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Chapter Two:

Individual Differences: Personality and Values

Learning Objectives

1. Define personality and discuss how the Big Five personality factors relate to workplace behavior and performance.
2. Describe the dark triad of personality and the MBTI types and discuss their implications for organizational behavior.
3. Summarize Schwartz's model of individual values and discuss the conditions where values influence behavior.
4. Describe four ethical principles and discuss three factors that influence ethical behavior.
5. Describe five values commonly studied across cultures.

Personality in Organizations



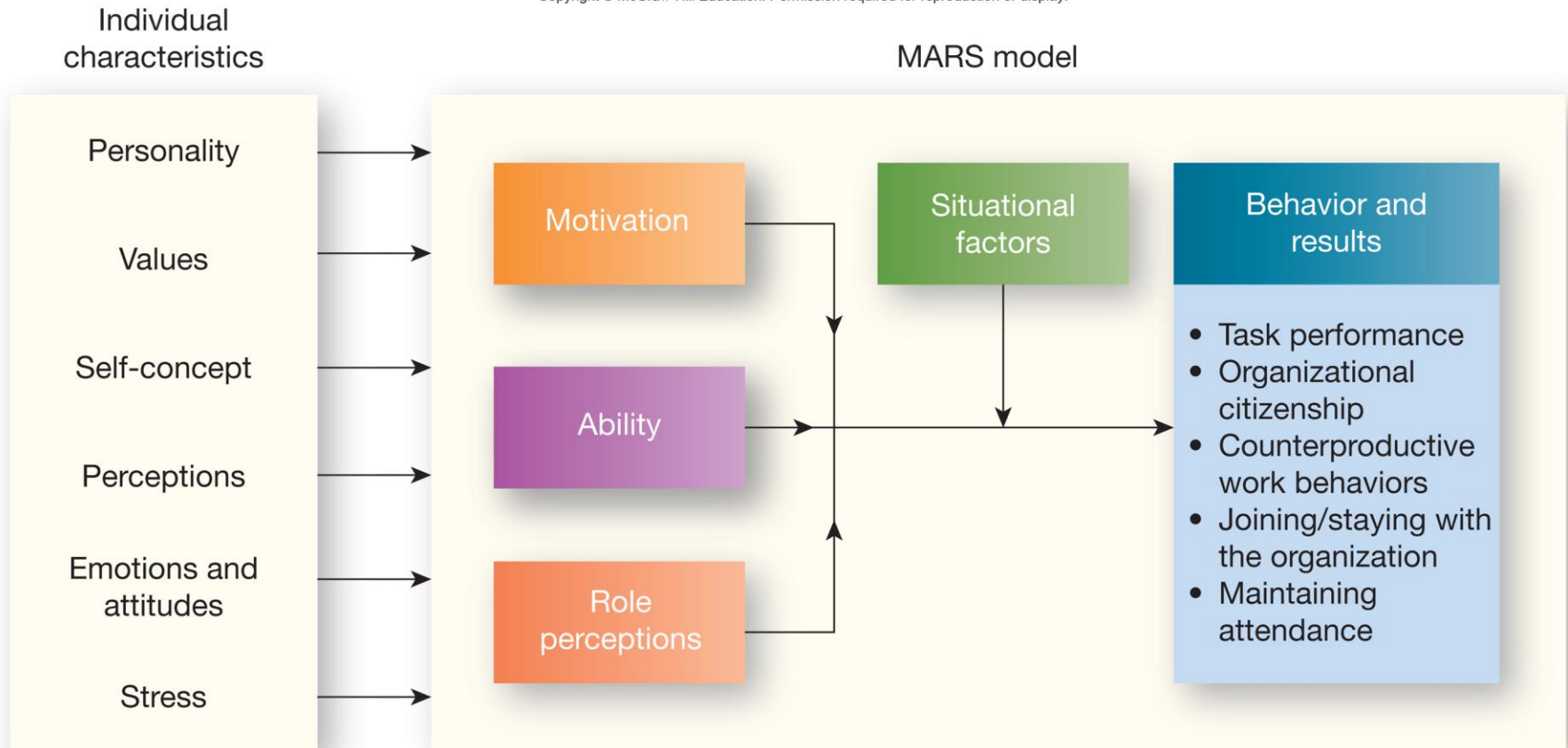
Relatively enduring pattern of thoughts, emotions, and behaviors that characterize a person, along with psychological processes.

