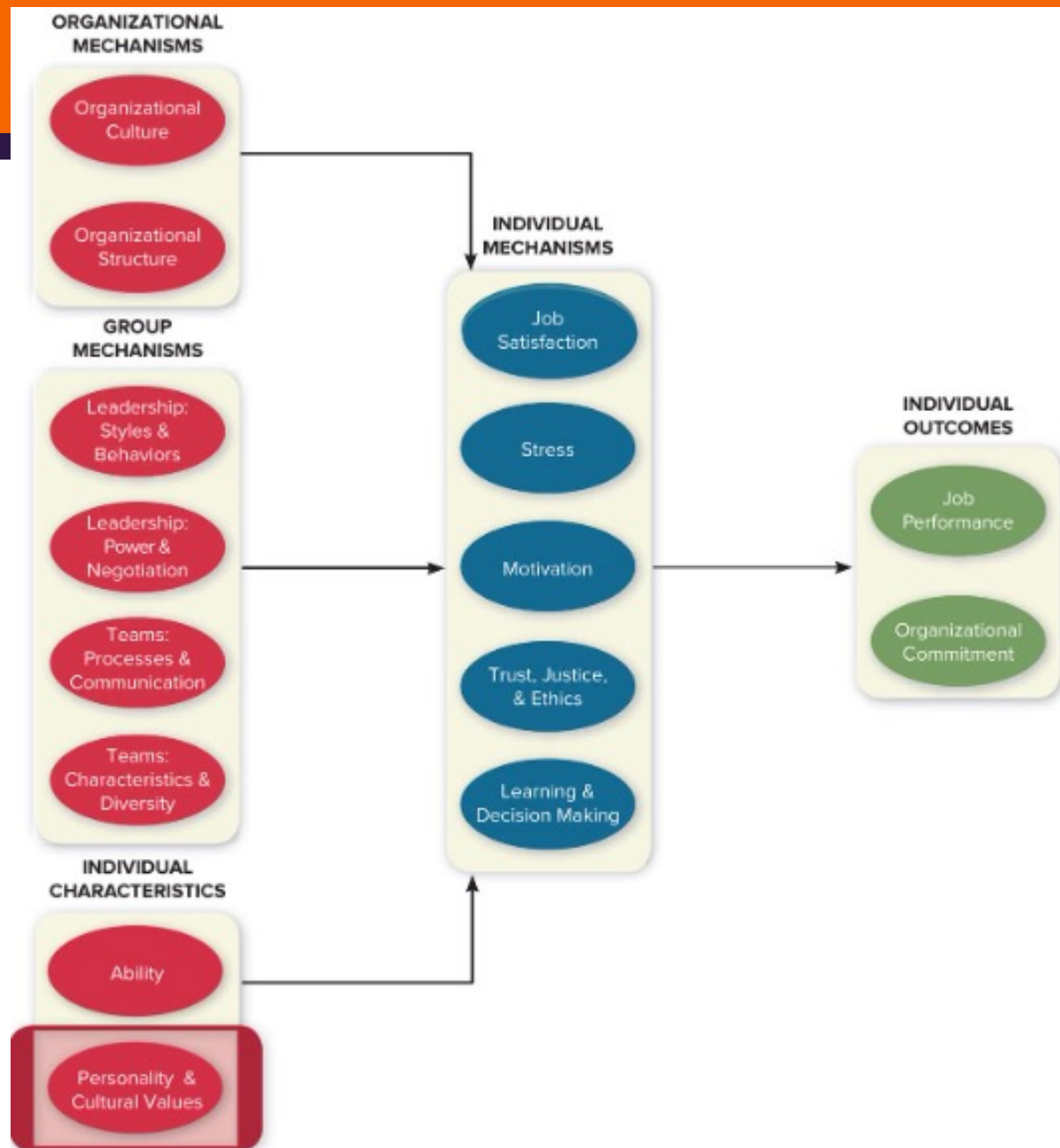




Chapter 9

Personality

(and Individual Differences)



An Integrative Model of Organizational Behavior



Traits

Traits: recurring trends in people's responses to the environment

In other words, how people "tend to" behave/respond.



Personality

- A collection of multiple traits
- What people are generally like
- NOT just about being extraverted/introverted
- Described by adjectives (responsible/accountable/easy-going/polite)

In short, **personality** refers to:

The structures and propensities inside a person that explain their characteristic patterns of thoughts, emotions, and behaviors.



