



MILLIONS

MANAGEMENT SOLUTIONS

Organizational Behavior

SUMMARY

Chapter 5

Personality and Values

Chapter 5 - Personality and Values

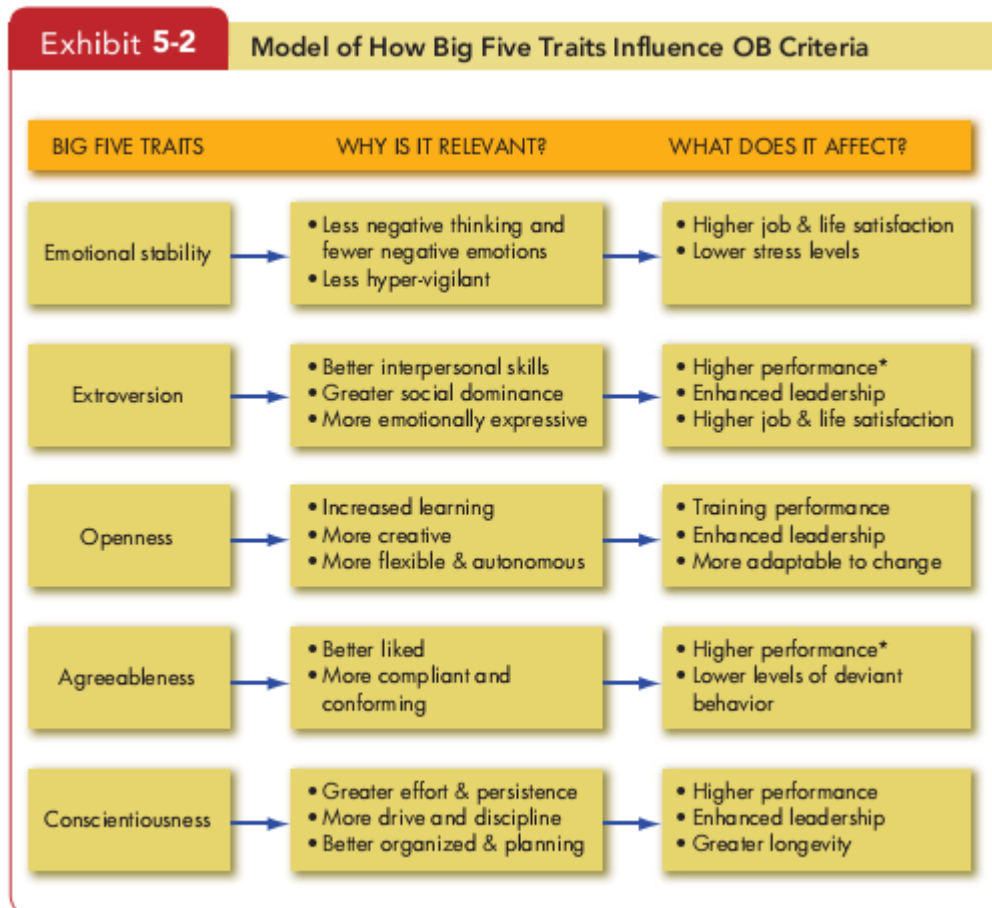
Personality

- **Personality** : growth and development of a person’s whole psychological system. Personality is also a way of an individual reacts and interact with others.
- Measuring personality is helpful in hiring decision. Common method of Measuring personality is **Self-Reporting Survey** - a method where people is evaluating themselves on a series of factors.
 - Weakness : Respondent might lie or practice impression, Less accurate.
- **Personality Determinants** : Heredity/Genetics (refers to physical stature and gender) and/or Environment
- **Personality Traits** : Enduring Characteristics that describes on Individual’s behavior.
- **Frameworks used to describe personality** :
 - **Myers-Brigg Type Indicator (MBTI)** : Respondents classified within four scales describe 16 personality types. **Problems** : Forces a person into one type or another, no in-between.