Personality traits:

- Categories of behavior tendencies.
- Evident across situations.

MARS Model of Individual Behavior

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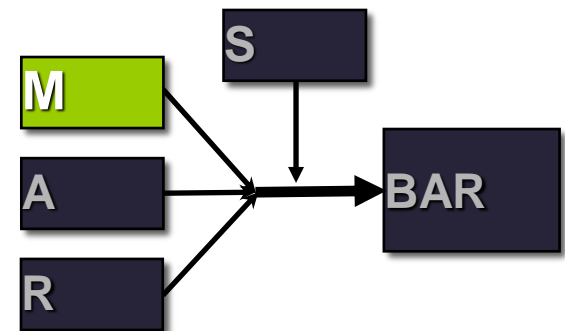


Employee Motivation



Internal forces that affect a person's voluntary choice of behavior

- direction
- intensity
- persistence

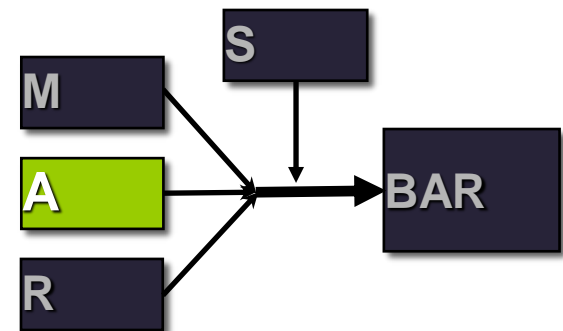


Employee Ability

Aptitudes and learned capabilities required to successfully complete a task

Person - job matching

- Selecting applicants
- Developing employees
- Redesigning jobs



Role Perceptions



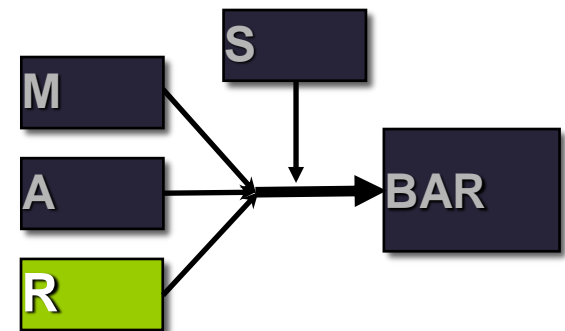
Understand the job duties expected of us.

Clearer role perceptions (role clarity) when we:

- understand our tasks or accountable consequences
- understand task/performance priorities
- Understand the preferred behaviors/procedures

Benefits of clear role perceptions:

- More accurate/efficient job performance
- Better coordination with others
- Higher motivation



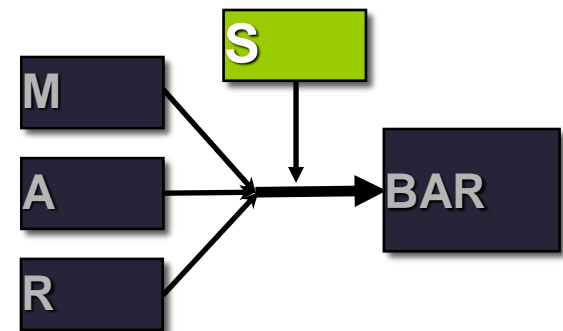
Situational Factors



Environmental conditions beyond the individual's short-term control that constrain or facilitate behavior

Constraints – time, budget, facilities, etc.

Cues – e.g. signs of nearby hazards



MARS

Mind the MARS Gap

on Ability, Role Perceptions,
and Situational Factors¹²

56%

of employed Americans agree or strongly agree that within the past year their employer gave them the opportunity to develop.



28%

of employed Americans say they're given a clear understanding of how their job performance impacts their employer's business results.

34%

of employed Americans say the feedback they receive helps them to improve their performance and succeed in their role.

23%

of employed Americans say they're provided with tools, resources, and/or a development plan to help them improve their performance.

