Organizational Behavior and Organizational Change
Culture & Personality

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Senior Fellow & Wagner Professor
Lehigh University
Topics This Presentation

- Frameworks for Assessing Cultures
- Job Satisfaction and Customer Satisfaction
- Major Personality Attributes Influencing OB
  - “Team Personality”
- Emotions in Organizational Behavior
  - Emotional Intelligence (EI)
Ability
An individual’s capacity to perform the various tasks in a job.

Intellectual Ability
The capacity to do mental activities.

Multiple Intelligences
Intelligence contains four subparts: cognitive, social, emotional, and cultural.
Individual Behavior

- Hire for **intellectual ability**
  - Microsoft does
  - Amazon does
    - They ask questions like
      - How many trees in the park
    - To test the reasoning process of potential employees

- Contrast the above with hiring for **experience**
  - Skill base
  - Expertise

- Which would be right for your organization and why?
## Dominant Work Values in USA’s Workforce

<table>
<thead>
<tr>
<th>Cohort</th>
<th>Entered the Workforce</th>
<th>Approximate Current Age</th>
<th>Dominant Work Values</th>
</tr>
</thead>
<tbody>
<tr>
<td>Veterans</td>
<td>1950s or early 1960s</td>
<td>65+</td>
<td>Hard working, conservative, conforming; loyalty to the organization</td>
</tr>
<tr>
<td>Boomers</td>
<td>1965–1985</td>
<td>Early 40s to mid-60s</td>
<td>Success, achievement, ambition, dislike of authority; loyalty to career</td>
</tr>
<tr>
<td>Xers</td>
<td>1985–2000</td>
<td>Late 20s to early 40s</td>
<td>Work/life balance, team-oriented, dislike of rules; loyalty to relationships</td>
</tr>
<tr>
<td>Nexters</td>
<td>2000 to present</td>
<td>Under 30</td>
<td>Confident, financial success, self-reliant but team-oriented; loyalty to both self and relationships</td>
</tr>
</tbody>
</table>
Values, Loyalty, and Ethical Behavior

Ethical Values and Behaviors of Leaders

Ethical Climate in the Organization
Hofstede’s Framework for Assessing Cultures

Power Distance

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

low distance: relatively equal distribution
high distance: extremely unequal distribution
Hofstede’s Framework

Individualism

The degree to which people prefer to act as individuals rather than a member of groups.

Collectivism

A tight social framework in which people expect others in groups of which they are a part to look after them and protect them.
Hofstede’s Framework

Achievement
The extent to which societal values are characterized by assertiveness, materialism and competition.

Nurturing
The extent to which societal values emphasize relationships and concern for others.
Hofstede’s Framework

Uncertainty Avoidance

The extent to which a society feels threatened by uncertain and ambiguous situations and tries to avoid them.
Hofstede’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 past and present, respect for tradition, and fulfilling social obligations.
<table>
<thead>
<tr>
<th>Hofstede</th>
<th>USA</th>
<th>China</th>
</tr>
</thead>
<tbody>
<tr>
<td>Power distance</td>
<td>Low</td>
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<tr>
<td>Individual vs collectivism</td>
<td>High</td>
<td>Low</td>
</tr>
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<td>Achievement vs nurturing</td>
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<td>Uncertainty avoidance</td>
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<td>Long term vs short term orientation</td>
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<td>High</td>
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The GLOBE Framework for Assessing Cultures

- Assertiveness
- Future Orientation
- Gender differentiation
- Uncertainty avoidance
- Power distance
- Individual/collectivism
- In-group collectivism
- Performance orientation
- Humane orientation

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<th>The Globe</th>
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Attitudes

Evaluative statements or judgments concerning objects, people, or events.

Cognitive component
The opinion or belief segment of an attitude.

Affective Component
The emotional or feeling segment of an attitude.

