eleventh edition

organizational behavior

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CHAPTER Four

Personality and Values

ORGANIZATIONAL BEHAVIOR

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ELEVENTH EDITION

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PowerPoint Presentation
by Charlie Cook

What is Personality?

Personality

The sum total of ways in which an individual reacts and interacts with others.

Personality Traits

Enduring characteristics that describe an individual's behavior.

Personality Determinants

- Heredity
- Environment
- Situation

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The Myers-Briggs Type Indicator

Myers-Briggs Type Indicator (MBTI)

A personality test that taps four characteristics and classifies people into 1 of 16 personality types.

Personality Types

- **Extroverted vs. Introverted (E or I)**
- **Sensing vs. Intuitive (S or N)**
- **Thinking vs. Feeling (T or F)**
- **Judging vs. Perceiving (J or P)**

INTJs

ESTJs

ENTP

1. Reserved	vs.	Outgoing
2. Less intelligent	vs.	More intelligent
3. Affected by feelings	vs.	Emotionally stable
4. Submissive	vs.	Dominant
5. Serious	vs.	Happy-go-lucky
6. Expedient	vs.	Conscientious
7. Timid	vs.	Venturesome
8. Tough-minded	vs.	Sensitive
9. Trusting	vs.	Suspicious
10. Practical	vs.	Imaginative
11. Forthright	vs.	Shrewd
12. Self-assured	vs.	Apprehensive
13. Conservative	vs.	Experimenting
14. Group dependent	vs.	Self-sufficient
15. Uncontrolled	vs.	Controlled
16. Relaxed	vs.	Tense

Myers-Briggs Sixteen Primary Traits

The Big Five Model of Personality Dimensions

Extroversion
Sociable, gregarious, and assertive

Agreeableness This dimension refers to an individual's
propensity to defer to others
Good-natured, cooperative, and trusting.

Conscientiousness
The **conscientiousness** dimension is a measure of
Reliability. Responsible, dependable, persistent, and organized.

Emotional Stability taps a person's ability to withstand stress
Calm, self-confident, secure (positive) versus nervous, depressed,
and insecure (negative).

