



CB2300

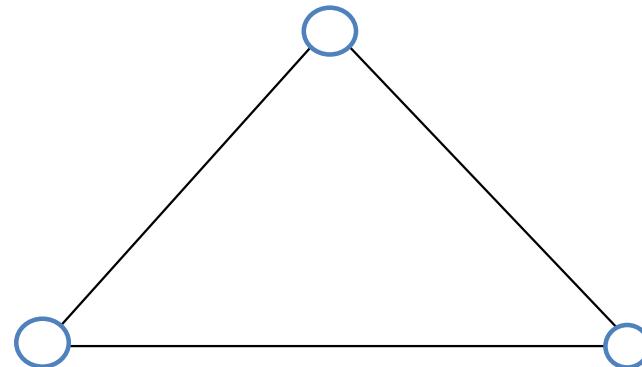
Individual Behaviors in Organization

Dr. You Jin (YJ) Kim

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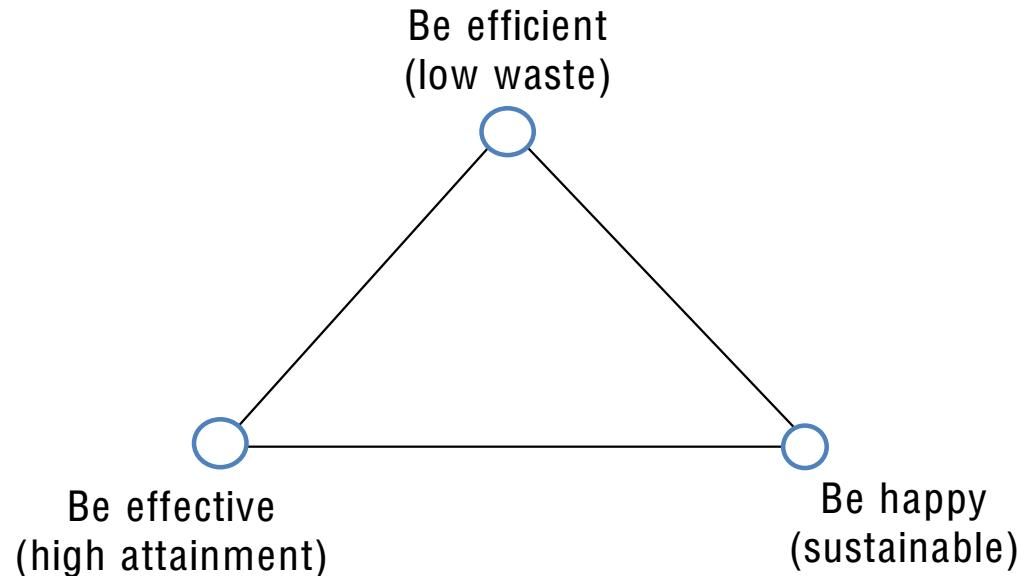
A Triangle of Management

- Three criteria?



A Triangle of Management

- Efficiency (low waste)
- Effectiveness (high attainment)
- Happiness (sustainability)



Goals of Organizational Behavior

- **Behavior** – the actions of people.
- **Organizational behavior** – the study of the actions of people at work.

Goals of Organizational Behavior

- **Employee productivity** – a performance measure of both efficiency and effectiveness
- **Absenteeism** – the failure to show up for work
- **Turnover** – the voluntary and involuntary permanent withdrawal from an organization

Goals of Organizational Behavior (cont.)

- **Organizational Citizenship Behavior (OCB) –**
discretionary behavior that is not part of an employee's formal job requirements, but which promotes the effective functioning of the organization.
 - Show pride when representing the organization in public. (OCB-organizational)
 - Help others who have been absent. (OCB-Interpersonal)

Goals of Organizational Behavior (cont.)

- **Workplace misbehavior** is any intentional employee behavior that is potentially harmful to the organization or individuals within the organization.
 - Intentionally worked slower than they could have worked
 - Spent too much time fantasizing or daydreaming instead of working
 - Took property from work without permission

What determines Org Behavior?

1. Personalities
2. Beliefs, Emotions, and Attitudes



Personality

Personality

Personality – the unique combination of emotional thought and characteristics that affect how a person reacts to situations and interacts with others.

Personality

- Poll
- Personality depends mostly on socialization and environmental influences...?

Personality

- A person's personality changes with the environment...?

Myths about Personality

- Personality depends mostly on socialization and environmental influences...?
 - Actually, ~50% of personality is inherited
 - A Study showed that identical twins reared apart had much in common

Myths about Personality

- A person's personality changes with the environment...?
 - Actually, behavior changes; personality doesn't

Personality Traits

Enduring characteristics that describe an individual's behavior

- The more consistent the characteristic and the more frequently it occurs in diverse situations, the more important the trait.
- What are important personality traits?
- Two dominant frameworks used to describe personality:
 - Myers-Briggs Type Indicator (MBTI®)
 - Big Five Model



MBTI Exercise



Personality Traits

Q1. Which is your most natural energy orientation?

Every person has two faces. One is directed towards the **OUTER** world of activities, excitements, people, and things. The other is directed inward to the **INNER** world of thoughts, interests, ideas, and imagination.

While these are two different but complementary sides of our nature, most people have an innate preference towards **energy** from either the OUTER or the INNER world. Thus one of their faces, either the **Extraverted (E)** or **Introverted (I)**, takes the lead in their personality development and plays a more dominant role in their behavior.

Extraverted Characteristics	Introverted Characteristics
<ul style="list-style-type: none">• Act first, think/reflect later• Feel deprived when cutoff from interaction with the outside world• Usually open to and motivated by outside world of people and things• Enjoy wide variety and change in people relationships	<ul style="list-style-type: none">• Think/reflect first, then Act• Regularly require an amount of "private time" to recharge batteries• Motivated internally, mind is sometimes so active it is "closed" to outside world• Prefer one-to-one communication and relationships

► Choose which best fits:



Extraversion (E)



Introversion (I)

Personality Traits

Q2. Which way of Perceiving or understanding is most "automatic" or natural?

The **Sensing** (S) side of our brain notices the sights, sounds, smells and all the sensory details of the **PRESENT**. It categorizes, organizes, records and stores the specifics from the here and now. It is **REALITY**based, dealing with "what is." It also provides the specific details of memory & recollections from **PAST**events.

The **Intuitive** (N) side of our brain seeks to understand, interpret and form **OVERALL** patterns of all the information that is collected and records these patterns and relationships. It speculates on **POSSIBILITIES**, including looking into and forecasting the **FUTURE**. It is imaginative and conceptual.

While both kinds of perceiving are necessary and used by all people, each of us instinctively tends to favor one over the other.

Sensing Characteristics	Intuitive Characteristics
<ul style="list-style-type: none">• Mentally live in the Now, attending to present opportunities• Using common sense and creating practical solutions is automatic-instinctual• Memory recall is rich in detail of facts and past events• Best improvise from past experience• Like clear and concrete information; dislike guessing when facts are "fuzzy"	<ul style="list-style-type: none">• Mentally live in the Future, attending to future possibilities• Using imagination and creating/inventing new possibilities is automatic-instinctual• Memory recall emphasizes patterns, contexts, and connections• Best improvise from theoretical understanding• Comfortable with ambiguous, fuzzy data and with guessing its meaning.

► Choose which best fits:



Sensing (S)



iNTuition (N)

Personality Traits

Q3. Which way of forming Judgments and making choices is most natural?

The **Thinking** (T) side of our brain analyzes information in a **DETACHED**, objective fashion. It operates from factual principles, deduces and forms conclusions systematically. It is our logical nature.

The **Feeling** (F) side of our brain forms conclusions in an **ATTACHED** and somewhat global manner, based on likes/dislikes, impact on others, and human and aesthetic values. It is our subjective nature.

While everyone uses both means of forming conclusions, each person has a natural bias towards one over the other so that when they give us conflicting directions - one side is the natural trump card or tiebreaker.

Thinking Characteristics	Feeling Characteristics
<ul style="list-style-type: none">Instinctively search for facts and logic in a decision situation.Naturally notices tasks and work to be accomplished.Easily able to provide an objective and critical analysis.Accept conflict as a natural, normal part of relationships with people.	<ul style="list-style-type: none">Instinctively employ personal feelings and impact on people in decision situationsNaturally sensitive to people needs and reactions.Naturally seek consensus and popular opinions.Unsettled by conflict; have almost a toxic reaction to disharmony.

► Choose which best fits:



Thinking (T)



Feeling (F)

Personality Traits

Q4. What is your "action orientation" towards the outside world?

All people use both **judging** (thinking and feeling) and **perceiving** (sensing and intuition) processes to store information, organize our thoughts, make decisions, take actions and manage our lives. Yet **one** of these processes (Judging or Perceiving) tends to **take the lead** in our relationship with the **outside world**. . . while the other governs our inner world.

A **Judging** (J) style approaches the outside world **WITH A PLAN** and is oriented towards organizing one's surroundings, being prepared, making decisions and reaching closure and completion.

A **Perceiving** (P) style takes the outside world **AS IT COMES** and is adopting and adapting, flexible, open-ended and receptive to new opportunities and changing game plans.

Judging Characteristics	Perceiving Characteristics
<ul style="list-style-type: none">• Plan many of the details in advance before moving into action.• Focus on task-related action; complete meaningful segments before moving on.• Work best and avoid stress when able to keep ahead of deadlines.• Naturally use targets, dates and standard routines to manage life.	<ul style="list-style-type: none">• Comfortable moving into action without a plan; plan on-the-go.• Like to multitask, have variety, mix work and play.• Naturally tolerant of time pressure; work best close to the deadlines.• Instinctively avoid commitments which interfere with flexibility, freedom and variety

► Choose which best fits:



Judging (J)



Perceiving (P)

Your 4 Personality Type Letters

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WHO ARE YOU?

MBTI CHART



ISTP

INTROVERTED SENSING THINKING PERCEIVING
Tolerant and flexible, quiet observers until a problem appears, then act quickly to find workable solutions.

Analyze what makes things work and readily get through large amounts of data to isolate the core of practical problems. Interested in cause and effect, organize facts using logical principles, value efficiency.

Mechanic



ISFP

INTROVERTED SENSING FEELING PERCEIVING
Quiet, friendly, sensitive, and kind. Enjoy the present moment, what's going on around them. Like to have their own space and to work within their own time frame. Loyal and committed to their values and to people who are important to them. Dislike disagreements and conflicts, do not force their opinions or values on others.

Artist



INFP

INTROVERTED INTUITIVE FEELING PERCEIVING
Idealistic, loyal to their values and to people who are important to them. Want an external life that is congruent with their values. Curious, quick to see possibilities, can be catalysts for implementing ideas. Seek to understand people and to help them fulfill their potential. Adaptable, flexible, and accepting unless a value is threatened.

Wealstalist



INTP

INTROVERTED INTUITIVE THINKING PERCEIVING
Seek to develop logical explanations for everything that interests them. Theoretical and abstract, interested more in ideas than in social interaction. Quiet, contained, flexible, and adaptable. Have unusual ability to focus in depth to solve problems in their area of interest. Skeptical, sometimes critical, always analytical.

Thinker



ESTP

EXTRAVERTED SENSING THINKING PERCEIVING
Flexible and tolerant, they take a pragmatic approach focused on immediate results. Theories and conceptual explanations bore them; they want to act energetically to solve the problem. Focus on the here and now. Spontaneous, enjoy material comforts and style. Learn best through doing.

Doctor



ESFP

EXTRAVERTED SENSING FEELING PERCEIVING
Outgoing, friendly, and accepting. Exuberant lovers of life, people, and material comforts. Enjoy working with others to make things happen. Bring common sense and a realistic approach to their work, and make work fun. Flexible and spontaneous, adapt readily to new people and environments. Learn best by trying a new skill with other people.

Entertainer



ENFP

EXTRAVERTED INTUITIVE FEELING PERCEIVING
Warmly enthusiastic and imaginative. See life as full of possibilities. Make connections between events and information very quickly, and confidently proceed based on the patterns they see. Want a lot of affirmation from others, and readily give appreciation and support. Spontaneous and flexible, often rely on their ability to improvise and their verbal fluency.

Inspirer



ENTP

EXTRAVERTED INTUITIVE THINKING PERCEIVING
Quick, ingenious, stimulating, alert, and outspoken. Resourceful in solving new and challenging problems. Adept at generating conceptual possibilities and then analyzing them strategically. Good at reading other people. Bored by routine, will seldom do the same thing the same way, apt to turn to one new interest after another.

TO DO



ISTJ

INTROVERTED SENSING THINKING JUDGING
Quiet, serious, earn success by thoroughness and dependability. Practical, matter-of-fact, realistic, and responsible. Decide logically what should be done and work toward it steadily, regardless of distractions. Take pleasure in making everything orderly and organized – their work, their home, their life. Value traditions and loyalty.

Duty Fulfiller



ISFJ

INTROVERTED SENSING FEELING JUDGING
Quiet, friendly, responsible, and conscientious. Committed and steady in meeting their obligations. Thorough, painstaking, and accurate. Loyal, considerate, notice and remember specifics about people who are important to them, concerned with how others feel. Strive to create an orderly and harmonious environment at work and at home.

Nurturer



INFJ

INTROVERTED INTUITIVE FEELING JUDGING
Seek meaning and connection in ideas, relationships, and material possessions. Want to understand what motivates people and are insightful about others. Conscientious and committed to their firm values. Develop a clear vision about how best to serve the common good. Organized and decisive in implementing their vision.

Protector



INTJ

INTROVERTED INTUITIVE THINKING JUDGING
Have original minds and great drive for implementing their ideas and achieving their goals. Quickly see patterns in external events and develop long-range explanatory perspectives. When committed, organize a job and carry it through. Skeptical and independent, have high standards of competence and performance – for themselves and others.

Scientist



ESTJ

EXTRAVERTED SENSING THINKING JUDGING
Practical, realistic, matter-of-fact. Decisive, quickly move to implement decisions. Organize projects and people to get things done, focus on getting results in the most efficient way possible. Take care of routine details. Have a clear set of logical standards, systematically follow them and want others to also. Forceful in implementing their plans.

Guardian



ESFJ

EXTRAVERTED SENSING FEELING JUDGING
Warmhearted, conscientious, and cooperative. Want harmony in their environment, work with determination to establish it. Like to work with others to complete tasks accurately and on time. Loyal, follow through even in small matters. Notice what others need in their day-by-day lives and try to provide it. Want to be appreciated for who they are and for what they contribute.

