



Lecture 5: Personality and Values

Learning Objectives

1. Define personality using the five-factor model.
2. Describe the pros and cons of personality assessment.
3. Contrast terminal and instrumental values.
4. Describe the differences between person-job fit and person-organization fit.
5. Explain Hofstede's five value dimensions.

Personality

- **Personality:** The sum of ways in which an individual reacts to and interacts with others
 - The measurable traits a person exhibits
 - Influence and partially explain people's ABCs
 - Determined by hereditary and environmental factors
 - Situation strength theory

Personality

- **Self-report surveys**
 - Most common form
 - Less accurate and less predictive of job success
 - Influenced by rater's culture
 - “Lie scales”

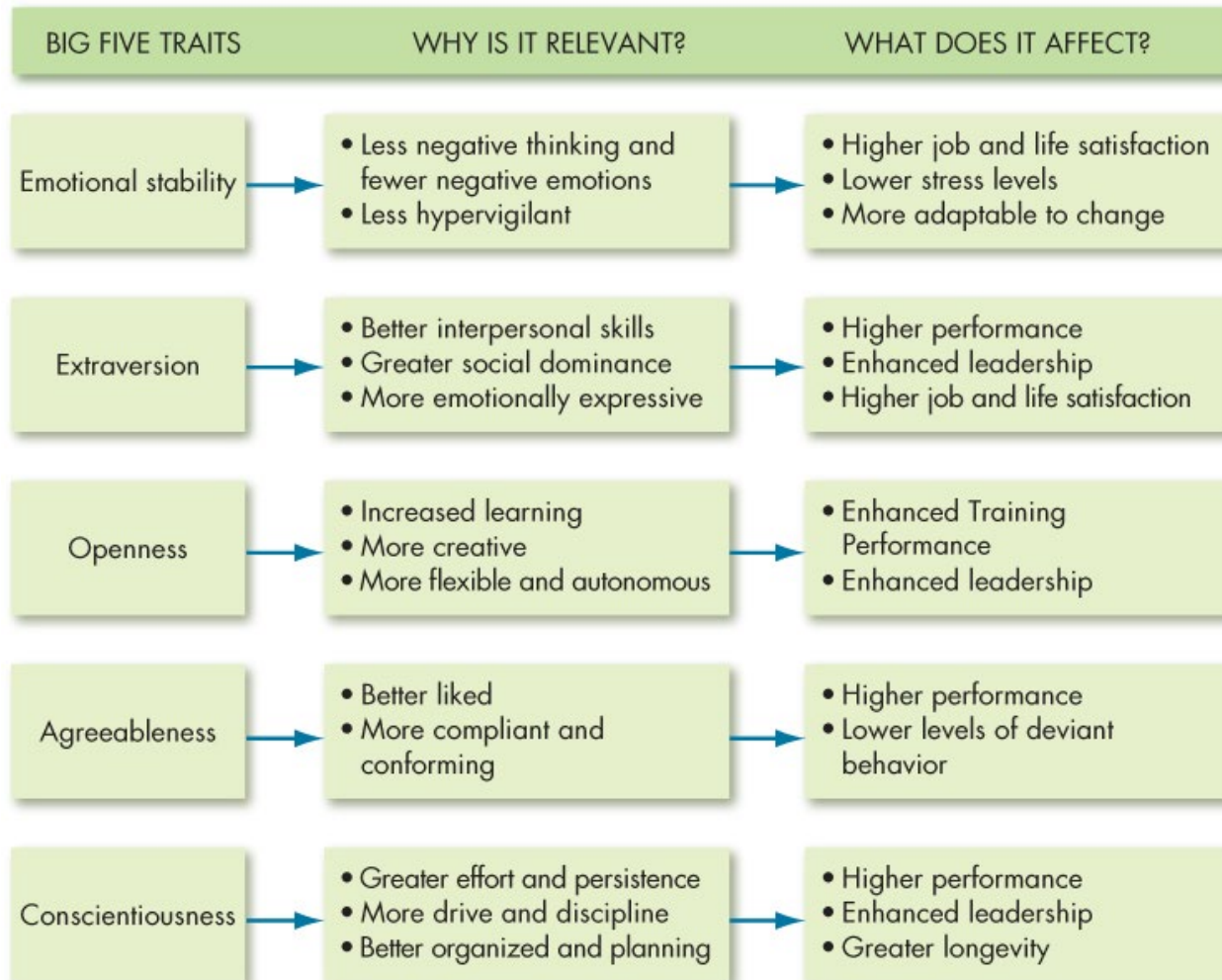
Personality

- **Observer rating surveys**
 - Rarely used
 - More accurate and more predictive of job success
 - More expensive
 - Influenced by observer's culture

