Organizational Behavior
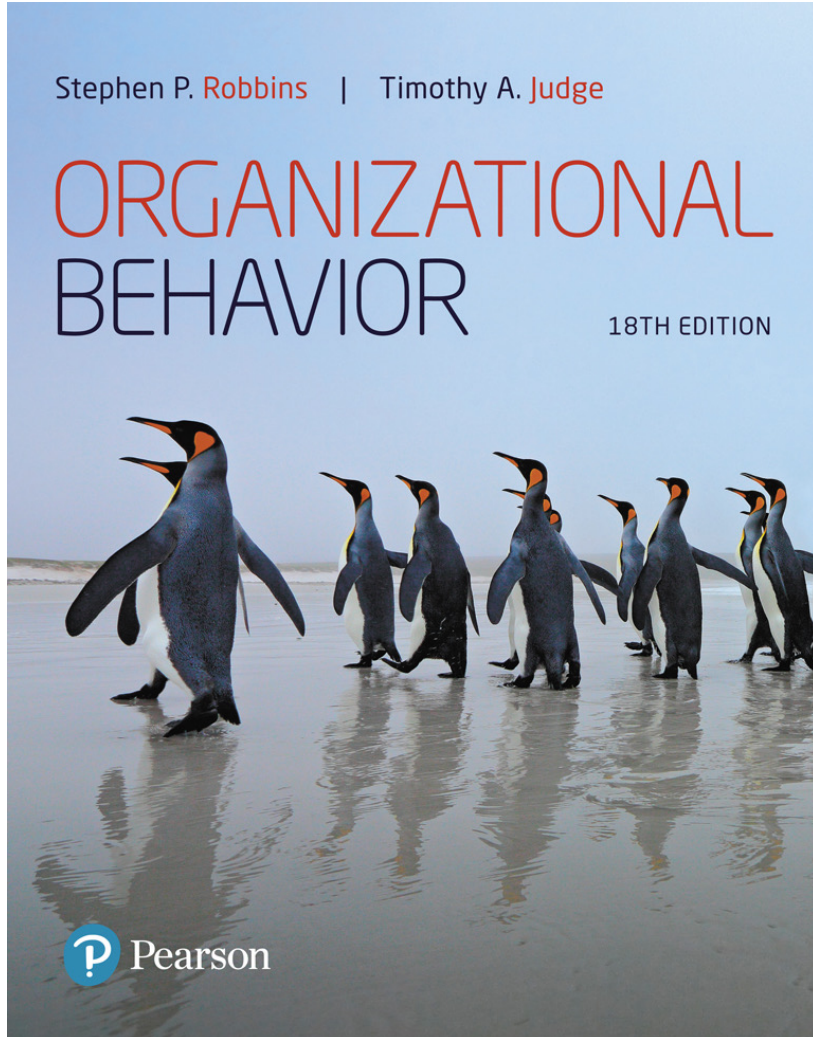
Eighteenth Edition

Chapter 5
Personality and Values

Learning Objectives

5.1 Describe personality, the way it is measured, and the factors that shape it.

5.2 Describe the strengths and weaknesses of the Myers-Briggs Type Indicator (MBTI) personality framework and the Big Five model.

5.3 Discuss how the concepts of core self-evaluation (CSE), self-monitoring, and proactive personality contribute to the understanding of personality.

5.4 Describe how personality affects job search and unemployment.

Learning Objectives

5.5 Describe how the situation affects whether personality predicts behavior.

5.6 Contrast terminal and instrumental values.

5.7 Describe the differences between person-job fit and person-organization fit.

5.8 Compare Hofstede's five value dimensions and the GLOBE framework.

Describe Personality, the Way It Is Measured, and the Factors that Shape It

- Defining Personality
  - **Personality** is a dynamic concept describing the growth and development of a person's whole psychological system.
  - The sum of ways in which an individual reacts to and interacts with others.
  - **Most often described in terms of measurable traits that a person exhibits such as shy, aggressive, submissive, lazy, ambitious, loyal, and timid**

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Describe Personality, the Way It Is Measured, and the Factors that Shape It

- Measuring Personality
  - Managers need to know how to measure personality.
    - Personality tests are useful in hiring decisions and help managers forecast who is best for a job.
  - The most common means of measuring personality is through self-report surveys.

Describe Personality, the Way It Is Measured, and the Factors that Shape It

- Personality Determinants
  - Is personality the result of heredity or environment?
  - **Heredity** refers to those factors that were determined at conception.
    - The heredity approach argues that the ultimate explanation of an individual's personality is the molecular structure of the genes, located in the chromosomes.

