



PERSONALITY

(PERSONALITY TRAITS AND ORGANIZATIONAL BEHAVIOR)

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PERSONALITY DEFINITION

- **Personality** can be defined as a dynamic and organized set of characteristics possessed by a person that uniquely influences his or her cognitions, motivations and behaviors in various situations. The word "personality" originates from the Latin persona, which means mask. Significantly, in the theatre of the ancient Latin-speaking world, the mask was not used as a plot device to disguise the identity of a character, but rather was a convention employed to represent or typify that character.
- The pioneering American psychologist, Gordon Allport (1937) described two major ways to study personality, the nomothetic and the idiographic. Nomothetic psychology seeks general laws that can be applied to many different people, such as the principle of self-actualization, or the trait of extraversion. Idiographic psychology is an attempt to understand the unique aspects of a particular individual.



Behavior

- Definition of **behavior**: the way in which one acts or **conducts** oneself, especially **toward others/in** interpersonal settings
 - Focus more on interpersonal interactions

Inventories

- Assesses **appereception**
- Requires significant introspection
- Not always accurate

Personality

- Definition of **personality**: the combination of **characteristics** or qualities that form an individual's distinctive character
 - Focus more on individual traits



HISTORY

The study of personality has a rich and varied history in psychology, with an abundance of theoretical traditions. The major theories include dispositional (trait) perspective, psychodynamic, humanistic, biological, behaviorist and social learning perspective. There is no consensus on the definition of "personality" in psychology. Most researchers and psychologists do not explicitly identify themselves with a certain perspective and often take an eclectic approach. Some research is empirically driven such as the "Big 5" personality model whereas other research emphasizes theory development such as psychodynamics. There is also a substantial emphasis on the applied field of personality testing.



PERSONALITY PSYCHOLOGY

Personality Psychology is a branch of psychology that studies personality and individual differences. Its areas of focus include:

- Constructing a coherent picture of a person and his or her major psychological processes.
- Investigating **individual differences**, that is, how people can differ from one another.
- Investigating human nature, that is, how all people's behavior is similar.

One emphasis in this area is to construct a coherent picture of a person and his or her major psychological processes. Another emphasis views personality as the study of individual differences, in other words, how people differ from each other. A third area of emphasis examines human nature and how all people are similar to one another. These three viewpoints merge together in the study of personality.



PERSONALITY TRAITS

- A *personality trait* is a personality characteristic that endures (lasts) over time and across different situations.
- *Trait theories of personality focus on measuring, identifying and describing individual differences in personality in terms of traits.*
- Focus is on what is different- not what is the same.
- Can be used to predict behavior based on traits.



PERSONALITY TRAITS

- Authoritarianism
- Bureaucratic Personality
- Machiavellianism (Mach)
- Introversion and Extroversion
- Problem-solving Style
- Locus of Control
- Self Esteem
- Self Monitoring
- Risk Taking

PERSONALITY TRAITS THEORIES



- Big five personality traits.
- Holland's Typology of Personality and Congruent Occupations.
- Myers-Briggs Type Indicator.

BIG FIVE PERSONALITY TRAITS



Extroversion

This trait includes characteristics such as excitability, sociability, talkativeness, assertiveness, and high amounts of emotional expressiveness.

Agreeableness

This personality dimension includes attributes such as trust, altruism, kindness, affection, and other prosocial behaviors.

Conscientiousness

Common features of this dimension include high levels of thoughtfulness, with good impulse control and goal-directed behaviors.

BIG FIVE PERSONALITY TRAITS



Emotional Stability

Individuals high in this trait tend to experience emotional instability, anxiety, moodiness, irritability, and sadness.

Openness to Experience

This trait features characteristics such as imagination and

insight, and those high in this trait also tend to have a broad range of interests.