Caregiver



ENFJ

EXTRAVERTED INTUITIVE FEELING JUDGING
Warm, empathetic, responsive, and responsible. Highly attuned to the emotions, needs, and motivations of others. Find potential in everyone, want to help others fulfill their potential. May act as catalyst for individual and group growth. Loyal, responsive to praise and criticism. Sociable, facilitate others in a group, and provide inspiring leadership.

Giver

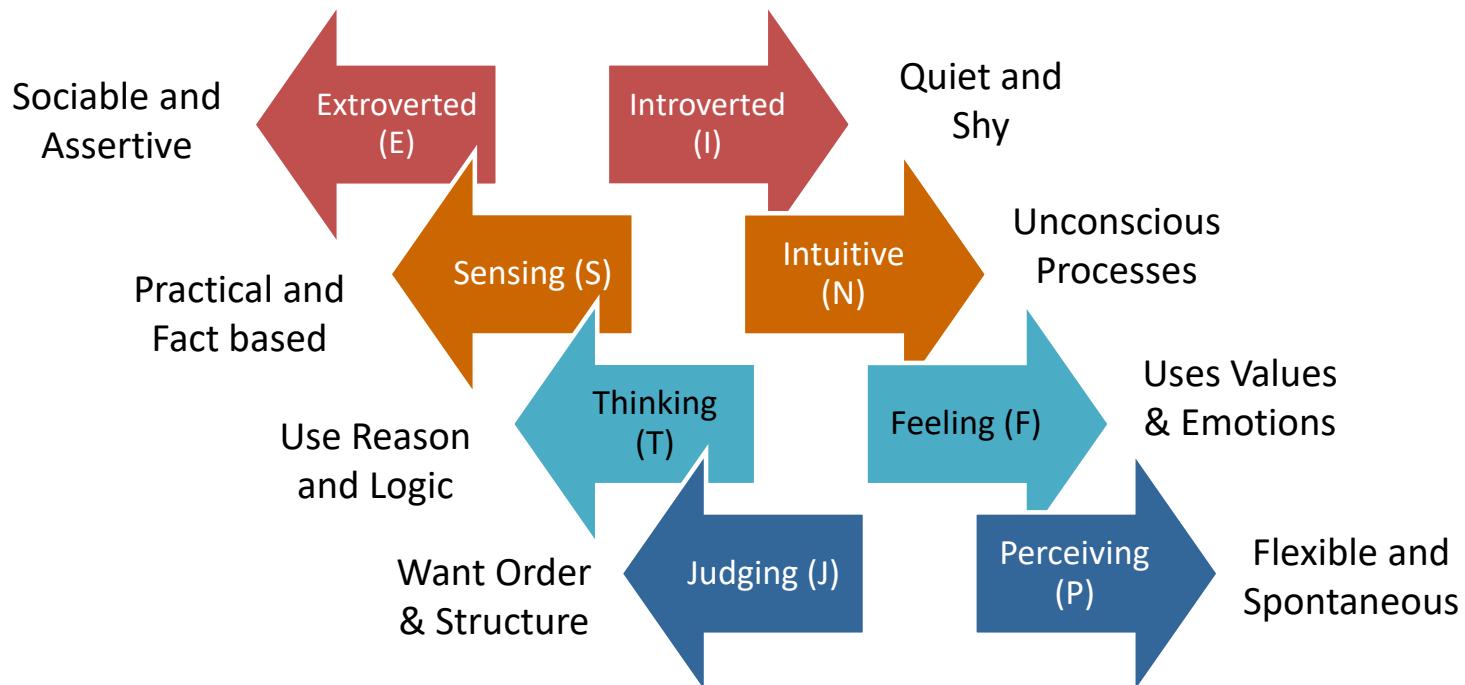


ENTJ

EXTRAVERTED INTUITIVE THINKING JUDGING
Frank, decisive, assume leadership readily. Quickly see illogical and inefficient procedures and policies, develop and implement comprehensive systems to solve organizational problems. Enjoy long-term planning and goal setting. Loyal, responsive to others. Forceful in presenting their ideas.

Executive

The Myers-Briggs Type Indicator



ENTJ

Extravert(9%) iNtuitive(19%) Thinking(6%) Judging(16%)

- You have slight preference of Extraversion over Introversion (9%)
- You have slight preference of Intuition over Sensing (19%)
- You have slight preference of Thinking over Feeling (6%)
- You have slight preference of Judging over Perceiving (16%)

How Do You Want to Leverage The Type?

Self-development



ENTJ Type Description

ENTJs have a natural tendency to marshall and direct. This may be expressed with the charm and finesse of a world leader or with...

[Read full description »](#)

Business use



Staff Development & Teamwork

Use advanced Jungian typology to improve collaboration, become better leader, and manage conflicts.

[Learn how »](#)



ENTJ Careers

- Career choices for your type
- Communication skills
- Learning style
- Click to view

[Click to view »](#)

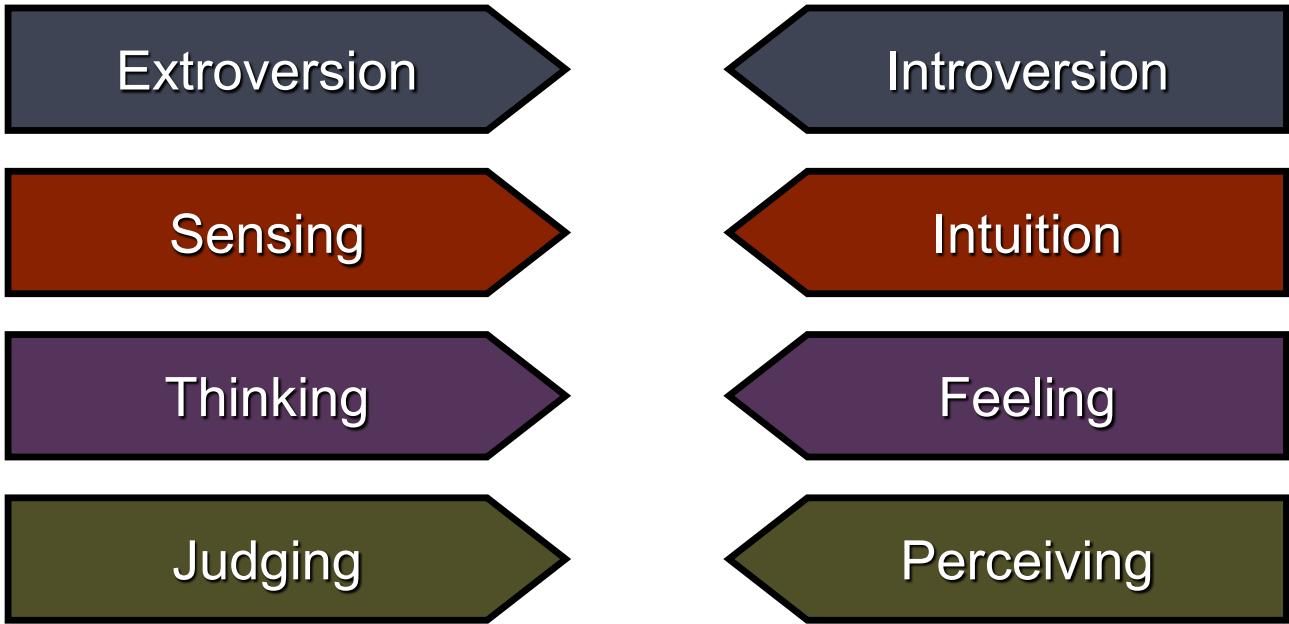
Pre-employment Testing

Identify candidate's strengths, conduct effective interviews and assess compatibility.

[Learn how »](#)

Issues with MBTI?

- Any issues?



Extroversion

Introversion

Sensing

Intuition

Thinking

Feeling

Judging

Perceiving

Issues with MBTI?

- Dichotomous (one or the other)?
- Reliabilities?

Extroversion

Introversion

Sensing

Intuition

Thinking

Feeling

Judging

Perceiving

Big Five

Personality trait model that includes extraversion, agreeableness, conscientiousness, emotional stability, and openness to experience.

Big Five

Indicate how much you agree with each of the following statements about your personality in general.

Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
1	2	3	4	5

In general, I...					
Sympathize with others' feelings	1	2	3	4	5
Feel others' emotions	1	2	3	4	5
Am really interested in others	1	2	3	4	5
Am interested in other people's problems	1	2	3	4	5
Agreeableness: Average score ()					

In general, I...					
Get chores done right away	1	2	3	4	5
Like order	1	2	3	4	5
Do Not Make a mess of things	1	2	3	4	5
Rarely forget to put things back in their proper place	1	2	3	4	5
Conscientiousness: Average score ()					

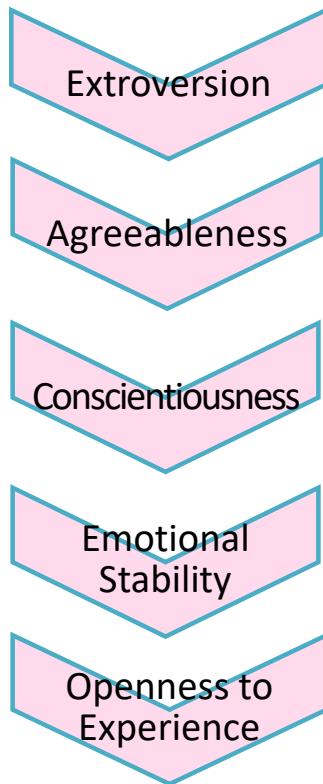
Big Five

In general, I...					
Am the life of the party	1	2	3	4	5
Talk to a lot of different people at parties	1	2	3	4	5
Do Not Keep in the background	1	2	3	4	5
Talk a lot	1	2	3	4	5
Extraversion: Average score ()					

In general, I...					
Do Not Have frequent mood swings	1	2	3	4	5
Do Not Get upset easily	1	2	3	4	5
Seldom feel blue	1	2	3	4	5
Am relaxed most of the time	1	2	3	4	5
Emotional Stability: Average score ()					

In general, I...					
Have a vivid imagination	1	2	3	4	5
Have No difficulty understanding abstract ideas	1	2	3	4	5
Have a good imagination	1	2	3	4	5
Am interested in abstract ideas	1	2	3	4	5
Openness: Average score ()					

Big Five Model of Personality Dimensions



- Sociable, gregarious, and assertive
- Good-natured, cooperative, and trusting
- Responsible, dependable, persistent, and organized
- Calm, self-confident, secure under stress (positive), versus nervous, depressed, and insecure under stress (negative)
- Curious, imaginative, artistic, and sensitive

How Do the Big Five Traits Predict Behavior?

- *Better than MBTI?*
- What do you think?



How Do the Big Five Traits Predict Behavior?

- *Research has shown this to be a better framework. (Better than MBTI)*
- Certain traits have been shown to strongly relate to higher job performance: which one?
- Please use Chat!

How Do the Big Five Traits Predict Behavior?

- Certain traits have been shown to strongly relate to higher job performance:
 - Highly conscientious people develop more job knowledge, exert greater effort, and have better performance.

Does Personality Matter at work?

- The Big Five and Job Performance

Trait	r
Conscientiousness	.22
Agreeableness	.07
Neuroticism	-.08
Openness	.03
Extraversion	.08

How Do the Big Five Traits Predict Behavior?

–Other Big Five Traits also have implications for work.

- Emotional stability?
- Extroversion?
- Openness?
- Agreeableness?

Five-Factor Personality and Organizational Behavior

- **Conscientiousness**
 - Motivational components of personality
 - Strongest personality predictor of performance
- **Emotional stability**
 - Effective in jobs requiring calmness (Counselling)
- **Agreeableness**
 - Effective in jobs requiring cooperation and helpfulness
- **Openness to experience**
 - Linked to higher creativity and adaptability to change
- **Extroversion**
 - Linked to sales and mgt performance
 - Related to social interaction and persuasion

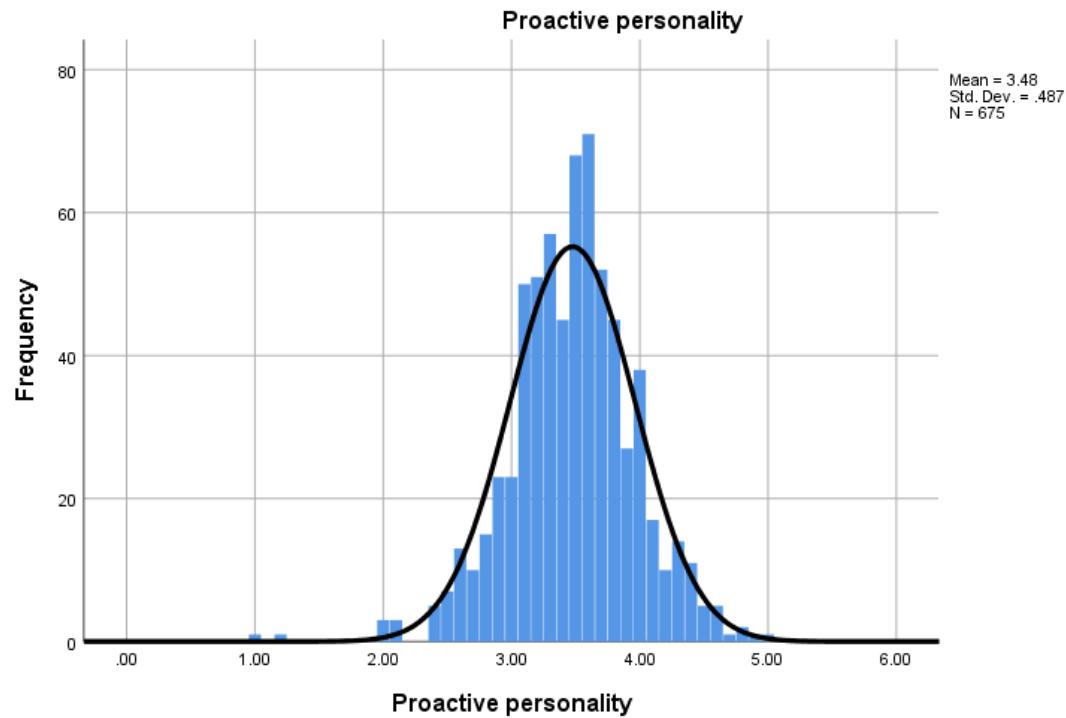
Proactive Personality

Indicate how much you agree with each of the following statements about your personality in general.

Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
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1. I am constantly on the lookout for new ways to improve my life.
2. Wherever I have been, I have been a powerful force for constructive change.
3. Nothing is more exciting than seeing my ideas turn into reality.
4. If I see something I don't like, I fix it.
5. No matter what the odds, if I believe in something I will make it happen.
6. I love being a champion for my ideas, even against others' opposition.
7. I excel at identifying opportunities.
8. I am always looking for better ways to do things.
9. If I believe in an idea, no obstacle will prevent me from making it happen.
10. I can spot a good opportunity long before others can.

