

## Learning Objectives

- ❑ Describe personality, the way it is measured, and the factors that shape it.
- ❑ Describe the strengths and weaknesses of the Myers-Briggs Type Indicator (MBTI) personality framework and the Big Five model.
- ❑ Discuss how the concepts of core self-evaluation (CSE), self-monitoring, and proactive personality contribute to the understanding of personality.
- ❑ Describe how the situation affects whether personality predicts behavior.
- ❑ Contrast terminal and instrumental values.
- ❑ Describe the differences between person-job fit and person-organization fit.
- ❑ Compare Hofstede's five value dimensions and the GLOBE framework.

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LO 1

## Describe Personality, the Way It Is Measured, and the Factors that Shape It

- 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.

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LO 1

## Describe Personality, the Way It Is Measured, and the Factors that Shape It

- Measuring Personality
  - Managers need to know how to measure 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.

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LO 1

## Describe Personality, the Way It Is Measured, and the Factors that Shape It

- 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.

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## LO 1

## Describe Personality, the Way It Is Measured, and the Factors that Shape It

- Early research tried to identify and label enduring personality characteristics.
  - Shy, aggressive, submissive, lazy, ambitious, loyal, and timid.
  - These are **personality traits**.

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## LO 2

## Strengths and Weakness of the MBTI and Big Five Model

- The most widely used personality framework 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)**
    - INTJs are visionaries.
    - ESTJs are organizers.
    - ENTPs are conceptualizers.

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LO 2

## Strengths and Weakness of the MBTI and Big Five Model

- The **Big Five Model**
  - Extraversion
  - Agreeableness
  - Conscientiousness
  - Emotional stability
  - Openness to experience

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LO 2

## Strengths and Weakness of the MBTI and Big Five Model

### 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

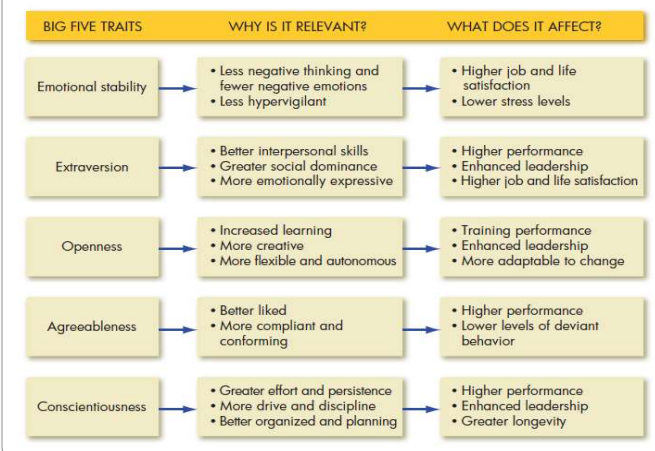
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## Strengths and Weakness of the MBTI and Big Five Model

Exhibit 5-2 Model of How Big Five Traits Influence OB Criteria



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LO 2

## Strengths and Weakness of the MBTI and Big Five Model

➤ The **Dark Triad Machiavellianism**: the degree to which an individual is pragmatic, maintains emotional distance, and believes that ends can justify means.

**Narcissism**: the tendency to be arrogant, have a grandiose sense of self-importance, require excessive admiration, and have a sense of entitlement.

**Psychopathy**: the tendency for a lack of concern for others and a lack of guilt or remorse when their actions cause harm.

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LO 2

## Strengths and Weakness of the MBTI and Big Five Model

- An emerging framework to study dark side traits:
  - First, *antisocial* people are indifferent and callous toward others.
  - Second, *borderline* people have low self-esteem and high uncertainty.

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LO 2

## Strengths and Weakness of the MBTI and Big Five Model

- Third, *schizotypal* individuals are eccentric and disorganized.
- Fourth, *obsessive compulsive* people are perfectionists and can be stubborn, yet they attend to details, carry a strong work ethic, and may be motivated by achievement.
- Fifth, *avoidant* individuals feel inadequate and hate criticism.

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LO 3

## CSE, Self-Monitoring, and Proactive Personality

- Other Personality Traits Relevant to OB
  - **Core Self-Evaluation:** bottom line conclusions individuals have about their capabilities, competence, and worth as a person.
  - **Self-Monitoring:** measures an individual's ability to adjust his or her behavior to external, situational factors.
  - **Proactive Personality:** people who identify opportunities, show initiative, take action, and persevere until meaningful change occurs.

