

CHAPTER 2
Perception, Personality, and Emotions

STUDY QUESTIONS:

- What is perception?
- What factors affect our perception?
- What does attribution theory tell us?
- What are the shortcuts and biases people use in judging others?
- What is the self-fulfilling prophecy?
- What is personality? What are its determinants?
- Describe the Big Five Personality Model.
- What major personality attributes most influence OB?
- What are emotions? How do they affect the workplace?
- What is emotional labour?
- What is emotional intelligence?
- What is affective events theory?

CHAPTER OVERVIEW:

- Perception defined
- Factors influencing perception
 - The perceiver the
 - target the situation
- Perceptual errors
 - Attribution theory
 - Distinctiveness
 - consensus
 - consistency
 - How attributions get distorted
 - Selective perception
 - Halo effect contrast
 - effect projection
 - stereotyping
 - Prejudice
- Why do perception and judgment matter?
 - Self-fulfilling prophecy
- Personality
 - What is personality? Measuring
 - personality Personality
 - determinants
 - Heredity
 - Personality traits
 - The myers-briggs type indicator
 - The big five personality model
 - Major personality attributes influencing ob core self-
 - evaluation machiavellianism
 - Narcissism
 - Self-monitoring
 - Risk-taking
 - Type a and type b personalities
 - Proactive personality
 - Personality and national culture
 - Personality and perception
- Emotions
 - What are emotions?
 - Choosing emotions: emotional labour
 - Why should we care about emotions in the workplace?
 - Emotional intelligence
 - The case for ei
 - The case against ei
 - Negative workplace emotions
 - Affective events theory
 - Emotions in the workplace in a global context
 - Does the degree to which people experience emotions vary across cultures? Do people's interpretations of emotions vary across cultures?
- Do the norms for the expression of emotions differ across cultures?

KEY TERMS:

Affective events theory - The theory that employees react emotionally to things that happen to them at work and that this emotional reaction influences their job performance and satisfaction.

Agreeableness - A personality factor that describes the degree to which a person is good-natured, cooperative, and trusting.

Attribution theory - The theory that when we observe what seems like atypical behaviour by an individual, we attempt to determine whether it is internally or externally caused.

Conscientiousness - A personality factor that describes the degree to which a person is responsible, dependable, persistent, and achievement-oriented.

Consensus - A behavioural rule that asks if everyone faced with a similar situation responds in the same way.

Consistency - A behavioural rule that asks whether the individual has been acting in the same way over time.

Contrast effects - The concept that our reaction to a person is often influenced by other people we have recently encountered.

Core self-evaluation - The degree to which an individual likes or dislikes himself or herself, whether the person sees himself or herself as capable and effective, and whether the person feels in control of his or her environment or powerless over the environment.

Deep acting - Trying to modify one's true inner feelings based on display rules.

Displayed emotions - Emotions that are organizationally required and considered appropriate in a given job.

Distinctiveness - A behavioural rule that considers whether an individual acts similarly across a variety of situations.

Emotional dissonance - Inconsistencies between the emotions people feel and the emotions they project.

Emotional intelligence - An assortment of noncognitive skills, capabilities, and competencies that influence a person's ability to succeed in coping with environmental demands and pressures.

Emotional labour - When an employee expresses organizationally desired emotions during interpersonal interactions.

Emotional stability - A personality factor that describes the degree to which a person is calm, self-confident, and secure.

Emotions - Intense feelings that are directed at someone or something.

Employee deviance - Voluntary actions that violate established norms and threaten the organization, its members, or both.

Extraversion - A personality factor that describes the degree to which a person is sociable, talkative, and assertive.

Felt emotions - An individual's actual emotions.

Fundamental attribution error - The tendency to underestimate the influence of external factors and overestimate the influence of internal factors when making judgments about the behaviour of others.

Halo effect - Drawing a general impression of an individual based on a single characteristic.

Heuristics - Judgment shortcuts in decision making.

Machiavellianism - The degree to which an individual is pragmatic, maintains emotional distance, and believes that ends can justify means.

Moods - Feelings that tend to be less intense than emotions and that lack a contextual stimulus.

Myers-Briggs Type Indicator (MBTI) - A personality test that taps four characteristics and classifies people into 1 of 16 personality types.

Narcissism - The tendency to be arrogant, have a grandiose sense of self-importance, require excessive admiration, and have a sense of entitlement.

Openness to experience - A personality factor that describes the degree to which a person is imaginative, artistically sensitive, and intellectual.

Perception - A process by which individuals organize and interpret their impressions in order to give meaning to their environment.

Personality - The stable patterns of behaviour and consistent internal states that determine how an individual reacts to and interacts with others.

Personality traits - Enduring characteristics that describe an individual's behaviour.

Prejudice - An unfounded dislike of a person or group based on their belonging to a particular stereotyped group.

Proactive personality - A person who identifies opportunities, shows initiative, takes action, and perseveres until meaningful change occurs.

Projection - Attributing one's own characteristics to other people.

Risk-taking - A person's willingness to take chances or risks.