Openness to Experience range of interests and
fascination with novelty
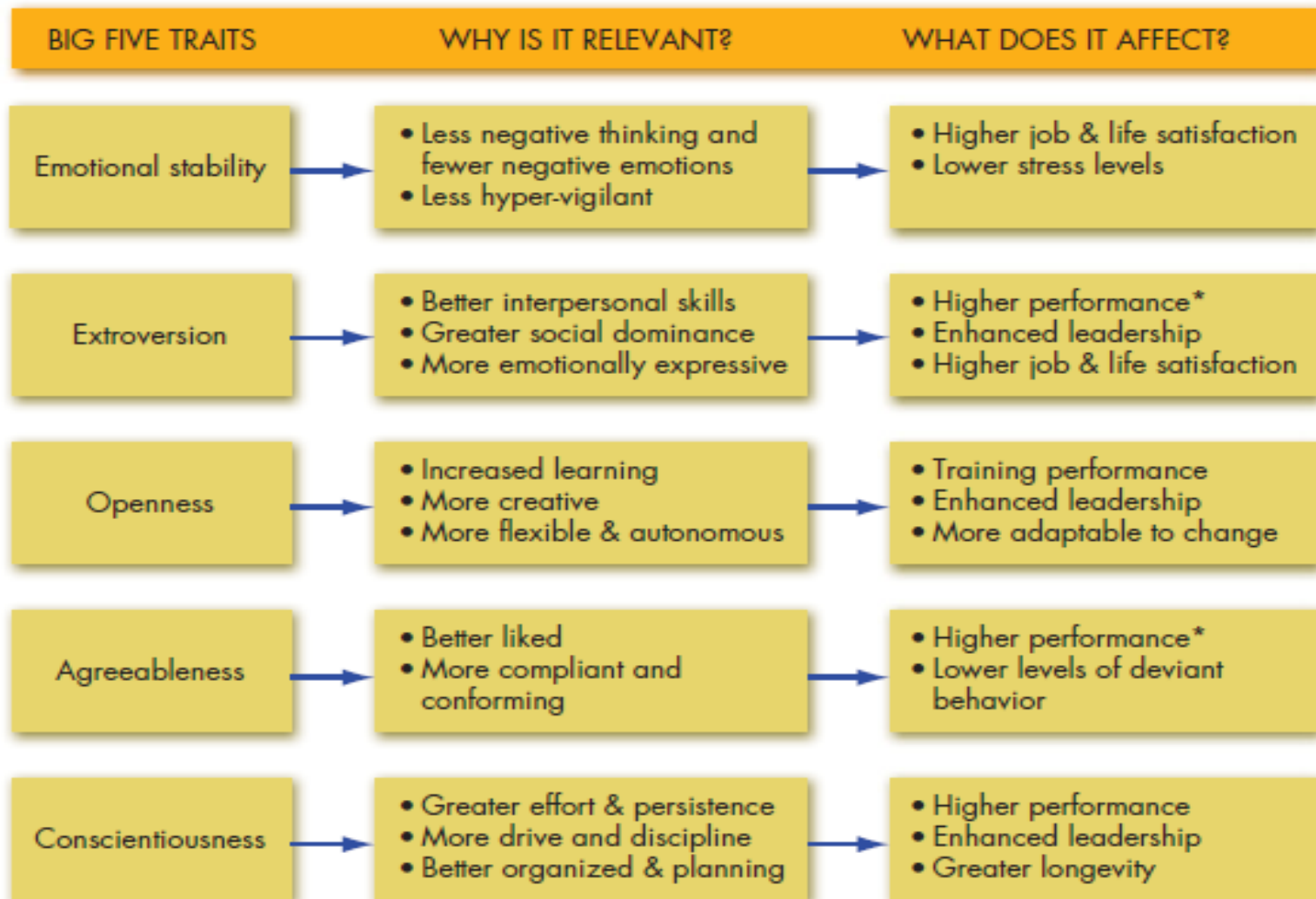Imaginativeness, artistic, sensitivity, and intellectualism.

The Big Five Model of Personality Dimensions

Individuals who are dependable, reliable, careful, thorough, able to plan, organized, hardworking, persistent, and achievement-oriented tend to have higher job performance in most if not all occupations.

Emotional stability is most strongly related to life satisfaction, job satisfaction, and low stress levels. This is probably true because high scorers are more likely to be positive and optimistic and experience fewer negative emotions.

Individuals who score high on openness to experience are more creative in science and art than those who score low. Because creativity is important to leadership, open people are more likely to be effective leaders, and more comfortable with ambiguity and change

Extraversion is a relatively strong predictor of leadership emergence in groups; extraverts are more socially dominant, "take charge" sorts of people, and they are generally more assertive than introverts.

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

BIG FIVE TRAITS	WHY IS IT RELEVANT?	WHAT DOES IT AFFECT?
Emotional stability	• Less negative thinking and fewer negative emotions • Less hyper-vigilant	• Higher job & life satisfaction • Lower stress levels
Extroversion	• Better interpersonal skills • Greater social dominance • More emotionally expressive	• Higher performance* • Enhanced leadership • Higher job & life satisfaction
Openness	• Increased learning • More creative • More flexible & 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 & persistence • More drive and discipline • Better organized & planning	• Higher performance • Enhanced leadership • Greater longevity

Major Personality Attributes Influencing OB

➢ **Narcissism**

➢ **Locus of control**

➢ **Machiavellianism**

➢ **Self-esteem**

➢ **Self-monitoring**

➢ **Risk taking**

➢ **Type A personality**

Core Self-Evaluation

People who have positive **core self-evaluations** like themselves and see themselves as effective, capable, and in control of their environment. Those with negative core self-evaluations tend to dislike themselves, question their capabilities, and view themselves as powerless over their environment.

