Chapter 5

Robbins & Judge
Organizational Behavior
14th Edition

Personality and Values

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Chapter Learning Objectives

> **After studying this chapter, you should be able to:**
> – Define personality, describe how it is measured, and explain the factors that determine an individual's personality.
> – Describe the Myers-Briggs Type Indicator personality framework and assess its strengths and weaknesses.
> – Identify the key traits in the Big Five personality model.
> – Demonstrate how the Big Five traits predict behavior at work.
> – Identify other personality traits relevant to OB.
> – Define values, demonstrate their importance, and contrast terminal and instrumental values.
> – Compare generational differences in values, and identify the dominant values in today's workforce.
> – Identify Hofstede's five value dimensions of national culture.

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What is Personality?

The dynamic organization within the individual of those psychophysical systems that determine his unique adjustments to his environment. - Gordon Allport

– The sum total of ways in which an individual reacts and interacts with others, the measurable traits a person exhibits

➢**Measuring Personality**

– Helpful in hiring decisions

– Most common method: self-reporting surveys

– Observer-ratings surveys provide an independent assessment of personality – often better predictors

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Personality Determinants

➢ Heredity

– Factors determined at conception: physical stature, facial attractiveness, gender, temperament, muscle composition and reflexes, energy level, and bio-rhythms

– This "Heredity Approach" argues that genes are the source of personality

– Twin studies: raised apart but very similar personalities

– There is some personality change over long time periods

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Personality Traits

Enduring characteristics that describe an individual's behavior

– The more consistent the characteristic and the more frequently it occurs in diverse situations, the more important the trait.

➢ **Two dominant frameworks used to describe personality:**

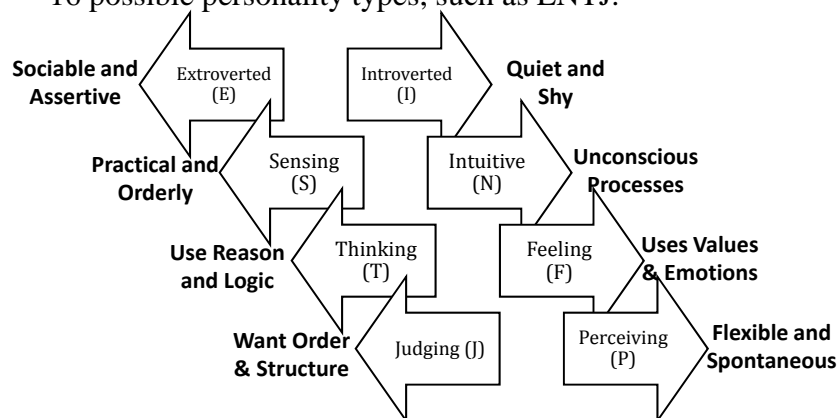– Myers-Briggs Type Indicator (MBTI®)
– Big Five Model

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The Myers-Briggs Type Indicator

➢ **Most widely used instrument in the world.**
➢ Participants are classified on four axes to determine one of 16 possible personality types, such as ENTJ.