MBTI		
Extroverted (E) Sociable and Assertive	VS	Introverted (I) Quiet and Shy
Sensing (S) Practical and prefer routine		Intuitive (N) Utilize Unconscious
Thinking (T) Reason and Logic		Feeling (F) Rely on Values and Emotions
Judgers (J) Order and Structure		Perceiving (P) Flexible and Spontaneous

- **The Big Five** : Five basic dimension that encompass most of the significant variations in human personalities
 - **Extraversion** : Comfort level with relationship - lead to happier and good social skills people
 - **High level** : Sociable and Assertive
 - **Low Level** : Reserved, Timid and Quiet
 - **Agreeableness** : Individual’s propensity to respect the others - lead to good in social settings people.
 - **High Level** : Cooperative, Warm, Trusting
 - **Low Level** : Cold, disagreeable and antagonistic

- **Conscientiousness** : Measure of reliability - lead to job knowledge, greater effort and increasing performance.
 - **High Level** : Responsible, Organized, Dependable
 - **Low Level** : Easily distracted, disorganized, unreliable
- **Emotional Stability** : A person's ability to withstand stress - lead to higher job satisfaction.
 - **High Level** : Calm, Self-confident, secure
 - **Low Level** : Nervous, Anxious, Depressed, Insecure
- **Openness to Experience** : Address range of interests and fascination with something new - lead to creative people and can be leader
 - **High Level** : Curious, Creative
 - **Low Level** : Conventional



- **Other Personality Traits Relevant to OB :**
 - **Core Self Evaluation** : Degree to which people like or dislike themselves
 - **Machiavellianism** : Pragmatic, emotionally distant power, player who believes that ends justify the means. High Mac - Manipulative and persuade more, they like to have direct interaction, minimal rules.

- **Narcissism** : Arrogant, entitled, self-important person who needs excessive admiration - lead to less effective in their jobs.
- **Self Monitoring** : Ability to adjust behavior to meet external and situational factors.
- **Risk Taking** : The Willingness to take chances
- **Type A People** : People who aggressive and need to achieve more and more. Impatient, striving to multi task, don't do well with leisure time and obsessed with achievement numbers.
- **Proactive Personality** : Identifies opportunities, shows initiative, takes action and preserves to completion

Values

- **Values** : Represent basic convictions on how to conduct yourself or how to live your life that is personally or socially preferable. Attributes of Value :
 - **Content of Attribute** : Levels of important the way of conduct or end state
 - **Intensity Attribute** : How important the content is
- **Value System** : A person's value rank ordered by intensity
- **Importance of Values**
 - Provide understanding of the attitudes, motivation and behaviors
 - Influence our perception of the world around us
 - Represent the interpretations of right and wrong
 - Imply that some behavior/outcomes are preferred
- **Terminal Values** : Desirable end-states of existence; the goals that a person would like to achieve during his or her lifetime
- **Instrumental Values** : Preferable way of behavior or means of achieving one's terminal values

Linking an Individual's Personality and Values to the Workplace

- **Person-Job Fit Theory** : Satisfaction and the propensity to leave a position depend on how well individuals match their personalities to a job. There are six personalities :

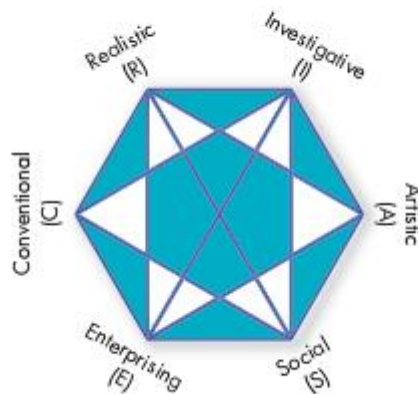
Exhibit 5-5

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

Exhibit 5-6

Relationships Among Occupational Personality Types



- The closer two fields or orientation in hexagon, the more compatible they are because adjacent categories are quite similar, while diagonally opposite are highly dissimilar.
- **Person Organization Fit** : The employee personality must fit with organizational culture, mismatched will result in turnover

International Values

- **Hofstede's Framework** : Values differ across cultures based on five value dimensions of national culture :
 - **Power Distance** : Degree to which a society accepts that power in institutions and organizations is distributed unequally. High Level means extremely unequal power. Low level stress equality and opportunity

- **Individualism Vs Collectivism : Individuality** is degree to which people prefer to act as individuals rather than as a member of groups. **Collectivism** is tight social framework in which people expect others in groups of which they are a part to look after them and protect them.
- **Masculinity Vs Femininity : Masculinity** is extent to which culture prefers achievement, power and control where culture separate roles for men and women, with men dominating the society. **Femininity** means culture sees little differentiation between male and female roles and treats women as the equals of men in all respects
- **Uncertainty Avoidance** : The extent to which a society feels threatened by uncertain and ambiguous situations and tries to avoid them
- **Short Term Orientation vs Long Term Orientation** : ST - A National culture that emphasizes the present and they accept change more readily and don't see commitments as drawback to change. LT - A National Culture that emphasizes the future and value thrift, persistence and tradition.
- **Additional from GLOBE FRAMEWORK : Humane Orientation** - How much society rewards people for altruistic and kind. **Performance** - How much society encourages and rewards performance.