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## The Desires to Work for an Organizational Culture Type Based on Personality Characteristics and Gender

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**The Desires to Work for an Organizational Culture Type Based on Personality  
Characteristics and Gender**

A Thesis

Presented to the Department of Accounting

Andre Lacy School of Business

and

The Honors Program

of

Butler University

In Partial Fulfillment  
of the Requirements for Graduation Honors

Emily Elizabeth Lauth  
May 3, 2017

### **Abstract**

Finding a company to work for is a two-way street in that a job applicant must like the company and the company must like the applicant. Job applicants and hiring companies both want to find a mutual fit. This fit can potentially be observed through the personality characteristics and gender of the applicant as well as the organizational culture type of the company. The purpose of this study is to understand how individuals view an organizational culture and have the desire to work for an organizational culture type based on individuals' personality characteristics and gender.

Organizational culture is the personality of a company or organization and is comprised of the collective personalities of the organization's employees. The values, principles, beliefs, and ways of doing business are an essential part of an organization and make up their organizational culture. It impacts the way employees act around each other, their clients and their workplace. Organizational culture guides how employees think, act and feel while at work. Companies with a strong and positive organizational culture commonly have employees that are dedicated and engaged in the organization. This commitment can ultimately create a competitive advantage for companies that can create, maintain, and leverage a strong organizational culture that aligns with the desires of its employees.

As an organization starts, the culture of the organization effectively reflects the personality of the entrepreneur who founded the organization. As the organization grows, the culture becomes a blend of the personality traits of the collective group of employees. As the organization continues to grow, the culture becomes centered around the core beliefs and values professed by the organization and practiced by the employees. The organization's core is the connection of employee's personality traits and the collective culture of the organization.

Organization leaders need to be conscious and deliberate about the culture they have, the culture they want, and the impact on the culture through the addition of each new employee. For many organizations, the cost of labor is a major expense. Organizations need to assess a new employee's fit from both an aptitude (skills) perspective as well as an attitude (personality traits) perspective. The ability to assess the latter, attitude or personality traits, is critical to ensuring prospective employees fit

culturally and will succeed within the organization through thoughtful alignment of the employee's personality traits and tendencies.

From an employee perspective, the search for an employer with an organizational culture that aligns with the personal and professional values is becoming increasingly popular. Job candidates are not only looking for positions that align with their professional abilities, skills, and education level, but also for an organization cultural fit. This research will analyze potential employee's desires to work for certain types of organizational cultures based on the individuals' gender and personality characteristics. The sections below examine prior research in the areas of organizational culture, personality, and linkage between the two topics.

### **Organizational Culture**

Organizational culture has become a topic of vast importance in the business world. Researchers have found that if an organizational culture can be valuable, rare, and hard to imitate it can produce a competitive advantage (Barney, 1986). An organization's culture is one attribute that differentiate organizations from one another (Alchian, 1950; Alchian & Demsetz, 1972). An organization's culture often has a top down result, in that senior leaders within an organization can create, influence, sustain, and change an organization's culture. Effective organizations have strong leaders who implement a culture that is appreciated and accepted by employees at all levels of the organization. As defined by organizational psychologist, Edgar Schein, organizational culture is:

*“A pattern of shared basic assumptions learned by a group as it solved its problems of external adaptation and internal integration, which has worked well*

*enough to be considered valid and therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems” (2010).*

