2
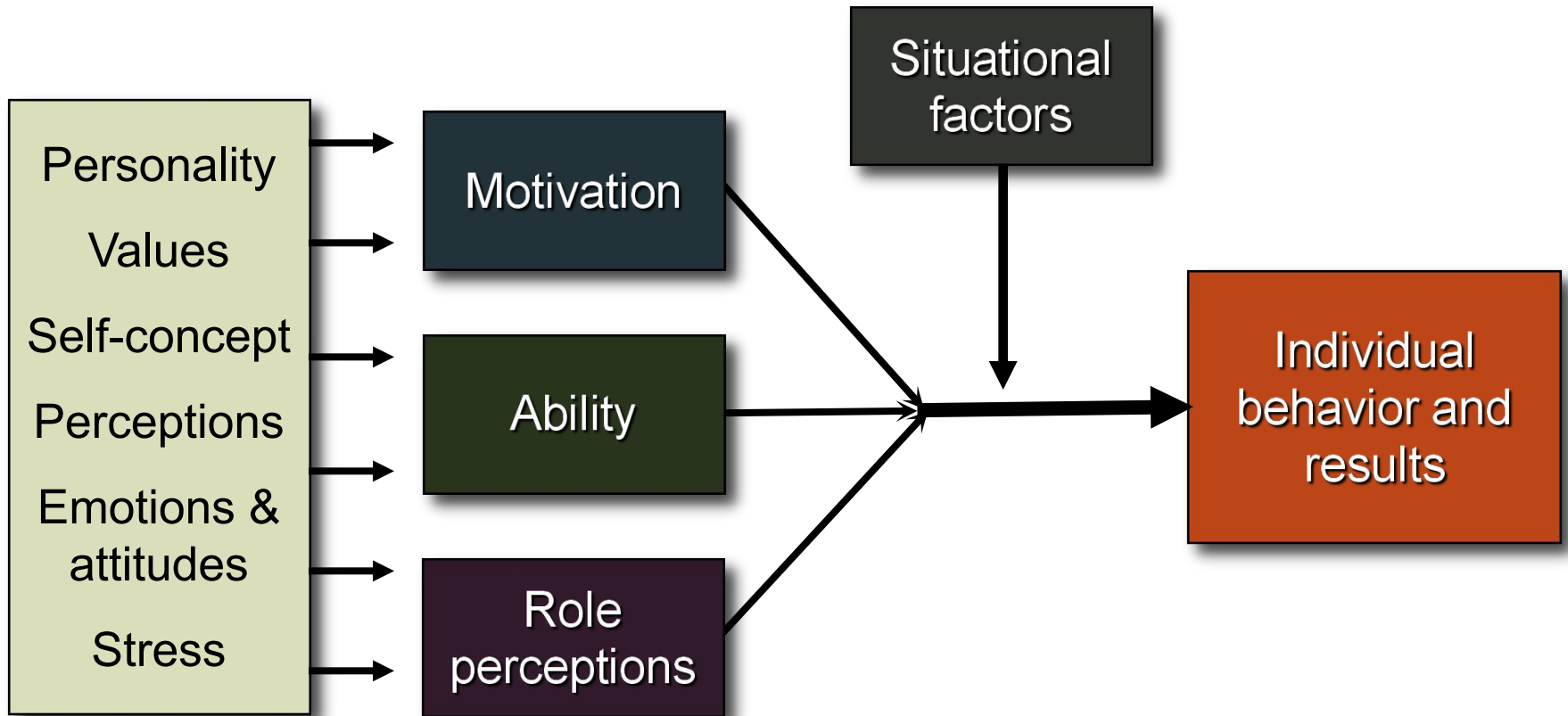
**Individual Behavior, Personality, and Values**

Iceland Foods Group

Iceland Foods Group has become one of the hottest food retailers in the United Kingdom by focusing on employee motivation, skill development, and role perceptions.

