



LEARNING OBJECTIVES

After studying this chapter, you should be able to:

- 1 Define *personality*, describe how it is measured, and explain the factors that determine an individual's personality.
- 2 Describe the Myers-Briggs Type Indicator personality framework and assess its strengths and weaknesses.
- 3 Identify the key traits in the Big Five personality model.
- 4 Demonstrate how the Big Five traits predict behavior at work.
- 5 Identify other personality traits relevant to OB.
- 6 Define *values*, demonstrate the importance of values, and contrast terminal and instrumental values.
- 7 Compare generational differences in values and identify the dominant values in today's workforce.
- 8 Identify Hofstede's five value dimensions of national culture.

MyManagementLab

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CHANGING OF THE GUARD IN JAPAN: IS IT THE ECONOMY, OR THE VALUES?

Among the world's largest economies, none has been more frustratingly stuck in neutral than Japan. Until 2010, when it was surpassed by China, Japan was the world's second-largest economy (after the United States). However, it has now experienced two "lost decades" in a row, spanning 1990 to 2010, and many recent college graduates have no memory of the halcyon days of the 1980s, when Japan was the most envied economy in the world. The horrendous aftermath of the earthquake and tsunami that struck in March 2011, sending Japan into another recession, has only added to the misery. Many now fear the Japanese economy will forever remain stuck in the doldrums.

Perhaps it will rebound sooner than expected; Japan has been underestimated before. However, two decades of stagnant economic growth seem to have had a permanent effect on new entrants' work values.

At one time, Japan was famous for the close psychological and behavioral bond between company and worker. Most employees expected to remain with their employer for their entire career, based on the belief that if they took care of their company, their company would take care of them. To these individuals, quitting, or taking a side job, would be an unthinkable act of disloyalty.

How things have changed. While unemployment in Japan remains low in comparison to the United States, it is at historic highs. Moreover, earnings continue to shrink—down more than 12 percent over the past decade. The Japanese Ministry of Health, Labor and Welfare estimates that 56 percent of workers age 15 to 34 need another form of income to pay living expenses.

Hiroko Yokogawa, 32, makes one-third of her income from her second job. "It's not that I hate my main job, but I want to have a stable income without being completely dependent on the company," she said.

At first, Kirito Nakano, 28, followed the traditional career path, expecting to remain forever in his job as a Web engineer with a large Japanese multinational. Soon, however, he found that his salary, and lack of salary growth, began to crimp his lifestyle. He began moonlighting, developing affiliate marketing programs. As his side job grew, Kirito quit his main job. He felt he was left with little choice. "The Japanese economy is not just stagnant, it's in retreat," he said. "When people believe the future is going to be better than the present, they are happy. But if they think that the future holds no hope, then they become unhappy. It's that unhappiness that people are trying to negate with side jobs."

Personality and Values

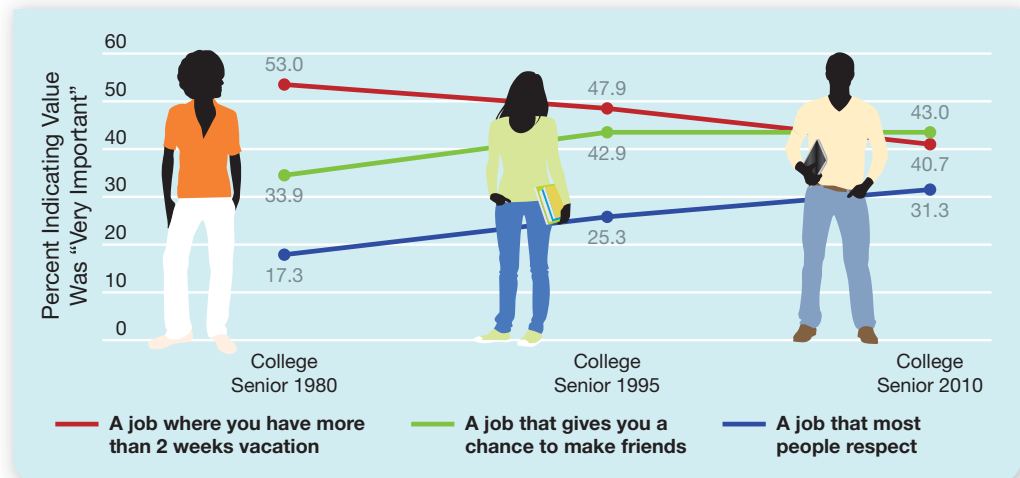
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*I am driven by fear of failure.
It is a strong motivator for me.*

—Dennis Manning, CEO of Guardian Life Insurance Co.



Photo: University students at a job fair in Koto Ward, Tokyo. Source: The Yomiuri Shimbun via AP Images.

OB Poll**Generational Changes in What Is Valued in a Job**

Source: Based on "What Millennial Workers Want: How to Attract and Retain Gen Y Employees," Robert Half International web interviews of 1,007 individuals age 21–28, 2008.

The choice of young Japanese employees to work more hours is an interesting contrast to workers in the United States and Europe, who express a preference to work fewer hours. As for the hours she works—generally her side job takes 25 hours a week—Hiroko Yokogawa remains undeterred. "I wouldn't say I want to leave my main job—rather, I'd like to have a couple of different jobs at once."

As the opening vignette indicates, employees with different values may enact different behaviors to achieve their work goals, and these differences can be a reflection of culture. In the first half of this chapter, we review the research on personality and its relationship to behavior. In the latter half, we look at how values shape many of our work-related behaviors.

Although we focus much of our discussion on the Big Five personality traits, they are not the only traits that describe people. One of the others we'll discuss is narcissism. Check out the Self-Assessment Library to see how you score on narcissism (remember: be honest!).



SELF-ASSESSMENT LIBRARY

Am I a Narcissist?

In the Self-Assessment Library (available on CD or online), take assessment IV.A.1 (Am I a Narcissist?) and answer the following questions.

1. How did you score? Did your scores surprise you? Why or why not?
2. On which facet of narcissism did you score highest? Lowest?
3. Do you think this measure is accurate? Why or why not?

Personality

- 1 Define *personality*, describe how it is measured, and explain the factors that determine an individual's personality.

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For an interactive application of this topic, check out this chapter's simulation activity at www.mymanagementlab.com.

Why are some people quiet and passive, while others are loud and aggressive? Are certain personality types better adapted than others for certain job types? Before we can answer these questions, we need to address a more basic one: What is personality?

What Is Personality?

When we talk of personality, we don't mean a person has charm, a positive attitude toward life, or a constantly smiling face. When psychologists talk of personality, they mean a dynamic concept describing the growth and development of a person's whole psychological system.

Defining Personality The definition of *personality* we most frequently use was produced by Gordon Allport nearly 70 years ago. Allport said personality is "the dynamic organization within the individual of those psychophysical systems that determine his unique adjustments to his environment."¹ For our purposes, you should think of **personality as the sum total of ways in which an individual reacts to and interacts with others.** We most often describe it in terms of the measurable traits a person exhibits.

Measuring Personality The most important reason managers need to know how to measure personality is that **research has shown personality tests are useful in hiring decisions and help managers forecast who is best for a job.**² The most common means of **measuring personality is through self-report surveys, with which individuals evaluate themselves on a series of factors,** such as "I worry a lot about the future." Though self-report measures work well when well constructed, **one weakness is that the respondent might lie or practice impression management to create a good impression.** When people know their personality scores are going to be used for hiring decisions, they rate themselves as about half a standard deviation more conscientious and emotionally stable than if they are taking the test just to learn more about themselves.³ Another problem is accuracy. **A perfectly good candidate could have been in a bad mood when taking the survey, and that will make the scores less accurate.**

Observer-ratings surveys provide an independent assessment of personality. Here, a co-worker or another observer does the rating (sometimes with the subject's knowledge and sometimes not). Though the results of self-report surveys and observer-ratings surveys are strongly correlated, **research suggests observer-ratings surveys are a better predictor of success on the job.**⁴ However, each can tell us something unique about an individual's behavior in the workplace. An analysis of a large number of observer-reported personality studies shows that a combination of self-report and observer-reports predicts performance better than any one type of information. **The implication is clear: use both observer ratings and self-report ratings of personality when making important employment decisions.**

Personality Determinants An early debate in personality research centered on whether an individual's personality was the result of heredity or of environment. It appears to be a result of both. However, it might surprise you that research tends to support the importance of heredity over the environment.

Heredity refers to factors determined at conception. Physical stature, facial attractiveness, gender, temperament, muscle composition and reflexes, energy level, and biological rhythms are generally considered to be either completely or substantially influenced by who your parents are—that is, by their biological, physiological, and inherent psychological makeup. The heredity approach argues that the ultimate explanation of an individual's personality is the molecular structure of the genes, located in the chromosomes.

Researchers in many different countries have studied thousands of sets of identical twins who were separated at birth and raised separately.⁵ If heredity played little or no part in determining personality, you would expect to find few similarities between the separated twins. But twins raised apart have much in common, and a significant part of the behavioral similarity between them turns out to be associated with genetic factors. One set of twins separated for 39 years and raised 45 miles apart were found to drive the same model and color car. They chain-smoked the same brand of cigarette, owned dogs with the same name, and regularly vacationed within three blocks of each other in a beach community 1,500 miles away. Researchers have found that genetics accounts for about 50 percent of the personality similarities between twins and more than 30 percent of the similarities in occupational and leisure interests.

Interestingly, twin studies have suggested parents don't add much to our personality development. The personalities of identical twins raised in different households are more similar to each other than to the personalities of siblings with whom the twins were raised. Ironically, the most important contribution our parents may make to our personalities is giving us their genes!