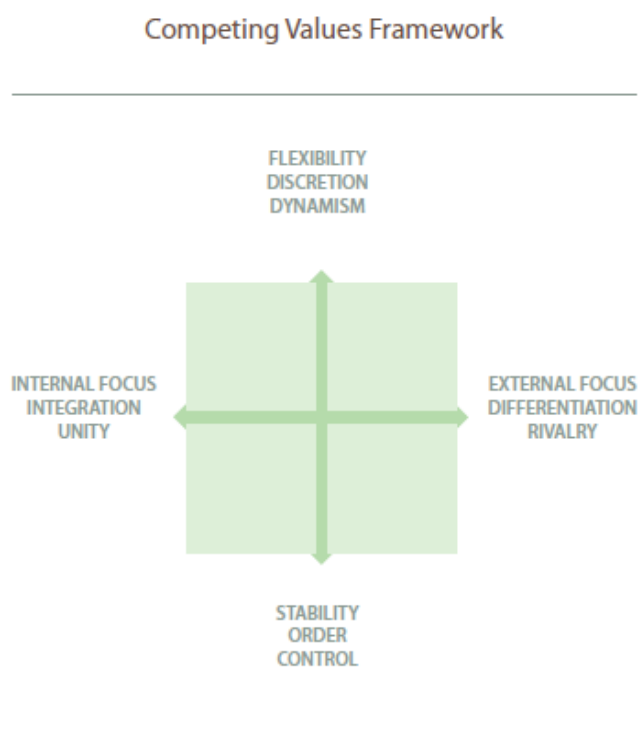
The focus of this definition is around the word “group.” This emphasizes that culture depends on all members of the organization accepting and adopting the components of culture. Additionally, culture is not created overnight, but rather over a period of time in which the culture becomes effective.

Others describe organizational culture as the “values, underlying assumptions, expectations, collective memories, and definitions present in an organization (Cameron & Quinn, 2005). Culture suggests that the attitudes employees carry in their heads yield an unwritten way of behaving at the organization (2005). Culture can be viewed as the common theme between all organization members and can be leveraged as a distinguishing factor for future employees, clients, and competition. Likewise, Harrison & Stokes (1992) explain company culture as the personality of the company and what sets a company apart from the competition.

To express organizational culture by different types of culture, past literature has used the Competing Values Framework to study various forms of organizational culture (Büschgens et al, 2013; Hartnell et al, 2011; Tharp, 2009; Quinn and Rohrbaugh, 1983; Quinn and Spreitzer, 1991; Van Muijen and Koopman, 1994). The setup of this framework incorporates four categories (collaborate, create, control, compete) along two main dimensions and is used to conceptualize aspects of an organization’s culture. The first dimension is utilized to understand the degree to which a company values flexibility and discretion, or oppositely, stability and order. (Tharp, 2009). A company will fall somewhere along the continuum of this first dimension. The continuum of the second

dimension assesses the degree to which an organization embodies internal attention and unity or external attention and emphasizes rivalries with other organizations, which would be on the other end of the scale (Tharp, 2009). This second dimension simply highlights the fact that some companies focus on what is happening inside the organization while other companies focus on competitors in the marketplace. The categories, or quadrants, of this framework represent four culture characteristics within an organization and are known as: collaborate, create, control, and compete (Tharp, 2009). A visual depiction of this framework can be seen in Figure 1.

FIGURE 1: COMPETING VALUES FRAMEWORK



To breakdown this framework further, the “collaborate” section is located at the top left, or quadrant two. Company cultures reflecting this quadrant encompass an open and friendly environment that strive for group cohesion and teamwork (Tharp, 2009). In



relation to the two dimensions described earlier, the collaborate organizational culture type reflects attention internally with little focus on external competitors.

The “create” section of the framework is in the top right, or quadrant one. Company cultures that fall into the create culture type embody a desire to be industry leaders, which requires employees to think creatively as innovation and risk-taking are encouraged by leaders in the organization (Tharp, 2009). Endorsing these characteristics inherently causes the company to focus attention externally as success is determined by the ability to stay ahead of competitors.

The “control” section of the framework is in the bottom left, or quadrant three. Company characteristics that fall into the control section involve structure, formality, and leadership that strives to facilitate stability and efficient operations (Tharp, 2009). Control cultures often have multiple tiers of management to ensure a smooth-running organization (Tharp, 2009). Therefore, the control companies predominantly focus attention internally to insure security and fluidity within the organization.

