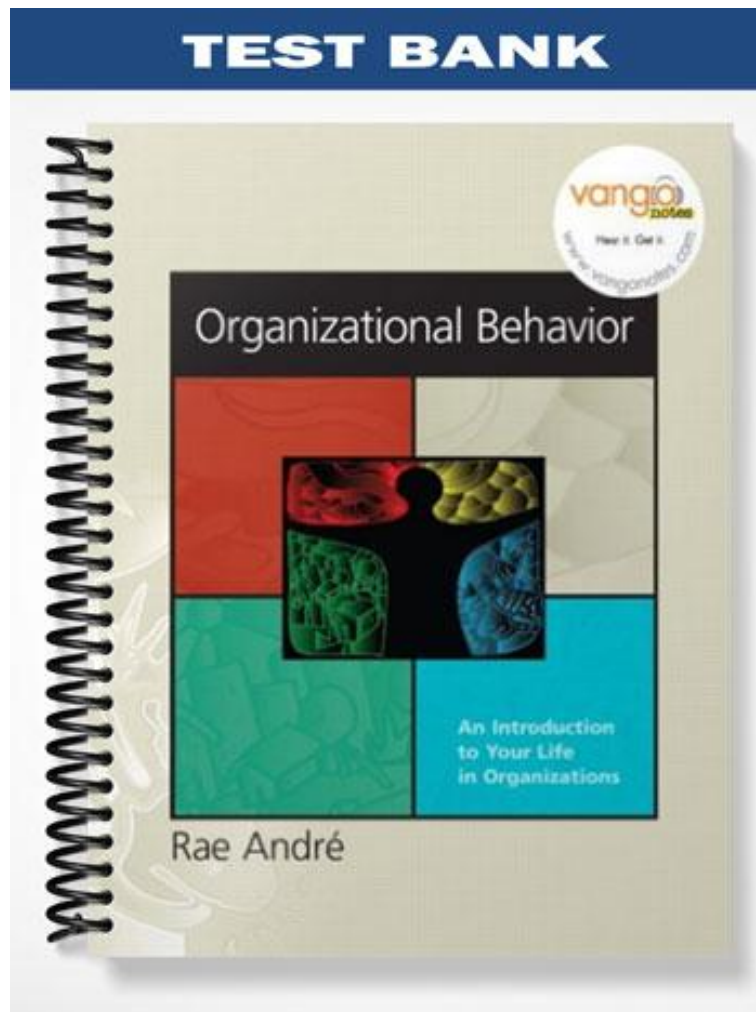


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Organizational Behavior

An Introduction
to Your Life
in Organizations

Rae André

CHAPTER 2 YOUR PERSONALITY AND STYLE

TRUE/FALSE QUESTIONS

WHAT IS YOUR PERSONALITY?

1. *Personality* is the unique pattern of enduring thoughts, feelings, and actions that characterize an individual.
(True, Easy, Personality, p. 32)
2. Understanding your style and personality helps you face organizational life with confidence.
(True, Easy, Personality, p. 32)
3. Managing your weaknesses is not as important to your organizational life as knowing and playing on your strengths.
(False, Moderate, Personality, p. 32)
4. Understanding how you differ from others does not help you appreciate and work with the human differences you will experience every day on the job.
(False, Moderate, Personality, p. 32)
5. Researchers believe that genetic factors (heredity) and nongenetic factors (environment) appear to have approximately equal effects in shaping personality.
(True, Easy, Origins of Personality, p. 32)
6. Intelligence is a complex trait that is influenced by many genes, along with various environmental factors.
(True, Easy, Origins of Personality, p. 32)
7. A study based on a sample of 2,310 middle-aged twins found that situational factors hardly predict happiness.
(True, Difficult, Origins of Personality, p. 32)
8. A person's temperament is not significantly determined by their genetic inheritance.
(False, Moderate, Origins of Personality, p. 32)
9. Analysis of data on an international sample of men and women aged 14 and over suggests that a person's childhood personality does not endure into adulthood.
(False, Easy, Origins of Personality, p. 32)
10. Family life is a major influence in shaping personality.
(True, Easy, Origins of Personality, p. 32)

