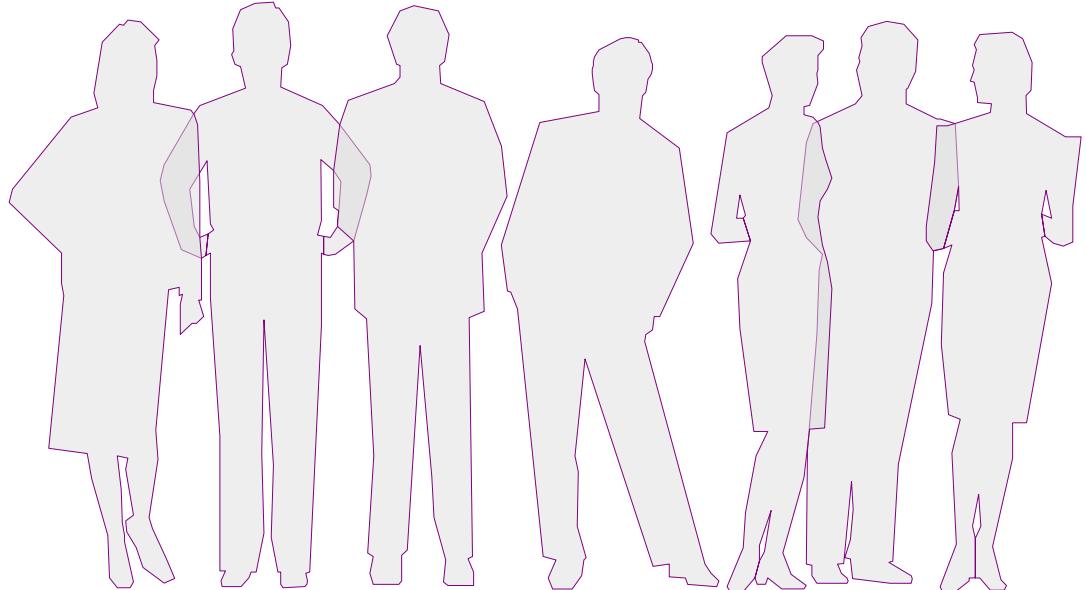


Individual Differences

Biographical Characteristics

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



Intellectual Abilities

- **Perceptual Speed:** The ability to quickly recognize similarities and differences in visual stimuli.
 - Example: A designer recognizing irregular patterns in a fabric.
- **Number Aptitude:** The ability to work with numbers in a quick and accurate manner.
 - Example: An accountant spotting an error in a financial report.
- **Spatial Visualization:** The ability to imagine how various objects will look when rotated or moved in space.
 - Example: An architect planning a change in a building design.

Physical Abilities

Physical Abilities

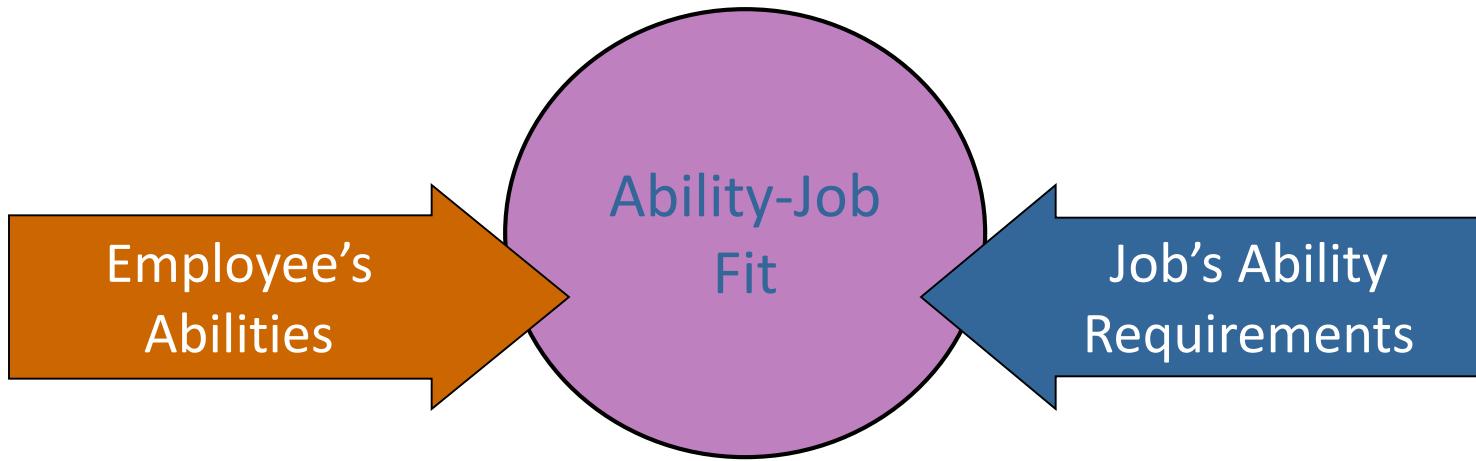
The capacity to do tasks demanding stamina, dexterity, strength, and similar characteristics