CB2300 Proactive Personality Distribution



CB2300

Individual Behaviors in Organization

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Class Agenda

- Announcement
- Review
- Individual Behavior



Announcement

- **Quiz 2 (By Feb 25, 11:59PM)-Unlimited attempts & No Time Limit**
- Keep the highest score
- **No late submissions will be accepted**
- **All tutorials until the end of the semester: Online**
- **Final Exam: Online**

I need to teach proactivity

- The most wanted employees..
- I reward proactive students
- Extra credit for Week 4 is up (Only for lectures)
- Two ways: Verbal & Written (via chat)



Goals of Organizational Behavior

- **Behavior** – the actions of people.
- **Organizational behavior** – the study of the actions of people at work.
- **Absenteeism** – the failure to show up for work
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- **Organizational Citizenship Behavior (OCB)**
- **Workplace misbehavior**

What determines Org Behavior?

1. Personalities
2. Beliefs, Emotions, and Attitudes



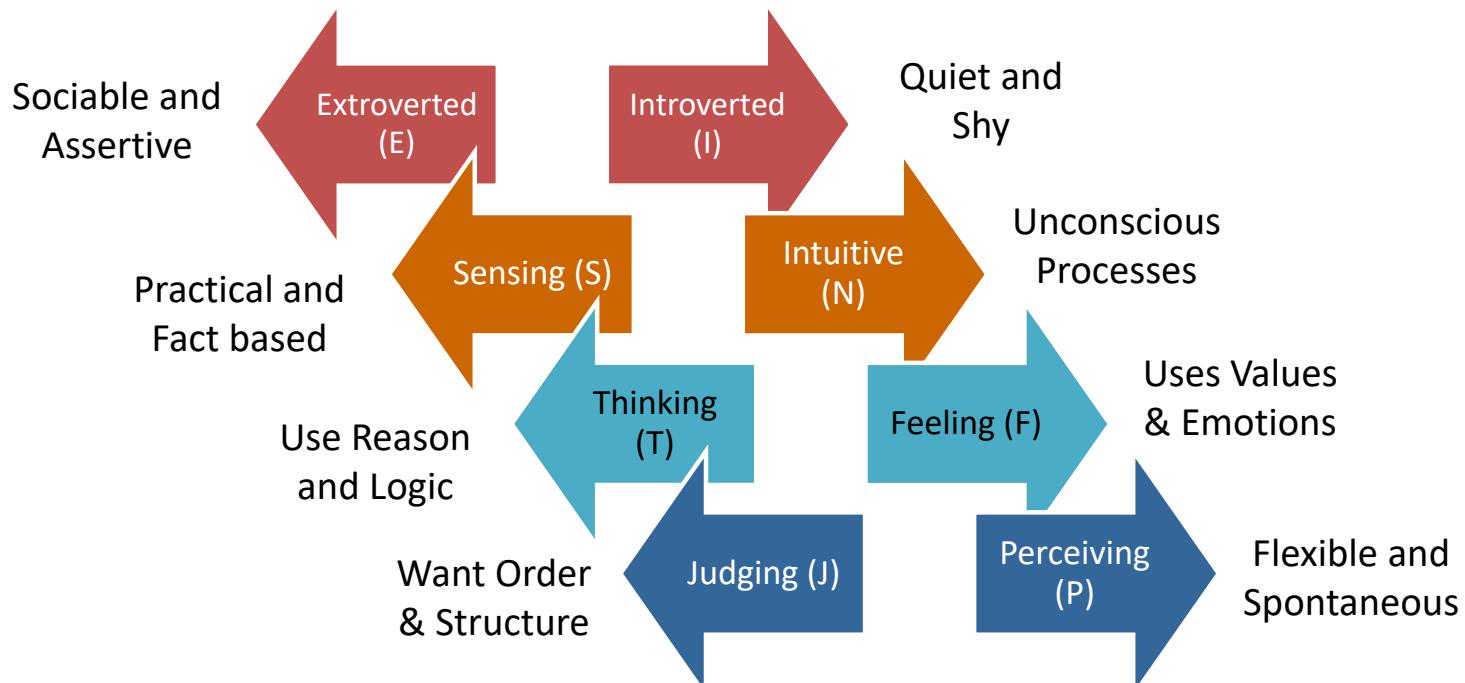
Personality Traits

Enduring characteristics that describe an individual's behavior

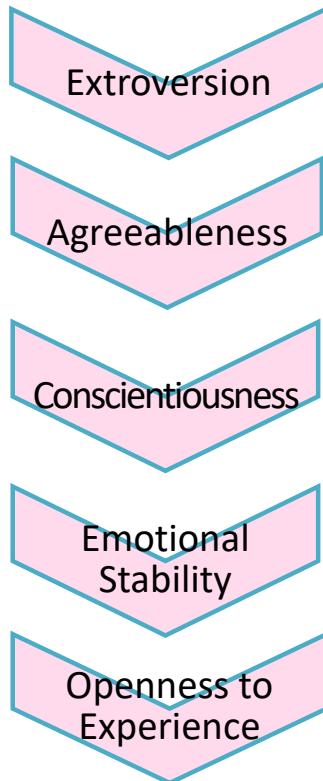
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The Myers-Briggs Type Indicator



Big Five Model of Personality Dimensions



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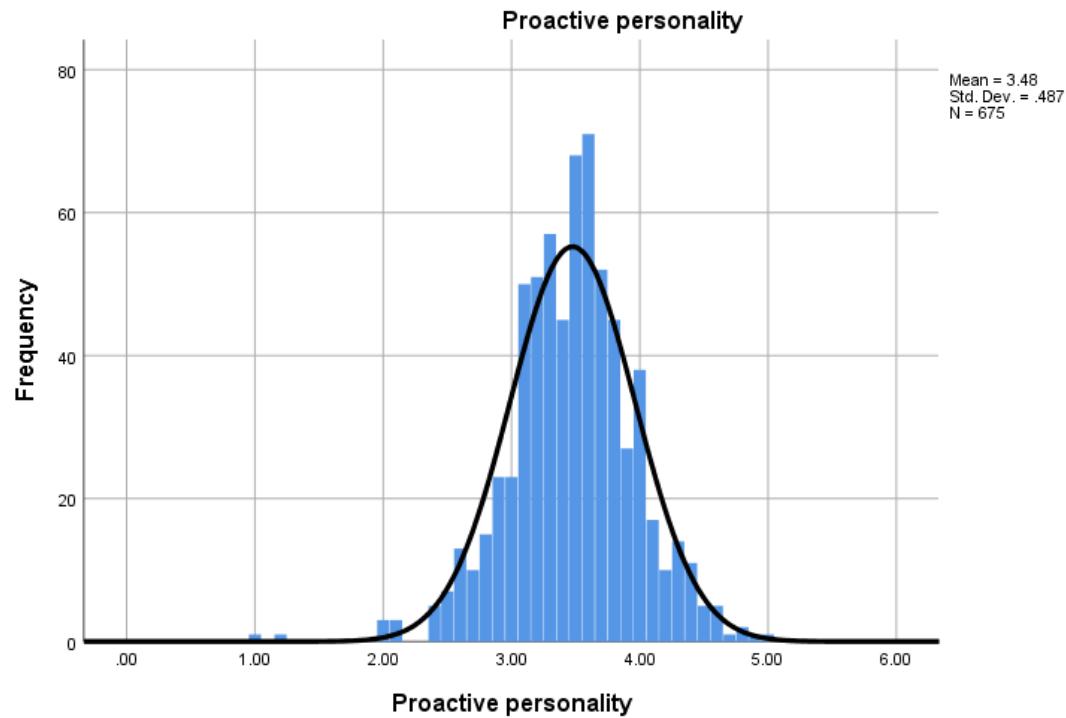
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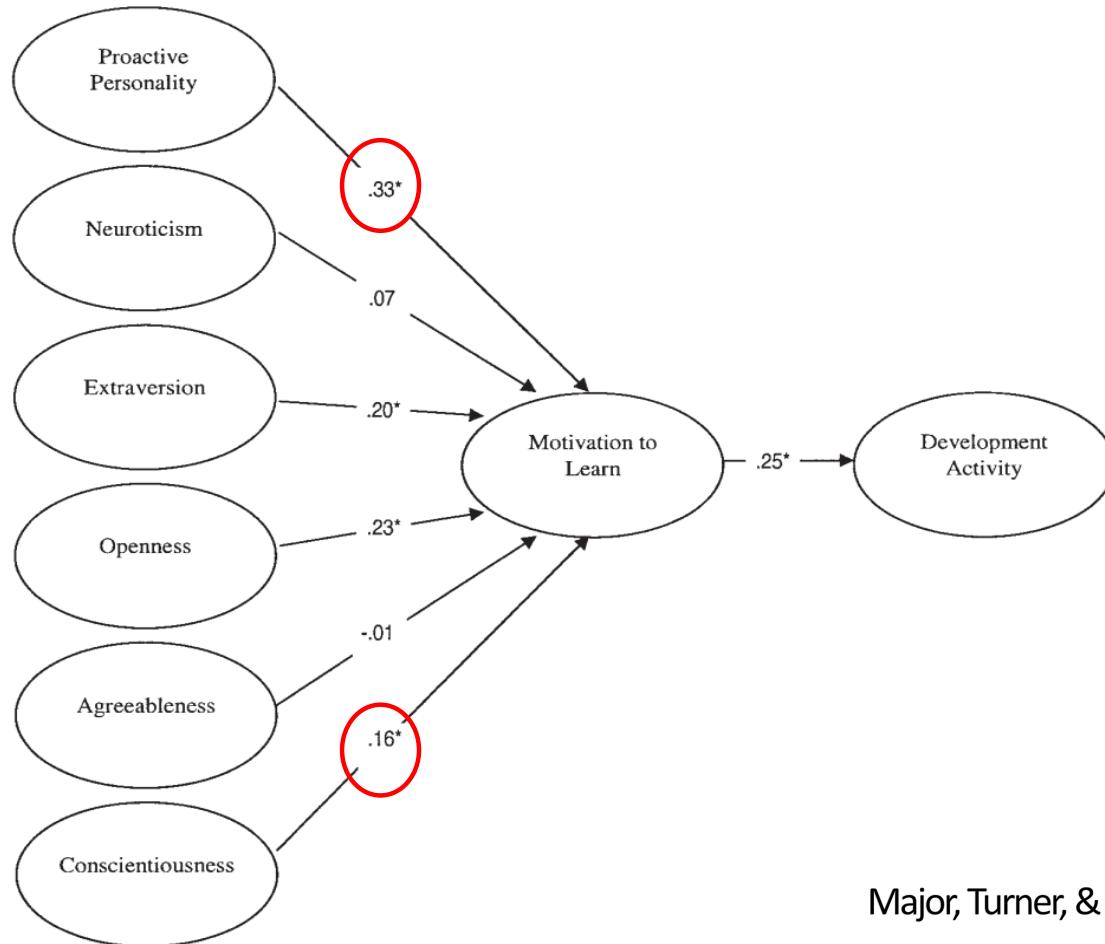
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CB2300 Proactive Personality Distribution

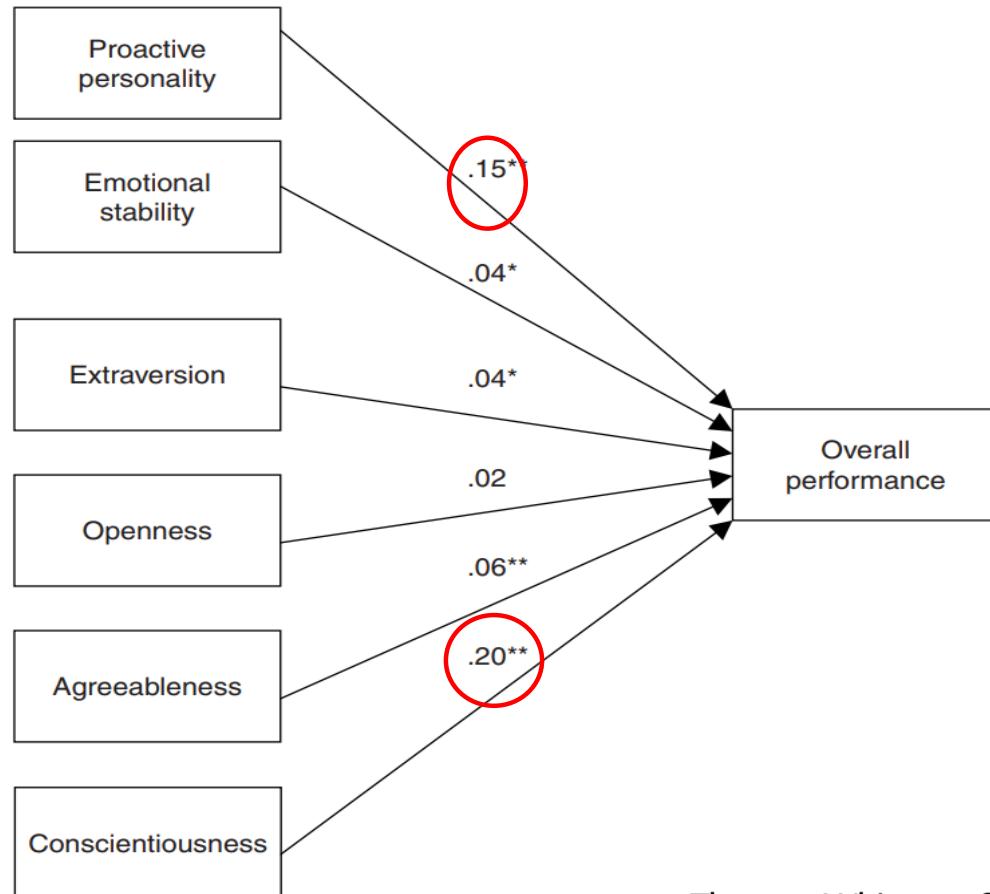


Why do we care about proactive personality?

- We emphasize and reward proactive students
- The most wanted employees are the ones with high proactive personality
- Why?



