



Organizational Behaviour

Personality & Values

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What is Personality?

✓ Defining Personality

- Personality is a dynamic concept describing the growth and development of a person's whole psychological system
- The sum total of ways in which an individual reacts to and interacts with others



What is 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



Personality Determinants - Heredity

- ✓ 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.



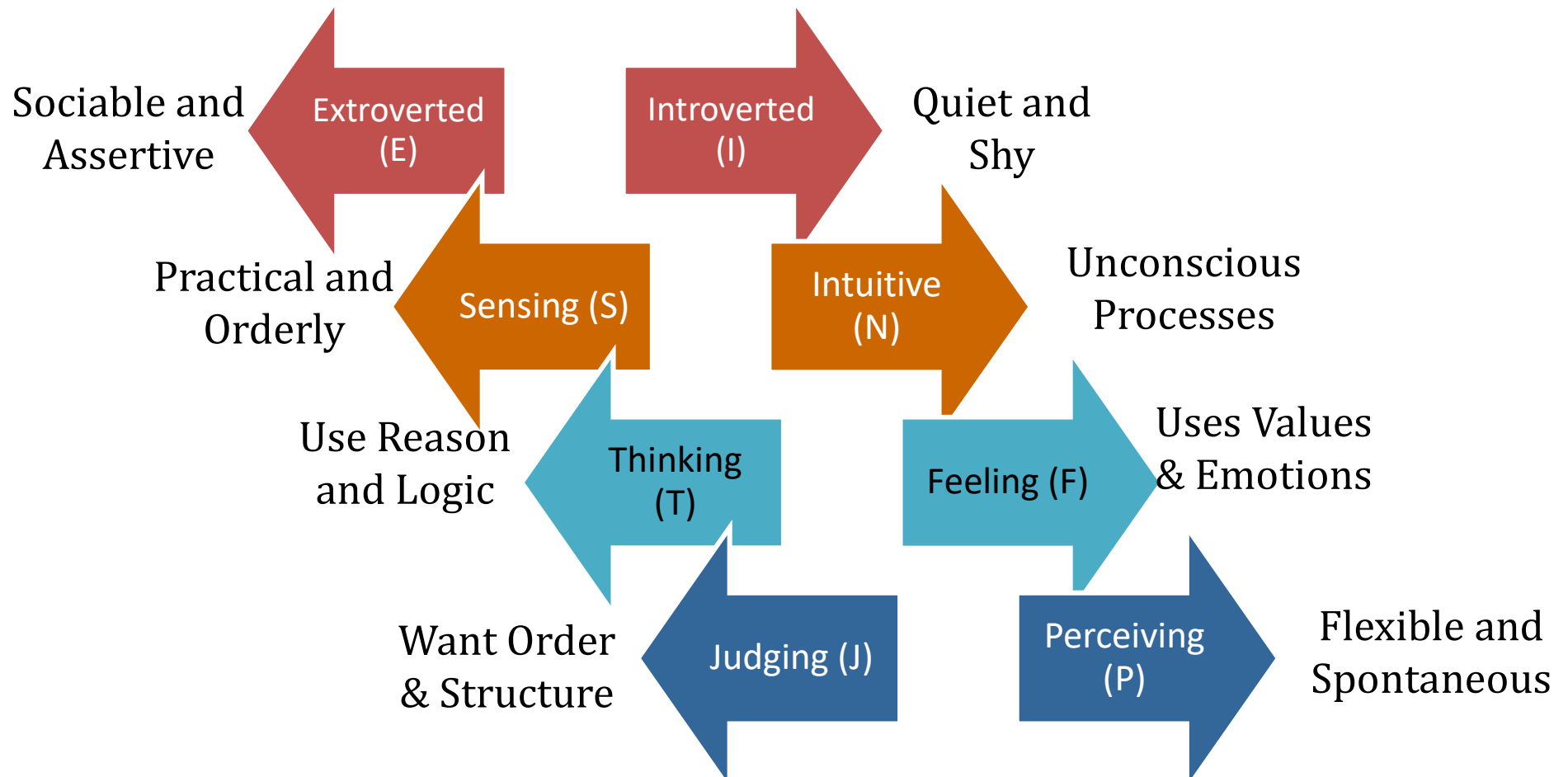
Personality Traits

- ✓ Enduring characteristics that describe an individual's behavior
 - Shy, aggressive, submissive, lazy, ambitious, loyal, and timid
 - These are **personality traits**

