

天津外国语大学(天外)  
**Tianjin Foreign Studies University  
(TFSU)**

**Organizational Behaviour**

**Online class starts at 08:00  
(Beijing Time, GMT+8)**

Ivan Monich, PhD  
March 16, 2023

# Part 2

## Understanding and Managing Individual Behavior

3. **INDIVIDUAL DIFFERENCES AT WORK**
4. PERCEPTIONS AND ATTRIBUTIONS
5. MOTIVATION
6. JOB DESIGN AND PERFORMANCE
7. EVALUATION AND REWARDS INFLUENCE BEHAVIOR
8. MANAGING EMPLOYEE BEHAVIOR
9. MANAGING INDIVIDUAL STRESS

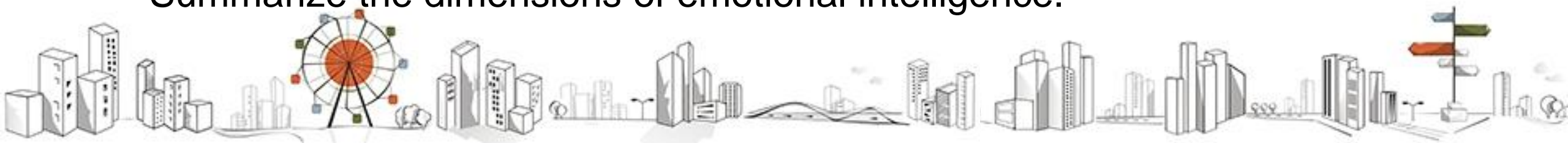




# Individual Differences at Work

**Learning objectives.** After completing this lecture, you should be able to:

- Identify the major individual variables that influence work behavior.
- Explain how organizations can leverage employee diversity.
- Differentiate between abilities and skills.
- Describe what an attitude is and identify its three components.
- Discuss the relationship between job satisfaction and performance.
- Identify the Big Five personality dimensions.
- Summarize the dimensions of emotional intelligence.



# Why Individual Differences Matter

Individual differences are important in studying organizational behavior and management because they have a direct effect on behavior. Every person is unique because of their background, individual characteristics, needs, and how they perceive the world and other individuals. People who perceive things differently behave differently. People with different personalities interact differently with supervisors, team members, co-workers, subordinates, and customers.



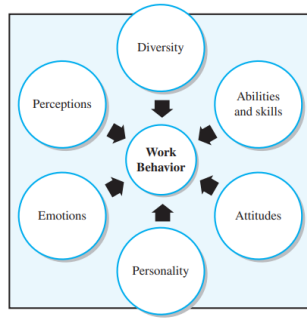
# Why Individual Differences Matter

Each individual is different from every other individual in many respects. Effective managers need to ask how such differences influence the behavior and performance of employees. This chapter highlights some of the important individual differences that can help explain why one person is a significantly better or poorer performer than another person.



<https://pixabay.com/photos/umbrella-yellow-black-white-1588167/>



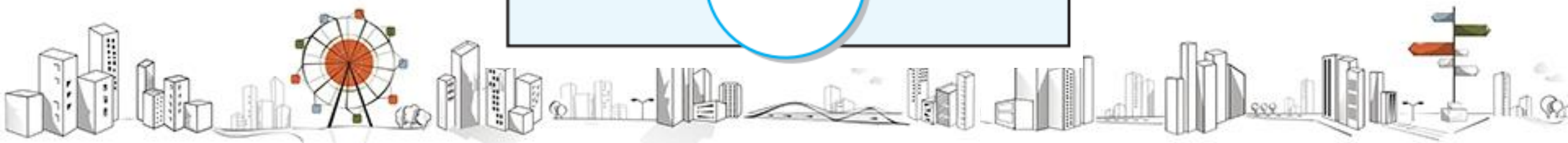
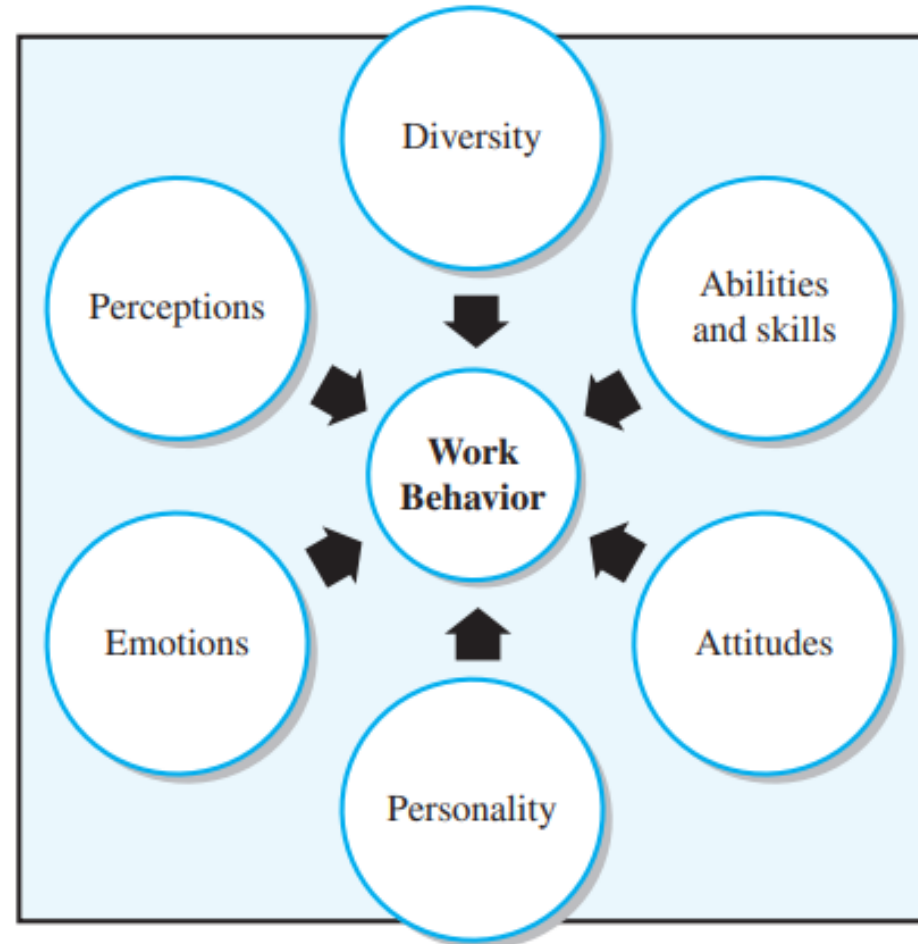


- A person's behavior at work, in school, or at home is influenced by the variables depicted in Exhibit 1
- This graphical portrayal of individual differences is only a starting point and shows some of the large number of variables that influence behavior. Exhibit 1 suggests that effective managerial practice requires that individual behavior differences be recognized and, when feasible, considered while managing organizational behavior. To understand individual differences, a manager must (1) observe and recognize the differences and (2) study relationships among variables that influence individual behavior.

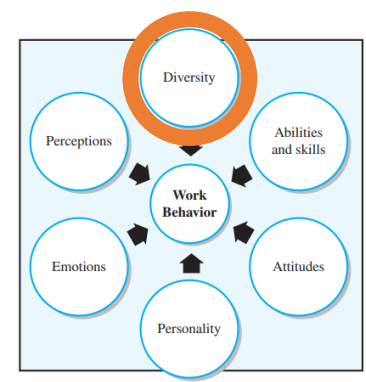


# Figure 1

## Individual Differences Affect Workplace Behavior



# Diversity



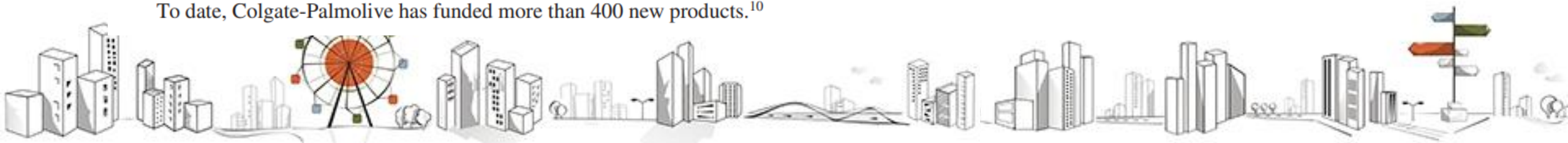
Diversity refers to those attributes that make people different from one another. The six primary (and stable) dimensions include age, ethnicity, gender, physical attributes, race, and sexual/affective orientation. Secondary (and changeable) dimensions include educational background, marital status, religious beliefs, health, and work experience





## Organizations that commit to diversity and create a culture of inclusiveness can gain several important benefits

1. *Enhanced decision quality.* Diverse board members, executives, managers, and employees bring a wide variety of experiences, frames of reference, perspectives, professional contacts, and information networks to bear on complex problems. Retail giant Macy's has a diverse board of directors: 30 percent of the 12 members are African American, Asian American, or Hispanic, and half of the board members are women. This brings Macy's into an elite group of only four *Fortune* 500 companies that have achieved gender parity on their corporate boards.<sup>7</sup>
2. *Better connection with customers.* As the U.S. population becomes increasingly diverse, this means an organization's customers (as well as other key stakeholders such as vendors, regulators, investors, etc.) are also becoming more diverse. By 2019, it is projected that Hispanics, African Americans, Asian Americans, and Native Americans' combined buying power in the United States will exceed \$4.5 trillion.<sup>8</sup> This helps explain why DuPont Merck experienced a large increase in the sales of its anticoagulant drug to the Hispanic market. Sales increased after a Hispanic employee suggested that the drug should be labeled not only in English, but also Spanish.<sup>9</sup>
3. *More creative innovation.* Organizations that are diverse can "tap the creative, cultural, and communicative skills of a variety of employees and use those skills to improve company policies, products, and customer experiences." At Colgate-Palmolive, a Global Innovation Fund has been established to fund new ideas from diverse employees that help the consumer products company tap into the global and multicultural marketplace. To date, Colgate-Palmolive has funded more than 400 new products.<sup>10</sup>



# Understanding diversity

Understanding diversity in the global marketplace is equally as important as understanding it in the United States. As the Global OB on page 62 illustrates, global managers must develop a keen understanding of differences among cultures to be successful in their international business endeavors. In addition to understanding the impact of racial, ethnic, and gender differences at the workplace, managers also need to be aware of these other ways that employee diversity can manifest itself.