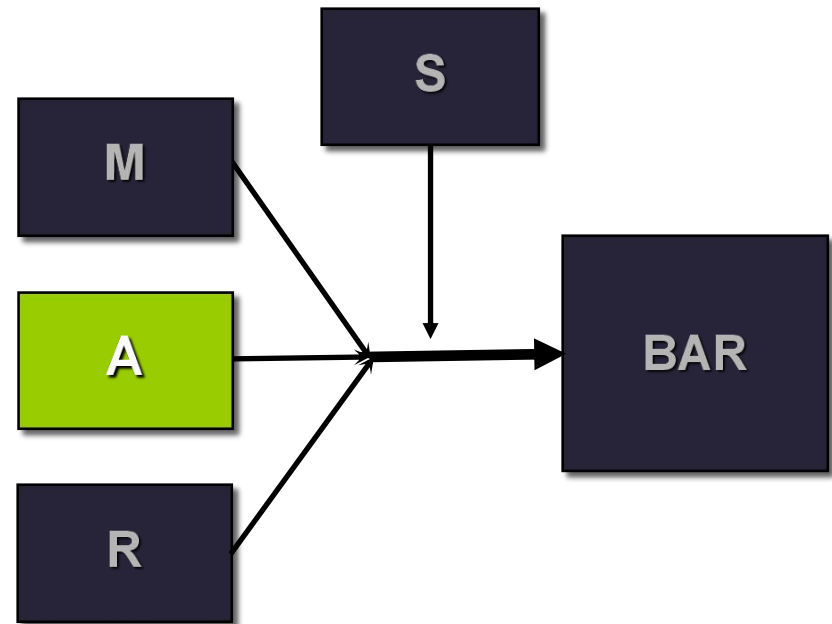# MARS Model of Individual Behavior

Employee Motivation

- Internal forces that affect a person's voluntary choice of behavior
  - direction
  - intensity
 - persistence
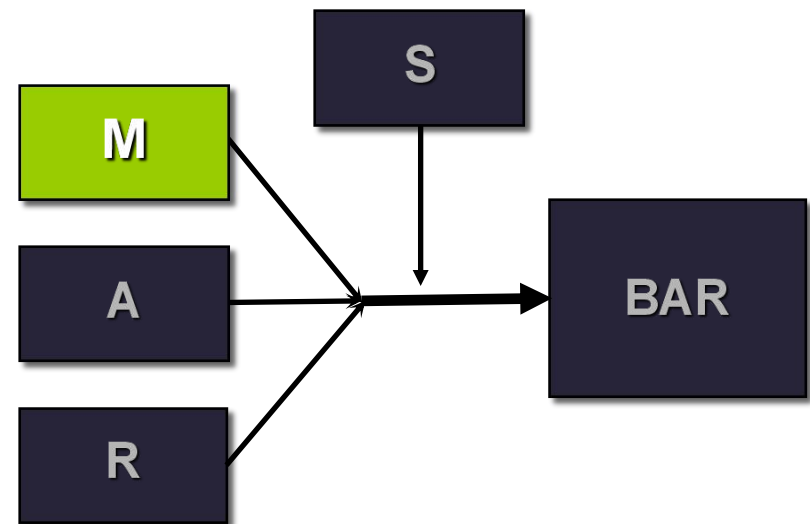
Employee Ability

- Aptitudes and learned capabilities required to successfully complete a task

- Person - job matching
  - selecting
  - developing
  - redesigning

- "3P model" in HRM
  - people
  - position
  - payment

# Role Perceptions

- Understand the job duties expected of us.

- Role perceptions are clearer (role clarity) when we:
  - understand our tasks or accountable consequences
  - understand task/performance priorities
  - Understand the preferred behaviors/procedures

- Benefits of clear role perceptions:
  - More accurate/efficient job performance
  - Better coordination with others
  - Higher motivation
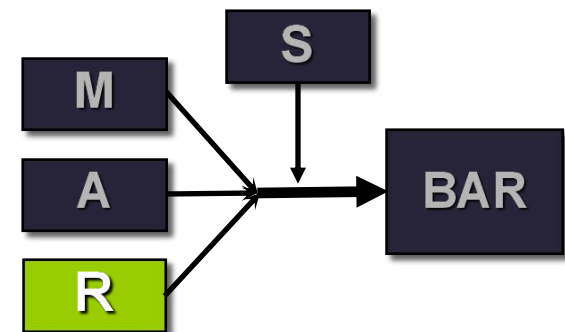
Situational Factors

- Environmental conditions beyond the individual's short-term control that constrain or facilitate behavior

- Constraints – time, budget, facilities, etc

- Cues – e.g. signs of nearby hazards
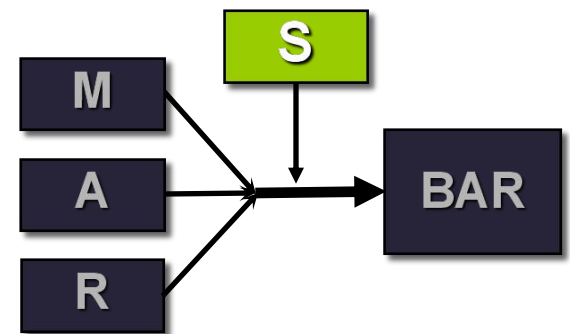
Types of Individual Behavior

Task performance

- Goal-directed behaviors under the individual's control that suppport organizational objectives
- Working with people, data, things, and ideas
- Performance includes proficiency, adaptability, and proactivity

Organizational citizenship

- Cooperation and helpfulness to others that support the organization's social and psychological context
- Directed toward individuals and organization
- Not necessarily discretionary (i.e. may be part of employment obligations)

Types of Individual Behavior

Counterproductive work behaviors

- Voluntary behaviors that have the potential to directly or indirectly harm the organization

