

Chapter Five

Personality

ORGANIZATIONAL BEHAVIOR

STEPHEN P. ROBBINS

ELEVENTH EDITION

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Presented By:
Mohan Bhandari

What is Personality?

Personality

The sum total of ways in which an individual reacts and interacts with others.

Personality refers to individual differences in characteristic patterns of thinking, feeling and behaving. The study of personality focuses on two broad areas: One is understanding individual differences in particular personality characteristics, such as sociability or irritability. The other is understanding how the various parts of a person come together as a whole.

What is Personality?

Many contemporary personality psychologists believe that there are five basic dimensions of personality, often referred to as the "Big 5" personality traits. These five primary personality traits are extraversion (also often spelled extroversion, agreeableness, openness, conscientiousness, and neuroticism).

Personality Traits

Enduring characteristics that describe an individual's behavior.

Personality Determinants

- Heredity
- Environment
- Situation

The Myers-Briggs Type Indicator

Myers-Briggs Type Indicator (MBTI)

A personality test that taps four characteristics and classifies people into 1 of 16 personality types.

Personality Types

- Extroverted vs. Introverted (E or I)
- Sensing vs. Intuitive (S or N)
- Thinking vs. Feeling (T or F)
- Judging vs. Perceiving (J or P)

Myers- Briggs Sixteen Primary Traits

1. Reserved	vs.	Outgoing
2. Less intelligent	vs.	More intelligent
3. Affected by feelings	vs.	Emotionally stable
4. Submissive	vs.	Dominant
5. Serious	vs.	Happy-go-lucky
6. Expedient	vs.	Conscientious
7. Timid	vs.	Venturesome
8. Tough-minded	vs.	Sensitive
9. Trusting	vs.	Suspicious
10. Practical	vs.	Imaginative
11. Forthright	vs.	Shrewd
12. Self-assured	vs.	Apprehensive
13. Conservative	vs.	Experimenting
14. Group dependent	vs.	Self-sufficient
15. Uncontrolled	vs.	Controlled
16. Relaxed	vs.	Tense

The Big Five Model of Personality Dimensions

Extroversion

Sociable, gregarious, and assertive

Agreeableness This dimension refers to an individual's propensity to defer to others
Good-natured, cooperative, and trusting.

Conscientiousness

The **conscientiousness** dimension is a measure of Reliability. Responsible, dependable, persistent, and organized.

Emotional Stability taps a person's ability to withstand stress
Calm, self-confident, secure (positive) versus nervous, depressed, and insecure (negative).

Openness to Experience range of interests and fascination with novelty
Imaginativeness, artistic, sensitivity, and intellectualism.

