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ROBBINS JUDGE

13th EDITION

**Essentials of
Organizational
Behavior**

Chapter 5

Personality and Values

After studying this chapter you should be able to:

1. Describe personality, the way it is measured, and the factors that shape it.
2. Describe the Myers-Briggs Type Indicator (MBTI) personality framework, the Big Five model, and describe their strengths and weaknesses.
3. Identify the three traits of the Dark Triad, and describe the contrasting ideas of the approach-avoidance framework.
4. Discuss how the concepts of core self-evaluation (CSE), self-monitoring, and proactive personality contribute to the understanding of personality.
5. Describe how the situation affects whether personality predicts behavior.
6. Contrast terminal and instrumental values.
7. Describe the differences between person-job fit and person-organization fit.
8. 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

Dominant Personality Frameworks

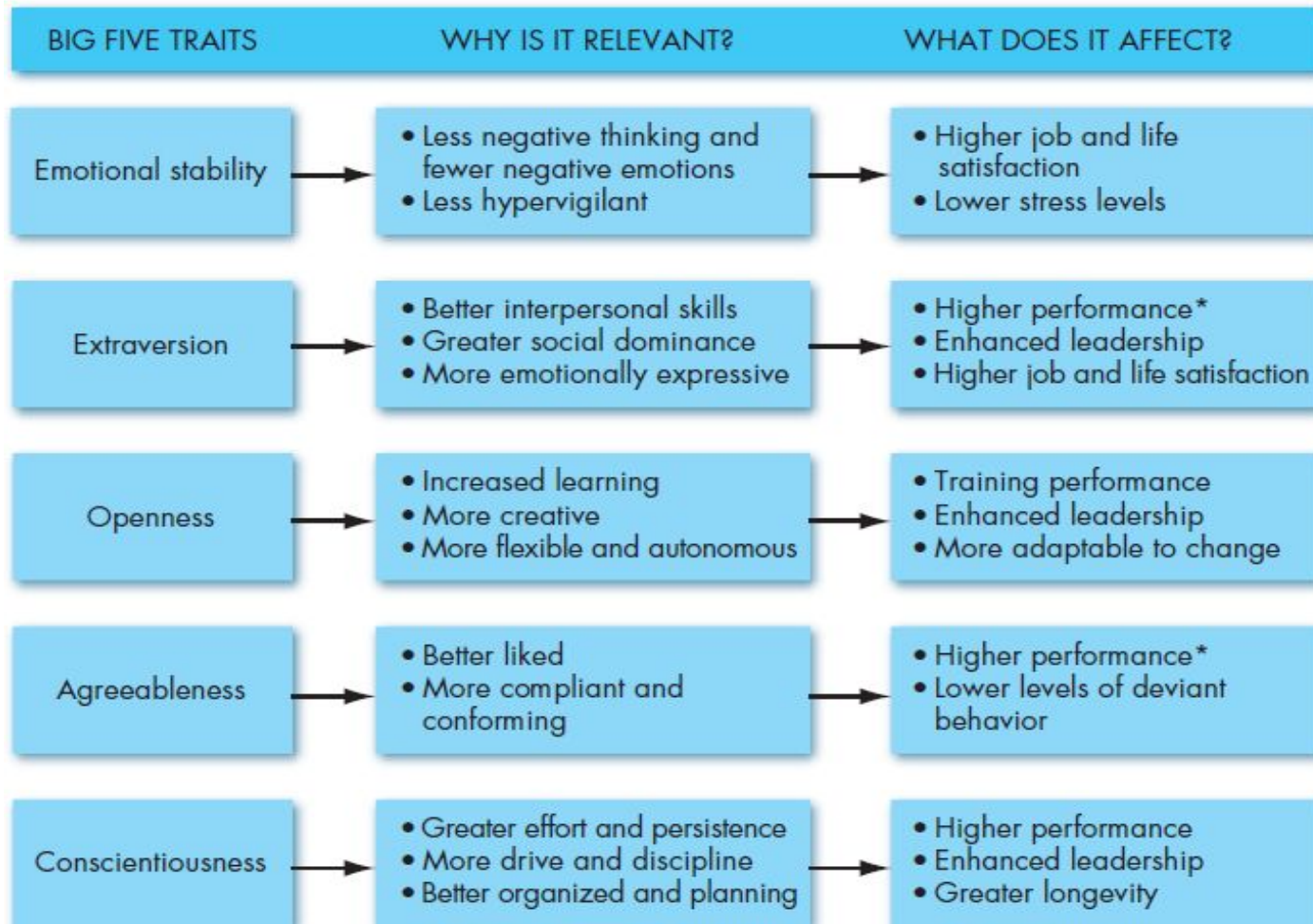
Myers-Briggs Type Indicator

- 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)