11. Collectivist values subjugate individual selves for the greater good of the family, company, and society.
(True, Moderate, Origins of Personality, p. 33)
12. *Locus of Control* refers to the extent to which individuals believe that they can control events that affect them.
(True, Moderate, Locus of Control, p. 35)
13. Typically, individuals with a high external locus of control have better control of their behavior than individuals with a high internal locus of control.
(False, Difficult, Locus of Control, p. 35) {AACSB: Analytic Skills}
14. A personality profile is a test that describes an individual's whole personality, rather than just the separate traits that make up that personality.
(True, Easy, Personality Profile, p. 37)
15. Researchers have identified six fundamental dimensions that define an individual's personality that is commonly known as the Big Six model.
(False, Easy, Personality Profile, pp. 37-38)
16. It is sometimes argued that tough-minded people have a defective sense of attachment while others say that tough-minded people are just highly independent.
(True, Difficult, Personality Profile, p. 38)

HOW IS THE BIG FIVE PERSONALITY PROFILE USED IN ORGANIZATIONS?

17. A well-documented finding on the Big Five profile of personality is that a higher score on conscientiousness than emotionality predicts that a person will be motivated to perform well in a job.
(True, Moderate, Personality and Behavior, p. 40)
18. Personality traits are not related to individual thinking styles.
(False, Moderate, Personality and Behavior, p. 40)
19. To get along with others in an organization, individuals must seem cooperative, compliant, friendly, and positive.
(True, Easy, Personality and Behavior, p. 40)
20. The major goal of employees who come to work early and stay late is to get along with other employees in the organization.
(False, Easy, Personality and Behavior, p. 40)
21. Successful job performance requires an individual to both get along and get ahead.
(True, Easy, Personality and Behavior, pp. 40-41)

22. A study of highly diverse cultures with languages from five distinct language families strongly suggests that the Big Five personality trait profile is universal.
(True, Moderate, Cultural Influences, p. 41) {AACSB: Multicultural and Diversity}
23. The Myers-Briggs Type Indicator (MBTI) measures individual personalities along four continuums to create sixteen personality types.
(True, Easy, Personality Profile, p. 41)
24. The differences between the observation-based Myers-Briggs Type Indicator and the research-based Big Five personality profile are substantial.
(False, Difficult, Personality Profile, pp. 41-42)
25. People generally develop attitudes and behave in ways that maintain their current level of self-esteem.
(True, Moderate, Personality Variables, p. 42)
26. Competitiveness is linked to how people see themselves in relation to others.
(True, Moderate, Personality Variables, p. 43)

MULTIPLE-CHOICE QUESTIONS

WHAT IS YOUR PERSONALITY?

27. A person's individuality depends on biographical characteristics, as well as characteristics including personality, cognitive abilities, and _____.
a. physical appearance
b. nationality
c. race
d. attitudes
(d, Easy, Personality, p. 32)
28. Personality is the expression of the sum total of who you are in three different areas. Which is not one of these areas?
a. biological
b. ancestral
c. behavioral
d. psychological
(b, Moderate, Personality, p. 32) {AACSB: Analytic Skills}

29. In describing your personality, you must factor in everything about you from your biological characteristics to the habits, emotional expressions, and _____ you have acquired during your lifetime.

- a. acquaintances
- b. possessions
- c. social skills
- d. education

(c, Moderate, Personality, p. 32)

30. Identical twins raised apart show relatively greater similarity than nonidentical twins raised apart in their general activity level, emotionality, anxiety, and _____.

- a. sociability
- b. happiness
- c. psychological well-being
- d. physical health

(a, Easy, Origins of Personality, p. 32)

31. Subjective well-being, also known as _____, is to a great extent inherited.

- a. sadness
- b. happiness
- c. anxiety
- d. euphoria

(b, Easy, Origins of Personality, p. 32)

32. Different aspects of your personality are displayed depending on the immediate situations in which you find yourself. Stressful situations, such as during a job interview, are likely to _____.

- a. make you act in a more outgoing manner
- b. constrain your behavior
- c. make you forget what you wanted to say
- d. make you revert to childish behavior

(b, Moderate, Cultural Influences, p. 33)

33. The most popular way to study personality is by _____.

- a. directly observing individuals
- b. interviewing people close to the person being studied
- c. administering personality tests
- d. studying groups of people within a society

