

PERSONALITY

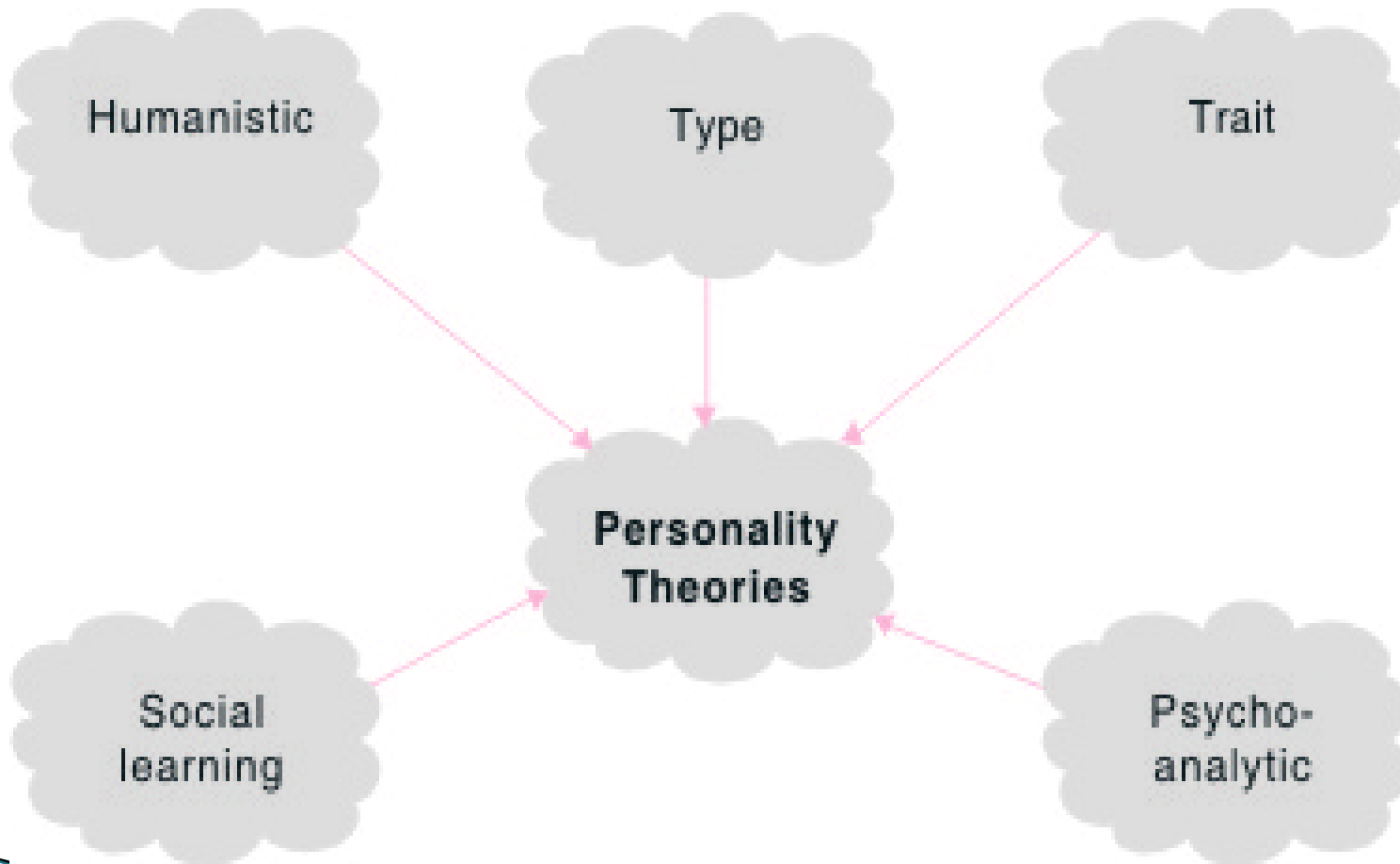
What is Personality?

personality

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



Theories of Personality



- **Type Theories-** As per type theories, the way to differentiate the personalities is “The Structure of the Body”. The other way of differentiating the personalities is psychological factors i.e extrovert & introvert.

These theories fail to reveal all the complexities of a personality.