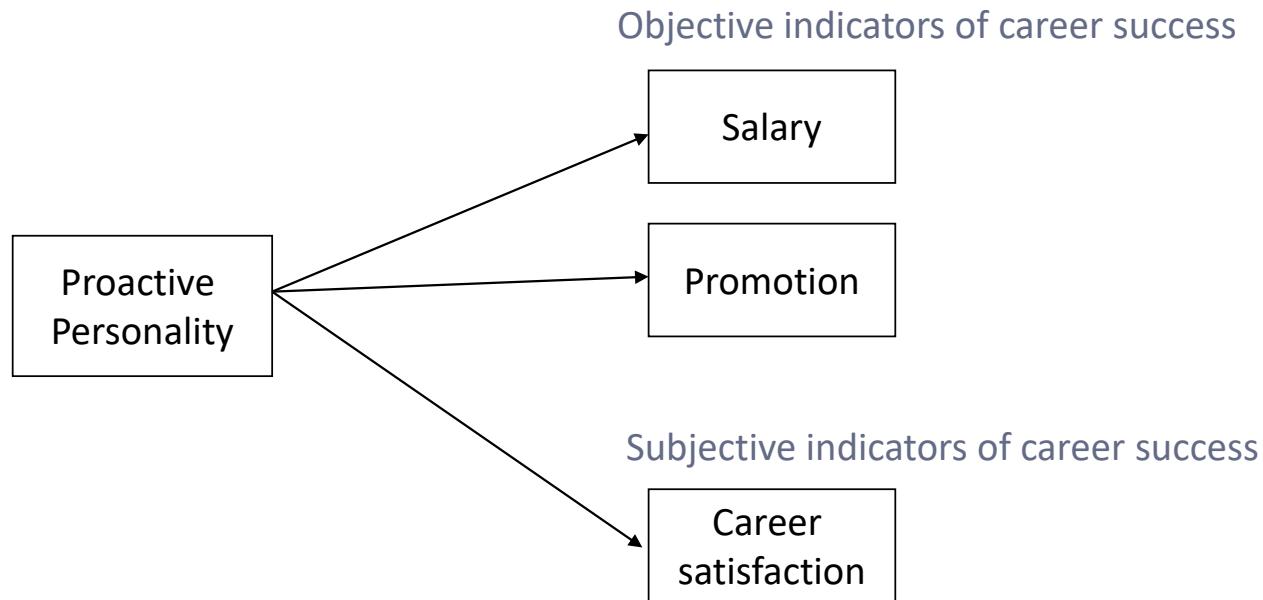
Major, Turner, & Fletcher, 2006



Thomas, Whitman, & Viswesvaran, 2010

Proactive Personality

Seibert, S.E., Crant, M., & Kraimer, M.L. (1999). Proactive personality and career success. *Journal of Applied Psychology*, 84: 416-427.



Some Other Personality Characteristics

- **Which one?**
- **Please use Chat!**



Some Other Personality Characteristics

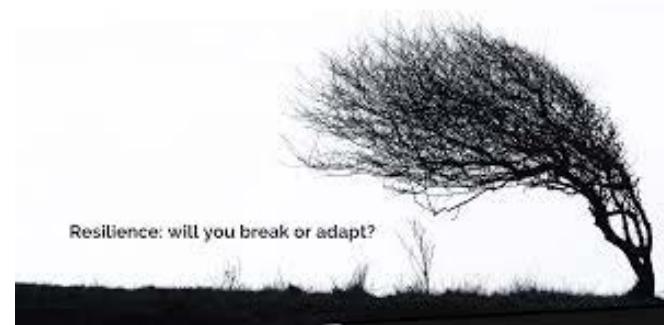
—Which one?

Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
1	2	3	4	5

1. When I have a setback in school, I have no trouble recovering from it, moving on.
2. I usually manage difficulties one way or another in school.
3. I can be “on my own,” so to speak, in school if I have to.
4. I usually take stressful things in school at work in stride.
5. I can get through difficult times in school because I’ve experienced difficulty before.
6. I feel I can handle many things at a time in school.

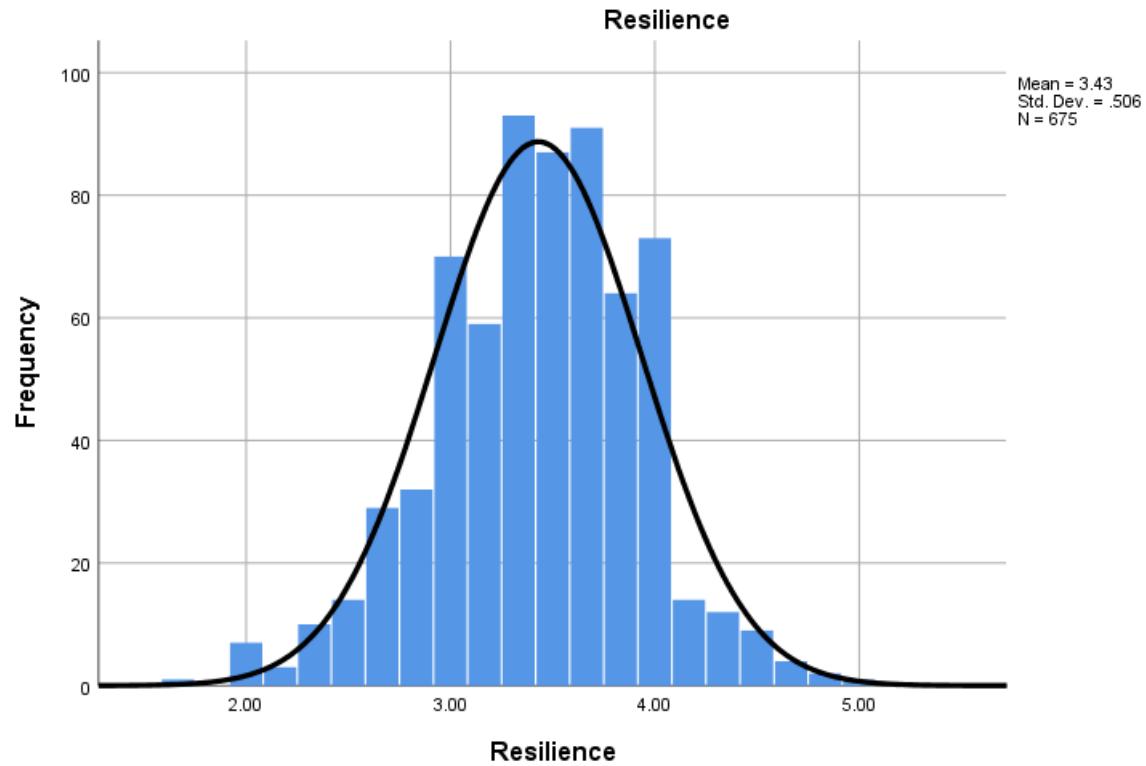
Some Other Personality Characteristics

- **Resilience**
 - Allowing people to effectively cope with and adapt to adversity, stress, or loss
 - Rebounding from negative circumstances



Resilience: will you break or adapt?

CB2300 Resilience Distribution



Some Other Personality Characteristics

—Which one?

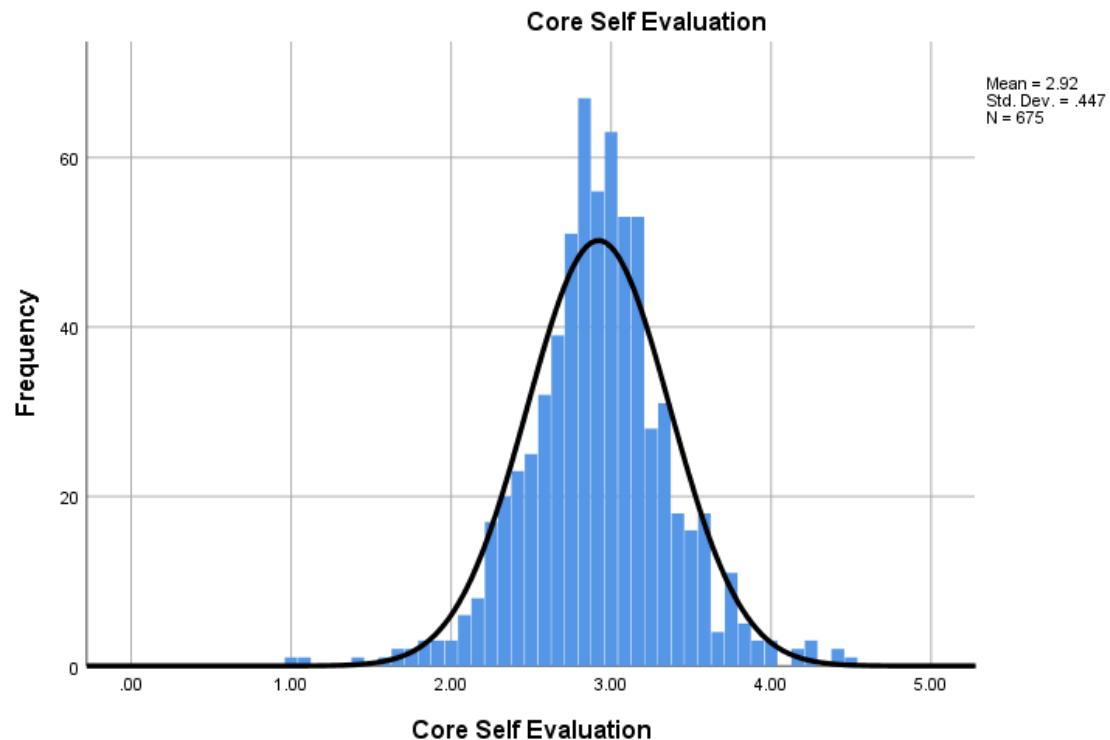
Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
1	2	3	4	5

1. What happens to me in the future mostly depends on me.
2. I feel that I am a person of worth, on an equal basis with others.
3. I feel that I have a number of good qualities.
4. I've felt hopeful about the future.
5. What happens to me is of my own doing.
6. When I make plans, I am almost certain to make them work.

Some Other Personality Characteristics

- **Core self-evaluation**
 - Higher order personality
 - Self-esteem, the overall value that one places on oneself as a person
 - Generalized self efficacy, an evaluation of how well one can perform across a variety of situations
 - Neuroticism (the opposite of emotional stability)
 - Locus of control, beliefs about the causes of events in one's life-locus is internal

CB2300 Core Self Evaluation Distribution



Some Other Personality Characteristics

—Which one?

Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
1	2	3	4	5

1. I often read materials related to my work to improve my ability
2. I am willing to select a challenging work assignment that I can learn a lot from.
3. I often look for opportunity to develop new skills and knowledge.
4. I would rather prove my ability on a task that I can do well at than to try a new task.
5. I'm concerned with showing that I can perform better than my coworkers.
6. I would avoid taking on a new task if there was a chance that I would appear rather incompetent to others.

Some Other Personality Characteristics

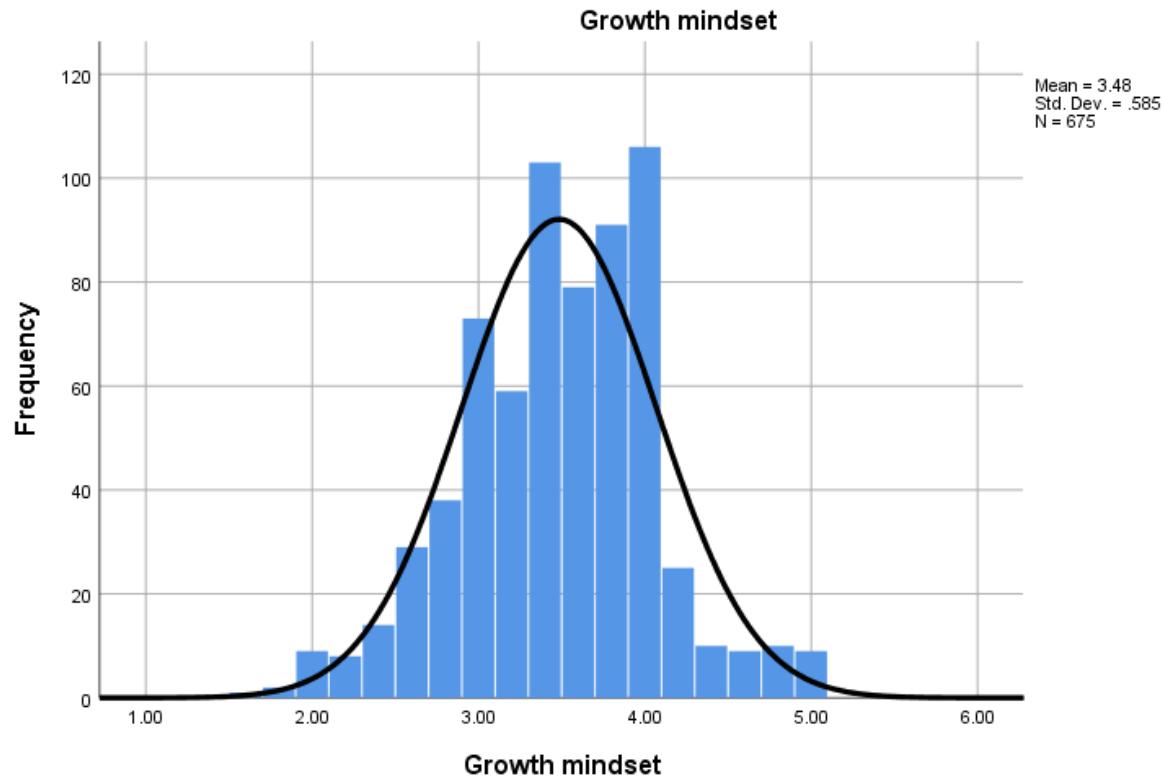
- **Growth (Learning) mindset**

- Perceive ability as a malleable skill
- Learning-oriented
- Seeking to develop ability by acquiring new skills

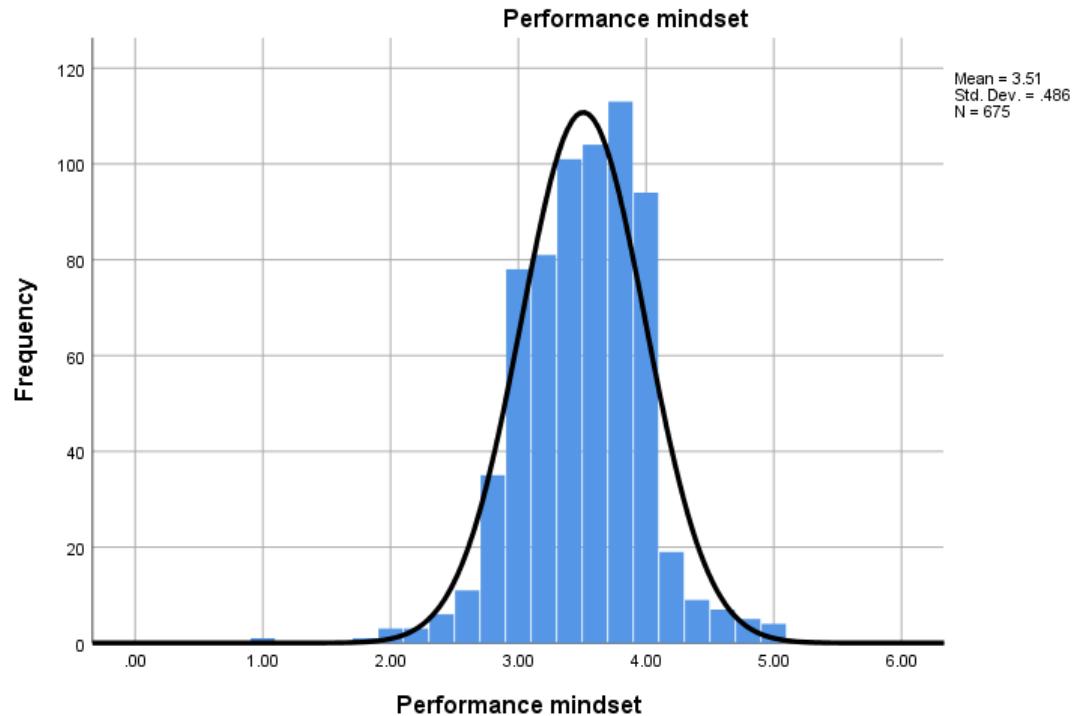
- **Performance mindset**

- Demonstrate and validate the adequacy of one's competence
- Seeking favourable judgements about one's competence
- Avoiding negative judgements about one's competence

CB2300 Growth Mindset Distribution



CB2300 Performance Mindset Distribution





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- Which personality?



