OF 5)

**Ability** is an individual's current capacity to perform various tasks in a job.

Two types

- Intellectual abilities
- Physical abilities

# INTELLECTUAL AND PHYSICAL ABILITIES AND OB (2 OF 5)

**Intellectual abilities** are abilities needed to perform mental activities – thinking, reasoning, and problem solving.

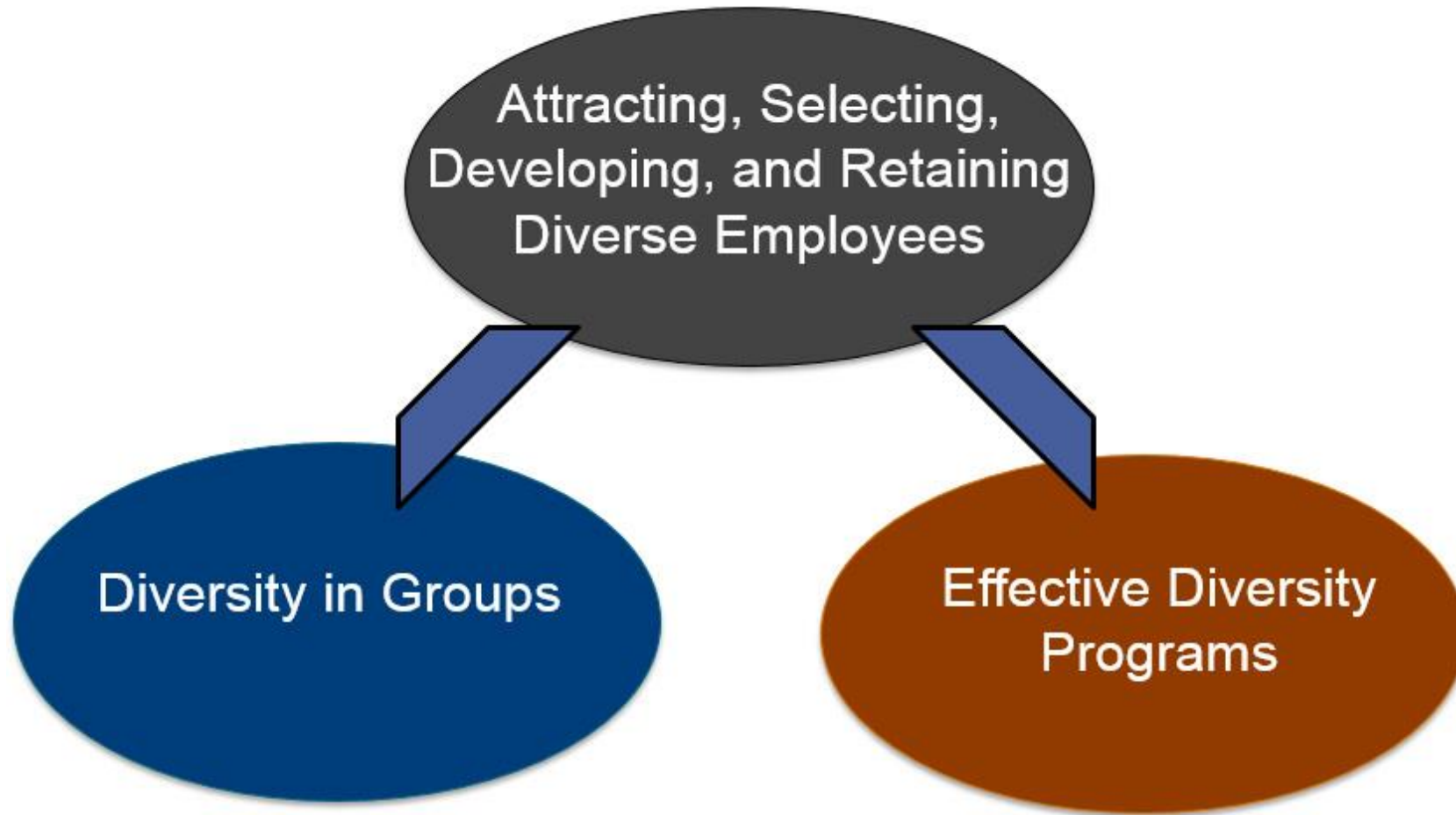
- Most societies place a high value on intelligence.
- **General mental ability** is an overall factor of intelligence as suggested by the positive correlations among specific intellectual ability dimensions.

# DESCRIBE HOW ORGANIZATIONS MANAGE DIVERSITY EFFECTIVELY (1 OF 6)

**Diversity management** is the process and programs by which managers make everyone more aware of and sensitive to the needs and differences of others.

- Diversity is more successful when it is everyone's business, not just for certain groups of employees.

# DESCRIBE HOW ORGANIZATIONS MANAGE DIVERSITY EFFECTIVELY (2 OF 6)





# DESCRIBE HOW ORGANIZATIONS MANAGE DIVERSITY EFFECTIVELY (3 OF 6)

Attracting, selecting, developing, and retaining diverse employees

- Target recruiting messages to specific demographic groups.
- Some companies have been actively working toward recruiting less-hired groups.

# DESCRIBE HOW ORGANIZATIONS MANAGE DIVERSITY EFFECTIVELY (4 OF 6)

## **Diversity in Groups**

- Most people in groups need a common way of looking at and accomplishing major tasks, and they need to communicate well with each other.
- Emphasize higher-level similarities among people.

# DESCRIBE HOW ORGANIZATIONS MANAGE DIVERSITY EFFECTIVELY (5 OF 6)

## **Expatriate Adjustment**

- Organizations should select employees for international assignments who are capable of adjusting quickly and ensure they have the support they need for their assignment.