- **Trait Theories-** A personality trait is understood as being an enduring attribute of a person that appears consistently in a variety of situations. Traits are reactions & not something a persons ‘possesses’

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 |

➤ **Psychoanalytic Theory-** As per Freud, the personality is a composition of 3 elements- id, ego & super ego.

id----- Id refers to the innate component of personality. The id is mental agency containing everything inherited, present at birth, and fixed in the individual's instincts. It is raw, animalistic, unorganized, knows no laws & obeys no rules. Since id does not recognize fear or anxiety, it takes no precautions in expressing its purpose which may result in danger for the individual and society.

ego---- Mental images do not satisfy needs. So, the ego develops out of the id because of the necessity for dealing with the real world.

super ego---- The super ego judges whether an action is right or wrong according to the standards of society.

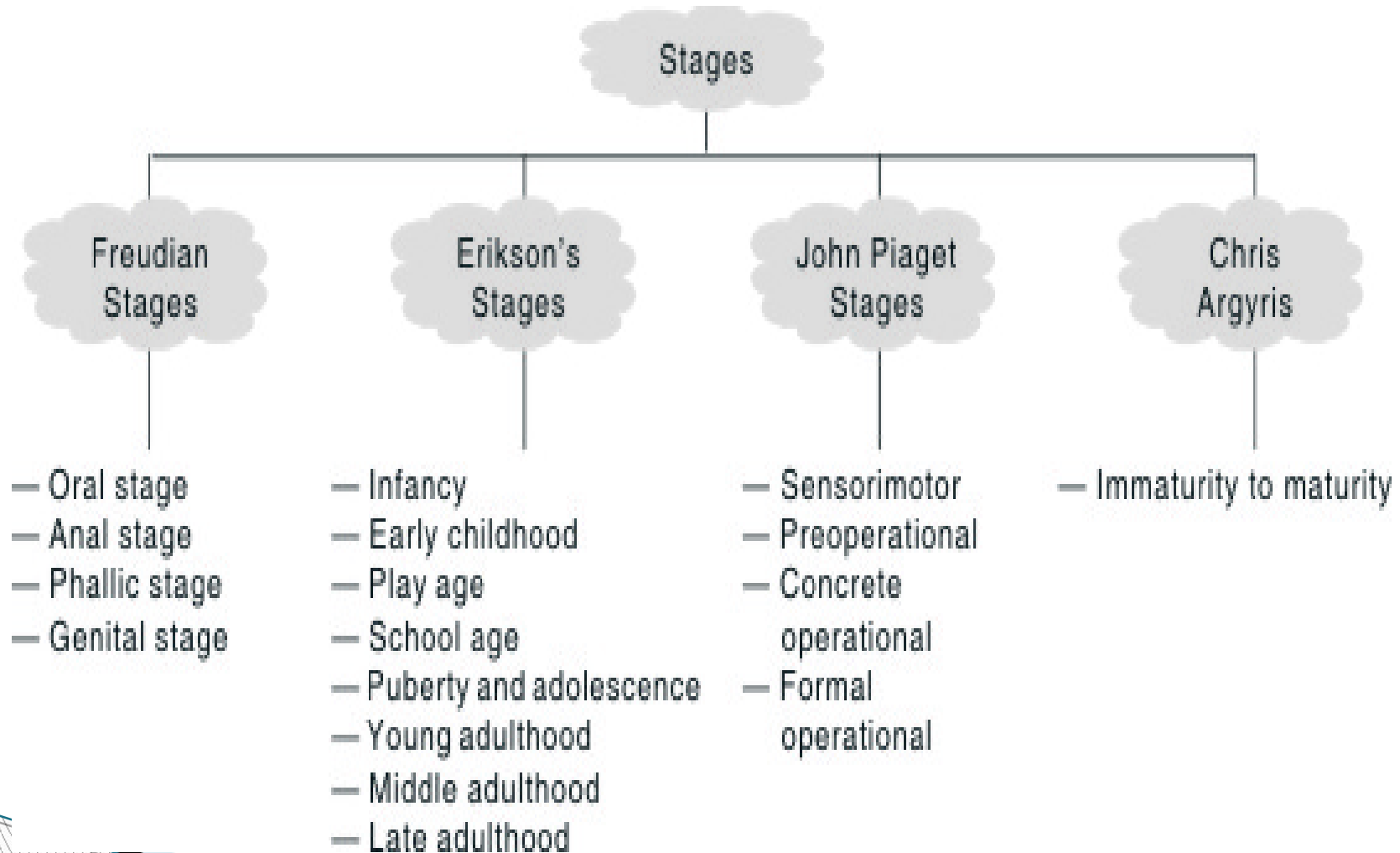
- **Social Learning Theories-** Much of the human behavior is either learnt or modified by learning. An individual learns by (i) learning through direct experience and (ii) observing others. The social learning theorists believe that direct experience is not always the way of learning, they believe that an individual can learn by observing the actions of others and by noting the consequences of those actions. The social learning theory emphasizes on what an individual does in a given situation.
- **Humanistic Approach-** The humanistic approach theory emphasis on man's potential for self-direction & freedom of choice.
 - (I) Rogers Self Theory
 - (II) Maslow's Self Actualisation Theory