Selective perception - People's selective interpretation of what they see based on their interests, background, experience, and attitudes.

Self-fulfilling prophecy - A concept that proposes a person will behave in ways consistent with how he or she is perceived by others.

Self-monitoring - A personality trait that measures an individual's ability to adjust behaviour to external, situational factors.

Self-serving bias - The tendency for individuals to attribute their own successes to internal factors while putting the blame for failures on external factors.

Stereotyping - Judging someone on the basis of one's perception of the group to which that person belongs.

Surface acting - Hiding one's inner feelings and forgoing emotional expressions in response to display rules.

Type A personality - A personality with aggressive involvement in a chronic, incessant struggle to achieve more and more in less and less time and, if necessary, against the opposing efforts of other things or other people.

CHAPTER SUMMARY:

A. Perception Defined

- **Perception** is the process by which individuals organize and interpret their impressions in order to give meaning to their environment.
- Why Is It Important?
 - Because people’s behaviour is based on their perception of what reality is, not on reality itself.
 - The world as it is perceived is the world that is behaviourally important.

Notes:

B. Factors Influencing Perception

(See Exhibit 2-1 Factors That Influence Perception)

– A number of factors operate to shape and sometimes distort perception. These factors can reside in the perceiver, the target, and the situation.

1. The Perceiver

- When an individual looks at a target and attempts to interpret what he or she sees, that interpretation is heavily influenced by personal characteristics of the individual perceiver.
- The more relevant personal characteristics affecting perception of the perceiver are attitudes, motives, interests, past experiences, and expectations.

2. The Target

- Characteristics of the target can also affect what is being perceived. This would include attractiveness, gregariousness, and our tendency to group similar things together. For example, members of a group with clearly distinguishable features or colour are often perceived as alike in other, unrelated characteristics as well.

3. The Situation

- The context in which we see objects or events also influences our attention. This could include time, heat, light, or other situational factors.

Notes:

C. Perceptual Errors

- We use a number of shortcuts when we judge others. An understanding of these shortcuts can be helpful toward recognizing when they can result in significant distortions.

Notes:

1. Attribution Theory

(See Exhibit 2-2 Attribution Theory)

- Attribution theory has been proposed to develop explanations for the fact that when individuals observe behaviour, they attempt to determine whether it is internally or externally caused.
 - Externally-caused behaviour is believed to result from the environment.
 - Internally-caused behaviour is attributed to those events that are believed to be under the personal control of the individual.

- **Distinctiveness**
 - Does individual act the same way in other situations?
 - If it is, the observer is likely to give the behaviour an external attribution.
 - If this action is not unusual, it will probably be judged as internal.

- **Consensus**
 - Does individual act the same as others in same situation?
 - If yes, you would be expected to give an external attribution.
 - If no, your conclusion as to causation would be internal.

- **Consistency**
 - Does the individual act the same way over time?
 - If yes, the observer is inclined to attribute it to internal causes.

- **How Attributions Get Distorted**
 - Fundamental attribution error: This is the tendency to underestimate the influence of external factors and overestimate the influence of internal factors when making judgments about the behaviour of others.
 - Self-serving bias: This is the tendency for individuals to attribute their own successes to internal factors while putting the blame for failures on external factors.

2. Selective Perception

- People selectively interpret what they see based on their interests, background, experience, and attitudes
- A group's perception of organizational activities is selectively altered to align with the vested interests they represent. Managers view the organization

from their perspective; employees often have a very different view, which is demonstrated in union conflicts.

- Selectivity works as a shortcut in judging other people by allowing us to “speed-read” others, but not without the risk of drawing an inaccurate picture. Because we see what we want to see, we can draw unwarranted conclusions from an ambiguous situation.

3. Halo Effect

- Drawing a general impression about an individual based on a single characteristic.

4. Contrast Effect

- A person’s evaluation is often influenced by other people that we have recently encountered. For example, an interview situation in which one sees a pool of job applicants can distort perception. Distortions in any given candidate’s evaluation can occur as a result of his or her place in the interview schedule.

5. Projection

- Attributing one’s own characteristics to other people.
- When managers engage in projection, they compromise their ability to respond to individual differences. They tend to see people as more homogeneous than they really are.

6. Stereotyping

- Judging someone on the basis of your perception of the group to which that person belongs.
- In organizations, we frequently hear comments that represent stereotypes based on gender, age, race, ethnicity, and even weight.
- From a perceptual standpoint, if people expect to see these stereotypes that is what they will perceive, whether or not they are accurate.
- Prejudice: An unfounded dislike of a person or group based on their belonging to a particular stereotyped group. Prejudice can lead to negative consequences in the workplace, particularly discrimination.

D. Why Do Perception and Judgment Matter?

Notes:

- There are a variety of occasions where judgment is used in organizations. Below are a few to emphasize the point.