Narcissistic Chief Executive Officers (Chatterjee & Hambrick, 2007)

- Everyone is narcissistic...
- We simply love ourselves so much...

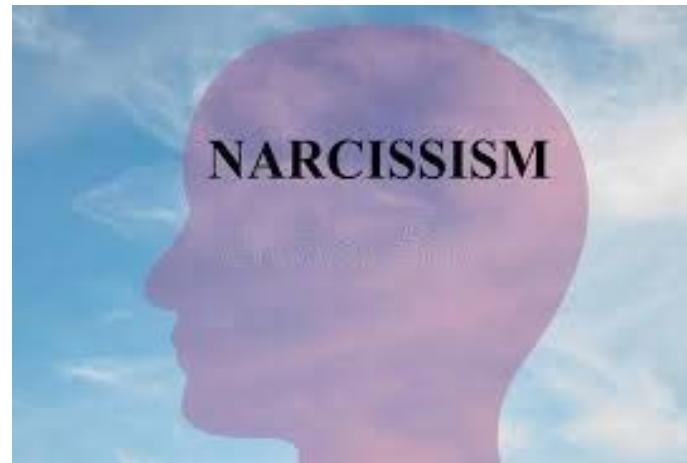


The Characteristics

- Grandiosity – inflated sense of self importance, arrogance, preoccupation with power and wealth, excessive seeking of admiration
- A sense that they are entitled to have whatever they want
- Lack of concern for and devaluation of others – sometimes paranoid

Good or Bad?

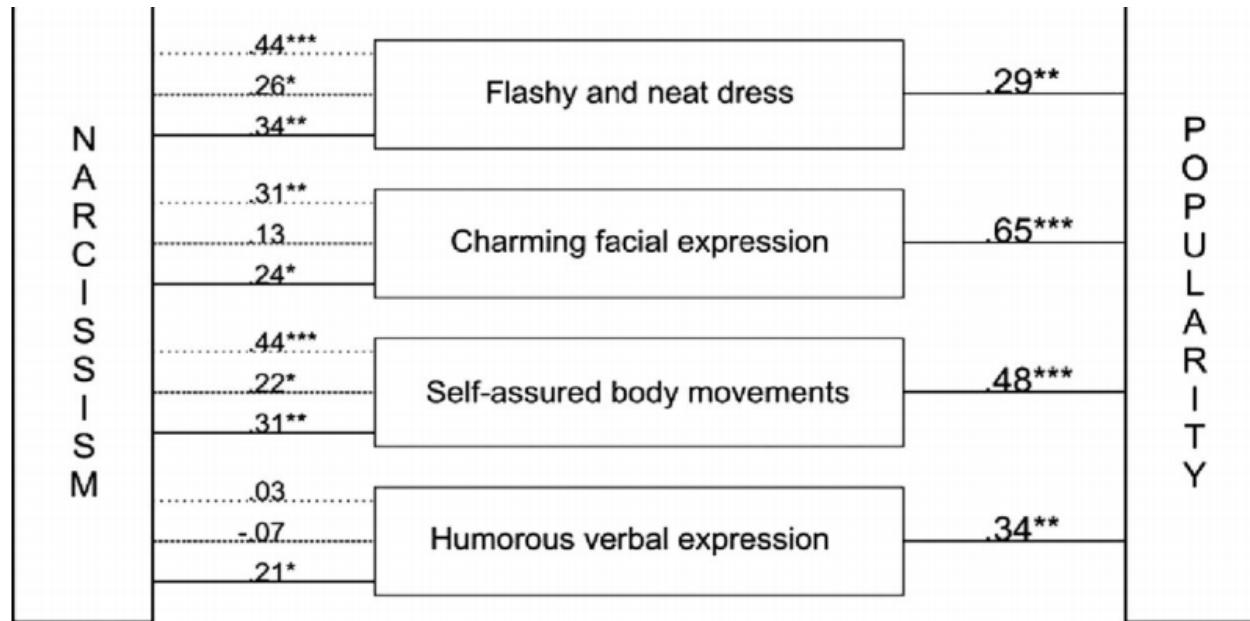
- Narcissism can help a manager?



Bad News

- Although destructive in many ways to a manager's job performance, destructive narcissism (DN) can help a manager rise in an organization.

Back, M., Schmukle, S. C., & Egloff, B. (2010). Why are narcissists so charming at first sight? Decoding the narcissism-popularity link at zero acquaintance. *Journal of Personality and Social Psychology*, 98, 132-145



Bad News

- Ability to cover up with outward self-confidence, enthusiasm, drive, ability to charm and manipulate people, glibness, skill at selling themselves, & street smart
- The most DN behavior is directed at subordinates not the superiors

The Dark Core of Personality

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University of Koblenz-Landau

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University of Copenhagen

Many negatively connoted personality traits (often termed “dark traits”) have been introduced to account for ethically, morally, and socially questionable behavior. Herein, we provide a unifying, comprehensive theoretical framework for understanding dark personality in terms of a general dispositional tendency of which dark traits arise as specific manifestations. That is, we theoretically specify the common core of dark traits, which we call the *Dark Factor of Personality (D)*. The fluid concept of D captures individual differences in the tendency to maximize one’s individual utility—disregarding, accepting, or malevolently provoking disutility for others—accompanied by beliefs that serve as justifications. To critically test D, we unify and extend prior work methodologically and empirically by considering a large number of dark traits simultaneously, using statistical approaches tailored to capture both the common core and the unique content of dark traits, and testing the predictive validity of both D and the unique content of dark traits with respect to diverse criteria including fully consequential and incentive-compatible behavior.

In a series of four studies ($N > 2,500$), we provide evidence in support of the theoretical conceptualization of D, show that dark traits can be understood as specific manifestations of D, demonstrate that D predicts a multitude of criteria in the realm of ethically, morally, and socially questionable behavior, and illustrate that D does not depend on any particular indicator variable included.

Keywords: Big Five, D factor, dark traits, dark triad, HEXACO

Supplemental materials: <http://dx.doi.org/10.1037/rev0000111.sup>

Table 1

Overview of Dark Traits Included and Corresponding Inventories

Trait	Definition	Inventory			Source
		Name	Number of items	Sample item	
Egoism	"the excessive concern with one's own pleasure or advantage at the expense of community well-being" (p. 349)	Egoism Scale	12 (0)	"It is hard to get ahead without cutting corners here and there."	Weigel, Hessing, and Elfers (1999)
Machiavellianism	"(a) manipulativeness, (b) callous affect, and (c) a strategic-calculating orientation" (p. 29)	Short Dark Triad	10 (1)	"I like to use clever manipulation to get my way."	Jones & Paulhus (2014)
Moral Disengagement	"a generalized cognitive orientation to the world that differentiates individuals' thinking in a way that powerfully affects unethical behavior" (p. 6)	Propensity to Morally Disengage Scale	8 (0)	"Some people have to be treated roughly because they lack feelings that can be hurt."	Moore, Detert, Treviño, Baker, and Mayer (2012)
Narcissism	"ego-reinforcement is the all-consuming motive" (p. 30)	Short Dark Triad	9 (3)	"I know that I am special because everyone keeps telling me so."	Jones & Paulhus (2014)
Psychological Entitlement	"a stable and pervasive sense that one deserves more and is entitled to more than others" (p. 31)	Psychological Entitlement Scale	9 (1)	"I honestly feel I'm just more deserving than others."	Campbell, Bonacci, Shelton, Exline, and Bushman (2004)
Psychopathy	"deficits in affect (i.e., callousness) and self-control (i.e., impulsivity)" (p. 29)	Short Dark Triad	9 (2)	"I'll say anything to get what I want."	Jones & Paulhus (2014)
Sadism	"a person who humiliates others, shows a longstanding pattern of cruel or demeaning behavior to others, or intentionally inflicts physical, sexual, or psychological pain or suffering on others in order to assert power and dominance or for pleasure and enjoyment" (p. 523)	Short Sadistic Impulse Scale	10 (1)	"Hurting people would be exciting."	O'Meara, Davies, and Hammond (2011)
Self-Interest	"the pursuit of gains in socially valued domains, including material goods, social status, recognition, academic or occupational achievement, and happiness" (p. 496)	Self- and Other-Interest Inventory	9 (0)	"I try to make sure others know about my successes."	Gerbasi & Prentice (2013)
Spitefulness	"a preference that would harm another but that would also entail harm to oneself. This harm could be social, financial, physical, or an inconvenience" (p. 566)	Spitefulness Scale	17 (2)	"It is sometimes worth a little suffering on my part to see others receive the punishment they deserve."	Marcus, Zeigler-Hill, Mercer, and Norris (2014)

Note. Number of negatively-keyed items in parenthesis.

The Destruction

- Their grandiosity, devaluation of subordinates, sense of entitlement, lack of values, and search for excitement can do significant damage to an organization.
- Driving away the most talented people.
- Diverting people's energies away from their real work
- Fostering problematic culture
- Making reckless business decisions

Good News

- What can we do to avoid the DN managers?
- Any solutions?



Good News

- One of the best tools for early recognition of DN managers is 360-degree feedback
- Moving to another position within the company in order to avoid the DN managers is generally the best long-term strategy

Why should management understand personality?

- Personality assessment and recruiting
 - How do I know that someone is mis-representing themselves in a personality assessment?



Why should management understand personality?

- Personality assessment and recruiting
 - How do I know that someone is mis-representing themselves in a personality assessment?
 - Check social desirability; Figure out who is very high on social desirability
 - Several rounds
- Development of organizational culture
- Understand what can be changed, what cannot be.
- Personality vs behaviors

People are different!

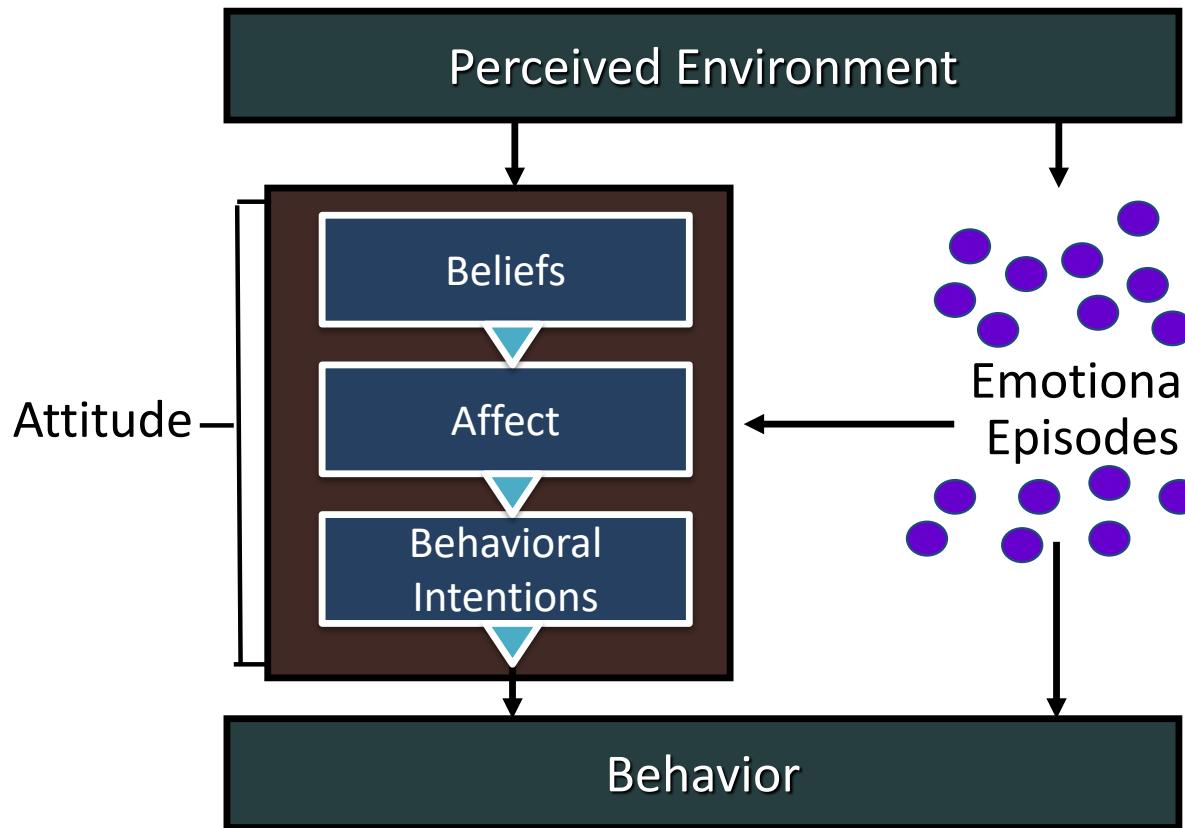


Personality-Job Fit Theory

- An employee's job satisfaction and likelihood of turnover depends on the compatibility of the employee's personality and occupation.
- Key points of the theory:
 - There are differences in personalities.
 - There are different types of jobs.
 - Job satisfaction and turnover are related to the match between personality and job for an individual.

Attitude: Beliefs, Emotions, and Intentions

Emotions, Attitudes and Behavior



Beliefs

What are your beliefs about true love?