The “compete” section of the framework is in the bottom right, or quadrant four. Compete cultures reflect environments that are often competitive and maintain goal oriented mindsets (Tharp, 2009). Leaders within this culture often demand and expect a high level of productivity (Tharp, 2009). These characteristics lead a company’s attention to be focused externally as the market is analyzed and the use of competitive pricing is emphasized (Tharp, 2009). As the Competing Values Framework model demonstrates, organizational cultures can vary significantly across companies.

## **Personality Characteristics**

As a company culture is analyzed it can be reduced to the personality traits at an individual employee level. Knowing the personality traits, or tendencies, of the individual can potentially project the fit for the person within the organization, and can determine the satisfaction the person will have within the organization. As noted by Popovich and Wanous (1982), joining an organization is a concrete, public expression of values. Consequently, it has been suggested that job seekers prefer organizational cultures that are consistent with their personality (Judge & Cable, 1997).

After decades of development and compelling research, the five-factor model of personality, which is commonly referred to as the “Big Five”, was utilized to break down salient characteristics of an individual’s personality (Allport & Odbert, 1936; Cattell, 1943; Goldberg, 1990). The Big Five categorizes personality into five dimensions that are known as Extraversion, Agreeableness, Conscientiousness, Neuroticism, and Openness to Experience (Goldberg, 1990; Norman, 1963).

The Big Five model has been applied to countless subject areas within the business and industrial-organization realms of research. For example, the Big Five have been used in studies that examined career success (Seibert & Kraimer, 2001), commonalties and differences between entrepreneurs and managers (Envick & Langford, 2000), attitude tendencies in the workplace (Brief & Roberson, 1989), job satisfaction (Judge, Heller, & Mount, 2002), job performance (Barrick & Mount, 1991) and many other topics. More specifically, Judge, Heller, and Mount (2002) conducted a meta-analysis linking traits from the Big Five to overall job satisfaction. The results indicated that traits of Neuroticism, Extraversion, and Conscientiousness demonstrated meaningful

correlations with job satisfaction and that overall, the Big Five was effective at examining dispositional factors of job satisfaction (Judge, Heller, & Mount, 2002). Another meta-analysis assessed the relationship between job performance in various occupational groups using the Big Five personality traits. Due to the utility of the Big Five many meaningful results were found. For example, it was determined that the trait of Conscientiousness, consistently demonstrated a relationship with all the job performance criteria, including job proficiency, training proficiency, and personnel data, in all the occupational groups that were examined (Barrick & Mount, 1991). The literature demonstrates how the Big Five model has proven to be an effective tool to assess an individual's personality in the realm of business research. Given its capability to produce applicable results, this measurement of personality will continue to be utilized in the current study to further understand how an individual's personality impacts their desire to work for an organizational culture type.

It has been found that job applicants are attracted to work environments compatible with the applicants' personal characteristics and traits (Kristof, 1996). Judge and Cable (1997) have added to the literature through their findings that the Big Five personality traits were generally related to their hypothesized eight organization culture preferences (O'Reilly et al., 1991). The Big Five personality traits included: "(a) *Extraversion*, which represents the tendency to be sociable, assertive, active, and directive, (b) *Agreeableness*, representing the tendency to be likable, cheerful, adaptable, and cooperative, (c) *Conscientiousness*, comprised of two major sub-factors, achievement and dependability, (d) *Neuroticism*, which is the tendency to exhibit poor emotional adjustment and experience negative effects such as fear, anxiety, and impulsivity, and (e)