Joining & staying with the organization

- Forming the employment relationship and staying with the organization

Maintaining work attendance

- Absences due to situation (weather), motivation (avoiding stressful workplace)
- Presenteeism – attending scheduled work when one's capacity to perform is significantly diminished by illness or other factors

Defining Personality

- Relatively enduring pattern of thoughts, emotions, and behaviors that characterize a person, along with the psychological processes behind those characteristics
  - External traits and internal states

- Personality traits
  - Clusters of internally-caused behavior tendencies
  - Traits apparent across situations, but situation may suppress behavior tendencies

Nature vs. Nurture of Personality

- Influenced by nature
  - Heredity explains about 50 percent of behavioral tendencies and 30 percent of temperament
  - Minnesota studies – twins had similar personalities

- Influenced by nurture
  - Socialization, learning

- Personality stabilizes in young adulthood
  - Executive function steers behavior guided by our self-concept

Five-Factor Personality Model (CANOE)

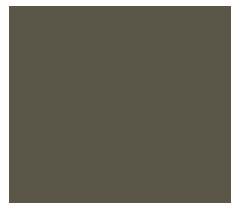|	
Conscientiousness	Organized, dependable
Agreeableness	Trusting, helpful, flexible
Neuroticism	Anxious, self-conscious
Openness to Experience	Creative, nonconforming
Extraversion	Outgoing, talkative, energetic

Five-Factor Personality and Individual Behavior

- Conscientiousness and emotional stability
  - Strongest personality predictors of performance

- Extraversion
  - Higher performance in sales and mgt performance
  - Related to social interaction and persuasion

- Agreeableness
  - Effective in jobs requiring cooperation and helpfulness

- Openness to experience
  - Linked to higher creativity and adaptability to change
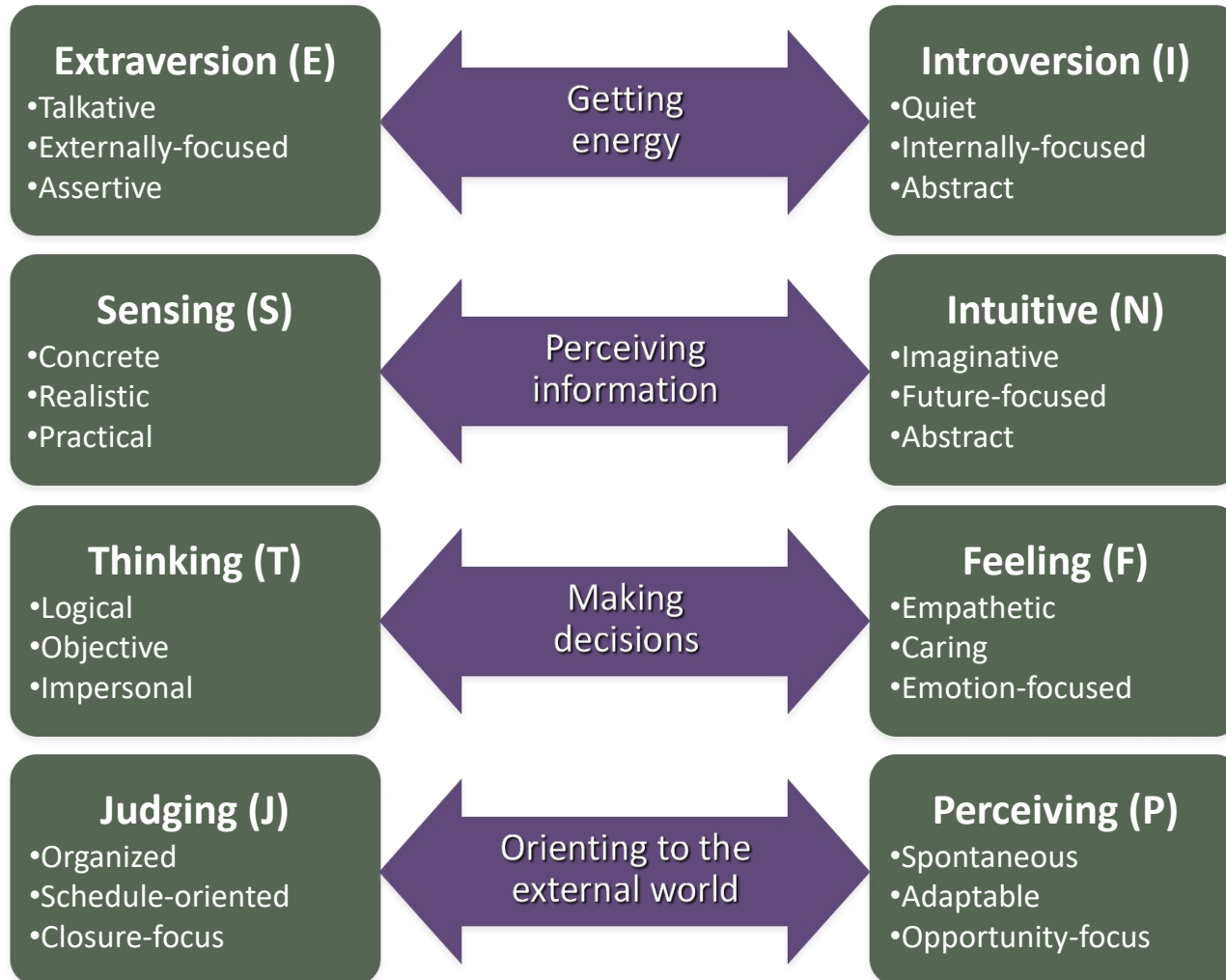
Jungian Personality Theory

