

PERSONALITY

MGT213

MANAGEMENT PRACTICES AND
ORGANIZATIONAL BEHAVIOR

Topic 12 | Week 12

BBA Program | Summer **2025**



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TOPICS TO LEARN

- ❑ What Is Personality?
- ❑ Measuring Personality
- ❑ Personality Determinants
- ❑ The Big Five Personality Model
- ❑ Hofstede's Five Value Dimensions of National Culture

WHAT IS PERSONALITY?

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.



WHAT IS PERSONALITY?

Allport said **personality** is “the dynamic organization within the individual of those psychophysical systems that determine his unique adjustments to his environment.”

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.**

There are two common methods of measuring personality.

1. Self-report surveys
2. Observer-ratings survey

MEASURING PERSONALITY

Self-Report Surveys

Individuals evaluate themselves on personality factors.

Issues with Self-Report Surveys

- ❑ Potential for deception or impression management.
- ❑ Variability in accuracy due to mood fluctuations.

	Strongly Disagree	Somewhat Disagree	No Opinion	Somewhat Agree	Strongly Agree
I am easygoing.	<input type="radio"/>				
I have high standards.	<input type="radio"/>				
I enjoy time alone.	<input type="radio"/>				
I work well with others.	<input type="radio"/>				
I dislike confrontation.	<input type="radio"/>				
I prefer crowds over intimacy.	<input type="radio"/>				

MEASURING PERSONALITY

Observer-Ratings Surveys

- Ratings conducted by co-workers or observers.
- Better predict job success compared to self-reports alone.

Research suggests a **combination of self-reports and observer-ratings predicts job performance best.**

Please read each statement carefully and then mark the appropriate response below. For each item, select the answer that best represents the personality characteristics of your wife. Use the following scale to record your responses:

1 strongly disagree	2 slightly disagree	3 neutral or cannot decide	4 slightly agree	5 strongly agree
---------------------------	---------------------------	----------------------------------	------------------------	------------------------

- | | |
|-------|---|
| ----- | 1. She gets upset easily. |
| ----- | 2. She enjoys being part of a group. |
| ----- | 3. She likes to solve complex problems. |
| ----- | 4. She believes that others have good intentions. |
| ----- | 5. She is always prepared. |
| ----- | 6. She has a low opinion of herself. |
| ----- | 7. She has a natural talent for influencing people. |
| ----- | 8. She enjoys the beauty of nature. |
| ----- | 9. She tries to anticipate the needs of others. |
| ----- | 10. She can be trusted to keep her promises. |
| ----- | 11. She gets irritated easily. |
| ----- | 12. She has a lot of fun. |
| ----- | 13. She likes to visit new places. |
| ----- | 14. She loves to help others. |
| ----- | 15. She sets high standards for herself and others. |

PERSONALITY DETERMINANTS

An early debate in personality research centered on whether an individual's personality is the result of **heredity** or **environment**.

Personality appears to be a result of both; however, research tends to support the importance of heredity over the environment.

Personality changes over time but remains relatively stable. Research has shown that **personality is more changeable in adolescence and more stable among adults**.

THE BIG FIVE PERSONALITY MODEL

The **Big Five Personality Model** is a psychological model that describes five broad dimensions of personality: **Openness to Experience, Conscientiousness, Extraversion, Agreeableness, Emotional Stability or Neuroticism.**

5 factors of a personality test



Openness



Agreeableness



Extraversion



Conscientiousness



Neuroticism

THE BIG FIVE PERSONALITY MODEL

1

Openness to experience

Reflects preference for new ideas, creativity, and curiosity.

High: imaginative, adventurous. **Low:** prefer routine, resistant to change



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.

THE BIG FIVE PERSONALITY MODEL



2

Conscientiousness

Degree of organization, responsibility, and self-discipline. **High:** reliable, goal-oriented, self-controlled. **Low:** spontaneous, less focused on rules

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.

THE BIG FIVE PERSONALITY MODEL

3

Extraversion

Outgoing, energetic, and socially oriented. **High:** sociable, talkative, enthusiastic. **Low:** reserved, introspective, prefer solitude.



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.