- ❑ **Rogers Self theory-** Rogers' approach to personality is described as phenomenological. Phenomenology is the study of the individual's subjective experience, feelings and private concepts as well as his views of the world and self. Indeed, his theory is often referred as self theory personality because the best point for understanding the behaviour is from the internal frame of reference of the individual himself.
- ❑ **Maslow's Self Actualisation Theory-** Maslow's theory maintains that a person does not feel a higher need until the needs of the current level have been satisfied.

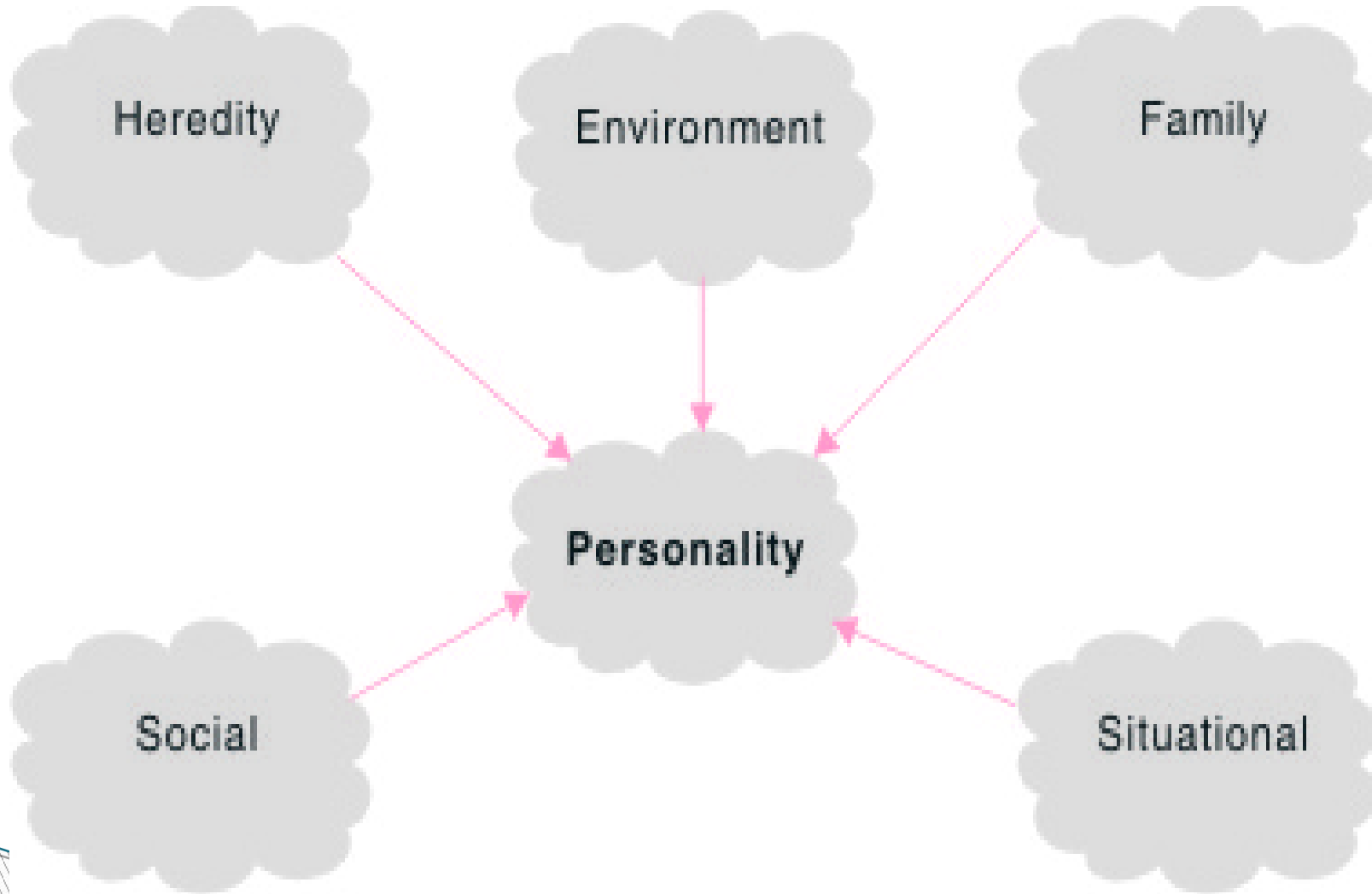


Maslow's Hierarchy of Needs

Shaping of Personality



Determinants of Personality



The Big Five Model

extroversion

A personality dimension describing someone who is sociable, gregarious, and assertive.

conscientiousness

A personality dimension that describes someone who is responsible, dependable, persistent, and organized.

agreeableness

A personality dimension that describes someone who is good-natured, cooperative, and trusting.

openness to experience

A personality dimension that characterizes someone in terms of imaginativeness, artistic, sensitivity, and intellectualism.

emotional stability

A personality dimension that characterizes someone as calm, self-confident, secure (positive) versus nervous, depressed, and insecure (negative).

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

Major Personality Attributes Influencing OB

- ▶ Locus of control
- ▶ Machiavellianism
- ▶ Self-esteem
- ▶ Self-monitoring
- ▶ Propensity for risk taking
- ▶ Type A & Type B personality

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

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

Conditions Favoring High Machs

- Direct interaction
- Minimal rules and regulations
- Distracting emotions

Self-Esteem and Self-Monitoring

self-esteem

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.

TYPE A PERSONALITY

Type A personality

Aggressive involvement in a chronic, incessant struggle to achieve more and more in less and less time and, if necessary, against the opposing efforts of other things or other people.