Behavioral Component
An intention to behave in a certain way toward someone or something.
Job Satisfaction and OCB

- Satisfaction and Organizational Citizenship Behavior (OCB)
  - Satisfied employees who feel fairly treated by and are trusting of the organization are more willing to engage in behaviors that go beyond the normal expectations of their job.
Job Satisfaction and Customer Satisfaction

- Satisfied employees increase customer satisfaction because:
  - They are more friendly, upbeat, and responsive.
  - They are less likely to turnover which helps build long-term customer relationships.
  - They are experienced.

- Dissatisfied customers increase employee job dissatisfaction.
  - Do you agree with this?
Sample Attitude Survey

Please answer each of the following statements using the following rating scale:

5 = Strongly agree
4 = Agree
3 = Undecided
2 = Disagree
1 = Strongly disagree

<table>
<thead>
<tr>
<th>Statement</th>
<th>Rating</th>
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<td>1. This company is a pretty good place to work.</td>
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</tr>
<tr>
<td>2. I can get ahead in this company if I make the effort.</td>
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<td>3. This company’s wage rates are competitive with those of other companies.</td>
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<td>4. Employee promotion decisions are handled fairly.</td>
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<td>5. I understand the various fringe benefits the company offers.</td>
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<td>6. My job makes the best use of my abilities.</td>
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<td>7. My workload is challenging but not burdensome.</td>
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<td>8. I have trust and confidence in my boss.</td>
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Sample Attitude Survey

- Using only the questions you gave high or medium priority
  - How would your organization do on the survey?
    » Should you be making changes in your organization to make a better score on this survey?
    » If Yes
      - What changes and how would you proceed
    » If No
      - What is your reason?

See page 91
The Big Five Model of Personality Dimensions

**Extroversion**
Sociable, gregarious, and assertive

**Agreeableness**
Good-natured, cooperative, and trusting.

**Conscientiousness**
Responsible, dependable, persistent, and organized.

**Emotional Stability**
Calm, self-confident, secure (positive) versus nervous, depressed, and insecure (negative).

**Openness to Experience**
Imaginativeness, artistic, sensitivity, and intellectualism.
The Big Five Model of Personality Dimensions

- **Extroversion.**
  - Comfort level with relationships. Extroverts tend to be gregarious, assertive, and sociable. Introverts tend to be reserved, timid, and quiet.

- **Agreeableness.**
  - Individual’s propensity to defer to others. High agreeableness people—cooperative, warm, and trusting. Low agreeableness people—cold, disagreeable, and antagonistic.
The Big Five Model of Personality Dimensions

- **Conscientiousness.**
  - A measure of reliability. A high conscientious person is responsible, organized, dependable, and persistent. Those who score low on this dimension are easily distracted, disorganized, and unreliable.

- **Emotional stability.**
  - 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 range of interests and fascination with novelty. Extremely open people are creative, curious, and artistically sensitive. Those at the other end of the openness category are conventional and find comfort in the familiar.
Major Personality Attributes Influencing OB

- **Locus of control**
  - The degree to which people believe they are masters of their own fate.

- **Machiavellianism**
  - Degree to which an individual is pragmatic, maintains emotional distance, and believes that ends can justify means.

- **Self-esteem**
  - Individuals’ degree of liking or disliking themselves.

See page 105 - 109
Major Personality Attributes Influencing OB

- **Self-monitoring**
  - An individual's ability to adjust his or her behavior to external, situations

- **Risk taking**
  - Assuming or avoid risk has an impact on how long it takes to make a decision and how much information is needed

- **Type A personality**
  - A Type A personality is “aggressively involved in a struggle to achieve more and more in less and less time

See page 105 - 109
Risk-Taking

- High Risk-taking Managers
  - Make quicker decisions
  - Use less information to make decisions
  - Operate in smaller and more entrepreneurial organizations

- Low Risk-taking Managers
  - Are slower to make decisions
  - Require more information before making decisions
  - Exist in larger organizations with stable environments

- Risk Propensity
  - Aligning managers’ risk-taking propensity to job requirements should be beneficial to organizations.