MYERS- BRIGGS 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

MAIN ASSUMPTIONS OF THEORIES



- One: that personality traits are relatively stable and therefore predictable over time
- Two: Personality traits are relatively stable across different situations
- Three: trait theories take into account that personality consists of a number of different traits, and that some people have ‘more’ or ‘less’ of each trait than others
- Four: some traits are more closely interrelated than other traits and tend to occur together
- Personality traits are described on a continuum – showing either end of the trait.
- i.e. Confidence continuum

STRENGTHS AND LIMITATIONS OF TRAIT THEORIES



- Provide useful descriptions of personality and its structure
- Provided the foundation of valid and reliable personality devices
- Can lead people to accept and use oversimplified classifications and descriptions
- Underestimate socio-cultural influences on behavior

PERSONALITY TYPES

Type A

- 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 at once;
- Cannot cope with leisure time;
- Are obsessed with numbers, measuring their success in terms of how many or how much of everything they acquire.

Type B

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

JOB FIT ANALYSIS



		POTENTIAL What does an individual have the capacity to do?		
		Low	Medium	High
PERFORMANCE What do others actually see or perceive?	High	Effective Performer Has overcome significant competency gaps to exceed performance expectations.	Solid Performer Able to demonstrate most leadership competencies to exceed performance expectations.	Top Performer Naturally possesses desired leadership competencies and exceeds performance expectations. Has significant potential for growth.
	Medium	Stable Contributor Has significant competency gaps which may result in average performance. Could have limited potential for growth.	Emerging Contributor Capable of demonstrating leadership competencies but could be more successful in applying them to exceed expectations.	Natural Contributor Naturally possesses desired leadership competencies but could be more successful in applying them to exceed expectations.
	Low	Mismatch Has significant competency gaps which may be driving low performance. Most likely has limited potential for growth.	Questionable Capable of demonstrating many leadership competencies but may lack the ability to apply them to meet expectations.	Capable Naturally possesses desired leadership competencies but is not successfully applying them to meet expectations.

PERSONALITY AND JOB FIT



Holland's Theory of Career Choice and You

Strengthen your career well-being with a career or major that fits your personality.

- Choosing a career or education program that fits your Holland personality is a vital step toward career well-being and success—job satisfaction, good grades, and graduating on time. You want to say, "Yes!" to the question, "Do you like what you do each day?" Your career well-being depends on it.
- Understanding the theory and using an accurate Holland assessment like Career Key Discovery will help you identify careers and education programs that fit who you are and put you on a path to career well-being.

SUMMARY OF HOLLAND'S THEORY



- In our culture, most people are one of six personality types: Realistic, Investigative, Artistic, Social, Enterprising, and Conventional. Some refer to these as Holland Codes or RIASEC.
- People of the same personality type working together create a work environment that fits their type. For example, when Artistic persons are together on a job, they create a work environment that rewards creative thinking and behavior -- an Artistic environment.
- There are six basic types of work environments: Realistic, Investigative, Artistic, Social, Enterprising, Conventional. "Work" includes doing things to achieve a purpose, like paid and unpaid jobs, volunteering, sports, or hobbies.
- People search for environments where they can use their skills and abilities and express their values and attitudes. For example, Investigative types search for Investigative environments; Artistic types look for Artistic environments, and so forth.



SUMMARY OF HOLLAND'S THEORY

- People who choose to work in an environment similar to their personality type are more likely to be successful and satisfied. For example, Artistic people are more likely to be successful and satisfied if they choose a job that has an Artistic environment, like choosing to be a dance teacher in a dancing school -- an environment "dominated" by Artistic type people where creative abilities and expression are highly valued.



- How you act and feel at work depends to a large extent on your workplace (or school) environment. If you are working with people who have a personality type like yours, you will be able to do many of the things they can do, and you will feel most comfortable with them.

MATCH YOUR PERSONALITY TO COMPATIBLE ENVIRONMENTS



- Choosing work or an education program that matches, or is similar to your personality, will most likely lead to success and satisfaction. This good match is called "congruent" (meaning compatible, in agreement or harmony).
- So for example, imagine you score highest for the Realistic type on the Career Key Discovery assessment. On the table below, you see that your most compatible work environment is Realistic, a congruent match. It's best if you choose a Realistic job, or you might also choose Investigative or Conventional jobs.

