

CHAPTER 4

Personality and Values

LEARNING OBJECTIVES

After studying this chapter, students should be able to:

1. Define *personality*, describe how it is measured, and explain the factors that determine an individual's personality.
2. Identify the key traits in the Big Five personality model.
3. Demonstrate how the Big Five traits predict behavior at work.
4. Identify other personality traits relevant to OB.
5. Define *values*, demonstrate the importance of values, and contrast terminal and instrumental values.

I. PERSONALITY

A. What Is Personality?

- Personality is made up of the characteristic patterns of thoughts, feelings, and behaviors that make a person unique.

B. Personality Traits

1. The Big Five Model

- An impressive body of research supports that five basic dimensions underlie all other personality dimensions. The five basic dimensions are:
 - **Extraversion.** Comfort level with relationships. Extroverts tend to be gregarious^{أنيس}, assertive^{موكد لذاته}, and sociable. Introverts tend to be reserved^{متحفظ}, timid^{خجول}, and quiet.
 - **Agreeableness.** Individual's propensity to defer^{يزعن} to others. High agreeableness people—cooperative, warm^{ودود}, and trusting. Low

- agreeableness people—cold قاسي القلب, disagreeable, and antagonistic عدائي.
- **Conscientiousness.** A measure of reliability. A high conscientious person is responsible, organized, dependable, and persistent مثابر. Those who **score** low on this dimension are easily distracted متحير, disorganized, and unreliable.
 - **Emotional stability.** A person's ability to withstand تحمل stress. People with positive emotional stability tend to be **calm** هادئ, self-confident, and secure مطمئن. Those with high negative scores tend to be nervous عصبي, **anxious**, depressed, and insecure.
 - **Openness to experience.** The range of interests and fascination جاذبية with novelty. Extremely open people are creative, **curious** فضولي, and **artistically** sensitive. Those at the other end of the openness category are conventional تقليدي and find comfort in the familiar.
 - Research found important relationships between these personality dimensions and job performance.
 - The results showed that conscientiousness predicted job performance for all occupational groups.
 - Individuals who are dependable, reliable, careful, thorough مجتهد, able to plan, organized, hardworking, persistent, and achievement-oriented tend to have higher job performance.
 - Employees higher in conscientiousness develop higher levels of job knowledge.
 - There is a strong and consistent relationship between conscientiousness and organizational citizenship behavior (OCB).
 - For the other personality dimensions, predictability depended upon both the performance criterion and the occupational group.
 - Extroversion predicts performance in managerial and sales positions.
 - Openness to experience is important in predicting training proficiency إتقان.

C. Other Personality Traits Relevant to OB

1. Core Self-Evaluation (Self-perspective)

- People who have a positive core self-evaluation see themselves as effective, **capable**, and in control.
- People who have a negative core self-evaluation tend to dislike themselves.
- **Locus of control**
 - A person's perception of the source of his/her fate is termed locus of control.
 - *Internals*: People who believe that they are masters of their own fate
 - Internals believe that health is substantially under their own control through proper habits; their incidences of sickness and, hence, their absenteeism, are lower.
 - Internals generally perform better on their jobs, but one should consider differences in jobs.
 - Internals search more actively for information before making a decision, are more motivated to achieve, and make a greater attempt to control their environment, therefore, internals do well on sophisticated tasks.
 - Internals are more suited to jobs that require **initiative** and independence of action.
 - *Externals*: People who believe they are pawns of fate
 - Individuals who rate high in externality are less satisfied with their jobs, have higher absenteeism rates, are more alienated from the work setting, and are less involved on their jobs than are internals.
 - Externals are more compliant and willing to follow directions, and do well on jobs that are well structured and routine and in which success depends heavily on complying with the direction of others.

- **Self-esteem**
 - Self-esteem—the degree to which people like or dislike themselves.
 - (SE) is directly related to expectations for success.
 - Individuals with high self-esteem will take more risks in job selection and are more likely to choose unconventional jobs than people with low self-esteem.
 - The most generalizable finding is that low SEs are more susceptible to external influence than are high SEs. Low SEs are dependent on the receipt of positive evaluations from others.
 - In managerial positions, low SEs will tend to be concerned with pleasing others.
 - High SEs are more satisfied with their jobs than are low SEs.