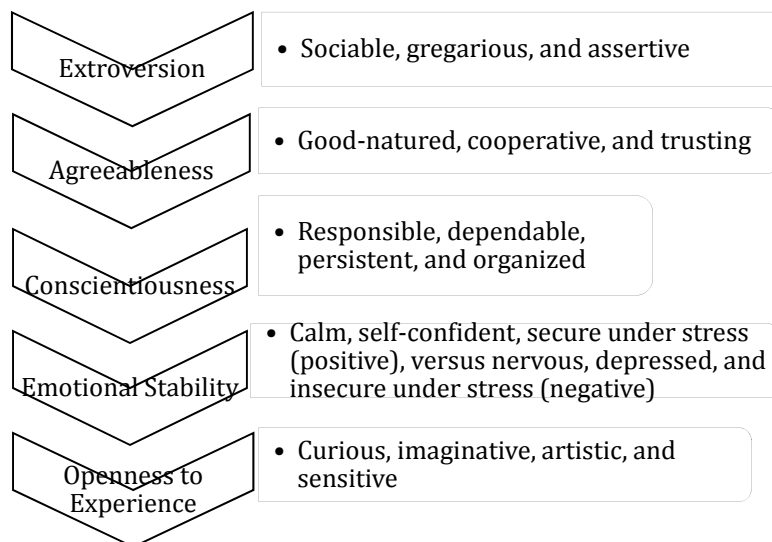|		
Sociable and Assertive	Extroverted (E) / Introverted (I)	**Quiet and Shy**
Practical and Orderly	Sensing (S) / Intuitive (N)	**Unconscious Processes**
Use Reason and Logic	Thinking (T) / Feeling (F)	**Uses Values & Emotions**
Want Order & Structure	Judging (J) / Perceiving (P)	**Flexible and Spontaneous**

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The Types and Their Uses

> **Each of the sixteen possible combinations has a name, for instance:**
>   – Visionaries (INTJ) – original, stubborn, and driven
>   – Organizers (ESTJ) – realistic, logical, analytical, and businesslike
>   – Conceptualizer (ENTP) – entrepreneurial, innovative, individualistic, and resourceful

> **Research results on validity mixed**
>   – MBTI® is a good tool for self-awareness and counseling.
>   – Should *not* be used as a selection test for job candidates.

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The Big Five Model of Personality Dimensions

Extroversion
- Sociable, gregarious, and assertive

Agreeableness
- Good-natured, cooperative, and trusting

Conscientiousness
- Responsible, dependable, persistent, and organized

Emotional Stability
- Calm, self-confident, secure under stress (positive), versus nervous, depressed, and insecure under stress (negative)

Openness to Experience
- Curious, imaginative, artistic, and sensitive

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How Do the Big Five Traits Predict Behavior?

> *Research has shown this to be a better framework.*
> **Certain traits have been shown to strongly relate to higher job performance:**
>   – Highly conscientious people develop more job knowledge, exert greater effort, and have better performance.
>   – Other Big Five Traits also have implications for work.
>   • Emotional stability is related to job satisfaction.
>   • Extroverts tend to be happier in their jobs and have good social skills.
>   • Open people are more creative and can be good leaders.
>   • Agreeable people are good in social settings.

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Other Personality Traits Relevant to OB

> **Core Self-Evaluation**
>   – The degree to which people like or dislike themselves
>   – Positive self-evaluation leads to higher job performance
> **Machiavellianism**
>   – A pragmatic, emotionally distant power-player who believes that ends justify the means
>   – High Machs are manipulative, win more often, and persuade more than they are persuaded. Flourish when:
>   • Have direct interaction
>   • Work with minimal rules and regulations
>   • Emotions distract others
> **Narcissism**
>   – An arrogant, entitled, self-important person who needs excessive admiration
>   – Less effective in their jobs

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More Relevant Personality Traits

➢ **Self-Monitoring**

   – The ability to adjust behavior to meet external, situational factors.

   – High monitors conform more and are more likely to become leaders.

➢ **Risk Taking**

   – The willingness to take chances.

   – May be best to align propensities with job requirements.

   – Risk takers make faster decisions with less information.

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Even More Relevant Personality Traits

➢ **Type A Personality**

   – Aggressively involved in a chronic, incessant struggle to achieve more in less time

      • Impatient: always moving, walking, and eating rapidly

      • Strive to think or do two or more things at once

      • Cannot cope with leisure time

      • Obsessed with achievement numbers

   – Prized in North America but quality of the work is low

   – Type B people are the complete opposite

➢ **Proactive Personality**

   – Identifies opportunities, shows initiative, takes action, and perseveres to completion

   – Creates positive change in the environment

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Values

Basic convictions on how to conduct yourself or how to live your life that is personally or socially preferable – "How To" live life properly.