- Swiss psychiatrist Carl Jung

- Identifies preferences for perceiving the environment and obtaining/processing information

- Myers-Briggs Type Indicator (MBTI)
  - Measures Jungian types
  - Most widely used personality test in business
  - Good for self and other awareness
  - Poor predictor of performance, leadership, team development

Myers-Briggs Type Indicator (MBTI)

- Extroversion versus introversion (E/I)
  - similar to five-factor dimension

- Perceiving information (S/N)
  - Sensing – factual, quantitative
  - Intuition –insight, subjective experience

- Judging (making decisions) (T/F)
  - Thinking – rational logic, systematic data collection
  - Feeling – influenced by emotions, how choices affect others

- Orientation to the external world (P/J)
  - Perceiving – flexible, spontaneous, keeps options open
  - Judging – order and structure

Jungian & Myers-Briggs Types

Extraversion (E)
•Talkative
•Externally-focused
•Assertive

Getting energy

Introversion (I)
•Quiet
•Internally-focused
•Abstract

Sensing (S)
•Concrete
•Realistic
•Practical

Perceiving information

Intuitive (N)
•Imaginative
•Future-focused
•Abstract

Thinking (T)
•Logical
•Objective
•Impersonal

Making decisions

Feeling (F)
•Empathetic
•Caring
•Emotion-focused

Judging (J)
•Organized
•Schedule-oriented
•Closure-focus

Orienting to the external world

Perceiving (P)
•Spontaneous
•Adaptable
•Opportunity-focus

Free personality test

- Test link

  - Do you want to know your charactristics and personalities ?

- https://www.16personalities.com/ch/%E4%BA%BA%E6%A0%BC%E6%B5%8B%E8%AF%95

16Personalities

免费的人格测试

NERIS Type Explorer®

在12分钟内完成。　　　诚实回答（即使你不喜欢这个答案）。　　　尽量不要选择"中立"的答案。

你发现在向别人做自我介绍时有困难。

同意　○ ○ ○ ○ ○ ○ ○　反对

16Personalities

人格测试　　人格类型　　联系方式

⊕ 简体中文

分析家

建筑师

INTJ-A / INTJ-T

富有想象力和战略性的思想家，一切皆在计划之中。

逻辑学家

INTP-A / INTP-T

具有创造力的发明家，对知识有着止不住的渴望。

指挥官

ENTJ-A / ENTJ-T

大胆，富有想象力且意志强大的领导者，总能找到或创造解决方法。

辩论家

ENTP-A / ENTP-T

聪明好奇的思想者，不会放弃任何智力上的挑战。

16**Personalities**

人格测试　　　人格类型　　　联系方式

简体中文

外交家

提倡者

INFJ-A / INFJ-T

安静而神秘，同时鼓舞人心且不知疲倦的理想主义者。

调停者

INFP-A / INFP-T

诗意，善良的利他主义者，总是热情地为正当理由提供帮助。

主人公

ENFJ-A / ENFJ-T

富有魅力鼓舞人心的领导者，有使听众着迷的能力。

竞选者

ENFP-A / ENFP-T

热情，有创造力爱社交的自由自在的人，总能找到理由微笑。

16 Personalities

人格测试　　人格类型　　联系方式

简体中文

守护者

物流师

ISTJ-A / ISTJ-T

实际且注重事实的个人，可靠性不容怀疑。

守卫者

ISFJ-A / ISFJ-T

非常专注而温暖的守护者，时刻准备着保护爱着的人们。

总经理

ESTJ-A / ESTJ-T

出色的管理者，在管理事情或人的方面无与伦比。

执政官

ESFJ-A / ESFJ-T

极有同情心，爱交往受欢迎的人们，总是热心提供帮助。

16Personalities

人格测试　　人格类型　　联系方式

简体中文

探险家

鉴赏家

ISTP-A / ISTP-T

大胆而实际的实验家，擅长使用任何形式的工具。

探险家

ISFP-A / ISFP-T

灵活有魅力的艺术家，时刻准备着探索和体验新鲜事物。

企业家

ESTP-A / ESTP-T

聪明，精力充沛善于感知的人们，真心享受生活在边缘。

表演者

ESFP-A / ESFP-T

自发的，精力充沛而热情的表演者 - 生活在他们周围永不无聊。

"企业家"人格

生活，要么是场大胆的冒险，要么什么都不是。

HELEN KELLER

企业家人格类型的人对周围的环境颇有影响 — 在聚会上发现他们的最好方式就是去找那些在人群中穿梭自如的人。 他们带着直接而朴实的幽默谈笑风生，喜欢成为人群中的焦点。 如果观众被邀请上台，他们会自荐，或推荐一个害羞的朋友。