(c, Moderate, Determining Personality, p. 33) {AACSB: Analytic Skills}

34. Personality tests measure _____, which are characteristics that individuals display over time and across situations.
- traits
 - temperament
 - intelligence
 - preferences
- (a, Easy, Determining Personality, p. 33)
35. The Internal-External Locus of Control Test contains questions relating to all but which of the following?
- luck
 - blame
 - control
 - destiny
- (d, Difficult, Locus of Control, pp. 34-35)
36. Individuals with a high external locus of control believe that _____.
- they are superior to others
 - they are inferior to others
 - events result primarily from their own behavior and actions
 - other people, fate, or chance determine their life situation
- (d, Moderate, Locus of Control, p. 35) {AACSB: Analytic Skills}
37. Individuals with a high internal locus of control exhibit characteristic behavior that could include all but which of the following?
- political involvement or other attempts to influence other people
 - seek information and knowledge concerning their situation
 - expect that bad circumstances are a result of bad luck
 - assume that their efforts will be successful
- (c, Difficult, Locus of Control, p. 35) {AACSB: Analytic Skills}
38. A valid test is one that _____, while a reliable test is one that _____.
- measures what it says it measures; when repeated will give similar results
 - when repeated will give similar results; measures what it says it measures
 - was given under strict security; gives results that were expected
 - was written by experts; was tested by teachers
- (a, Moderate, Personality Tests, p. 36)
39. If a random test is found on the Internet and you want to tell whether it is a good one, you should examine its origins carefully. You should ask yourself all but which of the following questions?
- Has anyone I know taken the test, and if so, was it valid for them?
 - Has the test been researched extensively?
 - Has the research on the test been published in reliable scholarly outlets?
 - Is the test endorsed by a reputable company?
- (a, Easy, Personality Tests, pp. 36-37)

40. In the third dimension of the Big Five model, agreeableness versus tough-mindedness, the personality traits associated with tough-mindedness include critical, skeptical, stubborn, and _____.
- a. blunt
 - b. open-minded
 - c. flexible
 - d. gullible
- (a, Easy, Personality Profile, p. 38)
41. Being high in emotionality suggests anxiety, hostility, depression, self-consciousness, impulsiveness, and _____.
- a. friendliness
 - b. hardiness
 - c. vulnerability
 - d. criminality
- (c, Moderate, Personality Profile, p. 38)
42. In the Big Five model, the opposite pole of conscientiousness is _____.
- a. introversion
 - b. emotionality
 - c. undirectedness
 - d. tough-mindedness
- (c, Easy, Personality Profile, p. 38)

HOW IS THE BIG FIVE PERSONALITY PROFILE USED IN ORGANIZATIONS?

43. The Big Five personality profile is widely used in such on-the-job processes as employee selection, performance appraisal, motivation, and _____.
- a. project development
 - b. team building
 - c. supervision
 - d. management
- (b, Moderate, Personality and Behavior, p. 40)
44. Research suggests that personality is unrelated to cognitive ability. However, personality has been linked to individual _____ styles.
- a. thinking
 - b. management
 - c. clothing
 - d. learning
- (a, Difficult, Personality and Behavior, p. 40)

45. What type of individuals have complex thinking styles and are especially creative in generating ideas?
- conscientious and stable individuals
 - extraverts and open-minded individuals
 - introverts and introspective individuals
 - traditional and tough-minded individuals
- (b, Difficult, Personality and Behavior, p. 40) {AACSB: Analytic Skills}
46. People who get along well with others in an organization demonstrate interpersonal skill, work well with others, show positive attitudes, and _____.
- are highly technical
 - work diligently
 - are creative
 - share credit
- (d, Moderate, Personality and Behavior, p. 40)
47. To get ahead in an organization, individuals must do all but which of the following?
- take credit for a team's work
 - take the initiative and seek responsibility
 - be seen by others as able to get results
 - compete and try to be recognized
- (a, Moderate, Personality and Behavior, pp. 40-41) {AACSB: Analytic Skills}
48. People who get ahead in an organization exhibit all but which of the following traits?
- work with energy and enthusiasm
 - value productivity
 - trade quality for speed
 - show concern for quality
- (c, Moderate, Personality and Behavior, pp. 40-41)
49. The person who is most likely to both get along and get ahead in an organization will be extraverted, open, agreeable, conscientious, and _____.
- well adjusted
 - introspective
 - highly focused
 - relaxed
- (a, Difficult, Personality and Behavior, p. 41) {AACSB: Analytic Skills}