*Openness to experience*, which is the disposition to be curious, creative, nonconforming, and autonomous” (Judge & Cable, 1997; Goldberg, 1990). The eight factors of organizational culture used in their research included: “(a) *innovation* (degree to which individuals prefer organizations that promote risk taking, experimentation and that fail to emphasize being careful, stable, or secure); (b) *attention to detail* (degree to which individuals prefer cultures that are analytical, attend to details, and are precise); (c) *outcome orientation* (degree to which individuals prefer cultures that are achievement-oriented, are demanding and results-oriented, and promote high expectations); (d) *aggressiveness* (degree to which individuals prefer organizations that emphasize aggressiveness, competition, and opportunities); (e) *supportiveness* (degree to which individuals prefer organizations that are supportive, promote sharing information, and praise good performance); (f) *emphasis on rewards* (degree to which individuals prefer organizations that value high pay for performance and professional growth); (g) *team orientation* (degree to which individuals prefer cultures that are team-oriented and promote collaboration); (h) *decisiveness* (degree to which individuals prefer organizations that value decisiveness, predictability, and low conflict)” (Judge & Cable, 1997; O’Reilly et al., 1991). Judge and Cable (1997) found significant correlations in their hypothesized relations between the Big Five traits and organization culture preferences. They hypothesized the following: job seekers scoring high on neuroticism would be less attracted to innovative and decisive organizational cultures, job seekers scoring high on extraversion would be more attracted to aggressive and team oriented organizational cultures and less attracted to supportive organizational cultures, job seekers scoring high on openness to experience would be more attracted to innovative

organizational cultures and less attracted to detail and team oriented cultures, job seekers scoring high on agreeableness would be more attracted to supportive and team oriented organizational cultures and less attracted to aggressive, outcome oriented, and decisive organizational cultures, and lastly, job seekers scoring high on conscientiousness would be more attracted to detail oriented, outcome oriented, and rewards oriented organizational cultures and less attracted to innovative organizational cultures (Judge & Cable, 1997). In general, the results of this study indicate support for the system of hypothesized relationships (1997). Additionally, prior research has determined that extraverts attain more influence in a team oriented organization, whereas individuals with conscientious Big Five personality characteristic attain more influence in an organization in which individuals worked alone on technical tasks (Anderson et al., 2008). Understanding the personality characteristics of potential job applicants can be beneficial for both potential employees and organizations.

Prior literature has shown that gender differences exist in these Big Five personality characteristics. Specifically, Weisberg, DeYoung & Hirsh's (2011) found that women reported higher scores on the personality characteristics of Extraversion, Agreeableness, Neuroticism compared to men. Additionally, a meta-analysis of gender and personality type performed by Feingold (1994) showed that men were more assertive and had a higher self-esteem than females. As a result of this prior research, the objective of this project is to examine the effects of personality and gender on prospective employees' desires to work for each type of organizational culture.

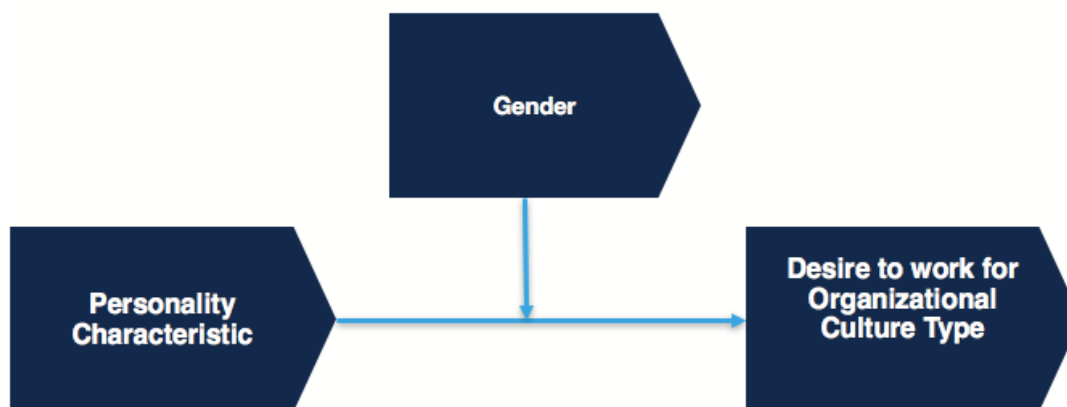
## **STUDY OF ORGANZATIONAL CULTURE, PERSONALITY, AND GENDER**

This study intends to analyze the desires of individuals to work for an organization based on the organization's culture. Looking at the personality characteristics and gender of each respondent will aid in the understanding of people's interest in organizational culture types. This study differs from other literature in two specific ways. First, existing literature does not look at the four types of organizational cultures in the Competing Values Framework, in the way this study does. Second, this study focuses on gender as a moderator for the relationship between the Big Five personality characteristics and the desire to work for an organizational culture type, whereas other research does not make these comparisons.