THE BIG FIVE PERSONALITY MODEL



4

Agreeableness

Warmth, empathy, and cooperation. **High:** kind, friendly, considerate. **Low:** skeptical, competitive, less concerned with others

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.

THE BIG FIVE PERSONALITY MODEL

5

Neuroticism

Emotional stability and negative emotion tendency.

High: anxious, moody, reactive.

Low: emotionally resilient, calm, less prone to negativity



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.

The Big Five Personality Traits in the Workplace



THE BIG FIVE PERSONALITY MODEL

Big Five Traits and Work Behavior

Research shows Big Five traits predict job performance.
Conscientiousness is most consistently related to job performance.

Conscientiousness

- Highly conscientious individuals perform better in most occupations. They develop higher job knowledge and maintain performance in face of negative feedback.
- However, extreme conscientiousness may hinder adaptability and creativity.

THE BIG FIVE PERSONALITY MODEL

Big Five Traits and Work Behavior

Emotional Stability

- Emotional stability is linked to life and job satisfaction, low stress.
- High scorers are positive, optimistic; low scorers prone to stress and negative emotions.

Extraversion

- Extraverts tend to be happier, perform better in interpersonal jobs.
- Strong predictor of leadership emergence.
- More impulsive, prone to risky behavior compared to introverts.

THE BIG FIVE PERSONALITY MODEL

Big Five Traits and Work Behavior

Openness to Experience

- High openness is linked to creativity, adaptability, and leadership effectiveness.
- Coping better with organizational change; more comfortable with ambiguity.
- Susceptible to workplace accidents.

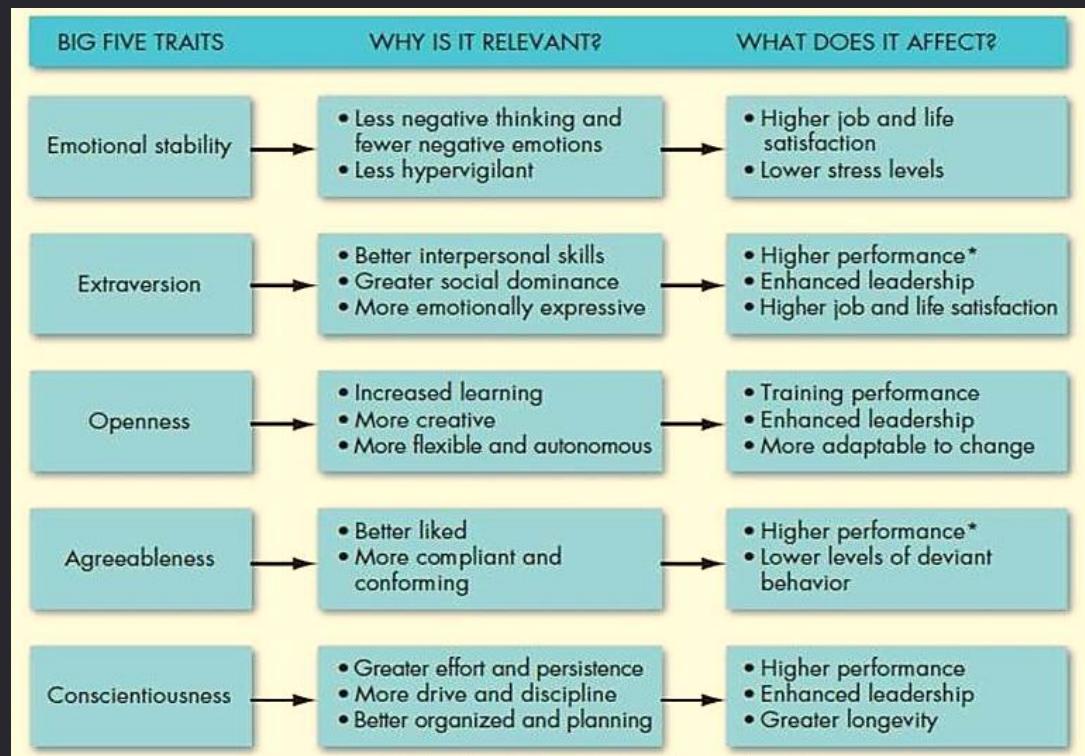
THE BIG FIVE PERSONALITY MODEL

Big Five Traits and Work Behavior

Agreeableness

- Agreeable individuals are better liked, perform well in customer service.
- Engage in citizenship behavior, less likely to engage in deviance.
- Associated with lower career success, especially earnings.