- Restructure jobs. A manager may purchase voice interface software so that a blind customer service representative can relate information from a PC to customers who call in with questions and problems. Basically, the PC speaks to the blind employee who then communicates that information to the customer.
- Modify work schedules. Some ill individuals have set days/times when they need to receive treatment (e.g., kidney dialysis, etc.) from medical providers. A manager may need to accommodate the employee by scheduling work around these medical visits.
- Reassign employees. A police officer, after being wounded in the line of duty, may need to be reassigned to a desk job for a certain period until able to assume full responsibilities again.
- *Generational diversity:* Generations are different in key ways when compared to Gen X (those in their 30s to late 40s) and baby boomers (those who are in their low-50s and older). Gen X and baby boomers, as managers, need to realize that millennials can be used to leverage their skills at online social networking to collaborations and teamwork on virtual team projects. Millennials tend to require more praise and short-term rewards than do Gen X and baby boomers, but they will put their own careers first and will look for organizations that provide meaningful training and projects to build their résumés. Managers need to assign mentors to help match organizational opportunities with millennial employees' career goals and to help millennials understand the company culture, dress policies, office politics, and so on.<sup>16</sup>
- *Disability diversity:* The Americans with Disabilities Act (ADA) of 1990 and the ADA Amendments Act of 2008 prohibit discrimination against qualified individuals with disabilities. A disabled person is someone who has a physical or mental impairment that substantially limits one or more of his or her major life activities. Disabilities take many forms and affect all types of Americans. For example there were 3.9 million disabled veterans in 2014.<sup>17</sup> Given that the ADA requires that organizations make reasonable accommodations for disabled individuals, managers may be called upon to make one or more of the following accommodations:<sup>18</sup>
  - Make existing facilities accessible. A manager may be asked to assist in the planning and budgeting for a wheelchair ramp to be added to the front of the building.



## CULTURAL DIFFERENCES THAT MANAGERS SHOULD KNOW

When a manager is managing in another culture, a number of crucial cultural characteristics must be considered. A few pointers that apply to specific cultures could prove to be invaluable.

### China

- Mandarin is spoken by over 70 percent of the population.
- Although the government encourages atheism, Buddhism, Islam, and Christianity also are practiced in China. Confucianism, although not a religion, has a great influence on Chinese society.
- As a collectivist society, individual rights and needs are subordinate to collective rights and needs.
- Harmony and family must be respected.
- Although women are purported to be equal to men, economic and work-related inequities exist.

### India

- Hinduism and Islamic religions play a major role in the lives of most Indians.
- Though hundreds of languages are spoken in India, Hindi and English are the most widely used.

- A moderately collective culture exists. Friendships with co-workers play an important role in job satisfaction.
- Punctuality is not a priority.
- Being passive is considered a virtue.
- Women have few privileges and male chauvinism is strong.

### Russia

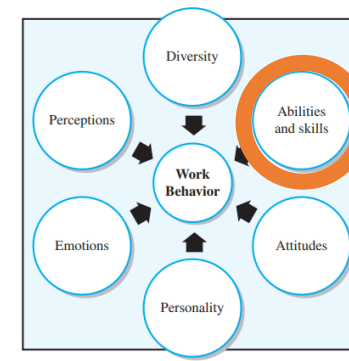
- Literacy is almost 100 percent.
- Specialists with technical expertise are respected.
- Sexual harassment is excessive in business organizations and in the government.
- Compromise is viewed as a sign of personal weakness.
- A high level of corruption continues to be a major issue.

### Mexico

- Good impressions are made when foreign nationals are familiar with the nation's history, customs, and arts.
- General suspicion is directed at foreign nationals.
- Time is a flexible concept.
- Personal friendships and long-term relationships are very important.
- Conversations occur at close physical distances.



# Abilities and Skills



## ability

A person's talent to perform a mental or physical task.

- Some employees, though highly motivated, simply do not have the abilities or skills to perform well. Abilities and skills play a major role in individual behavior and performance. Ability is a person's talent to perform a mental or physical task. Skill is a learned talent that a person has acquired to perform a task. A person's ability is generally stable over time. Skills change as one's training or experience occurs. A person can be trained and consequently acquire new skills.





# Mental ability and tacit knowledge

- Mental ability and tacit knowledge have been identified as important factors in helping to differentiate between higher- and lower-performing employees. When selecting candidates for a particular position, one of the better predictors of training proficiency and job success is **mental ability**. Often referred to as intelligence, mental ability can be divided into several subcategories: verbal fluency and comprehension, inductive and deductive reasoning, associative memory, and spatial orientation.
- Tacit knowledge refers to work-related practical know-how that employees acquire through observation and direct experience.<sup>23</sup> By gaining hands-on work experience, successful employees learn the ins and outs of their jobs, the norms of their work teams, and the values of the organizational culture. For example, a customer service representative from a large cable television company learned over the years that it's best not to interrupt irate customers while they are upset and venting their problems.

## mental ability

Refers to one's level of intelligence and can be divided into subcategories, including verbal fluency and comprehension, inductive and deductive reasoning, associative memory, and spatial orientation.

## tacit knowledge

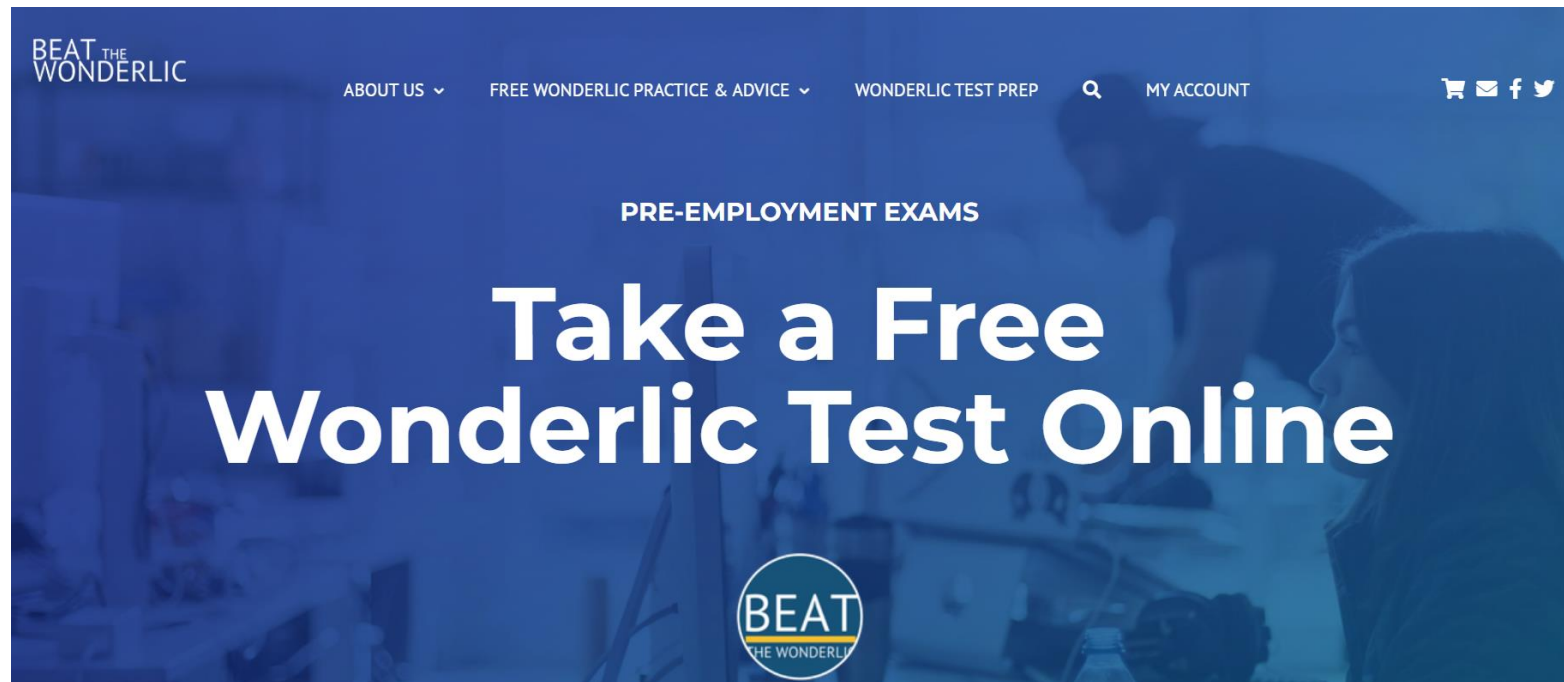
The work-related practical know-how that employees acquire through observation and direct experience on the job.



# 5-minute break

## Wonderlic Test Online

- <https://beatthewonderlic.com/take-a-free-wonderlic-test-online/>



### Wonderlic test

The Wonderlic Contemporary Cognitive Ability Test is an assessment used to measure the cognitive ability and problem-solving aptitude of prospective employees for a range of occupations. The test was created in 1939 by Eldon F. Wonderlic. [Wikipedia](#)

**Purpose:** Assessing cognitive ability and [problem-solving](#) aptitude of prospective employees

**Developer / administrator:** Wonderlic, Inc

**Knowledge / skills tested:** Math, vocabulary, and reasoning

**Languages:** 12 different languages

**Score / grade range:** 0–50 (1 point per question; score of 20 intended to represent average intelligence)

**Scores / grades used by:** Prospective employers; notably administered at the NFL Scouting Combine

**Year started:** 1936

#### Rules

The Wonderlic test is **50 questions long and you are given 12 minutes to answer as many questions as possible**. You earn 1 point for each correct answer you give and 0 points for any unanswered or incorrect questions.



**DEVELOPING TACIT KNOWLEDGE**

You can develop tacit knowledge at work by observing how more experienced employees handle challenging situations or tasks. Also, you can build your practical know-how by volunteering for additional assignments from which you can learn and gain valuable experience.

# Tacit knowledge

According to Robert J. Sternberg, people who develop and use tacit knowledge will increase their chances of success within organizations. He believes that leaders and managers with practical intelligence tend to:

- Capitalize on their own strengths and overcome their weaknesses.
- Realize they are not good at everything.
- Overcome negative expectations set by others around them.
- Learn from their positive and negative experiences.
- Have can-do attitudes.

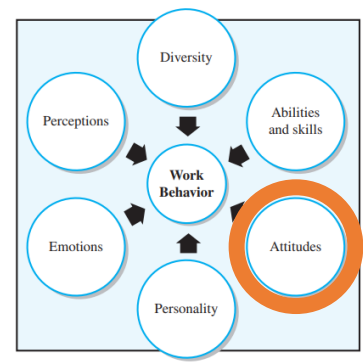
Although far from conclusive, research supports such claims about the virtues of practical intelligence. For example, in a study of the leadership effectiveness of 562 military leaders, those with higher levels of tacit knowledge were perceived as more effective than those with lower amounts of practical, experience-based knowledge.



# Attitudes

## attitudes

Mental states of readiness  
learned and organized  
through experience.



