Mastering Organizational Behavior Version 14 0 14th edition Cooper Solutions Manual

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Chapter 2

Individual Differences & Job Attitudes

CHAPTER OVERVIEW

In this chapter, we focus first on the individual to help you develop an understanding of organizational behavior. We discuss the two primary sources that shape personality differences, the "Big Five" personality factors, other personality factors that impact organizational behavior, and emotional intelligence (EQ) and the attributes it includes. We also explore cross-cultural differences, how cultural values impact personality, and how they are displayed emotionally. Later in the chapter, we explore the work-related attitudes and how they affect performance in an organization.

LEARNING GOALS

Upon completion of this chapter, the students should be able to:

1. Explain the basic sources of personality formation.
2. Identify a set of personality dimensions that affect performance.
3. Understand differences in cultural values.
4. Describe work-related attitudes that affect performance.

CHAPTER OUTLINE

Learning from Experience: Kathleen Kennedy—The Force is with Her

I. Bases of Personality
   - A. Heredity
   - B. Environment
     1. Family
     2. Group Membership
     3. Life Experiences

   Self Competency*—David Neeleman, Founder of JetBlue*
     4. Insights for Leaders

II. Personality and Behavior

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A. Big Five Personality Factors
   1. Insight for Leaders
B. Other Personality Factors Relevant to Organizational Behavior

Teams *Competency—Why Personality is Important at Starbucks*

   1. Insight for Leaders

III. Cross-Cultural Differences
   A. Cultural Values
   B. Cultural Differences in Emotional Display
   C. Insight for Leaders

IV. Work-Related Attitudes
   A. Components of Attitudes
   B. Attitudes Affecting Job Performance
      1. Hope
      2. Job Satisfaction

Across Cultures Competency—Mercedes-Benz

      1. Organizational Commitment

Diversity Competency—Deloitte & Touche

V. Chapter Summary
   A. Discussion Questions
   B. ***Experiential Exercise: Self Competency****—What Are Your Cultural Values?*
   C. ***Experiential Exercise: Self Competency****—What's Your Emotional IQ?*
   D. ***Case: Self Competency****—Larry Ellison at Oracle Computer*

DISCUSSION QUESTIONS AND SUGGESTED ANSWERS

1. *How might the values of a culture impact the development of a person's personality? Referring to the five cultural dimensions discussed in the chapter, describe your native country's culture.*

People tend to stick to family and societal values, and to the norms of acceptable or unacceptable behavior of the culture they are born into. A person's personality is heavily influenced by the culture around them. If someone is born into a family that values relationships, that person will likely group up to value family, friends and other important relationships they have.

Students should use the five basic cultural values to describe their native culture. If a student is native to the United States, he or she may describe the country as being characterized by an emphasis on individualism and not collectivism. They may describe the culture as being a "low" uncertainty avoidance culture, "low in power distance,"

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having a relatively masculine orientation, and having a short-term orientation. In this culture, individuals look out for themselves and immediate families, instead of emphasizing their belonging to groups that look out for each other. They don't accept status and power inequalities, and have a high tolerance for ambiguity and uncertainty. This culture generally sticks to traditional gender roles; however that has begun to change and will continue to change in the future. This culture is also a place where individuals expect and reward quick results and entrepreneurship; they view leisure time as important, and have little respect for old-time traditions.

2. *What influences on personality development seem most important to you? Why?*

Students should take a look at Figure 2.1 to see the two primary sources that shape personality differences. Then, explain if they think heredity or environment is most important in influencing personality development. Some may believe that genetics is the biggest factor, while others may believe that family, group, membership, life experiences and culture are most important.

3. *Using the Big Five personality factors, describe the personality of (a) a close family member and (b) a person for whom you have worked. How do these factors affect your behavior toward them?*

Five personality factors (or clusters of personality traits) are identified in the text. These five—known as the Big Five personality factors—are emotional stability, agreeableness, extraversion, conscientiousness, and openness. Each factor exists on a continuum, with polar opposites defining the end points of the continuum. Therefore, the personality factors may be described as follows:

- Emotional stability ranges from stable, confident, and effective to nervous, self-doubting, and moody.
- Agreeableness ranges from warm, tactful, and considerate to independent, cold, and rude.
- Extraversion ranges from gregarious, energetic, and self-dramatizing to shy, unassertive, and withdrawn.
- Conscientiousness ranges from careful, neat, and dependable to impulsive, careless, and irresponsible.
- Openness ranges from imaginative, curious, and original to dull, unimaginative, and literal-minded.