THE BIG FIVE PERSONALITY MODEL



THE BIG FIVE PERSONALITY MODEL

A person who is highly organized, disciplined, and reliable would likely score high on which Big Five trait?

- A. Extraversion
- B. Agreeableness
- C. Conscientiousness
- D. Neuroticism
- E. Openness to Experience

THE BIG FIVE PERSONALITY MODEL

Individuals who are outgoing, sociable, and assertive tend to score high on which Big Five trait?

- A. Extraversion
- B. Agreeableness
- C. Conscientiousness
- D. Neuroticism
- E. Openness to Experience

THE BIG FIVE PERSONALITY MODEL

Someone who is anxious, moody, and insecure would likely score high on which Big Five trait?

- A. Extraversion
- B. Agreeableness
- C. Conscientiousness
- D. Neuroticism
- E. Openness to Experience

THE BIG FIVE PERSONALITY MODEL

Individuals who are curious, imaginative, and open to new experiences tend to score high on the trait of conscientiousness.

True/False?

THE BIG FIVE PERSONALITY MODEL

Which Big Five trait is most strongly associated with job performance across various occupations?

- A. Extraversion
- B. Agreeableness
- C. Conscientiousness
- D. Neuroticism
- E. Openness to Experience

THE BIG FIVE PERSONALITY MODEL

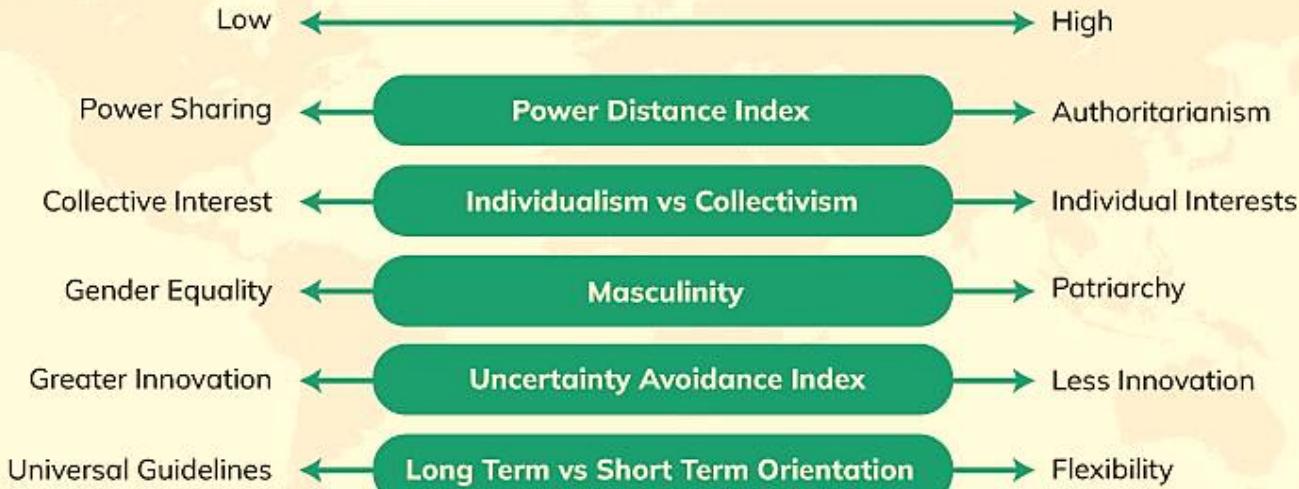
People high in the trait of agreeableness are often described as cooperative, trusting, and helpful.

True/False?