Types of Individual Behavior



Task performance

- Goal-directed behaviors under the individual's control that support organizational objectives
- Working with people, data, things, and ideas
- Performance = proficiency, adaptability, proactivity

Organizational citizenship

- Cooperation and helpfulness to coworkers and organization that support the work context
- Some OCBs may be employment requirement (not all discretionary)

Types of Individual Behavior



Counterproductive work behaviors

- Voluntary behaviors that have the potential to directly or indirectly harm the organization

Joining & staying with the organization

- Forming the employment relationship and staying with the organization

Maintaining work attendance

- Absences due to situation (weather), motivation (avoiding stressful workplace)
- Presenteeism – attending scheduled work when one's capacity to perform is significantly diminished by illness or other factors

Defining Personality



Relatively enduring pattern of thoughts, emotions, and behaviors that characterize a person, along with the psychological processes behind those characteristics

- External traits and internal states

Personality traits

- Clusters of internally-caused behavior tendencies
- Traits apparent across situations, but situation may suppress behavior tendencies

Five-Factor Personality Model (CANOE)



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Personality dimension

People with higher scores on this dimension tend to be more:

Conscientiousness

Organized, dependable, goal-focused, thorough, disciplined, methodical, industrious

Agreeableness

Trusting, helpful, good-natured, considerate, tolerant, selfless, generous, flexible

Neuroticism

Anxious, insecure, self-conscious, depressed, temperamental

Openness to experience

Imaginative, creative, unconventional, curious, nonconforming, autonomous, perceptive

Extraversion

Outgoing, talkative, energetic, sociable, assertive

Nature vs Nurture of Personality



Influenced by nature:

- Heredity explains about 50 percent of behavioral tendencies.

Influenced by nurture:

- Socialization, learning.
- Personality stabilizes in young adulthood.
- Self-concept gets clearer, more stable with age.
- Executive function regulates behavior.
- But some personality factors change throughout life.

Five-Factor Model and Work Performance

Exhibit 2.2 Big Five Personality and Work Performance



top-left): Ildar Galeev/Shutterstock; (*top-center*): Fred Ho Yeow Hui/Shutterstock; (*top-right*): malika.1028/Shutterstock; (*bottom-left*): Aha-Soft/Shutterstock; (*bottom-right*): Sign N Symbol Production/Shutterstock

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Five Factor Model and Behavior: Further Information

Effective leaders, salespeople are somewhat more extraverted.

Openness to experience may predict a creative work performance.

Conscientiousness is a weak predictor of adaptive, proactive performance.

Agreeableness:

- Predicts team member, customer service performance.
- Weak predictor of proficient, proactive performance.

Five-Factor Model Caveats



1. Higher Big Five scores aren't always better.
2. Specific traits may predict better than their Big Five factor.
3. Personality isn't static.
4. Five-factor model doesn't cover all personalities.

The Dark Triad

Machiavellianism:

- Strong motivation to get what one wants at the expense of others.
- Believe that deceit is natural and acceptable to achieve goals.
- Take pleasure in misleading, outwitting, controlling others.
- Seldom empathize with or trust coworkers.

Narcissism.

- Obsessive belief in one's own superiority, entitlement.
- Excessive need for attention.
- Intensely envious.

Psychopathy.

- Social predators – ruthlessly manipulate others without remorse.
- Mask of psychopathy – superficial charm, but selfish self-promoters.
- Antisocial, impulsive, and often fraudulent thrill-seeking behavior.