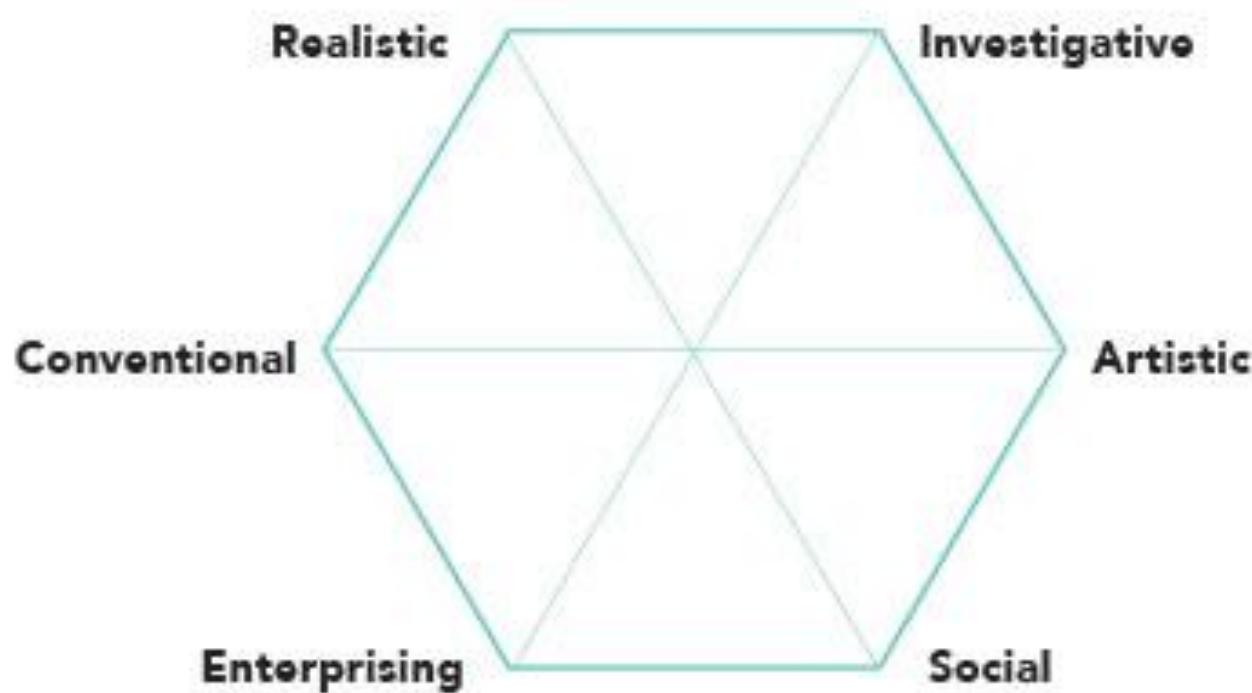
COMPATIBLE WORK ENVIRONMENTS



Your Personality Type	Most Compatible	Other Compatible
Realistic	Realistic	Conventional & Investigative
Investigative	Investigative	Artistic & Realistic
Artistic	Artistic	Investigative & Social
Social	Social	Artistic & Enterprising
Enterprising	Enterprising	Conventional & Social
Conventional	Conventional	Enterprising & Realistic

HOLLAND'S HEXAGON

- John Holland created a hexagonal model that shows the relationship between the personality types and environments.



PERSONALITY TRAITS AND ORGANIZATIONAL BEHAVIOR



Personality traits which affect the organizational behavior of a person are :

- **Authoritarianism:** It was developed by the psychologist Adorno to measure susceptibility to autocratic, fascistic, or anti-democratic appeals. It was later extended to human personality. Authoritarians are oriented towards conformity of rules and regulation. They prefer stable and structured work environment. They believe obedience and respect for authority and blind acceptance of authority. They are conservatives. They are concerned with toughness and power, close minded and less educated. They make good followers, work better under directive supervision and are more productive within authoritarian organizational structure.