This is not to suggest that personality never changes. People's scores on measures of dependability tend to increase over time, as when young adults take on roles like starting a family and establishing a career that require great responsibility. However, strong individual differences in dependability remain;

Personality traits are enduring characteristics that describe an individual's behavior. British entrepreneur Richard Branson, chairman of Virgin Group, is described as energetic, enthusiastic, charismatic, decisive, ambitious, adaptable, courageous, and industrious. These traits helped Branson build one of the most recognized and respected global brands for products and services in the areas of business travel, entertainment, and lifestyle.

In this photo Branson is joined by his daughter Holly during the promotional launch of a new venture—the Marussia Virgin racing partnership with Disney's *Cars 2* film. Identifying personality traits helps organizations select employees and match workers to job.



Source: Eric Best/Landmark Media/Landmark Media/Newscom.

everyone tends to change by about the same amount, so their rank order stays roughly the same.⁶ An analogy to intelligence may make this clearer. Children become smarter as they age, so nearly everyone is smarter at age 20 than at age 10. Still, if Madison is smarter than Blake at age 10, she is likely to be so at age 20, too. Consistent with the notion that the teenage years are periods of great exploration and change, research has shown that personality is more changeable in adolescence and more stable among adults.⁷

Early work on the structure of personality tried to identify and label enduring characteristics that describe an individual's behavior, including shy, aggressive, submissive, lazy, ambitious, loyal, and timid. When someone exhibits these characteristics in a large number of situations, we call them **personality traits** of that person.⁸ The more consistent the characteristic over time, and the more frequently it occurs in diverse situations, the more important that trait is in describing the individual.

Early efforts to identify the primary traits that govern behavior⁹ often resulted in long lists that were difficult to generalize from and provided little practical guidance to organizational decision makers. Two exceptions are the Myers-Briggs Type Indicator and the Big Five Model, now the dominant frameworks for identifying and classifying traits.

The Myers-Briggs Type Indicator

2 Describe the Myers-Briggs Type Indicator personality framework and assess its strengths and weaknesses.

The **Myers-Briggs Type Indicator (MBTI)** is the most widely used personality-assessment instrument in the world.¹⁰ It is a 100-question personality test that asks people how they usually feel or act in particular situations. Respondents are classified as extraverted or introverted (E or I), sensing or intuitive (S or N), thinking or feeling (T or F), and judging or perceiving (J or P). These terms are defined as follows:

- *Extraverted (E) versus Introverted (I).* Extraverted individuals are outgoing, sociable, and assertive. Introverts are quiet and shy.
- *Sensing (S) versus Intuitive (N).* Sensing types are practical and prefer routine and order. They focus on details. Intuitives rely on unconscious processes and look at the “big picture.”
- *Thinking (T) versus Feeling (F).* Thinking types use reason and logic to handle problems. Feeling types rely on their personal values and emotions.
- *Judging (J) versus Perceiving (P).* Judging types want control and prefer their world to be ordered and structured. Perceiving types are flexible and spontaneous.

These classifications together describe 16 personality types, identifying every person by one trait from each of the four pairs. For example, Introverted/Intuitive/Thinking/Judging people (INTJs) are visionaries with original minds and great drive. They are skeptical, critical, independent, determined, and often stubborn. ESTJs are organizers. They are realistic, logical, analytical, and decisive and have a natural head for business or mechanics. The ENTP type is a conceptualizer, innovative, individualistic, versatile, and attracted to entrepreneurial ideas. This person tends to be resourceful in solving challenging problems but may neglect routine assignments.

The MBTI has been widely used by organizations including Apple Computer, AT&T, Citigroup, GE, 3M Co., many hospitals and educational institutions, and

heredity Factors determined at conception; one's biological, physiological, and inherent psychological makeup.

personality traits Enduring characteristics that describe an individual's behavior.

Myers-Briggs Type Indicator (MBTI) A personality test that taps four characteristics and classifies people into 1 of 16 personality types.

even the U.S. Armed Forces. Evidence is mixed about its validity as a measure of personality, however; most of the evidence is against it.¹¹ One problem is that it forces a person into one type or another; that is, you're either introverted or extraverted. There is no in-between, though in reality people can be both extraverted and introverted to some degree. The best we can say is that the MBTI can be a valuable tool for increasing self-awareness and providing career guidance. But because results tend to be unrelated to job performance, managers probably shouldn't use it as a selection test for job candidates.

The Big Five Personality Model

The MBTI may lack strong supporting evidence, but an impressive body of research supports the thesis of the **Big Five Model**—that five basic dimensions underlie all others and encompass most of the significant variation in human personality.¹² Moreover, test scores of these traits do a very good job of predicting how people behave in a variety of real-life situations.¹³ The following are the Big Five factors:

- **Extraversion.** The **extraversion** dimension captures our comfort level with relationships. Extraverts tend to be gregarious, assertive, and sociable. Introverts tend to be reserved, timid, and quiet.
- **Agreeableness.** The **agreeableness** dimension refers to an individual's propensity to defer to others. Highly agreeable people are cooperative, warm, and trusting. People who score low on agreeableness are cold, disagreeable, and antagonistic.
- **Conscientiousness.** The **conscientiousness** dimension is a measure of reliability. A highly conscientious person is responsible, organized, dependable, and persistent. Those who score low on this dimension are easily distracted, disorganized, and unreliable.
- **Emotional stability.** The **emotional stability** dimension—often labeled by its converse, neuroticism—taps a person's ability to withstand stress. People with positive emotional stability tend to be calm, self-confident, and secure. Those with high negative scores tend to be nervous, anxious, depressed, and insecure.
- **Openness to experience.** The **openness to experience** dimension addresses range of interests and fascination with novelty. Extremely open people are creative, curious, and artistically sensitive. Those at the other end of the category are conventional and find comfort in the familiar.

How Do the Big Five Traits Predict Behavior at Work? Research has found relationships between these personality dimensions and job performance.¹⁴ As the authors of the most-cited review put it, "The preponderance of evidence shows that individuals who are dependable, reliable, careful, thorough, able to plan, organized, hardworking, persistent, and achievement-oriented tend to have higher job performance in most if not all occupations."¹⁵ In addition, employees who score higher in conscientiousness develop higher levels of job knowledge, probably because highly conscientious people learn more (a review of 138 studies revealed conscientiousness was rather strongly related to GPA).¹⁶ Higher levels of job knowledge then contribute to higher levels of job performance. Conscientious individuals who are more interested in learning than in just performing on the job are also exceptionally good at maintaining performance in the face of negative feedback.¹⁷ There can be "too much of a good thing," however, as extremely conscientious individuals typically do not perform better than those who are simply above average in conscientiousness.¹⁸

3 Identify the key traits in the Big Five personality model.



Source: Kristin Callahan/Photoshot.

Andrea Jung, chairman and CEO of Avon, scores high on all personality dimensions of the Big Five Model. She is sociable, agreeable, conscientious, emotionally stable, and open to experiences. These personality traits have contributed to Jung's high job performance and career success. Since joining Avon in 1994, Jung has led a dramatic turnaround of a company that had a poor image, slow growth, and decline in sales to one of the world's top cosmetics companies and the world's leading direct sales brand. She transformed Avon by developing and executing growth strategies, launching new brand initiatives, and developing earnings opportunities for women worldwide.

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

Conscientiousness is as important for managers as for front-line employees.

As Exhibit 5-1 shows, a study of the personality scores of 313 CEO candidates in private equity companies (of whom 225 were hired, and their company's performance later correlated with their personality scores) found conscientiousness—in the form of persistence, attention to detail, and setting of high standards—was more important than other traits. These results attest to the importance of conscientiousness to organizational success.

Interestingly, conscientious people live longer because they take better care of themselves (they eat better and exercise more) and engage in fewer risky behaviors like smoking, drinking and drugs, and risky sexual or driving behavior.¹⁹ Still, probably because they're so organized and structured, conscientious people don't adapt as well to changing contexts. They are generally performance oriented and have more trouble learning complex skills early in the training process because their focus is on performing well rather than on learning. Finally, they are often less creative than less conscientious people, especially artistically.²⁰

Although conscientiousness is most consistently related to job performance, the other Big Five traits are also related to aspects of performance and have other implications for work and for life. Let's look at them one at a time. Exhibit 5-2 summarizes.

Of the Big Five traits, emotional stability is most strongly related to life satisfaction, job satisfaction, and low stress levels. This is probably true because high scorers are more likely to be positive and optimistic and experience fewer negative emotions. They are happier than those who score low. People low on emotional stability are hypervigilant (looking for problems or impending signs of danger) and are especially vulnerable to the physical and psychological effects of stress. Extraverts tend to be happier in their jobs and in their lives as a whole. They experience more positive emotions than do introverts, and they more freely express these feelings. They also tend to perform better in jobs that require significant interpersonal interaction, perhaps because they have more social skills—they usually have more friends and spend more time in social

4 Demonstrate how the Big Five traits predict behavior at work.

Big Five Model A personality assessment model that taps five basic dimensions.