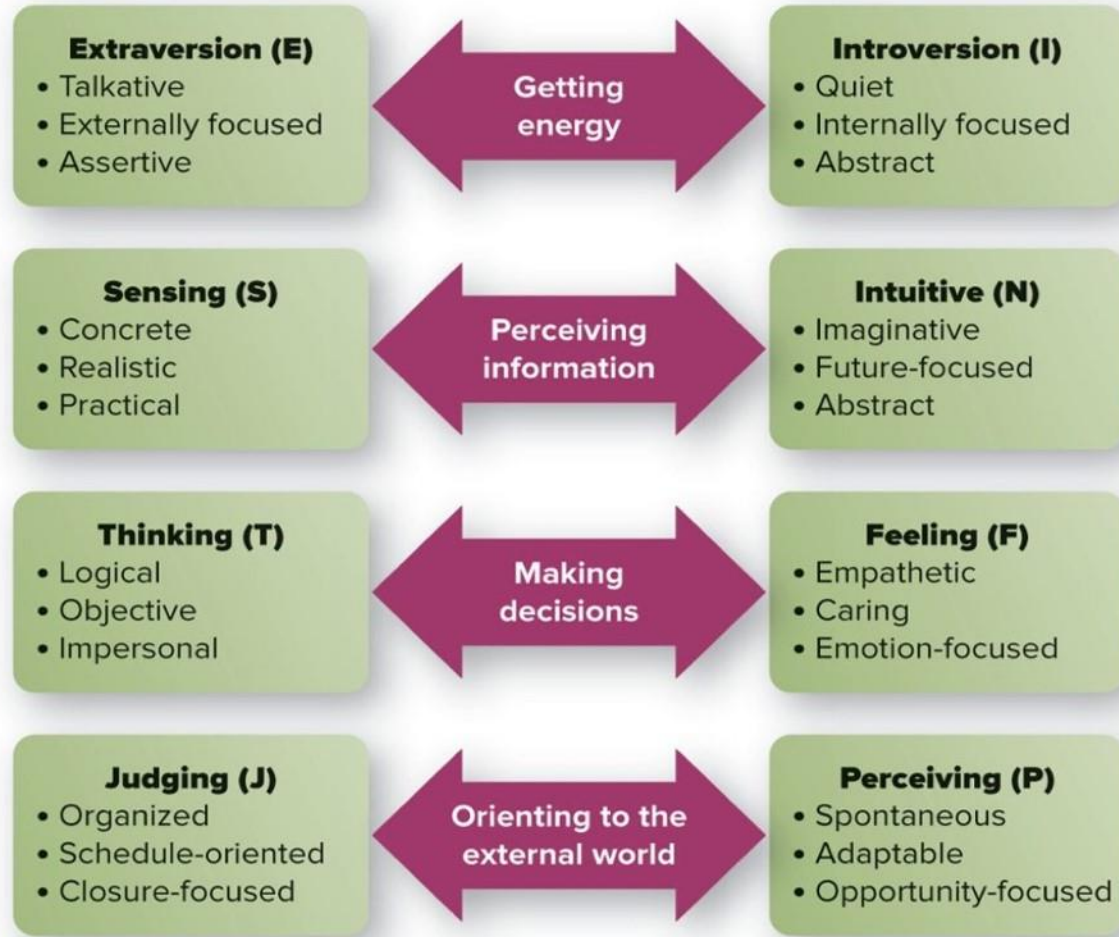
Dark Triad and Workplace Behavior

1. Serious white-collar crime activity.
2. Workplace aggression or bullying.
3. Excessively risky decision making.
4. Organizational politics.
5. Ineffective team behaviors.

Dark triad personality sometimes predicts better promotions and pay.

