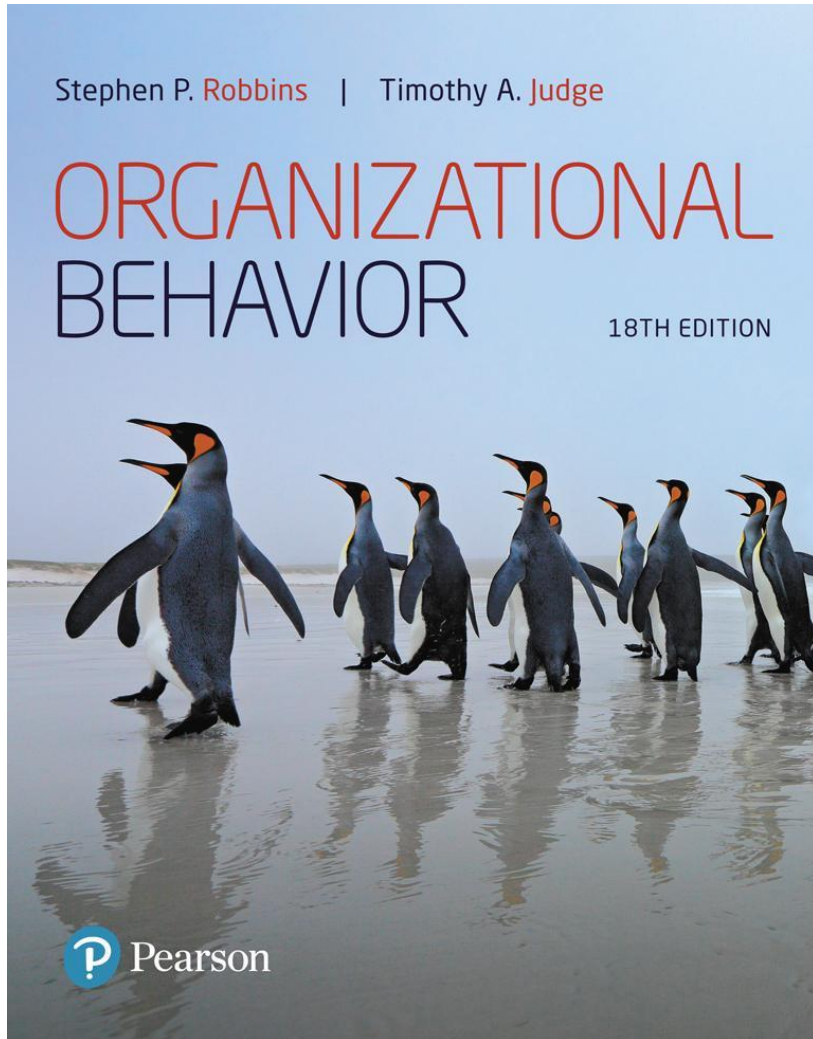


Organizational Behavior

Eighteenth Edition



Chapter 5

Personality and Values

Learning Objectives (1 of 2)

- 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 (2 of 2)

- 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 (1 of 4)

- 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.

Describe Personality, the Way It Is Measured, and the Factors that Shape It (2 of 4)

- 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 (3 of 4)

- 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 (4 of 4)

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

Strengths and Weakness of the MBTI and Big Five Model (1 of 7)

- 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.

Strengths and Weakness of the MBTI and Big Five Model (2 of 7)

- The **Big Five Model**
 - Extraversion
 - Agreeableness
 - Conscientiousness
 - Emotional stability
 - Openness to experience

Strengths and Weakness of the MBTI and Big Five Model (3 of 7)

