

# Personality and Values @ work

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# Learning Objectives

After this lesson you should be able to:

1. Define *personality*, describe how it is measured, and explain the factors that determine an individual's personality.
2. Describe the Myers-Briggs Type Indicator personality framework and assess its strengths and weaknesses.
3. Identify the key traits in the Big Five personality model.
4. Demonstrate how the Big Five traits predict behavior at work.
5. Identify other personality traits relevant to OB.
6. Define *values*, demonstrate the importance of values, and contrast terminal and instrumental values.
7. Compare generational differences in values and identify the dominant values in today's workforce.
8. Identify Hofstede's five value dimensions of national culture



# Define *personality*, describe how it is measured, and explain the factors that determine an individual's personality

Personality is a dynamic concept describing the growth and development of a person's whole psychological system; It looks at some aggregate whole that is greater than the sum of the parts.

## Defining Personality

- Personality as the sum total of ways in which an individual reacts to and interacts with others.



# Define *personality*, describe how it is measured, and explain the factors that determine an individual's personality

Managers can use personality tests because they 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.

Observer-ratings surveys provide an independent assessment of personality.



# Define *personality*, describe how it is measured, and explain the factors that determine an individual's personality

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.

Popular characteristics include shy, aggressive, submissive, lazy, ambitious, loyal, and timid. These are personality traits.

- Early efforts to identify the primary traits that govern behavior often resulted in long lists that were difficult to generalize from and provided little practical guidance to organizational decision makers.



# Describe the Myers-Briggs Type Indicator personality framework and assess its strengths and weaknesses

One of the most widely used personality frameworks is the Myers-Briggs Type Indicator (MBTI).

Individuals are classified as:

- Extroverted or introverted (E or I).
- Sensing or intuitive (S or N).
- Thinking or feeling (T or F).
- Perceiving or judging (P or J).



# Describe the Myers-Briggs Type Indicator personality framework and assess its strengths and weaknesses

INTJs are visionaries.

ESTJs are organizers.

ENTPs are conceptualizers.



# Identify the key traits in the Big Five personality model

Extraversion,  
Agreeableness,  
Conscientiousness,  
Emotional stability,  
Openness to experience.