- An attitude is a mental state of readiness learned and organized through experience, exerting a specific influence on a person's response to people, objects, and situations with which it is related. Each person has attitudes on numerous topics—online dating, jogging, restaurants, friends, jobs, religion, politics, elder care, crime, education, income taxes, and so on.
- This definition of attitude has certain implications for the manager. First, attitudes are learned. Second, attitudes define one's predispositions toward given aspects of the world. Third, attitudes provide the emotional basis of one's interpersonal relations and identification with others. And fourth, attitudes are organized and are close to the core of personality. Some attitudes are persistent and enduring. Yet, like each of the psychological variables, attitudes are subject to change.





# Attitudes

- The **cognitive** component of an attitude consists of the person's perceptions, opinions, and beliefs. It refers to the thought processes with special emphasis on rationality and logic. An important element of cognition is the evaluative beliefs held by a person. Evaluative beliefs are manifested in the form of favorable or unfavorable impressions that a person holds toward an object or person.
- **Affect** is the emotional component of an attitude and is often learned from parents, teachers, and peer group members. It is the part of an attitude that is associated with "feeling" a certain way about a person, group, or situation. The behavioral component of an attitude refers to the tendency of a person to act in a certain way toward someone or something. A person may act in a warm, friendly, aggressive, hostile, teasing, or apathetic way, or in any number of other ways. Such actions could be measured to examine the behavioral component of attitudes.

## cognition

This is basically what individuals know about themselves and their environment. Cognition implies a conscious process of acquiring knowledge.

## affect

The emotional component of an attitude; often learned from parents, teachers, and peer group members.



# Attitudes

- Sometimes there may be discrepancies between attitudes and behaviors. This kind of discrepancy is called **cognitive dissonance**. An individual who has the attitude that smoking is bad for one's health but who continues to smoke anyway would probably experience cognitive dissonance. Such an inconsistency between beliefs and behavior is thought to create discomfort and a desire on the part of the individual to eliminate or reduce the inconsistency.

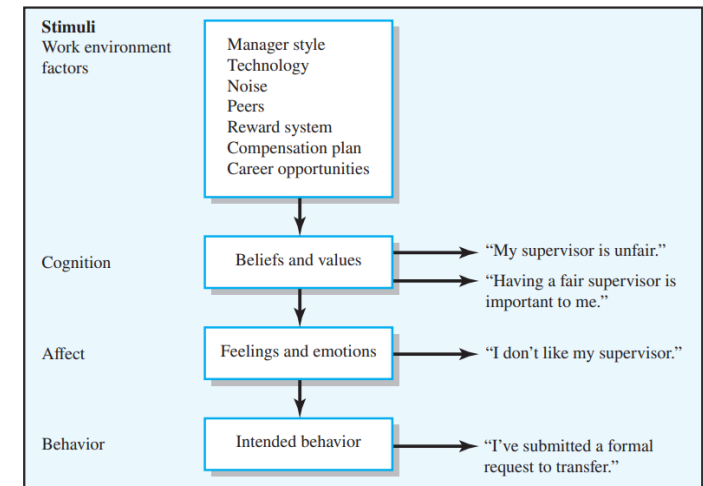
## **cognitive dissonance**

A mental state of anxiety that occurs when there is a conflict among an individual's various cognitions (for example, attitudes and beliefs) after a decision has been made.

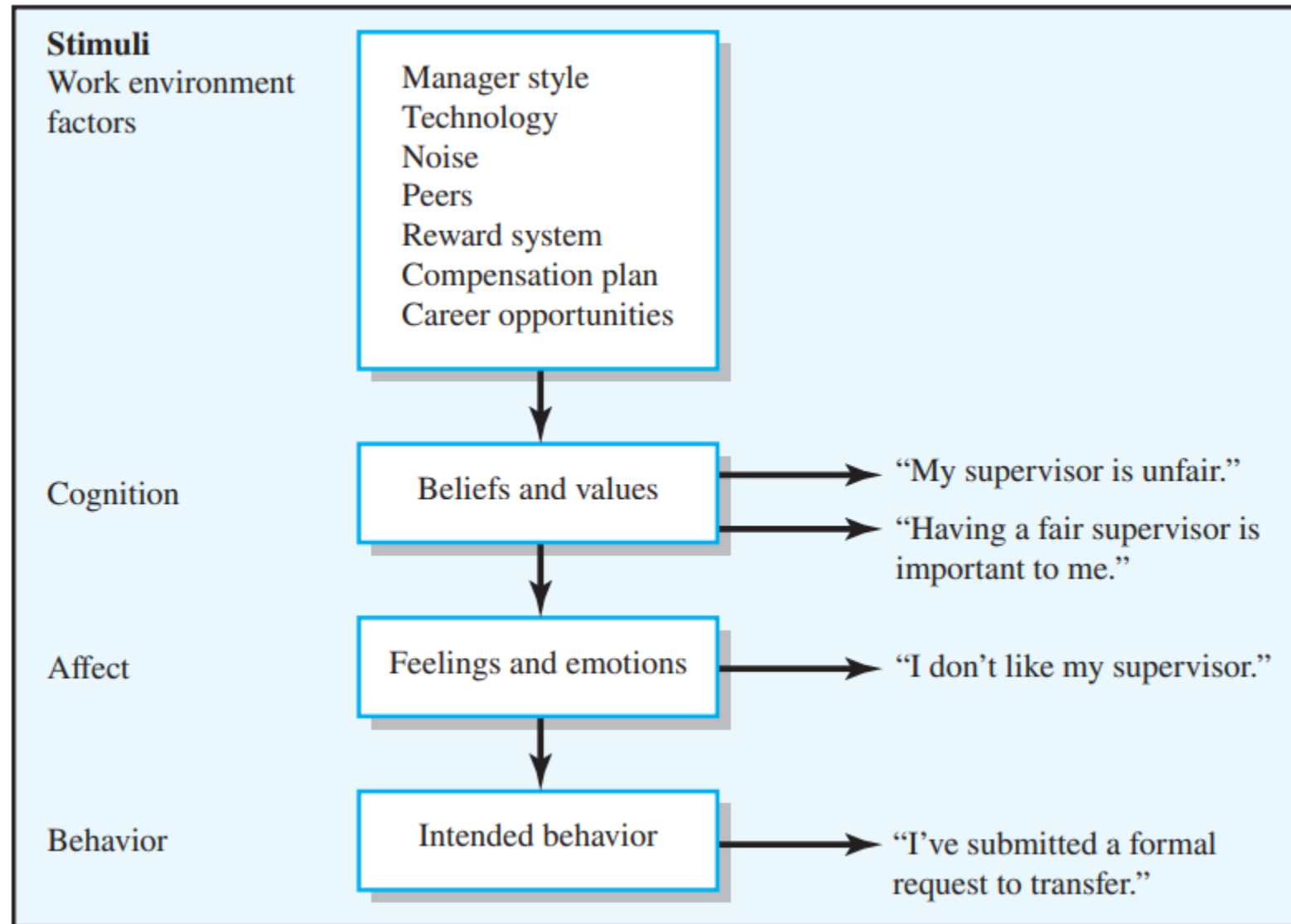


# Work environment factor

- Exhibit 3.2 illustrates how a work environment factor (e.g., manager's style) can influence the three components of attitudes. This stimulus triggers cognitive (thought), affective (emotional), and behavior responses. In essence, the stimulus results in the formation of attitudes, which then lead to one or more responses.



## EXHIBIT 2 The Three Components of Attitudes: Cognition, Affect, and Behavior





# Attitudes and Job Satisfaction

Job satisfaction is an attitude people have about their jobs. It results from their perception of their jobs and the degree to which there is a good fit between them as individuals and the organization. A number of factors have been associated with job satisfaction. Among the more important ones are these:

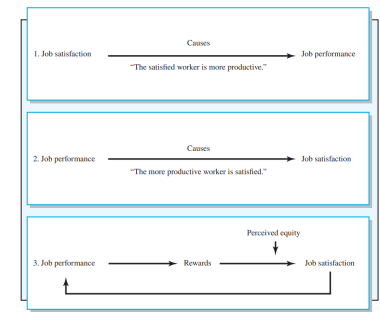
- Pay
- Work itself
- Promotion opportunities
- Supervision
- Co-workers
- Working conditions.
- Job security.



# Superjob

Many organizations recognize the importance of the potential link between job satisfaction and a number of desirable organizational outcomes. For example, Airbnb, the San Francisco–based online lodging marketplace, was recently named the Best Place to Work in 2016 by Glassdoor, the online jobs and recruiting site. The poll, conducted by collecting anonymous employee reviews, revealed that Airbnb employees gave the company an overall rating of 4.6 on a scale of 5 for creating a great company culture, maintaining a workplace where employees feel they belong, making a difference to the guests and hosts who use the service, and providing exceptional employee benefits—including quarterly vouchers to use Airbnb lodging themselves





