

BBA – IV SEMESTER

**SUBJECT- ORGANISATIONAL BEHAVIOUR
(Topic-PERSONALITY)**

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PERSONALITY

- According to Stephens Robbin
 - –Personality is the sum total of ways in which an individual reacts to and interacts with others‘
 - Personality refers to 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 interactions

Personality traits (Attributes)

- A trait is a characteristic or distinguishing feature, which makes an individual different from others, Ex. Reserved / out spoken, relaxed/tensed etc.

Characteristic of personality traits

- Each individual's personality is unique and varies
- A person's personality is affected by internal and external factors
- It changes because of situation, experience, etc.
- It causes to act in a certain way,

Determinants of personality

1. Heredity

- Heredity means characters determined at conception
- It is the process by which features and traits are passed on from parent to their children before they are born. Ex. Physical stature, facial attractiveness, gender, energy level etc.
- However, personality traits are not completely decided by heredity. Ex. Physical appearance can be changed by external materials. Muscle mass can be improved by different products in the markets.

2. To Environment

- Environmental factors are those factors which include events, people and situation around an individual, which has influence in his/her life. Ex. Place of residence, school, family, work place, friends, teachers, culture and the society

3. Family

- Parents siblings and other family members and family it's self as a whole influence personality
- Parents are the role model for their children, and children try to copy and immitate the parents behaviour.
- Family size, religion,rituals,education of the family etc. Impact an induvidual Ex. Nuclear family v/s joint family

4. Social and cultural factors

- Socialisation is the process by which people (children) are made to interact and behave with others in an acceptable way.
- It helps in maintaining interpersonal relationship with others and also with in the group.
- Culture is a system of perception, beliefs, values , norms,code of conduct etc. That influence individuals.
- It passes from generation to generation

5. Situational factors

- Situation demands different aspect of one's personality . Ex. Temple, class room, office,interview,canteen, court,house,others house,Etc. Shapes the person personality
- Ex. Individual designation and position in organisation also affects his personality, professor in a class room etc.
- Ex. In company superior v/s subordinates (Dual personality)

THE BIG FIVE MODEL

- This model supports 5 basic personality dimensions or domains which determines overall human personality and account for individual differences.
- The big 5 traits are OCEAN:
- Openness
- Consciousness
- Extroversion

- Agreeableness
- Neuroticism

OPENNESS

- This dimension reflect one's range of interests and fascinations with novelty.
- People who like to learn new thing and enjoy new experiences usually score high in openness.
- Such traits are: Imaginative, innovative, creative, flexible and curious.
- On the other hand those who score low are less receptive to new ideas, more rigid, comfort seekers.

CONSCIOUSNESS (CAREFULLNESS)

- This dimensions measures reliability and promptness of a person.
- It reflects the traits like:
 - 1. Dependability**
 - 2. Responsible**
 - 3. Organized systematic**
 - 4. Persistent**
- Those who score low on this dimension are easily distracted, disorganized and unreliable.

EXTROVERSION

- This dimension reflects a persons comfort level in relationships.
- These are sociable and are lively, assertive, talkative and outgoing.
- They get energy from interacting with others.
- The opposite of extroverts are introverts which reflects those traits like timid, reserved, quiet, and the person gets his energy from within.

AGREEABLENESS

- It refers to a person's ability t get along with others. These are friendly, co-operative, kind, compassionate, warm and trusting.

- People who score low on agreeableness are cold, more distant and unkind to others, disagreeable and antagonistic (aggressive and hostile).

NEUROTICISM (EMOTIONAL STABILITY)

- This dimension reflects a person's ability to withstand stress and degree of negative emotions. People with positive emotional stability tend to be calm, self-confident and self-secured.
- A person with low emotional stability tends to be nervous, depressed, anxious and insecure.

OTHER PERSONALITY TRAITS

PERSONALITY FACTORS IN ORGANISATIONS

Some of the important personality factors that determine what kind of behaviors are exhibited at work include the following:

Locus of Control

Locus of control is the degree to which an individual believes that his or her behavior has direct impact on the consequences of that behavior. Some people, for example, believe that if they work hard they will certainly succeed. They strongly believe that each individual is in control of his or her life. They are said to have an internal locus of control. By contrast, some people think that what happens to them is a result of fate, chance, luck or the behavior of other people, rather than the lack of skills or poor performance on their part. Because these individuals think that forces beyond their control dictate the happenings around them, they are said to have an external locus of control.