理论，抽象概念和单调乏味的关于全球问题及其影响的讨论很难令他们长时间保持兴趣。 他们的对话充满活力，也不乏智慧，他们喜欢讨论此时此刻的事，或者干脆动身去做。 企业家人格类型的人不会瞻前顾后，他们会在前进的过程中改正错误，而不是闲坐着思考备用计划和撤退方案。

Entrepreneur
Personality

ESTP-A / ESTP-T
(WHAT'S THE DIFFERENCE?)

Explore This Type

Introduction

Strengths & Weaknesses

Romantic Relationships

Friendships

Parenthood

Career Paths

Workplace Habits

Conclusion

Premium Profile

Insight of the Day

Entrepreneurs are the most likely
personality type to know how to
build and start a fire.

Source: **Survival Skills** survey, 11363
respondents.

Strengths & Weaknesses

Entrepreneur Strengths

- **Bold** – People with the Entrepreneur personality type are full of life and energy. There is no greater joy for Entrepreneurs than pushing boundaries and discovering and using new things and ideas.

- **Rational and Practical** – Entrepreneurs love knowledge and philosophy, but not for their own sake. What's fun for Entrepreneur personalities is finding ideas that are actionable and drilling into the details so they can put them to use. If a discussion is completely arbitrary, there are better uses for Entrepreneurs' time.

Values in the Workplace

- Stable, evaluative beliefs that guide our preferences
  - Define right/wrong, good/bad – what we "ought" to do in a situation
  - Direct our motivation, potentially decisions and behavior

- Value system -- hierarchy of values

- Compared with personality, values are:
  - Evaluative (not descriptive)
  - May conflict strongly with each other
  - Affected more by nurture than nature

- NPU adheres to the motto " Loyalty，Integrity，Courage and Perseverance" while carrying forward the spirit of " Strong Preparation，Diligent Effort，Practical Attitude，and Creative Innovation"

NORTHWESTERN POLYTECHNICAL UNIVERSITY

使命 MISSION

创新管理知识，培养业界精英，服务社会发展，传播管理文化。

INNOVATING MANAGEMENT KNOWLEDGE, CULTIVATING INDUSTRY ELITES,
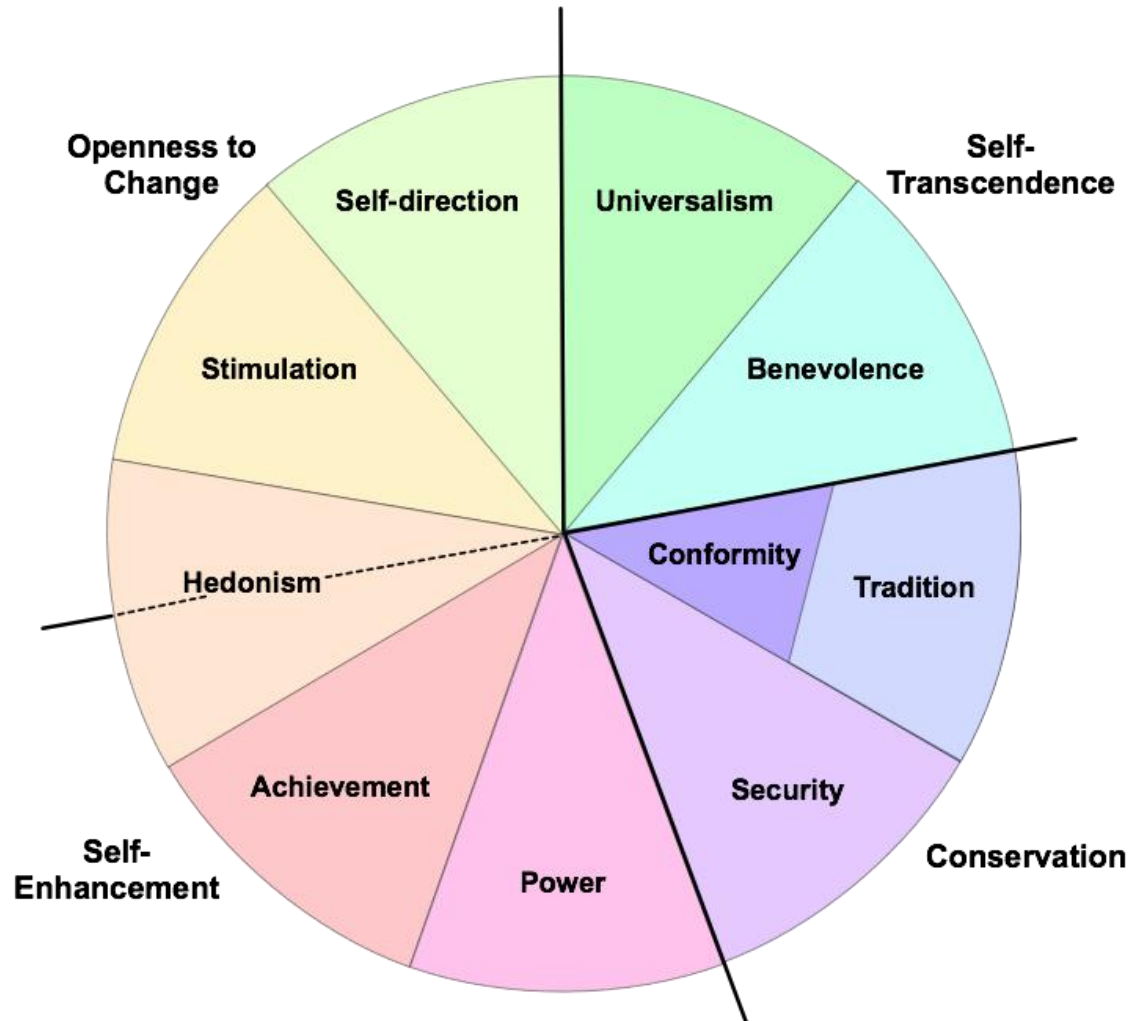SERVING THE SOCIETY, SPREADING MANAGEMENT CULTURE.