Jungian Personality Theory and MBTI

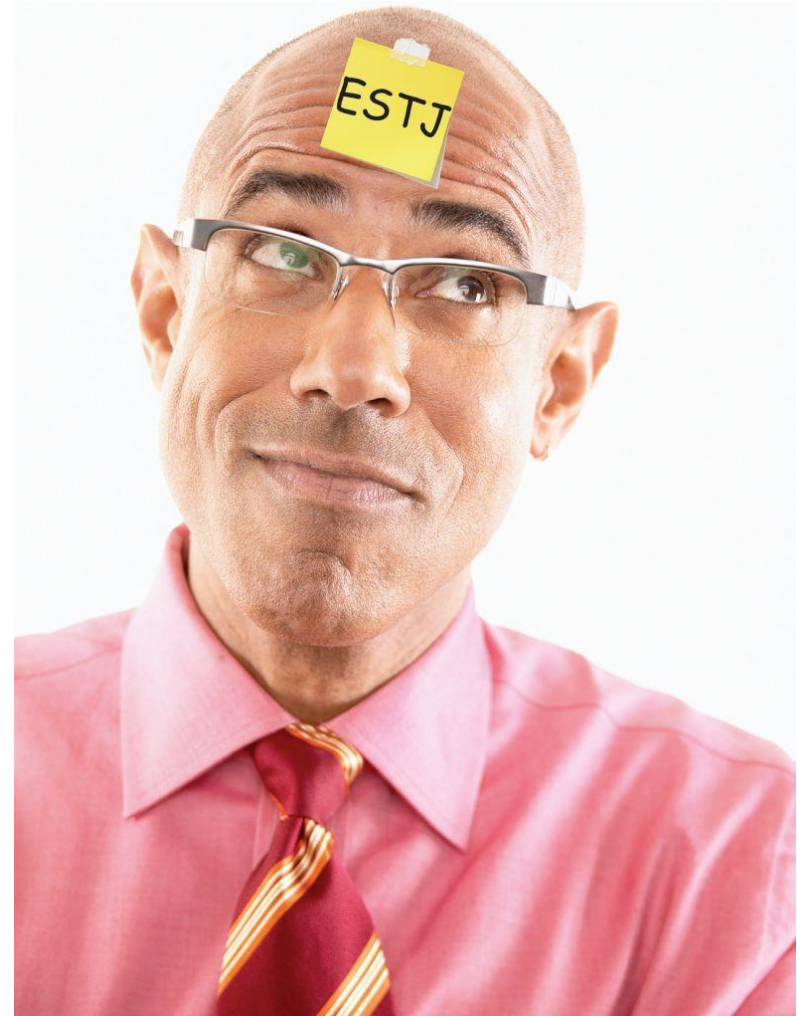
Exhibit 2.3



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Evaluating the MBTI

- Most widely used personality test.
- Most widely studied measure of cognitive style.
- Adopts a neutral view of score results.
- Improves self-awareness and mutual understanding.
- Poor predictor of job performance.



Values in the Workplace

Stable, evaluative beliefs that guide our preferences.

- Define right and wrong, good and bad: what we “ought” to do.
- Direct our motivation, potentially decisions and behavior.

Values system: hierarchy of values.

Compared with personality, values are:

- Evaluative (not descriptive).
- May conflict with each other.
- Affected more by nurture than nature.

Schwartz's Values Model

57 values clustered into 10 categories, and further into four quadrants.

Openness to change.

- Motivated to pursue innovative ways.

Conservation.

- Motivated to preserve the status quo.

Self-enhancement.

- Motivated by self-interest.

Self-transcendence.

- Motivated to promote the welfare of others and nature.

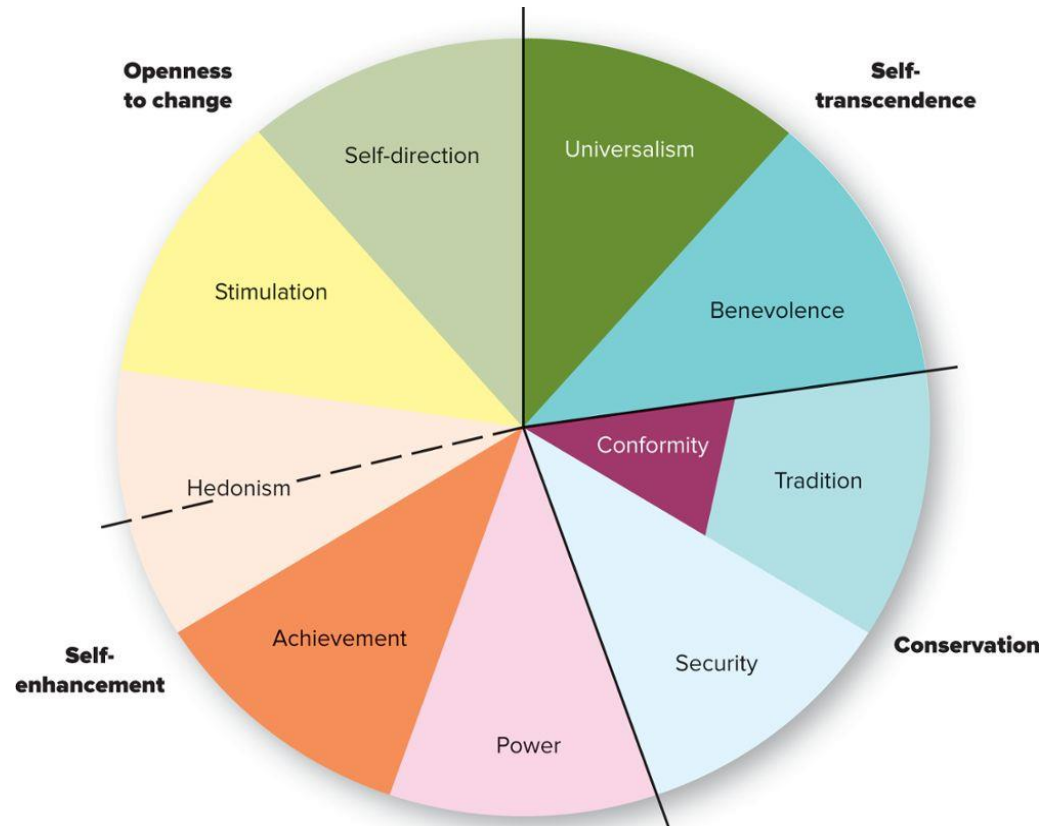


Exhibit 2.4 Schwartz's Values Circumplex

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How Values Influence Decisions and Behavior



- Values affect the relative attractiveness of choices.
- Values frame perceptions.
- Values motivate us to act consistently with self-concept and public image.

