

Unit-3

Personality

Concept of personality

- Personality refers to the enduring characteristics and behavior that consist of a person's unique adjustment to life, including major traits, interests, values, self-concept, abilities, and emotional patterns.
- In the field of organizational behavior, personality is the aggregate of a person's feelings, thinking, behaviors and responses to different situations and people.
- Personality has come from a Latin word 'Persona' meaning to speak through (mask). As in the ancient days masks were worn in Greece and Rome by actors, while enacting plays. Thus, personality is used for influencing others through external appearance. However, personality is not the external appearance alone.

Definition of Personality:

- Fred Luthans defines the term personality as, "how people affect others and how they understand and view themselves, as well as their pattern of inner and outer measurable traits and the person-situation intervention."
- Robbins defines personality as, "the sum total of ways in which an individual reacts to and interacts until others."
- Thus, personality devotes for the methods of affecting others, reacting to others' actions and interacting with others.
- Behavior is function of personality and environmental factors. $B=f(P \text{ and } EF)$

Nature/feature of Personality

1. It is an aggregate whole of an individual's features. A whole person concept.
2. It can be developed. (birth to death)
3. Every person has it, but in different style.
4. It is goal directed
5. Personality influence the behavior of an individual.
6. It is partly in-born and partly acquired or developed
7. It is most often described in terms of measurable traits that a person exhibits/show

Determinants of personality

There are three factors to determine personality: Biological, cultural & situational.

1. Biological Factors (determinants): Being the essential determinant of personality, it incorporates a majority of other factors as well which bring out the various insights about an individual. Some important constituents under the physical determinants of personality are:
 - a. **Hereditary:** The features that can be determined from the time of conception are generally put under hereditary. Gender, physical stature, muscle composition, facial features, etc. are the characteristics that one usually inherits from parents. Thus, through the hereditary approach, it is evident that the genes located in chromosomes are the ultimate explanation of personality. (like father like son)
 - b. **Physical Features:** Physical appearance is also amongst the integral determinants of personality. How one appears physically actually plays an important role in how they are perceived by others. Whether one is short, tall, slim, fat, black or white will obviously have an impression on others and this will have an influence on the self-conception of the individual. Physical characters include but are not limited to height, skin tone, weight, hair color, and beauty.

- 2. Cultural Factors (determinants):** The ritual and norms in the family, the early conditioning, the way we are raised up, the social group in which we hang out are the factors that have an impactful emphasis on our personality formation. Each culture trains and expects its members to behave in a way that is acceptable by society. Hence, factors like value, beliefs, aggression, independence, cooperation and competition are major cultural contributors to personality determination.
- a. Family Factors:** The environment at home blended with the direct influence of the parents is the major contributors to the traits that build our personality. A critical impact is driven by the family especially in the early and innocent age.
 - b. Social Factors:** analyze a personality as per the status of the individual in their social group or community and consider the individual's origin of their role in the group is like.

3. Situational Factors (determinants)

Situational factor is vital category in determinants of personality. Situation offers both positive and negative push factors. An individual's personality does change depending on the situation. Sometimes certain incidents expose the personality of a person which was hidden.

The traits shown through situational factors usually vary a lot as different people exhibit different situational personality traits.

➤ **For Example:** You may behave differently in front of your boss in the office than at a club with your friends.

Personality Traits and Characteristics (personality types)

1. Early search for primary traits: Cattell's 16 Personality Factors (types) [16 PF]

- Psychologist **Raymond Cattell** believed that there is a common structure on which people differ from each other. This structure could be determined empirically. He tried to identify the primary traits from a huge array of descriptive adjectives found in language. (17953- 171- 16 PF)

The following personality trait list describes some of the descriptive terms used for each of the 16 personality dimensions described by Cattell.