Narcissism

Narcissists often want to gain the admiration of others and receive affirmation of their superiority, they tend to "talk down" to those who threaten them, treating others as if they were inferior. Narcissists also tend to be selfish and exploitive and believe others exist for their benefit. Their bosses rate them as less effective at their jobs than others, particularly when it comes to helping people.

Locus of Control

Locus of Control

The degree to which people believe they are masters of their own fate.

Internals

Individuals who believe that they control what happens to them.

Externals

Individuals who believe that what happens to them is controlled by outside forces such as luck or chance.

Machiavellianism

Machiavellianism (Mach)

Degree to which an individual is pragmatic, maintains emotional distance, and believes that ends can justify means.
High Machs manipulate more, win more, are persuaded less, and persuade others more than do low Machs. They like their jobs less, are more stressed by their work, and engage in more deviant work behaviors.

Conditions Favoring High Machs

- **Direct interaction**
- **Minimal rules and regulations**
- **Emotions distract for others**

Self-Esteem and Self-Monitoring

Self-Esteem (SE)

Individuals' degree of liking or disliking themselves.

Self-Monitoring

A personality trait that measures an individuals ability to adjust his or her behavior to external, situational factors.

Risk-Taking

➢ **High Risk-taking Managers**

  – Make quicker decisions

  – Use less information to make decisions

  – Operate in smaller and more entrepreneurial organizations

➢ **Low Risk-taking Managers**

  – Are slower to make decisions

  – Require more information before making decisions

  – Exist in larger organizations with stable environments

➢ **Risk Propensity**

  – Aligning managers' risk-taking propensity to job requirements should be beneficial to organizations.

Type A's

1. are always moving, walking, and eating rapidly;
2. feel impatient with the rate at which most events take place;
3. strive to think or do two or more things at once;
4. cannot cope with leisure time;
5. are obsessed with numbers, measuring their success in terms of how many or how much of everything they acquire.

Type B's

1. never suffer from a sense of time urgency with its accompanying impatience;
2. feel no need to display or discuss either their achievements or accomplishments;
3. play for fun and relaxation, rather than to exhibit their superiority at any cost;
4. can relax without guilt.

Personality Types

Proactive Personality

Identifies opportunities, shows initiative, takes action, and perseveres until meaningful change occurs.

Creates positive change in the environment, regardless or even in spite of constraints or obstacles.

Values

Values represent basic 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."

They contain a judgmental element in that they carry an individual's ideas as to what is right, good, or desirable. Values have both content and intensity attributes. The content attribute says a mode of conduct or end-state of existence is *important.* The intensity attribute specifies *how important* it is. When we rank an individual's values in terms of their intensity, we obtain that person's **value system**

Are values fluid and flexible?

Importance of Values

Values lay the foundation for our understanding of people's attitudes and motivation and influence our perceptions. We enter an organization with preconceived notions of what "ought" and "ought not" to be.

Would your attitudes and behavior be different if your values aligned with the organization's pay policies? Most likely.

Terminal VS Instrumental Values

Terminal values , refers to desirable end-states. These are the goals a person would like to achieve during his or her lifetime. The other set, called **Instrumental values** , refers to preferable modes of behavior, or means of achieving the terminal values.

Prosperity and economic success, Freedom, Health and well-being, World peace, Social recognition, and Meaning in life

Self-improvement, Autonomy and self-reliance, Personal discipline, kindness, Ambition, and Goal-orientation.

Terminal VS Instrumental Values

Exhibit 5-3	Mean Value Ranking Executives, Union Members, and Activisits (Top Five Only)

EXECUTIVES		UNION MEMBERS		ACTIVISTS	
Terminal	**Instrumental**	**Terminal**	**Instrumental**	**Terminal**	**Instrumental**
1. Self-respect	1. Honest	1. Family security	1. Responsible	1. Equality	1. Honest
2. Family security	2. Responsible	2. Freedom	2. Honest	2. A world of peace	2. Helpful
3. Freedom	3. Capable	3. Happiness	3. Courageous	3. Family security	3. Courageous
4. A sense of accomplishment	4. Ambitious	4. Self-respect	4. Independent	4. Self-respect	4. Responsible
5. Happiness	5. Independent	5. Mature love	5. Capable	5. Freedom	5. Capable

Source: Based on W. C. Frederick and J. Weber, "The Values of Corporate Managers and Their Critics: An Empirical Description and Normative Implications," in W. C. Frederick and L. E. Preston (eds.), Business Ethics: Research Issues and Empirical Studies (Greenwich, CT: JAI Press, 1990), pp. 123–144.

