

Organizational Human Behavior management

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Lecture 5

Personality and Values

What is Personality?

The dynamic organization within the individual of those psychophysical systems that determine his unique adjustments to his environment. - Gordon Allport

- The sum total of ways in which an individual reacts and interacts with others, the measurable traits a person exhibits
- Measuring Personality
 - Helpful in hiring decisions
 - Most common method: self-reporting surveys
 - Observer-ratings surveys provide an independent assessment of personality – often better predictors

Personality Determinants

- Heredity
 - Factors determined at conception: physical stature, facial attractiveness, gender, temperament, muscle composition and reflexes, energy level, and bio-rhythms
 - This “Heredity Approach” argues that genes are the source of personality
 - Twin studies: raised apart but very similar personalities
 - Parents don’t add much to personality development
 - There is some personality change over long time periods

Personality Traits

Enduring characteristics that describe an individual's behavior

- The more consistent the characteristic and the more frequently it occurs in diverse situations, the more important the trait.
- 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, such as ENTJ.
 - Extroverted (E) vs. Introverted (I)
 - Sensing (S) vs. Intuitive (N)
 - Thinking (T) vs. Feeling (F)
 - Judging (J) vs. Perceiving (P)

The Types and Their Uses

- Each of the sixteen possible combinations has a name, for instance:
 - Visionaries (INTJ) – are original, stubborn and driven.
 - Organizers (ESTJ) – realistic, logical, analytical and businesslike.
 - Conceptualizer (ENTP) – entrepreneurial, innovative, individualistic and resourceful.
- Research results on validity mixed.
 - MBTI® is a good tool for self-awareness and counseling.
 - Should *not* be used as a selection test for job candidates.

The Big Five Model of Personality Dimensions

- Extroversion
 - 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?

- *Research has shown this to be a better framework.*
- Certain traits have been shown to strongly relate to higher job performance:
 - Highly conscientious people develop more job knowledge, exert greater effort, and have better performance.
 - Other Big Five Traits also have implications for work.
 - Emotional stability is related to job satisfaction.
 - Extroverts tend to be happier in their jobs and have good social skills.
 - Open people are more creative and can be good leaders.
 - Agreeable people are good in social settings.

See Exhibit 4-2

Other Personality Traits Relevant to OB

- Core Self-Evaluation
 - The degree to which people like or dislike themselves
 - Positive self-evaluation leads to higher job performance
- Machiavellianism
 - A pragmatic, emotionally distant power-player who believes that ends justify the means
 - High Machs are manipulative, win more often, and persuade more than they are persuaded. Flourish when:
 - Have direct interaction
 - Work with minimal rules and regulations
 - Emotions distract others
- Narcissism
 - An arrogant, entitled, self-important person who needs excessive admiration
 - Less effective in their jobs

More Relevant Personality Traits

- Self-Monitoring
 - The ability to adjust behavior to meet external, situational factors.
 - High monitors conform more and are more likely to become leaders.
- Risk Taking
 - The willingness to take chances.
 - May be best to align propensities with job requirements.
 - Risk takers make faster decisions with less information.

Even More Relevant Personality Traits

- Type A Personality
 - Aggressively involved in a chronic, incessant struggle to achieve more in less time
 - Impatient: always moving, walking, and eating rapidly
 - Strive to think or do two or more things at once
 - Cannot cope with leisure time
 - Obsessed with achievement numbers
 - Prized in North America, but quality of the work is low
 - Type B people are the complete opposite
- Proactive Personality
 - Identifies opportunities, shows initiative, takes action, and perseveres to completion
 - Creates positive change in the environment

Values

Basic convictions on how to conduct yourself or how to live your life that is personally or socially preferable – “How to” live life properly.

- Attributes of Values:

- Content Attribute – that the mode of conduct or end-state is important
- Intensity Attribute – just how important that content is.

- Value System

- A person’s values rank-ordered by intensity
- Tends to be relatively constant and consistent

Importance of Values

- Provide understanding of the attitudes, motivation, 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

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.

See Exhibits 4-3 and 4-4

Generational Values

Cohort	Entered Workforce	Approximate Current Age	Dominant Work Values
Veterans	1950-1964	65+	Hard working, conservative, conforming; loyalty to the organization
Boomers	1965-1985	40-60s	Success, achievement, ambition, dislike of authority; loyalty to career
Xers	1985-2000	20-40s	Work/life balance, team-oriented, dislike of rules; loyalty to relationships
Nexters	2000-Present	Under 30	Confident, financial success, self-reliant but team-oriented; loyalty to both self and relationships

See Exhibit 4-5

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
- Vocational Preference Inventory (VPI)

- 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 Types

- Six types:
 - Realistic
 - Investigative
 - Artistic
 - Social
 - Enterprising
 - Conventional
- Need to match personality type with occupation

See Exhibits 4-7 and 4-8

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.

Global Implications

- Personality
 - Do frameworks like Big Five transfer across cultures?
 - Yes, but the frequency of type in the culture may vary.
 - Better in individualistic than collectivist cultures.
- Values
 - Values differ across cultures.
 - Hofstede's Framework for assessing culture – five value dimensions:
 - Power distance
 - Individualism vs. Collectivism
 - Masculinity vs. Femininity
 - Uncertainty Avoidance
 - Long-term vs. Short-term Orientation

Hofstede's Framework: Power Distance

The extent to which a society accepts that power in institutions and organizations is distributed unequally.

- Low distance
 - Relatively equal power between those with status/wealth and those without status/wealth
- High distance
 - Extremely unequal power distribution between those with status/wealth and those without status/wealth

See Exhibit 4-6

Hofstede's Framework: Individualism

- Individualism
 - The degree to which people prefer to act as individuals rather than as members of groups
- Collectivism
 - A tight social framework in which people expect others in groups of which they are a part to look after them and protect them

Hofstede's Framework: Masculinity

- Masculinity
 - The extent to which the society values work roles of achievement, power, and control, and where assertiveness and materialism are also valued
- Femininity
 - The extent to which there is little differentiation between roles for men and women

Hofstede's Framework: Uncertainty Avoidance

The extent to which a society feels threatened by uncertain and ambiguous situations and tries to avoid them

– High Uncertainty Avoidance:

- Society does not like ambiguous situations and tries to avoid them.

– Low Uncertainty Avoidance:

- Society does not mind ambiguous situations and embraces them.

Hofstede's Framework: Time Orientation

- Long-term Orientation
 - A national culture attribute that emphasizes the future, thrift, and persistence
- Short-term Orientation
 - A national culture attribute that emphasizes the present and the here-and-now

Hofstede's Framework: An Assessment

- There are regional differences within countries

Hofstede's Framework: An Assessment

- The original data is old and based on only one company

Hofstede's Framework: An Assessment

- Hofstede had to make many judgment calls while doing the research

Hofstede's Framework: An Assessment

- Some results don't match what is believed to be true about given countries

Hofstede's Framework: An Assessment

- Despite these problems it remains a very popular framework

GLOBE Framework for Assessing Cultures

- Global Leadership and Organizational Behavior Effectiveness (GLOBE) research program.
 - Nine dimensions of national culture
- Similar to Hofstede's framework with these additional dimensions:
 - Humane Orientation: how much society rewards people for being altruistic, generous, and kind.
 - Performance Orientation: how much society encourages and rewards performance improvement and excellence.

Summary and Managerial Implications

- Personality
 - Screen for the Big Five trait of conscientiousness
 - Take into account the situational factors as well
 - MBTI[®] can help with training and development
- Values
 - Often explain attitudes, behaviors and perceptions
 - Higher performance and satisfaction achieved when the individual's values match those of the organization

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