

PMG 671
Leadership & Organizational
Behavior

Prepared by

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Chapter 3



Chapter 3

Chapter
3

Personality and Values

This chapter will enable you to:

1. Contrast the two types of ability: intellectual and physical.
2. Identify the key biographical characteristics and describe how they are relevant to OB.
3. Define learning and outline the principles of the three major theories of learning.

Chapter
3

Personality and Values

This chapter will enable you to:

4. Define shaping and show how it can be used in OB.
5. Define personality, describe how it is measured, and explain the factors that determine an individual's personality.

Chapter
3

Personality and Values

This chapter will enable you to:

6. Describe the Myers-Briggs Type Indicator personality framework and assess its strengths and weaknesses.
7. Identify the key traits in the Big Five personality model and demonstrate how the Big Five traits predict behavior at work.

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Chapter
3

Personality and Values

This chapter will enable you to:

8. Identify other personality traits relevant to OB.
9. Define values, demonstrate the importance of values, and contrast terminal and instrumental values.
10. Show the relationship between individual personality and the workplace.
11. Identify Hofstede's five value dimensions of national culture.

Chapter
3

Ability

Ability is an individual's capacity to perform the various tasks in a job. It is made up of two sets of factors:

Intellectual Abilities

- The abilities needed to perform mental activities like thinking and reasoning.

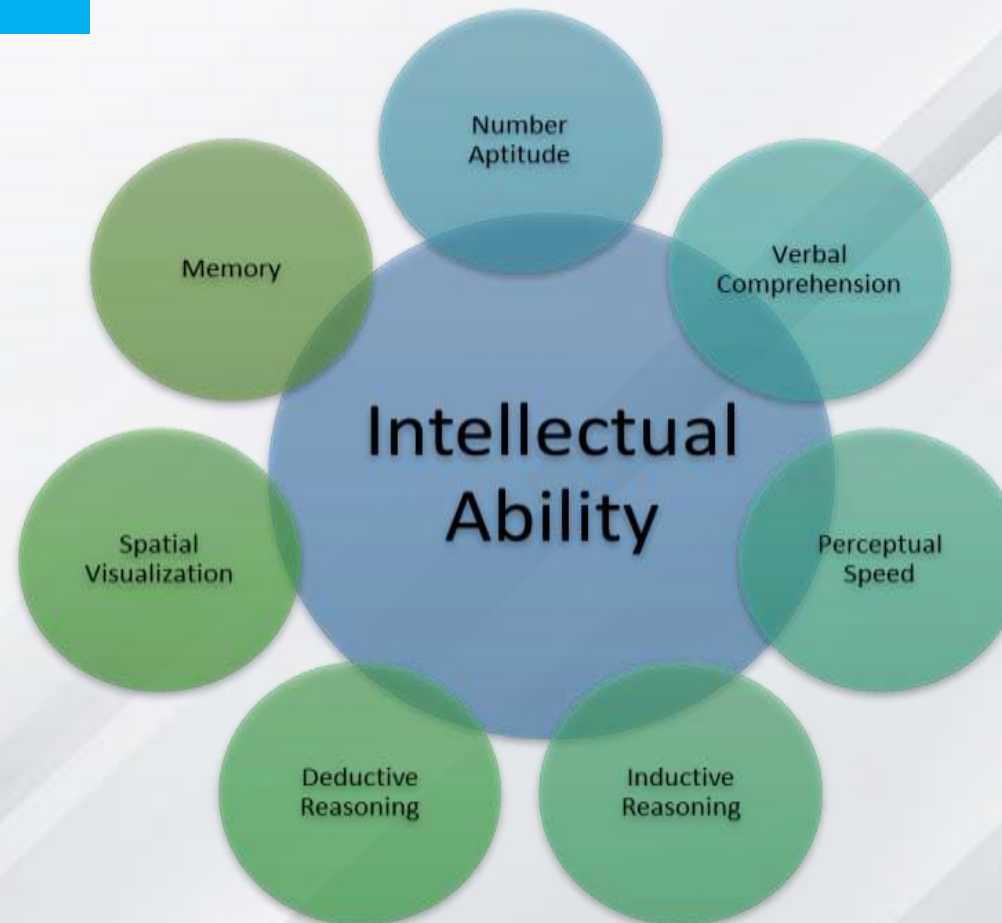
Physical Abilities

- The capacity to do tasks demanding stamina, strength, and similar characteristics.