- ✓ Two dominant frameworks used to describe personality:
 - Myers-Briggs Type Indicator (MBTI®)
 - Big Five Model

The Myers-Briggs Type Indicator

- ✓ Most widely used instrument in the world
- ✓ Participants are classified on four axes to determine one of 16 possible personality types



The Myers-Briggs Type Indicator

E

Extroverts

Extroverts are energized by people, enjoy a variety of tasks, a quick pace, and are good at multitasking.

S

Sensors

Sensors are realistic people who like to focus on the facts and details. They apply common sense and past experience to find practical solutions to problems.

T

Thinkers

Thinkers tend to make their decisions using logical analysis, objectively weigh pros and cons, and value honesty, consistency, and fairness.

J

Judgers

Judgers tend to be organized and prepared, like to make and stick to plans, and are comfortable following most rules.

I

Introverts

Introverts often like working alone or in small groups, prefer a more deliberate pace, and like to focus on one task at a time.

N

Intuitives

Intuitives prefer to focus on possibilities and the big picture, easily see patterns, value innovation, and seek creative solutions to problems.

F

Feelers

Feelers tend to be sensitive and cooperative, and decide based on their own personal values and how others will be affected by their actions.

P

Perceivers

Perceivers prefer to keep their options open, like to be able to act spontaneously, and like to be flexible with making plans.



MBTI 16 Types

ISTJ factual practical organized steadfast	ISFJ detailed traditional service-minded devoted	INFJ committed creative determined idealistic	INTJ independent visionary original global
ISTP logical realistic adventurous self-determined	ISFP caring adaptable gentle harmonious	INFP compassionate original creative empathetic	INTP independent theoretical analytical reserved
ESTP activity-oriented versatile pragmatic outgoing	ESFP enthusiastic friendly cooperative tolerant	ENFP creative versatile perceptive imaginative	ENTP enterprising outspoken challenging resourceful
ESTJ logical systematic organized conscientious	ESFJ thorough responsible detailed traditional	ENFJ loyal verbal energetic congenial	ENTJ logical strategic fair straightforward



The Big Five Model of Personality Dimensions

Extraversion

- Sociable, gregarious, and assertive

Agreeableness

- Good-natured, cooperative, and trusting

Conscientiousness

- Responsible, dependable, persistent, and organized

Emotional Stability

- Calm, self-confident, secure under stress (positive), versus nervous, depressed, and insecure under stress (negative)

Openness to Experience

- Curious, imaginative, artistic, and sensitive



How Do the Big Five Traits Predict Behavior?