愿景 VISION

汇聚名师，造就英才，成为国内一流、国际知名的管理学院。

GATHER FAMOUS TEACHERS, CULTIVATE TALENTS,
AND BECOME A FIRST-CLASS DOMESTIC AND INTERNATIONALLY FAMOUS MANAGEMENT COLLEGE.

Schwartz's Values Model

Schwartz's Values Model

- Openness to change – motivation to pursue innovative ways

- Conservation -- motivation to preserve the status quo

- Self-enhancement -- motivated by self-interest

- Self-transcendence -- motivation to promote welfare of others and nature
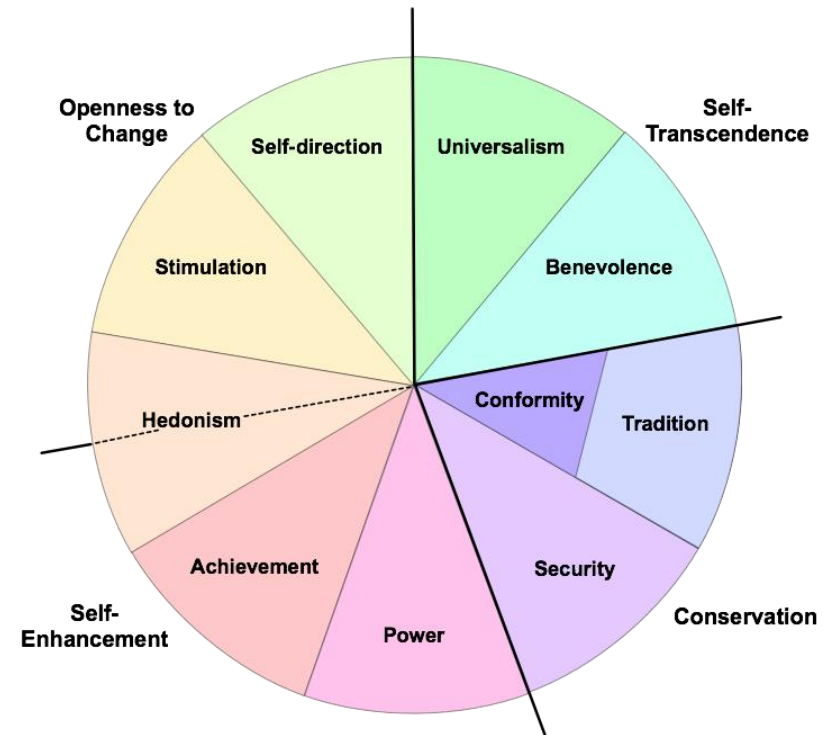
Personal Values and Behavior

- Values motivate – guide decisions, behavior, and performance

- But also "disconnect" between values and behavior because:
  - Situation -- interferes with values-consistent behavior
  - Awareness (salience) -- values are abstract -- relevance isn't obvious

- To increase values-consistent behavior:
  - Keep work environment values-consistent (e.g. rewards)
  - Remind employees of important values
  - Improve sensitivity to relevance of values

Different ways to treat leaders
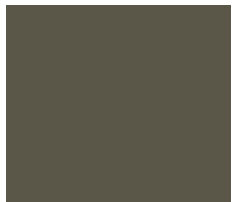
- the post-70s generation
  - Leader is the most important, and leaders are always right

- the post-80s generation
  - Value equality between superior and subordinates

- the post-90s generation
  - Who is the leader? I am the leader!(Self esteem)

- generation gap

Discussion topic

- As a leader or manager,How do you think about the phenomenon of **Buddhist staff**?