Physical Abilities

- Common types:
 - *Strength*: The capacity to exert physical force against various objects.
 - *Flexibility*: The capacity to move one's body in an agile manner.
 - *Stamina*: The capacity to endure physical activity over prolonged periods.
 - *Speed*: The ability to move quickly.

The Ability-Job Fit



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.

Personality Traits

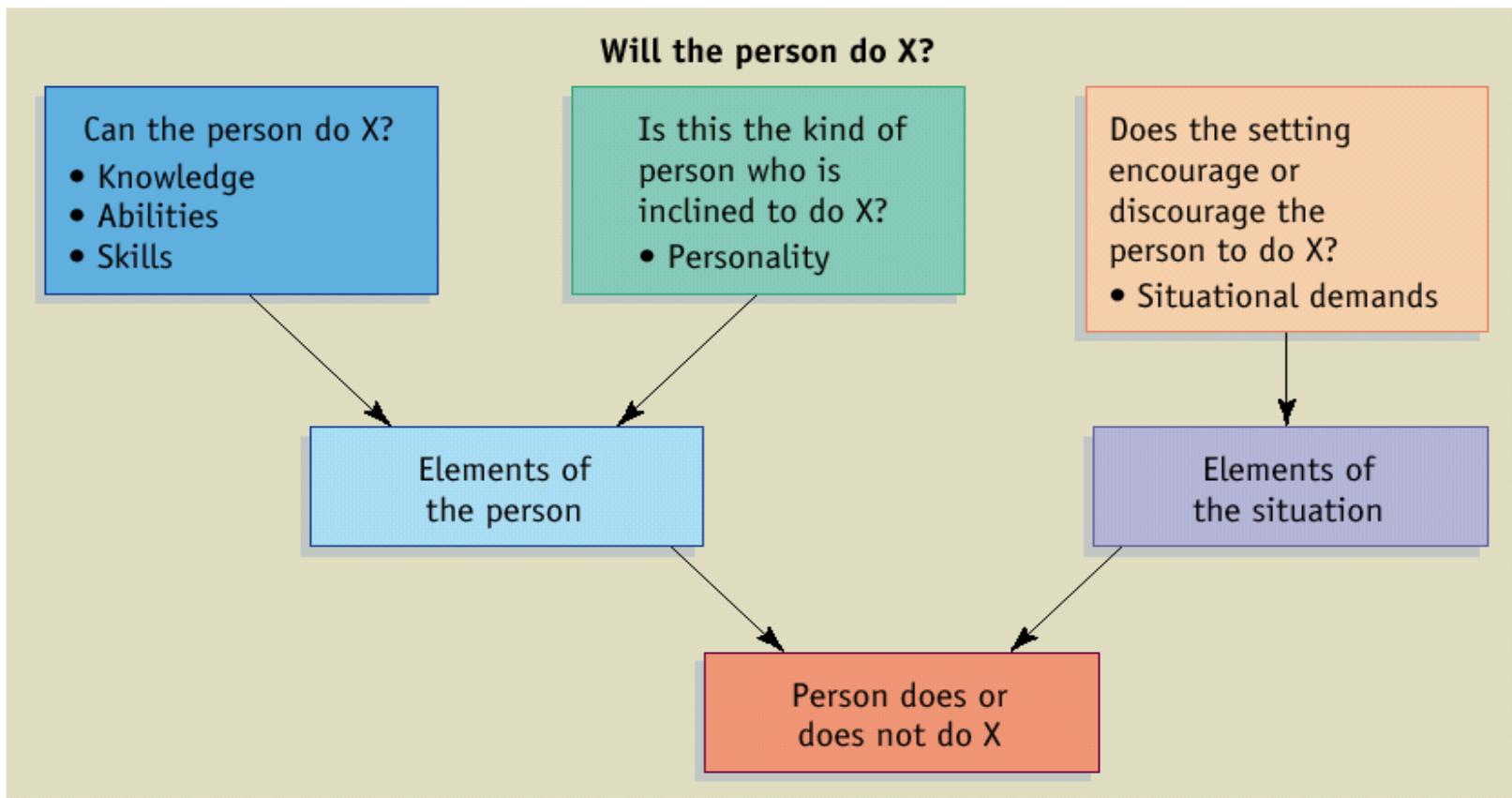
personality traits

Enduring characteristics that describe an individual's behavior.

Personality Determinants

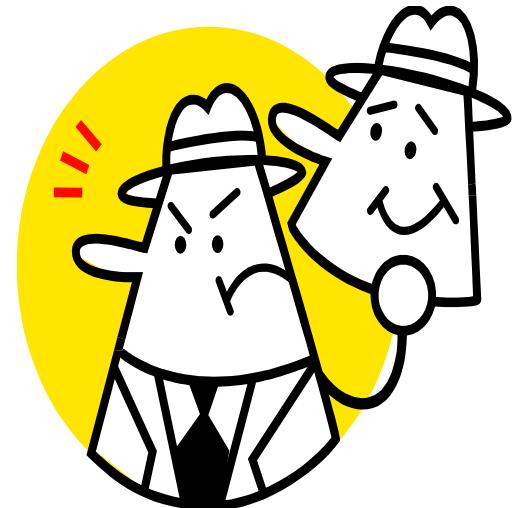
- Heredity
- Environment
- Situation

The Interactionist Perspective



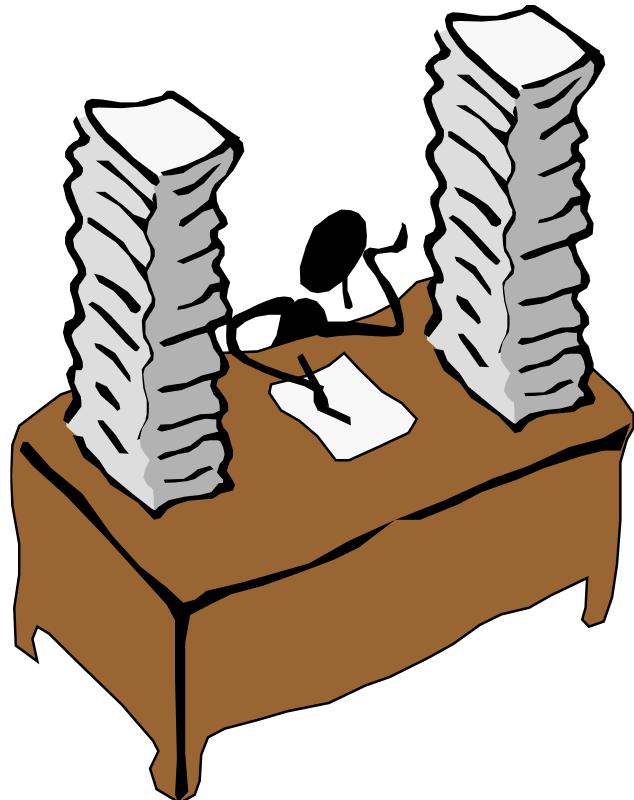
The Big Five Dimensions of Personality

- ❖ 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).



