

Essentials of Organizational Behavior 12e

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Chapter 4

Personality and Values

After studying this chapter, you should be able to:

1. Define *personality*, describe how it is measured, and explain the factors that determine an individual's personality.
2. Describe the Myers-Briggs Type Indicator personality framework and assess its strengths and weaknesses.
3. Identify the key traits in the Big Five personality model and demonstrate how the traits predict behavior at work.
4. Identify other personality traits that are relevant to OB.
5. Define *values*, demonstrate the importance of values, and contrast terminal and instrumental values.
6. Identify Hofstede's five value dimensions of national culture.

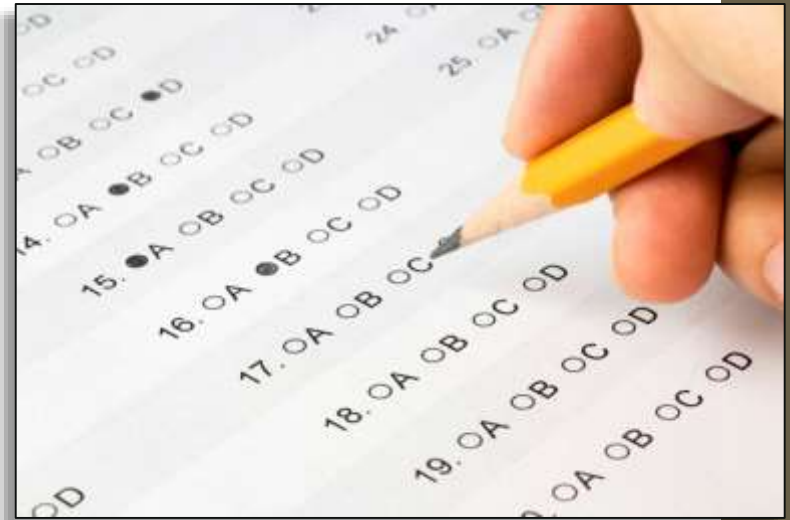
Personality



- ❖ **Personality** - the sum total 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

Measuring Personality

- ❖ Self-report surveys
 - Most common
 - Prone to error
- ❖ Evaluate on a series of factors



Personality Determinants

- ❖ Personality reflects heredity and environment
- ❖ Heredity is the most dominant factor
 - Twin studies: genetics more influential than parents
- ❖ Environmental factors do have some influence
- ❖ Aging influences levels of ability
 - Basic personality is constant