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Chapter
3

Dimensions of Intellectual Abilities





Chapter 3

Dimensions of Intellectual Abilities

TABLE 2-1 Dimensions of Intellectual Ability

Dimension	Description	Job Example
Number aptitude	Ability to do speedy and accurate arithmetic	Accountant: Computing the sales tax on a set of items
Verbal comprehension	Ability to understand what is read or heard, and the relationship of words to each other	Plant manager: Following corporate policies on hiring
Perceptual speed	Ability to identify visual similarities and differences quickly and accurately	Fire investigator: Identifying clues to support a charge of arson
Inductive reasoning	Ability to identify a logical sequence in a problem and then solve the problem	Market researcher: Forecasting demand for a product in the next time period
Deductive reasoning	Ability to use logic and assess the implications of an argument	Supervisor: Choosing between two different suggestions offered by employees
Spatial visualization	Ability to imagine how an object would look if its position in space were changed	Interior decorator: Redecorating an office
Memory	Ability to retain and recall past experiences	Salesperson: Remembering the names of customers

Chapter
3

Nine Basic Physical Abilities

Strength Factors

1. Dynamic strength
2. Trunk strength
3. Static strength
4. Explosive strength

Flexibility Factors

5. Extent flexibility
6. Dynamic flexibility

Other Factors

7. Body coordination
8. Balance
9. Stamina

Chapter
3

Nine Basic Physical Abilities

TABLE 2-2 Nine Basic Physical Abilities

Strength Factors

- | | |
|-----------------------|---|
| 1. Dynamic strength | Ability to exert muscular force repeatedly or continuously over time |
| 2. Trunk strength | Ability to exert muscular strength using the trunk (particularly abdominal) muscles |
| 3. Static strength | Ability to exert force against external objects |
| 4. Explosive strength | Ability to expend a maximum of energy in one or a series of explosive acts |

Flexibility Factors

- | | |
|------------------------|---|
| 5. Extent flexibility | Ability to move the trunk and back muscles as far as possible |
| 6. Dynamic flexibility | Ability to make rapid, repeated flexing movements |

Other Factors

- | | |
|----------------------|---|
| 7. Body coordination | Ability to coordinate the simultaneous actions of different parts of the body |
| 8. Balance | Ability to maintain equilibrium despite forces pulling off balance |
| 9. Stamina | Ability to continue maximum effort requiring prolonged effort over time |

Chapter
3

Biographical Characteristics

Objective and easily obtained personal characteristics:

Age

Older workers bring experience, judgment, a strong work ethic, and commitment to quality.

Gender

Very few differences exist between men and women that affect job performance.

Race

The biological heritage used to identify oneself.

Contentious issue: differences exist, but could be more culture-based than race-based.

Chapter
3

Biographical Characteristics



Gender:

The Qatari Business Women's Forum (QBWF) was set up to raise awareness of the role that women play in business in Qatar.

Chapter
3

Learning

Learning is any relatively permanent change in behavior that occurs as a result of experience

Learning components:

Involves
Change

Is
Relatively
Permanent

Is Acquired
Through
Experience

Chapter
3

Theories of Learning

Classical Conditioning

A type of conditioning in which an individual responds to some stimulus that would not ordinarily produce such a response.

Operant Conditioning

A type of conditioning in which desired voluntary behavior leads to a reward or prevents a punishment.

Social-Learning Theory

People can learn through observation and direct experience.

Chapter
3

Classical Conditioning

Pavlov's Dog Drool

Key Concepts:

Unconditioned stimulus

A naturally occurring phenomenon.

Unconditioned response

The naturally occurring response to a natural stimulus.

Conditioned stimulus

An artificial stimulus introduced into the situation.

Conditioned response

The response to the artificial stimulus.

This is a passive form of learning. It is reflexive and not voluntary—not the best theory for OB learning.