PERSONALITY TRAITS AND ORGANIZATIONAL BEHAVIOR



- **Bureaucratic Personality :** It is based upon respect for organizational rules and regulations. Unlike authoritarian person, bureaucratic person's acceptance of authority is not total and blind. A bureaucratic person values subordination, conformity to rules, impersonal and formal relationships. These people are not innovative. They do not like taking risks. They are better supervisors when the type of work is routine, repetitive and proceduralized.

PERSONALITY TRAITS AND ORGANIZATIONAL BEHAVIOR



- **Machiavellianism (Mach)** : Niccolo Machiavelli wrote in the 16th century on how to gain and use power. This personality trait named after Machiavelli are :
 - A Mach man is pragmatic, maintain emotional distance and believes that ends can justify means.
 - High Mach people flourish when they interact face to face with others.
 - They have high self-confidence and high self esteem.
 - They are specially successful in exploiting structured situations and vulnerable people. We cannot conclude whether high Machs make good employees or not. The answer will depend upon the type of the job and whether moral and ethical values are considered in evaluating the performance of a person.

PERSONALITY TRAITS AND ORGANIZATIONAL BEHAVIOR



- **Introversion and Extroversion :** These two terms are associated with the interpersonal behavior of an individual and his sociability. Extroverts are gregarious and sociable individuals while introverts are shy, quiet and retiring. Extroverts are more suitable for positions that require considerable interaction with others. Managerial positions are dominated by extroverts. An introvert works best alone in a quiet office without external interruption or influence.

PERSONALITY TRAITS AND ORGANIZATIONAL BEHAVIOR



- **Problem-solving Style :** There are the following four problem solving styles :
 - **Sensational Feeling Style :** These people are dependable, friendly, social and they approach facts with human concerns. These people are pragmatic and methodical. Some suitable areas of jobs for these people are teaching, customer relations, social workers and marketing.
 - **Sensation Thinking Style :** They are practical, logical, decisive and sensitive to details. These people prefer bureaucratic type organizations. They are not highly suitable for jobs requiring interpersonal relations. But these people are more skilled in technical jobs, e.g., production, accounting, engineering and computers.

PERSONALITY TRAITS AND ORGANIZATIONAL BEHAVIOR



- **Problem-solving Style :** There are the following four problem solving styles :
 - **Intuition Feeling Style :** They are enthusiastic, people oriented, charismatic and helpful. The professions which are suited to this style are public relations, advertising, politics and personal.
 - **Intuition Thinking Style :** These people are very creative, energetic, ingenious and like jobs which are challenging in terms of design and analysis such as system design, law, research and development, top management and so on.

PERSONALITY TRAITS AND ORGANIZATIONAL BEHAVIOR



- **Locus of Control :** It refers to an individual's belief that events are either with one's control (internal locus of control) or are determined by forces beyond one's control. Some people believe that they are the masters of their own fate. They are labeled as internals. Other people see themselves as pawns of fate. This type is called externals. A person's perception of the source of his or her fate is termed locus of control.

CHARACTERISTICS OF INTERNAL LOCUS OF CONTROL



- Internals have more control over their own behavior. They believe that they are the master of their own destiny.
- Internals are more active in seeking more information to make decisions.
- Internals prefer skill achievements outcomes.
- These people are less likely to use coercion.
- They are more independent.
- They prefer participative management.
- They hold jobs of higher status and advance more rapidly in their careers.
- They have better health habits. Their incidents of sickness and absenteeism are lower.
- Internals prefer intrinsic rewards

CHARACTERISTICS OF EXTERNAL LOCUS OF CONTROL



- They are less satisfied with their jobs. They have higher absenteeism rates.
- They prefer directive management.
- He is at mercy of destiny, chance or other people.
- He believes that everything will happen by the will of God.
- He feels that outside forces are affecting the events in his life.
- He is more interested in job security and not in advancement of careers.
- Externals prefer extrinsic awards.