- Employment Interview
 - Evidence indicates that interviewers make perceptual judgments that affect whether the individual is hired.
- Performance Appraisals
 - An employee’s performance appraisal is very much dependent on the perceptual process.
 - Although the appraisal can be objective, many jobs are evaluated in subjective terms. Subjective measures are, by definition, judgmental.
 - To the degree that managers use subjective measures in appraising employees, what the evaluator perceives to be good or bad employee characteristics or behaviours will significantly influence the outcome of the appraisal.
- Employee Effort
 - We evaluate how much effort co-workers are putting into their jobs.

1. Self-Fulfilling Prophecy

- The terms self-fulfilling prophecy or *Pygmalion effect* have evolved to characterize the fact that people’s expectations determine their behaviour. In other words, if a manager expects big things from his people, they’re not likely to let him down. Similarly, if a manager expects people to perform minimally, they’ll tend to behave so as to meet those low expectations.

E. Personality

1. What Is Personality?

- The stable patterns of behaviour and consistent internal states that determine how an individual reacts to and interacts with others.

2. Measuring Personality

- The most important reason managers need to know how to measure personality is that research has shown that personality tests are useful in hiring decisions.

3. Personality Determinants

- **Heredity:** Heredity is an approach that argues that the ultimate

Notes:

explanation of an individual's personality is the molecular structure of the genes, located in the chromosomes. The most persuasive research on this comes from studying monozygotic twins who were separated at birth and raised in very different environments. Different research studies with these kinds of twins have determined that genetics accounts for about half of the personality differences in people.

3. Personality Traits

- Enduring characteristics that describe an individual's behaviour such as shyness, aggressiveness, and ambitiousness. The more consistent the characteristic and the more frequently it occurs in diverse situations, the more important that trait is in describing the individual.
- **Myers-Briggs Type Indicator**
 - One of the most widely used personality frameworks is the Myers-Briggs Type Indicator (MBTI). It is 100-question personality test that asks people how they usually feel or act in particular situations.
 - Classifications:
 - Extraverted (E) or introverted (I)
 - Sensing (S) or intuitive (I)
 - Thinking (T) or feeling (F)
 - Perceiving (P) or judging (J)
 - These classifications are then combined into 16 personality types. For example:
 - INTJs are visionaries.* They usually have original minds and great drive for their own ideas and purposes. They are characterized as skeptical, critical, independent, determined, and often stubborn.
 - ESTJs are organizers.* They are realistic, logical, analytical, decisive, and have a natural head for business or mechanics. They like to organize and run activities.
 - ENTPs are conceptualizers.* He or she is innovative, individualistic, versatile, and attracted to entrepreneurial ideas. This person tends to be resourceful in solving challenging problems but may neglect routine assignments.
 - Although the MBTI is widely used by organizations, there is no hard evidence that the MBTI is a valid measure of personality. However, it can be a valuable tool for increasing self-awareness and providing career guidance.

- **The Big Five Personality Model**

- An impressive body of research supports that five basic dimensions underlie all other personality dimensions. The five basic dimensions are
 - Extraversion*. Comfort level with relationships. Extraverts tend to be gregarious, assertive, and sociable. Introverts tend to be reserved, timid, and quiet.
 - Agreeableness*. Individual's propensity to defer to others. High agreeableness people—cooperative, warm, and trusting. Low agreeableness people—cold, disagreeable, and antagonistic.
 - Conscientiousness*. A measure of reliability. A high conscientious person is responsible, organized, dependable, and persistent. Those who score low on this dimension are easily distracted, disorganized, and unreliable.
 - Emotional stability*. A person's ability to withstand stress. People with positive emotional stability tend to be calm, self-confident, and secure. Those with high negative scores tend to be nervous, anxious, depressed, and insecure.
 - Openness to experience*. The range of interests and fascination with novelty. Extremely open people are creative, curious, and artistically sensitive. Those at the other end of the openness category are conventional and find comfort in the familiar.

- Research found important relationships between these personality dimensions and job performance.
 - (See Exhibit 2-4 Big Five Personality Factors)
 - Conscientiousness predicted job performance for all occupational groups.
 - Individuals who are dependable, reliable, careful, thorough, able to plan, organized, hardworking, persistent, and achievement-oriented tend to have higher job performance.
 - Employees higher in conscientiousness develop higher levels of job knowledge.
 - For the other personality dimensions, predictability depended upon both the performance criterion and the occupational group.
 - Extraversion predicted performance in managerial and sales positions.
 - Openness to experience is important in predicting training proficiency.

4. Major Personality Attributes Influencing OB

- **Core Self-Evaluation:** The degree to which an individual likes or dislikes himself or herself, whether the person sees himself or herself as capable and effective, and whether the person feels in control of his or her environment or powerless over the environment.
 - People who have positive core self-evaluations like themselves and see themselves as effective, capable, and in control of their environment.
 - Those with negative core self-evaluations tend to dislike themselves, question their capabilities, and view themselves as powerless over their environment.

- **Machiavellianism:** Degree to which an individual is pragmatic, maintains emotional distance, and believes that ends can justify means
 - This personality attribute is named after Nicoló Machiavelli, the 16th century author of *The Prince*.
 - High Machs make good employees in jobs that require bargaining skills or that offer substantial rewards for winning.