Collectively, the Big Five personality factors can be used to describe or summarize an individual's personality structure.

In applying the "Big Five" to describe (a) a close family member and (b) a person for whom he/she has worked, a student should focus on the words at the ends of each continuum. Using these words, students should describe their perceptions and support their descriptions with actual examples of behavior or expressed attitudes. The students

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should also know how these specific traits affected the person's behavior toward them.

4. *Can individuals change their attitudes without changing their behavior? Give an example?*

Answers may vary. Attitudes and their effects on behavior can be extremely complex. A person may have always eaten fast food, but recently changed his or her attitude toward it after learning more about the industry. This person may have had a change in their attitude, but not totally change his or her behavior. This person may believe that it is not healthy for you to eat fast food, but he or she may continue to eat it due to various reasons (e.g., cheap, fast, convenient). On the other hand, a person may have changed their attitude about a manager he or she works for, and decide to do a poor job, complain about the manager, or even leave the company.

5. *Describe how you can develop your hope attitude to improve your performance.*

A definition of hope: Hope= mental willpower + waypower to achieve goals.

The value of this concept is that it applies to a variety of work-related attitudes. The high-hope person enjoys the pursuit of challenging goals and pursues them with a positive attitude. There are at least three ways to increase the level of hope. The first is to set clear *goals* that have benchmarks to track their progress toward the goal; vague goals may lessen hope because the result sought is unclear and tracking progress therefore is difficult, if not impossible. Setting goals that are slightly higher than previous levels of performance can expand the range of hope and show which goals are best. The second is to break overall, long-term goals into *small subgoals* or *steps*. Small steps provide positive mental maps about how to reach a goal. The third is to figure action steps needed to reach the goals.

6. *Don Tuttle, CEO of Top Gun Ventures, thinks that satisfied workers are more productive than less satisfied workers. Do you agree or disagree with him? Explain.*

I agree with Don Tuttle. By definition job satisfaction reflects the extent to which individuals find fulfillment in their work. When employees find fulfillment in their work, they tend to stay on the joy longer and there are lower turnover rates. They are also more productive. When someone works a job that is fulfilling, he or she is happy to go to work and will work hard while at work. Dissatisfied or unfulfilled employees will always be looking for a way to get out of work. They have a higher absenteeism, a higher turnover rate, and more physical and even mental health problems.

7. *Think of an organization that you have worked for. What factors seemed to influence your commitment to this organization?*

Organizational commitment refers to the strength of an employee's involvement in and identification with the organization. Strong commitment is characterized by:

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- a support of and acceptance of the organization's goals and values.
- a willingness to exert considerable effort on behalf of the organization.
- a desire to remain with the organization.

The level of commitment is also related to various job behaviors. Employees with a higher level of organizational commitment have lower absenteeism and turnover rates, are relatively more productive, are more goal-directed in the pursuit of their work assignments, and waste less time at work than less committed people. Because of these relationships, high levels of commitment prove less costly for the organization. Students should describe the organizational effects of the levels of commitment they have witnessed.

8. *Have you worked for an emotionally intelligent manager? If so, give an example of why you believe this manager has high EQ.*

Answers may vary. Students should answer this question from their experiences, and use the attributes of self-awareness, social empathy, self0motivation, and social skills to explain.

EXPERIENTIAL EXERCISES AND CASE

Experiential Exercise: Self Competency—What are Your Cultural Values?

The questionnaire measures each of the five basic culture dimensions. Your score can range from 5 to 35. The numbers in parentheses that follow the title of the value are the question numbers. Add the scores for these questions to arrive at your total score for each cultural value. The higher your score, the more you demonstrate the cultural value.

Value 1: Uncertainty Avoidance. A high score indicates a culture (E.G., Japan, Mexico) in which people often try to make the future predictable by closely following rules and regulations. Organizations (e.g., IRS, USPS) try to avoid uncertainty by creating rules and rituals that give the illusion of stability.

Value 2: Individualism-Collectivism. A high score indicates collectivism, or a culture (e.g., Japan, South Korea) in which people believe that group success is more important than individual achievement. Loyalty to the group is important. Employees are loyal and emotionally dependent on their organization.

Value 3: Power Distance. A high score indicates a culture in which people believe in the unequal distribution of power among segments of the culture (e.g., India, Mexico). Employees fear disagreeing with their bosses could lead to their dismissal. Employees are seldom asked for their opinions by their bosses.