What is love?

- The beloved is everything to the lover and hence love is all you need
- True love lasts forever and can conquer all
- True lovers are united – they are one and the same person
- Love is irreplaceable and exclusive
- Love is pure and can do no evil

What is love? The reality

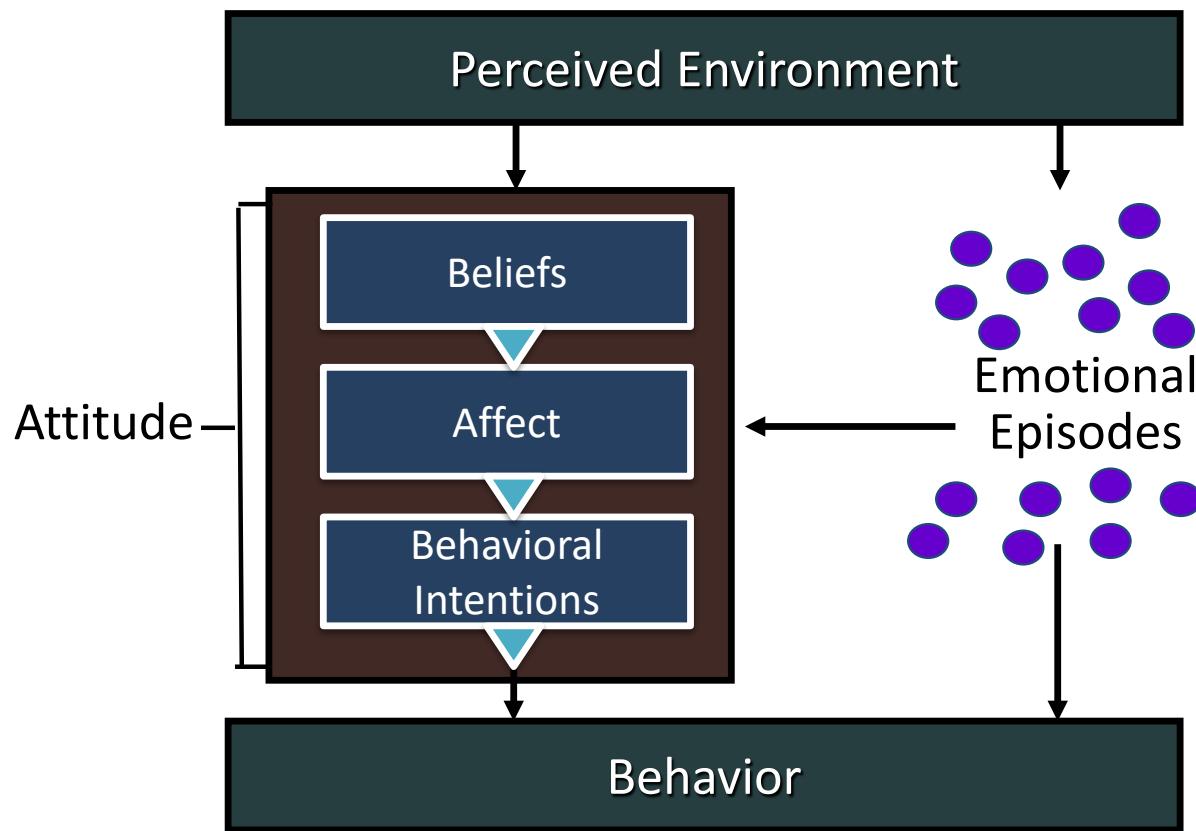
- Breakup is the norm (Over 30 percent of all female murder victims in the United States die at the hands of a former or present spouse or boyfriend)
- Perfect union is nearly impossible: Mr Right
- Replaceable
- Everyday life is not that romantic
- Valentine was this Monday...OK...So what?

Ideology

- A system of ideals forming the basis of a theory
- A set of beliefs characteristic of a social group or individual
- Romantic ideology is characterized by being comprehensive, uncompromising, and having little regard for reality

Affect (*n.* Feeling)

Emotions, Attitudes and Behavior



If you are under 18 or have heart problem,
please leave the room immediately.



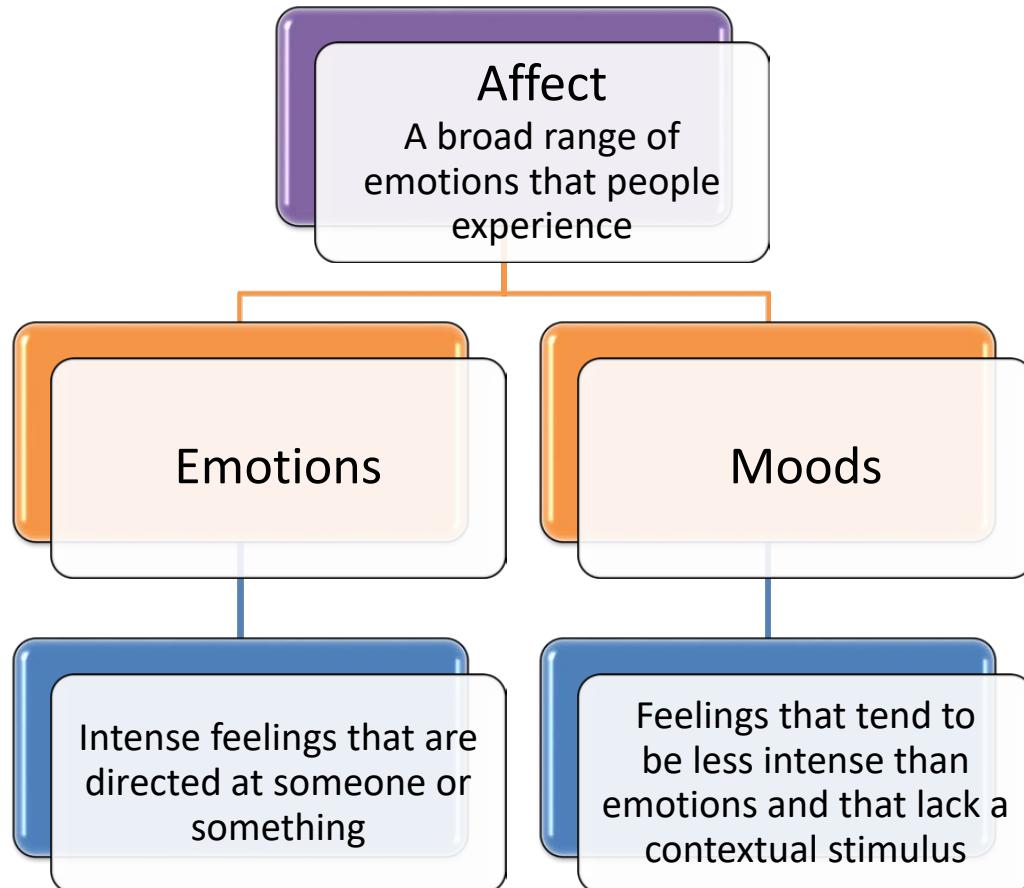
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What will you do if you see a ghost?

1. Freeze
2. Flee
3. Fight

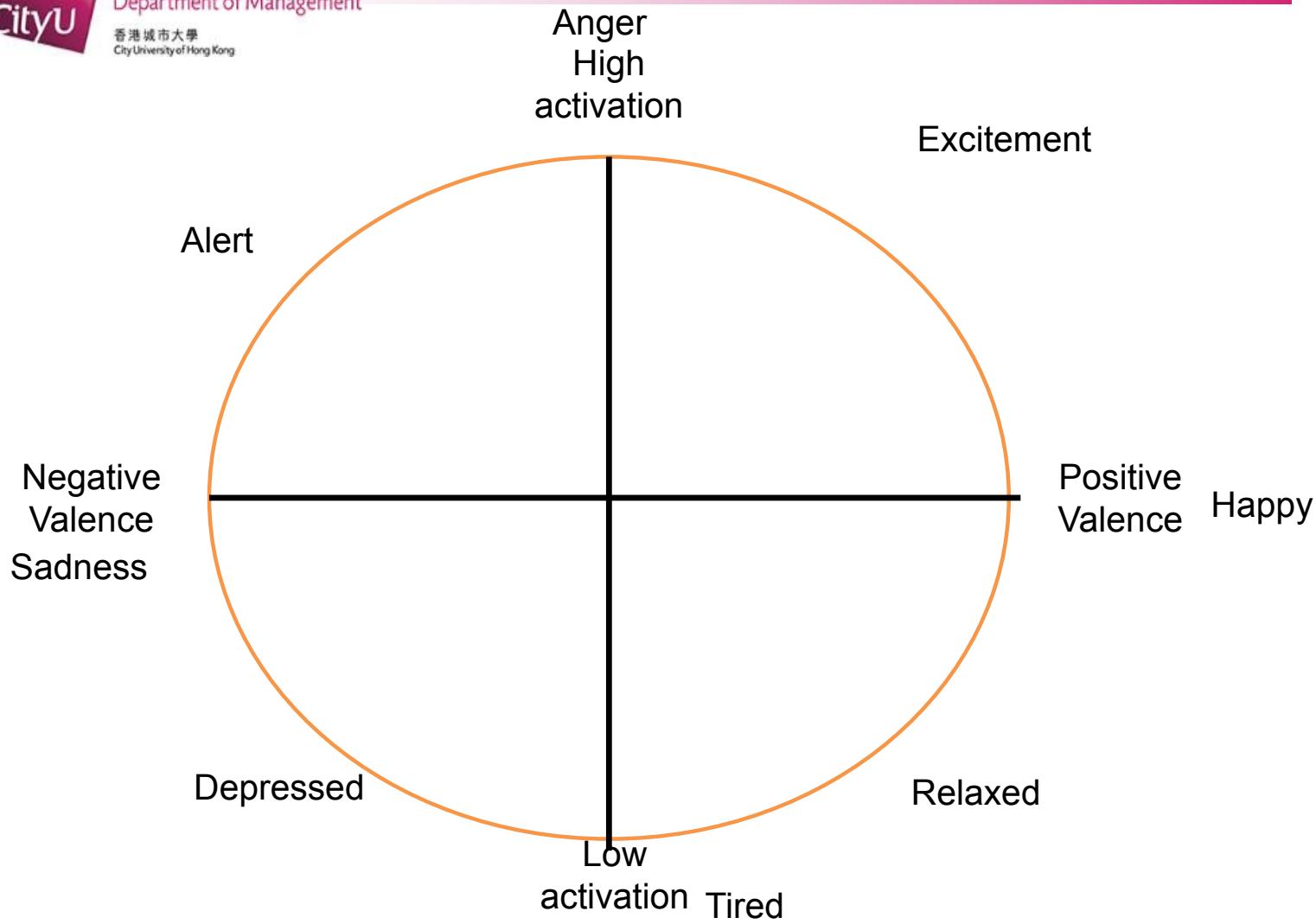


What are Emotions and Moods?



Two ways to think about affect

- Emotional Circumplex (2 dimensions: activation [high versus low] and valence [positive or negative])
 - Activation determines action tendency (approach versus avoidance); Valence determines broadening versus narrowing of attention





CB2300

Individual Behaviors in Organization

Dr. You Jin (YJ) Kim

Department of Management
City University of Hong Kong

Class Agenda

- Announcement
- Review
- Individual Behavior & Negotiation



Announcement

- **Quiz 2 (By Feb 25, 11:59PM)-Unlimited attempts & No Time Limit**
- Keep the highest score
- **No late submissions will be accepted**

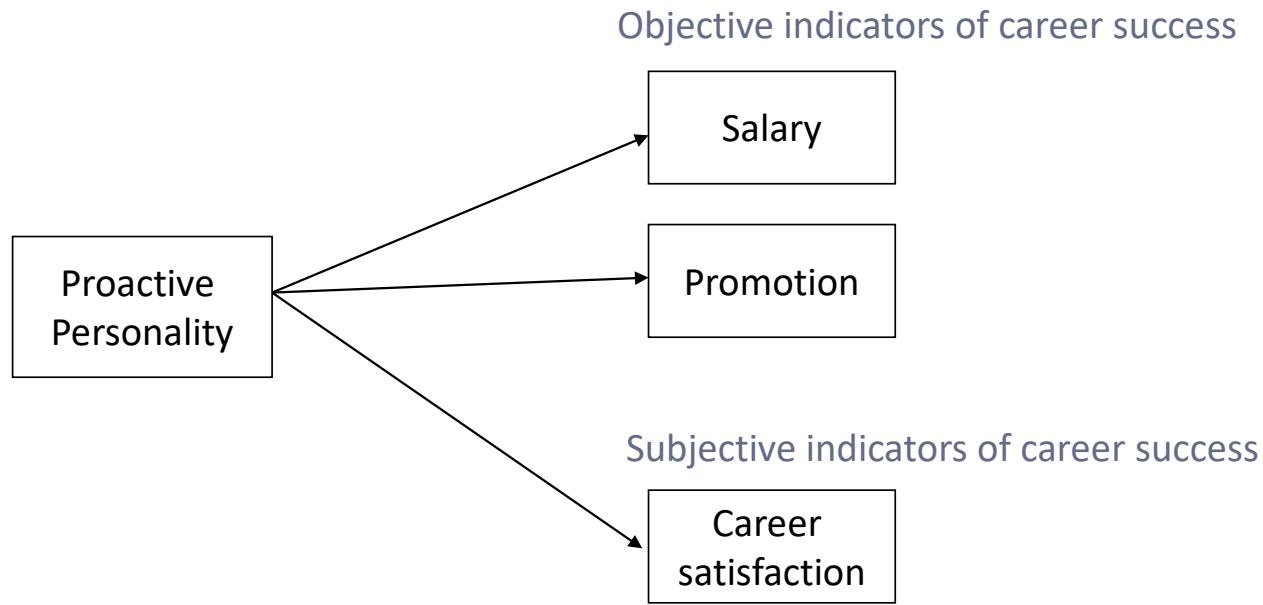
What determines Org Behavior?

1. Personalities
2. Beliefs, Emotions, and Attitudes



Proactive Personality

Seibert, S.E., Crant, M., & Kraimer, M.L. (1999). Proactive personality and career success. *Journal of Applied Psychology*, 84: 416-427.