- **Narcissism:** The tendency to be arrogant, have a grandiose sense of self-importance, require excessive admiration, and have a sense of entitlement.
 - A study found that while narcissists thought they were *better* leaders than their colleagues, their supervisors actually rated them as *worse* leaders.

- **Self-Monitoring:** A personality trait that measures an individual's ability to adjust behaviour to external situational factors
 - Individuals high in self-monitoring show considerable adaptability. They are highly sensitive to external cues, can behave differently in different situations, and are capable of presenting striking contradictions between their public persona and their private self.
 - Low self-monitors cannot disguise themselves in that way. They tend to display their true dispositions and attitudes in every situation resulting in a high behavioural consistency between who they are and what they do.

- **Risk-Taking:** Refers to a person's willingness to take chances or risks
 - The propensity to assume or avoid risk has been shown to have an impact on how long it takes managers to make a decision and how much information they require before making their choice.
 - High risk-taking managers made more rapid decisions and used less information in making their choices.

- **Type A and Type B Personalities**

- Type A Personalities

- Always moving, walking, and eating rapidly.
- Feel impatient with the rate at which most events take place.
- Strive to think or do two or more things at once.
- Cannot cope with leisure time.
- Are obsessed with numbers, measuring their success in terms of how many or how much of everything they acquire.

- Type B Personalities

- Never suffer from a sense of time urgency with its accompanying impatience.
- Feel no need to display or discuss either their achievements or accomplishments unless such exposure is demanded by the situation.
- Play for fun and relaxation, rather than to exhibit their superiority at any cost.
- Can relax without guilt.

- Are Type As or Type Bs more successful?

- Type Bs are the ones who appear to make it to the top.
- Great salespersons are usually Type As; senior executives are usually Type Bs.

- **Proactive Personality**

- People with a proactive personality identify opportunities, show initiative, take action, and persevere until meaningful change occurs.

5. Personality and National Culture

- There are certainly no common personality types for a given country.
- One caveat regarding personality tests is that they may be subject to cultural bias when used on samples of people other than those for whom the tests were designed.

6. Personality and Perception

- Some research has shown that people with certain personality characteristics are perceived in a more positive light than others. For instance, people who are more open are perceived to be able to adapt more quickly and effectively to unexpected change.

- High self-monitors have been perceived as being more successful in organizational outcomes such as performance evaluations and promotions.

F. Emotions

1. What Are Emotions?

- Employees bring an emotional component with them to work every day, and no study of OB could be comprehensive without considering the role of emotions in workplace behaviour.
- Research has identified six universal emotions: anger, fear, sadness, happiness, disgust, and surprise.
- Emotions encompass two related terms:
 - Emotions: Intense feelings that are directed at someone or something.
 - Moods: Feelings that tend to be less intense than emotions and that lack a contextual stimulus.

2. Choosing Emotions: Emotional Labour

- Sometimes individuals are required to manage their emotions. For instance, you may be very angry with a co-worker or manager, but you may choose to suppress that anger in the interest of keeping the peace and/or your job.
- **Emotional labour** refers to the requirement to express particular emotions at work (for instance, enthusiasm or loyalty) to maximize organizational productivity.
- Employees can experience a conflict between:
 - Felt emotions**—An individual's actual emotions
 - Displayed emotions**—Emotions that are organizationally required and considered appropriate in a given job.

3. Why Should We Care About Emotions in the Workplace

- People who know their own emotions and are good at reading others' emotions may be more effective in their jobs. That, in essence, is the theme underlying recent research on emotional intelligence (EI).
- **Emotional Intelligence:** An assortment of noncognitive skills, capabilities, and competencies that influence a person's ability to succeed in coping with environmental demands and pressures.

Notes:

- EI is a person’s ability to
 - (1) be self-aware (to recognize one’s own emotions when one experiences them)
 - (2) detect emotions in others, and
 - (3) manage emotional cues and information. People who know their own emotions and are good at reading emotional cues—for instance, knowing why they are angry and how to express themselves without violating norms—are most likely to be effective

- **The Case for EI**
 - It has intuitive appeal.
 - Evidence suggests that a high level of EI means a person will perform well on the job.
 - Research suggests that EI is neurologically based.

- **The Case Against EI**
 - It is too vague a concept.
 - It cannot be measured.
 - It’s validity is suspect.

- **Negative Workplace Emotions**
 - Negative emotions can lead to a number of deviant workplace behaviours. See definition of **Employee Deviance**. They fall in categories such as:
 - Production (leaving early, intentionally working slowly)
 - Property (stealing, sabotage)
 - Political (gossiping, blaming co-workers)
 - Personal aggression (sexual harassment, verbal abuse)

- **Affective Events Theory**
 - Affective events theory (AET) demonstrates that employees react emotionally to things that happen to them at work and that this reaction influences their job performance and satisfaction. The theory is summarized in Exhibit 2-10.
 - AET offers two important messages:
 - Emotions provide valuable insights into understanding employee behaviour. The model demonstrates how daily hassles and uplifts influence employee performance and satisfaction.