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Value 4: Long-Term Orientation. A high score indicates a culture in which people value persistence, thrift, and respect for tradition. Young employees are expected to follow orders given to them by their elders and delay gratification of their material, social, and emotional needs.

Value 5: Gender Role Orientation. A high score indicates masculinity, or a culture in which people value the acquisition of money and other material things. Successful managers are viewed as aggressive, tough, and competitive. Earnings, recognition, and advancement are important. Quality of life and cooperation are not as highly prized.

Experiential Exercise: Self Competency—What's Your Emotional IQ

This 32-item questionnaire, found in the text, is a self-assessment of emotional intelligence, an individual personality difference that is important for career success. **Emotional intelligence** refers to how well an individual handles herself/himself and others rather than how smart she/he is in terms of technical skills. Four scores can be developed from the questionnaire responses: a self-awareness score, a social awareness score, a self-management score, and a social skills score. Instructions are provided in the text for computing each of these scores. Interpretation guidelines are provided as well.

Two discussion questions are provided. These questions, along with suggested answers, are presented below.

1. *Use Emotional Intelligence (EQ) to describe a friend. What are this person's strengths and weaknesses?*

   Students can evaluate a friend based on the following:

   - *Self-awareness:* recognizing one's emotions, strengths and limitations, and capabilities and how these affect others. These people accurately assess their strengths and limitations, and have a strong sense of their self-worth and capabilities.

   - *Social empathy:* sensing what others need in order for them to develop. These people are good at understanding others, taking an active interest in their concerns, empathizing with them, and recognizing the needs others.

   - *Self-motivation:* being results oriented and pursuing goals beyond what is required. These people always want to do things better and seek out feedback from others about their performance. They are passionate about their work.

   - *Social skills*: the ability of a person to influence others. These people build effective bonds between people. Often, they appear to be socializing with co-workers but they are actually working to build solid relationships at work.

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2. *Is EQ genetic or shaped by experience?*

   EQ most likely results from the interaction of genetics and experience. Heredity likely endows a person with a particular emotional propensity. What the individual does with that propensity is a function of the person's experiences throughout life.

CASE: Self-Competency—Larry Ellison at Oracle Computer

1. *Using the Big Five personality factors, describe Ellison's personality characteristics. How do these affect others?*

   The Big Five personality factors exist on a continuum, with polar opposites defining the end points of the continuum. Therefore, the personality factors may be described as follows:

   Emotional stability ranges from stable, confident, and effective to nervous, self-doubting, and moody. While Ellison is confident and effective, he is also nervous, unstable and moody. This can cause those around him to feel emotionally unstable, uncomfortable, and pressured.
   Ellison's brash disdain for failure and obsession with reaching the top started as a child when his adoptive father tried to lower his self-esteem, telling him that he would never amount to anything..... Ellison runs Oracle without much input from others. He is famous for firing individuals because he doesn't like them.....

   - **Agreeableness** ranges from warm, tactful, and considerate to independent, cold, and rude.
     Ellison is at the extreme end of the continuum on agreeableness. He is rude, cold, and independent. This behavior can cause those around him to feel disrespected, unappreciated, and isolated.
     According to Thomas Siebel, founder of Siebel Systems, which Oracle bought a few years ago, "Larry is a control freak. He has the knack for taking the best and the brightest and trying to destroy them."

   - **Extraversion** ranges from gregarious, energetic, and self-dramatizing to shy, unassertive, and withdrawn. Ellison is at the extreme end of the continuum on extraversion. He is very assertive, energetic, and self-dramatizing. This can cause those around him to feel intimidated.
     Ellison delivered a 30-minute profanity-laced speech in which he attacked his partners, competitors, the government, and most individuals in the room. PeopleSoft CEO Craig Conway called him the modern-day "Genghis Khan" because of his atrociously bad corporate behavior.