When Values Don't Predict Behavior



Situational factors –
barriers, lack opportunity.

Counter-motivational
forces.

Lack of values awareness.

- Values are abstract.
- Less mindful of values with routine behavior.

Values Congruence



Similarity of person's values hierarchy to another source.

Importance of congruence with team/firm's values.

- Higher team cohesion and performance.
- Higher job satisfaction, loyalty, and organizational citizenship, lower stress and turnover.

Ethical Values and Behavior

Ethics: study of moral principles and values, whether actions are right or wrong, outcomes are good or bad.

Four ethical principles:

1. Utilitarianism.
 - Greatest good for the greatest number.
2. Individual rights.
 - Everyone has same natural rights.
3. Distributive justice.
 - Benefits and burdens should be the same or proportional.
4. Ethic of care.
 - Moral obligation to help others.

Moral Intensity and Ethical Conduct

The degree that an issue demands the application of ethical principles.

Moral intensity depends on:

- How seriously (good or bad) people will be affected by the decision.
- The probability that those good or bad outcomes will occur.
- How many people will be affected.

Moral Sensitivity and Ethical Conduct

A person's ability to detect a moral dilemma and estimate its relative importance.

Moral sensitivity is higher in people with:

- Expertise/knowledge of prescriptive norms and rules.
- Past experience with specific moral dilemmas.
- Ability to empathize with those affected.
- A self-view as a morally sensitive person.
- A high degree of situational mindfulness.

Supporting Ethical Behavior

Corporate code of ethics.

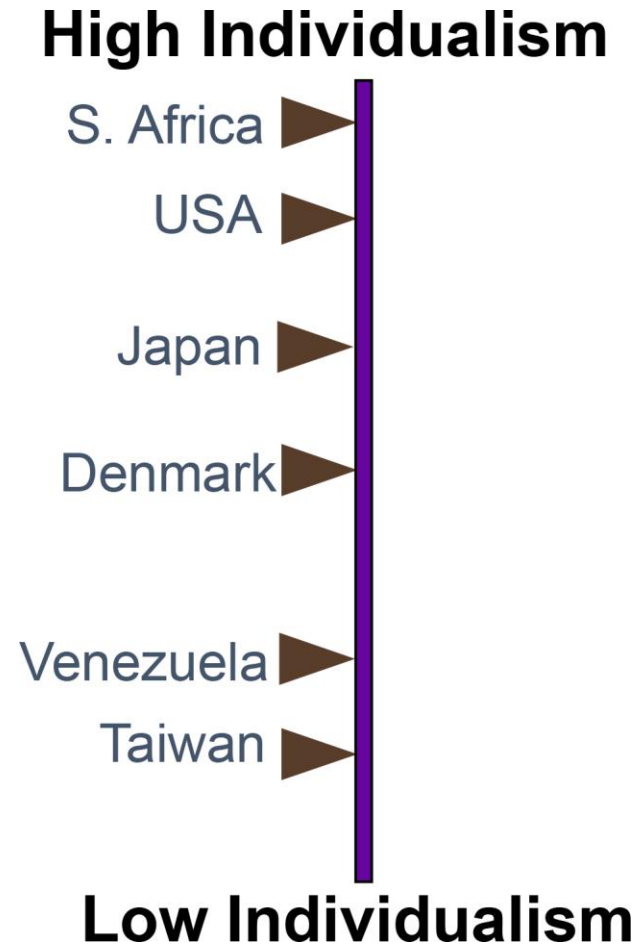
Train and test employee's ethical knowledge.

Systems for reporting and investigating wrongdoing.

Ethical culture and ethical leadership.

Individualism

The degree to which people value personal freedom, self-sufficiency, control over their lives, and being appreciated for unique qualities.



Collectivism

The degree to which people value their group membership and harmonious relationships within the group.

High Collectivism

Taiwan
Israel

India

USA
Japan

Low Collectivism

Power Distance

High power distance.

- Value obedience to authority.
- Accept superiors' commands.
- Prefer formal rules and authority to resolve conflicts.

Low power distance.