As a personality attribute, locus of control has clear implications for organizations. For example, certain individuals have an internal locus of control, which means they have a relatively strong desire to participate in the management of their organizations and have a freedom to do their jobs. Thus, they may prefer a decentralized organization where they have a right of decision-making and work with a leader who provides them freedom and autonomy. They may like a reward system that recognizes individual performance and contributions.

Conversely, people with an external locus of control, are likely to prefer a more centralized organization where they need not take any decisions. They may incline to structured jobs where standard procedures are defined for them. They may prefer a leader who makes most of the decisions and a reward system that considers seniority rather than merit.

Introversion and Extroversion

Introversion is the tendency of individuals, which directs them to be inward and process feelings, thoughts and ideas within themselves. Extroversion, on the contrary, refers to the tendency in individuals to look outside themselves, searching for external stimuli with which they can interact. While there is some element of introversion as well as extroversion in all of us, people tend to be dominant as either extroverts or introverts. Extroverts are sociable, lively and gregarious and seek outward stimuli or external exchanges. Such individuals are likely to be most successful while working in the sales department, publicity office, personal relations unit, and so on, where they can interact face to face with others. Introverts, on the other Hand, are quiet, reflective, introspective, and intellectual people, preferring to interact with a small intimate circle of friends. Introverts are more likely to be successful when they can work on highly abstract ideas such as R&D work, in a relatively quiet atmosphere. Since managers have to constantly interact with individuals both in and out of the organization and influence people to achieve the organization's goals, it is believed that extroverts are likely to be more successful as managers.

Tolerance for Ambiguity

This personality characteristic indicates the level of uncertainty that people can tolerate to work efficiently without experiencing undue stress. Managers have to work well under conditions of extreme uncertainty and insufficient information, especially when things are rapidly changing in the organization's external environment. Managers who have a high tolerance for ambiguity can cope up well under these conditions. Managers, who have a low tolerance for ambiguity may be effective in structured work settings but find it almost impossible to operate effectively when things are rapidly changing and much information about the future events is not available. Thus, tolerance for ambiguity is a personality dimension necessary for managerial success.

Self-Esteem and Self-Concept

Self-esteem denotes the extent to which individuals consistently regard themselves as capable, successful, important and worthy individuals. Self-esteem is an important personality factor that determines how managers perceive themselves and their role in the organization. Self-esteem is important to self-concept, i.e., the way individuals, define themselves as to who they are and derive their sense of identity. High self-esteem provides a high sense of self-concept, which, in turn, reinforces high self-esteem. Thus, the two are mutually reinforcing. Individuals with a high self-esteem will try to take on more challenging assignments and be successful. Thus, they will be enhancing their self-concept i.e., they would tend to define themselves as highly valued

individuals in the organizational system. The higher the self-concept and self-esteem, the greater will be their contributions to the goals of the organization, especially when the system rewards them for their contributions.

Authoritarianism and Dogmatism

Authoritarianism is the extent to which an individual believes that power and status differences are important within hierarchical social systems like organizations. For example, an employee who is highly authoritarian may accept directives or orders from his superior without much questioning. A person who is not highly authoritarian might agree to carry out appropriate and reasonable directives from his boss. But he may also raise questions, express disagreement and even refuse to carry out requests if they are for some reason objectionable.

Dogmatism is the rigidity of a person's beliefs and his or her openness to other viewpoints. The popular terms 'close-minded' and 'open-minded' describe people who are more and less dogmatic in their beliefs respectively. For example, a manager may be unwilling to listen to a new idea related to doing something more efficiently. He is said to be a person who is close-minded or highly dogmatic. A manager who is very receptive to hearing about and trying out new ideas in the same circumstances might be seen as more open-minded or less dogmatic. Dogmatism can be either beneficial or detrimental to organizations, but given the degree of change in the nature of organizations and their environments, individuals who are, not dogmatic are most likely to be useful and productive organizational members.

Risk Propensity

Risk-propensity is the degree to which an individual is willing to take chances and make risky decisions. A manager with a high-risk propensity might be expected to experiment with new ideas and to lead the organization in new directions. In contrast, a manager with low risk propensity might lead to a stagnant and overly conservative organization.

Machiavellianism

Machiavellianism is manipulating or influencing other people as a primary way of achieving one's goal. An individual tends to be Machiavellian, if he tends to be logical in assessing the system around, willing to twist and turn facts to influence others, and try to gain control of people, events and situations by manipulating the system to his advantage.