- Emotions in organizations and the events that cause them shouldn't be ignored, even when they appear to be minor; they can accumulate.

G. Summary and Implications

1. What is perception?

Perception is the process by which individuals organize and interpret their impressions in order to give meaning to their environment.

2. What causes people to have different perceptions of the same situation?

A number of factors operate to shape and sometimes distort perception. These factors can be present in the perceiver, in the object or target being perceived, or in the context of the situation in which the perception is made.

3. Can people be mistaken in their perceptions?

Perceiving and interpreting what others do is difficult and takes time. As a result, we develop shortcuts to make this task more manageable. These shortcuts include attribution theory, selective perception, halo effect, contrast effect, projection, and stereotyping. These strategies are often valuable: they can sometimes allow us to make accurate perceptions quickly and provide valid data for making predictions. However, they are not foolproof. They can and do get us into trouble.

4. Does perception really affect outcomes?

Evidence suggests that what individuals perceive about their work situation influences their productivity more than the situation does.

5. What is personality and how does it affect behaviour?

Personality is the stable patterns of behaviour and consistent internal states that determine how an individual reacts to and interacts with others. A review of the personality literature offers general guidelines that can lead to effective job performance. As such, it can improve hiring, transfer, and promotion decisions.

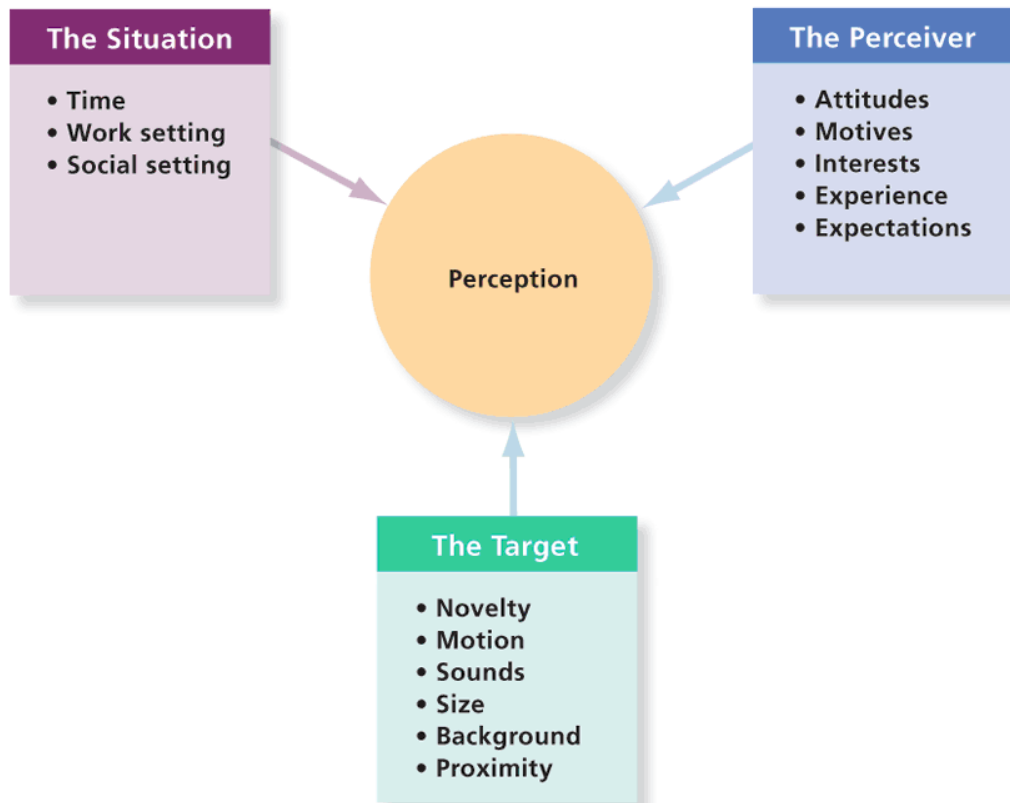
6. Can emotions help or get in the way when we are dealing with others?

Emotions are intense feelings that are directed at someone or something. Positive emotions can be motivating for everyone in the workplace. Negative emotions may make it difficult to get along with others.

Notes:

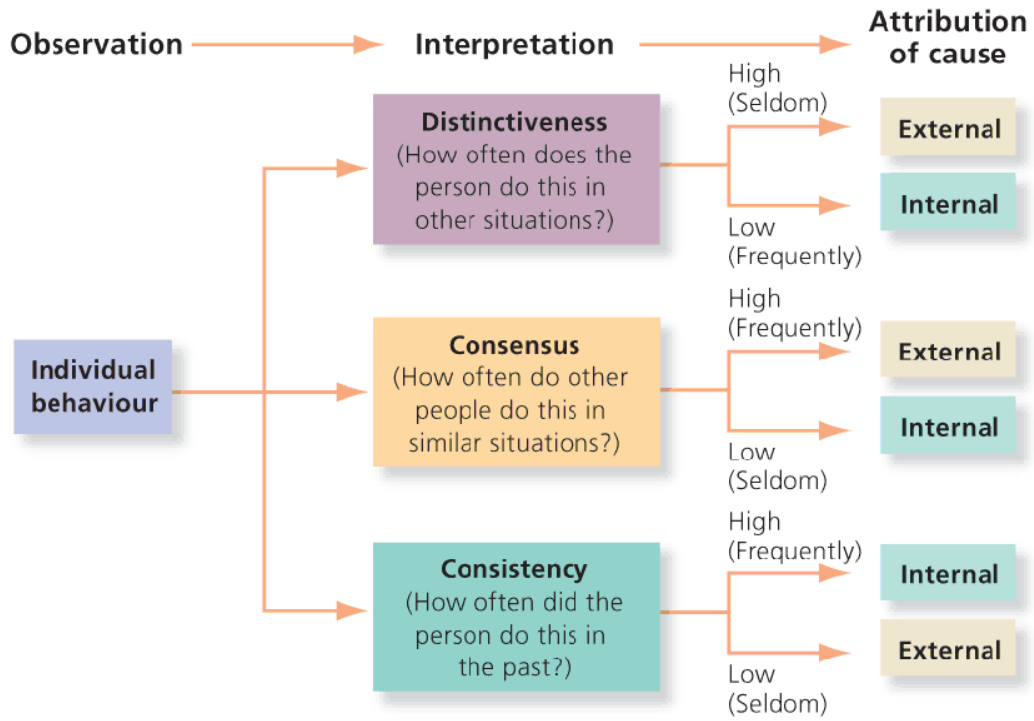
EXHIBITS

EXHIBIT 2-1 Factors That Influence Perception



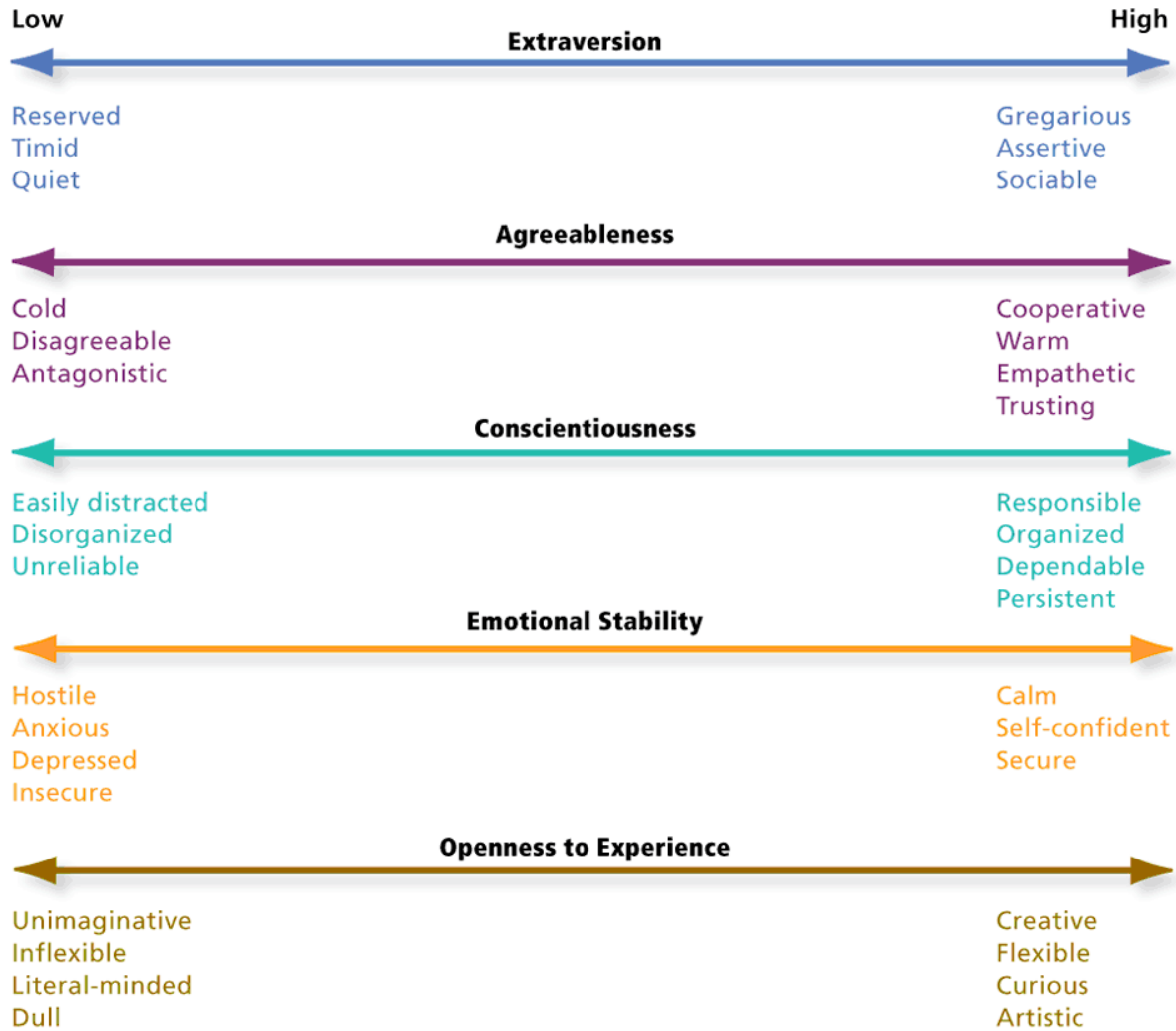
Copyright © 2010 by Pearson Education Canada