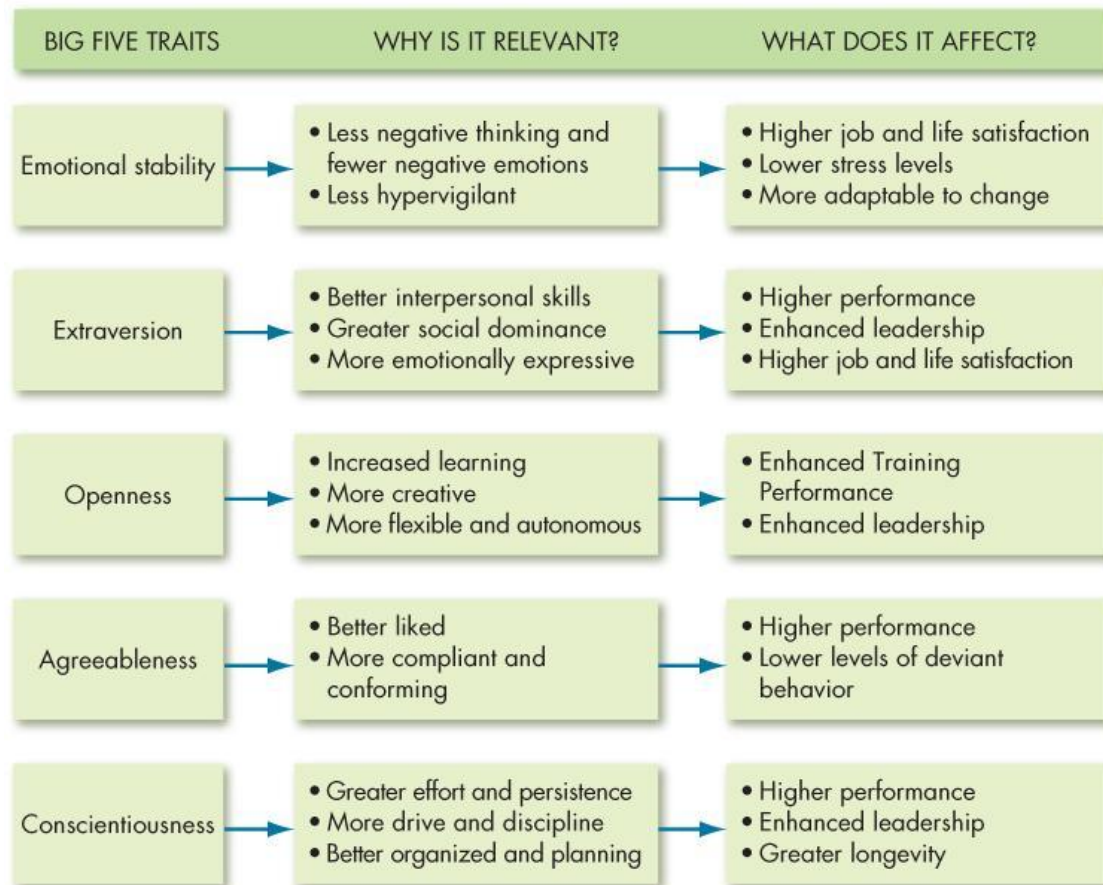
Exhibit 5-1 Traits That Matter Most to Business Success at Buyout Companies

Most Important	Less Important
Persistence	Strong oral communication
Attention to detail	Teamwork
Efficiency	Flexibility/adaptability
Analytical skills	Enthusiasm
Setting high standards	Listening skills

Source: Based on S. N. Kaplan, M. M. Klebanov, and M. Sorensen, “Which CEO Characteristics and Abilities Matter?” *The Journal of Finance* 67, no. 3 (2012): 973–1007.

Strengths and Weakness of the MBTI and Big Five Model (4 of 7)

Exhibit 5-2 Model of How Big Five Traits Influence OB Criteria



Strengths and Weakness of the MBTI and Big Five Model (5 of 7)

- **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.

Strengths and Weakness of the MBTI and Big Five Model (6 of 7)

- An emerging framework to study dark side traits:
 - First, **antisocial** people are indifferent and callous toward others.
 - Second, **borderline** people have low self-esteem and high uncertainty.

Strengths and Weakness of the MBTI and Big Five Model (7 of 7)

- Third, **schizotypal** individuals are eccentric and disorganized.
- Fourth, **obsessive compulsive** people are perfectionists and can be stubborn, yet they attend to details, carry a strong work ethic, and may be motivated by achievement.
- Fifth, **avoidant** individuals feel inadequate and hate criticism.

CSE, Self-Monitoring, and Proactive Personality

- 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.

The Situation, Job Search, and Unemployment

- What personality characteristics predict job search behaviors among the unemployed?
 - Conscientiousness and extraversion are the two strongest predictors of job search behavior,
 - Self-esteem and self-efficacy (parts of CSE) are also important.

Person-Job Fit vs. Person-Organization Fit (1 of 3)

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

Type	Personality Characteristics	Congruent Occupations
<i>Realistic</i> : Prefers physical activities that require skill, strength, and coordination	Shy, genuine, persistent, stable, conforming, practical	Mechanic, drill press operator, assembly-line worker, farmer
<i>Investigative</i> : Prefers activities that involve thinking, organizing, and understanding	Analytical, original, curious, independent	Biologist, economist, mathematician, news reporter
<i>Social</i> : Prefers activities that involve helping and developing others	Sociable, friendly, cooperative, understanding	Social worker, teacher, counselor, clinical psychologist
<i>Conventional</i> : Prefers rule-regulated, orderly, and unambiguous activities	Conforming, efficient, practical, unimaginative, inflexible	Accountant, corporate manager, bank teller, file clerk
<i>Enterprising</i> : 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
<i>Artistic</i> : Prefers ambiguous and unsystematic activities that allow creative expression	Imaginative, disorderly, idealistic, emotional, impractical	Painter, musician, writer, interior decorator

Person-Job Fit vs. Person-Organization Fit (2 of 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 (3 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**
 - **Person-supervisor fit**

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 (2 of 2)

- 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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