   - **Conscientiousness** ranges from careful, neat, and dependable to impulsive, careless, and

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irresponsible. Ellison ranks high on conscientiousness, having built his company in a careful, methodical, obsessive way, although he is very careless and irresponsible in the way he deals with people. This can cause those around him to feel underappreciated. *To his competitors, the message is clear: Ellison will not be satisfied until there is no more business to take away from competitors. ...Ellison runs Oracle without much input from others.*

- **Openness** ranges from imaginative, curious, and original to dull, unimaginative, and literal-minded. Ellison ranks high on the continuum on openness because he is imaginative, curious, and original. This can cause those around him to be the same way, although their originality and curiosity may die out because he doesn't allow input from others.
  Larry Ellison, founder and CEO of Oracle Computer whose net worth is in the billions, has been the driving force at Oracle since he started the company more than two decades ago.... Ellison's methods have created unimaginable wealth for shareholders, managers, and employees. Since its initial stock offering in 1986, Oracle's share price has risen by more than 1,000 percent.

2. *What's Ellison EQ? Why do individuals work for him?*

   - *Self-awareness:* recognizing one's emotions, strengths and limitations, and capabilities and how these affect others. These people accurately assess their strengths and limitations, and have a strong sense of their self-worth and capabilities. Ellison ranks high on self-awareness. *Ellison likes to compete rather than collaborate.*

   - *Social empathy:* sensing what others need in order for them to develop. These people are good at understanding others, taking an active interest in their concerns, empathizing with them, and recognizing the needs others. Ellison ranks low on social empathy. *Larry Ellison is a silver-backed alpha male gorilla," says his former friend and Oracle employee David Roux. "He will respond only to a direct challenge."…He gave out gold coins as sales bonuses when Oracle drove Ingres Sybase out of business.*

   - *Self-motivation:* being results oriented and pursuing goals beyond what is required. These people always want to do things better and seek out feedback from others about their performance. They are passionate about their work. Ellison ranks high on self-motivation. *Ellison will not be satisfied until there is no more business to take away from competitors*.

   - *Social skills*: the ability of a person to influence others. These people build effective bonds between people. Often, they appear to be socializing with co-workers but they are actually working to build solid relationships at work. Ellison ranks high on social skills because he has the ability to influence others. *Ellison runs a tight ship that*

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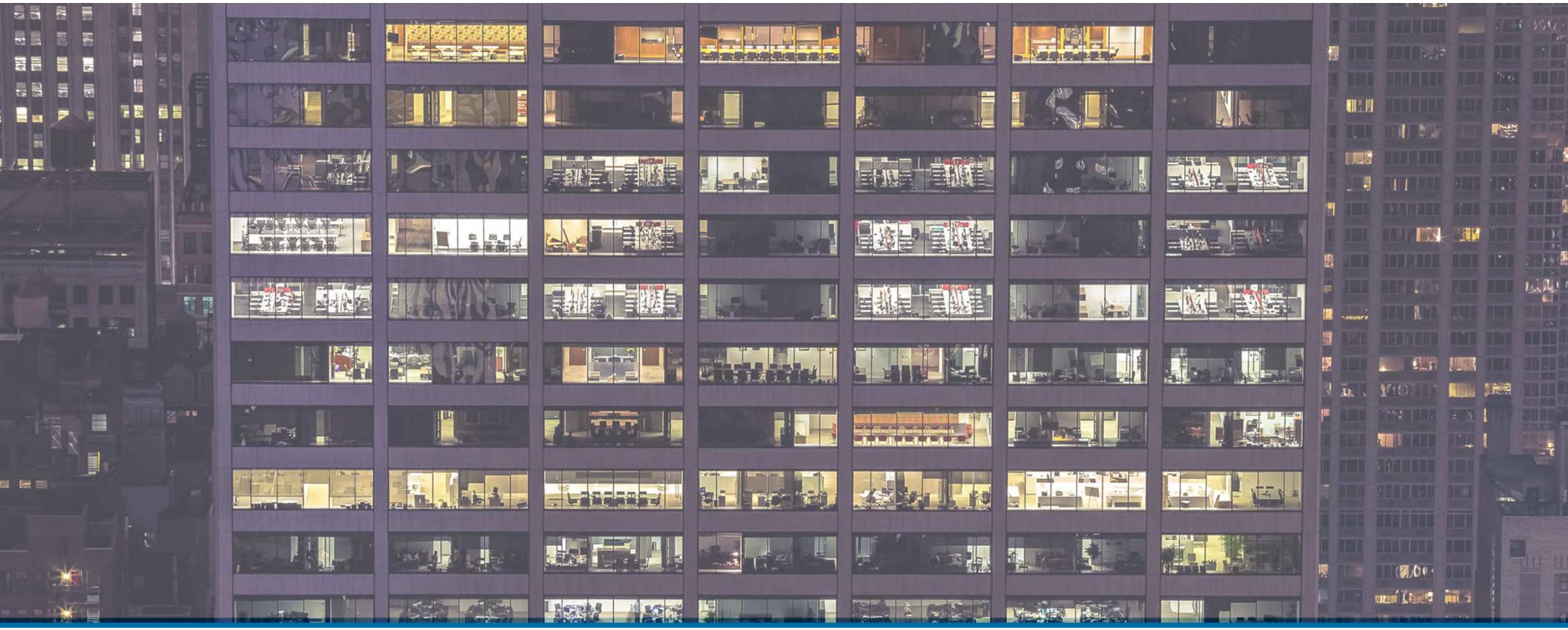
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rewards employees who produce and squeezes out those who don't measure up to his standards.