### **Research Question and Hypotheses**

This research will examine the model presented in Figure 2, which links personality and desires to work for an organizational culture, as moderated by an individual's gender. Based on prior research and intellectual curiosity, specific hypotheses have been developed to evaluate the relationship between the variables.

FIGURE 2: CONCEPTUAL MODEL



*Hypothesis 1: People with the agreeableness personality characteristic will have a higher desire to work for an organization with a collaborate organizational culture.*

*Hypothesis 2: People with the neuroticism personality characteristic will have a higher desire to work for an organization with a collaborate organizational culture.*

*Hypothesis 3: People with the extraversion personality characteristic will have a higher desire to work for an organization with a create organizational culture.*

*Hypothesis 4: People with the conscientiousness personality characteristic will have a higher desire to work for an organization with a control organizational culture.*

*Hypothesis 5: People with the openness to experience personality characteristic will have a higher desire to work for an organization with a compete organizational culture.*

*Hypothesis 6: Gender is an effective moderator between personality characteristics and the desire to work for a specific organizational culture.*

*Hypothesis 6a: Women with the agreeableness personality characteristic will have a higher desire to work for an organization with a collaborate organizational culture as compared to men.*

*Hypothesis 6b: Women with the neuroticism personality characteristic will have a higher desire to work for an organization with a collaborate organizational culture as compared to men.*

*Hypothesis 6c: Men with the openness to experience personality characteristic will have a higher desire to work for an organization with a compete organizational culture as compared to women.*

## **Subjects**

Students from a medium sized liberal arts university located in the Midwest portion of the United States participated in this study. Participants ranged from first year students to masters level students. A breakdown of participants based on university college and employment status can be seen in Figures 3 and 4. The study included 89 female students and 42 male students.

FIGURE 3: Participants' University College

College	Frequency	Percent
Andre B. Lacy School of Business	66	50.4
College of Communications	5	3.8
College of Education	2	1.5
College of Liberal Arts & Sciences	33	25.2
College of Pharmacy & Health Sciences	16	12.2
Jordan College of the Arts	9	6.9
Total	131	100

FIGURE 4: Participants' Employment Status

Employment Status	Frequency	Percent
Student – Full Time	74	56.5
Student – Part Time	10	7.6
Employed – Part Time	14	10.7
Employed Part Time, Student Full Time	27	20.6
Employed Part Time, Student Part Time	1	0.8
Student Full Time, Other	1	0.8
Other	4	3.1
Total	131	100

### Procedure

Subjects were first asked to read an informed consent explaining the purpose and circumstances of the survey. After agreeing to participate, subjects were directed to the next page of the online survey that first asked them to provide demographic information including employment type, college, and gender. Then, participants were given one company description at a time, created based on the Competing Values Framework - organizational culture types (collaborate, create, control, compete), and were asked to use a Likert scale to rank their desire to work for the described company. Participants then



read through the remaining three company descriptions and were asked to answer the same question for each company culture description they read. Likert scales are commonly used to measure attitudes, values and opinions in research (McLeod, 2008). Next, subjects were asked to rank the four described companies in order of preference to work for the organization in an effort to understand and analyze their desires to work for an organization. Following that, subjects indicated on a Likert scale how likely they would be to accept a job offer from each of the described companies. Lastly, subjects were asked to respond to the following question to assess their personality characteristics based on the Ten-Item Personality Inventories of the Big Five model: “Here are a number of personality traits that may or may not apply to you. Please choose a response to indicate the extent to which you agree or disagree with that statement. You should rate the extent to which the pair of traits applies to you, even if one characteristic applies more strongly than the other.” This question was taken from the Ten-Item Personality Inventories of the Big Five model and was the last question in the survey. The complete survey administered to subjects can be seen in Appendix 1.