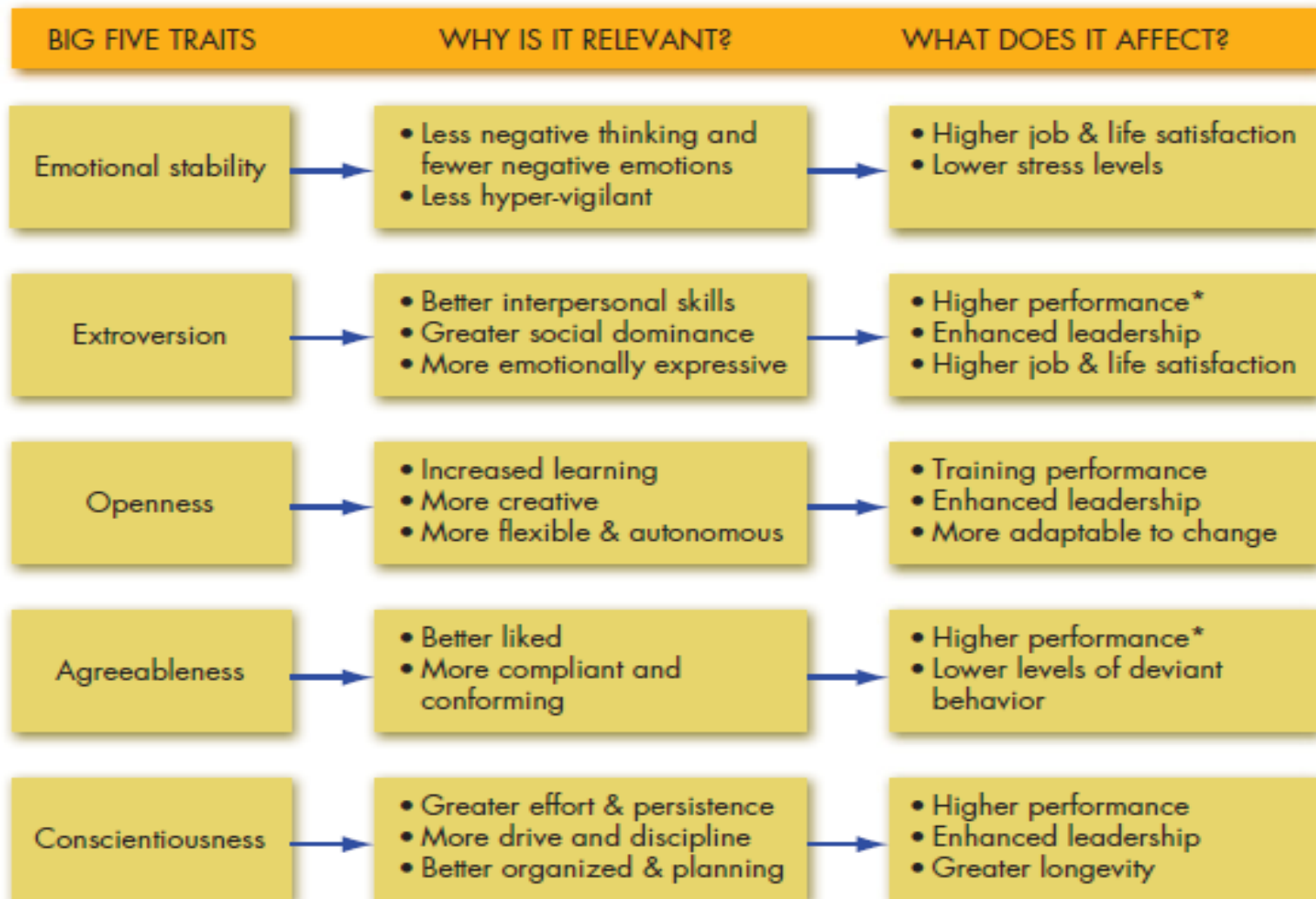
The Big Five Model of Personality Dimensions

Individuals who are dependable, reliable, careful, thorough, able to plan, organized, hardworking, persistent, and achievement-oriented tend to have higher job performance in most if not all occupations.