Chapter
3**Classical Conditioning**
Pavlov's Dog Drool

Watson's controversial experiment involving Little Albert is also an example of classical conditioning (Powell, Digdon, Harris, & Smithson, 2014). Little Albert was a young boy who was introduced to a white rat. At first, he enjoyed playing with and petting the rat; however, Watson began pairing the furry rat with a loud sound. Soon, Little Albert associated the rat with the loud noise, which made him cry.

Watson could eventually present the white rat without the loud noise and elicit a cry from Little Albert. It was theorized that Little Albert would develop a phobia of furry animals.

Chapter
3

Operant Conditioning Skinner's Behaviorism

B. F. Skinner's concept of Behaviorism: behavior follows stimuli in a relatively unthinking manner.

Key Concepts:

Conditioned behavior: voluntary behavior that is learned, not reflexive.

Reinforcement: the consequences of behavior which can increase or decrease the likelihood of behavior repetition.

Pleasing consequences increase likelihood of repetition.

Rewards are most effective immediately after performance.

Unrewarded/punished behavior is unlikely to be repeated.

Chapter
3

Social Learning Theory

Based on the idea that people can also learn indirectly: by observation, reading, or just hearing about someone else's—a model's—experiences.

Key Concepts:

Attentional processes

Must recognize and pay attention to critical features to learn.

Retention processes

Model's actions must be remembered to be learned.

Motor reproduction processes

Watching the model's behavior must be converted to doing.

Reinforcement processes

Positive incentives motivate learners.

Chapter
3

Shaping: A Managerial Tool

Systematically reinforcing each successive step that moves an individual closer to the desired response

Four Methods of Shaping Behavior:

1. Positive reinforcement
 - Providing a reward for a desired behavior (learning).
2. Negative reinforcement
 - Removing an unpleasant consequence when the desired behavior occurs (learning).

Chapter
3

Shaping: A Managerial Tool

3. Punishment

- Applying an undesirable condition to eliminate an undesirable behavior (“unlearning”).

4. Extinction

- Withholding (hagb) reinforcement of a behavior to cause its cessation (“unlearning”).



Chapter 3

في المرة الأولى التي تذهب فيها إلى محل البقالة مع طفلك يطلب منك شراء الحلوى في البداية فإنك ترفض ، ولكن عندما يبدأ في البكاء تشتري له الحلوى ، وهذا يعزز الفكرة في ذهنه أنه في كل مرة يلقي فيها نوبة غضب في سيحصل على شوكولاتة من محل بقالة ، ويواصل القيام بذلك ، وتستمر في مكافأة سلوكه عن غير قصد ، ثم يومًا ما تقول ببساطة “لا” لطلبه على الرغم من نوبات الغضب التي يمر بها ، ويبكي ولكنك تجاهلت هذا في المناسبتين التاليتين وفي النهاية عندما تذهب إلى المتجر للمرة الثالثة تدرك أنه لم يعد يلقي بنوبات الغضب.

Chapter
3

Schedules of Reinforcement : A Critical Issue

There are two major types:

Continuous Reinforcement

- A desired behavior is reinforced each time it is demonstrated.

Intermittent Reinforcement

- A desired behavior is reinforced often enough to make the behavior worth repeating but not every time it is demonstrated.
- Multiple frequencies.

**Chapter
3**

Types of Intermittent Reinforcement

Ratio

- Depends on the number of responses made.

Interval

- Depends on the time between reinforcements.

Fixed

Rewards are spaced at uniform time intervals or after a set number of responses.

Variable

Rewards that are unpredictable or that vary relative to the behavior.



Chapter 3

Schedule of Reinforcement

TABLE 2-3 Schedules of Reinforcement

Reinforcement Schedule	Nature of Reinforcement	Effect on Behavior	Example
Continuous	Reward given after each desired behavior	Fast learning of new behavior but rapid extinction	Compliments
Fixed-interval	Reward given at fixed time intervals	Average and irregular performance with rapid extinction	Weekly paychecks
Variable-interval	Reward given at variable time intervals	Moderately high and stable performance with slow extinction	Pop quizzes
Fixed ratio	Reward given at fixed amounts of output	High and stable performance attained quickly but also with rapid extinction	Piece-rate pay
Variable-ratio	Reward given at variable amounts of output	Very high performance with slow extinction	Commissioned sales

Chapter
3

What is Personality?