## **Measures**

### *Company Culture Manipulation*

Four organizational culture descriptions were created by the researchers based on the types of cultures outlined in the Competing Values Framework. The four culture types included collaborate, create, compete, and control. The descriptions included information about the values of the organization, leadership style, and environment. The descriptions used in this study can be found in Appendix 2.

### *Personality Characteristics*

To capture participants' personality characteristics, the Ten-Item Personality Inventory (TIPI) was used (Gosling, Rentfrow, and Swann 2003). This is a brief measure of the Big-Five personality dimensions that include Extraversion, Agreeableness, Conscientiousness, Neuroticism, and Openness to Experience. All items are answered on a 7-point scale, where 1 = *strongly disagree* and 7 = *strongly agree*. Then the two items measuring each personality trait were summed to create an index score for each personality trait. The TIPI can be seen in Appendix 3.

### **Analysis and Results**

The two main dependent variables (1) desire to work for an organizational culture and (2) likelihood of working for an organizational culture were examined in the administered survey. The analysis of this study focuses on the desire to work for an organizational culture. The desire to work for an organizational culture includes four organizational culture types from the Competing Values Framework. Each variable is measured on a scale of 1 – 5, where 1 was a strong desire to work for each organization culture type. The mean scores are as follows: Collaborate (1.38), Create (2.10), Control (2.44), Compete (2.99). The independent variable is a scale ranging from 2 – 14. For the main independent variable, there are five personality traits with means and standard deviations reported as the following: Extraversion (Mean = 7.12, Standard deviation = 3.272), Agreeableness (Mean = 6.46, Standard deviation = 2.567), Conscientiousness (Mean = 3.90, Standard deviation = 1.965), Neuroticism (Mean = 6.91, Standard deviation = 2.824), Openness to Experience (Mean = 5.68, Standard deviation = 2.240).

To test the hypothesized relationships, a step-wise regression analysis was conducted for personality characteristic on the desire to work for an organizational culture type. A step-wise regression was used so all the personality characteristics were considered in the regression and the step-wise process only kept characteristics significant to the dependent variable. Support was found for hypothesis 1: people with the agreeableness personality characteristic have a higher desire to work for a collaborate organizational culture. The coefficient is positive and significant (Beta = 0.205,  $p = 0.019$ ). Support was not found for hypotheses 2 or 3. The neuroticism personality characteristic was not a significant predictor of desire to work for a collaborate organizational culture. Similarly, the extraversion personality characteristic was not a predictor of desires to work for a create organizational culture.

Hypothesis 4 was supported. This hypothesis predicted people with the conscientiousness personality characteristic would have a higher desire to work for organizations with a control organizational culture. The coefficient is positive and significant (Beta = 0.398,  $p = 0.000$ ). Hypothesis 5 was not supported. The openness to experience personality characteristic was not a significant predictor of desire to work for a compete organizational culture.

To test the moderating variable of gender, an ANOVA variance analysis was used to examine the interactions between gender and each of the five personality characteristics. The results showed no significant main or interactive effects of gender on the relationship between personality trait characteristics and desire to work for an organizational culture type.