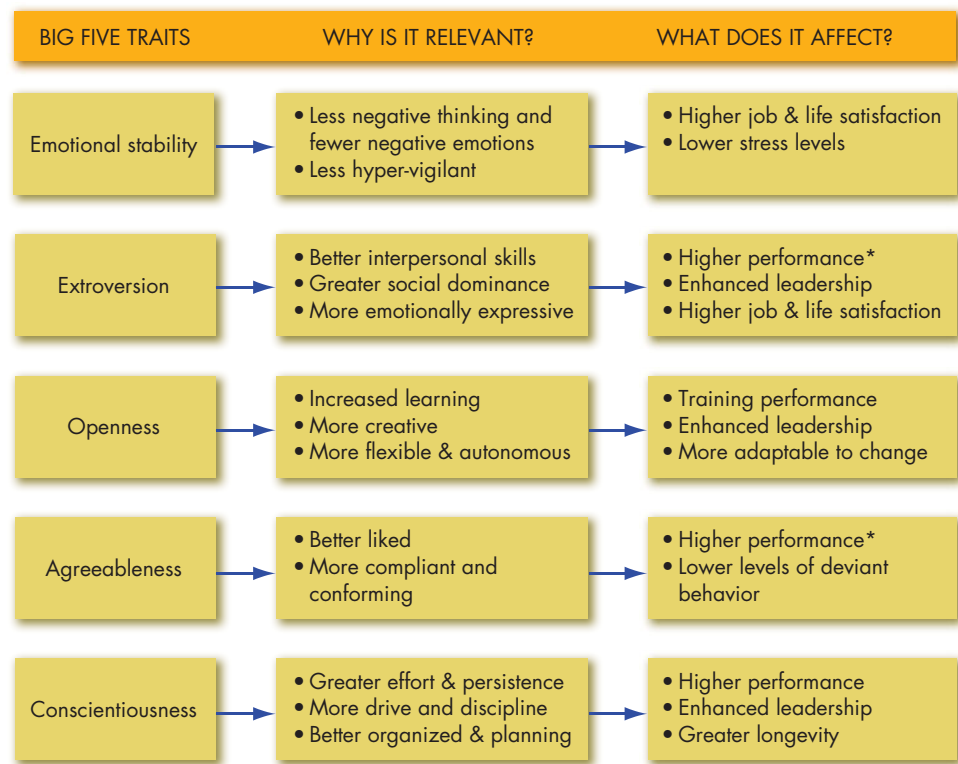
extraversion A personality dimension describing someone who is sociable, gregarious, and assertive.

agreeableness A personality dimension that describes someone who is good natured, cooperative, and trusting.

conscientiousness A personality dimension that describes someone who is responsible, dependable, persistent, and organized.

emotional stability A personality dimension that characterizes someone as calm, self-confident, secure (positive) versus nervous, depressed, and insecure (negative).

openness to experience A personality dimension that characterizes someone in terms of imagination, sensitivity, and curiosity.

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

* In jobs requiring significant teamwork or frequent interpersonal interactions.

situations than introverts. Finally, extraversion is a relatively strong predictor of leadership emergence in groups; extraverts are more socially dominant, “take charge” sorts of people, and they are generally more assertive than introverts.²¹ One downside is that extraverts are more impulsive than introverts; they are more likely to be absent from work and engage in risky behavior such as unprotected sex, drinking, and other impulsive or sensation-seeking acts.²² One study also found extraverts were more likely than introverts to lie during job interviews.²³

Individuals who score high on openness to experience are more creative in science and art than those who score low. Because creativity is important to leadership, open people are more likely to be effective leaders, and more comfortable with ambiguity and change. They cope better with organizational change and are more adaptable in changing contexts. Recent evidence also suggests, however, that they are especially susceptible to workplace accidents.²⁴

You might expect agreeable people to be happier than disagreeable people. They are, but only slightly. When people choose romantic partners, friends, or organizational team members, agreeable individuals are usually their first choice. Agreeable individuals are better liked than disagreeable people, which explains why they tend to do better in interpersonally oriented jobs such as customer service. They also are more compliant and rule abiding and less likely to get into accidents as a result. People who are agreeable are more satisfied in their jobs and contribute to organizational performance by engaging in citizen-

ship behavior.²⁵ They are also less likely to engage in organizational deviance. One downside is that agreeableness is associated with lower levels of career success (especially earnings).

The five personality factors identified in the Big Five model appear in almost all cross-cultural studies.²⁶ These studies have included a wide variety of diverse cultures—such as China, Israel, Germany, Japan, Spain, Nigeria, Norway, Pakistan, and the United States. Differences are complex but tend to be primarily about whether countries are predominantly individualistic or collectivistic. Chinese managers use the category of conscientiousness more often and agreeableness less often than do U.S. managers. And the Big Five appear to predict a bit better in individualistic than in collectivist cultures.²⁷ But there is a surprisingly high amount of agreement, especially across individuals from developed countries. A comprehensive review of studies covering people from what was then the 15-nation European Community found conscientiousness a valid predictor of performance across jobs and occupational groups.²⁸ This is exactly what U.S. studies have found.

5 Identify other personality traits relevant to OB.



Source: Ric Francis/AP Images.

The personality trait of positive core self-evaluation helps Satoru Iwata meet the challenges and complexity of his job as CEO of Nintendo. Confident and capable, Iwata has applied his years of experience and innovation as a game developer to introducing new products, such as the Wii gaming console and the 3DS portable console. Iwata views his job as an opportunity to cultivate new customers by widening the appeal of video games to new market segments in developed nations and by introducing products to developing countries.

Other Personality Traits Relevant to OB

Although the Big Five traits have proven highly relevant to OB, they don't exhaust the range of traits that can describe someone's personality. Now we'll look at other, more specific, attributes that are powerful predictors of behavior in organizations. The first relates to our core self-evaluation. The others are Machiavellianism, narcissism, self-monitoring, propensity for risk taking, proactive personality, and other-orientation.

Core Self-Evaluation People who have positive core self-evaluations like themselves and see themselves as effective, capable, and in control of their environment. Those with negative core self-evaluations tend to dislike themselves, question their capabilities, and view themselves as powerless over their environment.²⁹ We discussed in Chapter 3 that core self-evaluations relate to job satisfaction because people positive on this trait see more challenge in their job and actually attain more complex jobs.

But what about job performance? People with positive core self-evaluations perform better than others because they set more ambitious goals, are more committed to their goals, and persist longer in attempting to reach these goals. One study of life insurance agents found core self-evaluations were critical predictors of performance. Ninety percent of life insurance sales calls end in rejection, so an agent has to believe in him- or herself to persist. In fact, this study showed the majority of successful salespersons did have positive core self-evaluations.³⁰ Such people also provide better customer service, are more popular co-workers, and have careers that both begin on better footing and ascend more rapidly over time.³¹ Some evidence suggests that individuals high in core self-evaluations perform especially well if they also feel their work provides meaning and is helpful to others.³²

Can we be *too* positive? What happens when someone thinks he is capable but is actually incompetent? One study of *Fortune* 500 CEOs showed that many are overconfident, and their perceived infallibility often causes them to make bad decisions.³³ Teddy Forstmann, chairman of the sports marketing giant

core self-evaluation Bottom-line conclusions individuals have about their capabilities, competence, and worth as a person.

IMG, said of himself, “I know God gave me an unusual brain. I can’t deny that. I have a God-given talent for seeing potential.”³⁴ We might say people like Forstmann are overconfident, but very often we humans sell ourselves short and are less happy and effective than we could be because of it. If we decide we can’t do something, for example, we won’t try, and not doing it only reinforces our self-doubts.

Machiavellianism Kuzi is a young bank manager in Taiwan. He’s had three promotions in the past 4 years and makes no apologies for the aggressive tactics he’s used to propel his career upward. “I’m prepared to do whatever I have to do to get ahead,” he says. Kuzi would properly be called Machiavellian.

The personality characteristic of **Machiavellianism** (often abbreviated *Mach*) is 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 ends can justify means. “If it works, use it” is consistent with a high-Mach perspective. A considerable amount of research has found high Machs manipulate more, win more, are persuaded less, and persuade others more than do low Machs.³⁵ They like their jobs less, are more stressed by their work, and engage in more deviant work behaviors.³⁶ Yet high-Mach outcomes are moderated by situational factors. High Machs flourish (1) when they interact face to face with others rather than indirectly; (2) when the situation has minimal rules and regulations, allowing latitude for improvisation; and (3) when emotional involvement with details irrelevant to winning distracts low Machs.³⁷ Thus, in jobs that require bargaining skills (such as labor negotiation) or that offer substantial rewards for winning (such as commissioned sales), high Machs will be productive. But if ends can’t justify the means, there are absolute standards of behavior, or the three situational factors we noted are not in evidence, our ability to predict a high Mach’s performance will be severely curtailed.

Narcissism Hans likes to be the center of attention. He looks at himself in the mirror a lot, has extravagant dreams, and considers himself a person of many talents. Hans is a narcissist. The term is from the Greek myth of Narcissus, a man so vain and proud he fell in love with his own image. In psychology, **narcissism** describes a person who has a grandiose sense of self-importance, requires excessive admiration, has a sense of entitlement, and is arrogant. Evidence suggests that narcissists are more charismatic and thus more likely to emerge as leaders, and they may even display better psychological health (at least as they self-report).³⁸

Despite having some advantages, most evidence suggests that narcissism is undesirable. A study found that while narcissists thought they were *better* leaders than their colleagues, their supervisors actually rated them as *worse*. An Oracle executive described that company’s CEO Larry Ellison as follows: “The difference between God and Larry is that God does not believe he is Larry.”³⁹ Because narcissists often want to gain the admiration of others and receive affirmation of their superiority, they tend to “talk down” to those who threaten them, treating others as if they were inferior. Narcissists also tend to be selfish and exploitive and believe others exist for their benefit.⁴⁰ Their bosses rate them as less effective at their jobs than others, particularly when it comes to helping people.⁴¹ Subsequent research using data compiled over 100 years has shown that narcissistic CEOs of baseball organizations tend to generate higher levels of manager turnover, although curiously, members of external organizations see them as more influential.⁴²

Self-Monitoring Joyce McIntyre is always in trouble at work. Though she's competent, hardworking, and productive, in performance reviews she is rated no better than average, and she seems to have made a career of irritating bosses. Joyce's problem is that she's politically inept. She's unable to adjust her behavior to fit changing situations. As she puts it, "I'm true to myself. I don't remake myself to please others." We would describe Joyce as a low self-monitor.

Self-monitoring refers to an individual's ability to adjust his or her behavior to external, situational factors.⁴³ Individuals high in self-monitoring show considerable adaptability in adjusting their behavior to external situational factors. They are highly sensitive to external cues and can behave differently in different situations, sometimes presenting striking contradictions between their public persona and their private self. Low self-monitors, like Joyce, can't disguise themselves in that way. They tend to display their true dispositions and attitudes in every situation; hence, there is high behavioral consistency between who they are and what they do.