# Demonstrate how the Big Five traits predict behavior at work

## Exhibit 5-1

### Traits That Matter Most to Business Success at Buyout Companies

#### Most Important

Persistence

Attention to detail

Efficiency

Analytical skills

Setting high standards

#### Less Important

Strong oral communication

Teamwork

Flexibility/adaptability

Enthusiasm

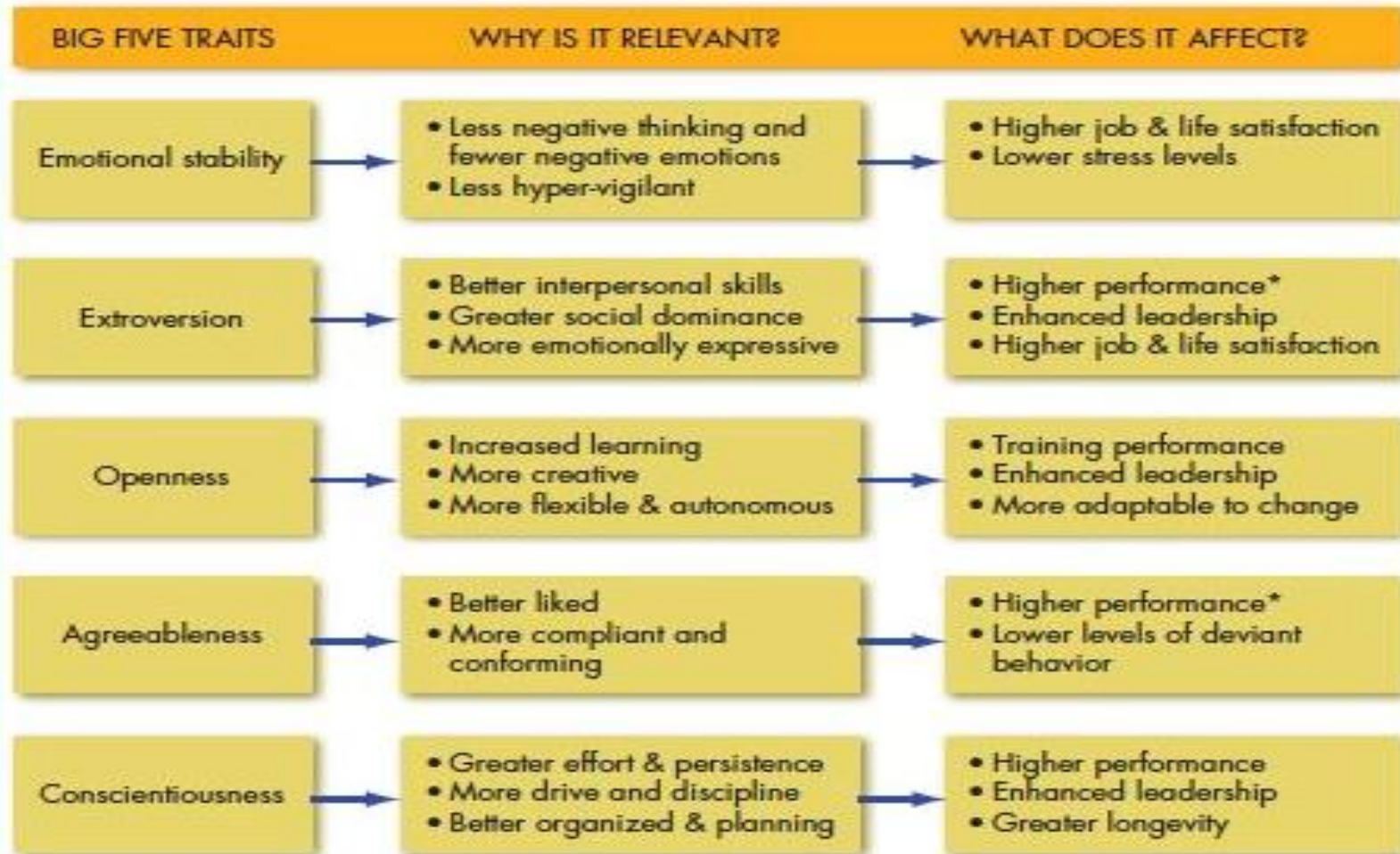
Listening skills



# Demonstrate how the Big Five traits predict behavior at work

Exhibit 5-2

Model of How Big Five Traits Influence OB Criteria



\* In jobs requiring significant teamwork or frequent interpersonal interactions.

# Demonstrate how the Big Five traits predict behavior at work

The five factors appear in almost all cross-cultural studies. Differences are complex but seem to depend on whether countries are predominantly individualistic or collectivistic. They appear to predict a bit better in individualistic than in collectivist cultures.



# Identify other personality traits relevant to OB

Core Self-Evaluation (Self-perspective)

Machiavellianism (Machs)

Narcissism

Self-Monitoring

Risk Taking

Proactive Personality

Other-orientation



# Define *values*, demonstrate the importance of values, and contrast terminal and instrumental values

- Importance of Values
  - Values lay the foundation for the understanding of attitudes and motivation.
  - Values generally influence attitudes and behaviors.
  - We can predict people's reactions based on understanding values.



# Define *values*, demonstrate the importance of values, and contrast terminal and instrumental values

## Exhibit 5-3

### Mean Value Ranking Executives, Union Members, and Activists (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.



# Compare generational differences in values and identify the dominant values in today's workforce

## Exhibit 5-4

### Dominant Work Values in Today's Workforce

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
Nexters	2000 to present	Under 30	Confident, financial success, self-reliant but team-oriented; loyalty to both self and relationships



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# Linking an Individual's Personality and Values to the Workplace