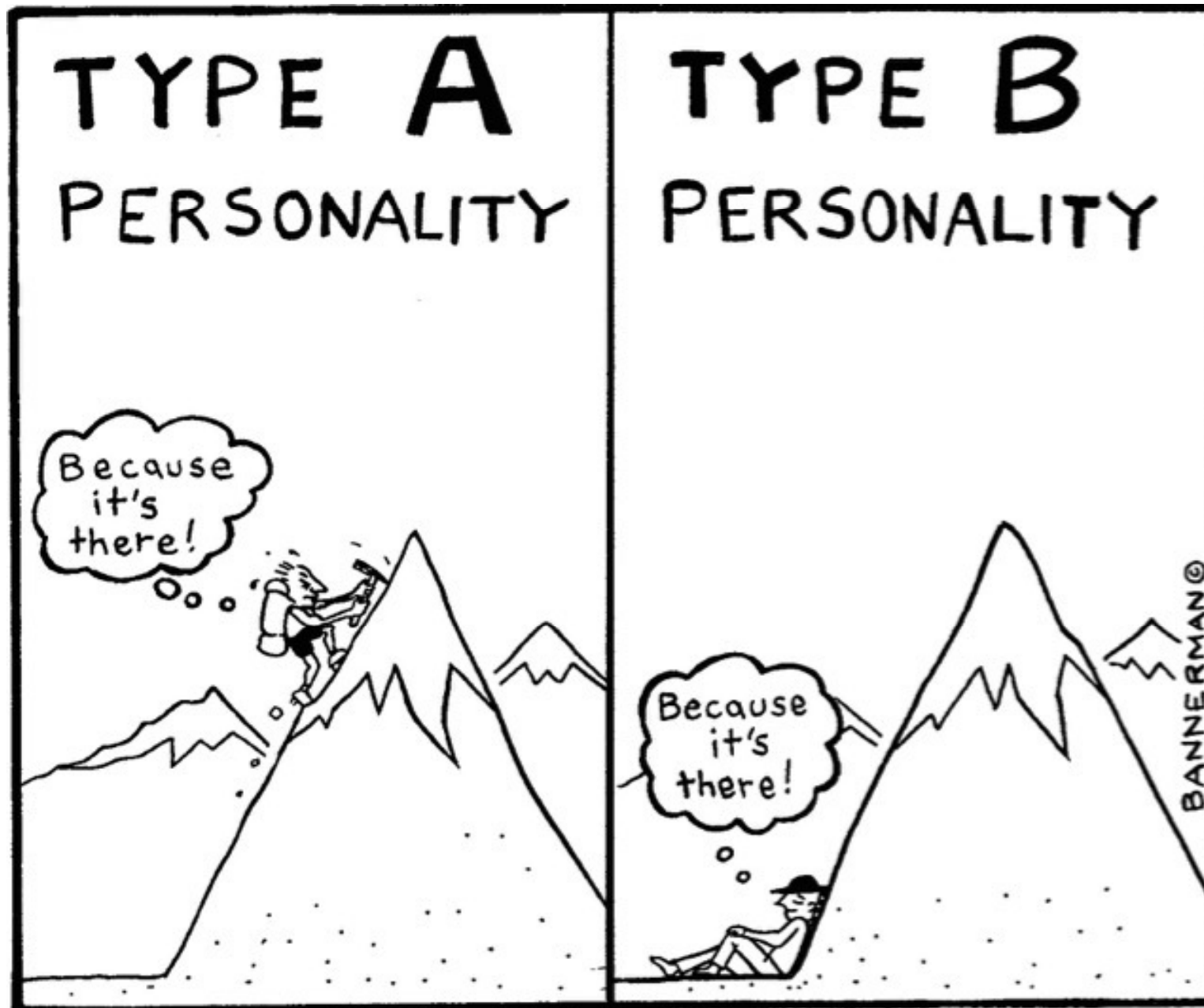
BIG FIVE TRAIT	WHY IS IT RELEVANT	WHAT DOES IT AFFECT
Emotional Stability	<ul style="list-style-type: none">•Less negative thinking and fewer negative emotions•Less Hyper Vigilant	<ul style="list-style-type: none">•Higher Job & Life Satisfaction•Lower Stress Levels
Extraversion	<ul style="list-style-type: none">•Better Interpersonal Skills•Greater Social Dominance•More Emotionally Expressive	<ul style="list-style-type: none">•Higher Performance in team oriented roles•Enhanced Leadership•Higher Job & Life Satisfaction
Openness	<ul style="list-style-type: none">•Increased Learning•More Creative•More Flexible & Autonomous	<ul style="list-style-type: none">•Training Performance•Enhanced Leadership•More Adaptable to Change
Agreeableness	<ul style="list-style-type: none">•Better Liked•More compliant & Conforming	<ul style="list-style-type: none">•Higher Performance in team oriented roles•Lower Levels of Deviant Behaviour
Conscientiousness	<ul style="list-style-type: none">•Greater Effort & Persistence•More Drive & Discipline•Better Organized & Planning	<ul style="list-style-type: none">•Higher Performance•Enhanced Leadership•Greater Longevity



Type A & Type B

Type A: Type A individuals are more ambitious, aggressive, business-like, controlling, highly competitive, impatient, preoccupied with their status, time-conscious, and tightly-wound. Type A people are often high-achieving "workaholics" who multi-task, push themselves with deadlines, and hate both delays and ambivalence. Because of these characteristics, Type A individuals are often described as "stress junkies" by individuals with Type B or other personality types.