1. Reserved versus outgoing
2. Less intelligent versus more intelligent
3. Affected by feeling versus emotionally stable
4. Submissive versus dominant
5. Serious versus happy – go- lucky (care free)
6. Expedient (measure) versus conscientious
7. Timid (nervous) versus Venturesome (brave)

8. Tough-Minded VS sensitive
 9. Practical versus imaginative
 10. Forthright (direct) versus shrewd (smart)
 11. Self-assured versus apprehensive (nervous)
 12. Trusting versus suspicious
 13. Conservative versus experimenting
 14. Group-Dependent versus Self-sufficient
 15. Uncontrolled versus controlled
 16. Relaxed versus Tense
- Evaluation of Model: Raymond Cattell contributed a lot to the personality research but this theory is greatly criticized. That's why his theory has never been entirely replicated. Despite all the criticism of Cattell's model, his empirical findings covered the way for personality traits investigation.

2. Myers-Briggs Type Indicator (MBTI & types)

- This is the most widely used personality framework. It is essentially a 100 question personality test that asks people how they feel or act in particular situation. By use of those questions, a person's personality can be identified.
- This indicator differentiates people in terms of four general dimensions as:
 1. **Extraversion vs. Introversion (how people prefer to focus their attention):** Introverts are energized by spending quiet time alone or with a small group. They tend to be more reserved and thoughtful. Extraverts are energized by spending time with people and in busy, active surroundings. They tend to be more expressive and outspoken.
 2. **Sensing vs. Intuition (collect information):** Sensors focus on their five senses and are interested in information they can directly see, hear, feel, and so on. They tend to be hands-on learners and are often described as "practical." Intuitive focus on a more abstract level of thinking; they are more interested in theories, patterns, and explanations. They are often more concerned with the future than the present and are often described as "creative."

3. **Thinking vs. Feeling (process and evaluate information):** Thinkers tend to make decisions with their heads; they are interested in finding the most logical, reasonable choice. Feelers tend to make decisions with their hearts; they are interested in how a decision will affect people, and whether it fits in with their values.
4. **Judging vs. Perceiving (orient themselves to the outer world):** Judgers appreciate structure and order; they like things planned, and dislike last-minute changes. Perceivers appreciate flexibility and spontaneity; they like to leave things open so they can change their minds.

3. The Big Five model (traits & types)

- The Big Five Model, also referred to as the Five-Factor Model, is a famous personality theory that describes personality as the play between five personality traits or factors. These factors or characteristics include
 1. Openness (O)
 2. Conscientiousness (C)
 3. Extraversion (E)
 4. Agreeableness (A)
 5. Emotional stability (Neuroticism) (N)

1. **Openness:** Openness is shorthand for "openness to experience." People who are high in openness enjoy adventure. They're curious and appreciate art, imagination and new things. The motto of the open individual might be, "variety is the spice of life."
- People low in openness are just the opposite: they prefer to stick to their habits, avoid new experiences and probably aren't the most adventurous eaters.

Low	High
Common place	Imaginative
Narrow interest	Wide interest
Simple	Intelligent

- 2. Conscientiousness:** People who are high conscientious are organized and have a strong sense of duty. They're careful, dependable, disciplined and achievement-focused. They tend to focus on small number of goal at one time and to be higher performer.
- People low in conscientiousness are more spontaneous and freewheeling. At the extreme, they may tend toward carelessness, disorganized and irresponsible.

Low	High
Careless	Planful
Disorderly	Organized
Irresponsible	efficient

- 3. Extraversion:** This dimension reflects a person's comfort level with relationships. The more of an extravert someone is, the more of a social butterfly they are. Extraverts are talkative, sociable and draw energy from crowds. They tend to be assertive (self-confident) and cheerful in their social interactions.
- Introverts, on the other hand, need plenty of alone time. They are quiet, shy and cautious. They prefer loneliness, solo or small-group activities.

Low	High
Quiet	Talkative
Reserved	Energetic
Silent	active

- 4. Agreeableness:** this dimension refers to person's ability to get along (mix) with others. Agreeableness measures the extent of a person's warmth and kindness. The more agreeable someone is, the more likely they are to be trusting, helpful and compassionate.
- Disagreeable people are cold and suspicious of others, and they're less likely to cooperate.