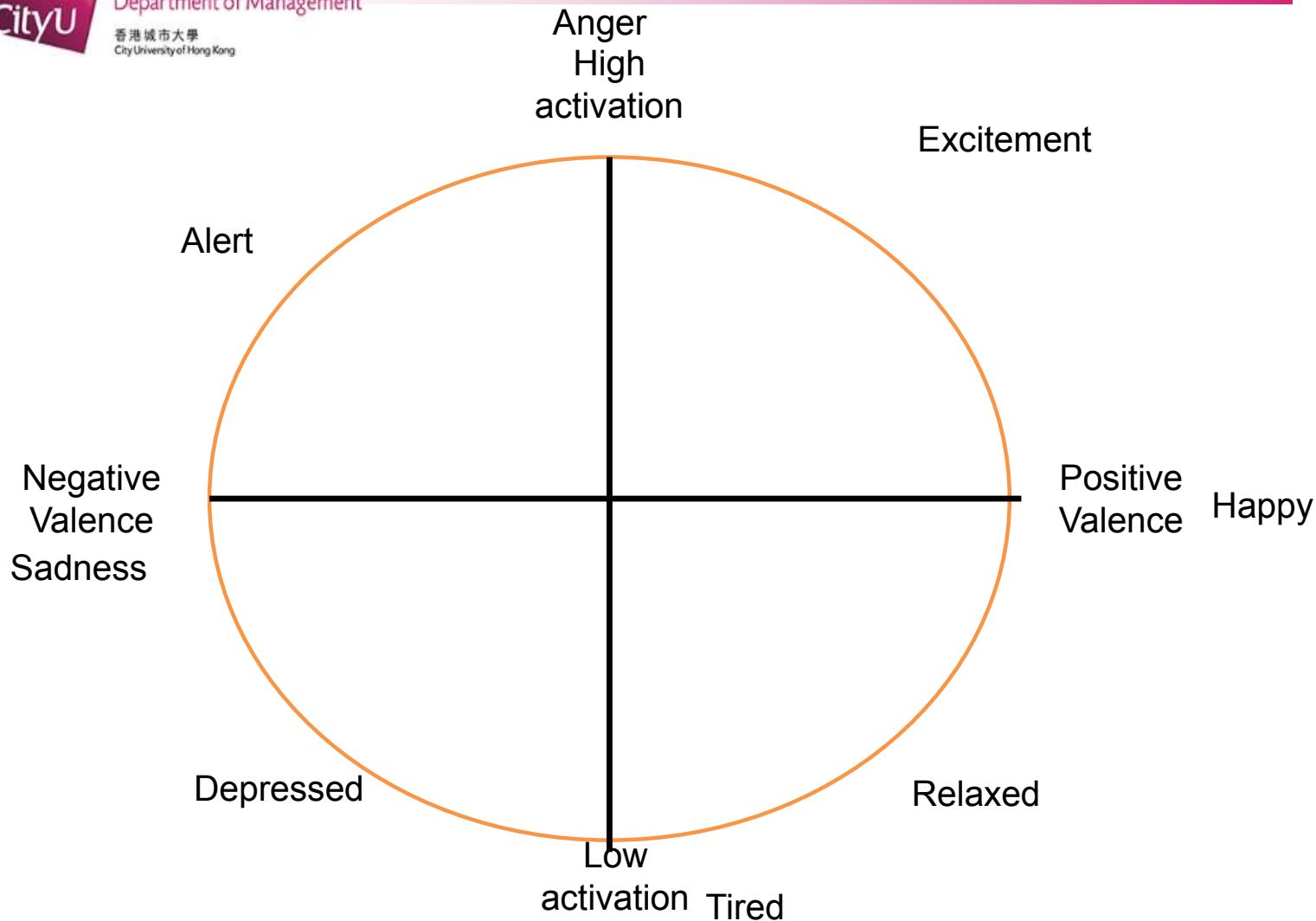


Some Other Personality Characteristics

- Resilience
- Core self-evaluation
- Growth (Learning) mindset
- Performance mindset
- Dark Factor of personality (Narcissistic personality)

Two ways to think about affect

- Emotional Circumplex (2 dimensions: activation [high versus low] and valence [positive or negative])
 - Activation determines action tendency (approach versus avoidance); Valence determines broadening versus narrowing of attention



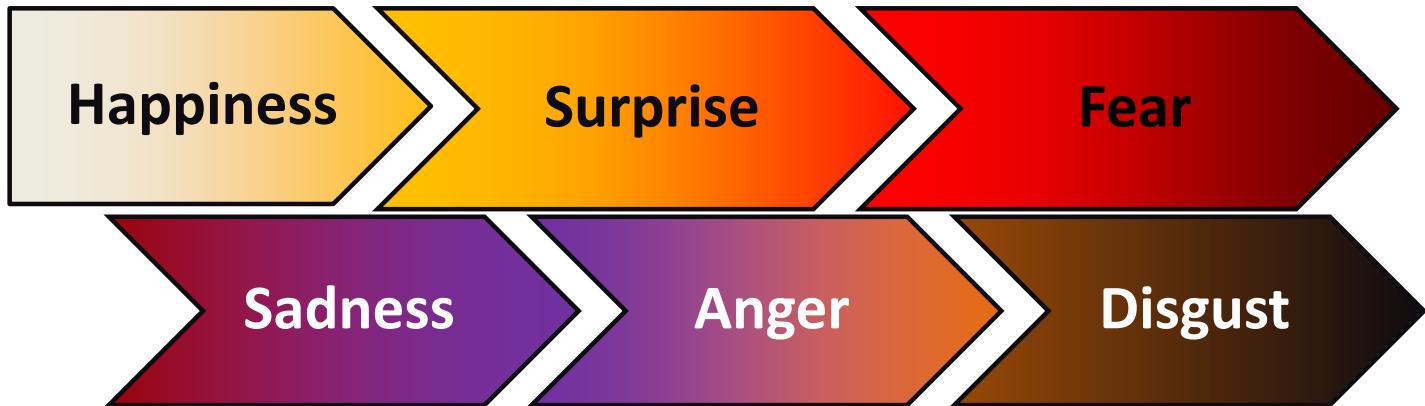
Two ways to think about affect

- Emotional Circumplex (2 dimensions: activation [high versus low] and valence [positive or negative])
 - Activation determines action tendency (approach versus avoidance); Valence determines broadening versus narrowing of attention
- Discrete social emotions: guilt, shame, envy, gratitude
 - Guilt → ??
 - Shame → ??
 - Envy → ??
 - Gratitude → ??

Two ways to think about affect

- Emotional Circumplex (2 dimensions: activation [high versus low] and valence [positive or negative])
 - Activation determines action tendency (approach versus avoidance); Valence determines broadening versus narrowing of attention
- Discrete social emotions: guilt, shame, envy, gratitude
 - Guilt → Helping behaviors
 - Shame → Avoidance
 - Envy → want to become better; hurt your target
 - Gratitude → more willing to accept advice

Basic Emotions



1. What emotion is being expressed?



1. Happy
2. Surprised
3. Fearful
4. Sad
5. Angry

2. What emotion is being expressed?



1. Happy
2. Surprised
3. Fearful
4. Sad
5. Angry

3. What emotion is being expressed?



1. Happy
2. Surprised
3. Fearful
4. Sad
5. Angry

4. What emotion is being expressed?



1. Happy
2. Surprised
3. Fearful
4. Sad
5. Angry

5. What emotion is being expressed?



1. Happy
2. Surprised
3. Fearful
4. Sad
5. Angry

Emotional Intelligence (EI)

- The ability to notice and to manage emotional cues and information
- A person's ability to:
 - Be self-aware (to recognize his or her own emotions as experienced),
 - Detect emotions in others, and
 - Manage emotional cues and information.



OK, One example

- Video
- He is angry



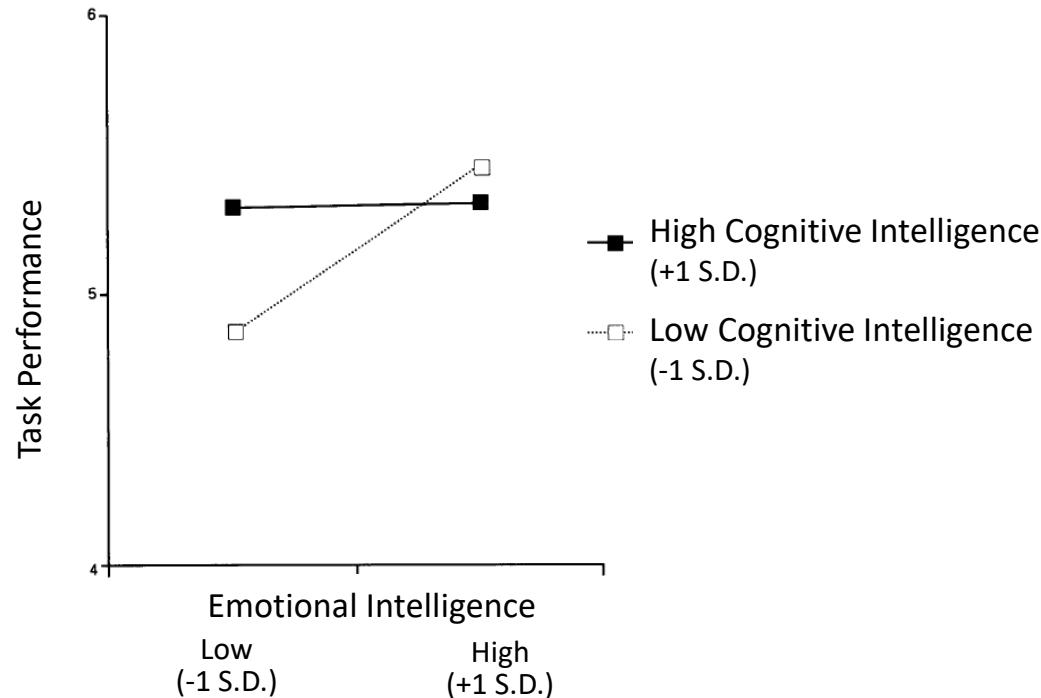
Is EI important?

Goleman, D. (1998) Working with emotional intelligence.
New York: Bantam Books.

EI is twice as important as any other factor in predicting outstanding employee performance.

Is EI important?

Cote, S., & Miner, C. T. H. Emotional intelligence, cognitive intelligence, and job performance. *Administrative Science Quarterly*, 51: 1-28.

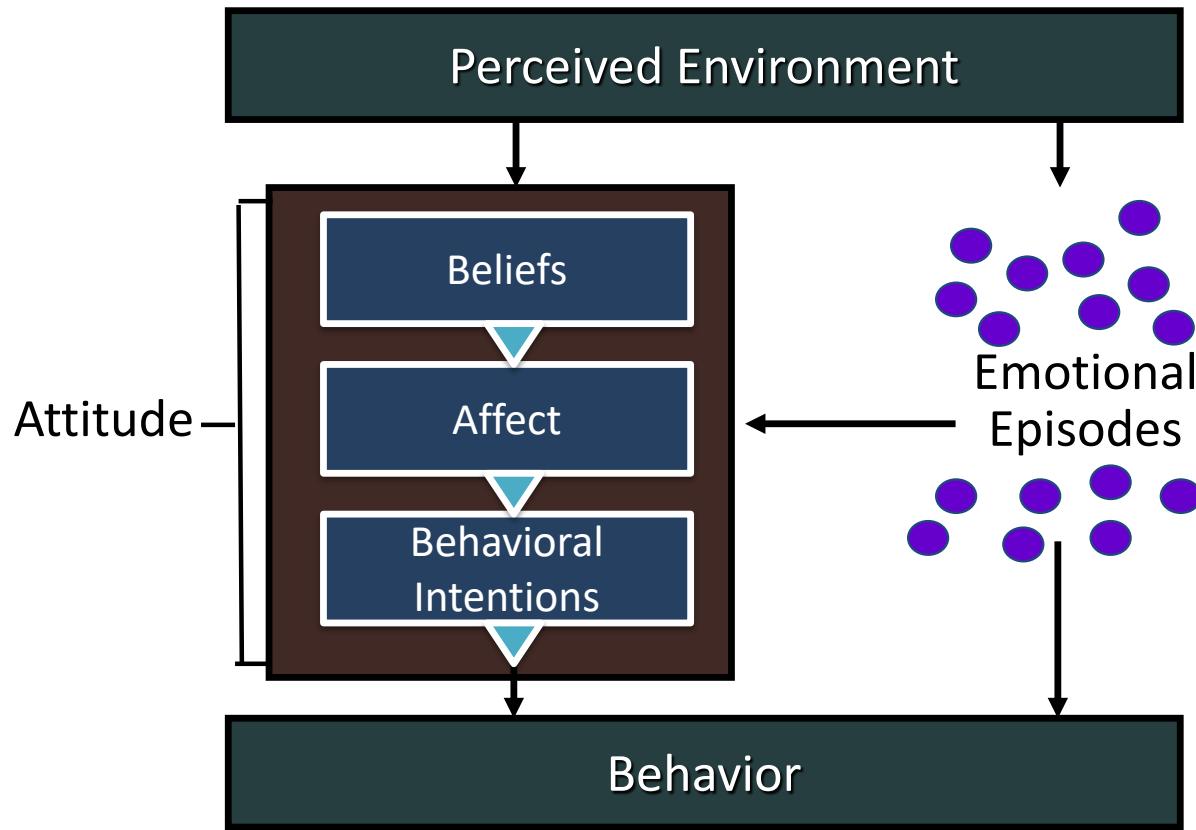


Is EI important?

- Emotional intelligence is a set of competencies (aptitudes, skills)
- Can be learned, especially through coaching
- EI increases with age – maturity
- Why?

Behavioral Intentions

Emotions, Attitudes and Behavior



What is intention?

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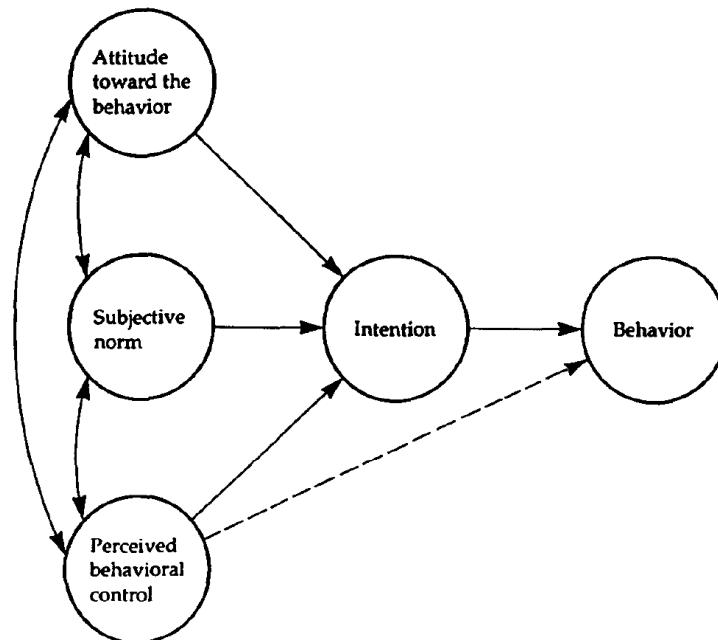


FIG. 1. Theory of planned behavior.