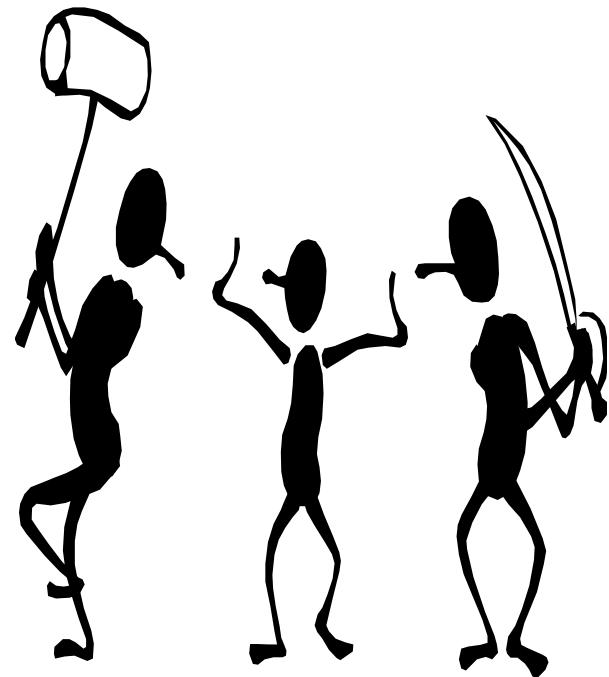
Extraversion-Introversion

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).



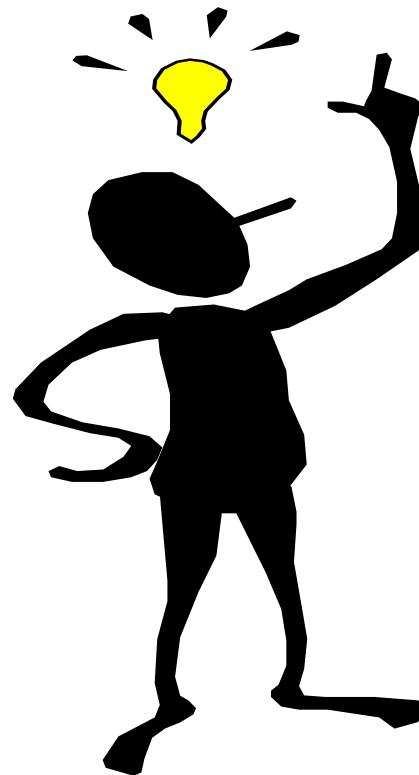
Emotional Stability



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).



Major Personality Attributes Influencing OB

- Locus of control
- Machiavellianism
- Self-esteem
- Self-monitoring
- Propensity for risk taking
- Type A personality



Locus of Control

locus of control

The degree to which people believe they are masters of their own fate.

internals

Individuals who believe that they control what happens to them.

externals

Individuals who believe that what happens to them is controlled by outside forces such as luck or chance.



Machiavellianism

Machiavellianism

Degree to which an individual is pragmatic, maintains emotional distance, and believes that ends can justify means.

Conditions Favoring High Machs

- Direct interaction
- Minimal rules and regulations
- Distracting emotions

Self-Esteem and Self-Monitoring

self-esteem

Individuals' degree of liking or disliking themselves.

self-monitoring

A personality trait that measures an individual's ability to adjust his or her behavior to external, situational factors.



Risk-Taking

➤ **High Risk-taking Managers**

- Make quicker decisions.
- Use less information to make decisions.
- Operate in smaller and more entrepreneurial organizations.

➤ **Low Risk-taking Managers**

- Are slower to make decisions.
- Require more information before making decisions.
- Exist in larger organizations with stable environments.

➤ **Risk Propensity**

- Aligning managers' risk-taking propensity to job requirements should be beneficial to organizations.

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.