The dynamic organization within the individual of those psychophysical systems that determine his unique adjustments to his environment.

Gordon Allport.

Personality is the sum total of ways in which an individual reacts and interacts with others, the measurable traits a person exhibits.

Chapter
3

What is Personality?

Measuring Personality

- Helpful in hiring decisions.
- Most common method: self-reporting surveys.
- Observer-ratings surveys provide an independent assessment of personality—often better predictors.

Chapter
3

Personality Determinants

Heredity

Factors determined at conception: physical stature, facial attractiveness, gender, temperament, muscle composition and reflexes, energy level.

This 'Heredity Approach' argues that genes are the source of personality.

Twin studies: raised apart but very similar personalities.

Parents don't add much to personality development.

There is some personality change over long time periods.

Chapter
3

Personality Traits

Traits are enduring **مستمر** characteristics that describe an individual's behavior.

The more consistent the characteristic and the more frequently it occurs in diverse situations, the more important the trait.

Two dominant frameworks are used to describe personality:

Myers-Briggs Type Indicator (MBTI)

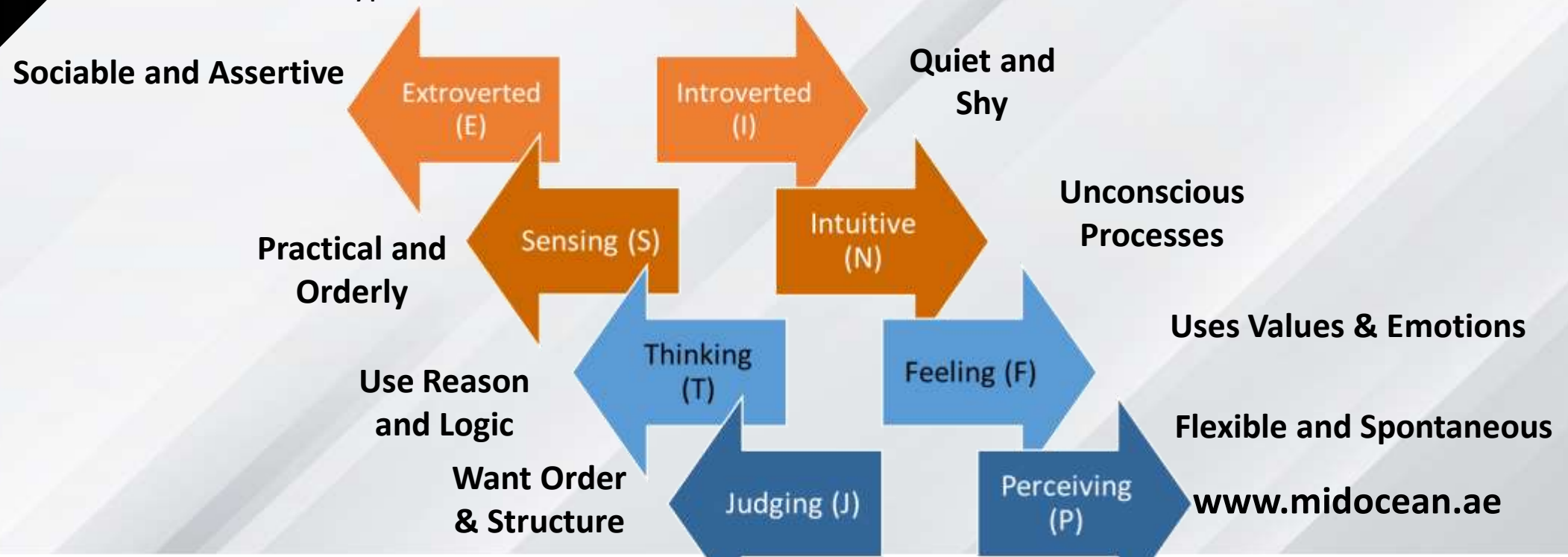
Big Five Model

Chapter
3

The Myers-Briggs Type Indicator

Most widely used instrument in the world.