➢**Attributes of Values:**
- Content Attribute – that the mode of conduct or end-state is important
- Intensity Attribute – just how important that content is

➢**Value System**
- A person's values rank ordered by intensity
- Tends to be relatively constant and consistent

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Importance of Values

➢ **Provide understanding of the attitudes, motivation, and behaviors**

➢ **Influence our perception of the world around us**

➢ **Represent interpretations of "right" and "wrong"**

➢ **Imply that some behaviors or outcomes are preferred over others**
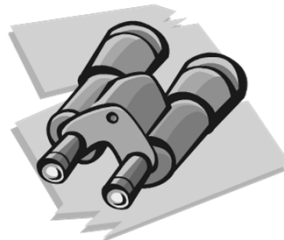
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Classifying Values – Rokeach Value Survey

➢ **Terminal Values**
  – Desirable end-states of existence; the goals that a person would like to achieve during his or her lifetime

➢ **Instrumental Values**
  – Preferable modes of behavior or means of achieving one's terminal values

➢ **People in same occupations or categories tend to hold similar values**
  – But values vary between groups
  – Value differences make it difficult for groups to negotiate and may create conflict

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Value Differences Between Groups

Executives		Union Members		Activists	
Terminal	**Instrumental**	**Terminal**	**Instrumental**	**Terminal**	**Instrumental**
1. Self-respect	1. Honest	1. Family security	1. Responsible	1. Equality	1. Honest
2. Family security	2. Responsible	2. Freedom	2. Honest	2. A world of peace	2. Helpful
3. Freedom	3. Capable	3. Happiness	3. Courageous	3. Family security	3. Courageous
4. A sense of accomplishment	4. Ambitious	4. Self-respect	4. Independent	4. Self-respect	4. Responsible
5. Happiness	5. Independent	5. Mature love	5. Capable	5. Freedom	5. Capable

Source: Based on W. C. Frederick and J. Weber, "The Values of Corporate Managers and Their Critics: An Empirical Description and Normative Implications," in W. C. Frederick and L. E. Preston (eds.) *Business Ethics: Research Issues and Empirical Studies* (Greenwich, CT: JAI Press, 1990), pp. 123–44.
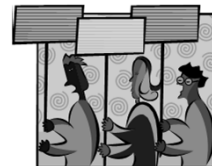
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Generational Values

Cohort	Entered Workforce	Approximate Current Age	Dominant Work Values
Veterans	1950-1964	65+	Hard working, conservative, conforming; loyalty to the organization
Boomers	1965-1985	40-60s	Success, achievement, ambition, dislike of authority; loyalty to career
Xers	1985-2000	20-40s	Work/life balance, team-oriented, dislike of rules; loyalty to relationships
Nexters	2000-Present	Under 30	Confident, financial success, self-reliant but team-oriented; loyalty to both self and relationships

EXHIBIT 5-5

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Linking Personality and Values to the Workplace

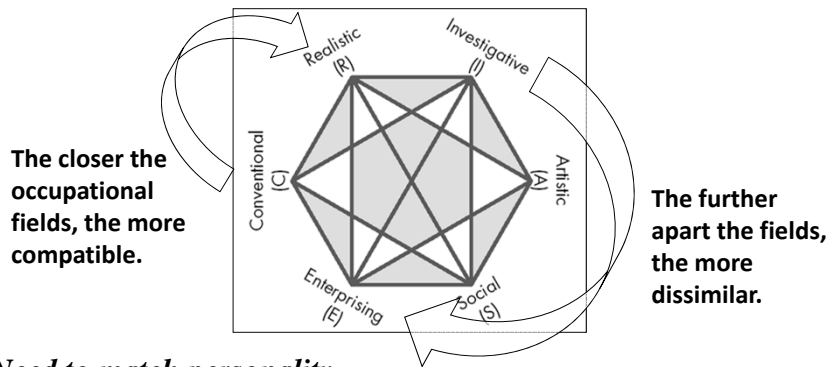*Managers are less interested in someone's ability to do a specific job than in that person's flexibility.*