Evidence indicates high self-monitors pay closer attention to the behavior of others and are more capable of conforming than are low self-monitors.⁴⁴ They also receive better performance ratings, are more likely to emerge as leaders, and show less commitment to their organizations.⁴⁵ In addition, high self-monitoring managers tend to be more mobile in their careers, receive more promotions (both internal and cross-organizational), and are more likely to occupy central positions in an organization.⁴⁶

Risk Taking Donald Trump stands out for his willingness to take risks. He started with almost nothing in the 1960s. By the mid-1980s, he had made a fortune by betting on a resurgent New York City real estate market. Then, trying to capitalize on his successes, Trump overextended himself. By 1994, he had a *negative* net worth of \$850 million. Never fearful of taking chances, "The Donald" leveraged the few assets he had left on several New York, New Jersey, and Caribbean real estate ventures and hit it big again. In 2011, when Trump was contemplating a presidential run, *The Atlantic* estimated his net worth at more than \$7 billion.⁴⁷

People differ in their willingness to take chances, a quality that affects how much time and information they need to make a decision. For instance, 79 managers worked on simulated exercises that required them to make hiring decisions.⁴⁸ High risk-taking managers made more rapid decisions and used less information than did the low risk takers. Interestingly, decision accuracy was the same for both groups.

Although previous studies have shown managers in large organizations to be more risk averse than growth-oriented entrepreneurs who actively manage small businesses, recent findings suggest managers in large organizations may actually be more willing to take risks than entrepreneurs.⁴⁹ The work population as a whole also differs in risk propensity.⁵⁰ It makes sense to recognize these differences and even consider aligning them with specific job demands. A high risk-taking propensity may lead to more effective performance for a stock trader in a brokerage firm because that type of job demands rapid decision

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.

self-monitoring A personality trait that measures an individual's ability to adjust his or her behavior to external, situational factors.

making. On the other hand, a willingness to take risks might prove a major obstacle to an accountant who performs auditing activities.

Proactive Personality Did you ever notice that some people actively take the initiative to improve their current circumstances or create new ones? These are proactive personalities.⁵¹ Those with a **proactive personality** identify opportunities, show initiative, take action, and persevere until meaningful change occurs, compared to others who passively react to situations. Proactives create positive change in their environment, regardless of, or even in spite of, constraints or obstacles.⁵² Not surprisingly, they have many desirable behaviors that organizations covet. They are more likely than others to be seen as leaders and to act as change agents.⁵³ Proactive individuals are more likely to be satisfied with work and help others more with their tasks, largely because they build more relationships with others.⁵⁴

Proactives are also more likely to challenge the status quo or voice their displeasure when situations aren't to their liking.⁵⁵ If an organization requires people with entrepreneurial initiative, proactives make good candidates; however, they're also more likely to leave an organization to start their own business.⁵⁶ As individuals, proactives are more likely than others to achieve career success.⁵⁷ They select, create, and influence work situations in their favor. They seek out job and organizational information, develop contacts in high places, engage in career planning, and demonstrate persistence in the face of career obstacles.

Other-orientation Some people just naturally seem to think about other people a lot, being concerned about their well-being and feelings. Others behave like “economic actors,” primarily rational and self-interested. These differences

Myth or Science?

Personality Predicts the Performance of Entrepreneurs

This statement is true.

Studies of identical twins reared apart suggest striking career similarities—if one twin became an entrepreneur, the other twin was more likely to do the same. The explanation may lie in personality.

One recent analysis of 60 studies linked individuals' personalities to their intentions to undertake an entrepreneurial career, and to the performance of their ventures once they made that decision. The Big Five personality traits—except agreeableness, which didn't matter—significantly predicted entrepreneurial

intentions and, more significantly, entrepreneurial firm performance. Especially important were openness to experience and conscientiousness, both of which also predicted firm growth over time. Interestingly, risk propensity—the tendency to take and be comfortable with taking risks—was not associated with entrepreneurial performance.

What are the implications of these findings? Traditionally, people who saw themselves as risk averse were steered away from entrepreneurship. However, these results suggest it is more important to steer low scorers on openness

and conscientiousness away. The best entrepreneurs appear not to be the swashbuckling risk-takers, but rather the methodical ones who have the discipline to turn their open thinking and creative ideas into reality.

Sources: H. Zhao, S. E. Seibert, and G. T. Lumpkin, “The Relationship of Personality to Entrepreneurial Intentions and Performance: A Meta-Analytic Review,” *Journal of Management* 36, no. 2 (2010), pp. 381–404; M. Herper, “Could We Invent an Antibody to Make You an Entrepreneur?” *Forbes* (May 5, 2011), downloaded on May 23, 2011, from <http://blogs.forbes.com/>.

The Right Personality for a Global Workplace

As work becomes increasingly international in focus, successful managers need to be able to operate across cultures easily. Obviously, expatriate managers working in other countries will need personality traits that make them better able to work overseas, but managers at home who order parts and services from overseas or prepare marketing plans for other countries, for example, will also conduct cross-cultural communications. In the workforce of the future, everyone from mechanics to customer service representatives to advertisers will need to understand the global market. What is the right personality for a global workplace?

You might suspect that, of the Big Five traits, openness to experience

would be most important to effectiveness in international assignments. Open people are more likely to be culturally flexible—to “go with the flow” when things are different in another country. Research is not fully consistent on the issue, but most does suggest that managers who score high on openness perform better than others in international assignments. Other evidence suggests that employees who are more agreeable and extraverted have an easier time with international assignments. They may be better at establishing new relationships and developing social networks in unfamiliar contexts.

What do these results imply for organizations? Given continuing globalization in the future, organizations should select employees with

traits related to better performance in international assignments. Managers will need to foster an open-minded perspective about other cultures among their employees.

Sources: Based on M. A. Shaffer, D. A. Harrison, and H. Gregersen, “You Can Take It with You: Individual Differences and Expatriate Effectiveness,” *Journal of Applied Psychology* 91, no. 1 (2006), pp. 109–125; M. van Woerkom and R. S. M. de Reuver, “Predicting Excellent Management Performance in an Intercultural Context: A Study of the Influence of Multicultural Personality on Transformational Leadership and Performance,” *International Journal of Human Resource Management* 20, no. 10 (2009), pp. 2013–2029; and M. Downes, I. I. Varner, and M. Hemmami, “Individual Profiles as Predictors of Expatriate Effectiveness,” *Competitiveness Review* 20, no. 3 (2010), pp. 235–247.

reflect varying levels of other-orientation, a personality trait that reflects the extent to which decisions are affected by social influences and concerns vs. our own well-being and outcomes.⁵⁸

What are the consequences of having a high level of other-orientation? Those who are **other-oriented** feel more obligated to help others who have helped them (pay me back), whereas those who are more **self-oriented** will help others when they expect to be helped in the future (pay me forward).⁵⁹ Employees high in other-orientation also exert especially high levels of effort when engaged in helping work or prosocial behavior.⁶⁰ In sum, it appears that having a strong orientation toward helping others does affect some behaviors that actually matter for organizations. However, research is still needed to clarify this emerging construct and its relationship with agreeableness.

Having discussed personality traits—the enduring characteristics that describe a person’s behavior—we now turn to values. **Values are often very specific and describe belief systems rather than behavioral tendencies. Some beliefs or values don’t say much about a person’s personality, and we don’t always act consistently with our values.**

proactive personality People who identify opportunities, show initiative, take action, and persevere until meaningful change occurs.

Values

- 6 Define *values*, demonstrate the importance of values, and contrast terminal and instrumental values.

Is capital punishment right or wrong? If a person likes power, is that good or bad? The answers to these questions are value laden. Some might argue capital punishment is right because it is an appropriate retribution for crimes such as murder and treason. Others might argue, just as strongly, that no government has the right to take anyone's life.

Values represent basic convictions that "a specific mode of conduct or end-state of existence is personally or socially preferable to an opposite or converse mode of conduct or end-state of existence."⁶¹ They contain a judgmental element in that they carry an individual's ideas as to what is right, good, or desirable. Values have both content and intensity attributes. The content attribute says a mode of conduct or end-state of existence is *important*. The intensity attribute specifies *how important* it is. When we rank an individual's values in terms of their intensity, we obtain that person's **value system**. All of us have a hierarchy of values that forms our value system. We find it in the relative importance we assign to values such as freedom, pleasure, self-respect, honesty, obedience, and equality.

Are values fluid and flexible? Generally speaking, no. They tend to be relatively stable and enduring.⁶² A significant portion of the values we hold is established in our early years—by parents, teachers, friends, and others. As children, we are told certain behaviors or outcomes are *always* desirable or *always* undesirable, with few gray areas. You were never taught to be just a little bit honest or a little bit responsible, for example. It is this absolute, or "black-or-white," learning of values that ensures their stability and endurance. If we question our values, of course, they may change, but more often they are reinforced. There is also evidence linking personality to values, implying our values may be partly determined by our genetically transmitted traits.⁶³

The Importance of Values

Values lay the foundation for our understanding of people's attitudes and motivation and influence our perceptions. We enter an organization with preconceived notions of what "ought" and "ought not" to be. These notions are not value-free; on the contrary, they contain our interpretations of right and wrong and our preference for certain behaviors or outcomes over others. As a result, values cloud objectivity and rationality; they influence attitudes and behavior.⁶⁴

Suppose you enter an organization with the view that allocating pay on the basis of performance is right, while allocating pay on the basis of seniority is wrong. How will you react if you find the organization you've just joined rewards seniority and not performance? You're likely to be disappointed—and this can lead to job dissatisfaction and a decision not to exert a high level of effort because "It's probably not going to lead to more money anyway." Would your attitudes and behavior be different if your values aligned with the organization's pay policies? Most likely.

