

Chapter 4

Robbins & Judge

Organizational Behavior

14th Edition

Personality and Values

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Chapter Learning Objectives

- **After studying this chapter, you should be able to:**
 - Define personality, describe how it is measured, and explain the factors that determine an individual's personality.
 - Understanding MBTI and Big Five Model
 - Identify the key traits in the Big Five personality model.
 - Demonstrate how the Big Five traits predict behavior at work.
 - Identify other personality traits relevant to OB.
 - Define values and demonstrate their importance

What is Personality?

- *The sum total of ways in which an individual reacts and interacts with others, the measurable traits a person exhibits.*
- *Characteristics of a person.*



Personality Determinants

- **There has been a long-standing debate about whether genetics or environment are more important in determining personality.**
- **They both play an important role.**
 - Twin studies: raised apart but very similar personalities
 - There is some personality change over long time periods



Personality Traits

➤ Two dominant frameworks used to describe personality:

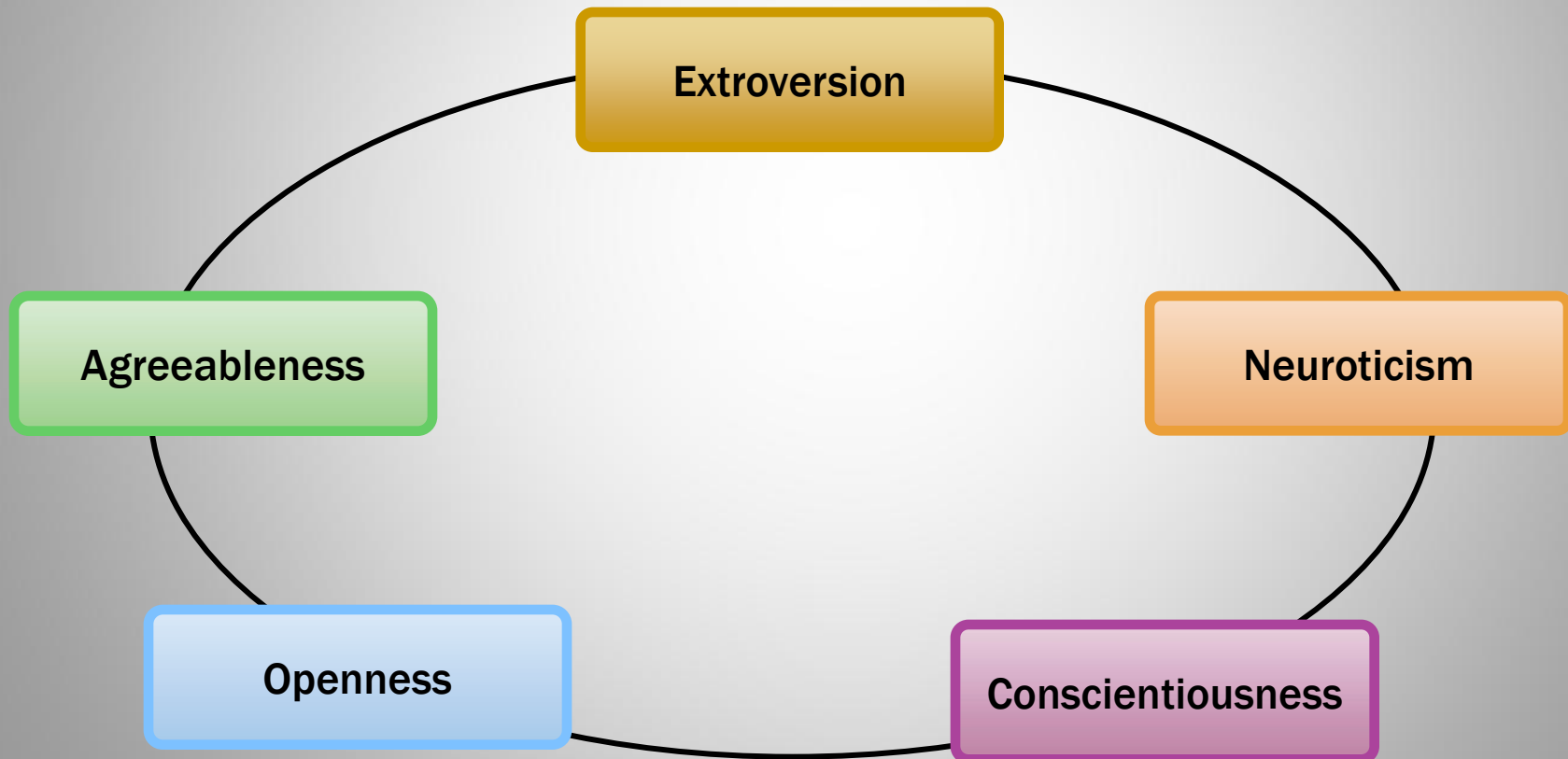
- Big Five Model
- Myers-Briggs Type Indicator (MBTI®)