Measuring Personality Traits: Myers-Briggs Type Indicator

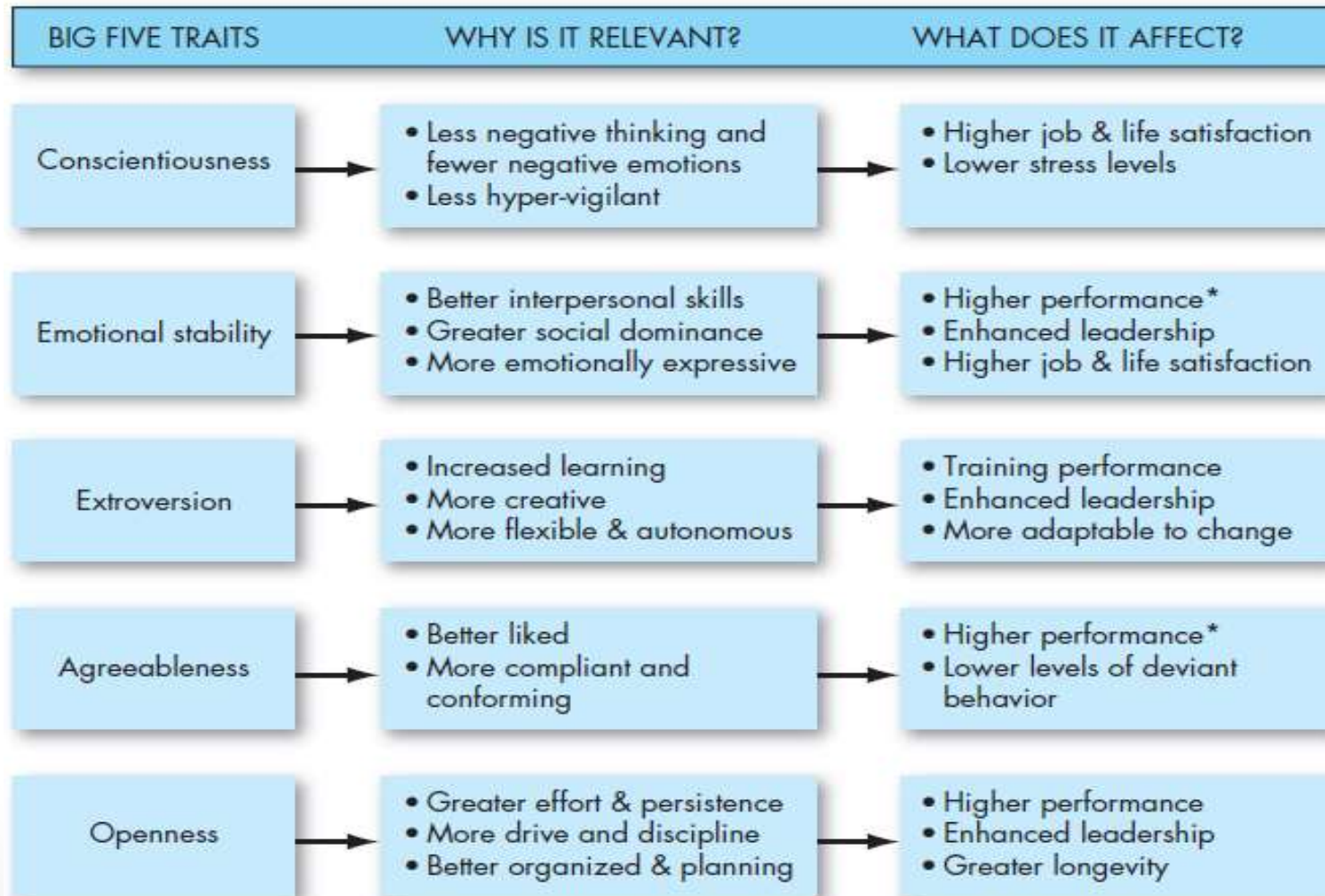
- ❖ Most widely used personality-assessment instrument in the world
- ❖ Individuals are classified as:
 - Extroverted or Introverted (E/I)
 - Sensing or Intuitive (S/N)
 - Thinking or Feeling (T/F)
 - Judging or Perceiving (J/P)
- ❖ Classifications combined into 16 personality types (i.e. INTJ or ESTJ)
- ❖ Unrelated to job performance

Measuring Personality Traits: The Big-Five Model

- ❖ Five Traits:
 - Extraversion
 - Agreeableness
 - Conscientiousness
 - Emotional Stability
 - Openness to Experience
- ❖ Strongly supported relationship to job performance (especially Conscientiousness)



Big Five Traits and OB



Other Personality Traits

❖ Core Self-Evaluation

- People with positive core self-evaluation like themselves and see themselves as capable and effective in the workplace

❖ Machiavellianism

- High machs tend to be pragmatic, emotionally distant and believe the ends justify the means

❖ Narcissism

- A person with a grandiose view of self, requires excessive admiration, has a sense of self-entitlement and is arrogant

Major Personality Attributes Influencing OB

❖ Self-monitoring

- Adjusts behavior to meet external, situational factors

❖ Risk Taking

- Willingness to accept risk

❖ Proactive Personality

- Identifies opportunities, shows initiative, takes action and perseveres

❖ Other Orientation

- Pay me back vs. pay me forward



Values

- ❖ **Values** represent basic, enduring convictions that "a specific mode of conduct or end-state of existence is personally or socially preferable to an opposite or converse mode of conduct or end-state of existence"