Terminal versus Instrumental Values

Can we classify values? Yes. In this section, we review two approaches to developing value typologies.

Rokeach Value Survey Milton Rokeach created the Rokeach Value Survey (RVS).⁶⁵ It consists of two sets of values, each containing 18 individual value items. One set, called **terminal values**, refers to desirable end-states. These are the goals a person would like to achieve during his or her lifetime. The other set, called **instrumental values**, refers to preferable modes of behavior, or means of achieving the terminal values. Some examples of terminal values in the Rokeach Value Survey are: Prosperity and economic success, Freedom, Health and well-being, World peace, Social recognition, and Meaning in life. The types of instrumental values illustrated in RVS are Self-improvement, Autonomy and self-reliance, Personal discipline, kindness, Ambition, and Goal-orientation.

Several studies confirm that RVS values vary among groups.⁶⁶ People in the same occupations or categories (corporate managers, union members, parents, students) tend to hold similar values. One study compared corporate executives, members of the steelworkers' union, and members of a community activist group. Although there was a good deal of overlap among them,⁶⁷ there were also significant differences (see Exhibit 5-3). The activists ranked "equality" as their most important terminal value; executives and union members ranked this value 12 and 13, respectively. Activists ranked "helpful" as their second-highest instrumental value. The other two groups both ranked it 14. Because executives, union members, and activists all have a vested interest in what corporations do, these differences can create serious conflicts when groups contend with each other over an organization's economic and social policies.⁶⁸

- 7 Compare generational differences in values and identify the dominant values in today's workforce.

Generational Values

Contemporary Work Cohorts Researchers have integrated several recent analyses of work values into four groups that attempt to capture the unique values

Exhibit 5-3 Mean Value Ranking Executives, Union Members, and Activists (Top Five Only)

EXECUTIVES		UNION MEMBERS		ACTIVISTS	
Terminal	Instrumental	Terminal	Instrumental	Terminal	Instrumental
1. Self-respect	1. Honest	1. Family security	1. Responsible	1. Equality	1. Honest
2. Family security	2. Responsible	2. Freedom	2. Honest	2. A world of peace	2. Helpful
3. Freedom	3. Capable	3. Happiness	3. Courageous	3. Family security	3. Courageous
4. A sense of accomplishment	4. Ambitious	4. Self-respect	4. Independent	4. Self-respect	4. Responsible
5. Happiness	5. Independent	5. Mature love	5. Capable	5. Freedom	5. Capable

Source: Based on W. C. Frederick and J. Weber, "The Values of Corporate Managers and Their Critics: An Empirical Description and Normative Implications," in W. C. Frederick and L. E. Preston (eds.), *Business Ethics: Research Issues and Empirical Studies* (Greenwich, CT: JAI Press, 1990), pp. 123-144.

values Basic convictions that a specific mode of conduct or end-state of existence is personally or socially preferable to an opposite or converse mode of conduct or end-state of existence.

value system A hierarchy based on a ranking of an individual's values in terms of their intensity.

terminal values Desirable end-states of existence; the goals a person would like to achieve during his or her lifetime.

instrumental values Preferable modes of behavior or means of achieving one's terminal values.

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

Cohort	Entered the Workforce	Approximate Current Age	Dominant Work Values
Boomers	1965–1985	Mid-40s to mid-60s	Success, achievement, ambition, dislike of authority; loyalty to career
Xers	1985–2000	Late 20s to early 40s	Work/life balance, team-oriented, dislike of rules; loyalty to relationships
Nexters	2000 to present	Under 30	Confident, financial success, self-reliant but team-oriented; loyalty to both self and relationships

of different cohorts or generations in the U.S. workforce.⁶⁹ Exhibit 5-4 segments employees by the era during which they entered the workforce. Because most people start work between the ages of 18 and 23, the eras also correlate closely with employee age.

Let's start with **some limitations of this analysis.** First, we make no assumption that the framework applies across all cultures. Second, despite a steady stream of press coverage, there is very little rigorous research on generational values, so we have to rely on an intuitive framework. Finally, these are imprecise categories. There is no law that someone born in 1985 can't have values similar to those of someone born in 1955. Despite these limitations, values do change over generations,⁷⁰ and we can gain some useful insights from analyzing values this way.

Boomers (Baby Boomers) are a large cohort born after World War II when veterans returned to their families and times were good. Boomers entered the workforce from the mid-1960s through the mid-1980s. They brought with them a large measure of the "hippie ethic" and distrust of authority. But they place a great deal of emphasis on achievement and material success. Pragmatists who believe ends can justify means, they work hard and want to enjoy the fruits of their labors. Boomers see the organizations that employ them merely as vehicles for their careers. Terminal values such as a sense of accomplishment and social recognition rank high with them.

The lives of Xers (Generation Xers) have been shaped by globalization, two-career parents, MTV, AIDS, and computers. Xers value flexibility, life options, and the achievement of job satisfaction. Family and relationships are very important. Xers are skeptical, particularly of authority. They also enjoy team-oriented work. In search of balance in their lives, Xers are less willing to make personal sacrifices for the sake of their employer than previous generations were. On the RVS, they rate high on true friendship, happiness, and pleasure.

The most recent entrants to the workforce, **the Millennials (also called Netters, Nexters, Generation Yers, and Generation Nexters)** grew up during prosperous times. They have high expectations and seek meaning in their work. Millennials have life goals more oriented toward becoming rich (81 percent) and famous (51 percent) than do Generation Xers (62 percent and 29 percent, respectively), but they also see themselves as socially responsible. At ease with diversity, Millennials are the first generation to take technology for granted. More than other generations, they tend to be questioning, electronically networked, and entrepreneurial. At the same time, some have described Millennials as entitled and needy. They may clash

An Ethical Choice

Should You Try to Change Someone's Personality?

As we have noted, individuals differ in terms of their personality scores, and these differences contribute to effective performance. It isn't always possible to identify personality traits successfully during the hiring process, and sometimes there simply aren't enough people with the "right" personality traits available. So should organizations try to shape their employees to make them more conscientious, agreeable, open, emotionally stable, and extraverted? Is there a potential ethical problem with exercising this type of control over workers?

Some evidence suggests that people's basic temperament is largely fixed by biology, and in this case, **attempts to change personality will mostly lead to frustration and dissatisfaction.** An employee who tends to see things negatively is unlikely to suddenly become an optimist just because a manager pushes him or her to read self-help books and

take up meditation. Moreover, such efforts may send a strong message of disapproval—who would want a manager saying, **"We don't like you the way you are, you need to change!"** Employees who are forced into working environments that don't fit their dispositions will also likely experience high levels of psychological strain.

On the other hand, it *is* possible to change the way personality is expressed. Biological anthropologist Helen Fisher notes that despite the importance of biology, "the environment always molds your biology." Someone who isn't particularly open to experience might be comfortable with new work assignments if they're framed appropriately, and someone who isn't very conscientious can display organization and dutifulness if the right environmental supports like checklists and formalized goal-setting are in place. And personality does change somewhat over time. As people age, their scores on conscientiousness and

agreeableness increase rather dramatically, and neuroticism decreases substantially (the results for openness and extraversion are more complex).

So **what might employers do** to accommodate employee personality differences while still obtaining maximum performance? **One strategy is to focus on outcomes and allow employees to determine their own way to achieve them.** An extrovert and an introvert might both be able to produce a very high quality report, even if the extrovert will want to collaborate and discuss during the process of writing whereas the introvert will prefer to work out problems alone. **Employers can also try to assign employees to activities that best match their personality types.**

Sources: B. W. Roberts and D. Mroczek, "Personality Trait Change in Adulthood," *Current Directions in Psychological Science*, no. 1, Vol. 17 (2008), pp. 31–35; "Five Ways to Change Your Personality," *CBS News* (August 21, 2010), www.cbsnews.com.

eBay's young employees rank their employer as one of the best places to work for millennials. The company's culture of fun, casual dress, and flexible work schedules that provide for a work/life balance appeal to Generation Y employees like those shown here at eBay's offices in San Jose, California.

Young employees say that eBay managers give them job responsibility quickly, generous recognition for their achievements, and learning opportunities to advance their careers. They also admire eBay's "Social Venture" initiatives such as WorldofGood.com, eBay Giving Works, and MicroPlace that make a positive difference in the lives of people throughout the world.



Source: Jim Wilson/The New York Times/Redux Pictures.

with other generations over work attire and communication. They also like feedback. An Ernst & Young survey found that 85 percent of Millennials want “frequent and candid performance feedback,” compared to only half of Boomers.⁷¹

Though it is fascinating to think about generational values, remember these classifications lack solid research support. Recent reviews suggest many of the generalizations are either overblown or incorrect.⁷² Studies that have found differences across generations do not support the popular conceptions of how generations differ, and most are plagued with methodological problems that make it difficult to assess whether differences actually exist. One study that used an appropriate longitudinal design did find the value placed on leisure increased over generations from the Baby Boomers to the Millennials and work centrality has declined, but it did not find that Millennials had higher altruistic work values as expected.⁷³ Generational classifications may help us understand our own and other generations better, but we must also appreciate their limits.

Linking an Individual's Personality and Values to the Workplace

Thirty years ago, organizations were concerned only with personality because their primary focus was to match individuals to specific jobs. That concern has expanded to include how well the individual's personality *and* values match the organization. Why? Because managers today are less interested in an applicant's ability to perform a *specific* job than with his or her *flexibility* to meet changing situations and commitment to the organization.

We'll now discuss person-job fit and person-organization fit in more detail.

Person-Job Fit

The effort to match job requirements with personality characteristics is best articulated in John Holland's **personality-job fit theory**.⁷⁴ Holland presents six personality types and proposes that satisfaction and the propensity to leave a position depend on how well individuals match their personalities to a job. Exhibit 5-5 describes the six types, their personality characteristics, and examples of the congruent occupations for each.