- Expect relatively equal power sharing.
- View relationship with boss as interdependence, not dependence.

High Power Distance



Low Power Distance

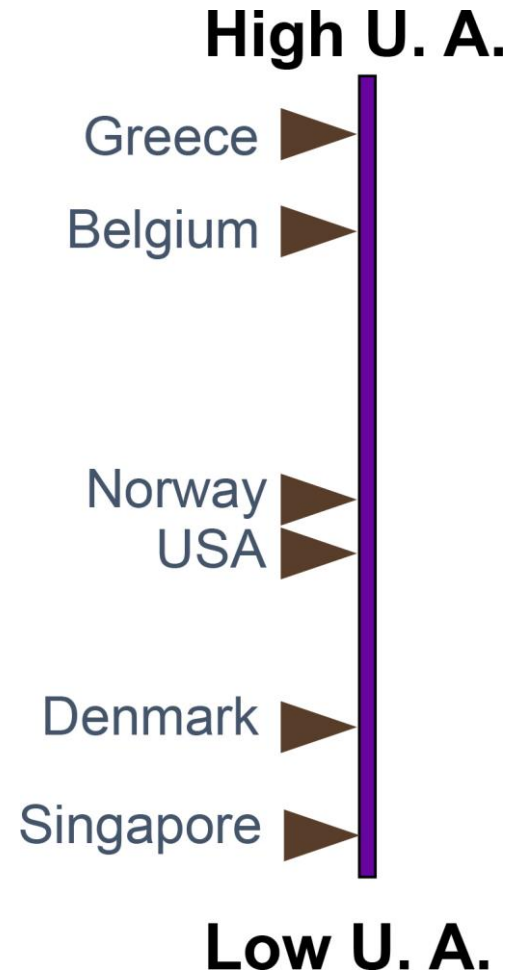
Uncertainty Avoidance

High uncertainty avoidance.

- Feel threatened by ambiguity and uncertainty.
- Value structured situations and direct communication.

Low uncertainty avoidance.

- Tolerate ambiguity and uncertainty.



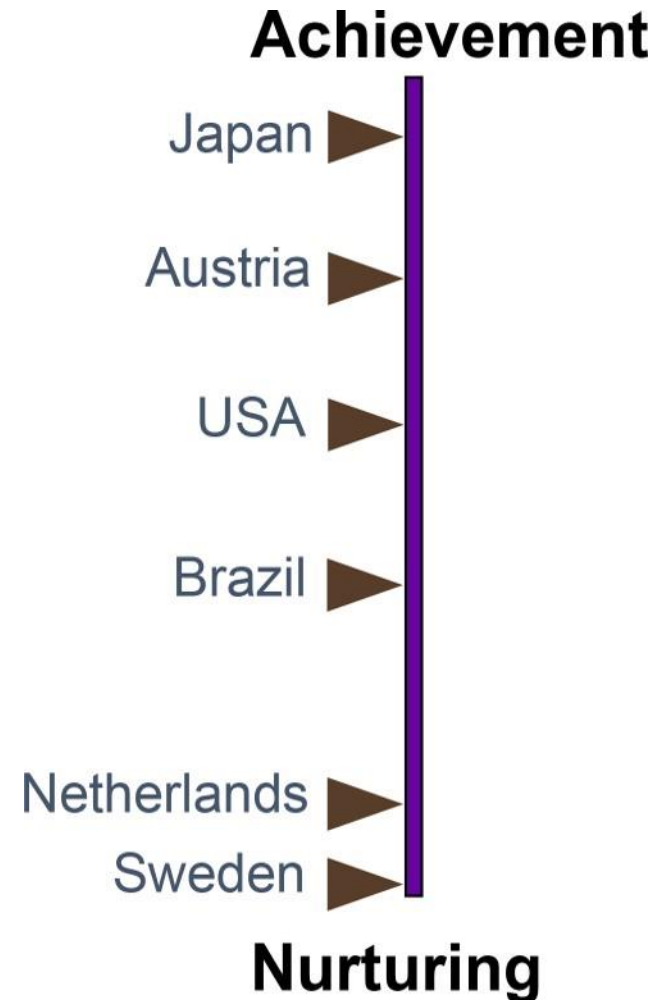
Achievement vs Nurturing

High achievement orientation:

- Assertiveness.
- Competitiveness.
- Materialism.

High nurturing orientation:

- Value relationships.
- Focus on human interaction.





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