HOFSTEDE'S FIVE VALUE DIMENSIONS OF NATIONAL CULTURE

HOFSTEDE'S Cultural Dimensions

Strategic planning model used by businesses to understand cultural differences between various countries

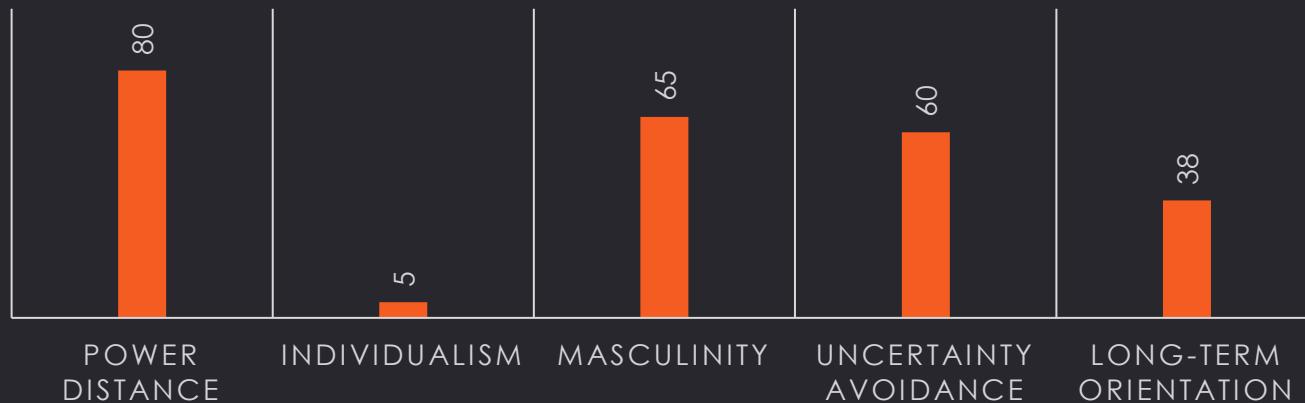


HOFSTEDE'S FIVE VALUE DIMENSIONS OF NATIONAL CULTURE

Power Distance	Describes acceptance of unequal power distribution.	High in Malaysia, low in the United States.
Individualism vs. Collectivism	Emphasizes individual accomplishments vs. group interests.	High in the U.S., low in Japan.
Masculinity vs. Femininity	Favors traditional masculine roles vs. gender equality.	High in the U.S., low in Denmark.
Uncertainty Avoidance	Preference for structured vs. unstructured situations.	High in Japan, low in the U.S.
Long-Term vs. Short-Term Orientation	Emphasizes tradition vs. present/future orientation.	High in China, low in the U.S.

HOFSTEDE'S FIVE VALUE DIMENSIONS OF NATIONAL CULTURE

BANGLADESH AND HOFSTEDE'S FIVE VALUE DIMENSIONS OF NATIONAL CULTURE



HOFSTEDE'S FIVE VALUE DIMENSIONS OF NATIONAL CULTURE

A multinational company is considering implementing a decentralized decision-making structure. This approach is likely to be more effective in countries with -

- A. High power distance
- B. Low power distance
- C. High uncertainty avoidance
- D. High masculinity

HOFSTEDE'S FIVE VALUE DIMENSIONS OF NATIONAL CULTURE

A global marketing campaign is being developed for a product that emphasizes individual achievement and personal success. This campaign would likely be most effective in cultures with -

- A. High collectivism
- B. Low power distance
- C. High masculinity
- D. Long-term orientation

HOFSTEDE'S FIVE VALUE DIMENSIONS OF NATIONAL CULTURE

A company is implementing a flexible work arrangement policy. This policy is likely to be more readily accepted in cultures with -

- A. High power distance
- B. Low uncertainty avoidance
- C. High masculinity
- D. Long-term orientation

HOFSTEDE'S FIVE VALUE DIMENSIONS OF NATIONAL CULTURE

A global advertising campaign is centered around family and community values. This campaign would likely resonate more in cultures with -

- A. High individualism
- B. Low power distance
- C. High collectivism
- D. High masculinity

HOFSTEDE'S FIVE VALUE DIMENSIONS OF NATIONAL CULTURE

A multinational corporation is considering implementing a performance-based reward system. This system is likely to be more effective in cultures with -

- A. High power distance
- B. Low uncertainty avoidance
- C. High individualism
- D. Long-term orientation

THANK YOU



CONSULTATION HOURS

Sunday and Tuesday

12:20 PM - 2:35 PM

Monday and Wednesday

10:50 AM - 2:35 PM



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