PERSONALITY TRAITS AND ORGANIZATIONAL BEHAVIOR



- **Self Esteem :** It refers to the feeling of like or dislike for oneself. It is the degree of respect a person has for himself. A few of the research findings about self-esteem are :
 - Self-esteem is directly related to the expectations for success.
 - People with high esteem will choose unconventional job and take more risks in job selections. People with low esteem will choose conventional jobs.
 - People with low self esteem are more susceptible to external influence than those of high self esteem.
 - People with low esteem tend to be concerned with pleasing others.
 - High esteem are more satisfied with their job than the low esteem.
 - High esteem people are very friendly and affectionate. Low esteem people are depressed and blame others for their own failures.
 - High esteem people are high performers while low esteem people are poor performers.

PERSONALITY TRAITS AND ORGANIZATIONAL BEHAVIOR



- **Self Monitoring :** It is a personality trait that measures an individual's ability to adjust his behavior to external situational factors. The following are the features :
 - Individuals with high self monitoring adjust with external situational factors.
 - High self monitors can behave differently in different situations. Low self monitors cannot deviate their behavior.
 - The high self monitors tend to pay closer attention to the behavior of others.
 - High self monitors will be more successful in managerial positions.

PERSONALITY TRAITS AND ORGANIZATIONAL BEHAVIOR



- **Risk Taking :** An impulsive person is a high risk taking manager. He will make rapid decision. A very conscious and low risk taking manger will be slow in taking decision. The job of a broker in a brokerage firm demands high risk taking person. The job of an accountant may be filled up with low risk taking trait.
- **"Type A" and "Type B" Personality :** People who are impatient, aggressive and highly competitive are termed as 'Type A' personality. But those who are easy going and noncompetitive are termed as 'Type B' personality. Type A people tend to be very productive as they work very hard. Type A people are very impatient, more irritable and have poor judgment. Type B people do better on complex tasks involving judgment and accuracy. Great sales persons are usually Type A's while senior executives are generally Type B.