Value Systems

- ❖ Represent a prioritizing of individual values by:
 - Content – importance to the individual
 - Intensity – relative importance with other values
- ❖ The hierarchy tends to be relatively stable
- ❖ Values are the foundation for attitudes, motivation, and behavior
- ❖ Influence perception and cloud objectivity

Rokeach Value Survey

- ❖ **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

Examples of Terminal Values

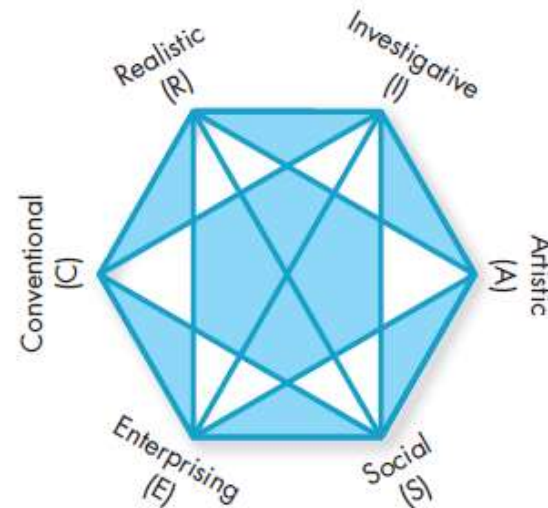
- ✓ A comfortable life (a prosperous life)
- ✓ An exciting life (stimulating, active life)
- ✓ A sense of accomplishment (lasting contribution)
- ✓ A world of peace (free of war and conflict)
- ✓ A world of beauty (beauty of nature and the arts)
- ✓ Equality (brotherhood, equal opportunity for all)
- ✓ Family security (taking care of loved ones)
- ✓ Freedom (independence, free choice)
- ✓ Happiness (contentedness)

Examples of Terminal Values

- ✓ Ambitious (hard working, aspiring)
- ✓ Broad-minded (open-minded)
- ✓ Capable (competent, efficient)
- ✓ Cheerful (lighthearted, joyful)
- ✓ Clean (neat, tidy)
- ✓ Courageous (standing up for your beliefs)
- ✓ Forgiving (willing to pardon others)
- ✓ Helpful (working for the welfare of others)
- ✓ Honest (sincere, truthful)

Personality-Job Fit: Holland's Hexagon

- ❖ Job satisfaction and turnover depend on congruency between personality and task
 - Fields adjacent are similar
 - Field opposite are dissimilar



- ❖ Vocational Preference Inventory Questionnaire

Person-Organization Fit



- ❖ 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

International Values



- ❖ Values differ across cultures
 - Two frameworks for assessing culture:
 - ✓ Hofstede
 - ✓ GLOBE

Hofstede's Framework for Assessing Cultures

❖ Five factors:

1. Power Distance
2. Individualism vs. Collectivism
3. Masculinity vs. Femininity
4. Uncertainty Avoidance
5. Long-term vs. Short-term Orientation

GLOBE* Framework for Assessing Cultures

Ongoing study with nine factors:

- ✓ Assertiveness
- ✓ Future orientation
- ✓ Gender differentiation
- ✓ Uncertainty avoidance
- ✓ Power distance
- ✓ Individualism/collectivism
- ✓ In-group collectivism
- ✓ Performance orientation
- ✓ Humane orientation

**Global Leadership and Organizational Behavior Effectiveness*

Implications for Managers

❖ Personality

- Evaluate the job, group, and organization to determine the best fit
- Big Five is best to use for selection
- MBTI for development and training

❖ Values

- Strongly influence attitudes, behaviors, and perceptions
- Match the individual values to organizational culture

Keep in Mind...

❖ **Personality**

- The sum total of ways in which individual reacts to, and interacts with others
- Easily measured

❖ **Big Five Personality Traits**

- Related to many OB criteria
- May be very useful in predicting behavior

❖ **Values**

- Vary between and within cultures