50. The Myers-Briggs Type Indicator (MBTI) is a personality profile that is used primarily to help individuals find a fit between their personality and a job. It helps companies develop strategies for using personality type to improve selection, retention, performance, and _____.
- product development
 - supervision
 - task interest
 - interpersonal relations
- (d, Difficult, Personality Profile, p. 41)
51. The psychological pioneer, Karl Jung, believed that differences among people fall into four categories. The Myers-Briggs Type Indicator labels one of these categories introversion vs. extraversion. The other three categories include all but _____.
- externalizing vs. internalizing
 - judging vs. perceiving
 - sensing vs. intuition
 - thinking vs. feeling
- (a, Easy, Personality Profile, p. 41)
52. Individuals who interpret their world by analyzing components of a situation rather than analyzing their emotions fall into which of the Myers-Briggs categories?
- introversion vs. extraversion
 - judging vs. perceiving
 - sensing vs. intuition
 - thinking vs. feeling
- (d, Difficult, Personality Profile, p. 42) {AACSB: Analytic Skills}
53. Extraverted people will more likely _____ than introverted people.
- wait to be approached by strangers
 - have a small circle of close friends
 - initiate a conversation with strangers
 - be less effective CEOs
- (c, Moderate, Personality Profile, p. 42)
54. The term *self-efficacy* refers to a person's _____.
- ability to get along in the workplace
 - comparison of his or herself to others
 - evaluation of self-worth
 - expectation that he or she can perform
- (d, Moderate, Self-Esteem, p. 42)

55. Self-esteem is closely related to all but which of the following?
- a. locus of control
 - b. conscientiousness
 - c. emotional stability
 - d. expectation of performance
- (b, Moderate, Self-Esteem, p. 42)
56. Risk-taking is a complex, multifaceted concept that involves attitudes towards taking personal and business risks. Which Big Five factor of personality best encompasses risk taking?
- a. undirected
 - b. extraversion
 - c. agreeable
 - d. emotional
- (b, Moderate, Risk-Taking, p. 42)
57. Competitive people are those who _____.
- a. generally let other people win
 - b. don't get energized by winning
 - c. feel just as good whether they win or lose
 - d. like to win in every situation
- (d, Easy, Competitiveness, p. 43)
58. Competitiveness in organizational life is closely linked with _____.
- a. goal setting
 - b. conflict
 - c. sharing information
 - d. introversion
- (a, Difficult, Competitiveness, p. 43)
59. Competitive people see personal and business relationships in terms of _____.
- a. achievement
 - b. power
 - c. self-esteem
 - d. cooperation
- (b, Difficult, Competitiveness, p. 43)
60. Individuals who have a psychological disorder suffer maladaptive functioning, due to all but which of the following?
- a. biological factors
 - b. learned habits
 - c. mental processes
 - d. situational influences
- (d, Difficult, Psychological Disorders, p. 43)

61. An example of a person with a narcissistic personality disorder is someone who might _____.

- a. be a good listener
- b. brag incessantly about their own perceived accomplishments
- c. build up another person's ego through praise
- d. talk clients into buying products or services they don't need

(b, Moderate, Personality Disorders, p. 43)

62. A person who feels entitled to special treatment by others, but is markedly lacking in empathy for others, most likely has a(n) _____ personality disorder.

- a. psychopathic
- b. narcissistic
- c. sociopathic
- d. bipolar

(b, Difficult, Personality Disorders, p. 43)

WHAT IS YOUR EMOTIONAL STYLE AND WHY IS IT IMPORTANT IN ORGANIZATIONAL LIFE?

63. Certain emotions are felt by all human beings. They are anger, fear, sadness, happiness, disgust, and surprise. These six emotions are known as _____ emotions.

- a. common
- b. all encompassing
- c. universal
- d. human

(c, Easy, Emotions, p. 44)

64. Forty percent of Americans rank _____ as a major fear inducer, along with snakes, spiders, and heights.

- a. flying
- b. public speaking
- c. test taking
- d. the dark

(b, Moderate, Emotions, p. 45)

65. Emotional intelligence (EQ) is a multi-faceted personal characteristic that includes self-awareness, psychological self-management, relationship management, and _____.

- a. confidence level
- b. emotional awareness
- c. social awareness and empathy
- d. social competence and aggressiveness

(c, Difficult, Emotions, p. 45)

66. Job stress is a result of many factors. The most significant factor listed is _____.
- a. lower than expected pay
 - b. long hours
 - c. management-employee relations
 - d. emotional dissonance
- (d, Difficult, Emotions, p. 46)

WHAT COGNITIVE ABILITIES CONTRIBUTE TO YOUR PERSONAL STYLE?