# Satisfaction and Job Performance

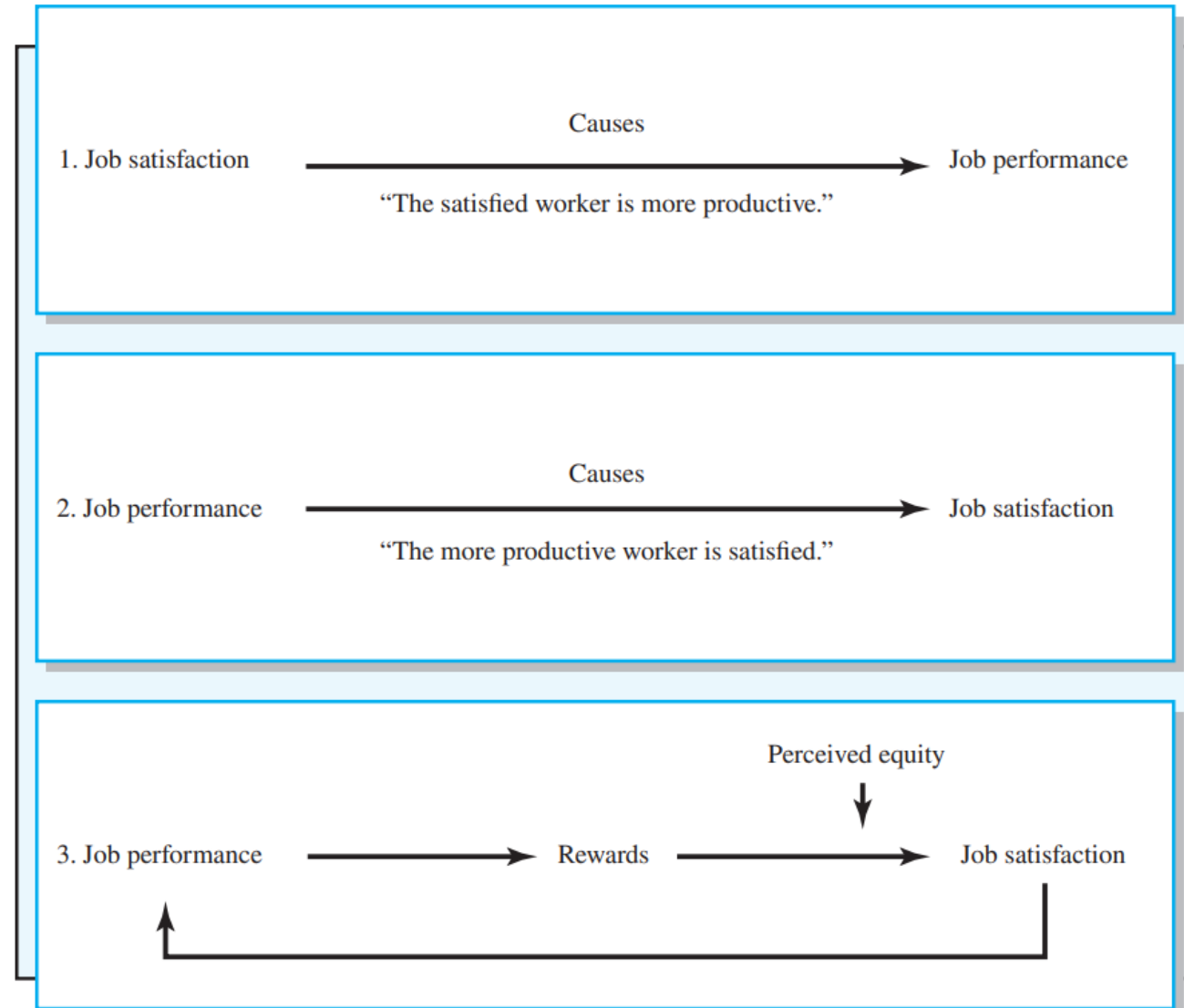
One of the most widely debated and controversial issues in the study of job satisfaction is its relationship to job performance or effectiveness. Three general views of this relationship have been advanced:

- (1) job satisfaction causes job performance;
- (2) job performance causes job satisfaction; and
- (3) the job satisfaction–job performance relationship is moderated by other variables such as rewards.

Exhibit 3 shows each of these viewpoints.



## EXHIBIT 3 Satisfaction– Performance Relationships: Three Views





# Performance–satisfaction relationship

- The first two views have mixed, but generally weak, research support. Most studies dealing with the performance–satisfaction relationship have found low association between performance and satisfaction. The evidence is rather convincing that a **satisfied employee is not necessarily a high performer**. Managerial attempts to make everyone satisfied will not necessarily yield high levels of productivity. Likewise, the assumption that a **highperforming employee is likely to be satisfied is not well supported**.



# Performance—satisfaction relationship

The third view suggests that satisfaction and performance are related only under certain conditions. A number of other factors, such as employee participation, have been suggested as affecting the relationship. Most attention, however, has focused on rewards as influencing the relationship. Generally, this view suggests that the rewards one receives as a consequence of good performance, and the degree to which these rewards are perceived as reasonable or equitable, affect both the extent to which satisfaction results from performance and the extent to which performance is affected by satisfaction. This means that if an employee is rewarded for good performance and if the reward is deemed fair by the employee, job satisfaction will increase (or remain high). This in turn will have a positive effect on performance, leading to additional rewards and continued higher levels of job satisfaction.



## GEN Z GETS READY TO WORK

Much has been written over the last decade about millennials, their traits, and their overall approach to work. But this demographic—roughly those in their mid-30s and younger—is about to take a back seat to the newest group entering the workforce: Generation Z.

Generation Z is comprised of young adults born in the 1990s, who will be the next big thing for marketers, cultural observers, and companies of all shapes and sizes. With the oldest member of this group barely out of high school, Generation Z will soon have an impact on organizational behavior. According to recent research about Gen Z and millennials, here are some interesting observations:

- Gen Z is truly the first demographic group that can be called “digital natives.” They have spent their entire lives online—cultivating relationships on Facebook, Twitter, and Instagram while learning about the world through mobile devices. Because of their digital know-how and what they have learned from the canny approach to online behavior from older friends and family, they are wary about connecting online with just anyone.

- Gen Z is more diverse and holds a more positive view of ethnic diversity in America than prior generations. The Census Bureau estimates that by 2020, more than 50 percent of children under 18 will be part of a minority race or ethnic group.

- Unlike millennials, whom they saw struggle through the recent recession, Gen Zers are concerned about financial stability and landing their dream job within 10 years of college graduation. In fact, their top concern is landing that first job out of college, followed by the high cost of education.

- Flexibility is critical to Gen Z employees, and they will put intense pressure on companies to provide creative work arrangements. Remember, this group is tech savvy and sees no reason to be chained to a desk for eight hours a day.
- Once Gen Zers settle into the workforce, it's likely they will be managed by millennials, with whom they share several common characteristics: lots of self-confidence, a desire to learn new job skills, and a can-do attitude toward work. Where the two groups differ, however, is that Gen Z seems to be more realistic than millennials regarding workplace expectations and has a stronger desire for management to listen to their ideas and value their opinions.

- Like millennials, Gen Zers want to be their own boss, sooner rather than later. In addition, once they find that first job, research suggests members of Gen Z will think nothing of changing jobs after one year of employment—an ongoing challenge for companies trying to retain top talent for the long haul.

**Source:** Andrea Brattberg, “Get Ready for Generation Z at Work,” CNN Money, <http://money.cnn.com>, accessed March 4, 2016; Gary L. Williams, “Generation Z Is Like Millennials on Steroids,” <http://www.bizjournals.com>, accessed March 4, 2016; Meg Dunlop, “How the Workplace Needs to Change for Generation Z,” <http://www.inc.com>, accessed March 4, 2016; Amy Williams, “How Gen Zers Will Change the Workplace,” <http://www.entrepreneur.com>, accessed March 4, 2016; Amy Williams, “How Gen Zers Will Change the Workplace,” <http://www.entrepreneur.com>, accessed March 4, 2016; The New York Times, “The New First Class,” <http://www.nytimes.com>, accessed March 4, 2016; company website, “WhyGenZ,” <http://www.whyzgenz.com>, accessed March 4, 2016; Bob Cowart, “How Will Generation Z Thrive the Workplace?” <http://www.bobcowart.com>, accessed March 4, 2016.

## O B M A T T E R S

## GEN Z GETS READY TO WORK

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**Sources:** Ananya Bhattacharya, “Get Ready for Generation Z at Work,” *CNN Money*, <http://money.cnn.com>, accessed March 4, 2016; Grace L. Williams, “Generation Z to Eclipse Millennials as Economic Force, Says Goldman Sachs,” *Today*, <http://www.today.com>, accessed March 4, 2016; Meg Osman, “How the Workplace Needs to Change for Generation Z,” *Business Journals*, <http://www.bizjournals.com>, accessed March 4, 2016; Alex Williams, “Move Over, Millennials, Here Comes Generation Z,” *The New York Times*, <http://www.nytimes.com>, accessed March 4, 2016; company website, “Infographic: The Difference Between Gen Z and Millennials in the Workplace,” <http://www.adecousa.com>, accessed March 4, 2016; Bob Crouch, “How Will Generation Z Disrupt the Workplace?” *Fortune*, <http://fortune.com>, accessed March 4, 2016.





# Personality

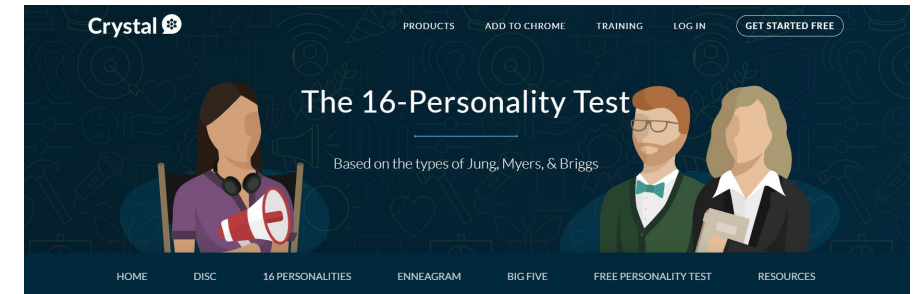
The relationship between behavior and personality is perhaps one of the most complex matters that managers have to understand. When we speak about an individual's personality we are referring to a relatively stable set of feelings and behaviors that have been significantly formed by genetic and environmental factors. Although many aspects of personality formation, development, and expression are not perfectly understood, certain principles are generally accepted as being true.

- Appears to be organized into patterns that are, to some degree, observable and measurable.
- Has superficial aspects, such as attitudes toward being a team leader, and a deeper core, such as sentiments about authority or a strong work ethic.
- Involves both common and unique characteristics. Every person is different from every other person in some respects and similar to other persons in other respects.





# Myers-Briggs Type Inventory



Despite the concern over the potential misuse of personality tests, more researchers continued to ask the question, “Does an individual’s personality affect his or her behavior at work?” To many, the answer was “yes.” In addition, many companies today use personality testing to help make selection, career planning, training, and team assignment decisions. For example, one popular personality test, the Myers-Briggs Type Inventory (MBTI), is used by many companies to assist in team building, management development, decision making, leadership, and career development. For example, Southwest Airlines uses the MBTI as a diagnostic tool to help its employees and work teams communicate and work together more effectively.<sup>34</sup> It has been reported that more than 3 million individuals complete the MBTI each year.<sup>35</sup> Although the validity of some of the uses of MBTI has been questioned,<sup>36</sup> the large number of companies and people using this personality test is indicative of the increasing popularity of personality tests in general.



<https://www.crystalknows.com/jung-myers-and-briggs-personality-test>

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# The 16-Personality Test

Based on the types of Jung, Myers, & Briggs

[HOME](#)[DISC](#)[16 PERSONALITIES](#)[ENNEAGRAM](#)[BIG FIVE](#)[FREE PERSONALITY TEST](#)[RESOURCES](#)

# The 16 Personality Types

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The 16-Personality model is a very helpful tool for understanding and categorizing personality archetypes. It is based on the following main factors: Introversion/Extroversion, Intuition/Sensing, Feeling/Thinking, and Judging/Perceiving. People are then categorized into a type based on which of the four traits they practice.

---

16-Personality is a personality framework that can help you understand other people and why they behave in certain ways.