EXHIBIT 2-2 Attribution Theory



Copyright © 2010 by Pearson Education Canada

EXHIBIT 2-4 Big Five Personality Factors



Copyright © 2010 by Pearson Education Canada

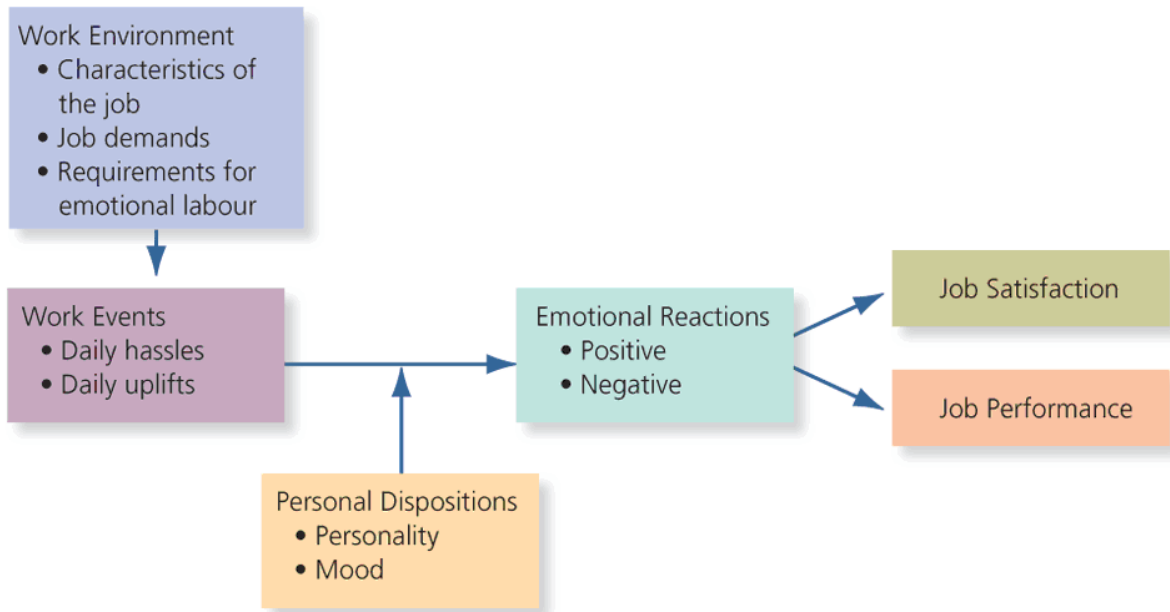
EXHIBIT 2-5 How the Big Five Traits Influence OB

| BIG FIVE TRAIT | WHY IT IS RELEVANT? | WHAT DOES IT AFFECT? |
|---------------------|--|--|
| Emotional stability | <ul style="list-style-type: none"> • Less negative thinking and fewer negative emotions • Less hyper-vigilant | <ul style="list-style-type: none"> • Higher job and life satisfaction • Lower stress levels |
| Extraversion | <ul style="list-style-type: none"> • Better interpersonal skills • Greater social dominance • More emotionally expressive | <ul style="list-style-type: none"> • Higher performance* • Enhanced leadership • Higher job and life satisfaction |
| Openness | <ul style="list-style-type: none"> • Increased learning • More creative • More flexible and autonomous | <ul style="list-style-type: none"> • Training performance • Enhanced leadership • More adaptable to change |
| Agreeableness | <ul style="list-style-type: none"> • Better liked • More compliant and conforming | <ul style="list-style-type: none"> • Higher performance* • Lower levels of deviant behaviour |
| Conscientiousness | <ul style="list-style-type: none"> • Greater effort and persistence • More drive and discipline • Better organized and planning | <ul style="list-style-type: none"> • Higher performance • Enhanced leadership • Greater longevity |

*In jobs requiring significant teamwork or frequent interpersonal interactions.

Copyright © 2010 by Pearson Education Canada

EXHIBIT 2-6 Affective Events Theory



Source: Based on N. M. Ashkanasy and C. S. Daus, "Emotion in the Workplace: The New Challenge for Managers," *Academy of Management Executive*, February 2002, p. 77.

Copyright © 2010 by Pearson Education Canada

EXHIBIT 2-7 Facial Expressions and Emotions

Each picture portrays a different emotion. Try to identify them before looking at the answers.