Individuals stay at Oracle because they are paid very well and fear recrimination. *Ellison's methods have created unimaginable wealth for employees.*

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CHAPTER 2

Individual Differences and Job Attitudes

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LEARNING OBJECTIVES

- Explain the basic sources of personality formation
- Identify a set of personality dimensions that affect performance
- Understand differences in cultural values
- Describe work-related attitudes that affect performance

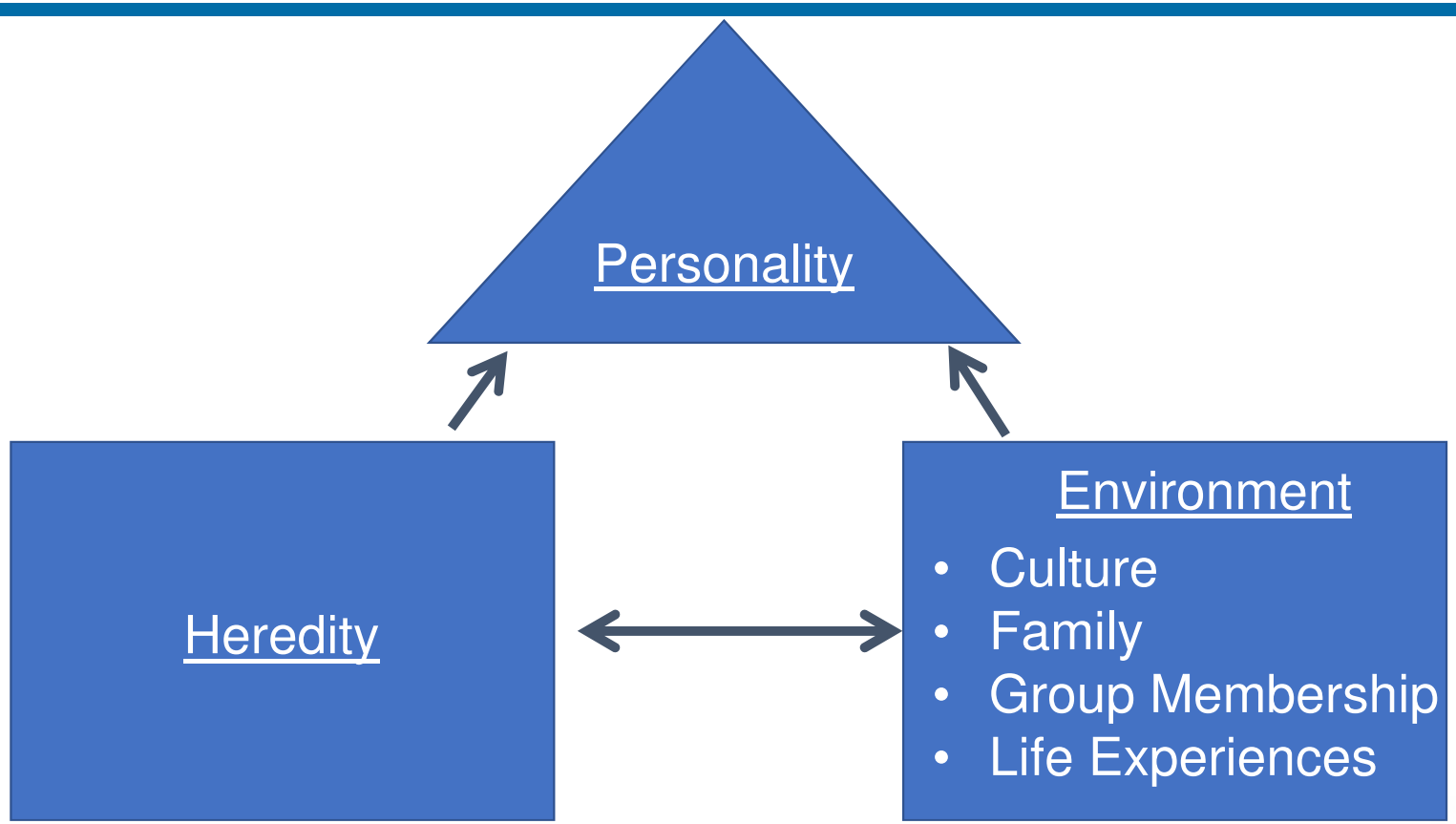
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Learning from Experience: Kathleen Kennedy – The Force is with Her