Describe Personality, the Way It Is Measured, and the Factors that Shape It

- Early research tried to identify and label enduring personality characteristics.
  - Shy, aggressive, submissive, lazy, ambitious, loyal, and timid.
    - These are **personality traits.**

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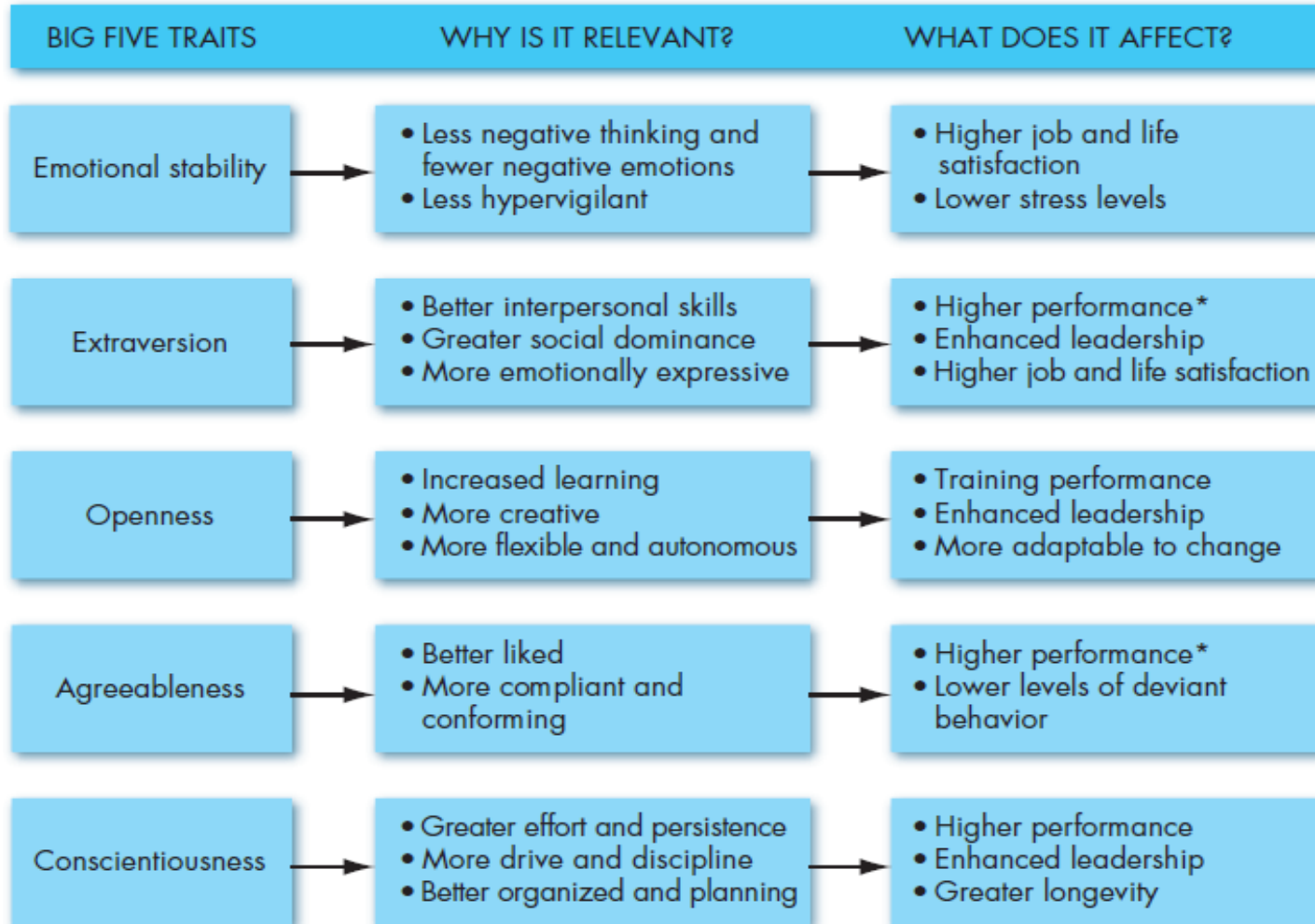# Dominant Personality Frameworks Myers-Briggs Type Indicator

- The most widely used personality framework is the **Myers-Briggs Type Indicator (MBTI).**

- Individuals are classified as:
  - **Extroverted or Introverted (E or I)**
  - **Sensing or Intuitive (S or N)**
  - **Thinking or Feeling (T or F)**
  - **Perceiving or Judging (P or J)**
    - INTJs are visionaries.
    - ESTJs are organizers.
    - ENTPs are conceptualizers.

Measuring Personality Traits: The Big-Five Model

- The **Big Five Model**
  - Extraversion: is a comfort level with relationships
  - Agreeableness: is an Individual's propensity to defer to others.
  - Conscientiousness: is a measure of reliability.
  - Emotional stability: describes a person's ability to withstand stress
  - Openness to experience: suggests the range of interests and fascination with novelty
  - **Strongly supported relationship to job performance (especially conscientiousness**)