Type B: Type B individuals are perfect contrast to those with Type A personality. People with Type B personality are generally patient, relaxed, easy-going, and at times lacking an overriding sense of urgency. Because of these characteristics, Type B individuals are often described as apathetic and disengaged by individuals with Type A or other personality types.





Other Personality Theories

- ✓ There are several other theories of Personality, including:
 - The Dark Triad (Machiavellianism, Narcissism & Psychopathy)
 - Approach – Avoidance
 - Core Self Evaluation
 - Self Monitoring
 - Proactive Personality
 - Etc.



Values

- ✓ **Values** – basic convictions about what is right, good, or desirable
- ✓ **Value system** – ranks values in terms of intensity
- ✓ The Importance and Organization of Values
 - Values generally influence attitudes and behaviors
 - Influence our perception of the world around us
 - Represent interpretations of “right” and “wrong”
 - Imply that some behaviors or outcomes are preferred over others



Generational Values

Cohort	Entered the Workforce	Approximate Current Age	Dominant Work Values
Boomers	1965–1985	Mid-40s to mid-60s	Success, achievement, ambition, dislike of authority; loyalty to career
Xers	1985–2000	Late 20s to early 40s	Work/life balance, team-oriented, dislike of rules; loyalty to relationships
Millennials	2000 to present	Under 30	Confident, financial success, self-reliant but team-oriented; loyalty to both self and relationships



Classifying Values – Rokeach Value Survey

- ✓ Terminal Values
 - Desirable end-states of existence; the goals that a person would like to achieve during his or her lifetime
- ✓ Instrumental Values
 - Preferable modes of behavior or means of achieving one's terminal values
- ✓ People in same occupations or categories tend to hold similar values
 - But values vary between groups
 - Value differences make it difficult for groups to negotiate and may create conflict



Instrumental & Terminal Values

Instrumental Values

Ambitious (hardworking, aspiring)
Broad-minded (open-minded)
Capable (competent, effective)
Cheerful (lighthearted, joyful)
Clean (neat, tidy)
Courageous (standing up for your beliefs)
Forgiving (willing to pardon others)
Helpful (working for the welfare of others)
Honest (sincere, truthful)
Imaginative (daring, creative)
Independent (self-reliant, self-sufficient)
Intellectual (intelligent, reflective)
Logical (consistent, rational)
Loving (affectionate, tender)
Obedient (dutiful, respectful)
Polite (courteous, well-mannered)
Responsible (dependable, reliable)
Self-controlled (restrained, self-disciplined)

Terminal Values

A comfortable life (a prosperous life)
An exciting life (a stimulating, active life)
A sense of accomplishment (lasting contribution)
A world at peace (free of war and conflict)
A world of beauty (beauty of nature and the arts)
Equality (brotherhood, equal opportunity for all)
Family security (taking care of loved ones)
Freedom (independence, free choice)
Happiness (contentedness)
Inner harmony (freedom from inner conflict)
Mature love (sexual and spiritual intimacy)
National security (protection from attack)
Pleasure (an enjoyable, leisurely life)
Salvation (saved, eternal life)
Self-respect (self-esteem)
Social recognition (respect, admiration)
True friendship (close companionship)
Wisdom (a mature understanding of life)



Values across Org Groups

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



Implication for Managers

- As a manager, you are more likely to appreciate, evaluate positively, and allocate rewards to employees who fit in, and your employees are more likely to be satisfied if they perceive they do fit in. Plan to objectively consider your employees' performance accordingly.
- Consider screening job candidates for high conscientiousness, as well as the other Big Five traits, depending on the criteria your organization finds most important. Other traits, such as core self-evaluation or narcissism, may be relevant in certain situations.



Implication for Managers

- You need to evaluate your employees' jobs, their work groups, and your organization to determine the optimal personality fit.
- Take into account employees' situational factors when evaluating their observable personality traits, and lower the situation strength to better ascertain personality characteristics.
- Although the MBTI has been widely criticized, it may have a place in organizations. You may consider the results helpful for training and development. The results can also help employees better understand themselves, help team members better understand each other, open up communication in work groups, and possibly reduce conflicts.



End!

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Any Questions?