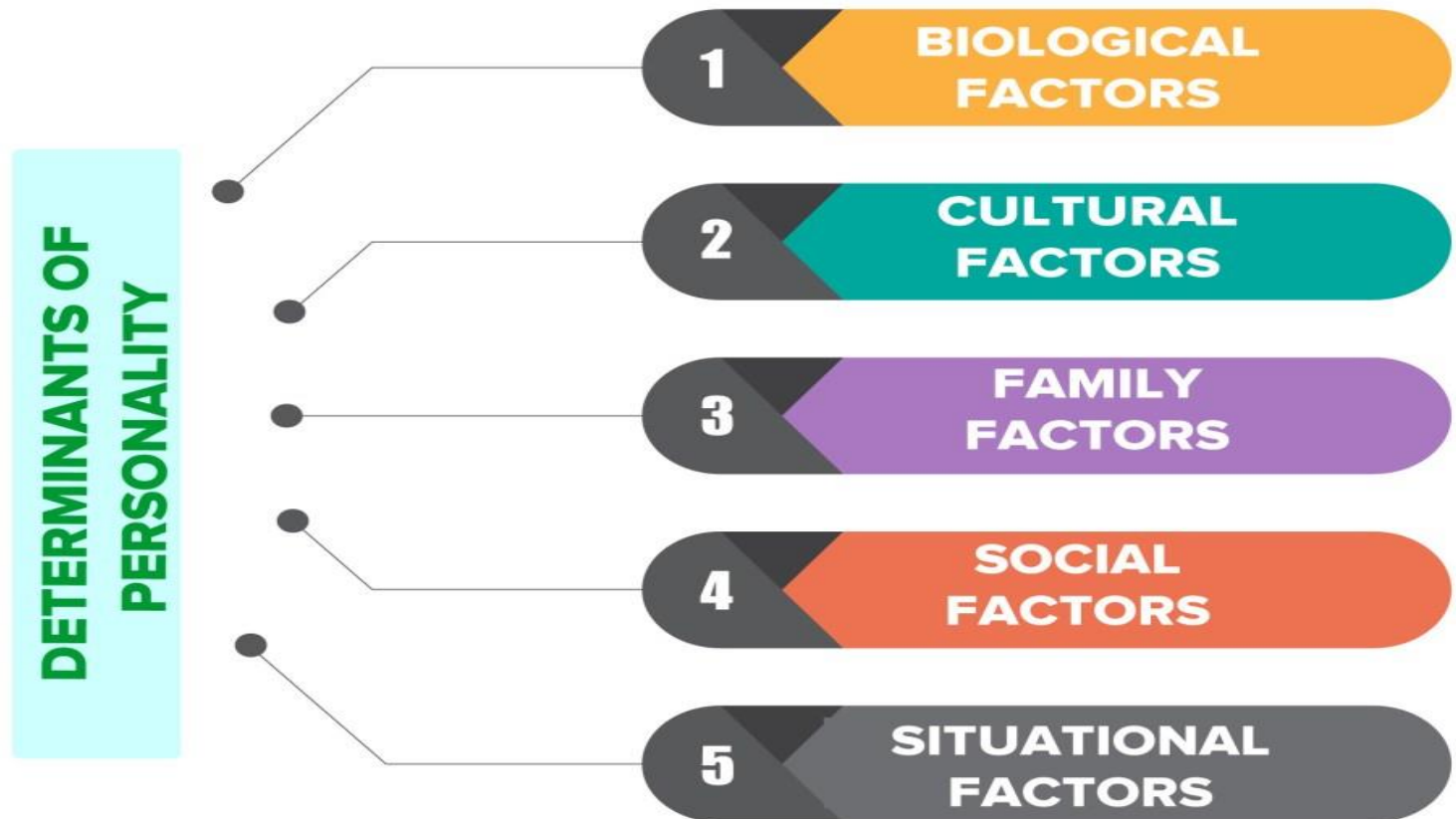
Emotional stability is most strongly related to life satisfaction, job satisfaction, and low stress levels. This is probably true because high scorers are more likely to be positive and optimistic and experience fewer negative emotions.

Individuals who score high on openness to experience are more creative in science and art than those who score low. Because creativity is important to leadership, open people are more likely to be effective leaders, and more comfortable with ambiguity and change

Extraversion is a relatively strong predictor of leadership emergence in groups; extraverts are more socially dominant, “take charge” sorts of people, and they are generally more assertive than introverts.

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

Determinants of Personality



Biological Factors

Heredity

Heredity refers to those factors that were determined at conception. Physical stature, facial attractiveness, temperament, muscle composition and reflexes, energy level, and biological rhythms are characteristics that are considered to be inherent from one's parents. The heredity approach argues that the ultimate explanation of an individual's personality is the molecular structure of the genes, located in the chromosomes.

Brain

The second biological approach is to concentrate on the role that the brain plays in personality. The psychologists are unable to prove empirically the contribution of the human brain in influencing personality.

Biofeedback

Until recently, physiologists and psychologists felt that certain biological functions such as brainwave patterns, gastric and hormonal secretions, and fluctuations in blood pressure and skin temperature were beyond conscious control.

Cultural Factors

Cultural Factors

Among the factors that influence personality formation is the culture in which we are raised, early conditioning, norms prevailing within the family, friends and social groups and other miscellaneous experiences that impact us.

The culture largely determines attitudes towards independence, aggression, competition, cooperation and a host of other human responses.

According to Paul H Mussen, “each culture expects, and trains, its members to behave in ways that are acceptable to the group. To a marked degree, the child’s cultural group defines the range of experiences and situations he is likely to encounter and the values and personality characteristics that will be reinforced and hence learned.”

Family Factors

Family Factors

Whereas the culture generally prescribes and limits what a person can be taught, it is the family, and later the social group, which selects, interprets and dispenses the culture. Thus, the family probably has the most significant impact on early personality development.

A substantial amount of empirical evidence indicates that the overall home environment created by the parents, in addition to their direct influence, is critical to personality development. The parents play an especially important part in the identification process, which is important to the person's early development.

Social Factors

Social Factors

There is increasing recognition given to the role of other relevant persons, groups and especially organizations, which greatly influence an individual's personality. This is commonly called the socialization process.

Socialization involves the process by which a person acquires, from the enormously wide range of behavioural potentialities that are open to him or her, those that are ultimately synthesized and absorbed.