---

Explore the 16 personality types here:

INTP	INTJ	INFP	INFJ
ISTP	ISTJ	ISFP	ISFJ
ENTP	ENTJ	ENFP	ENFJ
ESTP	ESTJ	ESFP	ESFJ



**Task1.** Please, take the test to determine the personality according to the Myers-and-Briggs-personality test by following the link:

<https://www.16personalities.com/>

<https://www.crystalknows.com/jung-myers-and-briggs-personality-test>



16Personalities

Your Results

Premium Guides

Specialized Tests ▾

Teams

Resources ▾



Log In

Save Results



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Explore the 16 personality types here:

INTP	INTJ	INFP	INFJ
ISTP	ISTJ	ISFP	ISFJ
ENTP	ENTJ	ENFP	ENFJ
ESTP	ESTJ	ESFP	ESFJ

266K+

Tests taken today

22M+

Tests taken in United Kingdom

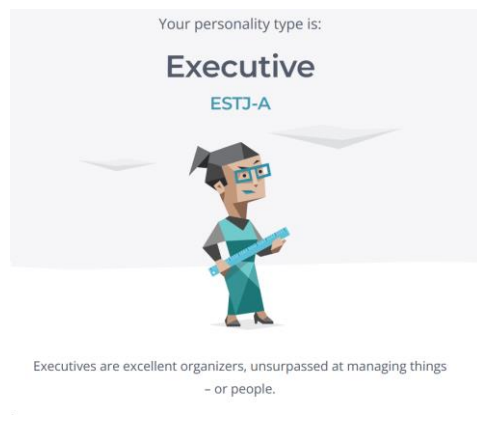
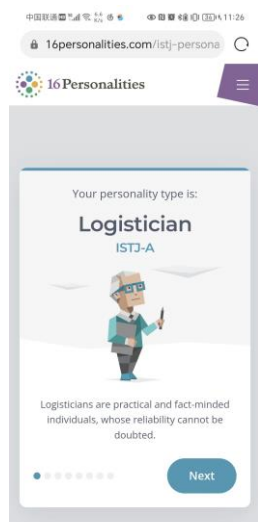
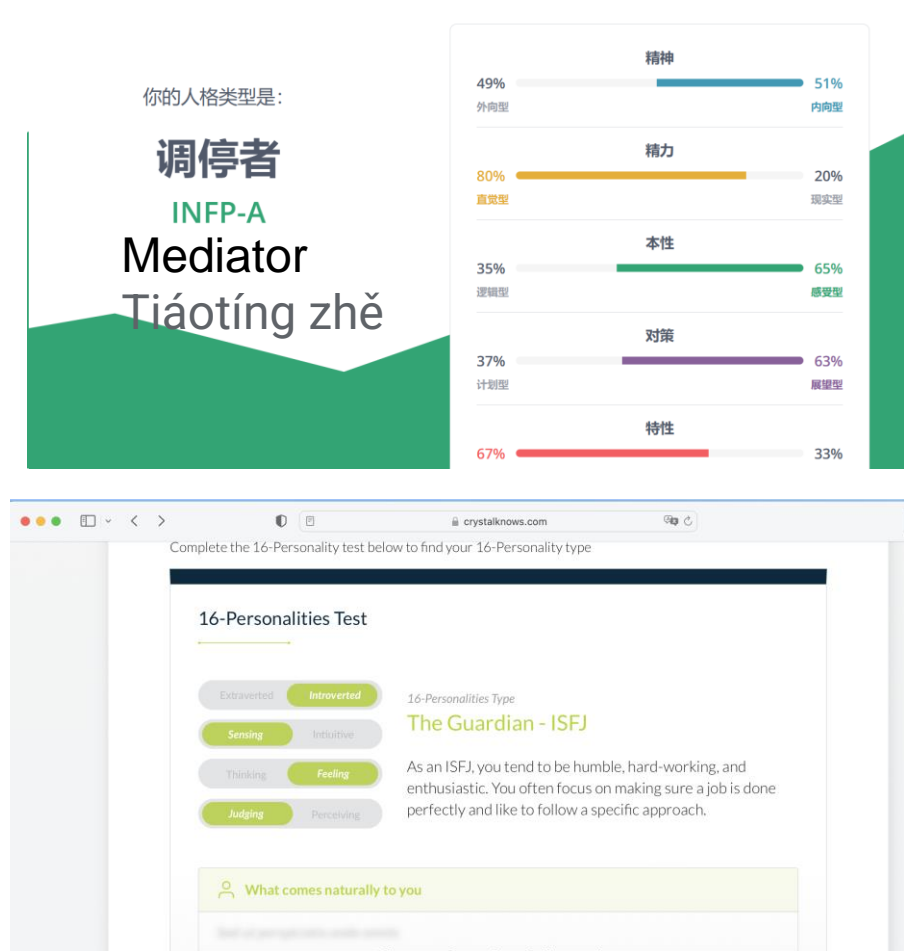
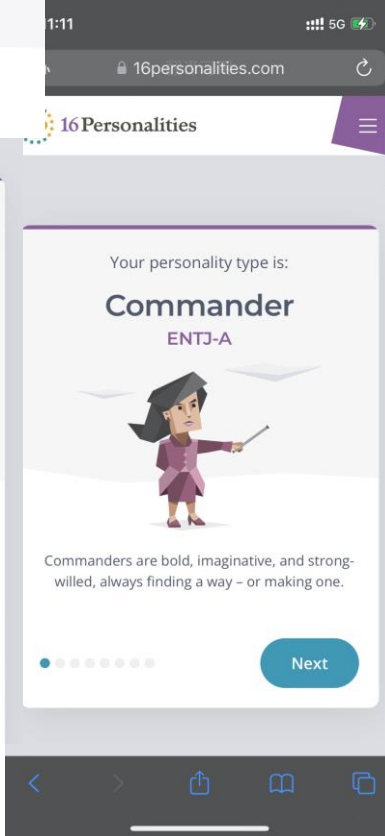
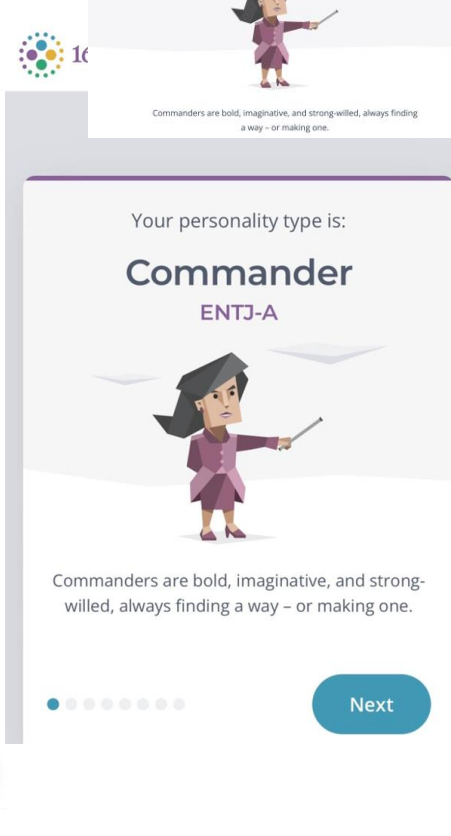
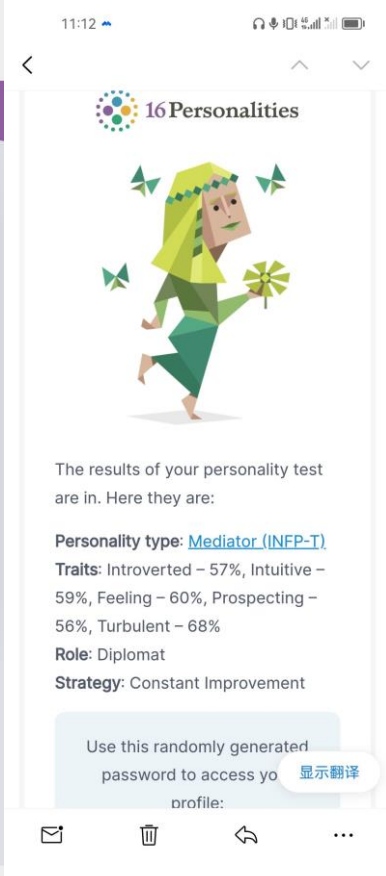
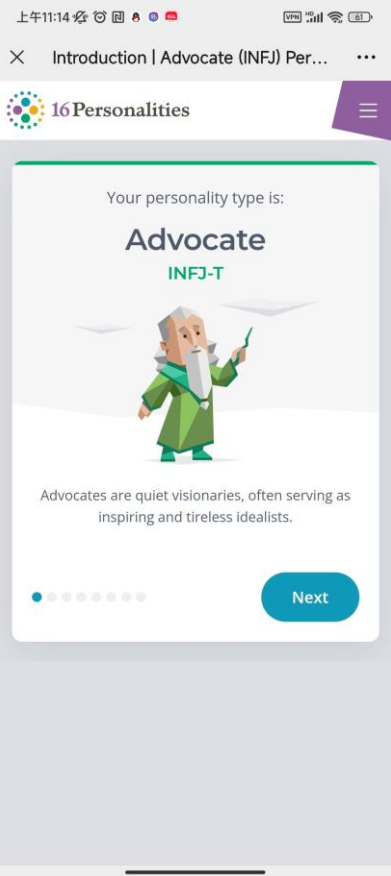
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Total tests taken

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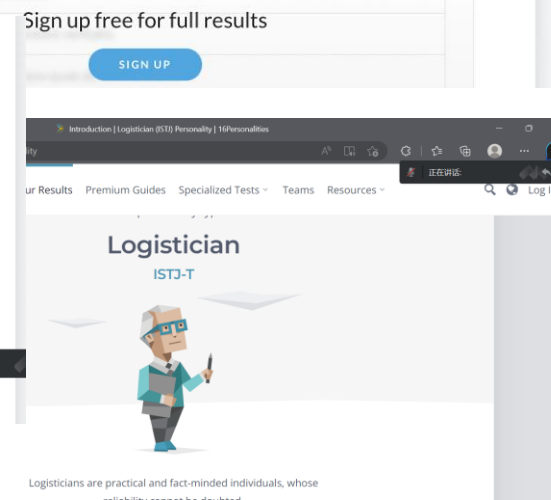
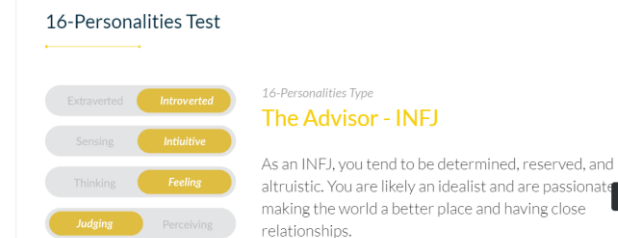
Results rated as accurate or very accurate





## The 16-Personality Test (based on the types of Jung, Myers, & Briggs)

Complete the 16-Personality test below to find your 16-Personality type

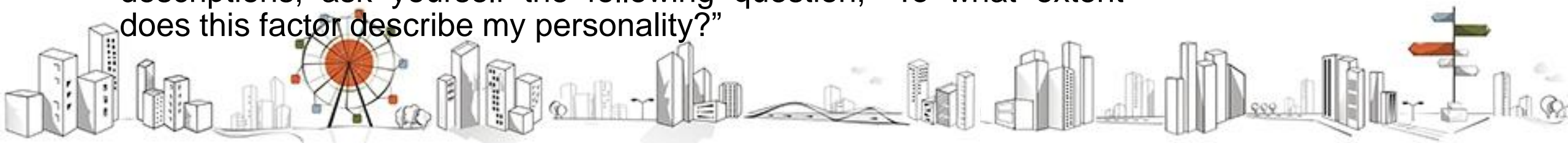


# The Big Five Personality Dimensions

Literally hundreds of personality dimensions or traits have been identified by psychologists over the past century. However, within the past 30 years or so, a consensus has emerged that, for the most part, the human personality can be described by five dimensions or factors. The Big Five personality dimensions include:

- extroversion,
- emotional stability,
- agreeableness,
- conscientiousness, and
- openness to experience.

