Biographical Characteristics

Personal characteristics—such as age, gender, race and tenure—that are objective and easily obtained from personnel records
Ability, Intellect, and Intelligence

**Ability**

An individual’s capacity to perform the various tasks in a job

**Intellectual Ability**

The capacity to do mental activities
Physical Abilities

The capacity to do tasks demanding stamina, dexterity, strength, and similar characteristics
The Ability-Job Fit

Employee’s Abilities

Ability-Job Fit

Job’s Ability Requirements
Personality Concepts

**Personality**: The unique and relatively stable patterns of behavior, thoughts, and emotions shown by individuals.

**Interactionist Perspective**: The view that behavior is a result of a complex interplay between personality and situational factors.

**Person-Job Fit**: The extent to which individuals possess the traits and competencies required to perform specific jobs.
The Interactionist Perspective

- Can the person do X?
  - Knowledge
  - Abilities
  - Skills

- Is this the kind of person who is inclined to do X?
  - Personality

- Does the setting encourage or discourage the person to do X?
  - Situational demands

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Elements of the person

Person does or does not do X

Elements of the situation
The Big Five Dimensions of Personality

- Five basic dimensions of personality that are assumed to underlie many specific traits.
  - Conscientiousness
  - Extraversion-Introversion
  - Agreeableness
  - Emotional Stability
  - Openness to Experience
Conscientiousness

The extent to which individuals are hardworking, organized, dependable, and persevering (high conscientiousness) versus lazy, disorganized, and unreliable (low conscientiousness).
Extraversion-Introversion

The degree to which individuals are gregarious, assertive, and sociable (extraverts) versus being reserved, timid, and quiet (introverts).
Agreeableness

The extent to which individuals are cooperative and warm (highly agreeable) versus cold and belligerent (highly disagreeable).
Emotional Stability

The degree to which individuals are insecure, anxious, depressed, and emotional (emotionally unstable) versus calm, self-confident, and secure (emotionally stable).
Openness to Experience

The extent to which individuals are creative, curious, and cultured (open to experience) versus practical and with narrow interests (closed to experience).
Self-Efficacy

- Individuals’ beliefs concerning their ability to perform specific tasks successfully.
- Judgments of self-efficacy consist of three components:
  - **Magnitude**: The level at which an individual believes she or he can perform.
  - **Strength**: The person’s confidence that she or he can perform at that level.
  - **Generality**: The extent to which self-efficacy in one situation or for one task extends to other situations and other tasks.
Type A vs. Type B

Task Performance

- Type As tend to excel on tasks involving time pressure or solitary work.
- Type Bs have the advantage when it comes to tasks involving complex judgments and accuracy as opposed to speed.

Interpersonal Relations

- Type As tend to annoy coworkers, are more likely to lose their tempers and lash out at others, are more likely to become involved in conflict, and are more likely to engage in aggressive and counterproductive behavior.