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 Frameworks

■ The Dark Triad

1. Machiavellianism

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

2. Narcissism

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

3. Psychopathy

- A lack of concern for others, and a lack of guilt or remorse when their actions cause harm

Other Personality Frameworks

- The **approach-avoidance framework**
 - Approach motivation – our attention to positive stimuli
 - Avoidance motivation – our aversion to negative stimuli
- Framework organizes traits and may help explain how they predict work behavior

Other Personality Traits Relevant to OB

- Core self-evaluation
 - People with positive core self-evaluation like themselves and see themselves as capable and effective in the workplace
- Self-monitoring
 - Adjusts behavior to meet external, situational factors
- Proactive personality
 - Identifies opportunities, shows initiative, takes action, and perseveres

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

Trait Activation Theory

Detail Orientation Required	Social Skills Required	Competitive Work	Innovation Required	Dealing with Angry People	Time Pressure (Deadlines)
Jobs scoring high (the traits listed here should predict behavior in these jobs)					
Air traffic controller	Clergy	Coach/scout	Actor	Correctional officer	Broadcast news analyst
Accountant	Therapist	Financial manager	Systems analyst	Telemarketer	Editor
Legal secretary	Concierge	Sales representative	Advertising writer	Flight attendant	Airline pilot
Jobs scoring low (the traits listed here should not predict behavior in these jobs)					
Forester	Software engineer	Postal clerk	Court reporter	Composer	Skincare specialist
Masseuse	Pump operator	Historian	Archivist	Biologist	Mathematician
Model	Broadcast technician	Nuclear reactor operator	Medical technician	Statistician	Fitness trainer
Jobs that score high activate these traits (make them more relevant to predicting behavior)					
Conscientiousness (+)	Extraversion (+)	Extraversion (+)	Openness (+)	Extraversion (+)	Conscientiousness (+)
	Agreeableness (+)	Agreeableness (–)		Agreeableness (+)	Neuroticism (–)
				Neuroticism (–)	

