

**Presentation Slides
to Accompany**

Organizational

***Behavior* 10th Edition**



Don Hellriegel and John W. Slocum, Jr.
Chapter 2—Understanding Individual Differences

Prepared by
Michael K. McCuddy
Valparaiso University

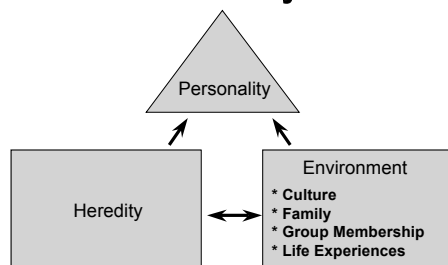
**Slide 2.1
Learning Objectives for
Understanding Individual Differences**

- ❖ Explain the basic sources of personality differences
- ❖ Identify some personality traits that affect behavior
- ❖ State how attitudes affect behavior
- ❖ Indicate how job satisfaction and organizational commitment affect performance
- ❖ Describe the relationship between individual differences and ethical behavior

Chapter 2: Understanding
Individual Differences

2

**Slide 2.2
Sources of Personality Differences**



Chapter 2: Understanding
Individual Differences

3

Slide 2.3

The “Big Five” Personality Factors

Adjustment

(Stable, confident, effective) (Nervous, self-doubting, moody)

Sociability

(Gregarious, energetic, self-dramatizing) (Shy, unassertive, withdrawn)

Conscientiousness

(Planful, neat, dependable) (Impulsive, careless, irresponsible)

Agreeableness

(Warm, tactful, considerate) (Independent, cold, rude)

Intellectual Openness

(Imaginative, curious, original) (Dull, unimaginative, literal-minded)

Source: Developed from Hogan, R. T. Personality and personality measurement. In M. D. Dunnette and L. M. Hough (eds.), *Handbook of Industrial and Organizational Psychology*, 2nd ed. Palo Alto, Calif.: Consulting Psychologists Press, 1991, 878-879; McCrae, R. R. and Costa, P. T. A five-factor theory of personality. in L. A. Pervin and O. P. John (eds.), *Handbook of Personality*, 2nd ed. New York: Guilford, 1999, 139-153.

Chapter 2: Understanding Individual Differences

4

Slide 2.4

Locus of Control

❖ Locus of control

❖ Extent to which people believe that they can control events affecting them

❖ Internal locus of control

❖ People can control their behavior and actions

❖ External locus of control

❖ Chance, fate, or other people

Chapter 2: Understanding Individual Differences

5

Slide 2.5

Goal Orientation

❖ Learning goal orientation

❖ Ability to acquire new competencies and master new situations

❖ Performance goal orientation

❖ Predisposition to seek favorable judgments and avoid negative judgments.

Chapter 2: Understanding Individual Differences

6

Slide 2.6

Introversiön and Extroversiön

- ❖ **Introversiön**
 - ❖ Directed inwardly
 - ❖ Sensitive to abstract ideas and personal feelings
- ❖ **Extroversiön**
 - ❖ Oriented toward other people, events, and objects

Chapter 2: Understanding Individual Differences

7

- [illegible]

7

Slide 2.7

Components of Attitudes

- ❖ **Affective component**
 - ❖ Feelings, sentiments, moods, and emotions
- ❖ **Cognitive component**
 - ❖ Beliefs, opinions, knowledge, or information
- ❖ **Behavioral component**
 - ❖ Predisposition to act

Chapter 2: Understanding
Individual Differences

8

-
-
-
-
-
-

8

Slide 2.8

Helping Employees to Increase Their Hope

- ❖ Set clear goals so employees can track their progress
- ❖ Break overall, long-term goals into small subgoals or steps
- ❖ Helping employees figure out how to motivate themselves

Chapter 2: Understanding
Individual Differences

9

-
-
-
-
-
-

9

Slide 2.9
Effects of Various Work Factors
on Job Satisfaction

Job satisfaction is enhanced when:

- ❖ Work is challenging and interesting but not tiring
- ❖ Rewards are equitable and provide feedback
- ❖ Working conditions match physical needs and promote goal attainment

Source: Adapted from Landy, F. J. *Psychology of Work Behavior*, 4th ed. Pacific Grove, Calif.: Brooks/Cole, 1989, 470.

Chapter 2: Understanding
Individual Differences

10

Slide 2.9 (continued)
Effects of Various Work Factors
on Job Satisfaction

Job satisfaction is enhanced when:

- ❖ Self-esteem is high
- ❖ Others hold similar views and facilitate reward attainment
- ❖ Policies and procedures are clear, don't conflict, and aid goal attainment

Source: Adapted from Landy, F. J. *Psychology of Work Behavior*, 4th ed. Pacific Grove, Calif.: Brooks/Cole, 1989, 470.

Chapter 2: Understanding
Individual Differences

11

Slide 2.10
Characteristics of Strong Commitment

- ❖ Support and acceptance of the organization's goals and values
- ❖ Willingness to exert considerable effort on behalf of the organization
- ❖ Desire to remain with the organization

Chapter 2: Understanding
Individual Differences

12

Slide 2.11


Individual Differences in Ethical Behavior

- ❖ Cognitive moral development
- ❖ Types of management ethics
 - ❖ Immoral management
 - ❖ Moral management
 - ❖ Amoral management

Chapter 2: Understanding Individual Differences

13

Ahem...




Code of Ethics

July, 2000

THE ENRON STORY
www.theenronstory.com

how effective they may be, Enron's reputation finally depends on its people, on you and me. Let's keep that reputation high.

July 1, 2000



Kenneth L. Lay

Chairman and Chief Executive Officer

Securities Trades By Company Personnel

No director, officer, or employee of Enron Corp. or its subsidiaries or its affiliated companies (collectively referred to herein as "Company") shall, directly or indirectly, trade in the securities of Enron Corp., Northern Border Partners, L.P., EOTT Energy Partners, L.P., or any other Enron Corp. subsidiary or affiliated company with publicly-traded securities, or any other publicly-held company while in the possession of material non-public information relating to or affecting any such company, disclose such information to others who may trade, or recommend the purchase or sale of securities of a company to which such information relates. Advice should be sought in respect of equivalent requirements under other applicable jurisdictions.

Slide 2.12

Managerial Actions to Promote Ethical Attitudes

- ❖ Identifying and developing ethical attitudes that are crucial for organizational operations
- ❖ Selecting employees with desired ethical attitudes
- ❖ Incorporating ethics into the performance evaluation process
- ❖ Establishing a culture that reinforces ethical attitudes

Chapter 2: Understanding Individual Differences

15