### *Robustness Test*

For a robustness test, each of the five personality characteristics were tested as predictors of desire to work for each of the four organizational culture types. The following was not predicted but significant results were found for the relationships:

- People with an extraversion personality characteristic have a stronger desire to work for a collaborative culture. (Beta = 0.182)
- People with an agreeableness personality characteristic have a weaker desire to work for a create culture. (Beta = -0.254)
- People with a conscientiousness personality characteristic have a stronger desire to work for a control culture. (Beta = 0.398)
- People with an openness to experience personality characteristic have a weaker desire to work for a control culture. (Beta = -0.183)

### **Discussion**

Results from this study show that individuals with certain personality characteristics have a desire to work for a company based on its organizational culture type. This can be seen through the correlated relationship between the agreeableness personality characteristic and the collaborate organizational culture type, as well as the conscientiousness personality characteristic and the control organizational culture type. Contrary to predictions, the interaction between personality characteristics and organizational culture type were not found to be significant in all cases. It was also determined that no significant relationship exists between gender and the desire to work for an organizational culture. Further research should continue to investigate the role of personality

characteristics and gender on the desire to work for a company based on organizational culture type.

For organizational success as well as differentiation, organizations should formalize their approach to connecting culture and employees' personality characteristics with policies, processes, and human resource activities. First, organizations should be deliberate in identifying the culture currently held and the culture desired by the organization. Any gaps identified between the have versus want with regards to culture should be addressed through strategic initiatives designed to change and mold the culture of the organization. Second, personality characteristics should be quantified through professionally designed and validated tools to allow an organization to better understand the needs and wants of the individual. Having this knowledge would allow conscious decisions to be made by both the organization and the individual on the fit within the organizational culture. The personality characteristics data could be stored in a database, which could be used to see the common traits across the organization, as well as allow for a comparison for what traits are exhibited by those who have high performance levels, compared to those with moderate to low levels of performance. This insight could be used to help develop employees to reach their highest potential. The human resources department of an organization can be instrumental in achieving this connection between organizational culture and personality characteristics of employees. The culture of the organization is effectively the combined characteristics of all employees. Through the definition and implementation of policies and processes focused on cultural fit and personality characteristic assessments during hiring, promotion, and development, the

human resources function can act as a strategic driver for cultural change and fit within the organization.

This study experienced limitations that should be noted and acknowledged. First, the sample size and demographic of the sample selection may be skewed towards business majors and females as much of the sample came from these two categories. Additionally, all participants were students at a medium-sized liberal art university located in the Midwest. The lack of diversity from this sample may have skewed the results and limited the ability to generalize to a greater population.

Secondly, the survey administered to the participants could have been arranged in a different format. The organizational culture types from the Competing Values Framework remained in the same order for all participants and were ordered as discussed in prior research – collaborate, create, control, compete. This order may have influenced the participants' desires to work for an organizational culture when responding to the survey questions.

Overall, this research examines the connection between the Big Five personality characteristics, gender, and the four organizational cultures from the Competing Values Framework. However, because the sample used was moderately skewed, it is recommended that replication of this study be conducted to add further insight and validity to this area of research. Imitating this study with an evenly distributed sample and at a different university would be beneficial. In addition, future research should consider reorganizing the company descriptions within the survey to potentially yield different results that are more reflective of individuals' true desires to work for an organizational culture type.

## APPENDICES

### *Appendix 1: Survey*

**Informed Consent:**

The purpose of this survey is collect data for a Butler University Honors thesis. Your individual responses will remain anonymous. Your participation is optional and voluntary. This survey should take approximately 10 minutes to complete. You may withdraw from the survey at any time with no penalties and this study represents minimal risks. Thank you for participating in our research!

I agree to participate

Select which type of employment best suits your current situation.

Employed - Full Time

Employed - Part Time

Student - Full Time

Student - Part Time

Other (Please describe)

If you are a student, what College are you in?

Which gender do you identify with?

Male

Female

Prefer not to answer

Please read the scenario below about a company in your professional industry and then answer the question.

**Company A**

Company A has an open and friendly environment that strives for group cohesion and teamwork. This company has an internal focus and has the mentality that they should strive to do their absolute best and that it will all play out in the market. The company operates as a family unit and has a strong focus on group commitment and loyalty. Company A views their employees as their main asset and are focused on employee satisfaction and strive to provide their employees with opportunities to grow and learn as individuals while completing their work for the company.