Low	High
Cold	Kind
Unfriendly	Sympathetic
Quarrelsome	Affectionate

5. Emotional Stability (Neuroticism): this dimension refers to a person's range of interest. Highly open people are sensitive, flexible, creative and curious.

- In contrast, people who are low in this dimension tend to be resistant to change, closed to new ideas and fixed in their ways.

Low	High
Tense	Contented
Anxious	Calm
Nervous	Stable
Moody	Unemotional

Emotions and personality

- **Emotions** are mental states brought on by physiological changes, variously associated with thoughts, feelings, behavioral responses, and a degree of pleasure or displeasure.
- In other words, emotions are reactions that human beings experience in response to events or situations. The type of emotion a person experiences is determined by the circumstance that triggers the emotion. For instance, a person experiences joy when they receive good news. A person experiences fear when they are threatened.

PASSIONS.



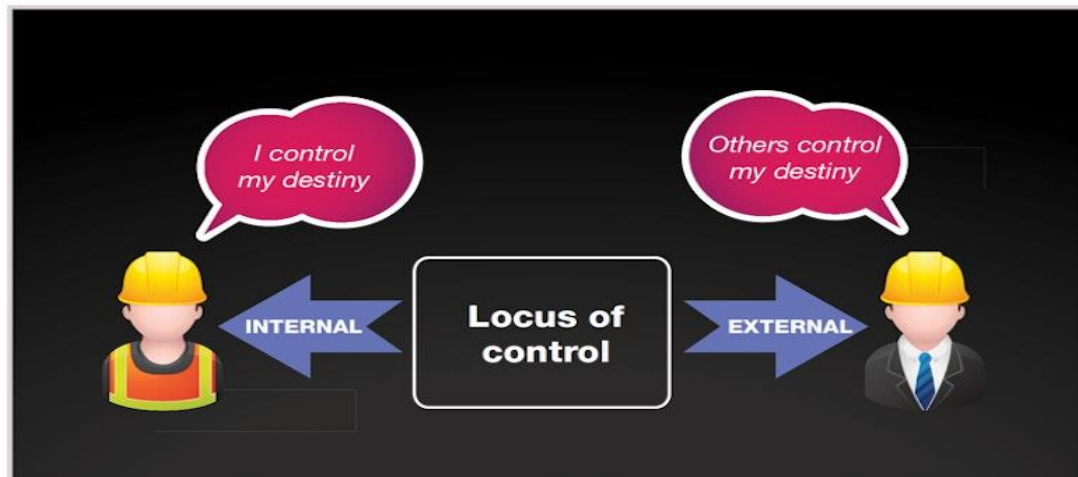
External Signs of the Passions: from Le Brun.

Types of Emotions

1. **Fear:** it is the most powerful human emotion. Fear is an intensely unpleasant emotion in response to perceiving or recognizing a danger or threat. Fear causes physiological changes that may produce behavioral reaction like fleeing the threat. Fear can increase heart rate, cause racing thoughts, or trigger the fight-or-flight response.
2. **Anger:** Anger is an intense emotional state involving a strong uncomfortable and non-cooperative response to a perceived hurt or threat. Anger can be expressed with facial expressions like frowning, yelling, or violent behavior.
3. **Happiness:** Happiness is a positive and pleasant emotion, ranging from contentment to intense joy. Happiness is often expressed by smiling or speaking in an upbeat tone of voice.
4. **Sadness:** Sadness is an emotional pain associated with, or characterized by, feelings of disadvantage, loss, despair, grief, helplessness, disappointment and sorrow. An individual experiencing sadness may become quiet or lethargic, and withdraw themselves from others.
5. **Surprise:** Surprise is a brief mental and physiological state, a frighten response experienced by humans as the result of an unexpected event. Surprise can be pleasant or unpleasant. It has three forms like positive, negative and neutral.
6. **Hate:** Hate is an intense negative emotional response towards certain people, things or ideas, usually related to opposition or dislike toward something.