Holland developed the Vocational Preference Inventory questionnaire, which contains 160 occupational titles. Respondents indicate which they like or dislike, and their answers form personality profiles. Research strongly supports the resulting hexagonal diagram shown in Exhibit 5-6.⁷⁵ The closer two fields or orientations are in the hexagon, the more compatible they are. Adjacent categories are quite similar, whereas diagonally opposite ones are highly dissimilar.

What does all this mean? The theory argues that satisfaction is highest and turnover lowest when personality and occupation are in agreement. A realistic person in a realistic job is in a more congruent situation than a realistic person in an investigative job. A realistic person in a social job is in the most incongruent situation possible. The key points of this model are that (1) there do appear to

Exhibit 5-5

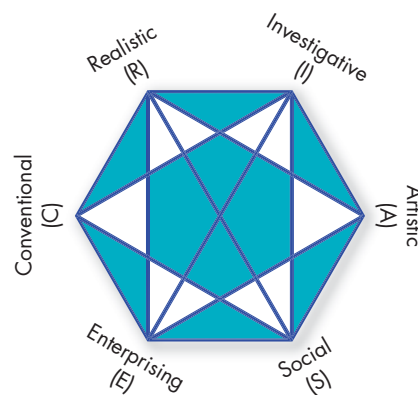
Holland's Typology of Personality and Congruent Occupations

Type	Personality Characteristics	Congruent Occupations
Realistic: Prefers physical activities that require skill, strength, and coordination	Shy, genuine, persistent, stable, conforming, practical	Mechanic, drill press operator, assembly-line worker, farmer
Investigative: Prefers activities that involve thinking, organizing, and understanding	Analytical, original, curious, independent	Biologist, economist, mathematician, news reporter
Social: Prefers activities that involve helping and developing others	Sociable, friendly, cooperative, understanding	Social worker, teacher, counselor, clinical psychologist
Conventional: Prefers rule-regulated, orderly, and unambiguous activities	Conforming, efficient, practical, unimaginative, inflexible	Accountant, corporate manager, bank teller, file clerk
Enterprising: 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
Artistic: Prefers ambiguous and unsystematic activities that allow creative expression	Imaginative, disorderly, idealistic, emotional, impractical	Painter, musician, writer, interior decorator

be intrinsic differences in personality among individuals, (2) there are different types of jobs, and (3) people in jobs congruent with their personality should be more satisfied and less likely to voluntarily resign than people in incongruent jobs. Evidence supports the value of assessing vocational interests in the selection process, with a match between interests and job requirements predicting job knowledge, performance, and low likelihood of turnover.⁷⁶

Exhibit 5-6

Relationships Among Occupational Personality Types



Source: Reprinted by special permission of the publisher, Psychological Assessment Resources, Inc., from *Making Vocational Choices*, copyright 1973, 1985, 1992 by Psychological Assessment Resources, Inc. All rights reserved.

personality-job fit theory A theory that identifies six personality types and proposes that the fit between personality type and occupational environment determines satisfaction and turnover.

As you might expect, Holland types relate to personality scales. One study found individuals higher in openness to experience as children were more likely to take jobs high on the investigative and artistic dimensions as adults, and those higher in conscientiousness as children were more likely to work in conventional jobs as adults.⁷⁷

Person–Organization Fit

We’ve noted that researchers have looked at matching people to organizations as well as to jobs. If an organization faces a dynamic and changing environment and requires employees able to readily change tasks and move easily between teams, it’s more important that employees’ personalities fit with the overall organization’s culture than with the characteristics of any specific job.

The person–organization fit essentially argues that people are attracted to and selected by organizations that match their values, and they leave organizations that are not compatible with their personalities.⁷⁸ Using the Big Five terminology, for instance, we could expect that people high on extraversion fit well with aggressive and team-oriented cultures, that people high on agreeableness match up better with a supportive organizational climate than one focused on aggressiveness, and that people high on openness to experience fit better in organizations that emphasize innovation rather than standardization.⁷⁹ Following these guidelines at the time of hiring should identify new employees who fit better with the organization’s culture, which should, in turn, result in higher employee satisfaction and reduced turnover. Research on person–organization fit has also looked at whether people’s values match the organization’s culture. This match predicts job satisfaction, commitment to the organization, and low turnover.⁸⁰ Interestingly, some research found that person–organization fit was more important in predicting turnover in a collectivistic nation (India) than in a more individualistic nation (the United States).⁸¹

International Values

- 8 Identify Hofstede’s five value dimensions of national culture.

MyManagementLab

For an interactive application of this topic, check out this chapter’s simulation activity at www.mymanagementlab.com.

One of the most widely referenced approaches for analyzing variations among cultures was done in the late 1970s by Geert Hofstede.⁸² He surveyed more than 116,000 IBM employees in 40 countries about their work-related values and found that managers and employees vary on five value dimensions of national culture:

- **Power distance.** **Power distance** describes the degree to which people in a country accept that power in institutions and organizations is distributed unequally. A high rating on power distance means that large inequalities of power and wealth exist and are tolerated in the culture, as in a class or caste system that discourages upward mobility. A low power distance rating characterizes societies that stress equality and opportunity.
- **Individualism versus collectivism.** **Individualism** is the degree to which people prefer to act as individuals rather than as members of groups and believe in individual rights above all else. **Collectivism** emphasizes a tight social framework in which people expect others in groups of which they are a part to look after them and protect them.
- **Masculinity versus femininity.** Hofstede’s construct of **masculinity** is the degree to which the culture favors traditional masculine roles such as achievement, power, and control, as opposed to viewing men and women as equals. A high masculinity rating indicates the culture has separate roles

for men and women, with men dominating the society. A high **femininity** rating means the culture sees little differentiation between male and female roles and treats women as the equals of men in all respects.

- **Uncertainty avoidance.** The degree to which people in a country prefer structured over unstructured situations defines their **uncertainty avoidance**. In cultures that score high on uncertainty avoidance, people have an increased level of anxiety about uncertainty and ambiguity and use laws and controls to reduce uncertainty. People in cultures low on uncertainty avoidance are more accepting of ambiguity, are less rule oriented, take more risks, and more readily accept change.
- **Long-term versus short-term orientation.** This newest addition to Hofstede's typology measures a society's devotion to traditional values. People in a culture with **long-term orientation** look to the future and value thrift, persistence, and tradition. In a **short-term orientation**, people value the here and now; they accept change more readily and don't see commitments as impediments to change.

How do different countries score on Hofstede's dimensions? Exhibit 5-7 shows the ratings for the countries for which data are available. For example, power distance is higher in Malaysia than in any other country. The United States is very individualistic; in fact, it's the most individualistic nation of all (closely followed by Australia and Great Britain). The United States also tends to be short term in orientation and low in power distance (people in the United States tend not to accept built-in class differences between people). It is also relatively low on uncertainty avoidance, meaning most adults are relatively tolerant of uncertainty and ambiguity. The United States scores relatively high on masculinity; most people emphasize traditional gender roles (at least relative to countries such as Denmark, Finland, Norway, and Sweden).

You'll notice regional differences. Western and northern nations such as Canada and the Netherlands tend to be more individualistic. Poorer countries such as Mexico and the Philippines tend to be higher on power distance. South American nations tend to be higher than other countries on uncertainty avoidance, and Asian countries tend to have a long-term orientation.

Hofstede's culture dimensions have been enormously influential on OB researchers and managers. Nevertheless, his research has been criticized. First, although the data have since been updated, the original work is more than 30 years old and was based on a single company (IBM). A lot has happened on the world scene since then. Some of the most obvious changes include the fall of the Soviet Union, the transformation of central and eastern Europe, the end of apartheid in South Africa, and the rise of China as a global power. Second, few researchers have read the details of Hofstede's methodology closely and are

power distance A national culture attribute that describes the extent to which a society accepts that power in institutions and organizations is distributed unequally.

individualism A national culture attribute that describes the degree to which people prefer to act as individuals rather than as members of groups.

collectivism A national culture attribute that describes a tight social framework in which people expect others in groups of which they are a part to look after them and protect them.

masculinity A national culture attribute that describes the extent to which the culture favors traditional masculine work roles of achievement, power, and control. Societal values are characterized by assertiveness and materialism.

femininity A national culture attribute that indicates little differentiation between male and female roles; a high rating indicates that women are treated as the equals of men in all aspects of the society.

uncertainty avoidance A national culture attribute that describes the extent to which a society feels threatened by uncertain and ambiguous situations and tries to avoid them.

long-term orientation A national culture attribute that emphasizes the future, thrift, and persistence.

short-term orientation A national culture attribute that emphasizes the past and present, respect for tradition, and fulfillment of social obligations.