67. Cognitive abilities are an important component of personal style. The *Triarchic Theory of Intelligence* is a model that describes these abilities and includes all but which of the following components?
- a. creative
 - b. analytic
 - c. quantitative
 - d. practical (common sense)
- (c, Moderate, Cognition and Personality, p. 46)
68. An example of using the practical component of the Triarchic Theory of Intelligence is _____.
- a. figuring out how to change a tire
 - b. dreaming up a new product
 - c. calculating the cost of hiring a new manager
 - d. imagining a new market
- (a, Difficult, Cognition and Personality, p. 47) {AACSB: Analytic Skills}
69. Leaders and managers are characteristically most effective if they have superior _____ and _____ skills.
- a. reasoning; problem solving
 - b. creative; supervision
 - c. presentation; interpersonal
 - d. communication; delegation
- (a, Difficult, Cognition and Personality, p. 46)
70. A person's intelligence quotient (IQ) is used to measure _____ intelligence on an objective, standardized scale.
- a. emotional
 - b. analytic
 - c. cognitive
 - d. reasoning
- (b, Moderate, Cognition and Personality, p. 47)

71. An example of practical intelligence in action was the development of _____ after a new-product developer at 3M was introduced to a strange substance and was asked to create a product with it.
- Velcro®
 - refrigerator magnets
 - Post-it notes®
 - Teflon®
- (c, Moderate, Cognition and Personality, p. 48)

SCENARIO QUESTIONS

WHAT IS YOUR PERSONALITY?

Scenario: Defining Personality

Angela and Abby are identical twins. They have been raised together in suburban Chicago with both parents and two younger sisters.

72. Angela and Abby both have very laid back personalities, just like their mother. They are also both very sensitive to others, which is understandable since their father works at a clinic for the mentally disabled. Both girls volunteer their time at the clinic on weekends. What do these personality traits demonstrate?
- Angela and Abby are nice people who will surely become very productive adults.
 - Personality traits are influenced by both hereditary and environmental factors.
 - Personality traits are shaped primarily by one's mother and siblings.
 - Working with the mentally disabled will make people more sensitive to others.
- (b, Moderate, Origins of Personality, pp. 32-33) {AACSB: Analytic Skills}
73. Angela decides to take a personality test, which is the best way for psychologists to determine personality. Her results indicate that she is a gentle person with a kind heart. How can she determine if this assessment is true?
- She gets duplicate results from another personality test, meaning the results repeat.
 - She gets different results from another personality test, meaning the results don't repeat.
 - Abby takes the same test and receives the same results as Angela.
 - Her parents agree that the psychologist's personality assessment is true.
- (a, Moderate, Personality Profile, p. 36) {AACSB: Analytic Skills}
74. The psychologist explains to Angela the Big Five personality profile. In describing the Big Five assessment criteria, he includes all of the following except _____.
- extraversion and energy
 - agreeableness vs. toughmindedness
 - emotionality vs. stability
 - honesty vs. disingenuousness

(d, Difficult, Personality Profile, pp. 37-38) {AACSB: Analytic Skills}

HOW IS THE BIG FIVE PERSONALITY PROFILE USED IN ORGANIZATIONS?

Scenario: How the Big Five Presents in Organizations

Jesse is the hiring manager at New Ideas, Inc., a creative advertising agency. He is interviewing candidates for a position in the art department.

75. Jesse generally applies the Big Five personality criteria to candidates. Two are from the United States, and two are from China. Will the Big Five criteria be applicable to the foreign candidates?

- a. No, the Big Five was designed with American employees in mind.
- b. No, the Big Five does not account for Eastern personality traits.
- c. Yes, the Big Five is a universal personality profile that applies to everyone.
- d. Yes, the Big Five was designed based on personality tests of Chinese people.

(c, Difficult, Personality Profile, p. 41) {AACSB: Analytic Skills}

76. Jesse relies on both the Big Five model and the famous Myers-Briggs personality test to evaluate candidates. The Big Five and the Myers-Briggs personality test assess personality very similarly in which categories?

- a. extraversion vs. introversion and closed vs. openness
- b. extraversion vs. introversion and honesty vs. deceit
- c. honesty vs. deceit and adventurous vs. reserved
- d. honesty vs. deceit and hard working vs. lazy

(a, Difficult, Personality Profile, p. 42) {AACSB: Analytic Skills}

77. Jesse is careful to analyze potential new hires, as he has previously hired candidates with personality disorders, which disrupt the professional environment. Which two personality disorders is Jesse most likely to find among candidates?