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LO 4

## The Situation, Personality, and Behavior

- **Situation strength theory:** indicates that the way personality translates into behavior depends on the strength of the situation.
  - The degree to which norms, cues, or standards dictate appropriate behavior.
    - Clarity
    - Consistency
    - Constraints
    - Consequences

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LO 4

## The Situation, Personality, and Behavior

**Exhibit 5-3** Trait Activation Theory: Jobs in Which Certain Big Five Traits Are More Relevant

Detail Orientation Required	Social Skills Required	Competitive Work	Innovation Required	Dealing with Angry People	Time Pressure (Deadlines)
Jobs scoring high (the traits listed here should predict behavior in these jobs)					
Air traffic controller	Clergy	Coach/scout	Actor	Correctional officer	Broadcast news analyst
Accountant	Therapist	Financial manager	Systems analyst	Telemarketer	Editor
Legal secretary	Concierge	Sales representative	Advertising writer	Flight attendant	Airline pilot
Jobs scoring low (the traits listed here should not predict behavior in these jobs)					
Forester	Software engineer	Postal clerk	Court reporter	Composer	Skincare specialist
Masseuse	Pump operator	Historian	Archivist	Biologist	Mathematician
Model	Broadcast technician	Nuclear reactor operator	Medical technician	Statistician	Fitness trainer
Jobs that score high activate these traits (make them more relevant to predicting behavior)					
Conscientiousness (+)	Extraversion (+)	Extraversion (+)	Openness (+)	Extraversion (+)	Conscientiousness (+)
	Agreeableness (+)	Agreeableness (-)		Agreeableness (+)	Neuroticism (-)
				Neuroticism (-)	

Note: A plus (+) sign means individuals who score high on this trait should do better in this job. A minus (-) sign means individuals who score low on this trait should do better in this job.

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LO 5

## Contrast Terminal and Instrumental 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:
    - Lay the foundation for understanding of attitudes and motivation.
    - Influence attitudes and behaviors.

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LO 5

## Contrast Terminal and Instrumental Values

- Terminal vs. Instrumental Values
  - **Terminal values:** desirable end-states of existence.
  - **Instrumental values:** preferred modes of behavior or means of achieving terminal values.

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LO 5

## Contrast Terminal and Instrumental Values

**Exhibit 5-4** Dominant Work Values in Today's Workforce

Cohort	Entered the Workforce	Approximate Current Age	Dominant Work Values
Boomers	1965–1985	50s to 70s	Success, achievement, ambition, dislike of authority; loyalty to career
Xers	1985–2000	Mid-30s to 50s	Work-life balance, team-oriented, dislike of rules; loyalty to relationships
Millennials	2000 to present	To mid-30s	Confident, financial success, self-reliant but team-oriented; loyalty to both self and relationships

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LO 6

## Person-Job Fit vs. Person-Organization Fit

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

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LO 6

## Person-Job Fit vs. Person-Organization Fit

### ➤ Person-Organization Fit

- 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.

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LO 6

## Person-Job Fit vs. Person-Organization Fit

- Other Dimensions of Fit
  - Although person-job fit and person-organization fit are considered the most salient dimensions for workplace outcomes, other avenues of fit are worth examining.
  - Person-group fit
  - Person-supervisor fit

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LO 7

## Hofstede's Five Value Dimensions and GLOBE

- Hofstede's Framework
  - Power distance
  - Individualism versus collectivism
  - Masculinity versus femininity
  - Uncertainty avoidance
  - Long-term versus short-term orientation

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LO 7

## Hofstede's Five Value Dimensions and GLOBE

- The GLOBE Framework for Assessing Culture
  - The Global Leadership and Organizational Behavior Effectiveness (GLOBE) research program updated Hofstede's research.
  - Data from 825 organizations and 62 countries.
  - Used variables similar to Hofstede's.
  - Added some new ones.

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## Implications for Managers

- 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 aspects, such as core self-evaluation or narcissism, may be relevant in certain situations.
- Although the MBTI has faults, you can use it for training and development; to help employees better understand each other, open up communication in work groups, and possibly reduce conflicts.

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## Implications for Managers

- Evaluate jobs, 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.
- The more you consider people's different cultures, the better you will be able to determine their work behavior and create a positive organizational climate that performs well.

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