PERSONALITY TRAITS AND ORGANIZATIONAL BEHAVIOR



Assertive

Filled with conviction

Arrogant

Grandiose

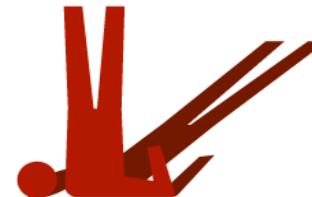


Bold

Entertaining

Expressive

Socially obtuse



Colorful

Creative

Visionary

Subject to wacky ideas

Constant change



Imaginative

Risk-tolerant

Charmingly persuasive

Impulsive

Manipulative



Mischiefous

PERSONALITY TRAITS AND ORGANIZATIONAL BEHAVIOR



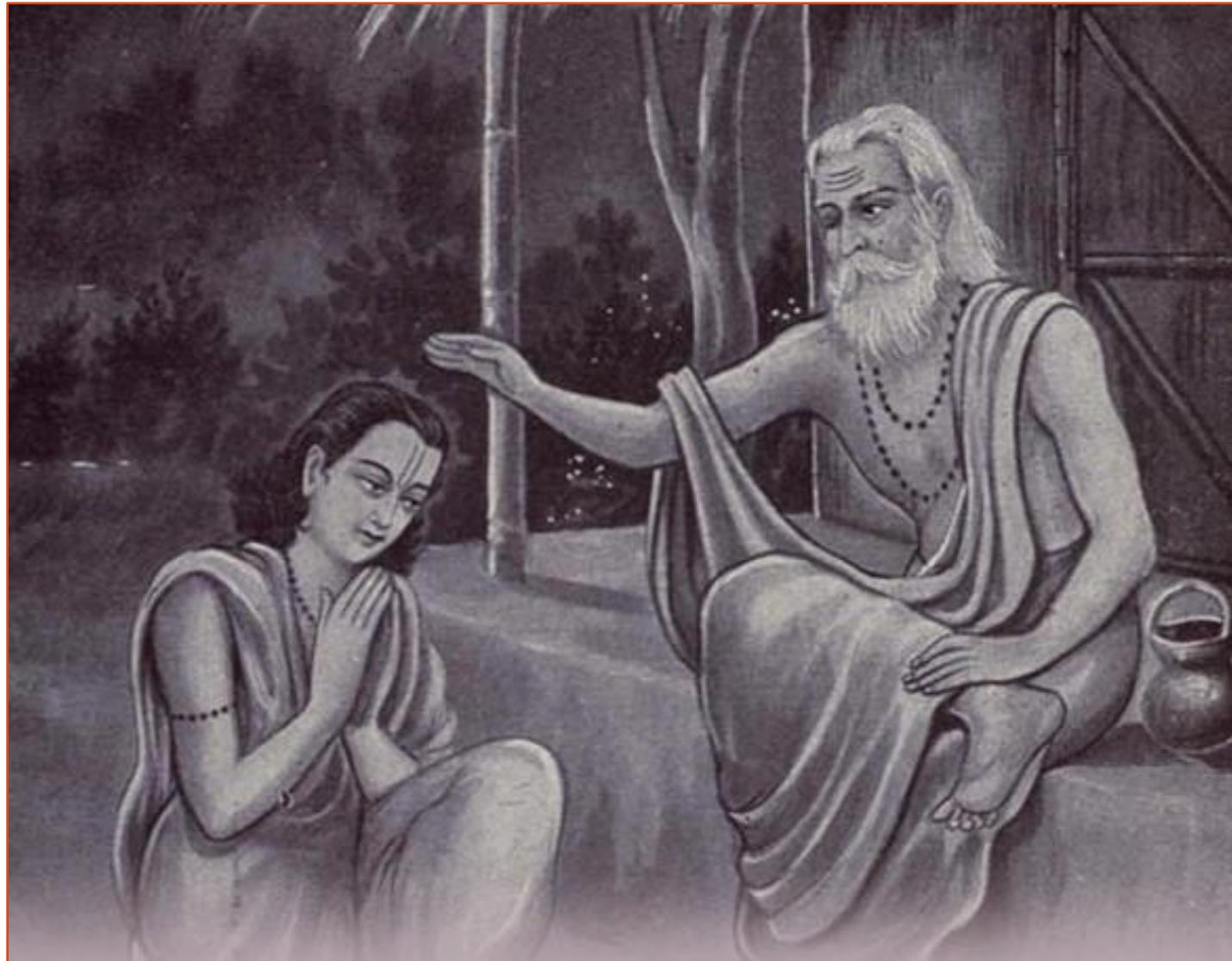
From the above mentioned personality traits, it becomes very clear that understanding of personality is immense help in the selection of right kinds of people for different jobs. Analysis of an individual's personality will reveal his strong and weak points. A person may be unfit for one job but may be fit for another job. Understanding the personality will also help in designing the training programmes for the personnel in the organization. Personality has a great influence on work performance. Personality is the major determinant of the person holding the key job.

INDIAN SCHOOL OF THOUGHT



- Rationalism
- Empiricism
- Structuralism
- Functionalism
- Associationism
- Behaviorism
- Gestalt Psychology

INDIAN SCHOOL OF THOUGHT





RATIONALISM

- Perceived the human mind as an active entity that contained innate abilities to understand abstract concepts without having had the 'experience' of those concepts.
- A theory that reason is in itself a source of knowledge superior to and independent of sense perceptions.
- Reliance on reason as the basis for establishment of religious truth.
- The doctrine that knowledge about reality can be obtained by reason alone without recourse to experience.
- The doctrine that human knowledge can all be encompassed within a single, usually deductive, system.



EMPIRICISM

- A theory of knowledge that asserts that knowledge comes only or primarily from sensory experience.
- Emphasizes the role of experience and evidence, especially sensory perception, in the formation of ideas, over the notion of innate ideas or traditions.
- Empiricism in the philosophy of science emphasizes evidence, especially as discovered in experiments.
- It is a fundamental part of the scientific method that all hypotheses and theories must be tested against observations of the natural world rather than resting solely on a priori reasoning, intuition, or revelation.