Exhibit 5-7

Hofstede's Cultural Values by Nation

Country	Power Distance		Individualism versus Collectivism		Masculinity versus Femininity		Uncertainty Avoidance		Long- versus Short-Term Orientation	
	Index	Rank	Index	Rank	Index	Rank	Index	Rank	Index	Rank
Argentina	49	35–36	46	22–23	56	20–21	86	10–15		
Australia	36	41	90	2	61	16	51	37	31	22–24
Austria	11	53	55	18	79	2	70	24–25	31	22–24
Belgium	65	20	75	8	54	22	94	5–6	38	18
Brazil	69	14	38	26–27	49	27	76	21–22	65	6
Canada	39	39	80	4–5	52	24	48	41–42	23	30
Chile	63	24–25	23	38	28	46	86	10–15		
Colombia	67	17	13	49	64	11–12	80	20		
Costa Rica	35	42–44	15	46	21	48–49	86	10–15		
Denmark	18	51	74	9	16	50	23	51	46	10
Ecuador	78	8–9	8	52	63	13–14	67	28		
El Salvador	66	18–19	19	42	40	40	94	5–6		
Finland	33	46	63	17	26	47	59	31–32	41	14
France	68	15–16	71	10–11	43	35–36	86	10–15	39	17
Germany	35	42–44	67	15	66	9–10	65	29	31	22–24
Great Britain	35	42–44	89	3	66	9–10	35	47–48	25	28–29
Greece	60	27–28	35	30	57	18–19	112	1		
Guatemala	95	2–3	6	53	37	43	101	3		
Hong Kong	68	15–16	25	37	57	18–19	29	49–50	96	2
India	77	10–11	48	21	56	20–21	40	45	61	7
Indonesia	78	8–9	14	47–48	46	30–31	48	41–42		
Iran	58	29–30	41	24	43	35–36	59	31–32		
Ireland	28	49	70	12	68	7–8	35	47–48	43	13
Israel	13	52	54	19	47	29	81	19		
Italy	50	34	76	7	70	4–5	75	23	34	19
Jamaica	45	37	39	25	68	7–8	13	52		
Japan	54	33	46	22–23	95	1	92	7	80	4
Korea (South)	60	27–28	18	43	39	41	85	16–17	75	5
Malaysia	104	1	26	36	50	25–26	36	46		
Mexico	81	5–6	30	32	69	6	82	18		
The Netherlands	38	40	80	4–5	14	51	53	35	44	11–12
New Zealand	22	50	79	6	58	17	49	39–40	30	25–26
Norway	31	47–48	69	13	8	52	50	38	44	11–12
Pakistan	55	32	14	47–48	50	25–26	70	24–25	0	34
Panama	95	2–3	11	51	44	34	86	10–15		
Peru	64	21–23	16	45	42	37–38	87	9		
Philippines	94	4	32	31	64	11–12	44	44	19	31–32
Portugal	63	24–25	27	33–35	31	45	104	2	30	25–26
Singapore	74	13	20	39–41	48	28	8	53	48	9
South Africa	49	35–36	65	16	63	13–14	49	39–40		
Spain	57	31	51	20	42	37–38	86	10–15	19	31–32
Sweden	31	47–48	71	10–11	5	53	29	49–50	33	20
Switzerland	34	45	68	14	70	4–5	58	33	40	15–16
Taiwan	58	29–30	17	44	45	32–33	69	26	87	3
Thailand	64	21–23	20	39–41	34	44	64	30	56	8
Turkey	66	18–19	37	28	45	32–33	85	16–17		
United States	40	38	91	1	62	15	46	43	29	27
Uruguay	61	26	36	29	38	42	100	4		
Venezuela	81	5–6	12	50	73	3	76	21–22		
Yugoslavia	76	12	27	33–35	21	48–49	88	8		
Regions:										
Arab countries	80	7	38	26–27	53	23	68	27		
East Africa	64	21–23	27	33–35	41	39	52	36	25	28–29
West Africa	77	10–11	20	39–41	46	30–31	54	34	16	33

Scores range from 0 5 extremely low on dimension to 100 5 extremely high.

Note: 1 5 highest rank. LTO ranks: 1 5 China; 15–16 5 Bangladesh; 21 5 Poland; 34 5 lowest.

Source: Copyright Geert Hofstede BV, hofstede@bart.nl. Reprinted with permission.

Understanding differences in values across cultures helps explain the behavior of employees from different countries. According to Hofstede's framework for assessing cultures, China, like all Asian nations, ranks high in long-term orientation. China also ranks high in power distance, where the inequality of power and wealth within the country is accepted by citizens as part of their cultural heritage. Ranking low in individualism, China has a strong collectivist culture that fosters relationships where everyone takes responsibility for group members. Using these and other ratings can help organizations considering doing business in China to predict the behavior of employees shown here at a glassware factory.



Source: Imaginedchina via AP Images.

therefore unaware of the many decisions and judgment calls he had to make (for example, reducing the number of cultural values to just five). Some results are unexpected. Japan, which is often considered a highly collectivist nation, is considered only average on collectivism under Hofstede's dimensions.⁸³ Despite these concerns, Hofstede has been one of the most widely cited social scientists ever, and his framework has left a lasting mark on OB.

Recent research across 598 studies with more than 200,000 respondents has investigated the relationship of cultural values and a variety of organizational criteria at both the individual and national level of analysis.⁸⁴ Overall, the four original culture dimensions were equally strong predictors of relevant outcomes, meaning researchers and practicing managers need to think about culture holistically and not just focus on one or two dimensions. Cultural values were more strongly related to organizational commitment, citizenship behavior, and team-related attitudes than were personality scores. On the other hand, personality was more strongly related to behavioral criteria like performance, absenteeism, and turnover. The researchers also found that individual scores were much better predictors of most outcomes than assigning all people in a country the same cultural values. In sum, this research suggests that Hofstede's value framework may be a valuable way of thinking about differences among people, but we should be cautious about assuming all people from a country have the same values.

The GLOBE Framework for Assessing Cultures Begun in 1993, the Global Leadership and Organizational Behavior Effectiveness (GLOBE) research program is an ongoing cross-cultural investigation of leadership and national culture. Using data from 825 organizations in 62 countries, the GLOBE team identified nine dimensions on which national cultures differ.⁸⁵ Some—such as power distance, individualism/collectivism, uncertainty avoidance, gender differentiation (similar to masculinity versus femininity), and future orientation

(similar to long-term versus short-term orientation)—resemble the Hofstede dimensions. The main difference is that the GLOBE framework added dimensions, such as **humane orientation** (the degree to which a society rewards individuals for being altruistic, generous, and kind to others) and **performance orientation** (the degree to which a society encourages and rewards group members for performance improvement and excellence).

Which framework is better? That's hard to say, and each has its adherents. We give more emphasis to Hofstede's dimensions here because they have stood the test of time and the GLOBE study confirmed them. However, researchers continue to debate the differences between them, and future studies may favor the more nuanced perspective of the GLOBE study.⁸⁶

MyManagementLab

Now that you have finished this chapter, go back to www.mymanagementlab.com to continue practicing and applying the concepts you've learned.

Summary and Implications for Managers

Personality What value, if any, does the Big Five model provide to managers? From the early 1900s through the mid-1980s, researchers sought a link between personality and job performance. “The outcome of those 80-plus years of research was that personality and job performance were not meaningfully related across traits or situations.”⁸⁷ However, the past 20 years have been more promising, largely due to the findings about the Big Five.

- **Screening job candidates for high conscientiousness**—as well as the other Big Five traits, depending on the criteria an organization finds most important—should pay dividends. Of course, managers still need to take situational factors into consideration.⁸⁸
- **Factors such as job demands, the degree of required interaction with others, and the organization's culture are examples of situational variables that moderate the personality–job performance relationship.**
- **You need to evaluate the job, the work group, and the organization to determine the optimal personality fit.**
- **Other traits, such as core self-evaluation or narcissism, may be relevant in certain situations, too.**
- Although the MBTI has been widely criticized, it may have a place in organizations. In training and development, it can help employees better understand themselves, help team members better understand each other, and open up communication in work groups and possibly reduce conflicts.

Values Why is it important to know an individual's values? Values often underlie and explain attitudes, behaviors, and perceptions. So knowledge of an individual's value system can provide insight into what makes the person “tick.”

- **Employees' performance and satisfaction are likely to be higher if their values fit well with the organization. The person who places great importance on imagination, independence, and freedom is likely to be poorly matched with an organization that seeks conformity from its employees.**

Millennials Are More Narcissistic

POINT

Those in college today have many good qualities: they are more technologically savvy, more socially tolerant, and more balanced in their work and family priorities than previous generations. Thus, those poised to enter the workforce today do so with some important virtues. Humility, however, is not one of them.

A large-scale, longitudinal study found that those graduating from college in 2010 were more likely than those from previous generations to have seemingly inflated views of themselves. The 2010 graduates were more likely than 1980 graduates to agree they would be “very good” spouses (56 percent of 2010 graduates, compared to 37 percent among 1980 graduates), parents (54 percent of 2010 graduates, 36 percent among 1980 graduates), and workers (65 percent of 2010 graduates, 49 percent among 1980 graduates).

Studies measuring narcissism suggests that scores are rising, especially among younger generations. For example, by presenting a choice between two statements—“I try not to be a show-off” versus “I will usually show off if I get the chance”—psychologists have found that narcissism has been growing since the early 1980s.

A 2011 study by University of Kentucky researcher Dr. Nathan DeWall even found that popular songs are becoming more narcissistic. Analyzing the lyrics of songs on the *Billboard Hot 100 Chart* from 1980 to 2007, DeWall found a clear trend toward narcissism. The words “I” and “me” have replaced “we” and “us.” Two recent examples: “*I’m bringing sexy back. Yeah. Them other boys don’t know how to act. Yeah*” (Justin Timberlake), and “*I am the greatest man that ever lived. I was born to give and give and give*” (Weezer).

Narcissism’s rise is all around us. The sooner we admit it, the sooner we can begin to address the problem in families, in education, and at work.

COUNTERPOINT

Speaking of music, this argument is like a broken record that seems to play over and over: “THE YOUTH OF TODAY ARE LOST!” Every generation tends to think the new generation is without values, and the new generation thinks the older generation is hopelessly judgmental and out of touch. Wasn’t the “Me generation” supposedly a generation ago? Let’s send the broken record to the recycling bin and review the evidence.

One recent study that tracked nearly half a million young people on measures of egotistic traits such as self-perceived intelligence, self-esteem, and self-enhancement found little evidence to suggest changes since the 1970s. In short, Millennials aren’t any more narcissistic than young people were in the 1970s or 1980s. The authors of this study conclude, “Today’s youth seem no more egotistical than previous generations . . . In fact, today’s youth seem to have psychological profiles that are remarkably similar to youth from the past 30 years.”