Each of the five factors is briefly described below. As you get the descriptions, ask yourself the following question, “To what extent does this factor describe my personality?”



# The Big Five Personality Dimensions

## extroversion

One of the Big Five personality dimensions; it is a trait that indicates a person's outgoing, sociable behavior.

## emotional stability

One of the Big Five personality dimensions; it is the ability to be calm, relaxed, and secure.

## openness to experience

One of the Big Five personality dimensions; it reflects the extent to which an individual is broad-minded, creative, curious, and intelligent.

## agreeableness

One of the Big Five personality dimensions; it is the tendency to be courteous, forgiving, tolerant, trusting, and softhearted.

## conscientiousness

One of the Big Five personality dimensions; it is the tendency to be dependable, organized, thorough, and responsible.





天津外国语大学(天外)  
**Tianjin Foreign Studies University  
(TFSU)**

**Organizational Behaviour**

**Online class starts at 08:00  
(Beijing Time, GMT+8)**

Ivan Monich, PhD  
March 23, 2023



# Extroversion

It refers to the tendency to be sociable, gregarious, assertive, talkative, and active. People high in extroversion tend to enjoy talking and interaction with co-workers, and they gravitate toward jobs that have a good deal of social interaction. Research indicates that extroverted people tend to perform well in sales and managerial jobs, tend to do better in training programs, and tend to have higher levels of overall job satisfaction. This suggests that organizations such as Avon and The Sharper Image, both of which rely heavily on the successful training and performance of their salespeople, would benefit from using a valid personality test to measure extroversion as part of an overall selection program.



<https://www.istockphoto.com/photo/creative-geometric-composition-with-led-lights-on-a-blue-background-gm1299711680-392248658>



# Emotional stability

Emotional stability is the tendency to experience positive emotional states, such as feeling psychologically secure, calm, and relaxed. Anxiety, depression, anger, and embarrassment are characteristics of low emotional stability. The low-stability individual is more likely to experience job-related stress, a topic discussed in detail in Chapter 9. Although the link between emotional stability and job performance does not appear to be a strong one, some interesting research findings relate to other important work behaviors.



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# Agreeableness

Being courteous, forgiving, tolerant, trusting, and softhearted are traits associated with agreeableness. The employee described as “someone who gets along with others” is high on agreeableness. It is a dimension that can help make someone an effective team player and can pay off in jobs where developing and maintaining good interpersonal relationships and helping fellow employees is important. Individuals low on agreeableness are often described as rude, cold, uncaring, unsympathetic, and antagonistic. Jobs and professions that require individuals high in agreeableness include customer service, sales, auditing, nursing, teaching, and social work.



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# Conscientiousness

Conscientiousness is exhibited by those who are described as dependable, organized, thorough, and responsible. Individuals who are conscientious also tend to persevere, work hard, and enjoy achieving and accomplishing things. It is not hard to understand why this trait is highly valued by all organizations. Employees who are low in conscientiousness tend to be sloppy, inefficient, careless, and even lazy. From a research perspective, conscientiousness is the most closely linked dimension to job performance. Put succinctly, conscientious employees perform better across a wide variety of occupations. Emerging research also indicates that conscientious individuals tend to exhibit higher levels of motivation and job satisfaction, as well as other important work behaviors (retention, attendance, and fewer counterproductive behaviors).



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# Openness to experience

The final personality dimension is openness to experience. This dimension reflects the extent to which an individual has broad interests and is willing to take risks. Specific traits include curiosity, broad-mindedness, creativity, imagination, and intelligence. People high in openness to experience tend to thrive in occupations where change is continuous and where innovation is critical. For example, people who create spectacular special effects for large-budget action films need to possess high levels of this personality dimension. This holds true for employees of Double Negative, the London-based special effects firm that created many of the cutting-edge special effects in such hit movies as *Harry Potter and the Deathly Hallows*, *Iron Man*, and *Interstellar*. Individuals low in openness to experience (i.e., unimaginative, conventional, and habit-bound) would not fit in well at Double Negative, where change and innovation are critical for organizational survival.



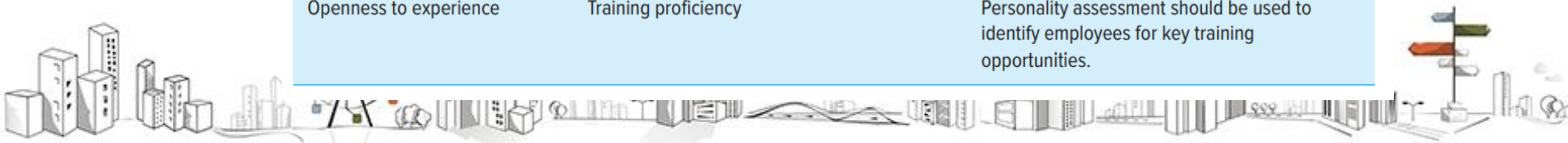
Dimension	Associated with These Work Behaviors	Managerial Implications
High extroversion	Job performance of managers and salespersons; training proficiency	Use personality assessment to identify extroverted individuals for jobs requiring large amounts of social interaction.
High emotional stability	Overall job satisfaction; motivation	Managers can only do so much to increase job satisfaction and to motivate employees; employees low in emotional stability will be more difficult to influence in these areas.
High agreeableness	Peer ratings of team members; interpersonal skills	Managers should try to include on teams individuals who are agreeable because they help the team to function more smoothly by using their good interpersonal skills to keep communication channels open and to work out intragroup problems.
High conscientiousness	Job performance across most occupations; motivation; job satisfaction; retention; attendance; and fewer counterproductive behaviors	Personality assessments should be used to select individuals with high levels of conscientiousness.
Openness to experience	Training proficiency	Selections should include new hires and current employees applying for internal promotions. Personality assessment should be used to identify employees for key training opportunities.

As Exhibit 4 indicates, research on the Big Five personality dimensions is promising due to the evidence that shows personality does influence important work behaviors such as job performance, training proficiency, and job satisfaction. This personality model also has implications for global management and organizational behavior. The five factors have been found in different cultures and using different languages.<sup>43</sup> So, it is not surprising that relationships among the Big Five dimensions and job performance also apply across country borders. The existence of very similar relationships has been demonstrated in Great Britain, Germany, France, the Netherlands, Norway, and Spain



# The Big Five Personality Dimensions: A Summary

Dimension	Associated with These Work Behaviors	Managerial Implications
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Openness to experience	Training proficiency	Personality assessment should be used to identify employees for key training opportunities.



We now will look at three such personality traits of interest to many organizations: **locus of control, self-efficacy, and creativity.**

In addition to assessing applicants and employees on certain dimensions of the Big Five, organizations often choose a few relevant personality traits that they believe are closely linked to performance in certain jobs and in their organization





**locus of control**  
Specifies a person's  
belief that he or she  
does or does not master  
his or her fate.

# Locus of Control

The locus of control of individuals determines the degree to which they believe their behaviors influence what happens to them.<sup>45</sup> Some people believe they are autonomous—that they are masters of their own fate and have personal responsibility for what happens to them. When they perform well, they believe it is because of their effort or skill. They are called internals. Others view themselves as helpless pawns of fate, controlled by outside forces over which they have little, if any, influence. When they perform well, they believe it is due to luck or because it was an easy task. They are referred to as externals



Designates a person's belief that he or she has the competency to complete a job successfully.

# Self-Efficacy

Self-efficacy relates to personal beliefs regarding competencies and abilities. Specifically, it refers to one's belief in one's ability to successfully complete a task. Individuals with a high degree of self-efficacy firmly believe in their performance capabilities. The concept of self-efficacy includes three dimensions: **magnitude, strength, and generality.**



# Magnitude

Magnitude refers to the level of task difficulty that individuals believe they can attain. For example, Jim may believe he can put an arrow in the archery range target six times in 10 attempts. Sara may feel she can hit the target eight times; thus Sara has a higher magnitude of self-efficacy regarding this task than Jim. Strength refers to whether the belief regarding magnitude is strong or weak. If in the previous example Jim is moderately certain he can hit the target six times, while Sara is positive she can achieve eight hits, Sara is displaying greater strength of belief in her ability than is Jim. Finally, generality indicates how generalized across different situations the belief in capability is. If Jim thinks he can hit the target equally well with a pistol and rifle and Sara does not think she can, Jim is displaying greater generality than is Sara.



# Implication

According to an analysis of self-efficacy by Gist and Mitchell,<sup>48</sup> research on self-efficacy has led to several consistent findings. They indicated that self-efficacy is associated with work-related performance, career choice, learning and achievement, and adaptability to new technology, and they noted that certain training methods could enhance self-efficacy in individual trainees. A related large-scale research study found that individuals high in self-efficacy tended to perform at a higher level.<sup>49</sup> Also supporting these conclusions is the research by Bandura and Locke, who found that, when combined with goal setting, individuals with high levels of self-efficacy tend to display higher levels of motivation and performance. Thus, feelings of self-efficacy have a number of managerial and organizational implications:





## Feelings of self-efficacy have a number of managerial and organizational implications:

- Selection decisions—Organizations should select individuals who have a strong sense of self-efficacy. These individuals will be motivated to engage in the behaviors that will help them perform well. A measure of self-efficacy can be administered during the hiring/promotion process.
- Training programs—Organizations should consider employee levels of self-efficacy when choosing among candidates for training programs. If the training budget is limited, then more return (i.e., performance) on training investment can be realized by sending only those employees high in self-efficacy. These individuals will tend to learn more from the training and, ultimately, will be more likely to use that learning to enhance their job performance.
- Goal setting and performance—Organizations can encourage higher performance goals from employees who have high levels of self-efficacy. This will lead to higher levels of performance from employees, which is critical for many organizations in this era of hypercompetition.



