



# Organizational Behaviour

## Personality, Values & GLOBE

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# Linking Personality and Values to the Workplace

*Managers are less interested in someone's ability to do a specific job than in that person's flexibility.*

## ✓ Person-Job Fit:

### ➤ John Holland's Personality-Job Fit Theory

- Six personality types

### ➤ Key Points of the Model:

- There appear to be intrinsic differences in personality between people
- There are different types of jobs
- People in jobs congruent with their personality should be more satisfied and have lower turnover



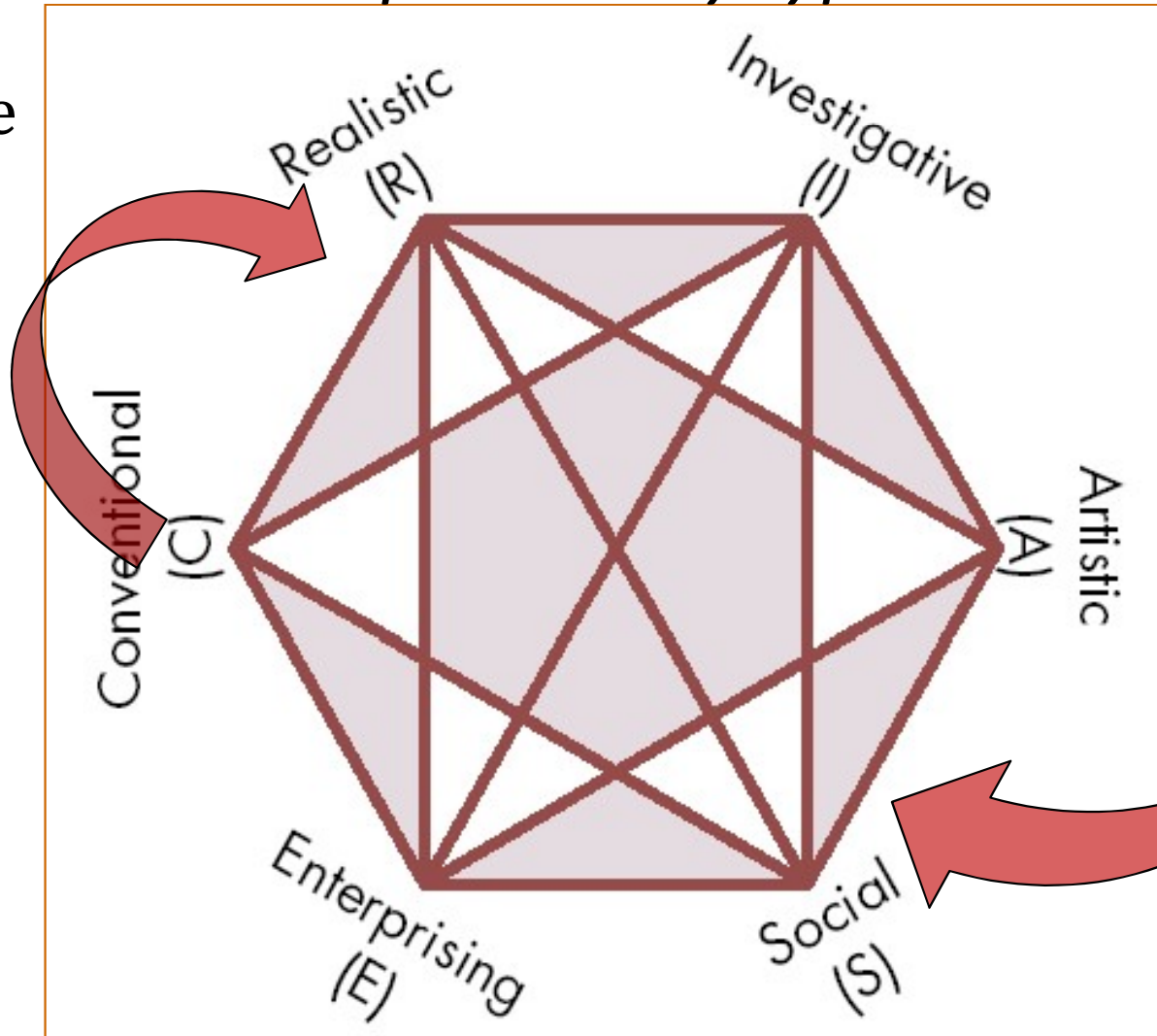
# Holland's Personality Typology & Occupations

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

# Relationships Among Personality Types

*Need to match personality type with occupation*

The closer the occupational fields, the more compatible.



The further apart the fields, the more dissimilar



# Still Linking Personality to the Workplace

*In addition to matching the individual's personality to the job, managers are also concerned with:*

- ✓ Person-Organization Fit:
  - The employee's personality must fit with the organizational culture.
  - People are attracted to organizations that match their values.
  - Those who match are most likely to be selected.
  - Mismatches will result in turnover.
  - Can use the Big Five personality types to match to the organizational culture.



# Hofstede Study of Values & Culture

- ✓ Values differ across cultures
- ✓ Hofstede's Cultural Framework for assessing culture – five value dimensions:
  - Power Distance
  - Individualism vs. Collectivism
  - Masculinity vs. Femininity
  - Uncertainty Avoidance
  - Long-term vs. Short-term Orientation
  - Indulgence vs. Restraint



# Power Distance

“...the extent to which the less powerful members of institutions and organizations within a country expect and accept that power is distributed unequally”



# Individualism v. Collectivism

- ✓ Individualist societies: ties are loose and everyone looks out for himself or herself
- ✓ Collectivist societies: people integrated into strong, cohesive groups; protection is exchanged for loyalty





# Masculinity v. Femininity

- ✓ Masculine societies: social gender roles are distinct (men focus on material success; women on quality of life)
- ✓ Feminine societies: social gender roles overlap (both quality of life)



# Uncertainty Avoidance

- ✓ “...the extent to which the members of a culture feel threatened by uncertain or unknown situations”
- ✓ NOT the same as risk avoidance
- ✓ Presence of rules



# Long term orientation

- ✓ Measures a society's devotion to traditional values
- ✓ Cultures with LTO look to the future and value thrift, persistence & tradition
- ✓ In Short Term Orientation people value the here and now – they accept change more readily



# Indulgence v. Restraint

- ✓ Indulgence is the degree to which it is alright for people to enjoy life, have fun and fulfill natural human desires
- ✓ Restraint is the extent to which there are social norms governing the gratification of basic human desires and people's behaviour



# Hofstede's Five Value Dimensions & GLOBE

- ✓ Enormously influential on OB research and managers, but:
  - ✓ Original work is more than 30 years old and based on a single company (IBM)
  - ✓ Important social and political changes since then
  - ✓ Methodology concerns
  
- ✓ The Global Leadership and Organizational Behavior Effectiveness (GLOBE) research program led by Robert House updated Hofstede's research
  - Data from 825 organizations and 62 countries
  - Used variables similar to Hofstede's
  - Added some new ones



# GLOBE Framework

Hofstede's Dimensions	Globe Dimensions
Power Distance	Power Distance
Uncertainty Avoidance	Uncertainty Avoidance
Individualism 'v' Collectivism	Institutional Collectivism
	In-Group Collectivism
	Humane Orientation
Masculine 'v' Feminism	Performance Orientation
	Assertiveness
	Gender Egalitarianism
Long Term 'v' Short Term Orientation	Future Orientation



Any Reflections?