Personality-Job Fit Theory (Holland)

Identifies six personality types and proposes that the fit between personality type and occupational environment determines satisfaction and turnover.

Personality Types

- **Realistic**
- **Investigative**
- **Social**
- **Conventional**
- **Enterprising**
- **Artistic**

Type	Congruent Occupation
Realistic: Prefers physical activities that require skill, strength, and coordination	Mechanic, drill press operator, assembly-line worker, farmer
Investigative: Prefers activities that involve thinking, organizing, and understanding	Biologist, economist, mathematician, news reporter
Social: Prefers activities that involve helping and developing others	Social worker, teacher, counselor, clinical psychologist
Conventional: Prefers rule-regulated, orderly, and unambiguous activities	Accountant, corporate manager, bank teller, file clerk
Enterprising: Prefers verbal activities in which there are opportunities to influence others and attain power	Lawyer, real estate agent, public relations specialist, small business manager
Artistic: Prefers ambiguous and unsystematic activities that allow creative expression	Painter, musician, writer, interior decorator

Holland's Typology of Personality and Congruent Occupations

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Relationships among Occupational Personality Types
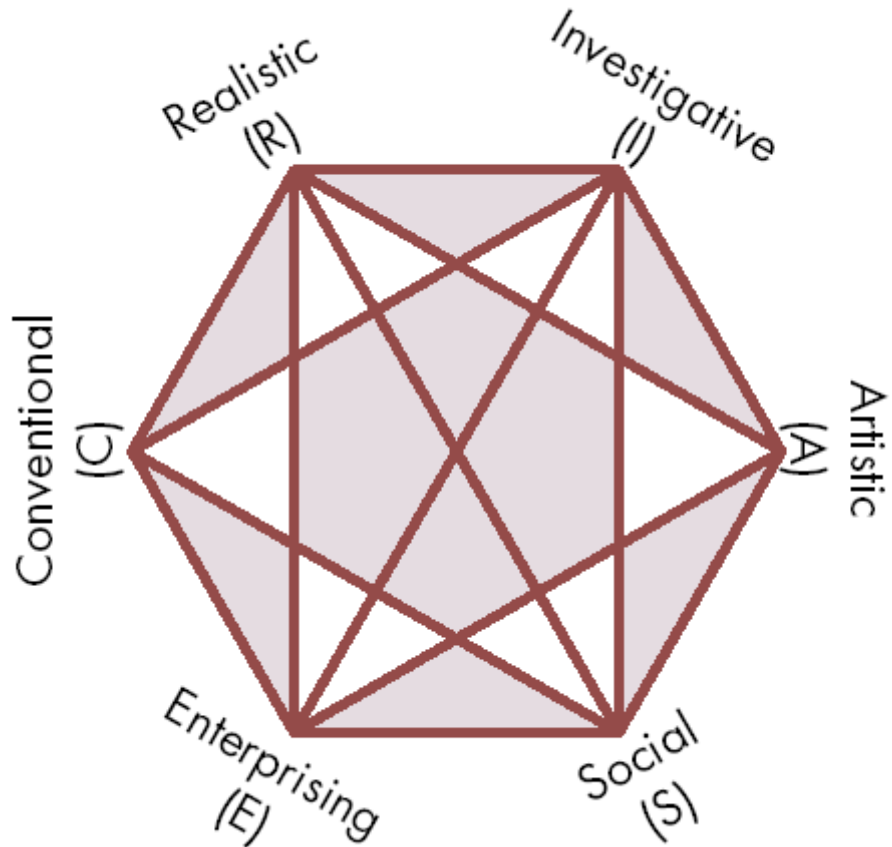
EXHIBIT 4–3

Person–organization Fit

The person–organization fit essentially argues that people are attracted to and selected by organizations that match their values, and they leave organizations that are not compatible with their personalities. Using the Big Five terminology, for instance, we could expect that people high on extraversion fit well with aggressive and team-oriented cultures, that people high on agreeableness match up better with a supportive organizational climate than one focused on aggressiveness, and that people high on openness to experience fit better in organizations that emphasize innovation rather than standardization.