Top, left to right: neutral, surprise, happiness. Bottom: fear, sadness, anger.

Source: S. E. Taylor, L. A. Peplan, and D. O. Sears, *Social Psychology*, 9th ed. (Upper Saddle River, NJ: Prentice Hall, 1997), p. 98; photographs by Paul Ekman, Ph.D. Used with permission.

Copyright © 2010 by Pearson Education Canada

TEXTBOOK ANSWERS TO REVIEW QUESTIONS (p.68)

1. *Define perception.*

Perception is a process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment.

2. *What is attribution theory? What are its implications for explaining behaviour in organizations?*

Attribution theory describes how we explain the cause of our and other individuals' behaviour. In organizations, co-workers and supervisors react to, make decisions about, and take action based on their attributions about an individual's behaviour. An implication for explaining organizational behaviour is that appropriate actions should be taken only when the attribution is correct.

3. *What is stereotyping? Give an example of how stereotyping can create perceptual distortion.*

Stereotyping is judging someone on the basis of our perception of the group to which he or she belongs. An example: if you're blonde, you aren't an intellectual.

4. *Give some positive results of using shortcuts when judging others.*

When judging others, the use of shortcuts can be valuable because they allow for making reasonably accurate predictions rapidly. For instance, stereotyping makes assimilating easier, permits consistency, and reduces the need to deal with an unmanageable number of stimuli.

5. *Describe the factors in the Big Five Personality Model. Which factor shows the greatest value in predicting behaviour? Why does it?*

Research supports that five basic dimensions underlie all other personality dimensions. The five basic dimensions are:

- *Extraversion*: Comfort level with relationships. Extraverts tend to be gregarious, assertive, and sociable. Introverts tend to be reserved, timid, and quiet.
- *Agreeableness*: Individual's propensity to defer to others. Highly agreeable people—cooperative, warm, and trusting. Low agreeableness people—cold, disagreeable, and antagonistic.
- *Conscientiousness*: A measure of reliability. A high conscientious person is responsible, organized, dependable, and persistent. Those who score low on this dimension are easily distracted, disorganized, and unreliable.
- *Emotional stability*: A person's ability to withstand stress. People with positive emotional stability tend to be calm, self-confident, and secure. Those with high negative scores tend to be nervous, anxious, depressed, and insecure.
- *Openness to experience*: The range of interests and fascination with novelty. Extremely open people are creative, curious, and artistically sensitive. Those at the other end of the openness category are conventional and find comfort in the familiar.

Of the five factors "conscientiousness" predicted job performance across all occupational groups. Individuals who are dependable, reliable, careful, thorough, able to plan, organized, hardworking, etc. tend to have a high job performance record.

6. *What behavioural predictions might you make if you knew that an employee had (a) a negative core self-evaluation? (b) a low Mach score? (c) low self-monitoring? (d) a Type A personality?*

These predictions: (a) An employee with a negative core self-evaluation may be less productive, especially in managerial positions, than an individual with a positive core self-evaluation. (b) An individual with a high Mach should work hard and is likely to be aware of organizational politics and consistently concerned with performance. An individual with a low Mach score would be predicted to be little concerned with manipulating and controlling others. (c) An employee with low self-monitoring pays less attention to the behaviour of others and is less capable of conforming than is a low self-monitor. (d) A Type A personality could be demanding, impatient, concerned with deadlines and performance, and aggressive.

7. *To what extent do people's personalities affect how they are perceived?*

Perception is not reality, but rather what is observed and interpreted. A person's personality may get in the way of other aspects of the individual that are less observable. For instance, someone who is outgoing may be considered more trustworthy than someone who is shy, even though personality may not be correlated with this characteristic at all.

8. *What is emotional labour and why is it important to understanding OB?*

Emotional labour refers to the demand organizations make on their employees to display "appropriate" emotions during interpersonal transactions. Emotional labour creates dilemmas for employees when their job requires them to exhibit emotions that are different from their actual feelings. For instance, you may have to work with people to whom you find it very difficult to be friendly. If your job requires you to interact with these people on a regular basis, you'll have to fake friendliness, and this could be stressful.

9. *What is emotional intelligence and why is it important?*

Emotional intelligence refers to an assortment of noncognitive skills, capabilities, and competencies that influence a person's ability to succeed in coping with environmental demands and pressures. It's composed of five dimensions: self-awareness, self-management, self-motivation, empathy, and social skills. People who know their own emotions and are good at reading others' emotions may be more effective in their jobs.

10. *Explain affective events theory. What are its implications for managing emotions?*

AET recognizes that emotions are a response to an event in the individual work environment. The environment creates work events that can be hassles, uplifts, or both. These work events trigger positive or negative emotional reactions that are moderated by the employee's personality and mood. AET offers two important messages. First, emotions provide valuable insights into understanding employee behaviour. Second, emotions in organizations and the events that cause them shouldn't be ignored, even when they appear to be minor. This is because they accumulate. It's not the intensity of hassles and uplifts that leads to emotional reactions, but more the frequency which they occur.