Socialization starts with the initial contact between a mother and her new infant. After infancy, other members of the immediate family – father, brothers, sisters and close relatives or friends, then the social group: peers, school friends and members of the work group – play influential roles.

Socialization process is especially relevant to organizational behaviour because the process is not confined to early childhood, taking place rather throughout one's life. In particular, the evidence is accumulating that socialization may be one of the best explanations for why employees behave the way they do in today's organizations.

Situational Factors

Situational Factors

Human personality is also influenced by situational factors. The effect of the environment is quite strong. Knowledge, skill and language are obviously acquired and represent important modifications of behavior. An individual's personality, while generally stable and consistent, does change in different situations. The varying demands of different situations call forth different aspects of one's personality.

According to Milgram, "Situation exerts an important press on the individual. It exercises constraints and may provide a push. In certain circumstances, it is not so much the kind of person a man is, as the kind of situation in which he is placed that determines his actions". We should therefore not look at personality patterns in isolation.

Linking an Individual's Personality and Values to the Workplace

There is a kind of relationship exists between individual's personality with value and their job performance in the workplace. High personality on values has high performance in the job. It means there is positive relationship exists between them. The managers concern is more towards how to match the personality and values and jobs so that both organization and employees will be relatively benefited. The relationship between personality and job is first explain by John Holland offering **Personality-Job Fit Theory** and is the **Person-Organization Fit Theory**.

1. Personality Job Fit Theory

John Holland present six personality types and proposes that satisfaction and propensity to leave a job depend on how well individuals match their personalities to a job. The following table describes the six types, their personality characteristics, and examples of the congruent occupation for each.

Holland Idea of Personality and Congruent (Matching) Occupations

Types	Personality Characteristics	Congruent Occupations
Realistic Prefer physical activities that require skill, strength and coordination.	Shy, genuine, persistent, stable, conforming, practical	Mechanic, drill press operator, assembly-line worker, farmer.
Investigative Prefers activities that involve thinking, organizing and understanding.	Analytical, original, curious, independent.	Biologist, economist, mathematician, news reporter.
Social Prefer activities that involve helping and developing others.	Sociable, friendly, cooperative, understanding.	Social worker, teacher, counselor, clinical psychologist.
Conventional Prefers rule-regulated, orderly, and unambiguous activities.	Conforming, efficient, practical, unimaginative, and inflexible.	Accountant, corporate manager, bank teller, file clerk.
Enterprising Prefers verbal activities in which there are opportunities to influence others and attain power.	Self-confident, ambitious, energetic, domineering.	Lawyer, real estate agent, public relations specialist, business manager.
Artistic Prefers ambiguous and unsystematic activities that allow creative expression.	Imaginative, disorderly, idealistic, emotional, impractical.	Painter, musician, writer, interior decorator.

1. Personality Job Fit Theory

According to the theory of Holland, satisfaction is highest and turnover is lowest when personality and occupation are on agreement.

A realistic person in a realistic job is in a more congruent situation than a realistic person in an investigative job. A realistic person in a social job is in the most in-congruent situation possible. The key points of this model are that

- There do appear to be intrinsic differences in personality among individuals.
- There are different types of jobs, and
- People in jobs congruent with their personality should be more satisfied and less likely to voluntarily resign than people in in-congruent jobs.

2. Person-Organization Fit Theory

If an organization faces a dynamic and changing environment and requires employees who are able to do readily change tasks and move easily between teams, it's more important that employees' personalities fit with the overall organization's culture than with the characteristics of any specific job.

The person-organization fit essentially argues that people are attracted to and selected by organizations that match their values, and they leave organizations that are not compatible with their personalities.

Managers could expect that people high on extra-version fit well with aggressive and team-oriented cultures and that people high on agreeableness match up better with a supportive organizational climate than one focuses on aggressiveness.