International Values

Power distance describes the degree to which people in a country accept that power in institutions and organizations is distributed unequally. A high rating on power distance means that large inequalities of power and wealth exist and are tolerated in the culture, as in a class or caste system that discourages upward mobility. A low power distance rating characterizes societies that stress equality and opportunity.

Individualism is the degree to which people prefer to act as individuals rather than as members of groups and believe in individual rights above all else. **Collectivism** emphasizes a tight social framework in which people expect others in groups of which they are a part to look after them and protect them.

International Values

Masculinity versus femininity. Hofstede's construct of **masculinity** is the degree to which the culture favors traditional masculine roles such as achievement, power, and control, as opposed to viewing men and women as equals.

Uncertainty avoidance. The degree to which people in a country prefer structured over unstructured situations defines their **uncertainty avoidance**. In cultures that score high on uncertainty avoidance, people have an increased level of anxiety about uncertainty and ambiguity and use laws and controls to reduce uncertainty. People in cultures low on uncertainty avoidance are more accepting of ambiguity, are less rule oriented, take more risks, and more readily accept change.

Long-term versus short-term orientation. This newest addition to Hofstede's typology measures a society's devotion to traditional values. People in a culture with **long-term orientation** look to the future and value thrift, persistence, and tradition. In a **short-term orientation**, people value the here and now; they accept change more readily and don't see commitments as impediments to change.

Emotions- Why Emotions Were Ignored in OB

- **The "myth of rationality"**
  - Organizations are not emotion-free.
- **Emotions of any kind are disruptive to organizations.**
  - Original OB focus was solely on the effects of strong negative emotions that interfered with individual and organizational efficiency.

What Are Emotions?

Affect
A broad range of emotions that people experience.

Emotions
Intense feelings that are directed at someone or something.

Moods
Feelings that tend to be less intense than emotions and that lack a contextual stimulus.

What Are Emotions? (cont'd)

Emotional Labor

A situation in which an employee expresses organizationally desired emotions during interpersonal transactions.

Emotional Dissonance

A situation in which an employee must project one emotion while simultaneously feeling another.

Felt versus Displayed Emotions

Felt Emotions

An individual's actual emotions.

Displayed Emotions

Emotions that are organizationally required and considered appropriate in a given job.

Emotion Continuum

➢ **The closer any two emotions are to each other on the continuum, the more likely people are to confuse them.**

Happiness — Surprise — Fear — Sadness — Anger — Disgust

Emotion Dimensions

- **Variety of emotions**
  - Positive
  - Negative
- **Intensity of emotions**
  - Personality
  - Job Requirements
- **Frequency and duration of emotions**
  - How often emotions are exhibited.
 - How long emotions are displayed.

Gender and Emotions

➤ **Women**

- Can show greater emotional expression.
- Experience emotions more intensely.
- Display emotions more frequently.
- Are more comfortable in expressing emotions.
- Are better at reading others' emotions.

➤ **Men**

- Believe that displaying emotions is inconsistent with the male image.
- Are innately less able to read and to identify with others' emotions.
- Have less need to seek social approval by showing positive emotions.

