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MGB2230
Lecture 2
Individuality in Workplaces:
The Role Of Personality

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Learning Objectives

- On completing this week's topic, you should:
  - Define personality, describe how it is measured and identify the factors that influence it.
  - Understand the components of the Five Factor Model and the Myers Brigg Type Indicator
  - Understand how different personality traits can influence the way a person performs at work
  - Apply theories of personality to organisational examples to understand how people react to workplace situations differently

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Reading for this week

Textbook: Chapter 3

Essential Reading:

- Barrick, M. R., Mount, M. K., & Li, N. (2013). The theory of purposeful work behavior: The role of personality, higher-order goals, and job characteristics. *Academy of Management Review*, *38*(1), 132-153.
- Palaiou, K., & Furnham, A. (2014). Are bosses unique? Personality facet differences between CEOs and staff in five work sectors. *Consulting Psychology Journal: Practice and Research*, *66*(3), 173.
- Spain, S. M., Harms, P., & LeBreton, J. M. (2014). The dark side of personality at work. *Journal of Organizational Behavior*, *35*(S1), S41-S60.

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Individual differences and OB

Variables influencing individual behaviour

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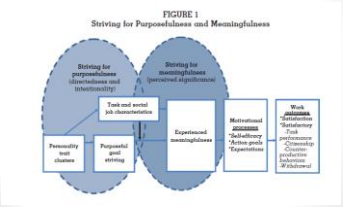
Theory of Purposeful Work Behavior (Barrick and Mount, 2013)



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Personality

- "a relatively stable set of characteristics that influence an individual's behaviour."

Nelson et al. (2012, p.35)

Determinants of Personality

Heredity forces (very strong correlation .66-.79)

The environment (.21-.34)

- Cultural forces
- Family relationship forces
- Social class and other group membership forces
- Education
- Biological forces (brain trauma, prenatal hormonal environment, infection)

McCrae et al. (2000)

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Measuring Personality

Self-Report Surveys

Observer-Rating Surveys

Projective Measures

- E.g. Rorschach Inkblot Test

Personality Traits

Enduring 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 used to describe personality:

- Big Five Model / Five Factor Model (FFM)
- Myers-Briggs Type Indicator (MBTI®)

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Personality characteristics in organisations

Key influences on individual behaviour:

- **Core self-evaluation** – mix of self-esteem, emotional stability, locus of control and self-efficacy
- **Locus of control** – individual behaviour controlled internally or externally by fate and circumstances
- **Self-efficacy** – perceived ability to perform specific tasks within a variety of situations – experience, success, persuasion, physical/emotional capabilities

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Self-esteem

Failure tends to decrease self-esteem

Success tends to increase self-esteem

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Self-monitoring

Behaviour based on cues

High self-monitors
- flexible: adjust behaviour according to the situation and the behaviour of others
- can appear unpredictable and inconsistent

Low self-monitors
- act from internal states rather than from situational cues
- show consistency
- less likely to respond to work group norms or supervisory feedback

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WHO IS MOST LIKELY TO. . .

Low self-monitors		High self-monitors
☐	Get promoted	✓
☐	Change employers	✓
☐	Make a job-related geographic move	✓

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The role of affect

Positive affect

An individual's tendency to accentuate the *positive* aspects of oneself, other people and the world in general

Negative affect

An individual's tendency to accentuate the *negative* aspects of oneself, other people and the world in general

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Personality Traits

Enduring 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 used to describe personality:
  - Myers-Briggs Type Indicator (MBTI®)
  - Big Five Model

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Personality traits: Five-Factor Personality Model (CANOE)

Conscientiousness	Careful, dependable
Agreeableness	Courteous, caring
Neuroticism	Anxious, hostile
Openness to experience	Sensitive, flexible
Extroversion	Outgoing, talkative

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Research on the FFM

FFM and Leadership

Extraversion has the strongest relationship with leadership, followed by conscientiousness.

Agreeableness has the weakest relationship & is the least relevant trait to leadership.

Judge, Illies, Bono, & Gerhardt, 2002

FFM and Absenteeism

- Absence was measured as the number of hours missed from work per 2-week pay period.
  - Prior absence .43
  - Conscientiousness -.21
  - Extraversion .21

FFM and Job Satisfaction

- Neuroticism -.29
- Conscientiousness .26
- Extraversion .25
- Agreeableness .17
- Openness to Experience .25

Judge & Mount, 2002

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Myers-Briggs Type Indicator

Based on Carl Jung's theories:

- People are fundamentally different
- People are fundamentally alike
- Population made up of extroverted and introverted types
- Human similarities/differences understood by combining preferences
- No preferences better than others
- Understand, celebrate and appreciate differences

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Myers-Briggs Type Indicator

In the 1940s, Myers and Briggs developed the MBTI to understand individual differences by analysing combinations of preferences.

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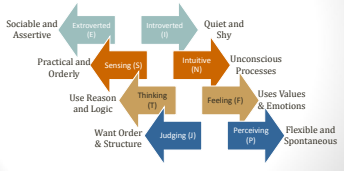
The Myers-Briggs Type Indicator

- Most widely used instrument in the world.
- Participants are classified on four axes to determine one of 16 possible personality types, such as ENTJ.



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Myers-Briggs (cont'd)

- **A Myers-Briggs Score**
  - Can be a valuable for self-awareness and career guidance
- **BUT**
  - ***Should not*** be used as a selection tool because it has not been related to job performance!

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'Dark Personality' at Work

- The Dark Triad

Machiavellianism

Psychopathy Narcissism

- Machiavellianism:
  - a willingness to manipulate, lie to, and exploit others
- Narcissism:
  - grandiosity, entitlement, dominance, and superiority
- Psychopathy:
  - impulsive and thrill seeking combined with low empathy and anxiety

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Summary and Managerial Implications

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

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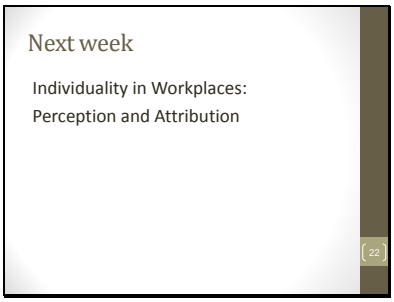
Next week
Individuality in Workplaces:
Perception and Attribution
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