STRUCTURALISM

- “Science of immediate experience”
- Complex perceptions can be raised through basic sensory information
- Introspection literally means 'looking within', to try to describe a person's memory, perceptions, cognitive processes, and/or motivations
- A careful set of observations made under controlled conditions by trained observers using a stringently defined descriptive vocabulary



FUNCTIONALISM

- Science of the study of mental experience, of consciousness, to be studied by trained introspection
- The process of introspection relies exclusively on the purposeful and rational self-observation of one's mental state
- Introspection is often compared with perception, reason, memory, and testimony as a source of knowledge



ASSOCIATIONISM

- The idea that mental processes operate by the association of one state with its successor states
- **“Common sense”**
 - A sensory impression leaves a mental representation (idea or image)
 - If two stimuli are presented together repeated, they create an association in the mind;
 - The intensity of such a pairing can serve the same function as repetition.
- **The law of contiguity.** Things or events that occur close to each other in space or time tend to get linked together in the mind.
- **The law of frequency.** The more often two things or events are linked, the more powerful will be that association
- **The law of similarity.** If two things are similar, the thought of one will tend to trigger the thought of the other.
- **The law of contrast.** On the other hand, seeing or recalling something may also trigger the recollection of something completely opposite.

BEHAVIORISM



- Learning perspective.
- All things that organisms do—including acting, thinking, and feeling—can and should be regarded as behaviors.
- Psychological disorders are best treated by altering behavior patterns or modifying the environment.
- Behavior can be studied in a methodical and recognizable manner with no consideration of internal mental states



● **Classical Conditioning**

- is a form of learning in which one stimulus, the *conditioned stimulus or CS*, comes to signal the occurrence of a second stimulus, the *unconditioned stimulus or US*.
- The US is usually a biologically significant stimulus such as food or pain that elicits a response from the start; this is called the *unconditioned response or UR*.
- The CS usually produces no particular response at first, but after conditioning it elicits the *conditioned response or CR*.

● **Operant Conditioning**

- is a form of learning in which an individual's behavior is modified by its consequences; the behavior may change in form, frequency, or strength.
- Operant conditioning is distinguished from *classical conditioning (or respondent conditioning)* in that operant conditioning deals with the modification of "voluntary behavior" or operant behavior



GESTALT PSYCHOLOGY

- *Gestalt* – "essence or shape of an entity's complete form"
- "The whole is greater than the sum of the parts"
- The operational principle of gestalt psychology is that the brain is holistic, parallel, and analog, with self-organizing tendencies
- Stipulate that perception is the product of complex interactions among various stimuli
- Gestalt theory allows for the breakup of elements from the whole situation into what it really is

INTEGRATED PERSONALITY



- Integrated personality is one in whom various aspects of personality are working in a harmonious and effective manner. The integration of personality is the integration of all psycho-physical traits of personality.
- According to Guilford, Integrated personality emerges from the synthesis of seven traits – psychology, needs, interests, attitude, temperament, aptitude and morphology.
- In wood worth's opinion, an integrated personality is one in which the several traits, interests, and desires are combined in an effective harmonious unity.

CHARACTERISTICS OF INTEGRATED PERSONALITY



- In an Integrated personality, mind and emotions, desire and determination, and all mental activities work in an organized way.
- There are no conflicts in an integrated personality.

In such a person, his ambitions and aspirations are in accordance with his mental capacities and his objectives are realistically attuned to the required physical energy.

- An integrated personality is flexible, strong, and organized as well as balanced.

Such a person has realistic assessment of himself , his strength, and weakness, has stable concept involving higher level of self esteem and fewer feelings of inadequacy and fewer evidence of compensatory behavior and accept himself , leading to himself being accepted by others.

- Integrated personality implies harmony between five important aspects of personality:

- Harmony between one's abilities and capacities.
- Harmony among one's interests.
- Harmony between one's abilities and interests.
- Harmony between one's self concept and social constraints.
- Harmony between one's life goal and social codes of conduct.



IMPORTANCE OF INTEGRATED PERSONALITY

- The fostering of the development of a wholesome, integrated personality in pupils is the aim of educational endeavor. The integration of personality is necessary in order to effect adjustment with the environment. Adjustment will be natural and easy if integration is strong. If the integration is less than essential then the problems of adjustment with environment rise. In the absence of the integration of personality is unbalanced there being no proper blending of psycho-physical traits. Such a person can neither be skilled in his behavior nor does he get success in his life's tasks.



THANK YOU