- a. bipolar disorder and obsessive compulsive disorder
- b. narcissistic personality disorder and anti-social personality disorder
- c. narcissistic personality disorder and kleptomania
- d. anti-social personality disorder and bipolar disorder

(b, Difficult, Psychological Disorders, p. 43) {AACSB: Analytic Skills}

WHAT IS YOUR EMOTIONAL STYLE AND WHY IS IT IMPORTANT IN ORGANIZATIONAL LIFE?

Scenario: Emotional Style in the Workplace

Lisa is in a heated meeting with a rival co-worker. She has just about had it with the other woman's insistence that there is only one way to complete a task.

78. In an effort to learn more about office personalities and dynamics, Lisa took a class which explained that six emotions are universal to all people. Which emotions are those?
- a. anger, fear, sadness, happiness, disgust, and surprise
 - b. anger, fear, sadness, happiness, hatred, and malevolence
 - c. anger, fear, hatred, happiness, sneakiness, and surprise
 - d. anger, fear, happiness, integrity, disgust, and humor
- (a, Difficult, Emotions, p. 44) {AACSB: Analytic Skills}
79. Lisa is aware that environment strongly impacts how people showcase their emotions. She suspects her co-worker is attempting to be seen as a leader, but is instead coming across as bossy. Her co-worker's behavior is demonstrative of how environment has shaped the showing of emotion. What is another example?
- a. Women tend to be more aggressive than men.
 - b. Women tend to smile more than men in general.
 - c. Men tend to cry more when they are upset.
 - d. Men tend to bring weapons to work more often.
- (b, Moderate, Emotions, p. 45) {AACSB: Analytic Skills}
80. Lisa will keep her derogatory comments to herself. Doing so demonstrates _____.
- a. high emotional liability
 - b. high emotional stability
 - c. high emotional reliability
 - d. high emotional competence
- (d, Difficult, Emotions, pp. 45-46) {AACSB: Analytic Skills}

WHAT COGNITIVE ABILITIES CONTRIBUTE TO YOUR PERSONAL STYLE?

Scenario: Cognitive Abilities and Personal Style

Amy is working from home today, since her daughter has a bad cold. She is working on a major report that her boss must have before his three o'clock meeting.

81. Amy is currently calculating how much the company will save by switching paper vendors. She is demonstrating _____.

- a. creative ability
- b. analytic ability
- c. situational judgment
- d. integral responsibility

(b, Moderate, Cognition and Personality, pp. 46-47) {AACSB: Analytic Skills}

82. Amy has been visualizing a new way to better market the company's upcoming line of products. She is demonstrating _____.

- a. creative ability
- b. analytic ability
- c. situational judgment
- d. integral responsibility

(a, Moderate, Cognition and Personality, p. 47) {AACSB: Analytic Skills}

83. Amy needs to get her report submitted as soon as possible, but her email just went down. She decides to call a neighbor and have her fax the report to Amy's boss. Amy has demonstrated _____.

- a. creative ability
- b. analytic ability
- c. situational judgment
- d. integral responsibility

(c, Moderate, Cognition and Personality, p. 47) {AACSB: Analytic Skills}

WHAT VALUES AND ATTITUDES CONTRIBUTE TO YOUR PERSONAL STYLE?

Scenario: Values and Attitudes Shape Personal Style

John is a conscientious and hard worker who runs his own company. He is presently trying to work out a billing issue with a long-standing customer.

84. John, as a conscientious worker, places high importance on making sure things are done right. This is an example of _____.

- a. a cognition
- b. a memory
- c. a value
- d. an attitude

(c, Difficult, Values, p. 48) {AACSB: Analytic Skills}

85. Because his customer has been a good client for so long, John gives the customer the benefit of the doubt on an unpaid bill. This is an example of _____.

- a. an opinion
- b. a cognition
- c. a value
- d. an attitude

(d, Difficult, Attitudes, p. 48) {AACSB: Analytic Skills}

86. John, who has worked with this client for several years, understands that values and attitudes can change. He suspects the client's values have changed based on the client's recent _____.

- a. behaviors
- b. editorials
- c. attitudes
- d. locations

(a, Difficult, Behaviors, p. 50) {AACSB: Analytic Skills}

ESSAY QUESTIONS

WHAT IS YOUR PERSONALITY?