Big Five Model

- Most verifiable links to organizational outcomes
- 5 dimensions:
 - **Extraversion:** Sociable, gregarious, assertive
 - **Agreeableness:** Good-natured, cooperative, trusting
 - **Conscientiousness:** Responsible, dependable, organized
 - **Emotional stability:** Calm, self-confident vs. negative, depressed
 - **Openness to experience:** Curious, imaginative

Exhibit 5-2 How Big Five Traits Influence OB Criteria



Myers-Briggs Type Indicator (MBTI)

- Most widely used personality framework
 - 2.5 million people each year
- Low reliability and validity
- Results unrelated to job performance
- 4 dimensions, 16 personality types

Myers-Briggs Type Indicator (MBTI)



Extroverts

Extroverts are energized by people, enjoy a variety of tasks, a quick pace, and are good at multitasking.



Sensors

Sensors are realistic people who like to focus on the facts and details. They apply common sense and past experience to find practical solutions to problems.



Thinkers

Thinkers tend to make their decisions using logical analysis, objectively weigh pros and cons, and value honesty, consistency, and fairness.



Judgers

Judgers tend to be organized and prepared, like to make and stick to plans, and are comfortable following most rules.



Introverts

Introverts often like working alone or in small groups, prefer a more deliberate pace, and like to focus on one task at a time.



Intuitives

Intuitives prefer to focus on possibilities and the big picture, easily see patterns, value innovation, and seek creative solutions to problems.



Feelers

Feelers tend to be sensitive and cooperative, and decide based on their own personal values and how others will be affected by their actions.



Perceivers

Perceivers prefer to keep their options open, like to be able to act spontaneously, and like to be flexible with making plans.

Dark Triad

- **Machiavellianism:** The tendency to be pragmatic, maintain emotional distance, and believe 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

Values

- **Values:** Basic evaluative convictions about what is right, good, or desirable
 - Stable and enduring
 - **Value system:** Ranks values in terms of intensity
 - Influence and partially explain people's ABCs
 - **Terminal values:** Desirable end-states of existence
 - **Instrumental values:** Preferred modes of behavior or means of achieving terminal values

Values

Exhibit 4-1 Terminal and Instrumental Values in Rokeach Value Survey

Terminal Values	Instrumental Values
A comfortable life (a prosperous life)	Ambitious (hardworking, aspiring)
An exciting life (a stimulating, active life)	Broad-minded (open-minded)
A sense of accomplishment (lasting contribution)	Capable (competent, effective)
A world at peace (free of war and conflict)	Cheerful (lighthearted, joyful)
A world of beauty (beauty of nature and the arts)	Clean (neat, tidy)
Equality (brotherhood, equal opportunity for all)	Courageous (standing up for your beliefs)
Family security (taking care of loved ones)	Forgiving (willing to pardon others)
Freedom (independence, free choice)	Helpful (working for the welfare of others)
Happiness (contentedness)	Honest (sincere, truthful)
Inner harmony (freedom from inner conflict)	Imaginative (daring, creative)
Mature love (sexual and spiritual intimacy)	Independent (self-reliant, self-sufficient)
National security (protection from attack)	Intellectual (intelligent, reflective)
Pleasure (an enjoyable, leisurely life)	Logical (consistent, rational)
Salvation (saved, eternal life)	Loving (affectionate, tender)
Self-respect (self-esteem)	Obedient (dutiful, respectful)
Social recognition (respect, admiration)	Polite (courteous, well mannered)
True friendship (close companionship)	Responsible (dependable, reliable)
Wisdom (a mature understanding of life)	Self-controlled (restrained, self-disciplined)

Source: M. Rokeach, *The Nature of Human Values* (New York: The Free Press, 1973).

Geert Hofstede's Cultural Values

- **Power distance:** The degree that power in institutions and organizations is distributed unequally
- **Individualism vs. collectivism:** The degree to which people prefer to act as individuals vs. members of a group
- **Masculinity vs. femininity:** The degree to which people value the acquisition of objects vs. relationships
- **Uncertainty avoidance:** The degree to which people prefer structured situations
- **Shot-term vs. long-term orientation:** The degree to which people look to the present vs. the future

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Values and OB

- **Person-Organization Fit**

- The degree to which people are attracted to and selected by organizations that match their values
 - Extraversion → Aggressive, team-oriented cultures
 - Agreeableness → Supportive cultures
 - Openness to experience → Innovative cultures
- Person-job, person-group, and person-supervisor fit

Implications for Managers

- Screen applicants for the Big Five traits that are most correlated with high job performance; avoid the MBTI!
- To help employees better understand each other, open communication in work groups and reduce conflicts.
- Evaluate jobs, work groups, and your organization to determine the optimal personality fit.
- Consider situational and cultural factors when evaluating observable personality traits. Lower the situation strength to better ascertain personality characteristics more closely.