Describing Personality

➤ Frameworks used to describe personality:

- Big Five Model (OCEAN)



The Big Five Model

Extroversion

- High in extroversion - Sociable, talkative, and outgoing
- Low in extroversion - Quiet, private and shy

Agreeableness

- High in agreeableness - Good-natured, cooperative, and compassionate
- Low in agreeableness – Argumentative, competitive and skeptical

The Big Five Model

Openness

- High in openness - Curious, adventurous, and open minded
- Low in openness – Traditional , prefer routine and familiarity

Conscientiousness

- High in conscientiousness - Responsible, dependable, and organized
- Low in conscientiousness - Flexible, spontaneous and disorganized

The Big Five Model

Neuroticism

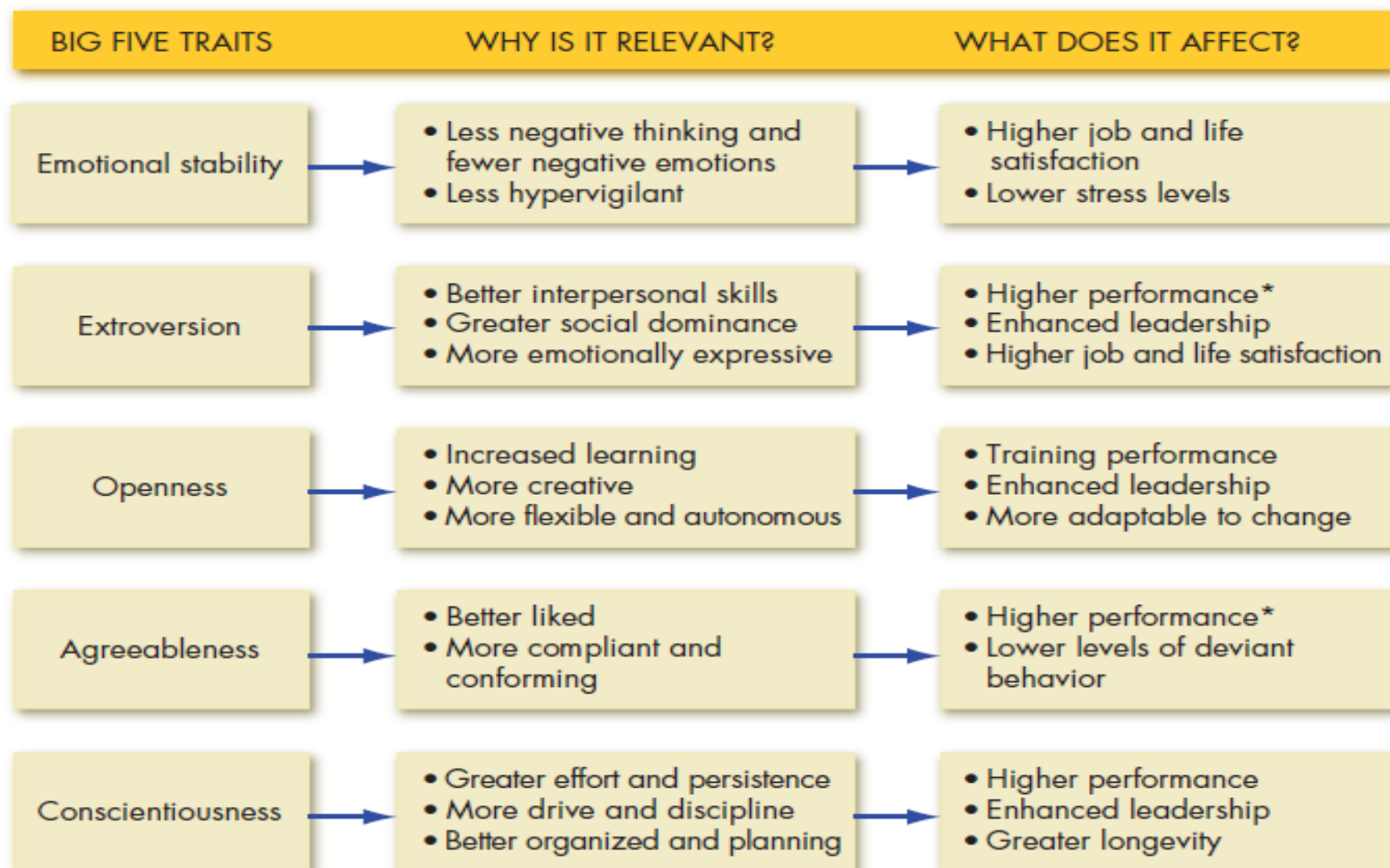
- High in neuroticism - Emotional, nervous, and moody
- Low in neuroticism - Calm, self-confident, secure under stress