External Constraints on Emotions
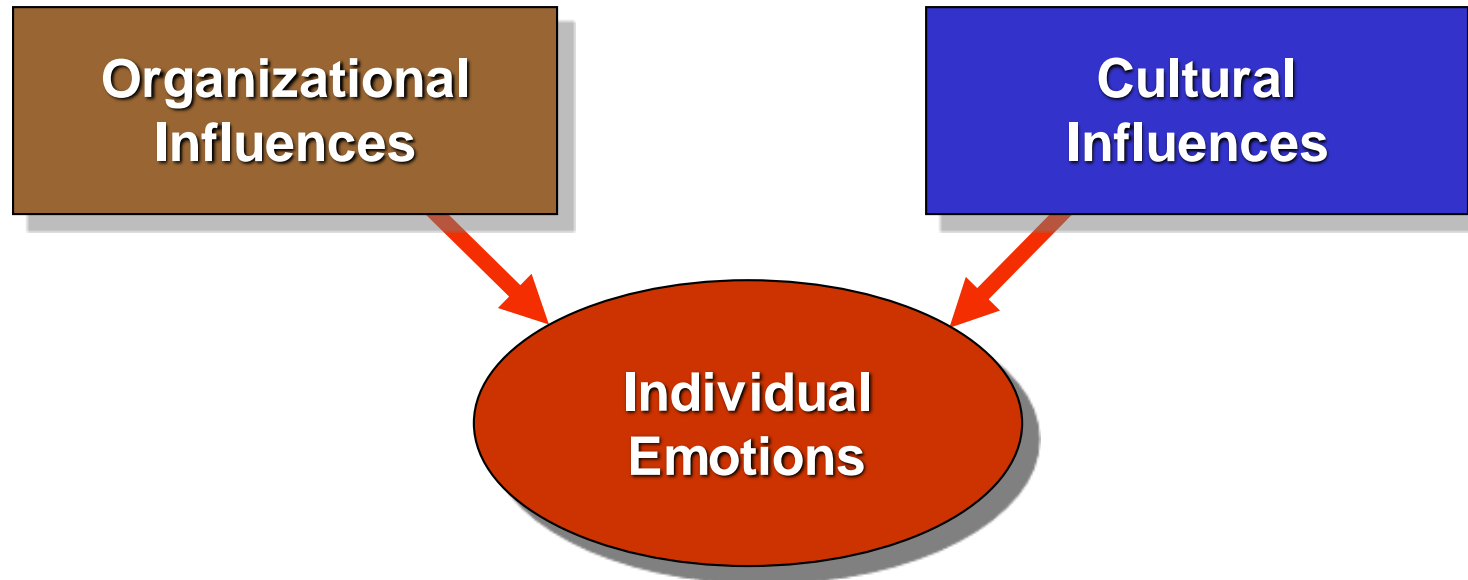
Affective Events Theory (AET)

➢ **Emotions are negative or positive responses to a work environment event.**

  – Personality and mood determine the intensity of the emotional response.

  – Emotions can influence a broad range of work performance and job satisfaction variables.

➢ **Implications of the theory:**

  – Individual response reflects emotions and mood cycles.

  – Current and past emotions affect job satisfaction.

  – Emotional fluctuations create variations in job satisfaction.

  – Emotions have only short-term effects on job performance.

  – Both negative and positive emotions can distract workers and reduce job performance.