Participants are classified on four axes to determine one of 16 possible personality types, such as ENTJ.



Chapter
3

Myers-Briggs Types and their Uses

Each of the sixteen possible combinations has a name, for instance:

Visionaries (INTJ) – original, stubborn, and driven.

Organizers (ESTJ) – realistic, logical, analytical, and business-like.

Conceptualizer (ENTP) – entrepreneurial, innovative, individualistic, and resourceful.

Research results on the validity of MBTI are mixed.

MBTI is a good tool for self-awareness and counseling.

Should not be used as a selection test for job candidates.

Chapter
3

The big Five Model of Personality Dimensions

Extroversion

- Sociable, gregarious, and assertive

Agreeableness

- Good-natured, cooperative, and trusting

Conscientiousness

- Responsible, dependable, persistent, and organized
- Calm, self-confident, secure under stress (positive), versus nervous, depressed, and insecure under stress (negative)

Emotional Stability

Openness to Experience

- Curious, imaginative, artistic, and sensitive

Chapter
3

How do Big Five Traits Predict Behavior?

Research has shown this to be a better framework.

Certain traits have been shown to strongly relate to higher job performance:

Highly conscientious people develop more job knowledge, exert greater effort, and have better performance.

Other Big Five Traits also have implications for work.

Emotional stability is related to job satisfaction.

Extroverts tend to be happier in their jobs and have good social skills.

Open people are more creative and can be good leaders.

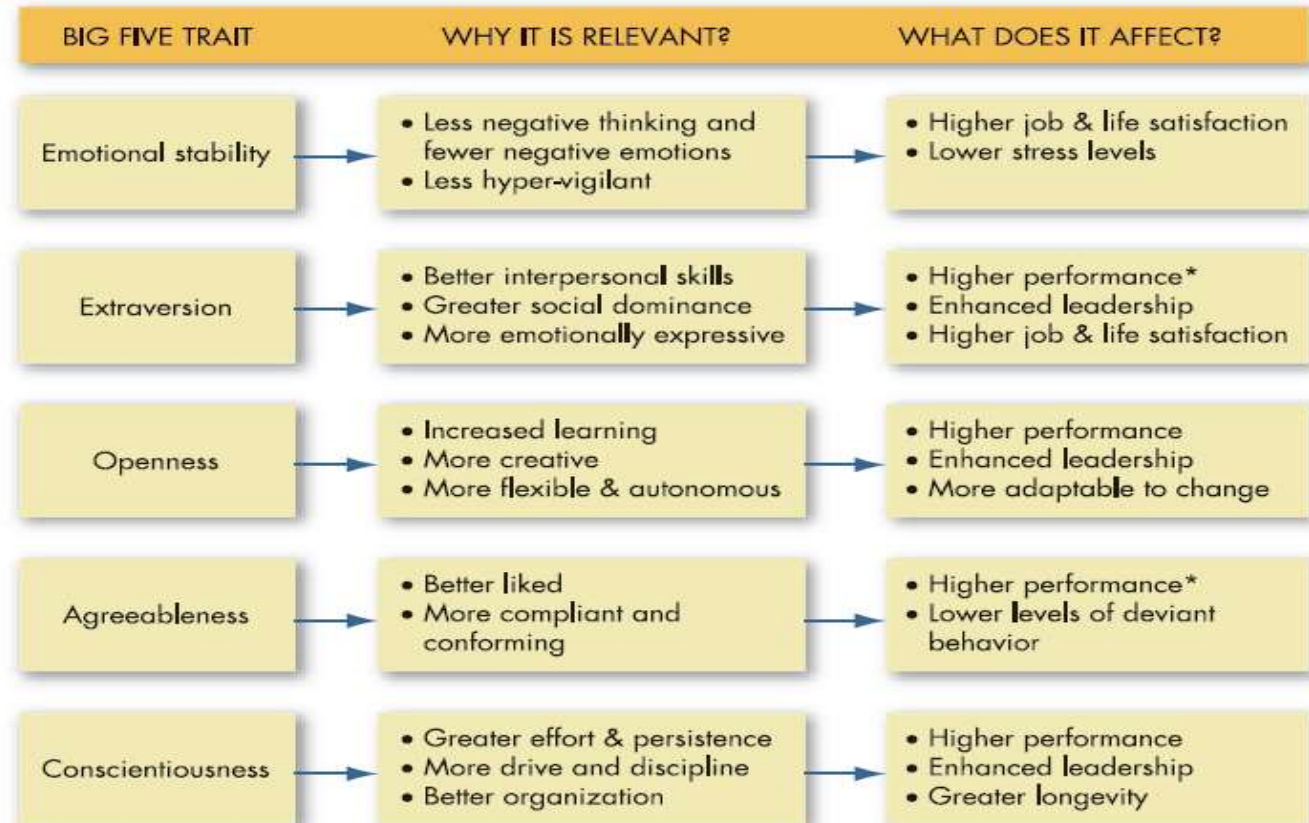
Agreeable people are good in social settings.