87. What is personality and where does it originate?

Personality is the unique pattern of enduring thoughts, feelings and actions that characterize an individual. It is the expression of the sum total of who you are biologically, psychologically and behaviorally. To describe it you must factor in everything about you, from your inherited biological characteristics to the habits, emotional expressions, and social skills you have acquired during your lifetime.

Some researchers believe that genetic factors (heredity) and nongenetic factors (environment) appear to have approximately equal effects in shaping your personality. Others suggest that genetic factors are somewhat less influential than environmental factors. Certainly it is safe to say that both your genetic makeup and your life experiences can influence your personality in important ways.

(Easy, Personality, pp. 32-33) {AACSB: Reflective Thinking}

88. Discuss the Locus of Control Tests in terms of it being valid and reliable.

The Internal-External Locus of Control Test is a well researched test that successfully meets both of these criteria. It is valid because it has been shown--not just once, but many times--to measure the extent to which people believe that they themselves, rather than fate and situational factors, control the events and outcomes in their lives. The test does actually tell you how your beliefs compare with those of a large, well-differentiated group of people who have also taken the test. Also, the test is reliable because researchers have demonstrated that if you take the test again at some future time, say six months from now, you will in all probability get the same results.

(Moderate, Locus of Control, pp. 35-36)

89. Compare and contrast the characteristics of people with internal and external loci of control (LOC) in an organization.

Being an internal brings some advantages in a company. When applying for a job, internals interview better initially and are more likely to get that coveted second interview. On the job, individuals with internal LOC have more positive work attitudes and act more positively than individuals with external LOC. Internals are also more likely to have stronger self-esteem and to develop healthier lifestyles, resulting in less absenteeism. Externals tend to be more anxious.

Salespeople with an internal LOC believe any rewards they receive (such as extra compensation) or punishments that come their way (such as failure to be promoted) are due to their own sales-related performance. In contrast, salespeople with an external LOC do not perceive much relationship between their sales behavior and their sales outcomes. The externals generally believe that their rewards and punishments are subject to fickle and unstable forces like the whims of others. Executives who are more internal tend to pursue more innovative strategies and adopt longer time horizons.

Among managers from entry level to the top of companies, people with internal LOC had higher job satisfaction and absence of physiological strain. People with higher internal locus of control tend to have a stronger sense of psychological well-being, a finding that holds true in a wide variety of cultures, including both those that are more individualistic like the U.S., the U.K., and South Africa, and those that are more group-oriented, like Japan and China.

You will not be surprised to learn that similar patterns are found among students. Students high in external LOC believe they have little control over their final grade. They are less likely than internals to assume personal responsibility for their course performance and are more prone than internals to blaming their professors for their grades. The result is they tend to rank their instructors lower on course evaluations.

(Difficult, Locus of Control, pp. 36-37)

90. What is the Big Five personality profile?

The Big Five model clusters different personality traits into enduring dimensions of personality that together describe the whole person. Each of the five factors represents a continuum on which the score may fall anywhere to the left, the right, or somewhere in the middle. The ends of the continuum are its poles, such as (extreme) extraversion and (extreme) introversion.

The Big Five personality factors are:

- 1) Extraversion and energy (sometimes referred to as “sociability,” or “surgency”) versus introversion and passivity.
- 2) Adventurous versus traditional (also referred to as “openness versus closedness”)
- 3) Agreeableness versus tough-mindedness.
- 4) Conscientiousness versus undirectedness
- 5) Emotionality (also called neuroticism) versus stability
(Moderate, Personality Profile, pp. 37–38)

HOW IS THE BIG FIVE PERSONALITY PROFILE USED IN ORGANIZATIONS?

91. What does the Big Five profile of personality predict in organizations?

The Big Five personality profile is widely used today in such on-the-job processes as employee selection, performance appraisal, motivation, and team building. Among the many well-documented findings are that a higher score on conscientiousness predicts that a person will be motivated to perform well in a job, while a higher score on neuroticism predicts the opposite. Also, personality types are related to individual thinking styles. Extraverts and open-minded individuals have complex thinking styles and are especially creative in generating ideas, while neurotics favor simplistic thinking styles and conventional styles. Research suggests that personality is unrelated to cognitive ability.