How Do the Big Five Traits Predict Behavior?

- *Research has shown this to be a better framework.*
 - Extroverts tend to be happier in their jobs and have good social skills.
 - Highly conscientious people develop more job knowledge, exert greater effort, and have better performance.
 - Lower neuroticism is related to job satisfaction
 - Open people are more creative and can be good leaders.
 - Agreeable people get along well with other people

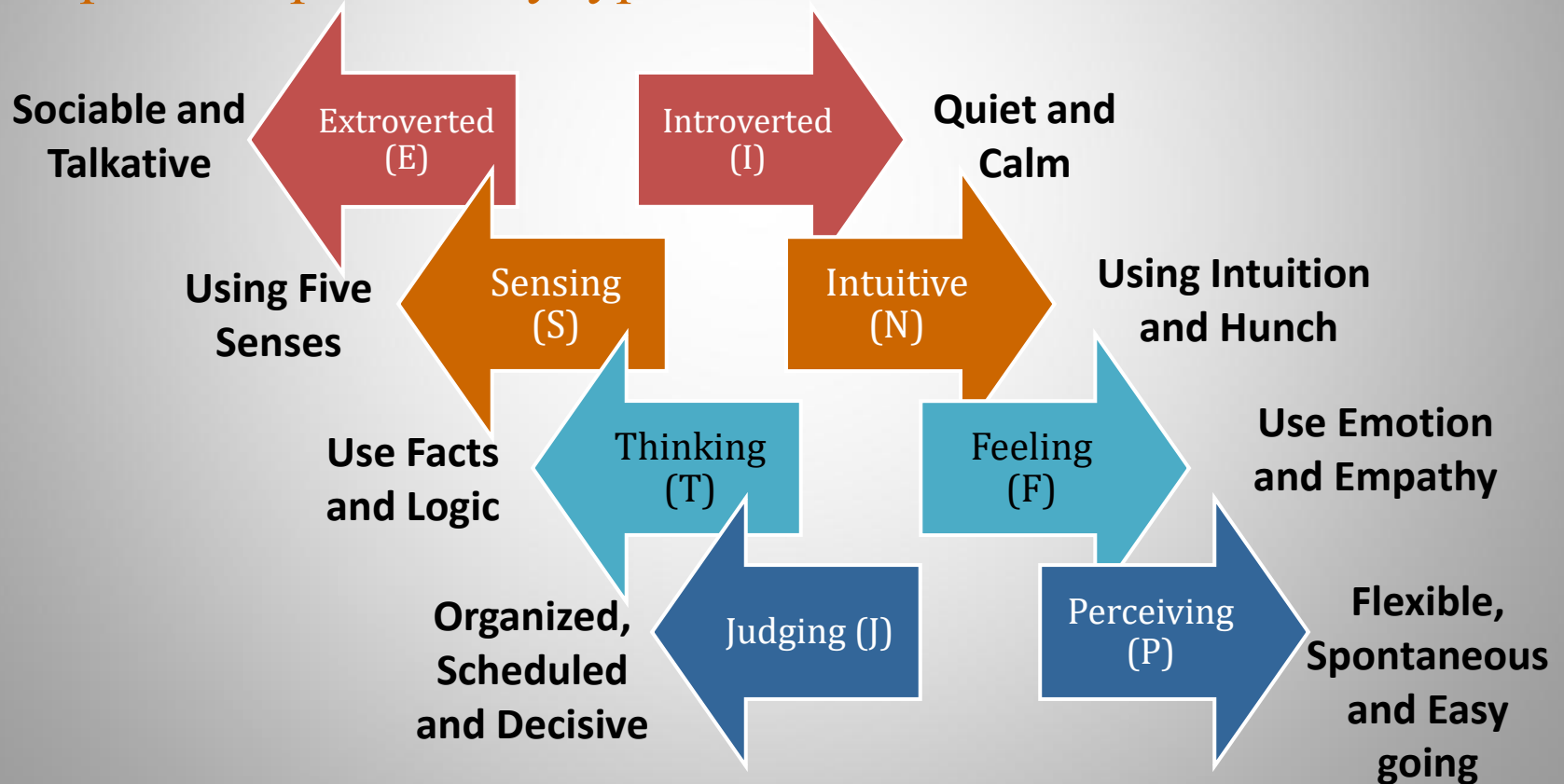
Exhibit 5-2

Model of How Big Five Traits Influence OB Criteria



Myers-Briggs Type Indicator (MBTI)

- **Most widely used instrument in the world.**
- **People are classified on four axes to determine one of 16 possible personality types.**



Myers-Briggs Type Indicator (MBTI)

- **MBTI® is a good tool for self-awareness and counseling.**
 - Extrovert (E) / Introvert (I) refer to where do you get your energy from
 - Sensing (S) / Intuitive (N) refer to how do you take in and process information
 - Thinking (T) / Feeling (F) refer to how do you make decisions
 - Judging (J) / Perceiving (P) refer to how do you organize your life
- **Each of the sixteen possible combinations has a name, for example: ENTJ, ISFP or ISTJ**

Careers Based Personality Type:

ISTJ Management Administration Law enforcement Accounting	ISFJ Education Health care Religious settings	INFJ Religion Counseling Teaching Arts	INTJ Scientific or technical fields Computers Law
ISTP Skilled trades Technical fields Agriculture Law Enforcement Military	ISFP Health care Business Law enforcement	INFP Counseling Writing Arts	INTP Scientific or technical fields