## Exhibit 5-5

### Holland's Typology of Personality and Congruent Occupations

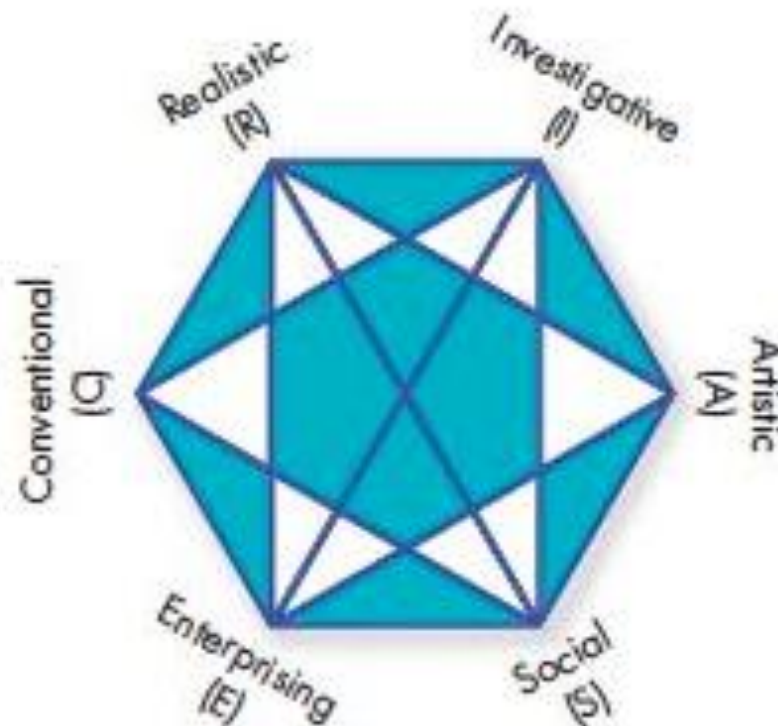
Type	Personality Characteristics	Congruent Occupations
<i>Realistic</i> : Prefers physical activities that require skill, strength, and coordination	Shy, genuine, persistent, stable, conforming, practical	Mechanic, drill press operator, assembly-line worker, farmer
<i>Investigative</i> : Prefers activities that involve thinking, organizing, and understanding	Analytical, original, curious, independent	Biologist, economist, mathematician, news reporter
<i>Social</i> : Prefers activities that involve helping and developing others	Sociable, friendly, cooperative, understanding	Social worker, teacher, counselor, clinical psychologist
<i>Conventional</i> : Prefers rule-regulated, orderly, and unambiguous activities	Conforming, efficient, practical, unimaginative, inflexible	Accountant, corporate manager, bank teller, file clerk
<i>Enterprising</i> : Prefers verbal activities in which there are opportunities to influence others and attain power	Self-confident, ambitious, energetic, domineering	Lawyer, real estate agent, public relations specialist, small business manager
<i>Artistic</i> : Prefers ambiguous and unsystematic activities that allow creative expression	Imaginative, disorderly, idealistic, emotional, impractical	Painter, musician, writer, interior decorator



# Linking an Individual's Personality and Values to the Workplace

## Exhibit 5-6

## Relationships Among Occupational Personality Types



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# Linking an Individual's Personality and Values to the Workplace

People high on extraversion fit well with aggressive and team-oriented cultures,

People high on agreeableness match up better with a supportive organizational climate than one focused on aggressiveness,

People high on openness to experience fit better in organizations that emphasize innovation rather than standardization.



# Identify Hofstede's five value dimensions of national culture

Five value dimensions of national culture:

- Power distance
- Individualism versus collectivism
- Masculinity versus femininity
- Uncertainty avoidance
- Long-term versus short-term orientation