(Moderate, Personality Profile, pp. 40-41){AACSB: Analytic Skills}

92. How does the Myers-Briggs Type Indicator assess personality?

Developed by Katherine Briggs and Isabel Briggs Myers, the MBTI is based on the work of Karl Jung, a psychological pioneer. Based on his clinical practice and other personal observations, Jung came to believe that differences among people fall into four categories. Myers and Briggs label these categories: 1) introversion versus extraversion, 2) sensing versus intuition, 3) thinking versus feeling, and 4) judging versus perceiving. The MBTI measures individual personalities along these four continuums to create sixteen (four x four) personality types.

Research that has checked out the validity of the MBTI, along with the widespread use of the MBTI and similar instruments, suggest that understanding your personality using Jungian theory can help you to recognize the types of jobs that you will enjoy and be good at. For example, if you have the profile ISTJ (introverted, sensing, thinking and judging) you would probably like work that is technical in nature, performed in a stable and traditional organization in which results are tangible and measurable. Depending on your interests, you would probably enjoy being in a job similar to that of an auditor, a supply chain manager, or a mechanical or electrical engineer.

(Moderate, Personality Profile, p. 41) {AACSB: Reflective Thinking}

93. What do the Big Five and the MBTI have in common?

The similarities between the observation-based MBTI and the research-based Big Five personality profile are substantial. Research that directly compares the two has shown that the four MBTI types rather closely resemble four of the five dimensions of the Big Five personality profile. The remaining Big Five factor, stability versus emotionality, does not figure into the MBTI at all because it measures a dimension more closely related to emotion than to the cognitions and attitudes that are the focus of the MBTI.

(Easy, Personality Profile, pp. 41-42) {AACSB: Analytic Skills}

94. What are narcissistic personality disorder and antisocial personality disorder?

Individuals who have a psychological disorder suffer significant pain and stress, and also maladaptive functioning, due to biological factors, learned habits, or mental processes.

Two of the psychological disorders you would be likely to find in a business context are *narcissistic personality disorder* and *antisocial personality disorder*. Individuals who have a narcissistic personality disorder appear arrogant and self-important. They have an exaggerated sense of their own achievements and talk about them incessantly. They feel entitled to special treatment *by* others but are markedly lacking in empathy *for* others. Often these individuals move up rapidly through their organizations, until someone discovers that they cannot really manage people effectively, and that they actually harm those under them.

Individuals with an anti-social personality disorder (formerly called “psychopaths” or “sociopaths”) lack anxiety, remorse or guilt. In the U.S., it is estimated that about 3 percent of men and 1 percent of women have this disorder. They will do anything to get what they want, and they may actually be charming and intelligent as they fleece their customers and business associates.

(Moderate, Psychological Disorders, p. 43)

WHAT IS YOUR EMOTIONAL STYLE AND WHY IS IT IMPORTANT IN ORGANIZATIONAL LIFE?

95. What is an emotion?

An *emotion* is a momentary, elementary feeling of pleasure or displeasure, and of activation or deactivation. It is a temporary positive or negative experience that you feel as happening to you yourself, is generated in part by your cognitive appraisal of the particular situation, and is accompanied by both your learned and your automatic physical responses. Many researchers today distinguish between emotion and *mood*. You experience an emotion as beginning and ending, and it is intense enough to disrupt your thinking processes. In contrast, a mood is an ongoing cycle of feelings that are *not* intense enough to interrupt your ongoing thought processes.

Your emotional style is the way you express your emotions, and it is closely related to your personality. When you express your emotions, you are said to be demonstrating *affect*.

(Moderate, Emotions, p. 44) {AACSB: Analytic Skills}

96. What suggests emotional competence on the job?

Since emotions influence both human relations and cognitive performance, *emotional competence* is a quality that is highly valued by today's employers. Emotional competence, also referred to as "emotional intelligence" and "EQ", is a multi-faceted personal characteristic that includes self-awareness, psychological self-management, social awareness and empathy, and relationship management.

Emotional competence is related to many work-related outcomes. To begin with, it is one of the factors that predicts how well a job candidate succeeds in a job interview. The candidates most likely to be hired are those that make interviewers like them, demonstrate self-control, and project confidence. Once on the job, emotionally competent individuals demonstrate positive work attitudes, altruistic behavior, and successful task performance. In a study of senior managers in non-profit organizations, emotional competency also helped individuals manage the work-family conflicts that were affecting their career commitment. Finally, *emotional incompetence*, including being habitually angry and having low self-control, contributes to workplace aggression.

(Difficult, Emotions, pp. 45-46) {AACSB: Analytic Skills}