See page 105 - 109
Personality Types

Type A’s
1. Are always moving, walking, and eating rapidly;
2. Feel impatient with the rate at which most events take place;
3. Strive to think or do two or more things at once;
4. Cannot cope with leisure time;
5. Are obsessed with numbers, measuring their success in terms of how many or how much of everything they acquire.

Type B’s
1. Never suffer from a sense of time urgency with its accompanying impatience;
2. Feel no need to display or discuss either their achievements or accomplishments;
3. Play for fun and relaxation, rather than to exhibit their superiority at any cost;
Personality Types

- Proactive Personality
  - Actively taking the initiative to improve their current circumstances while others sit by passively.
  - Proactives identify opportunities, show initiative, take action, and persevere
  - Create positive change in their environment
  - More likely to be seen as leaders and change agents
  - More likely to achieve career success

See page 109
The Big Five model translates across almost all cross-cultural studies.

- Differences tend to surface by the emphasis on dimensions.
  - Chinese use the category of conscientiousness more often and use the category of agreeableness less often than do Americans.
- There is a surprisingly high amount of agreement, especially among individuals from developed countries.
- There are no common personality types for a given country.
There is evidence that cultures differ in terms of people’s relationship to their environment. In North America, people believe that they can dominate their environment. People in Middle Eastern countries believe that life is essentially preordained. The prevalence of Type A personalities will be somewhat influenced by the culture in which a person grows up. Estimated that about 50% of the North American population is Type A
TEAM EXERCISE – What’s a “Team Personality”?

- What is a “Team Personality”?
  - The purpose of the exercise is to think about personality traits that would be desirable when working with others in a team.
TEAM EXERCISE – What’s a “Team Personality”?

- It is the unusual organization today that is not using work teams.
- But not everybody is a good team player.
  - This prompts the questions:
    » What individual personality characteristics enhance a team’s performance?
    » And what characteristics might hinder team performance?
  - Begin the exercise by filling in the chart on the next page by yourself.

<table>
<thead>
<tr>
<th>1. Extroversion</th>
<th>2. Agreeableness</th>
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<td>6. Locus of control</td>
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<td>12. Type B personality</td>
</tr>
<tr>
<td>13. Proactive personality</td>
<td></td>
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</tbody>
</table>
Which individual personality dimensions & attributes enhance a team’s performance? And which might hinder a team’s performance?

<table>
<thead>
<tr>
<th>Hinder a team performance</th>
<th>Personality Dimensions &amp; Attributes</th>
<th>Enhance a team’s performance</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Extroversion</td>
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TEAM EXERCISE – What’s a “Team Personality”?  

- Break into groups of five or six participants  
  - Share your individual answers from the slide before this and why you made those choices  
  - Each group should  
    (a) Identify personality characteristics they think are associated with high performance teams and justify their choices  
    (b) Identify personality characteristics they think hinder high performance teams and justify their choices  
    (c) Decide whether it is better to have teams composed of individuals with similar or dissimilar traits, and why they feel that way  
    - Try to identify a real team in one of your organizations that can be used to support your answers  

- Each group should select an individual who will present the group’s findings to the class.
Reports by teams on the exercise
Are Emotions important in Business?
Emotions- Why Emotions Were Ignored in OB

- The “myth of rationality”
  - Organizations are not emotion-free.
- Emotions of any kind are disruptive to organizations.
  - Original OB focus was solely on the effects of strong negative emotions that interfered with individual and organizational efficiency.
The closer any two emotions are to each other on the continuum, the more likely people are to confuse them.

Is this true in China as well?