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

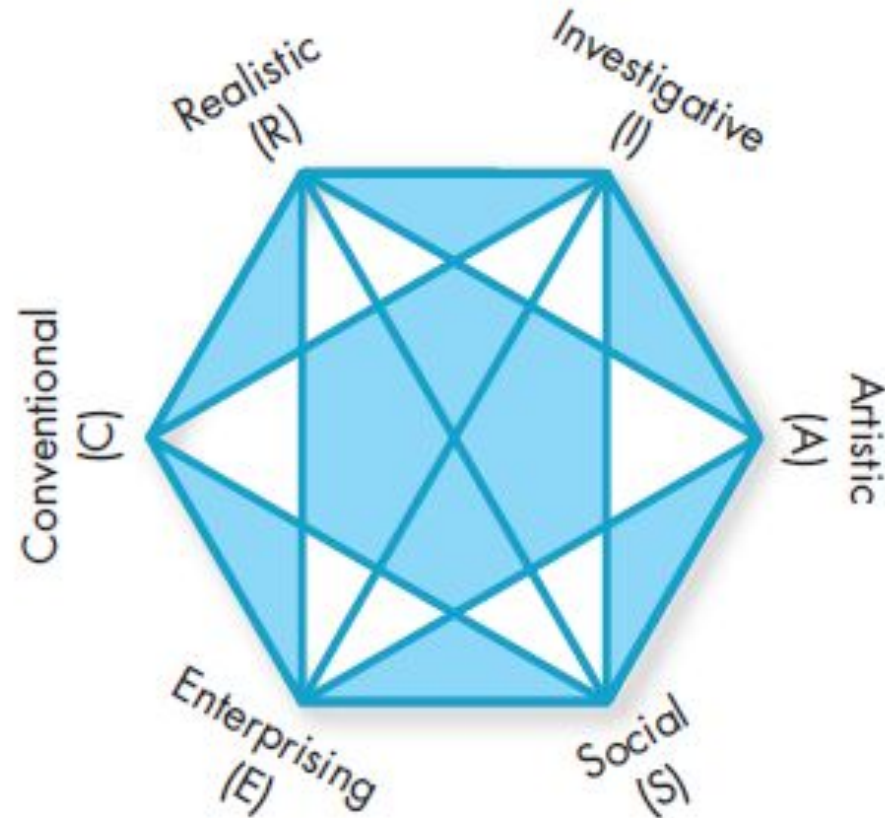
Rokeach Value Survey

- **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

Personality-Job Fit: Holland's Hexagon

- Job satisfaction and turnover depend on congruency between personality and task
- People in jobs congruent with their personality should be more satisfied and less likely to voluntarily resign than people in incongruent tasks

Personality-Job Fit: Holland's Hexagon



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:
 1. Hofstede
 2. 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**

Hofstede's Framework for Assessing Cultures

Country	Power Distance		Individualism versus Collectivism		Masculinity versus Femininity		Uncertainty Avoidance		Long- versus Short-Term Orientation	
	Index	Rank	Index	Rank	Index	Rank	Index	Rank	Index	Rank
Argentina	49	35–36	46	22–23	56	20–21	86	10–15		
Australia	36	41	90	2	61	16	51	37	31	22–24
Austria	11	53	55	18	79	2	70	24–25	31	22–24
Belgium	65	20	75	8	54	22	94	5–6	38	18
Brazil	69	14	38	26–27	49	27	76	21–22	65	6
Canada	39	39	80	4–5	52	24	48	41–42	23	30
Chile	63	24–25	23	38	28	46	86	10–15		
Colombia	67	17	13	49	64	11–12	80	20		
Costa Rica	35	42–44	15	46	21	48–49	86	10–15		
Denmark	18	51	74	9	16	50	23	51	46	10
Ecuador	78	8–9	8	52	63	13–14	67	28		
El Salvador	66	18–19	19	42	40	40	94	5–6		
Finland	33	46	63	17	26	47	59	31–32	41	14
France	68	15–16	71	10–11	43	35–36	86	10–15	39	17
Germany	35	42–44	67	15	66	9–10	65	29	31	22–24
Great Britain	35	42–44	89	3	66	9–10	35	47–48	25	28–29
Greece	60	27–28	35	30	57	18–19	112	1		
Guatemala	95	2–3	6	53	37	43	101	3		
Hong Kong	68	15–16	25	37	57	18–19	29	49–50	96	2
India	77	10–11	48	21	56	20–21	40	45	61	7
Indonesia	78	8–9	14	47–48	46	30–31	48	41–42		
Iran	58	29–30	41	24	43	35–36	59	31–32		
Ireland	28	49	70	12	68	7–8	35	47–48	43	13
Israel	13	52	54	19	47	29	81	19		
Italy	50	34	76	7	70	4–5	75	23	34	19
Jamaica	45	37	39	25	68	7–8	13	52		
Japan	54	33	46	22–23	95	1	92	7	80	4
Korea (South)	60	27–28	18	43	39	41	85	16–17	75	5
Malaysia	104	1	26	36	50	25–26	36	46		
Mexico	81	5–6	30	32	69	6	82	18		
The Netherlands	38	40	80	4–5	14	51	53	35	44	11–12
New Zealand	22	50	79	6	58	17	49	39–40	30	25–26
Norway	31	47–48	69	13	8	52	50	38	44	11–12
Pakistan	55	32	14	47–48	50	25–26	70	24–25	0	34
Panama	95	2–3	11	51	44	34	86	10–15		

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

Implications for Managers

- Consider screening job candidates for high conscientiousness
- Use MBTI in training and development to help employees better understand themselves and team members, and facilitate communication
- Evaluate your employees' jobs, their work groups, and your organization to determine the optimal personality fit
- Take into account employees' situational factors when evaluating their observable personality traits, and lower the situation strength to better ascertain personality characteristics
- Take into consideration people's different cultures

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

Summary

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