- Summary Insights
  - Kennedy's personality played a role in her ability to break into Hollywood movie-making
  - Kennedy is highly conscientious and has a good sense of humor
  - Kennedy's colleagues appreciate her innate ability to handle high-stress situations (emotional stability)
  - She is now leveraging her positive personality attributes to succeed in a challenging leadership role – CEO of Lucasfilm

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Figure 2.1: Sources of Personality Differences



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Self Insight

If individuals are products of biology, life would have no higher meaning and purpose. It is personality that gives individuals meaning and purpose. Personality is what makes individuals different.

Steve Pinker, Author, The Blank Slate

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Heredity

- As much as 50 to 55 percent of personality traits may be inherited.

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Environmental Influences on Personality

- Family
  - Socioeconomic level
- Group membership
  - Family
  - Social groups
  - Organization
- Life experiences

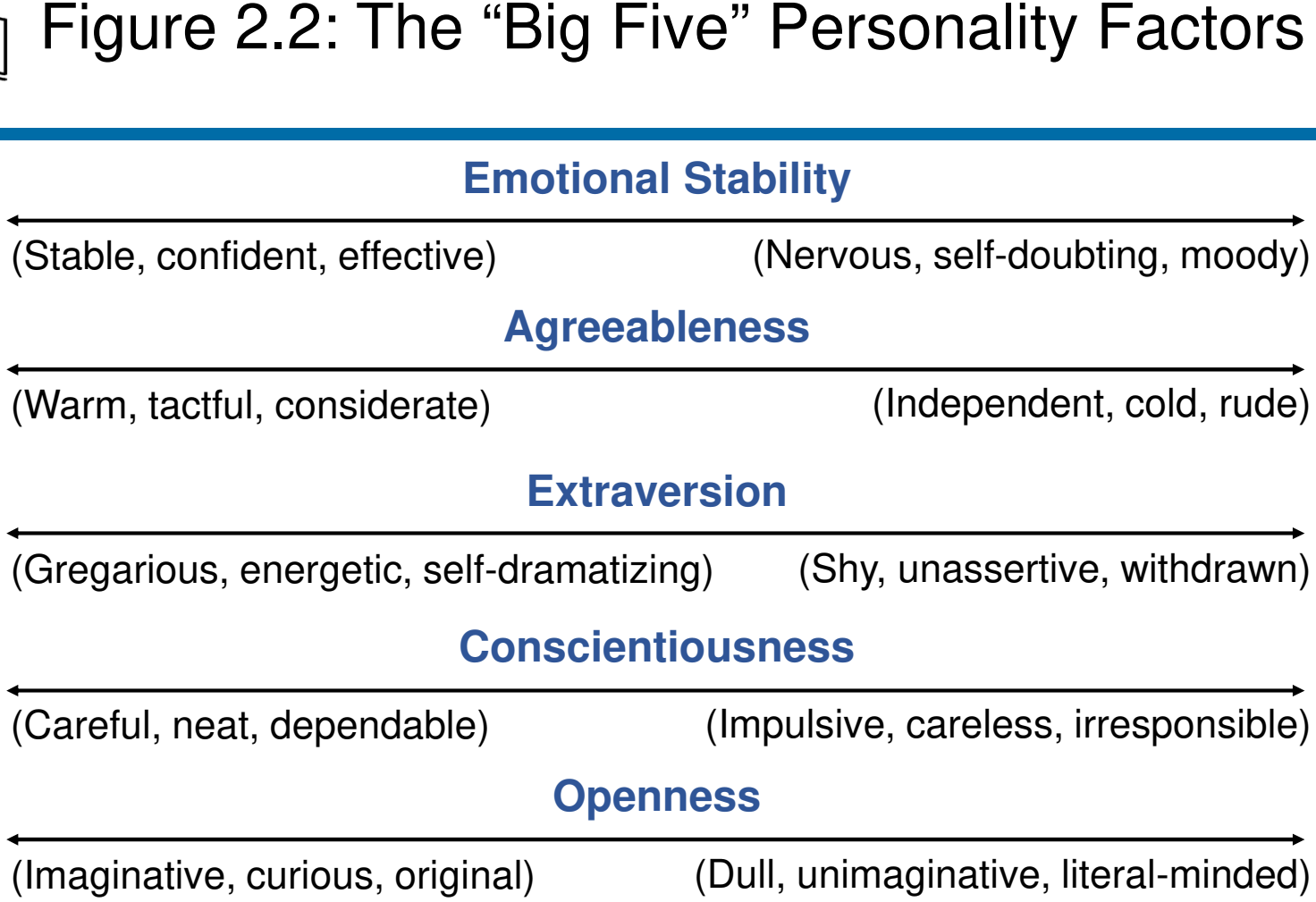
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Self Competency: David Neeleman, Founder of JetBlue