Chapter
3

The Big Five Traits

Figure 2-2

Model of How Big Five Traits Influence OB Criteria



**Chapter
3**

Other Personality Traits Relevant to OB

Core Self-Evaluation

Represent a stable personality trait which includes an individual's subconscious, fundamental evaluations about themselves, their own abilities and their own control. People who have high core self-evaluations will think positively of themselves and be confident in their own abilities.

Machiavellianism

A pragmatic, emotionally distant power-player who believes that ends justify the means.

High Machs are manipulative, win more often, and persuade more than they are persuaded. Flourish when:

- they have direct interaction;
- they work with minimal rules and regulations;
- their emotions distract others.

Chapter
3

Other Personality Traits Relevant to OB

Narcissism

A **narcissist** is an arrogant, entitled, self-important person who needs excessive admiration.
Less effective in their jobs.

Self-Monitoring

The ability to adjust behavior to meet external, situational factors.
High self-monitors conform more and are more likely to become leaders.

Chapter
3

Other Personality Traits Relevant to OB

Risk Taking

The willingness to take chances.

May be best to align propensities النزعات
with job requirements.

Risk takers make faster decisions with less
information.

Creates positive change in the
environment.

Chapter
3

Values

Values are basic convictions قناعات on how to conduct yourself or how to live your life that are personally or socially preferable— “How To” live life properly.

Attributes of Values:

Content Attribute—that the mode of conduct or end-state is important.

Intensity Attribute—just how important that content is.

Value System:

A person’s values rank-ordered by intensity.
Tends to be relatively constant and consistent.

Chapter
3

Classifying Values-Rokeach Value Survey

Terminal Values

Desirable end-states of existence; the goals that 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.

People in same occupations or categories tend to hold similar values, but:

- values vary between groups

- value differences make it difficult for groups to negotiate and may create conflict.



Chapter 3

Value Different Between Groups

TABLE 2-4 Mean Value Ranking of 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.

Chapter
3

Linking Personality and Values to Workplace

Managers are less interested in someone's ability to do a specific job than in that person's flexibility.

John Holland's Personality-Job Fit Theory

Six personality types.

Vocational Preference Inventory (VPI).

Key Points of the Model:

There appear to be intrinsic حقيقي differences in personality between people.

There are different types of jobs.

People in jobs congruent with their personality should be more satisfied and therefore turnover should reduce.



Chapter 3

Holland's Personality Typology & Occupations

TABLE 2-5 Holland's Typology of Personality and Congruent Occupations

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

Chapter
3

Still Linking Personality to the Workplace

In addition to matching the individual's personality to the job, managers are also concerned with **Person-Organization Fit**.

The employee's personality must fit with the organizational culture. People are attracted to organizations that match their values. Those who match are most likely to be selected.

Mismatches will result in turnover.

Can use the Big Five personality types to match to the organizational culture.

Chapter
3Linking Cultures & Behaviors- Hofstade's
Framework: Power Distance

Power Distance is the extent to which a society accepts that power in institutions and organizations is distributed unequally.

Low distance

- Relatively equal power between those with status/wealth and those without status/wealth

High distance

- Extremely unequal power distribution between those with status/wealth and those without status/wealth

Chapter
3

Linking Cultures & Behaviors- Hofstade's Framework:

Individualism vs. Collectivism:

Collectivist cultures emphasize the needs and goals of the group as a whole over the needs and desires of each individual. In such cultures, relationships with other members of the group and the [interconnectedness between people](#) play a central role in each person's identity.