- **Buddhist staff**

  1.They don't compete for work performance, are not afraid of being the the worst in working.

  2.They don't approve of or object to instructions, are not close to or distant from their colleagues.

  3.They can come to work on time every day, but they must leave work on time.

  4.If the leader arranges the task, they will do it. If the leader does not arrange , they will not take the initiative to do it.

Discussion topic

■ **Behavioral characteristics of Buddhist staff**

- 1. Numbness to problems. The problem is in front of us, everyone can see it, and they are tacit to each other, but they don't care about it. They are used to it, and let leaders decide everything.

- 2. Any difficulty can be a good reason to give up and always can't do the best job.

- 3. Use negative communication. They don't have time and useless words to talk about. They don't listen to other people's suggestions or even communicate with colleagues. 4.

- 4.To evade responsibility, leaders don't look for them and they don't look for the leaders. They think that the more work they do, the more mistakes they will make. If they have the possibility to hide, they do hide(be lazy).

Discussion topic

Suggestions to manage Buddhist staff

- 1. Activate employees' personal pursuit, work interests and values.

- 2.Guide employees' direction of action.

- 3.Patience coach employees, reasonable enpowerment.

- 4.Give timely and accurate feedback to employee's performance

都行，可以，没关系

Values Congruence

- Similarity of a person's values hierarchy to another source
  - Person-organization values congruence
  - Espoused-enacted values congruence
  - Organization-community values congruence

Three Ethical Principles

Utilitarianism	Greatest good for the greatest number of people

Individual Rights	Fundamental entitlements in society

Distributive Justice	People who are similar should receive similar benefits

Influences on Ethical Conduct

- Moral intensity
  - Degree that issue demands the application of ethical principles

- Moral sensitivity
  - Person's ability to recognize presence/importance of an ethical issue
  - Increases with person's empathy, expertise, experience with dilemmas, mindfulness
  - Mindfulness – receptive/impartial awareness of present situation and own thoughts/emotions in that moment

- Situational influences
  - competitive pressures and other external factors
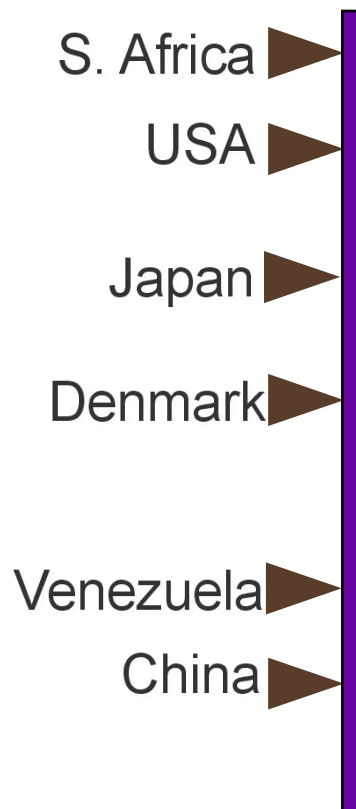
Supporting Ethical Behavior

- Corporate code of ethics

- Systems for communicating/investigating wrongdoing
  - Ethics hotlines
  - Ethics ombudspersons

- Ethical leadership and shared values

Individualism

High Individualism

S. Africa ▶

USA ▶

Japan ▶

Denmark ▶

Venezuela ▶

China ▶

Low Individualism

The degree to which people value personal freedom, self-sufficiency, control over themselves, being appreciated for unique qualities

Collectivism

High Collectivism
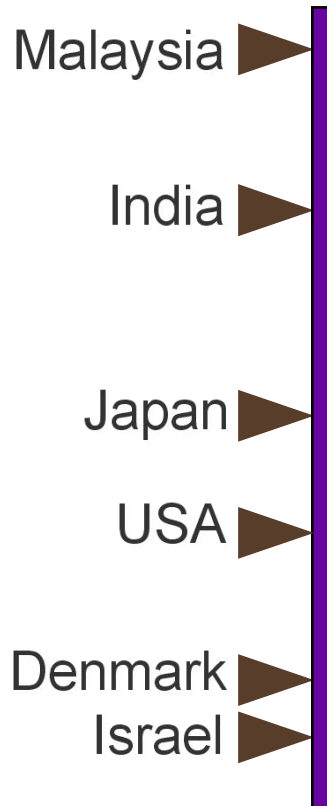
China
Israel

India

USA
Japan

Low Collectivism

The degree to which people value their group membership and harmonious relationships within the group

Power Distance

High Power Distance

Malaysia ▶

India ▶

Japan ▶

USA ▶

Denmark ▶
Israel ▶

Low Power Distance

- High power distance
  - Value obedience to authority
  - Comfortable receiving commands from superiors
  - Prefer formal rules and authority to resolve conflicts

- Low power distance
  - expect relatively equal power sharing
  - view relationship with boss as interdependence, not dependence

Uncertainty Avoidance

High U. A.