Emotions are important and we use them to advantage in shaping Organizational Behavior
External Constraints on Emotions

Organizational Influences

Cultural Influences

Individual Emotions

See page 117
Affective Events Theory (AET)

- Emotions are negative or positive responses to a work environment event.
  - Personality and mood determine the intensity of the emotional response.
  - Emotions can influence a broad range of work performance and job satisfaction variables.
Affective Events Theory (AET)

- Implications of the theory:
  - Individual response reflects emotions and mood cycles.
  - Current and past emotions affect job satisfaction.
  - Emotional fluctuations create variations in job satisfaction.
  - Emotions have only short-term effects on job performance.
  - Both negative and positive emotions can distract workers and reduce job performance.

See page 118
Affective Events Theory (AET)

Work Environment
- Characteristics of the job
- Job demands
- Requirements for emotional labor

Work Events
- Daily hassles
- Daily uplifts

Personal Dispositions
- Personality
- Mood

Emotional Reactions
- Positive
- Negative

Job Satisfaction

Job Performance

OB Applications of Understanding Emotions

- Ability and Selection
  - Emotions affect employee effectiveness.
  - See Emotional Intelligence (EI)

- Decision Making
  - Emotions are an important part of the decision-making process in organizations.

- Motivation
  - Emotional commitment to work and high motivation are strongly linked.

- Leadership
  - Emotions are important to acceptance of messages from organizational leaders.

See page 120
OB Applications of Understanding Emotions

- Interpersonal Conflict
  - Conflict in the workplace and individual emotions are strongly intertwined.

- Customer Services
  - Emotions affect service quality delivered to customers which, in turn, affects customer relationships.

- Deviant Workplace Behaviors
  - Negative emotions lead to *employee deviance* (actions that violate norms and threaten the organization).
    - Productivity failures
    - Property theft and destruction
    - Political actions
    - Personal aggression
Emotional Intelligence (EI)
Can be defined as an assortment of non-cognitive skills, capabilities, and competencies that influence a person’s ability to succeed in coping with demands and pressures.

- Self-awareness
- Self-management
- Self-motivation
- Empathy
- Social skills

Research Findings
- High EI scores, not high IQ scores, characterize high performers.

See page 120
Emotional Intelligence

- Tapping into emotional intelligence can be very useful to a company.
- Creativity and innovation are important in a globally competitive environment.
  - Those who rank high on EI have the ability to
    » accurately perceive,
    » evaluate,
    » express, and
    » regulate emotions and feelings.
- Think of a brainstorming session, a crisis, and the discovery of an unknown factor that must be ferreted out.
  - These are all situations when a person with a high EI might be the best one in charge of a group.
We have covered

- Ability, Intellect, and Intelligence
- Values, Loyalty, and Ethical Behavior
- Hofstede’s Framework for Assessing Cultures
  - Power distance
  - Individual vs collectivism
  - Achievement vs nurturing
  - Uncertainty avoidance
  - Long term vs short term orientation
- The GLOBE framework for Assessing Cultures
- Job Satisfaction and OCB
- Job Satisfaction and Customer Satisfaction
  - Attitude survey
- Personality Dimensions & Attributes
  - The Big Five Model of Personality Dimensions
    1. Extroversion
    2. Agreeableness
    3. Conscientiousness
    4. Emotional Stability
    5. Openness to Experience
- Major Personality Attributes Influencing OB
  6. Locus of control
  7. Machiavellianism
  8. Self-esteem
  9. Self-monitoring
  10. Risk taking
  11. Type A personality
  12. Type B personality
  13. Proactive personality
- “Team Personality”
- Emotions are important in Organizational Behavior
  - External Constraints on Emotions
  - Affective Events Theory (AET)
  - OB Applications of Understanding Emotions
- Emotional Intelligence (EI)
  - Self-awareness
  - Self-management
  - Self-motivation
  - Empathy
  - Social skills
Assignment

1. Identify three things you most valued from what we have covered today and explain why you value them.

2. Explain how you will use them in improving your organization or yourself.
   a. Provide a short plan for what you will do
   b. Identify benefits you hope to achieve
   c. Identify any obstacles you face in carrying out your plan

Exercise
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