Affective Events Theory (AET)
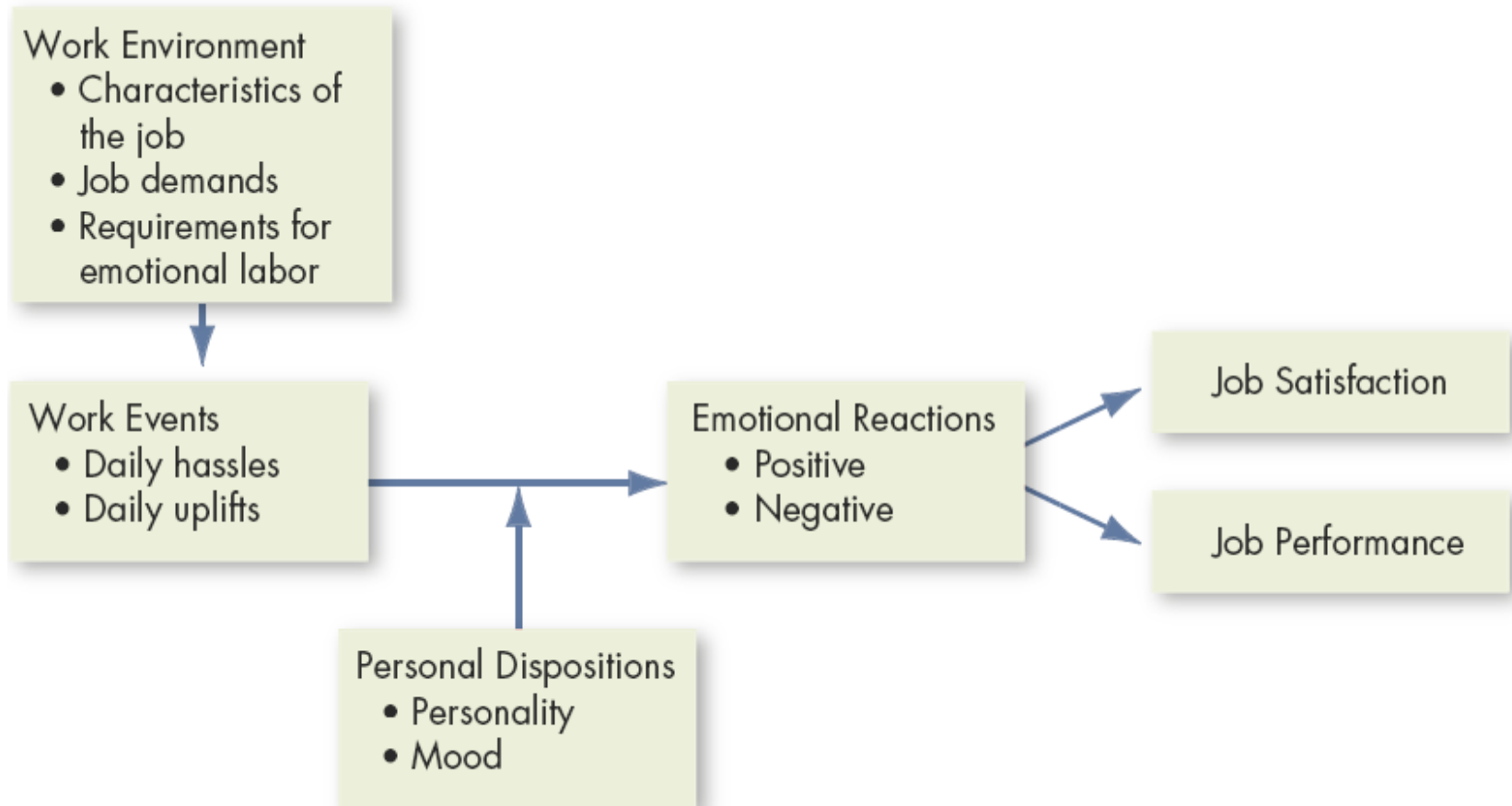
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OB Applications of Understanding Emotions

➢ **Ability and Selection**
– Emotions affect employee effectiveness.

➢ **Decision Making**
– Emotions are an important part of the decision-making process in organizations.

➢ **Motivation**
– Emotional commitment to work and high motivation are strongly linked.

➢ **Leadership**
– Emotions are important to acceptance of messages from organizational leaders.

OB Applications… (cont'd)

- **Interpersonal Conflict**
  - Conflict in the workplace and individual emotions are strongly intertwined.

- **Customer Services**
  - Emotions affect service quality delivered to customers which, in turn, affects customer relationships.

- **Deviant Workplace Behaviors**
  - Negative emotions lead to *employee deviance* (actions that violate norms and threaten the organization).
    - Productivity failures
    - Property theft and destruction
    - Political actions
    - Personal aggression

Ability and Selection

Emotional Intelligence

An assortment of noncognitive skills, capabilities, and competencies that influence a person's ability to succeed in coping with environmental demands and pressures.

> **Emotional Intelligence (EI)**
> - Self-awareness
> - Self-management
> - Self-motivation
> - Empathy
> - Social skills

> **Research Findings**
> - High EI scores, not high IQ scores, characterize high performers.