Collectivism contrasts with individualism, in which personal needs take precedence.

Chapter
3

Linking Cultures & Behaviors- Hofstade's Framework:

Individualism vs. Collectivism:

Common traits of collectivist cultures include:

Individuals define themselves in relation to others (for example, "I am a member of...").

Communication is often more indirect to avoid potential conflict or embarrassment.¹

Group loyalty is encouraged.

Decisions are based on what is best for the group.

Compromise is favored when a decision needs to be made to achieve greater levels of peace.²

Working as a group and supporting others is essential.

Greater emphasis is placed on common goals than on individual pursuits.

The rights of families and communities come before those of the individual.

Asian countries—such as China, Japan, and South Korea—as well as countries in South America tend to be more collectivist

Chapter
3

Individualism Vs Collectivism

Collectivist cultures are usually contrasted with individualistic cultures. Collectivism stresses the importance of the community, while individualism is focused on the rights and concerns of each person. Where unity and selflessness or altruism are valued traits in collectivist cultures, independence and personal identity are promoted in individualistic cultures.

These cultural differences are pervasive and can influence many aspects of how society functions. How people shop, dress, learn, and conduct business can all be influenced by whether they are from a collectivist or individualist culture.

For example, workers who live in a collectivist culture might strive to sacrifice their own happiness for the greater good of the group. Those from individualistic cultures, on the other hand, may feel that their own well-being and goals carry greater weight

Chapter
3

Linking Cultures & Behaviors- Hofstade's Framework:

Masculinity

The extent to which society values the work roles of achievement, power, and control, and where assertiveness and materialism are also valued. Masculinity describes the degree to which society focus on assertiveness and achievement.

Femininity

When in contrary, femininity describes the focus of society to quality-of-life issues, such as caring for others, group solidarity and helping the less fortunate are valued. In other words, society still recognizes a gap between male and female values. This dimension is frequently viewed as taboo in highly masculine societies.

Masculinity: Strong egos – feelings of pride and importance are attributed to status. Money and achievement are important. Examples of masculinity cultures are Slovakia, Japan, Hungary, Austria, Venezuela.

Femininity: Relationship oriented, more focus on quality of life. Examples of femininity culture are Sweden, Norway, Netherlands and Denmark.

Chapter
3

Linking Cultures and Behaviors

Uncertainty avoidance is the extent to which a society feels threatened by uncertain and ambiguous situations and tries to avoid them.

High Uncertainty Avoidance:

Society does not like ambiguous situations and tries to avoid them.

Low Uncertainty Avoidance:

Society does not mind ambiguous situations and embraces them.

Chapter
3

Linking Cultures & Behaviors- Hofstade's Framework:

Long-term Orientation

A national culture attribute that emphasizes the future, thrift, and persistence.

Short-term Orientation

A national culture attribute that emphasizes the present and the here and now.

Chapter
3

Linking Cultures & Behaviors- Hofstade's Framework:

There are regional differences within countries.

The original data is old and based on only one company.

Hofstede had to make many judgment calls while doing the research.

Some results don't match what is believed to be true about given countries.

Despite these problems it remains a very popular framework.

Chapter
3

Globe Framework for Assessing Cultures

Identifies nine dimensions of national culture.

Similar to Hofstede's framework with these additional dimensions:

- Humane Orientation: how much society rewards people for being generous, and kind.
- Performance Orientation: how much society encourages and rewards performance improvement and excellence.

Chapter
3

Summary & Managerial Implications

1. Ability

- Directly influences employees' level of performance.
- Managers need to focus on ability in selection, promotion, and transfer.
- Fine-tune job to fit incumbent's abilities.

2. Biographical Characteristics

- Should not be used in management decisions: possible source of bias.

3. Learning

- Observable change in behavior = learning.
- Reinforcement works better than punishment.

Chapter
3

Summary & Managerial Implications

4. Personality

Screen for the Big Five trait of conscientiousness.
Take into account the situational factors as well.
MBTI can help with training and development.

5. Values

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



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