# Creativity

- Creativity is a personality trait that involves the ability to break away from habit-bound thinking and produce novel and useful ideas. Creativity produces innovation, and innovation is the lifeblood of a growing number of corporations. The 3M company is famous for its creativity and product innovations. Rubbermaid introduces one new product a day. These companies and others, such as Walt Disney company, Zappos, Google, IDEO, Tesla Motors, Salesforce.com, and Apple are well known for their efforts to stimulate creativity.



# Emotions

Why is it that some co-workers, customers, or managers always appear calm and rational, while others can get excited or angry at the drop of a hat? People are different in terms of how they experience and exhibit emotions. Are certain people—like airline pilots, ICU nurses, police officers, surgeons, and firefighters—supposed to be calm under stressful situations? The answer is yes. Defined as a state of physiological arousal accompanied by changes in facial expressions, gestures, posture, and subjective feelings, emotions play an important role at the workplace.



# Primary emotions

Research suggests that there are eight primary emotions:

surprise, joy, anticipation, acceptance, fear, sadness, disgust, and anger.

Is it common to see these emotions at work? Absolutely. Perhaps you were surprised when you were given a prestigious employee award this year. Or, maybe a co-worker was angry about management's recent decision to cut her department's budget by 15 percent. Such emotional reactions are a normal part of organizational life.





# Moods

The mildest forms of emotions are called moods. A mood is a low-intensity, long-lasting emotional state. Moods act as subtle emotional factors that affect day-to-day behavior. For example, when a team member is in an irritable mood, he may react angrily to any request made to pitch in on a specific job task. When the same person is in a good mood he is more likely to help with the request.

## OB MATTERS

### BE POSITIVE, STAY EMPLOYED!

Is a positive outlook good for your career? While most would agree it's more pleasant to be around those with positive emotions, anecdotal evidence suggests that being positive may save your job. In a recent article on "fireproofing" your job in a time of layoffs, a positive attitude was listed as one of the best ways to be retained. The logic is simple: If you had to choose one of two comparable employees to lay off, would you keep the complainer or the employee with a positive attitude? The article also stated that socializing with those exhibiting negative attitudes could lead to your being labeled with that same attitude. It suggests that if you find yourself in a negative conversation about low salaries, layoffs, poor supervision, and so on, break it off while trying to maintain a positive connection with the complainer(s). A similar article observes that while managers must maintain the bottom line, they also have a strong desire to maintain morale and don't want people around that may cause trouble. Make it known that you are

willing to make a positive contribution to the organization. These articles suggest that the employee perspective "the glass is half full" (versus "the glass is half empty") may become a self-fulfilling prophecy when it comes to staying employed during tough times.

Other than potentially making the workplace more pleasant, does a positive attitude impact business outcomes? Studies have found that a smile can lead to favorable interactions with customers. While the research on the impact of smiles has focused on retail, one could expect similar outcomes with internal customers and maybe even a supervisor within an organization.

**Sources:** Caroline Ceniza-Levine, "Layoffs Coming? Seven Mistakes to Avoid," *Forbes*, <http://www.forbes.com>, accessed March 4, 2016; Travis Bradberry, "How (and Why) to Stay Positive," *Forbes*, <http://www.forbes.com>, accessed March 4, 2016; Tyler Cowen, "Strategies for Keeping Your Job," *CNN Money*, May 5, 2009, <http://money.cnn.com>; Donna Rosato, "Smart Job Strategies to Avoid Layoffs," *CNN Money*, January 15, 2009, <http://money.cnn.com>.



## O B M A T T E R S

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# Emotional Labor

Managing emotions in order to perform one's job is called emotional labor. In organizations emotional labor may involve enhancing, faking, or suppressing emotions in an effort to keep them under control. The rules or norms regarding expectations about emotional expression may be acquired by observing colleagues or they may be stated in selection or training material. For example, an employee working in customer service may be encouraged to smile, listen attentively, and show respect to even the most belligerent customers. On the other hand, a person attempting to collect an accounts receivable payment may be instructed to be firm, somewhat angry, but polite in attempting to secure the overdue payment. In these cases the employee is managing and modifying the emotions that the organization believes are most effective.



## YOU BE THE JUDGE

### CAN JOBS BE STEREOTYPED BY GENDER?

One of the most important—and interesting—individual difference variables is gender. While many gender distinctions are more imagined than actual, there are some real differences. Men tend to be taller than women and women tend to live longer than men, to mention just a few. It is also true that there are some real differences in the proportion of males and females in certain jobs. A majority of nurses are female, for example. Similarly, most electricians are male. There are, however, no true gender differences that would dictate that nurses had to be women, or that electricians had to be men. Still, many people believe that some jobs are “female” and others are “male.”

Such a person was a male manager for a Washington DC company. When a receptionist position became available in his office, he instructed one of his female employees to fill the vacant position with a woman. The notion of having a male receptionist simply did not fit his stereotype of this category. In a number of different ways he made it clear that “men are not receptionists.” Clearly upset by this kind of thinking, the female employee who had been instructed to fill this position with a woman sued her employer for sex discrimination.

How would you have ruled in this case? Is this sex discrimination? Do you think any laws were broken here? If not, should there be a law against such behavior?





## 5-minute break

# Emotional Intelligence

Can managing your and others' feelings make you a better manager or leader? What is the precise nature of this ability and how can it be measured accurately? Is managing emotions an innate ability or can it be learned on the job? These questions (and others) are at the core of a popular though controversial area of research known as emotional intelligence. Emotional intelligence (EI) is the ability to manage one's own and others' emotions in order to guide one's behavior and achieve goals



While there are several different ways to conceptualize emotional intelligence, a popular approach suggests that EI consists of the following four dimensions:

1. **Self-awareness:** Emotionally intelligent individuals have a greater awareness of their own emotions and feelings. By accurately assessing their feelings, these individuals are in a better position to act in a way that fits with their emotions. For example, if an employee has enjoyed working with a certain manager on successful projects in the past, then that employee can act on this awareness by volunteering to work with the manager again in the future.
2. **Social awareness:** Individuals with higher levels of EI are better at demonstrating empathy or relating to other people. They are more likely to meet other people's needs and understand the needs of the organization. For example, a manager who is aware that one of her best employees is currently taking care of an ill parent may allow the employee to be on a flexible schedule so he can balance between work and caring responsibilities.
3. **Self-management:** An important aspect of having EI is not letting your emotions or mood swings disrupt your productivity or relationships with your supervisor, co-workers, or customers. Maintaining self-control, even when you feel like acting in a different manner, helps managers or leaders maintain a reputation for being adaptable, trustworthy, and good under pressure.
4. **Relationship management:** Maintaining positive and productive relationships with people at work requires that we listen to their needs, communicate in a positive manner, collaborate with them on projects, and support their ideas and initiatives. Feeling connected with others at work leads to a more productive and respectful work environment.



# EI and Career Success

- A major reason EI interests people is that it has been proposed to be important for career success. Salovey and Mayer temper any claims about the link between EI and career success. They dispute the claim that “if intelligence predicts 20 percent of success, EI can fill in the 80 percent gap
- Even if EI is important for career success, it works in conjunction with other factors: integrity, persistence, passion, and general intelligence. Over the course of a career, EI seems to increase. Learning about emotional skills and how to apply them is an exciting idea. It suggests a maturation process: A person starting a career with moderate or poor EI can learn to improve his or her emotional management skills. Over time, better EI may indeed mean more career success.



## Summary of Key Points

- Major individual variables that influence work behavior include diversity, abilities and skills, attitudes, personality, and emotions. These combine with various organizational variables (resources, leadership, rewards, job design, structure) to shape productive, nonproductive, and counterproductive work behaviors.
- The U.S. workforce is growing more diverse. Organizations that manage diversity and create a culture of inclusion are likely to experience enhanced decision quality, better connections with customers, and more creativity and innovation.
- An attitude is a learned predisposition to respond favorably or unfavorably to people, objects, and situations with which it is related. An attitude consists of a cognitive component (beliefs), an affect component (feelings), and a behavioral component, which consists of the individual's behavioral intentions.
- Although the job satisfaction–job performance relationship is a complex one that is not fully understood, it seems clear that these two variables are related under certain conditions. One current view is that the rewards one receives as a consequence of good performance, and the degree to which these rewards are perceived as reasonable, affect both the extent to which satisfaction results from performance and the extent to which performance is affected by satisfaction.
- Personality exerts a strong influence on human behavior in organizations. Human personality can be described by the Big Five personality factors: extroversion, emotional stability, agreeableness, conscientiousness, and openness to experience.
- Emotions or moods pervade every aspect of organizational life. Emotional labor is the effort required to manage your emotions at work to keep them under control. Managing emotions can be stressful and may contribute to burnout. Emotional intelligence (EI) refers to the ability to manage one's own and others' emotions to achieve organizational goals. One popular conceptualization of EI includes self-awareness, social awareness, self-management, and relationship management.





# Review and Discussion Questions

1. So many factors influence an individual's behavior that it is impossible to accurately predict what that behavior will be in all situations. Why then should managers take time to understand individual differences?
2. What are some of the best ways to acquire tacit knowledge? How can mentoring help?
3. Have you ever had a "bad attitude" toward a situation, a certain course that you didn't like, or a boring job assignment? How did that attitude affect your behavior (i.e., performance, attendance, and so on)? How did you attempt to improve your attitude?
4. Think of an important attitude you have regarding a career. Identify the three components of that attitude and indicate what each outcome response would be.



## Review and Discussion Questions

5. As the workforce becomes much more diverse, what implications will that have for managers as they attempt to create and maintain a work environment that allows all types of employees to contribute to the organization? How should employees' individual differences be treated: accepted/valued or assimilated into the organization culture?
6. The text identified job satisfaction as an important attitude. What other attitudes might be important in work settings?
7. Are you an internal or an external? Would you rather have a boss老板 who is an internal or an external? Why?



## Review and Discussion Questions

8. Of the Big Five personality dimensions, conscientiousness is the most important factor in predicting job performance across most occupations. How can a person develop a greater amount of conscientiousness in his or her work? What steps can you as a manager take to encourage employees to be more conscientious?
9. As a manager, how might you increase a subordinate's feelings of self-efficacy regarding a job assignment? How might you attempt to increase the creativity of your subordinate?
10. What steps can you take to increase your level of emotional intelligence?



2007574042李弈乐LiYile

Individual differences have a great influence on work efficiency, and managers' understanding of individual differences of employees helps to enhance employees' trust and improve work efficiency.

Yile Qin 2007574055

managers should clearly understand each worker's strengths and weaknesses, to promote strengths and avoid weaknesses, it's a good way to achieve the highest work efficiency, to mobilize everyone's enthusiasm and play their roles.