2. Machiavellianism

- Named after Niccolo Machiavelli, who wrote in the sixteenth century on how to gain and use power.
- An individual high in Machiavellianism is pragmatic, maintains emotional distance, and believes that ends can justify means.
- High **Machs** manipulate more, win more, are persuaded less, and persuade others more.
- High Machs make good employees in jobs that require bargaining skills or that offer substantial rewards for winning.

3. Self-Monitoring

- This refers to an individual's ability to adjust his or her behavior to external, situational factors.
- Individuals high in self-monitoring show considerable adaptability. They are highly sensitive to external **cues**, can behave differently in different situations, and are capable of presenting **striking contradictions** between their public persona and their private self.
- Low self-monitors cannot disguise themselves in that way. They tend to display their true **dispositions** and

attitudes in every situation resulting in a high behavioral consistency between who they are and what they do.

- The research on self-monitoring is in its **infancy**, so predictions must be **guarded**. Preliminary evidence suggests:
 - High self-monitors tend to pay closer attention to the behavior of others.
 - High self-monitoring managers tend to be more **mobile** in their careers and receive more promotions.
 - High self-monitor is capable of putting on different “faces” for different audiences.

4. Risk Taking

- The propensity to assume or avoid risk has been shown to have an impact on how long it takes managers to make a decision and how much information they require before making their choice.
- High risk-taking managers make more rapid decisions and use less information in making their choices.
- Managers in large organizations tend to be risk averse; especially in contrast with growth-oriented entrepreneurs.
- Makes sense ^{من المنطقي} to consider aligning risk-taking propensity with specific job demands.

II. VALUES

A. Introduction

- Values Represent Basic Convictions
 - An individual’s set of values ranked in terms of intensity is considered the person’s value system.
 - Values have the tendency to be stable.
 - Many of our values were established in our early years from parents, teachers, friends, and others.

B. Importance of Values

- Values lay the foundation for the understanding of attitudes and motivation.
- Values generally influence attitudes and behaviors. We can predict reaction based on understanding values.
- Influence our perception of the world around us.

C. Types of Values (Value Classifications)

1. Rokeach Value Survey (Exhibit 4–3)

- This instrument contains two sets of values; each set has 18 value items.
 - Terminal Values—refer to desirable end states of existence.
 - The goals that a person would like to achieve during his/her lifetime
 - Instrumental Values—refer to preferable modes of behavior.
 - Means of achieving the terminal values
 - Several studies confirm that the RVS values vary among groups.
 - People in the same occupations or categories tend to hold similar values.
 - Although there may be overlap among groups, there are some significant differences as well.

(Exhibit 4–3)

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

Shorts Questions

Chapter 4:**1. How do the big five traits predict work behavior?**

- conscientiousness predicted job performance for all occupational groups.
- Extroversion predicts performance in managerial and sales positions.
- Openness to experience is important in predicting training proficiency

2. How do locus of control predict work behavior?

- Internals are more suited to jobs that require initiative and independence of action.
- Externals are more compliant and willing to follow directions, and do well on jobs that are well structured and routine.

3. How does self esteem predict work behavior?

- Low SEs are dependent on the receipt of positive evaluations from others.
- In managerial positions, low SEs will tend to be concerned with pleasing others.
- High SEs are more satisfied with their jobs than are low SEs.

4. How does self monitoring predict work behavior?

- High self-monitors tend to pay closer attention to the behavior of others.
- High self-monitoring managers tend to be more mobile in their careers and receive more promotions.
- High self-monitor is capable of putting on different “faces” for different audiences.

5. What is the difference between terminal and instrumental values, give an example?

- Terminal Values—refer to desirable end states of existence.
- Instrumental Values—refer to preferable modes of behavior.

Instrumental Values	Terminal Values
Ambitious (hardworking, aspiring) Broad-minded (open-minded)	A comfortable life (a prosperous life) An exciting life (a stimulating, active life)