

## Personality attributes influencing Organizational Behaviour

**1. Locus of Control:** Locus of control is the belief regarding the outcome of their actions. Certain people believe that their skills and abilities influence the outcome of the action. Others believe that some external factors like fate or chance influence their result. According to Robbins, individuals who believe that they control what happens to them are called Internals and individuals who believe that what happens to them is controlled by outside forces such as luck or chance are called Externals.

Certain implications of locus of control behaviour of the individuals in organisations are described below:

a) **Absenteeism:** People having internal locus of control possess a belief that the health is under their control. They inculcate good health habits and take proper care of their health. Thus, they have lower rate of sickness. Therefore, absenteeism is less in these people.

b) **Turnover:** With respect to turnover, internals tend to take action and thus might be expected to quit the jobs more readily, but they tend to be more successful on the job and more satisfied.

c) **Decision-Making:** People having external locus of control are more oriented towards intuitive decision making. On the other hand, internals consider more information before taking decisions. They are motivated by the achievements. They would like to control the outcome of the decisions.

d) **Motivation:** Internals possess achievement motivation than externals that are just satisfied with the available rewards.

e) **Job Satisfaction:** People having external locus of control are more dissatisfied on the jobs. This is because of the belief that the outcome is not under their control. In the case of internals, job satisfaction is more due to the belief that outcomes are the results of their actions.

f) **Psychological Commitment:** Externals are less involved in the jobs. Internals possess commitment that is more psychological.

g) **Social interactions:** People having internal locus of control are more sociable and excited to have social relationships to keep their identification and esteem.

The locus of control influences the job selection also. People having internal locus of control are successful in the sophisticated jobs. Jobs having professional and managerial nature require complex information processing ability, needs quick learning, initiative and independence of actions are suitable to the people having internal locus of control. On the other hand, people having external locus of control are suitable to well-structured and routine jobs. They are also successful in those jobs that require complying the directions.

## 2. Machiavellianism:

Machiavellianism is "the employment of cunning and duplicity in statecraft or in general conduct". The word comes from the Italian Renaissance diplomat and writer Niccolò Machiavelli, who wrote *Il Principe (The Prince)*, among other works.

In modern psychology, Machiavellianism is one of the dark triad personalities, characterized by a duplicitous interpersonal style, a cynical disregard for morality and a focus on self-interest and personal gain.

Machiavellianism, often abbreviated Mach, is a personality trait that is characterized with the use of manipulation to achieve power.

High Machs are those who would be considered highly manipulative, not easily persuaded, but persuade others more than low Machs, successful in reaching their goals and tend to win more. People with a high Mach personality tend to be calm, unattached, calculated and look for ways to exploit loose structures or vulnerability in people. High Machs flourish in face-to-face settings where there are limited rules and structure and when emotions hold little value in goal achievement. Therefore, high Machs are best matched in professions that reward their 'do whatever it takes' attitude such as sales or jobs that offer commission for results.

Low Machs are on the opposite side of the Mach spectrum and are characterized as being highly submissive. Those individuals with a low Mach orientation are willing to accept direction imposed on them and thrive in highly structured situations. Low Machs are less motivated by things such as power, status, money and competition than high Machs are. Winning is not everything for low Machs; they operate with a much higher set of ethical standards than their high Mach counterparts.

Machiavellianism can be both positive and negative in organizations depending on how it is used. When Machiavellianism is used to increase managerial effectiveness by providing necessary direction to subordinates to accomplish organizational goals, it is considered a positive attribute. However, when Machiavellianism is used for personal gain at the expense of subordinate or organizational success, it would be considered highly negative.

**3. Self-esteem:** Self-esteem is a feeling of liking or disliking of one self. It is related to the individual desire for success. A person having a greater desire for success is rated as high self-esteem person. He believes that he possesses required abilities to succeed on the jobs. People with high esteem are risk takers. They tend to choose risky and challenging jobs. They have internal locus of control. They give preference to pride, recognition, flair, success, independence, and are satisfied with higher order needs than simple monetary motivation. On the other hand, people having low self-esteem are influenced by the external factors. They give more respect and importance to the opinions of others. They do not want to face unpleasant situation. Thus, they try to please others.