2007574023GongXirui

Because when the manager get to understand the difference then managers can suit the job and make every individual to grow their advantages.

2007574063 Li Tongyu

Because every member of an organization has its own way of behavior. It is important for managers to understand individual differences so they can have a better way to influence the employees' feelings, thoughts, and behavior of employees.

2007574043Sun Zhuxuan

Managers who understand individual differences can enhanced decision quality, better connections with customers, and more creativity and innovation.

2007574048XinHairong

There are individual differences between people, and different individual differences will lead to different individual behaviors. Therefore, in management, I think it is necessary to understand the personality of employees to ensure that each employee can make the best use of his or her talents and maximize the benefits of the organization through mutual cooperation.

2007574085lei xinyi

By understanding the individual's differences, it is beneficial to maximize his advantages, match his most suitable job and maximize his utility.

## 2

2007574043Sun Zhuxuan

through observation and direct experience on the job.mentor can indicate the strengths and weaknesses of the employee so that she or he can suit jobbetter

2007574063 Li Tongyu

Tacit knowledge relies on the individual' s own experience. So I think go through experiences and capture data throughout a research period are good way to obtain tacit knowledge.

## 3

2007574066GuoSitong

When I was in primary school, I didn't like learning English, so I didn't listen to the teacher in class and didn't want to do my homework. Naturally, my English exam score was not very high. Later, my home teacher talked to me, she told me the importance of learning English and the way to learn English well, and then I improved my attitude.

Yile Qin 2007574055

3. Yes, I did some work on searching financial data during my internship. It's difficult to find data on so many websites and it's boring to transfer them into charts. At first, I did it inefficiently, however, i saw it as an opportunity to improve my ability and knowledge and them I was fine with that.

2007574049 Xiao TianYu

I have participated in the volunteer service of the Red Cross and have called and paid a return visit to blood donation volunteers. Because we have volunteer information in the background of our system, but our use of private numbers is often regarded as harassing calls, hanging up or being rejected. One day I was hung up so many times that I had the idea of giving up and resisting. But I think this is a meaningful job, later we use more euphemism, the success rate is much higher.



11:08

[2007574023GongXirui](#)

Kind and openness— better communication

Inspire —innovation

Enthusiasm — enjoy and love the career

[Yile Qin 2007574055](#)

Being attentive and responsible helps to be thoughtful in work and work well with colleagues especially in projects. It also contributes to long-term career planning, development, and promotion.

11:15

[2007574042李弈乐LiYile](#)

4.Love-be motivated to work;Focus-improve efficiency;Persistence-extending working hours

## • 5

[200718班成轩超ChengXuanchao](#)

It will enable employees to give full play to their potential, improve work efficiency and make them full of responsibility. There should be individualized tolerance and guidance for different employees

[2007574042李弈乐LiYile](#)

This kind of working environment is conducive to employees' subjective initiative and may have unexpected effects on the improvement of work efficiency. The individual differences of employees should be valued in order to make the company develop better.

[Yile Qin 2007574055](#)

5. At the recruitment stage, managers should recruit employees based on their suitability for the job. After entering the company, they should provide necessary vocational learning rather than downsizing for the company's benefit while technology is developing rapidly. The lifelong employment system in Japan may be a better method because it enhances employee loyalty to the company.

[2007574085lei xinyi](#)

Understand and respect differences, and form a better and freer working environment in the process of cultural exchange and integration, instead of maintaining a fixed organizational culture all the time, so that everyone becomes the same.

[2007574048XinHairong](#)

5.This keeps employees in a positive and happy mood, which in turn increases their motivation and job satisfaction and stimulates their creative potential. Managers should value the individual differences of their employees and promote the formation of a diverse culture in the company.

11:24

[2007574023GongXirui](#)

5. Provide the platform and chances for employees to communicate and exchange information and build individual respective working environment instead of push every grow the same.

11:28

Yile Qin 2007574055

6. passion, it helps workers to improve efficiency and stimulate innovation.

2007574043Sun Zhuxuan

can-do attitude,which gives employees confidence and aggressive minds

200718班ChengXuanchao

Employees should have a modest work attitude and not be arrogant after small achievements, which will make the boss think you are a flighty person

2007574042李弈乐LiYile

Concentration helps employees to concentrate on their work for a long time.

2007574039maoyuqing

Corporation Identity

2007574048XinHairong

Responsible

• 7

2007574051WuYuhan

Internal.The boss is external because he/she can lay out the work and give feedback more directly, avoiding guess the boss's mind.

Yile Qin 2007574055

7. I'm a little bit external so I wish my managers could be external too. Also, I hope that we can share similar opinions on many things and we're all goal-oriented people.

2007574023GongXirui

7.I am more internal that prefer to a external manager you can speak out to guide the employees to take action and don't keep silent

2007574042李弈乐LiYile

I'm internal, but I wish my boss to be an external. Because I'm not good at being a leader, but I'm good at accomplishing tasks assigned by others.

200718班ChengXuanchao

External. I hope the boss is also external. It's important to have a boss at work who is enthusiastic and positive to communicate with

2007574095wangjingyuan

I'm external, so I want an external boss. Because such a boss is more convenient to communicate with, can get along well with each other, will say what will reduce unnecessary mental

internal friction, conducive to my work environment.

[2007574039maoyuqing](#)

Employees can make clear career plans to clarify their own development goals, so as to improve conscientiousness for their job. Staff training and supervision should be strengthened.

[200718班ChengXuanchao](#)

Employees should have a clear understanding of their job responsibilities, and the boss should have a pattern of punishment for those who are not serious. I think the best encouragement is money reward and offer more job opportunities

[2007574042李弈乐LiYile](#)

Strengthen the education and training of employees who dare to admit their mistakes and take responsibility, because only those who dare to take responsibility can really take responsibility and have a strong sense of responsibility. Clear job responsibilities and work standards, establish a strict workflow, formulate employee career development plans, and establish and improve the accountability and supervision mechanism for employees.

[Yile Qin 2007574055](#)

8. If workers' life goals and work goals are consistent, they'll become more responsible. If an employee contributes to the company, managers can give employees a sense of accomplishment through bonuses, vacation days, and workers feel that their personal value is reflected in their work.

[2007574063 Li Tongyu](#)

Employees are more engaged when there' s a goal they can get behind and a purpose to inspire them. Start by creating a mission statement and a concise list of company core values, then train each employee in these values. Also giving feedback is one of the most important skills a manager can have, right behind communication. Employees crave feedback, and it influences their level of engagement

[200718班ChengXuanchao](#)

yes

[2007574048XinHairong](#)

[Emoji]Make employees responsible for their own affairs and develop their sense of teamwork.

[Emoji]Create a harmonious and democratic working environment and encourage them to express their views.

[Emoji]Managers can also set some rewards to stimulate employees' sense of responsibility.

[2007574042李弈乐LiYile](#)

Enterprises should help employees to plan their careers and let employees realize self-driving. Really help employees plan their future life blueprint, so that employees can truly understand their development goals. When their goals are consistent with the corporate goals, employees can truly achieve self-driving.

[2007574039maoyuqing](#)

Managers should assign jobs according to employees' abilities. They should pay attention to employees' work and give positive feedbacks.

To increase creativity, managers should reward innovation and offer technical support.

[2007574095wangjingyuan](#)

As a manager, I will provide enough rest time and welfare system for employees, constantly recharge their batteries, simplify the work content and train them regularly. I will also arrange some literary and artistic activities for them to find work inspiration to improve their creativity, and give material rewards to employees who are active and innovative.

2007574043Sun Zhuxuan

I suppose to improve my self-awareness, social awareness, self-management and relationship management.

12:23

2007574042李弈乐LiYile

Understand the source of emotions, cultivate a positive attitude, dispel negative emotions, refute negative thinking and negative thoughts, get rid of excessive entanglement

2007574045ZhaoHehua

Practice self-regulation,improve personal and social awareness,foster good relationships, ask others for feedback and keep learning in training programs.



# Case-studies and exercises

## Exercise 1: Personality Insights

### Case 1: Personality Testing: Yes or No?

#### Case 3.1: Personality Testing: Yes or No?

Mark, a project leader in Austin, Texas, needed a new software engineer for his eight-person team. He used his network, reviewed résumés, and invited 15 candidates for interviews. In addition he had the top three candidates complete the 16-Personality Factors Test. This was a general test that he believed would reveal personality characteristics that were important to know before making a job offer.

Personality testing is a relatively inexpensive method that helps managers make important hiring decisions. Tom, a member of Mark's team, warned everyone about putting too much confidence into personality test results, however. Tom had read that personality tests were not reliable and could be faked.

Another team member, Mary, believed Tom to be correct and incorrect at the same time. Some tests are poor, while others have helped employers make good selection decisions, she said. She emphasized "helped." Tests by themselves shouldn't be the sole factor in hiring top performers. They are just one tool, she said. She had heard about other firms using different kinds of tests to assess emotions, intelligence, and interpersonal style.

In fact, studies do indicate that good personality tests are more reliable predictors of performance than interviews and résumés. However, they are still controversial. Some employers have had to face lawsuits because personality tests were used inappropriately. For example, Rent-A-Center, Inc., used a personality test to fill management positions. The U.S. Court of Appeals for the Seventh Circuit in Chicago ruled that the test qualified as a medical exam. The Americans with Disabilities Act prohibits requiring medical examinations before making a job offer.

Court rulings on and controversy about personality testing has not stopped employers from using such tests. In an effort to match the best-qualified person with the position, personality testing, although controversial, can be beneficial.

Employers are very interested in what differentiates one person from another in terms of behavior and performance. Personality testing attempts to provide quantifiable data that can make the differentiation easier. Such differentiation is still difficult. Some personality researchers suggest there are regional differences in personality. That is, a New York candidate for Mark's position would be different from an Oregon candidate.

Mark, after considering all the issues surrounding personality testing, decided he would not conduct or use such tests in the future.

#### Questions

1. Is Mark making a good decision to drop the use of personality testing? Why?
2. The better-quality personality tests are difficult to fake. Other than attempting to land the job, why would a job candidate fake a personality test?
3. Could personality testing be used for management decisions other than hiring? Please, explain.

Sources: "The Big Five Project Personality Test," [www.outservice.com/bigfive/](http://www.outservice.com/bigfive/), accessed March 4, 2016; Patrick D. Converse, Frederick L. Oswald, Anna Imus, Cynthia S. Glick, and Rasha Rey, "Comparing Personality Test Formats and Warnings: Effects on Criterion-Related Validity and Test-Taker Reactions," *International Journal of Selection and Assessment* 16, no. 2 (June 2008), pp. 155–69; Victoria Knight, "Personality Tests as Hiring Tools," *The Wall Street Journal*, March 15, 2006, p. B3A.



# Thank you