ESTP Marketing Skilled trades Business Law enforcement Applied technology	ESFP Health care Teaching Coaching Childcare worker Skilled trades	ENFP Counseling Teaching Religion Arts	ENTP Science Management Technology Arts
ESTJ Management Administration Law enforcement	ESFJ Education Health care Religion	ENFJ Religion Arts Teaching	ENTJ Management Leadership

Values

Basic convictions on how to conduct yourself or how to live your life that is personally or socially preferable.

- **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**



Examples of values

- **Values are guiding principles that help to define how someone should behave in life.**
- **Each person has a different set of values from another person**
- **Examples of values that people have in themselves include honesty, loving, hardworking, positivity, cleanliness, sincerity, independent, compassion, punctuality, courage, loyalty, ambitious, polite, patriotism, and happiness.**

Summary and Managerial Implications

➤ Personality

- Personality is very important to the workplace and play a solid role in predicting behavior.

➤ Values

- Often explain attitudes, behaviors, and perceptions
- Higher performance and satisfaction achieved when the individual's values match those of the organization

Chapter Questions

1. **Define the term personality and values.**
2. **Based on the class activity you have done at <https://practicalpie.com/free-personality-test/> state your Big Five score and your MBTI type.**
3. **Describe FIVE values that you use to conduct your life and is personally close to you.**