➤**Person-Job Fit:**
– John Holland's Personality-Job Fit Theory
   • Six personality types
   • Vocational Preference Inventory (VPI)
– Key Points of the Model:
   • There appear to be intrinsic differences in personality between people
   • There are different types of jobs
   • People in jobs congruent with their personality should be more satisfied and have lower turnover

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Relationships Among Personality Types

The closer the occupational fields, the more compatible.

The further apart the fields, the more dissimilar.

Need to match personality type with occupation.

EXHIBIT 5-7

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Still Linking Personality to the Workplace

In addition to matching the individual's personality to the job, managers are also concerned with:

➢**Person-Organization Fit:**
– The employee's personality must fit with the organizational culture.
– People are attracted to organizations that match their values.
– Those who match are most likely to be selected.
– Mismatches will result in turnover.
– Can use the Big Five personality types to match to the organizational culture.

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Global Implications

➢ Personality
  – Do frameworks like Big Five transfer across cultures?
    • Yes, but the frequency of type in the culture may vary.
    • Better in individualistic than collectivist cultures.
➢ Values
  – Values differ across cultures.
  – Hofstede's Framework for assessing culture – five value dimensions:
    • Power Distance
    • Individualism vs. Collectivism
    • Masculinity vs. Femininity
    • Uncertainty Avoidance
    • Long-term vs. Short-term Orientation

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Hofstede's Framework: Power Distance

The extent to which a society accepts that power in institutions and organizations is distributed unequally.

•Low distance
  •Relatively equal power between those with status/wealth and those without status/wealth
•High distance
  •Extremely unequal power distribution between those with status/wealth and those without status/wealth

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Hofstede's Framework: Individualism

➢ **Individualism**
  – The degree to which people prefer to act as individuals rather than as member of groups

➢ **Collectivism**
  – A tight social framework in which people expect others in groups of which they are a part to look after them and protect them

Versus

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Hofstede's Framework: Masculinity

➢ **Masculinity**
  – The extent to which the society values work roles of achievement, power, and control, and where assertiveness and materialism are also valued

➢ **Femininity**
  – The extent to which there is little differentiation between roles for men and women

Versus

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Hofstede's Framework: Uncertainty Avoidance

The extent to which a society feels threatened by uncertain and ambiguous situations and tries to avoid them

High Uncertainty Avoidance:

Society does not like ambiguous situations and tries to avoid them.

Low Uncertainty Avoidance:

Society does not mind ambiguous situations and embraces them.

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Hofstede's Framework: Time Orientation

➢ **Long-term Orientation**
  – A national culture attribute that emphasizes the future, thrift, and persistence

➢ **Short-term Orientation**
  – A national culture attribute that emphasizes the present and the here and now

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Hofstede's Framework: An Assessment

- **There are regional differences within countries**
- **The original data is old and based on only one company**
- **Hofstede had to make many judgment calls while doing the research**
- **Some results don't match what is believed to be true about given countries**
- **Despite these problems it remains a very popular framework**

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GLOBE Framework for Assessing Cultures

- **Global Leadership and Organizational Behavior Effectiveness (GLOBE) research program**
  - Nine dimensions of national culture

- **Similar to Hofstede's framework with these additional dimensions:**
  - Humane Orientation: how much society rewards people for being altruistic, generous, and kind
  - Performance Orientation: how much society encourages and rewards performance improvement and excellence

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Summary and Managerial Implications

> Personality
> – Screen for the Big Five trait of conscientiousness
> – Take into account the situational factors as well
> – MBTI® can help with training and development

> Values
> – Often explain attitudes, behaviors, and perceptions
> – Higher performance and satisfaction achieved when the individual's values match those of the organization

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