	Very Much	Moderate	Neutral	Slightly	Not at All
How much do you want to work for Company A?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please read the scenario below about a company in your professional industry and then answer the question.

**Company B**

Company B embodies a desire to be industry leaders which requires its employees to think creatively. Innovation and risk-taking are encouraged by the leaders and top management of this organization. The company focuses their attention externally as they strive for success by comparing themselves to other competitors. Company B moves and adapts quickly to stay ahead of the competition.

	Very Much	Moderate	Neutral	Slightly	Not at All
How much do you want to work for Company B?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Please read the scenario below about a company in your professional industry and then answer the question.

**Company C**

Company C is structured, formal, and has leadership that strives to facilitate stability and efficient operations. Multiple tiers of management ensure a smooth running organization. This company has multiple tiers of management to ensure a smooth-running organization and uses standard operating procedures. The company focuses its attention internally to insure security and fluidity within the organization.

	Very Much	Moderate	Neutral	Slightly	Not at All
How much do you want to work for Company C?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Please read the scenario below about a company in your professional industry and then answer the question.

**Company D**

Company D has an environment that is often competitive and maintains a goal-oriented mindset and the company's leaders expect a high level of productivity. This company's leaders often expect a high level of productivity. The company values competition and positioning and track employees based on performance results and rely on standard operating procedures to drive their operations. This company is focused on stability and control and are aware of the external environment. Company D emphasizes making transactions as efficient as possible to optimize profits and success.

	Very Much	Moderate	Neutral	Slightly	Not at All
How much do you want to work for Company D?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

---

Rank the four companies in order of preference to work for the organization.

Company A

Company B

Company C

Company D

---





## *Appendix 2: Company Descriptions*

### *Collaborate*

Company A has an open and friendly environment that strives for group cohesion and teamwork. This company has an internal focus and has the mentality that they should strive to do their absolute best and that it will all play out in the market. The company operates as a family unit and has a strong focus on group commitment and loyalty.

Company A views their employees as their main asset and are focused on employee satisfaction and strive to provide their employees with opportunities to grow and learn as individuals while completing their work for the company.

### *Create*

Company B embodies a desire to be industry leaders which requires its employees to think creatively. Innovation and risk-taking are encouraged by the leaders and top management of this organization. The company focuses their attention externally as they strive for success by comparing themselves to other competitors. Company B moves and adapts quickly to stay ahead of the competition.

### *Control*

Company C is structured, formal, and has leadership that strives to facilitate stability and efficient operations. Multiple tiers of management ensure a smooth-running organization. This company has multiple tiers of management to ensure a smooth-running organization and uses standard operating procedures. The company focuses its attention internally to insure security and fluidity within the organization.

*Compete*

Company D has an environment that is often competitive and maintains a goal-oriented mindset and the company's leaders expect a high level of productivity. This company's leaders often expect a high level of productivity. The company values competition and positioning and track employees based on performance results and rely on standard operating procedures to drive their operations. This company is focused on stability and control and are aware of the external environment. Company D emphasizes making transactions as efficient as possible to optimize profits and success.

### *Appendix 3: Ten-Item Personality Inventories*

#### **Ten-Item and Five-Item Personality Inventories**

*(Gosling, Rentfrow, and Swann 2003)*

**Instructions:**

Here are a number of personality traits that may or may not apply to you. Please choose a response to indicate the extent to which you agree or disagree with that statement. You should rate the extent to which the pair of traits applies to you, even if one characteristic applies more strongly than the other.

*Ten-Item Version (TIPI) (recommended by Gosling et al. 2003)*

**I see myself as:**

1. Extraverted, enthusiastic
2. Critical, quarrelsome
3. Dependable, self-disciplined
4. Anxious, easily upset
5. Open to new experiences, complex
6. Reserved, quiet
7. Sympathetic, warm
8. Disorganized, careless
9. Calm, emotionally stable
10. Conventional, uncreative

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