Another study offered an interesting explanation for why people *think* Millennials are more narcissistic. Specifically, young people in general are more self-focused, but as people age, they become more “other” focused. So we think young people are different when in fact they’re just the way older folks were when *they* were younger. As these authors conclude, “Every generation is Generation Me.” Our level of narcissism appears to be one of the many things that change as we get older.

More broadly, narcissistic folks exist in every generation. We need to be careful when generalizing about entire groups (whether one sex, one race, one culture, or one generation). While generalizations have caused no small amount of trouble, we still like to simplify the world, sometimes for good reason. In this case, however, the good reason isn’t there, especially considering the latest evidence.

Sources: N. Wolchover, “Song Lyrics Suggest Narcissism Is on the Rise,” *LiveScience* (April, 26, 2011), downloaded May 16, 2011, from www.livescience.com; M. Norris, “Study: Narcissism on Rise in Pop Lyrics,” *All Things Considered* (April 26, 2011), downloaded May 15 from www.npr.org/; K. H. Trzesniewski and M. B. Donnellan, “Rethinking ‘Generation Me’: A Study of Cohort Effects from 1976–2006,” *Perspectives on Psychological Science* 5, no. 1 (2010), pp. 58–75; and B. W. Roberts, G. Edmonds, and E. Grijalva, “It Is Developmental Me, Not Generation Me: Developmental Changes Are More Important Than Generational Changes in Narcissism—Comment on Trzesniewski & Donnellan (2010),” *Perspectives on Psychological Science* 5, No. 1 (2010), pp. 97–102.

- Managers are more likely to appreciate, evaluate positively, and allocate rewards to employees who fit in, and employees are more likely to be satisfied if they perceive they do fit in. This argues for management to seek job candidates who have not only the ability, experience, and motivation to perform but also a value system compatible with the organization's.

QUESTIONS FOR REVIEW

- 1 What is personality? How do we typically measure it? What factors determine personality?
- 2 What is the Myers-Briggs Type Indicator (MBTI), and what does it measure?
- 3 What are the Big Five personality traits?
- 4 How do the Big Five traits predict work behavior?
- 5 Besides the Big Five, what other personality traits are relevant to OB?
- 6 What are values, why are they important, and what is the difference between terminal and instrumental values?
- 7 Do values differ across generations? How so?
- 8 Do values differ across cultures? How so?

EXPERIENTIAL EXERCISE What Organizational Culture Do You Prefer?

The Organizational Culture Profile (OCP) can help assess whether an individual's values match the organization's.⁸⁹ The OCP helps individuals sort their characteristics in terms of importance, which indicates what a person values.

1. Working on your own, complete the OCP found at www.jstor.org/stable/256404.
2. Your instructor may ask you the following questions individually or as a group of three or four students (with a spokesperson appointed to speak to the class for each group):

- a. What were your most preferred and least preferred values? Do you think your most preferred and least preferred values are similar to those of other class or group members?
- b. Do you think there are generational differences in the most preferred and least preferred values?
- c. Research has shown that individuals tend to be happier, and perform better, when their OCP values match those of their employer. How important do you think a "values match" is when you're deciding where you want to work?

ETHICAL DILEMMA Freedom or Lack of Commitment?

Lifelong commitment to one employer is a thing of the past. An analysis by Princeton economist Henry Farber revealed that the percentage of private-sector employees who remained with the same employer for 10 or more years has dropped from 50 percent in 1973 to less than 35 percent today. Those with 20 or more years with the same employer dropped from 35 percent to 20 percent.

To be sure, some of this movement is employer-driven. Lifetime job security is long gone for most positions. So are benefit packages that would keep employees secure, such as rock-solid pensions and generous health benefits. But does a generational shift in values also explain the drop?

According to Pew Research, 66 percent of Millennials say they want to switch careers some time in their life,

while 62 percent of Generation X members and 84 percent of Baby Boomers say they would prefer to stay at their current job for the rest of their lives. Another study suggested that while 64 percent of Baby Boomers "really care about the fate" of their organization, this figure is only 47 percent for Millennials. Yet another study indicated that two-thirds of Millennials had plans to move or "surf" from one job to another as a means of gaining desired skills and increasing their pay.

One Millennial, Rebecca Thorman, notes that mobility makes sense only because if you aren't mobile, you limit your options. She says you can't expect your pay to grow "by staying at the same job . . . You just can't."

These values don't sit well with some employers. "We prefer long tenured employees who have stuck with us and been loyal," says Dave Foster, CEO of AvreaFoster, an advertising agency in Dallas. "It appears that a lot of Millennials don't think that one path is the answer. This is a problem because the commitment isn't there."

To attitudes like that, Thorman retorts, "We're not going to settle."

Questions

1. In your experience, do younger individuals differ from older individuals in their plans to remain with

one employer for a long time? Do you think these differences, if you believe they exist, are due to shifting economic realities or to changing work values?

2. Do you think you should feel free to "job surf"—purposely moving from job to job as soon as the desire strikes? Do you think employers have a right to ask about "job surfing" plans when they interview you?
3. If you had an interview with Foster or someone with his views of Millennials, how might you combat his preconceptions?

Sources: S. Collins, "Millennials Take on the Workforce," *SHIFT Magazine* (May 3, 2011), downloaded May 12, 2011, from www.smudailymustang.com; and R. Wartzman, "Generation Mobility," *Los Angeles Times* (July 16, 2010), downloaded May 12, 2011, from www.dailytidings.com/.

CASE INCIDENT 1 Is There a Price for Being Too Nice?

Agreeable people tend to be kinder and more accommodating in social situations, which you might think could add to their success in life. However, we've already noted that one downside of agreeableness is potentially lower earnings. We're not sure why this is so, but agreeable individuals may be less aggressive in negotiating starting salaries and pay raises.

Yet there is clear evidence that agreeableness is something employers value. Several recent books argue in favor of "leading with kindness" (Baker & O'Malley, 2008) and "capitalizing on kindness" (Tillquist, 2008). Other articles in the business press have argued that the sensitive, agreeable CEO—such as GE's Jeffrey Immelt and Boeing's James McNerney—signals a shift in business culture (Brady, 2007). In many circles, individuals desiring success in their careers are exhorted to be "complimentary," "kind," and "good" (for example, Schillinger, 2007).

Take the example of 500-employee Lindblad Expeditions. It emphasizes agreeableness in its hiring decisions. The VP of HR commented, "You can teach people any technical skill, but you can't teach them how to be a kindhearted, generous-minded person with an open spirit."

So, while employers want agreeable employees, agreeable employees are not better job performers, and they are *less* successful in their careers. We might explain this

apparent contradiction by noting that employers value agreeable employees for other reasons: they are more pleasant to be around, and they may help others in ways that aren't reflected in their job performance. Most evidence suggests that agreeable people like agreeable people, which you might expect because people like those who are similar to themselves. However, even disagreeable people like agreeable people, perhaps because they are easier to manipulate than individuals who are lower in agreeableness. Perhaps everyone wants to hire agreeable people just because everyone likes to be around them.

Moreover, a 2008 study of CEO and CEO candidates revealed that this contradiction applies to organizational leaders as well. Using ratings made by an executive search firm, researchers studied the personalities and abilities of 316 CEO candidates for companies involved in buyout and venture capital transactions. They found that what gets a CEO candidate hired is not what makes him or her effective. Specifically, CEO candidates who were rated high on "nice" traits such as respecting others, developing others, and teamwork were more likely to be hired. However, these same characteristics—especially teamwork and respecting others for venture capital CEOs—made the organizations they led less successful.

Questions

1. Do you think there is a contradiction between what employers want in employees (agreeable employees) and what employees actually do best (disagreeable employees)? Why or why not?
2. Often, the effects of personality depend on the situation. Can you think of some job situations in which agreeableness is an important virtue? And in which it is harmful?
3. In some research we've conducted, we've found that the negative effects of agreeableness on earnings is stronger for men than for women (that is, being agreeable hurt men's earnings more than women's). Why do you think this might be the case?

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CASE INCIDENT 2 Leadership from an Introvert's Perspective

When people think of a stereotypical leader, they often conjure up the image of a dynamic public speaker, a forceful and dominant personality, and someone who can cultivate relationships with a broad number of people. These are all hallmarks of the extroverted personality type, so it's often been the case that extroverts rise to leadership positions more readily than introverts.

However, some question whether the social dominance and ability to command attention shown by extraverts might make them less effective leaders in certain ways. In particular, extroverts may be less likely to take advice from followers. One study investigated how quickly groups of college students could fold shirts in 10 minutes. Each group had a leader who was cued to be either extroverted or introverted. The introverted leaders took more advice from their proactive followers, and this led the groups with introverted leaders to be more effective. Thus, even though there are cases where introverts are less successful as leaders, in some conditions they are more effective. Others note that introverted leaders can be better than extroverts at one-on-one interactions, empathy, and deliberate decision making.

Are there business executives who break the extroverted leader mold? One is Google co-founder Larry Page, well-known for developing a small number of close relationships and being an excellent listener. Colgate-Palmolive

chief Ian Cook might feel uncomfortable in front of large groups of people he doesn't know, but he has learned to partner with more extroverted colleagues for presentations to offset his natural shyness. Wal-Mart Stores CEO Mike Duke is famously low-key and reserved, but he has utilized his natural introvert skills of managing details and engineering solutions to maintain the retail giant's dominant market position. These examples show that although extroverts might get all the attention, introverts can still make effective leaders.

Questions

1. Are you more of an introverted or extraverted leader? What can you do to leverage your personality to be a more effective leader?
2. Under what conditions do you think extraverts make more effective leaders than introverts? What unique abilities of introverts could make them more effective in some situations?
3. The case describes some problems introverts might have in leadership situations. What techniques might they employ to help them overcome these?
4. What types of developmental experiences do you think would be especially valuable for introverted leaders?

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