

MST 514– Introduction to Organisation Behaviour

Lecture 8

August, 2015



Topics to be covered today

1. Personality

What Is Personality?

The dynamic organization within the individual of those psychophysical systems that determine his unique adjustments to his environment. -

Gordon Allport

– The sum total of ways in which an individual reacts and interacts with others, the measurable traits a person exhibits

• Measuring Personality

– Helpful in hiring decisions

– Most common method:

– self-reporting surveys

– Observer-ratings surveys provide an independent assessment of personality – often better predictors

Personality Determinants

- **Heredity**

- Factors determined at conception: physical stature, facial attractiveness, gender, temperament, muscle composition and reflexes, energy level, and bio-rhythms
- This “heredity approach” argues that genes are the source of personality
- Twin studies: raised apart but very similar personalities
- There is some personality change over long time periods

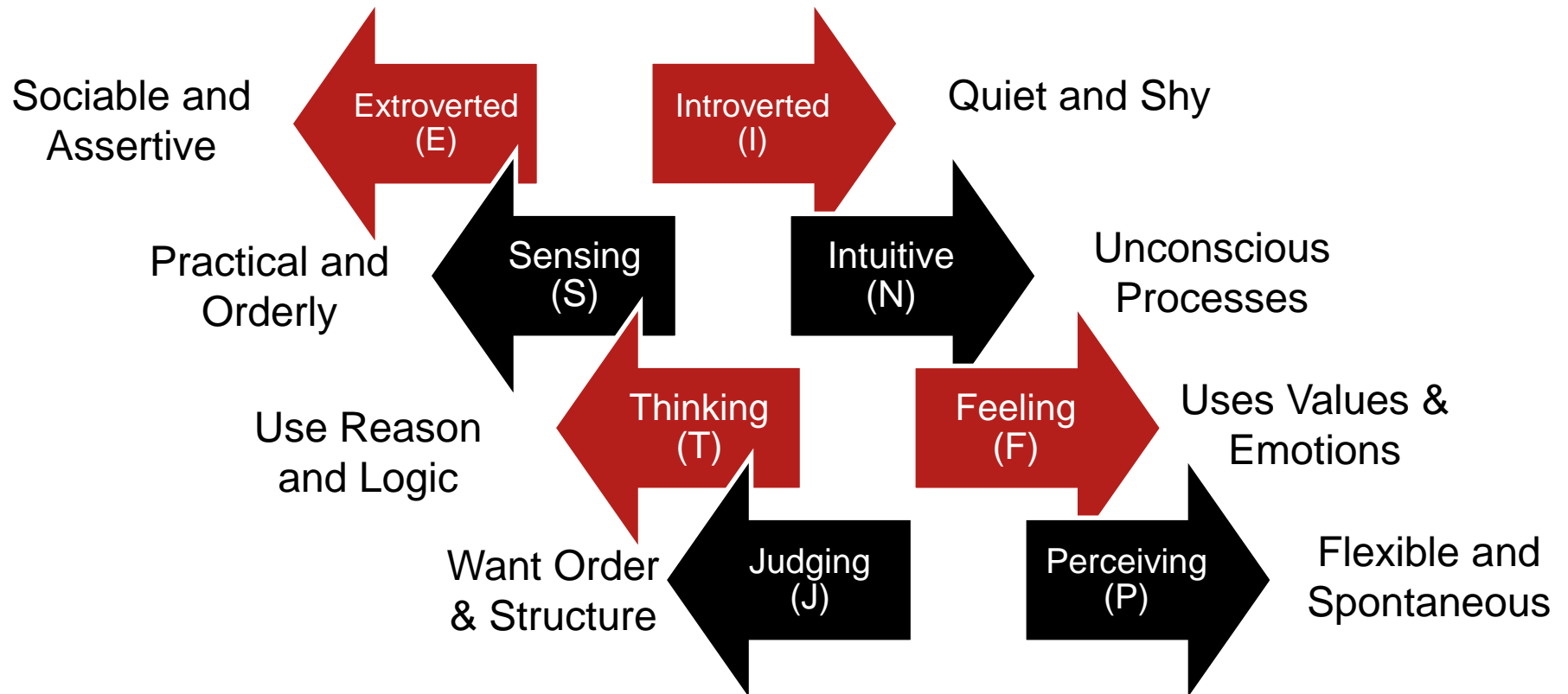
Personality Traits

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

The Myers-Briggs Type Indicator

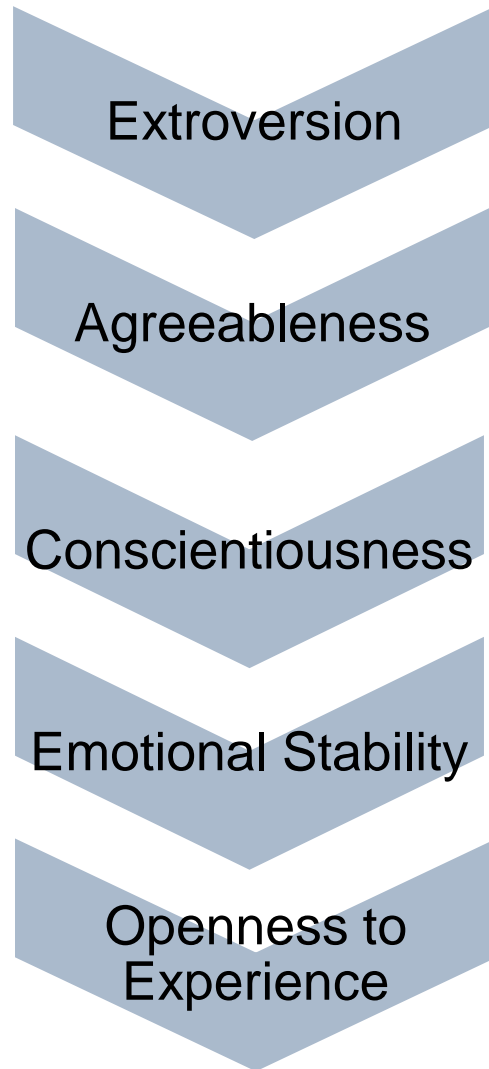
- Most widely used instrument in the world.
- Participants are classified on four axes to determine one of 16 possible personality types, such as ENTJ.



The Types and Their Uses

- Each of the sixteen possible combinations has a name, for instance:
 - Visionaries (INTJ): original, stubborn, and driven
 - Organizers (ESTJ): realistic, logical, analytical, and businesslike
 - Conceptualizers (ENTP): entrepreneurial, innovative, individualistic, and resourceful
- Research results on validity mixed
 - MBTI® is a good tool for self-awareness and counseling.
 - Should *not* be used as a selection test for job candidates.

The Big Five Model of Personality Dimensions



- Sociable, gregarious, and assertive

Agreeableness

- Good-natured, cooperative, and trusting

Conscientiousness

- Responsible, dependable, persistent, and organized

Emotional Stability

- Calm, self-confident, secure under stress (positive), versus nervous, depressed, and insecure under stress (negative)

Openness to Experience

- Curious, imaginative, artistic, and sensitive