Big Five Traits and OB

BIG FIVE TRAITS	WHY IS IT RELEVANT?	WHAT DOES IT AFFECT?
Emotional stability	• Less negative thinking and fewer negative emotions • Less hypervigilant	• Higher job and life satisfaction • Lower stress levels
Extraversion	• Better interpersonal skills • Greater social dominance • More emotionally expressive	• Higher performance* • Enhanced leadership • Higher job and life satisfaction
Openness	• Increased learning • More creative • More flexible and autonomous	• Training performance • Enhanced leadership • More adaptable to change
Agreeableness	• Better liked • More compliant and conforming	• Higher performance* • Lower levels of deviant behavior
Conscientiousness	• Greater effort and persistence • More drive and discipline • Better organized and planning	• Higher performance • Enhanced leadership • Greater longevity

The Dark Triad

- The **Dark Triad**
  - **Machiavellianism:** the degree to which an individual is pragmatic, maintains emotional distance, and believes that ends can justify means.
  - **Narcissism:** the tendency to be arrogant, have a grandiose sense of self-importance, require excessive admiration, and have a sense of entitlement.
  - **Psychopathy:** the tendency for a lack of concern for others and a lack of guilt or remorse when their actions cause harm.

Other Personality Traits Relevant to OB

- Other Personality Traits Relevant to OB
  - **Core Self-Evaluation:** bottom line conclusions individuals have about their capabilities, competence, and worth as a person.
  - **Self-Monitoring:** measures an individual's ability to adjust his or her behavior to external, situational factors.
  - **Proactive Personality:** people who identify opportunities, show initiative, take action, and persevere until meaningful change occurs.

Personality and Situations

- The effect of particular traits on organization behavior depends on the situation

- Two frameworks
  1. Situation Strength
  2. Trait Activation

Personality and Situations

- **Situation strength theory** – the way personality translates into behavior depends on the strength of the situation
- Analyze situation strength in terms of:
  - Clarity
  - Consistency
  - Constraints
  - Consequences
- **Trait activation theory** (TAT) – predicts that some situations, events, or interventions "activate" a trait more than others

Person-Job Fit vs. Person-Organization Fit

Exhibit 5-5 Holland's Typology of Personality and Congruent Occupations

Type	Personality Characteristics	Congruent Occupations
Realistic: Prefers physical activities that require skill, strength, and coordination	Shy, genuine, persistent, stable, conforming, practical	Mechanic, drill press operator, assembly-line worker, farmer
Investigative: Prefers activities that involve thinking, organizing, and understanding	Analytical, original, curious, independent	Biologist, economist, mathematician, news reporter
Social: Prefers activities that involve helping and developing others	Sociable, friendly, cooperative, understanding	Social worker, teacher, counselor, clinical psychologist
Conventional: Prefers rule-regulated, orderly, and unambiguous activities	Conforming, efficient, practical, unimaginative, inflexible	Accountant, corporate manager, bank teller, file clerk
Enterprising: Prefers verbal activities in which there are opportunities to influence others and attain power	Self-confident, ambitious, energetic, domineering	Lawyer, real estate agent, public relations specialist, small business manager
Artistic: Prefers ambiguous and unsystematic activities that allow creative expression	Imaginative, disorderly, idealistic, emotional, impractical	Painter, musician, writer, interior decorator

Person-Organization Fit (2.3)

- It is more important that employees' personalities fit with the organizational culture than with the characteristics of any specific job

- The fit predicts job satisfaction, organizational commitment, and turnover

Person-Job Fit vs. Person-Organization Fit (3.3)

- **Person-Organization Fit**
  - People high on extraversion fit well with aggressive and team-oriented cultures.
  - People high on agreeableness match up better with a supportive organizational climate than one focused on aggressiveness.
  - People high on openness to experience fit better in organizations that emphasize innovation rather than standardization.

Person-Job Fit vs. Person-Organization Fit (4 of 3)

- Other Dimensions of Fit
  - Although person-job fit and person-organization fit are considered the most salient dimensions for workplace outcomes, other avenues of fit are worth examining.
    - **Person-group fit** (the dynamics of team interactions significantly affect work outcomes).
    - **Person-supervisor fit** (poor fit in this dimension can lead to lower job satisfaction and reduced performance).

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Contrast Terminal and Instrumental Values

- **Values**—basic convictions about what is right, good, or desirable.
  - **Value system**—ranks values in terms of intensity
- The Importance and Organization of Values
  - Values:
    - Lay the foundation for understanding of attitudes and motivation
    - Influence attitudes and behaviors

Terminal versus Instrumental Values

- **Terminal values:** desirable end-states of existence

- Goals that a person would like to achieve during his or her lifetime

- **Instrumental values:** preferable modes of behavior or means of achieving the terminal values

Implications for Managers (1 of 2)

- Consider screening job candidates for high conscientiousness—and the other Big Five traits—depending on the criteria your organization finds most important. Other aspects, such as core self-evaluation or narcissism, may be relevant in certain situations.

- Although the MBTI has faults, you can use it for training and development; to help employees better understand each other, open communication in work groups, and possibly reduce conflicts.

Implications for Managers

- Evaluate jobs, work groups, and your organization to determine the optimal personality fit..

- The more you consider people's different cultures, the better you will be able to determine their work behavior and create a positive organizational climate that performs well.

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