**4. Self-monitoring:** Self-monitoring is the ability to adapt to the situational demands. Individuals possessing high score on self-monitoring observe the behaviour of others from close angle in order to adjust their behaviour. They like mobility in their career. They are more successful in discharging contradictory roles. Simply they can wear a mask suitable to the situation. Thus, there is high degree of behavioural inconsistency in high self-monitoring people. Therefore, self-monitoring attribute helps managers to understand the personality and behaviour of their subordinates in order to direct, communicate, motivate and regulate them on the jobs.

**5. Self-Efficacy:** Self-efficacy refers to an individual's belief that he or he is capable of performing a task. The higher your self-efficacy, the more confidence you have in your ability to succeed in a task. So, in difficult situations, we find that people with low self-efficacy are more likely to lessen their effort or give up altogether whereas those with high self-efficacy will try harder to master the challenge. In addition, individuals high in self-efficacy seem to respond to negative feedback with increased effort and motivation; those low in self-efficacy are likely to lessen their effort when given negative feedback. Individuals with high self-efficacy believes that they have the ability to get things done, that they are capable of putting forth the effort to accomplish the task, and that they can overcome any obstacles to their success.

There are four sources of self-efficacy:

- Prior experiences;
- Behaviour models - witnessing the success of others;
- Persuasion from other people; and
- Assessment of current physical and emotional capabilities.

Believing in one's own capability to get something done is an important facilitator of success. There is strong evidence that self-efficacy leads to high performance on a wide variety of physical and mental tasks. Managers can help employees develop their self-efficacy. This can be done by providing performance, and rewarding employee's achievements.

**6. Risk taking Attitude:** Risk taking is an attitude. Persons differ in the attitude towards assuming the risk. The propensity to take risk influences the decision-making. High-risk takers are likely to take rapid decisions. Risk taking is also related to the job demands. High-risk taking is found in certain caste, religion, nationality and gender. In organizations, risk-taking behaviour is related to the ability of employees to take up challenging tasks and possess high achievement motivation.

**7. Positive/Negative Affect:** Individuals who focus on the positive aspects of themselves, other people, and the world in general are said to have positive affect. In contrast, those who accentuate the negative in themselves, others, and the world are said to possess negative affect. Employees with positive affect are absent from work less often. Individuals with negative affect report more work stress. Negative individual affect produces negative group effect and this leads to less cooperative behaviour in the work group. Managers can do several things to promote positive effect, including allowing participative decision making and providing pleasant working conditions.

**8. Type A and Type B Personality:** Type A behaviour pattern is a complex of personality and behavioural characteristics, including competitiveness, time urgency, social status insecurity, aggression, hostility and a quest for achievements. Type A personality individual is "aggressively involved in a chronic struggle to achieve more and more in less and less time, and if required to do so, against the opposing efforts of other things or other persons".

**Type A personality:**

- Are always moving, walking, and eating rapidly;
- Feel impatient with the rate at which most events take place;
- Strive to think or do two or more things simultaneously;
- Cannot cope with leisure time; and
- Are obsessed with numbers, measuring their success in terms of how much of everything they acquire.

The alternative to the Type A behaviour pattern is the Type B behaviour pattern. People with Type B personalities are relatively free of the Type A behaviours and characteristics. Type B personalities are "rarely harried by the desire to obtain a wildly increasing number of things or participate in an endless growing series of events in an ever decreasing amount of time".

**Type B personality:**

- Never suffer from a sense of time urgency with its accompanying impatience;
- Feel no need to display or discuss either their achievements or accomplishments unless such exposure is demanded by the situation;
- Play for fun and relaxation, rather than to exhibit their superiority at any cost; and
- Can relax without guilt.