How Do the Big Five Traits Predict Behavior?

- *Research has shown this to be a better framework.*
- Certain traits have been shown to strongly relate to higher job performance:
 - Highly conscientious people develop more job knowledge, exert greater effort, and have better performance.
 - Other Big Five Traits also have implications for work.
 - Emotional stability is related to job satisfaction.
 - Extroverts tend to be happier in their jobs and have good social skills.
 - Open people are more creative and can be good leaders.
 - Agreeable people are good in social settings.

Other Personality Traits Relevant to OB

- **Core Self-Evaluation**

- The degree to which people like or dislike themselves
- Positive self-evaluation leads to higher job performance

- **Machiavellianism**

- A pragmatic, emotionally distant, power-player who believes that ends justify the means
- High Machs are manipulative, win more often, and persuade more than they are persuaded. They flourish when:
 - they have direct interaction with others
 - they work with minimal rules and regulations
 - emotions distract others

- **Narcissism**

- An arrogant, entitled, self-important person who needs excessive admiration
- Less effective in their jobs

More Relevant Personality Traits

- **Self-Monitoring**

- The ability to adjust behavior to meet external, situational factors.
- High monitors conform more and are more likely to become leaders.

- **Risk Taking**

- The willingness to take chances.
- May be best to align propensities with job requirements.
- Risk takers make faster decisions with less information.

Even More Relevant Personality Traits

- **Type A Personality**

- Aggressively involved in a chronic, incessant struggle to achieve more in less time
 - Impatient: always moving, walking, and eating rapidly
 - Strive to think or do two or more things at once
 - Cannot cope with leisure time
 - Obsessed with achievement numbers
- Prized in today's competitive times but quality of the work is low
- Type B people are the complete opposite of Type A's

- **Proactive Personality**

- Identifies opportunities, shows initiative, takes action, and perseveres to completion
- Creates positive change in the environment

Thank you

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