Greece ▶
Belgium ▶

Norway ▶
USA ▶

Denmark ▶

Singapore ▶

Low U. A.
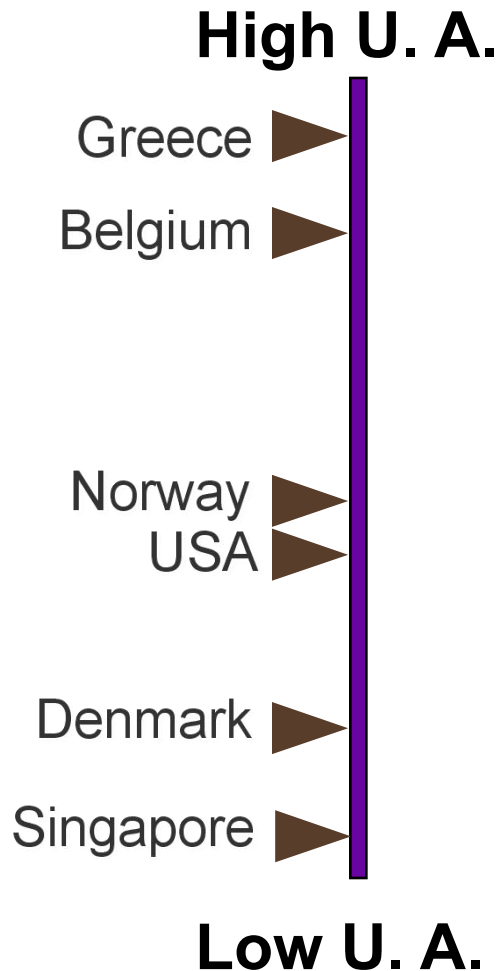
■ High uncertainty avoidance
- feel threatened by ambiguity and uncertainty
- value structured situations and direct communication

■ Low uncertainty avoidance
- tolerate ambiguity and uncertainty

Achievement-Nurturing

Achievement

Japan ▶

Austria ▶

USA ▶

Brazil ▶

Netherlands ▶

Sweden ▶
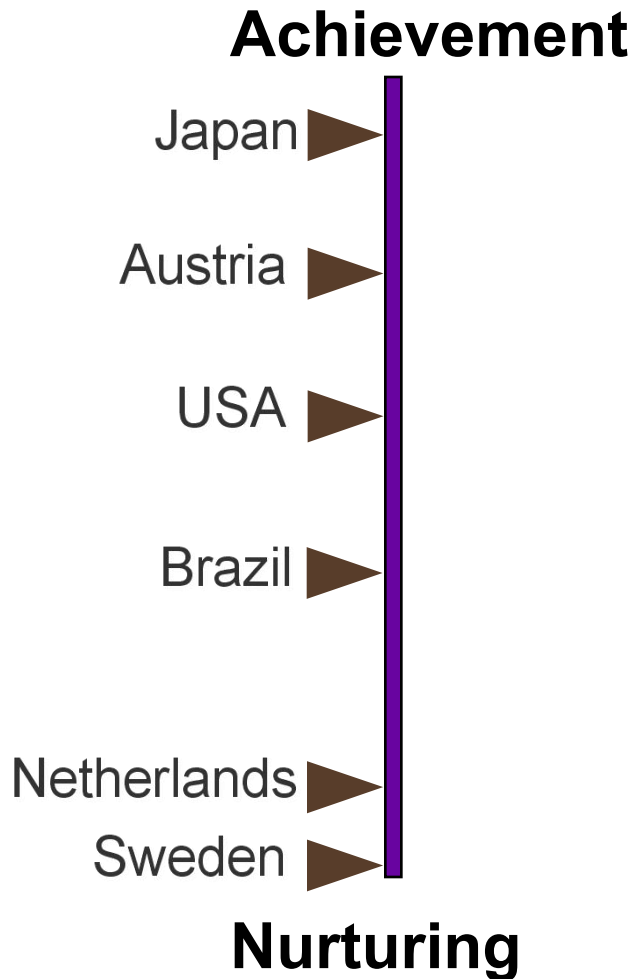
Nurturing

- ■ High achievement orientation
  - ■ assertiveness
  - ■ competitiveness
  - ■ materialism

- ■ High nurturing orientation
  - ■ relationships
  - ■ others' well-being