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.

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 unless such exposure is demanded by the situation;
3. play for fun and relaxation, rather than to exhibit their superiority at any cost;
4. can relax without guilt.

EMOTIONS

Emotions

Intense feelings that are directed at someone or something.

emotional labor

A situation in which an employee expresses organizationally desired emotions during interpersonal transactions.



Felt versus Displayed Emotions

felt emotions

An individual's actual emotions.

displayed emotions

Emotions that are organizationally required and considered appropriate in a given job.



Facial Expressions Convey Emotions

Each picture portrays a different emotion. Try to identify them before looking at the answers. (Top, left to right: neutral, surprise, happiness. Bottom: fear, sadness, anger.)



Gender and Emotions

▶ Women

- Can show greater emotional expression.
- Experience emotions more intensely.
- Display emotions more frequently.
- Are more comfortable in expressing emotions.
- Are better at reading others' emotions.

▢ Men

- ▢ Believe that displaying emotions is inconsistent with the male image.
- ▢ Are innately less able to read and to identify with others' emotions.
- ▢ Have less need to seek social approval by showing positive emotions

Emotion Dimensions

- ▶ Variety of emotions
 - Positive
 - Negative
- ▶ Intensity of emotions
 - Personality
 - Job Requirements
- ▶ Frequency and duration of emotions
 - How often emotions are exhibited.
 - How long emotions are displayed.

External Constraints on Emotions

**Organizational
Influences**

**Cultural
Influences**

**Individual
Emotions**

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.

▶ Interpersonal Conflict

- Conflict in the workplace and individual emotions are strongly intertwined.

▶ Deviant Workplace Behaviors

- Negative emotions can lead to employee deviance in the form of actions that violate established norms and threaten the organization and its members.
 - ▢ 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.