How can we describe what employees are like?
(when there are 1000+ adjectives to describe someone's trait)

C	A	N	O	E
Conscientiousness	Agreeableness	Neuroticism	Openness	Extraversion

The Big Five

• Negligent • Lazy • Irresponsible	• Selfish • Rude • Cold	• At ease • Secure • Contented	• Simple • Unartistic • Traditional	• Bashful • Reserved • Submissive
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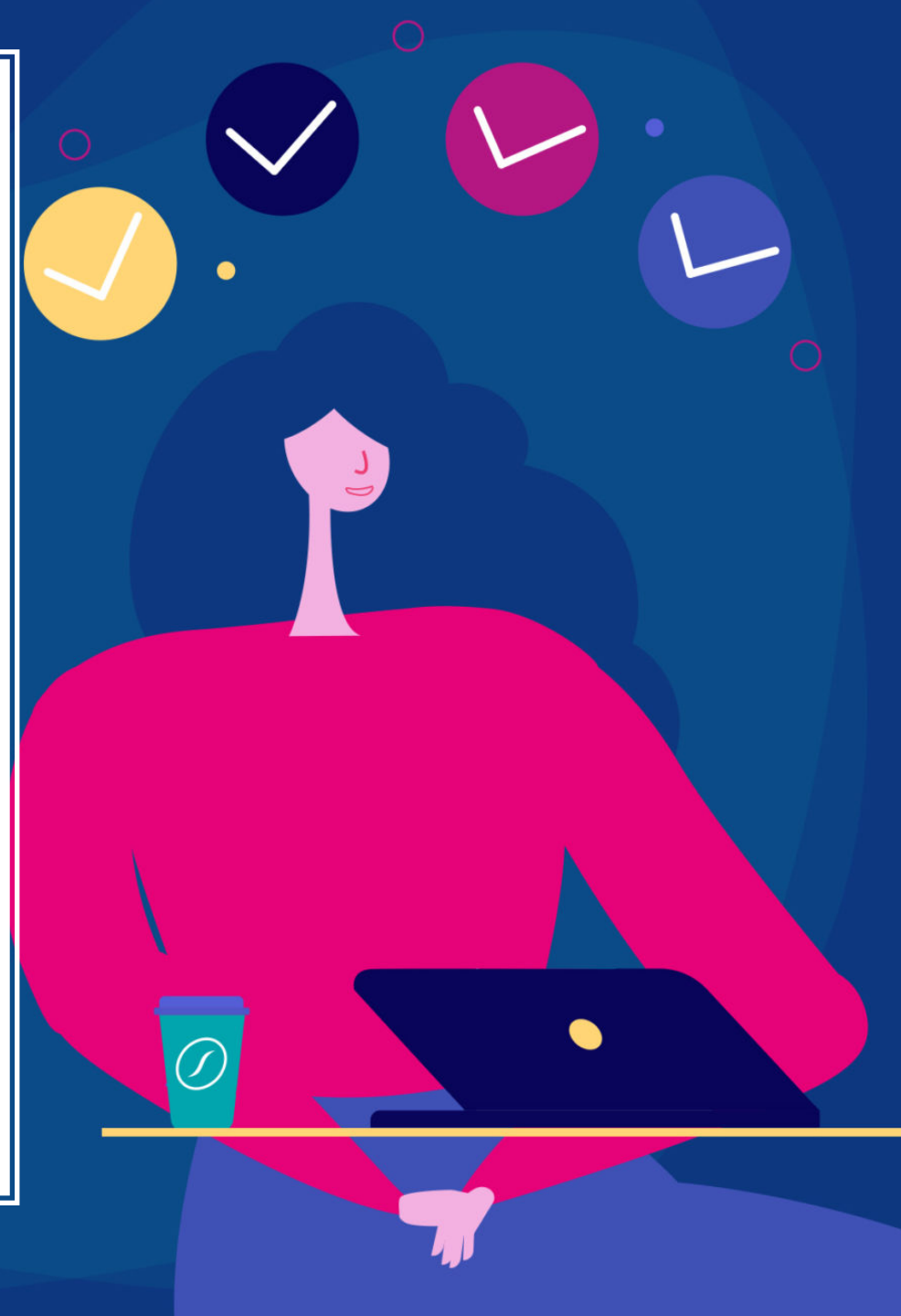


Would you use personality tests in personnel-selection (hiring) process?

We will revisit this question after reviewing the evidence.

Conscientiousness in the workplace

- Hard-workers
- On-time performance
- Detail-orientation
- Prioritize accomplishments (accomplishment strivers)





Any downsides to being
highly conscientious in the workplace?

The background of the slide is a photograph showing several hands of different skin tones and ages being held together in a supportive, cupping gesture. The hands are positioned in the center and lower right of the frame. The person on the right is wearing a blue and red patterned sweater. The overall tone is warm and collaborative.

Agreeableness in the workplace

- Team players
- Cooperation and altruistic behaviors
- Prioritize communion-striving
- Getting along > Getting ahead



Any costs associated with
being highly agreeable in the workplace?

Extraversion in the workplace

- Networkers
- Perform well in zero-acquaintance situations
- Status-striving
- Effective for leaders
- Typically high in Positive Affectivity (positive emotions)





Any downsides to being
highly extraverted in the workplace?

Neuroticism in the workplace

- More prone to appraise situations as stressful
- Less prone to believe they can handle/cope with stressors
- External locus of control (environment, chance, fate, luck, etc.)
 - c.f., internal locus of control ("self" has the control)
- Typically high in Negative Affectivity (negative emotions)





Any benefits of being
neurotic in the workplace?