What is intention?

- I dislike smoking (Attitude)
- My friends do not smoke (Subjective norm)
- It is hard to find smoking spots (Perceived behavioral control)
- I intend not to smoke (Intention)
- I don't smoke (Behavior)

Do people always act
according to their intention?
Any experiences?
Use chat!

Habit

“Man is a creature of habit, not of reason nor yet of instinct (Dewey, 1922).

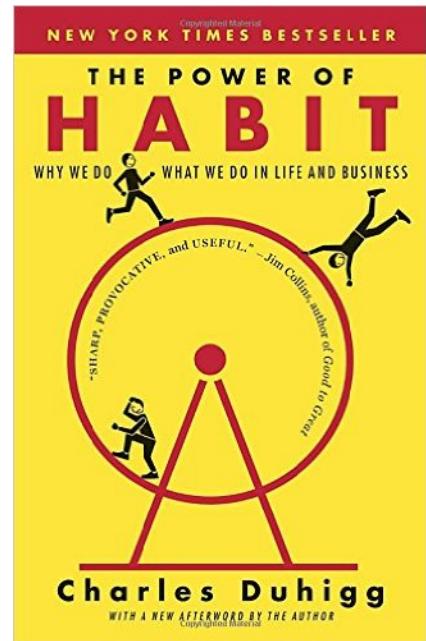
“much organizational behavior is... performed mindlessly.”

Habitual behaviours override intention.

Example: You don't want to smoke. You tell yourself not to smoke, but...

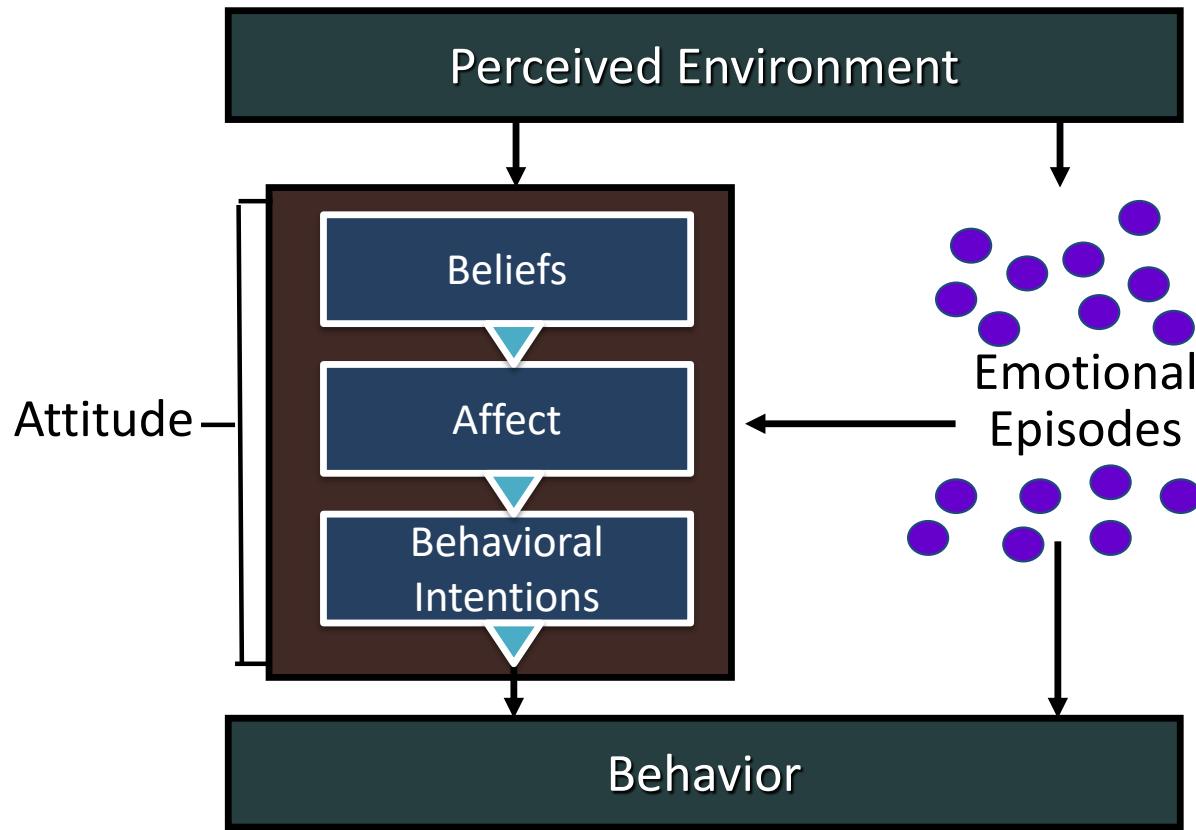
When you see your friends smoking outside the dining hall, you join them.

Contextual cues lead to habitual behaviour, even if you have no intention to engage in that behavior.



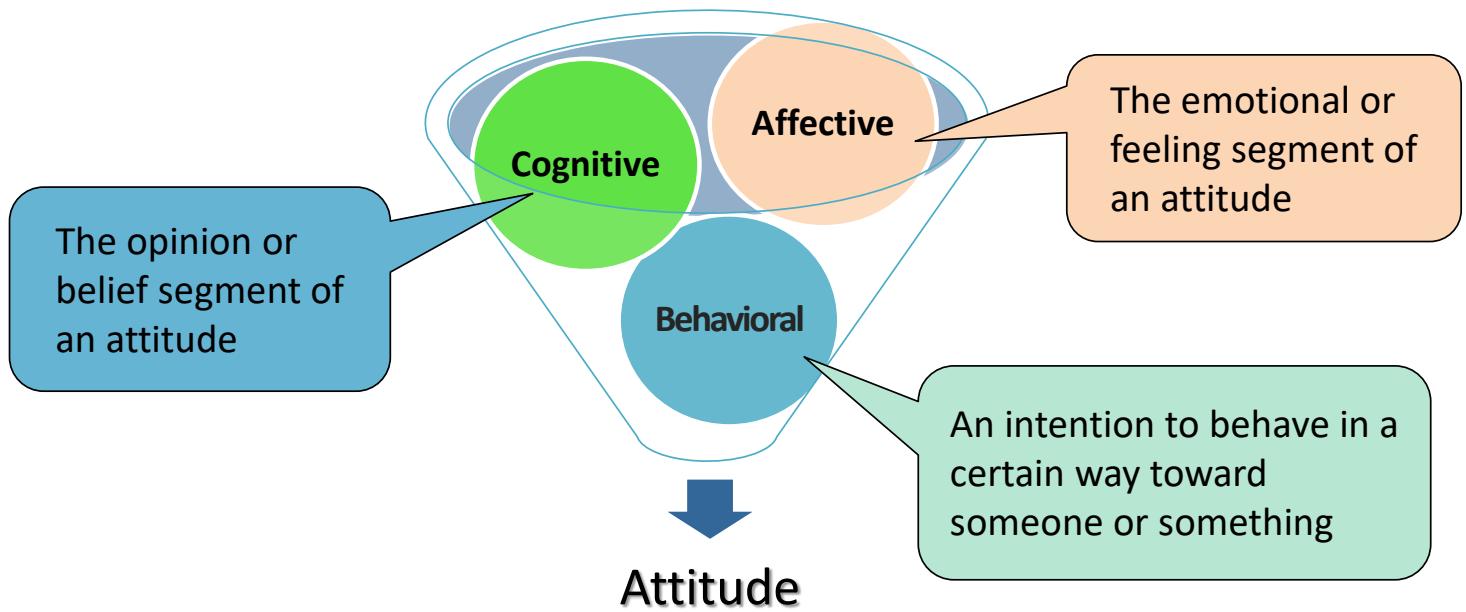
Attitudes

Emotions, Attitudes and Behavior



Attitudes

Three components of an attitude:



The Component of an Attitude



Job Satisfaction

- **Attitudes** – evaluative statements, either favorable or unfavorable, concerning objects, people, or events.
- **Job satisfaction** – an employee's general attitude toward his or her job.
- Job satisfaction tends to be related to performance dimensions (productivity, turnover, absenteeism, customer satisfaction, OCB,...)

Job Involvement and Organizational Commitment

- **Job involvement** – the degree to which an employee identifies with his or her job, actively participates in it, and considers his or her job performance to be important to self-worth.



Organizational Commitment and Perceived Organizational Support

- **Organizational commitment** – the degree to which an employee **identifies with a particular organization** and its goals and wishes to **maintain membership** in that organization.
- **Perceived organizational support** – employees' general belief that their **organization values their contribution** and cares about their well-being.

Attitudes at work

- **Employee engagement** - when employees are connected to, satisfied with, and enthusiastic about their jobs.
- What drives employee engagement at work? Any factors?

Globally, respect ranks as the no. 1 factor contributing to employee engagement.

	GLOBAL	CHINA	FRANCE	GERMANY	INDIA	JAPAN	UK	U.S.
Respect	125	121	133	129	104	90	144	122
Type of Work	112	75	138	113	116	107	122	112
Work-Life Balance	112	98	133	106	97	119	119	111
Provide Good Service to Customers	108	108	110	108	103	79	122	107
Base Pay	108	113	110	105	103	140	117	114
People You Work With	107	96	105	131	98	107	120	104
Benefits	94	127	81	110	94	75	76	112
Long-Term Career Potential	92	91	89	77	108	94	88	92
Learning and Development	91	83	67	80	98	86	85	82
Flexible Working	87	85	77	92	80	88	83	88
Promotion Opportunities	85	92	79	83	113	92	68	80
Variable Pay/Bonus	80	111	77	65	86	123	56	75

Source: Mercer

Note: Scores near 100 are middle importance, scores below 100 are less important, scores above 100 are more important.

Theory of Cognitive Dissonance (Leon Festinger)

Cognitive Dissonance: *Any incompatibility between two or more attitudes or between behavior and attitudes*

In the late 1950s, Festinger proposed the theory of cognitive dissonance to explain the linkage between attitudes and behavior. He argued that any form of inconsistency is uncomfortable and individuals will attempt to reduce the dissonance.

Dissonance means “an inconsistency” – **individuals seek to reduce this uncomfortable “gap”** to reach stability and consistency

No individual can completely avoid dissonance.

How does persuasion occur?

Cognitive dissonance theory

- Dissonance occurs if we hold contradictory beliefs or attitudes about ourselves, others or objects
- Cognitive dissonance is psychologically uncomfortable
- Reduce dissonance by modifying our attitudes or behaviour

Theory of Cognitive Dissonance (Leon Festinger)

Desire to reduce dissonance depends on:

- Importance of elements creating dissonance

If the elements creating the dissonance are relatively unimportant, the pressure to correct this imbalance will be low.

- Degree of individual influence over elements

If the dissonance is perceived as an uncontrollable result, they are less likely to be receptive to attitude change ex) I don't like drinking and I believe drinking is harmful but my boss forces me to drink..

- Rewards involved in dissonance

The inherent tension in high dissonance tends to be reduced with high rewards.

Does behavior always follow from attitudes?

Does behavior always follow from attitudes?

Not always, for at least three reasons.

Habit

“Man is a creature of habit, not of reason nor yet of instinct (Dewey, 1922).

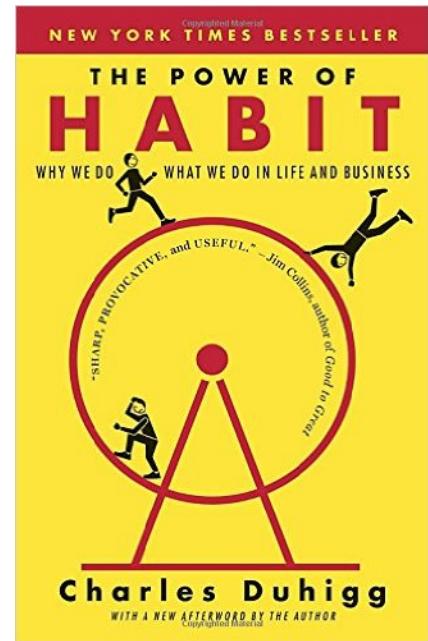
“much organizational behavior is... performed mindlessly.”

Habitual behaviours override intention.

Example: You don't want to smoke. You tell yourself not to smoke, but...

When you see your friends smoking outside the dining hall, you join them.

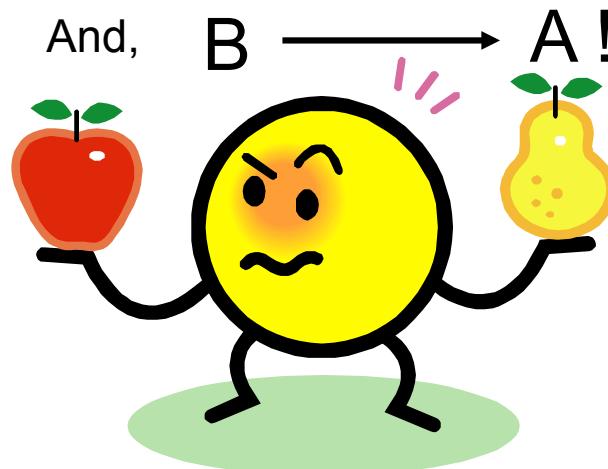
Contextual cues lead to habitual behaviour, even if you have no intention to engage in that behavior.



Self-Perception Theory

Attitudes are used after the fact to make sense out of an action that has already occurred: post-decisional justification
(History is always written by the winner)

I do NOT know what is my favorite T-shirt but I always wear this black T-shirt



Striving for self-verification during organizational entry (Cable & Kay, 2012)

- When people join as new employers..
- Do you want to show..?

Striving for self-verification during organizational entry (Cable & Kay, 2012)

- When people join as new employers, they get a fresh chance to define who they are.
- What version of their identities, then will people present?
 - Impression management
- It can be problematic when you pretend to be someone you are not.

Self-verification theory

- Since self-views represent the lens through which people perceive the world and organize their behavior, it is critical that these lenses maintain some degree of integrity and stability, or people lose their means of knowing the world and predicting others' responses.
- People will strive to preserve continuity in their self-views by bringing others to see them as they see themselves.
- Their actions are not driven by attitude but by your belief about who you are and who you want to be

Striving for self-verification during organizational entry (Cable & Kay, 2012)

- Your true attitude: Neutral & At least not very into helping others in need.
- Impression management; You want your coworkers to believe that you are helpful
- You frequently engage in helping at work
- Your attitude leads to behavior (Not necessarily)