- Summary Insights
  - A leader's personality can influence company culture
  - Leaders should minimize status distinctions
  - Leaders influence culture via visible actions that communicate values
  - A leader's personality greatly impacts an organization

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Figure 2.2: The “Big Five” Personality Factors



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Self-Esteem Characteristics

LOW	HIGH
• Choose conventional occupations	• Risk takers
• Swayed by opinions of others	• Prioritize their work to accomplish tasks
• Set goals that they can achieve	• Set challenging goals

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Personality Trait: Locus of Control



Degree to which individuals believe that they can control events affecting them

Internal locus of control	External locus of control
Belief that one's life is determined (controlled) primarily by one's own behavior and actions.	Belief that one's own life is determined (controlled) primarily by chance, fate or other people.

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Job Performance and Locus of Control

- Internals control their own behavior better, are more active politically and socially than externals
- Externals appear to prefer a more structured, directive style of supervision than internals
- Internals are often more achievement oriented than externals
- Internals and externals perform equally well when work is simple

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Proactive Personality

- A dispositional tendency to take personal initiative across a range of activities and situations.
- Proactive employees build strong social networks, form high-quality relationships, and continuously strive to create positive, productive change.

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Emotions and Emotional Intelligence

- **Emotions** are the complex patterns of feelings toward an object or person.
- **Emotional intelligence** refers to how well an individual handles onself and others rather than how smart or how capable the individual is in terms of technical skills.

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Emotional Intelligence

- **Self-awareness:** recognizing one's emotions, strengths and limitations, and capabilities and how these affect others
- **Social empathy:** sensing what others need in order for them to develop
- **Self-motivation:** being results oriented and pursuing goals beyond what is required
- **Social skills:** the ability of an individual to influence others

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Teams Competency: Why Personality is Important at Starbucks

- Summary Insights
  - Starbuck's hires based on personality
  - Emotional stability is a desired trait
  - Success is determined by the team
  - Customer service is important

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Influence of Culturally Based Work-Related Values

- Individualism-Collectivism
- Power Distance
- Uncertainty Avoidance
- Gender role Orientation
- Long-term Orientation

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Three Characteristics of Collectivism-Individualism

COLLECTIVISM	INDIVIDUALISM
• Focus on “we” versus “I”	• Non-conformists; individuals pursue own goals
• Emphasis on belonging to an organization	• Emphasis on individual initiatives and achievement
• Avoid pointing out mistakes to “save face”	• Everybody has a right to a private life and opinion

Adapted from G. Hofstede and G.J. Hofstede. *Cultures and Organizations: Software of the Mind*. New York: McGraw-Hill, 2005.

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Three Characteristics of Power Distance

LOW (SMALL) POWER DISTANCE	HIGH (LARGE) POWER DISTANCE
• Inequality in society should be minimized	• Employees should be submissive to leaders
• All should have equal rights	• Power holders are entitled to privileges and status
• Status and titles are of less importance than knowledge	• Employees should follow chain of command

Adapted from G. Hofstede and G.J. Hofstede. *Cultures and Organizations: Software of the Mind*. New York: McGraw-Hill, 2005.