Openness to Experience in the workplace

- Excel in learning and training environment
- Tend to be more adaptive
- Savvy in noticing when the “old ways” don’t work
- Useful for some jobs but not in others





Based on all 5 personality characteristics we discussed
(conscientiousness, agreeableness, extraversion, neuroticism, & openness to experience),
what do you think is the strongest predictor of
job performance?



Conscientiousness



What's NOT related to job performance?



Agreeableness

(only in some jobs; effective in service jobs)

Extraversion

(mostly in leadership roles)

Neuroticism

(negatively related to satisfaction/happiness)

Openness to Experience

(only in some jobs; effective in creativity-requiring jobs)



Okay, we know that conscientiousness predicts job performance better than the rest of the personality characters.

But, how strongly?



.20 – .30

Evidence suggests:

- Conscientious salespeople set higher goals and are more committed to the goals
 - Particularly valuable during the first year of employment
- Highly conscientious children had much greater career success 5 decades later



So.. Let's revisit the question:

Is it a wise thing to use personality tests
for employee selection (i.e., to hire people)?



Conscientiousness has a moderate positive effect on Performance. Conscientious employees have higher levels of *Task Performance*. They are also more likely to engage in *Citizenship Behavior* and less likely to engage in *Counterproductive Behavior*.



Conscientiousness has a moderate positive effect on Commitment. Conscientious employees have higher levels of *Affective Commitment* and higher levels of *Normative Commitment*. Conscientiousness has no effect on *Continuance Commitment*.



Represents a strong correlation (around .50 in magnitude).

Represents a moderate correlation (around .30 in magnitude).

Represents a weak correlation (around .10 in magnitude).



As we discussed,
personality isn't just about extraversion or introversion

1. Hofstede's Cultural Values

INDIVIDUALISM-COLLECTIVISM	
INDIVIDUALISTIC	COLLECTIVISTIC
The culture is a loosely knit social framework in which people take care of themselves and their immediate family.	The culture is a tight social framework in which people take care of the members of a broader ingroup and act loyal to it.
<i>United States, the Netherlands, France</i>	<i>Indonesia, China, West Africa</i>
POWER DISTANCE	
LOW	HIGH
The culture prefers that power be distributed uniformly where possible, in a more egalitarian fashion.	The culture accepts the fact that power is usually distributed unequally within organizations.
<i>United States, Germany, the Netherlands</i>	<i>Russia, China, Indonesia</i>
UNCERTAINTY AVOIDANCE	
LOW	HIGH
The culture tolerates uncertain and ambiguous situations and values unusual ideas and behaviors.	The culture feels threatened by uncertain and ambiguous situations and relies on formal rules to create stability.
<i>United States, Indonesia, the Netherlands</i>	<i>Japan, Russia, France</i>

MASCULINITY-FEMININITY	
MASCULINE	FEMININE
The culture values stereotypically male traits such as assertiveness and the acquisition of money and things.	The culture values stereotypically female traits such as caring for others and caring about quality of life.
<i>United States, Japan, Germany</i>	<i>The Netherlands, Russia, France</i>
SHORT-TERM VS. LONG-TERM ORIENTATION	
SHORT-TERM ORIENTED	LONG-TERM ORIENTED
The culture stresses values that are more past- and present-oriented, such as respect for tradition and fulfilling obligations.	The culture stresses values that are more future-oriented, such as persistence, prudence, and thrift.
<i>United States, Russia, West Africa</i>	<i>China, Japan, the Netherlands</i>

Sources: G. Hofstede, *Culture's Consequences: Comparing Values, Behaviors, Institutions, and Organizations across Nations* (Thousand Oaks, CA: Sage, 2001); G. Hofstede, "Cultural Constraints In Management Theories," *Academy of Management Executive* 7 (1993), pp. 81-94; and G. Hofstede and M.H. Bond, "The Confucius Connection: From Cultural Roots to Economic Growth," *Organizational Dynamics* 16 (1988), pp. 5-21.



2. Dispositional Motivation (Regulatory Focus)

- **Promotion-focused employees**
 - motivated to gain, win, get many things done, achieve, go further, go faster, etc.
- **Prevention-focused employees**
 - motivated to maintain status quo, not lose, avoid risks, etc.

What's a better reward for an employee who is highly promotion-focused vs. highly prevention-focused?



Situational Strength (situational cue)

Your coworker lost a family member:

- Would you show empathy vs. no?

Your manager has been consistent about what behaviors are rewarded or punished in the workplace

VS.

Has not been consistent about what behaviors are rewarded or punished

Personality characteristics and individual differences are more significant drivers of behavior in WEAK situations than in strong situations.



And.. Combining all we know from research findings
in OB, I/O psychology, HR thus far...

The single best predictor of job performance is:

Cognitive Ability



In summary

_____ is the personality taxonomy typically used in OB.

Among all, _____ is the strongest predictor of job performance.

At best, _____ predicts job performance at the rate of _____.

Individual differences are not just about personality but also entail _____ and _____.

In short, an effective manager would utilize the above
to tailor work designs and rewards for the employees.