2. Person-Organization Fit Theory

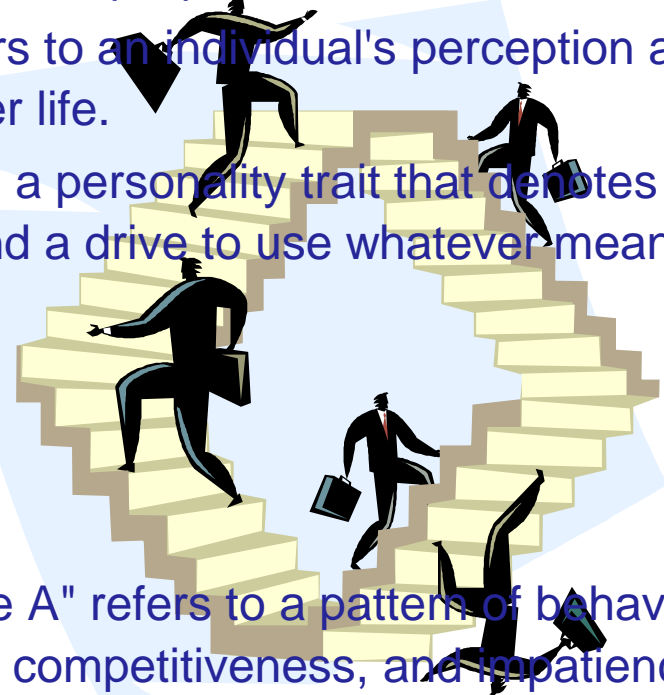
And people high on openness to experience fit better into organizations that emphasize innovation rather than standardization.

Following these guidelines, at the time of hiring, manager should lead to select new employee who fit better with the organization's culture, which should result in higher employee satisfaction and reduction turnover.

Research on person-organization fit has also looked whether people's values match the organization's culture or not this match predicts job satisfaction, commitment to the organization, and low turnover.

Major Personality Attributes Influencing OB

- **Narcissism** - Narcissism is **extreme self-involvement to the degree that it makes a person ignore the needs of those around them**. While everyone may show occasional narcissistic behavior, true narcissists frequently disregard others or their feelings. They also do not understand the effect that their behavior has on other people.
- **Locus of control**-Locus of Control refers to an individual's perception about the underlying main causes of events in his/her life.
- **Machiavellianism**- Machiavellianism is a personality trait that denotes cunningness, the ability to be manipulative, and a drive to use whatever means necessary to gain power
- **Self-esteem**
- **Self-monitoring**
- **Risk taking**
- **Type A personality**- The phrase "Type A" refers to a pattern of behavior and personality associated with high achievement, competitiveness, and impatience, among other characteristics. In particular, the positive traits of a Type A personality include: Self-control. Motivation to achieve results.



Core Self-Evaluation

People who have positive **core self-evaluations** like themselves and see themselves as effective, capable, and in control of their environment. Those with negative core self-evaluations tend to dislike themselves, question their capabilities, and view themselves as powerless over their environment.

Narcissism

Narcissists often want to gain the admiration of others and receive affirmation of their superiority, they tend to “talk down” to those who threaten them, treating others as if they were inferior. Narcissists also tend to be selfish and exploitive and believe others exist for their benefit. Their bosses rate them as less effective at their jobs than others, particularly when it comes to helping people.

Locus of Control

Locus of Control

The degree to which people believe they are masters of their own fate.

Internals

Individuals who believe that they control what happens to them.

Externals

Individuals who believe that what happens to them is controlled by outside forces such as luck or chance.



Machiavellianism

Machiavellianism (Mach)

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

High Machs manipulate more, win more, are persuaded less, and persuade others more than do low Machs. They like their jobs less, are more stressed by their work, and engage in more deviant work behaviors.

Conditions Favoring High Machs

- **Direct interaction**
- **Minimal rules and regulations**
- **Emotions distract for others**

Self-Esteem and Self-Monitoring

Self-Esteem (SE)

Individuals' degree of liking or disliking themselves.

Self-Monitoring

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



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.

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.
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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;
4. can relax without guilt.

Personality Types

Proactive Personality

Identifies opportunities, shows initiative, takes action, and perseveres until meaningful change occurs.

Creates positive change in the environment, regardless or even in spite of constraints or obstacles.



OB Applications of Understanding Emotions

➤ **Ability and Selection**

- Emotions affect employee effectiveness.

➤ **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.

OB Applications... (cont'd)

➤ **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

Ability and Selection

Emotional Intelligence

An assortment of noncognitive skills, capabilities, and competencies that influence a person's ability to succeed in coping with environmental demands and pressures.

- **Emotional Intelligence (EI)**
 - Self-awareness
 - Self-management
 - Self-motivation
 - Empathy
 - Social skills
- **Research Findings**
 - High EI scores, not high IQ scores, characterize high performers.

Any Queries

Thank You