# Identify Hofstede's five value dimensions of national culture

Exhibit 5-7

Hofstede's Cultural Values by Nation

Country	Power Distance		Individualism versus Collectivism		Masculinity versus Femininity		Uncertainty Avoidance		Long- versus Short-Term Orientation	
	Index	Rank	Index	Rank	Index	Rank	Index	Rank	Index	Rank
Argentina	49	35-36	46	22-23	56	20-21	86	10-15		
Australia	36	41	90	2	61	16	51	37	31	22-24
Austria	11	53	55	18	79	2	70	24-25	31	22-24
Belgium	65	20	75	8	54	22	94	5-6	38	18
Brazil	69	14	38	26-27	49	27	76	21-22	65	6
Canada	39	39	80	4-5	52	24	48	41-42	23	30
Chile	63	24-25	23	38	28	46	86	10-15		
Colombia	67	17	13	49	64	11-12	80	20		
Costa Rica	35	42-44	15	46	21	48-49	86	10-15		
Denmark	18	51	74	9	16	50	23	51	46	10
Ecuador	78	8-9	8	52	63	13-14	67	28		
El Salvador	66	18-19	19	42	40	40	94	5-6		
Finland	33	46	63	17	26	47	59	31-32	41	14
France	68	15-16	71	10-11	43	35-36	86	10-15	39	17
Germany	35	42-44	67	15	66	9-10	65	29	31	22-24
Great Britain	35	42-44	89	3	66	9-10	35	47-48	25	28-29
Greece	60	27-28	35	30	57	18-19	112	1		
Guatemala	95	2-3	6	53	37	43	101	3		
Hong Kong	68	15-16	25	37	57	18-19	29	49-50	96	2
India	77	10-11	48	21	56	20-21	40	45	61	7
Indonesia	78	8-9	14	47-48	46	30-31	48	41-42		
Iran	58	29-30	41	24	43	35-36	59	31-32		
Ireland	28	49	70	12	68	7-8	35	47-48	43	13
Israel	13	52	54	19	47	29	81	19		
Italy	50	34	76	7	70	4-5	75	23	34	19
Jamaica	45	37	39	25	68	7-8	13	52		
Japan	54	33	46	22-23	95	1	92	7	80	4
Korea (South)	60	27-28	18	43	39	41	85	16-17	75	5
Malaysia	104	1	26	36	50	25-26	36	46		
Mexico	81	5-6	30	32	69	6	82	18		
The Netherlands	38	40	80	4-5	14	51	53	35	44	11-12
New Zealand	22	50	79	6	58	17	49	39-40	30	25-26
Norway	31	47-48	69	13	8	52	50	38	44	11-12
Pakistan	55	32	14	47-48	50	25-26	70	24-25	0	34
Panama	95	2-3	11	51	44	34	86	10-15		
Peru	64	21-23	16	45	42	37-38	87	9		
Philippines	94	4	32	31	64	11-12	44	44	19	31-32
Portugal	63	24-25	27	33-35	31	45	104	2	30	25-26
Singapore	74	13	20	39-41	48	28	8	53	48	9
South Africa	49	35-36	65	16	63	13-14	49	39-40		
Spain	57	31	51	20	42	37-38	86	10-15	19	31-32
Sweden	31	47-48	71	10-11	5	53	29	49-50	33	20
Switzerland	34	45	68	14	70	4-5	58	33	40	15-16
Taiwan	58	29-30	17	44	45	32-33	69	26	87	3
Thailand	64	21-23	20	39-41	34	44	64	30	56	8
Turkey	66	18-19	37	28	45	32-33	85	16-17		
United States	40	38	91	1	62	15	46	43	29	27
Uruguay	61	26	36	29	38	42	100	4		
Venezuela	81	5-6	12	50	72	2	76	21-22		

# Identify Hofstede's five value dimensions of national culture

The Global Leadership and Organizational Behavior Effectiveness (GLOBE) began updating Hofstede's research with data from 825 organizations and 62 countries.

Variables similar to Hofstede

- Assertiveness
- Future orientation (similar to Long-term vs Short-term orientation)
- Gender differentiation (similar to Masculinity vs Femininity)



# Identify Hofstede's five value dimensions of national culture

Uncertainly avoidance

Power distance

Individualism/collectivism

In-group collectivism

Performance orientation

Humane orientation



# Summary and Implications for Managers

Big Five provides a meaningful way for managers to examine personality

Managers' keys

- Screening job candidates for high conscientiousness
- Factors such as job demands, the degree of required interaction with others, and the organization's culture are examples of situational variables that moderate the personality–job performance relationship.





# Summary and Implications for Managers

You need to evaluate the job, the work group, and the organization to determine the optimal personality fit.

Other traits, such as core self-evaluation or narcissism, may be relevant in certain situations, too.

Although the MBTI has been widely criticized, it may have a place in organizations.



# Summary and Implications for Managers

Knowledge of an individual's value system can provide insight into what makes the person "tick."

Employees' performance and satisfaction are likely to be higher if their values fit well with the organization.

The person who places great importance on imagination, independence, and freedom is likely to be poorly matched with an organization that seeks conformity from its employees.



# Summary and Implications for Managers

Managers are more likely to appreciate, evaluate positively, and allocate rewards to employees who fit in, and employees are more likely to be satisfied if they perceive they do fit in.

This argues for management to seek job candidates who have not only the ability, experience, and motivation to perform but also a value system compatible with the organization's.