Type A and B Personalities

Type A persons feel a chronic sense of time urgency, are highly achievement-oriented, exhibit a competitive drive, and are impatient when their work is slowed down for any reason. Type B persons are easy-going individuals who do not feel the time urgency, and who do not experience the competitive drive. Type A individuals are significantly more prone to heart attacks than Type B individuals. While Type A persons help the organization to move ahead in a relatively short period of time they may also suffer health problems, which might be detrimental to both themselves and the organization in the long run.

Work-Ethic Orientation

Some individuals are highly work-oriented while others try to do the minimum work that is necessary to get by without being fired on-the-job. The extremely work oriented person gets greatly involved in the job. Extreme work ethic values could lead to traits of "workaholicism" where work is considered as the only primary motive for living with very little outside interests. For a workaholic turning to work can sometimes become a viable alternative to facing non-work related problems. A high level of work ethic orientation of members is good for the organization to achieve its goals. Too much "workaholicism", however, might lead to premature physical and mental exhaustion and health problems, which is dysfunctional for both organization and the workaholic members.

The above ten different personality predispositions are important for individual, managerial and organizational effectiveness.

PERSONALITY AND WORK

- YOUR Success at work depends upon what kind of person you are.
- Researchers have made a comparison between successful and unsuccessful people.
- In one study, the empirical evidence reveals that some define success in terms of money whereas others in terms of intrinsic happiness.
- More successful men were found to be more persistent. They were exhibiting self confidence and had agreeableness.
- They were open minded and extroverts which increases their performance.
- Generally, the essential traits are expected traits of management professionals are persistent and confidence.
- A congenial job brings self fulfillment and self confidence in people.
- Personality is the sum total of our habits, physical, mental and emotional.

INTERACTIVE BEHAVIOUR

- An interactive person is also called as Extrovert personality.
- The quality of an interactive person is simply speaking.
- They are just opposite to introverts.
- The people who are interactive are basically friendly, sociable, lively, gregarious, aggressive and express their feeling and ideas openly.
- Hence they are more suitable and successful in the areas which require continuous and frequent interactions with others.
- Ex- sales person, publicity departments, person relation unit.
- So those people who exhibit the above characters and behaviour come under interactive behaviour as there is continuous negotiations between many people.
- They tend to work faster, dislike complicated procedure. They usually communicate freely and are often impatient with long slow jobs.
- They like to have people around them most of the time.

Conflicts:

Conflict arises from difference of opinion between the group members while attaining the organizational goals. An organization is an interlocking network of groups, departments, sections or work teams. In organizations everywhere, conflict among groups of different interests is unavoidable. According to one survey, managers spend an estimated 20 percent of their time dealing with group conflicts. The success of an organization depends upon the harmonious relations among all independent groups. Managers may either directly resolve the conflicts or they may act as mediators between two or more employees. In either case, knowledge and understanding of conflict and the methods of resolving it are important.

Inter-group conflicts result from the ways in which organizations co-ordinate the work of different groups and distribute rewards among those groups.

Interpersonal conflict

- Stress may be caused because of conflicting personality and behavior. When two or more people work together having different personality ,attitudes and behavior it may result in conflict.
- Conflict is triggered when a person behavior will mutually exclusive from others.

- The outcome of conflict is frustration , inner tension and stress. Ex. A person having an internal locus of control (Who believes in himself)may get frustrated working with an other person, who believes in destiny, fate, god etc.

Types of conflicts

- There are two types of conflicts
 - 1 functional
 - 2 Dysfunctional
- A conflict between individuals and groups which has a positive impact and that would facilitates the company growth is called as functional conflict.
- On the other hand conflict which results in destruction or stagnation of company growth. This is called an functional conflict.

Other types of conflicts:

The levels of group conflict are as follows:

- ***Personal conflict:*** Are the conflicts that arise among employees, individuals because of their competitive roles.
- ***Group conflict:*** Are the conflicts arising within two or more groups due to difference in their attitudes and behavior.
- ***Infra-organizational conflict:*** Are the conflict arising between levels of an organization, which are of two types. Vertical conflict arises between higher and lower level of management. Horizontal conflict arises among the employees at same level.

Following is the sequence in which a conflict can arise:

- ***Latent conflict:*** Is a situation when the conditions for conflict arise. For example, two groups competing for scarce resources.
- ***Perceived conflict:*** Is a situation when both the groups realize that there exists conflict between them.

- *Felt conflict*: Is a situation when members involved in the conflict feel tense or anxious.
- *Manifest conflict*: Is a situation when both the group try to frustrate each other.
- *Conflict outcome*: Is a situation or consequence arising after the conflict is eliminated.