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Three Characteristics of Uncertainty Avoidance

LOW (WEAK) UNCERTAINTY AVOIDANCE	HIGH (STRONG) UNCERTAINTY AVOIDANCE
• The uncertainty inherent in life is accepted and each day is taken as it comes.	• The uncertainty inherent in life is a threat. Rules and laws reduce uncertainty.
• Conflict and competition can be used constructively.	• Conflict and competition can and should therefore be avoided in favor of orderliness.
• Dissent is accepted.	• There is need for consistency.

Adapted from G. Hofstede and G.J. Hofstede. *Cultures and Organizations: Software of the Mind*. New York: McGraw-Hill, 2005.

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Three Characteristics of Gender Role Orientation

MASCULINITY	FEMININITY
• Men are assertive	• Men and women should be concerned with the quality of life
• Material success is prized and valued	• Caring for others is prized and valued
• Work roles should be clear	• No distinction in work roles for men and women

Adapted from G. Hofstede and G.J. Hofstede. *Cultures and Organizations: Software of the Mind*. New York: McGraw-Hill, 2005.

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Three Characteristics of Short Versus Long-Term Orientation

SHORT-TERM	LONG-TERM
• Respect for bottom line	• Respect for work ethic
• Efforts should produce quick results	• Perseverance, sustained efforts toward results over time are valued
• Leaders and employees view each other as distinct groups	• Willingness to subordinate oneself for a broader societal purpose

Adapted from G. Hofstede and G.J. Hofstede. *Cultures and Organizations: Software of the Mind*. New York: McGraw-Hill, 2005.

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Components of Attitudes

1. **Affective component:** feeling, sentiments, moods and emotions about some specific person, idea, or object
2. **Cognitive component:** thoughts, opinions, knowledge, or information held by the individual about a specific person, idea, event, or object
3. **Behavioral component:** predisposition to act on a favorable or unfavorable evaluation to a specific person, idea, event, or object

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Hope

- **Hope** involves a person's mental willpower (determination) and waypower (road map) to achieve goals.

- **Hope** = mental willpower + waypower to achieve goals

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Helping Employees to Increase Their Hope

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

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Job Satisfaction

- Reflects the extent to which individuals find fulfillment in their work.

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Why is Job Satisfaction Important?

- Reduces turnover and absenteeism
- Attracts people to work for the organization
- Challenges employees to learn and grow

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

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Across Cultures Competency: Mercedes-Benz

- Summary Insights
  - German engineers trained employees to work in teams
  - Workers jobs are satisfying, reducing absenteeism and employee turnover
  - Workers have a voice in decision making

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Organizational Commitment

- The strength of an employee's involvement in the organization and identification with it.

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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

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Diversity Competency: Deloitte & Touche

- Summary Insights
  - Employees value flexible work arrangements
  - Deloitte flexible work arrangements include compressed workweeks, telecommuting, job sharing, and paid child-care leave
  - Employees value a balanced work life
  - Recruiting college seniors with different ethnic backgrounds is valued

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DISCUSSION QUESTIONS

1. How might the values of a culture impact the development of a person's personality? Referring to the five cultural dimensions discussed in the chapter, describe your native country's culture.
2. What influences on personality development seem most important to you? Why?
3. Using the Big Five personality factors, describe the personality of (a) a close family member and (b) a person for whom you have worked. How do these factors affect your behavior toward them?
4. Can individuals change their attitudes without changing their behavior? Give an example.
5. Describe how you can develop your hope attitude to improve your performance.

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DISCUSSION QUESTIONS (CONTINUED)

6. Don Tuttle, CEO of Top Gun Ventures, thinks that satisfied workers are more productive than less satisfied workers. Do you agree or disagree with him? Explain.
7. Think of an organization that you have worked for. What factors seemed to influence your commitment to this organization?
8. Have you worked for an emotionally intelligent manager? If so, give an example of why you believe this manager has high EQ.

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EXPERIENTIAL EXERCISE: SELF COMPETENCY
What Are Your Cultural Values?

1. According to your perception of your culture, what values are most important in your culture?
2. How do these values influence the behaviors of individuals?

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EXPERIENTIAL EXERCISE: SELF COMPETENCY
What's Your Emotional IQ?

1. Use EQ to describe a friend. What are this person's strengths and weaknesses?
2. Is EQ genetic or shaped by experience?

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CASE: SELF COMPETENCY
Larry Ellison at Oracle Computer

1. Using the Big Five personality factors, describe Ellison's personality characteristics. How do these affect others?
2. What's Ellison's EQ? Why do individuals work for him?

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