Major personality attributes influencing organizational behavior (elements)

1. **Locus of control:** It refers to an individual's belief that what happens is either within one's control or beyond one's control. Based on this attribute, people can be classified as:
 - a) Internals- Individuals who believe that they are masters of their own fate. They control what happens to them. They generally perform better on the job. They are achievement oriented and more satisfied with their work. They do well in managerial jobs. (If not success they blame themselves)
 - b) Externals- Individuals who believe that their fate is controlled by outside forces. It can be chance or luck. They are less satisfied with the job. They have higher absenteeism. They are less involved in their job. They do well in routine jobs. (if not success they blame their fate and outsiders)



2. **Authoritarianism:** (anti-democratic appeal)

- Authoritarianism is characterized by highly concentrated and centralized government power maintained by political control.
- Authoritarians are oriented towards conformity of rules and regulations. They prefer stable and structured work environment. They believe obedience and respect for higher authority. They prefer autocratic and directive style of leadership.

3. **Dogmatism:** it refers to the rigidity level of person's beliefs. It means stating your opinions in a strong way and not accepting anyone else's opinions

- It is another kinds of personality traits that influences OB. It is a kind of cognitive degree of their belief system.
- High Dogmatism: these types of people tend to be very close-minded and inflexible in their approach. They search less information and take quick decisions. They are highly influenced by seniors.
- Low Dogmatism: these types of people tend to be open-minded and flexible in nature. They are very conscious in searching information and take sufficient time to make decision. They are less influences by their bosses.

4. **Machiavellianism:** (Niccolo Mahiavelli) : In the field of personality psychology, Machiavellianism is a personality trait centered on manipulativenness, callousness (heartless), and indifference to morality, with high levels of self interest.
- High Mach.- manipulate more and win more. They are influenced less, and persuade others more. Jobs that require bargaining skills and offer high rewards are suitable for high-mach. Situation has minimum rules and regulations. There is room for improvisation. Emotional involvements are irrelevant.
 - Low Mach- it is opposite of high match. They tend to be emotional. They do not manipulate for personal gains.

5. Self Esteem (high vs. low): (self confidence) : It is individual's degree of liking or disliking of themselves. It is belief about one's own worth. It is the way one feels about oneself.

- High self-esteem individuals take risks. They have high job satisfaction through higher performance. They work for intrinsic rewards.
- Low self-esteem individuals are concerned with pleasing other people. They look for security. They work for extrinsic rewards.

6. Self Monitoring/Adjusting (high vs. low) : It refers to an individual's ability to adjust his behavior to situational factors.

- Individuals high in self-monitoring are adaptable in adjusting their behavior to external factors. They can behave differently in different situations. They tend to be more mobile in jobs. They are capable to work with different types of people and organizations.
- Individuals low in self-monitoring are high in behavioral consistency. They find difficult to work in changing situations.

- 7. Risk Taking (high vs. low):** People differ in their willingness to take risks. Individuals can be high-risk taking and low risk taking.
- High-risk taking individuals tend to be hypothetical. They make quick decision with less information. The demands of the job determine the degree of risk. They work in risky situations.
 - Low-risk taking individuals avoid risk. They prefer to work in stable situations. They resist change.
- 8. Personality Type (Type A vs. Type B):** Individual can have Type A personality or Type B personality
- Type A personality- They are:
- Always moving, walking, eating rapidly; have sense of time urgency.
 - Try to do two or more things at once.
 - Avoid leisure time; are workaholics devoted to work.
 - Are obsessed with numbers. (quantity)
- Type B personality- They are:
- Lacking in sense of time urgency.
 - Tend to keep their achievements to themselves. They are less competitive.
 - Play for fun and relaxation.
 - Can relax.