

14 XB 102

ORGANIZATIONAL BEHAVIOUR

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Personality

- Personality is a very complex and multidimensional construct of a human being.
- It is derived from the Latin word, per sona, which means “**to speak through**”.



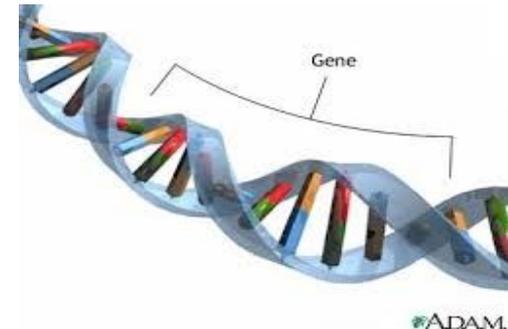
Definitions:

“Personality is a dynamic concept, and it represents the sum total of ways in which an individual reacts and interacts with others during the course of his life” – Stephen Robbins

Determinants of Personality

Heredity

- Heredity is transmitted through genes, which determine hormone balance, which later determine physique and subsequently the personality.
- These factors have a deciding influence on how a person in an organization would display his reactions in a particular situation.



Environment

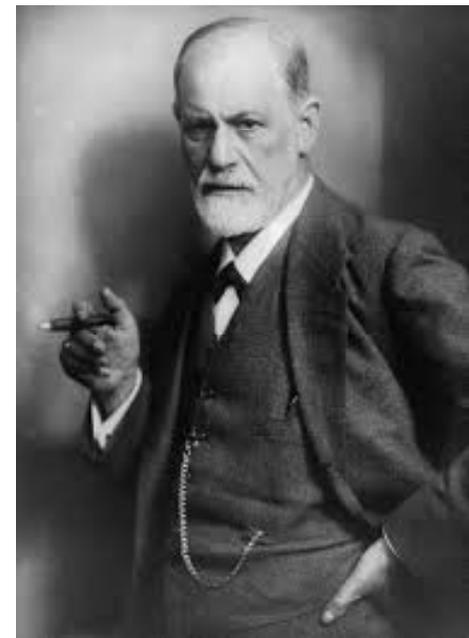
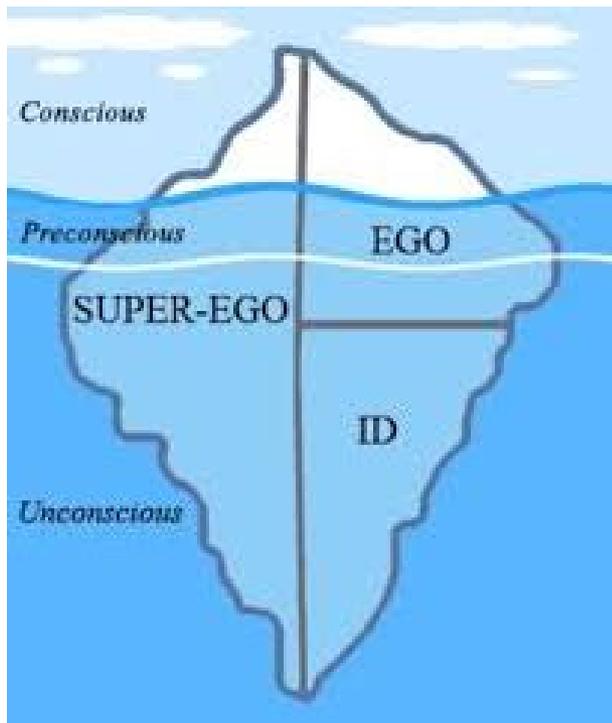
- Every individual is born and brought up in a particular environment.
- Environment leaves an imprint on the personality of an individual.
- The cultural background is important to evaluate personality.

Situation

- Individual has to interact with number of problems in a given situation, which does not remain constant.
- Thus personality is situational, the uniqueness of each situation and any measure of personality must be examined.

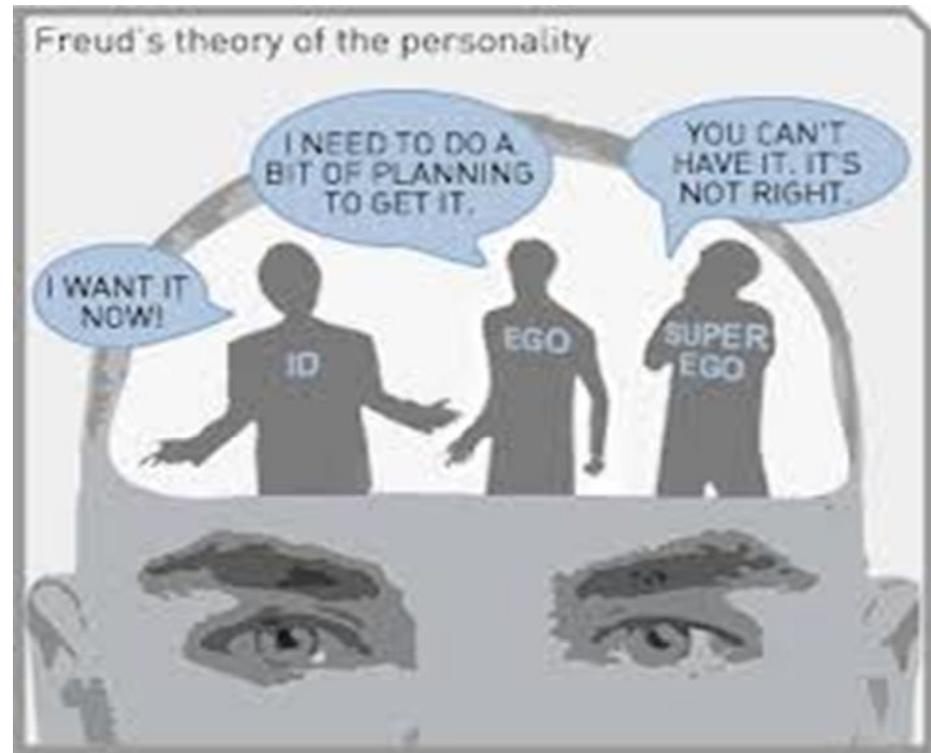
Psychoanalytic theory

Adopted by **Sigmund Freud**, it is based on the notion that man is motivated more by unseen forces than the conscious and rational thought.



The theory proposes that every individual's personality is the result of childhood conflicts. These conflict are derived from

- Id
- Ego
- Super ego



Id:

- It is the source of an individual's strong basic drives.
- The Id operates on 'pleasure principle', i.e.; to seek immediate pleasure and avoid pain.
- It is entirely unconscious & not fully capable of dealing with objective reality.



Id:

Instincts



Ego:

Reality



Superego:

Morality

Ego:

- The ego is the individual's conscious control.
- It is operates on 'reality principle'
- It effectively directed at attaining the goals of the id in a socially acceptable manner.



Id:
Instincts



Ego:
Reality



Superego:
Morality

Super Ego:

- It constitutes the moral part of an individuals' personality.
- It represents the ideal rather than the real, defines what is right & good.

The theory says that **personality is the result of biological needs, societal influence and ethical constraints with unconscious thought playing a major role.**

Socio- Psychological Theory /Neo Freudian Theory (Adler, Horney & Sullivan)

- It recognizes the interdependence of the individual and society.
- The personality is determined **due to mutual help** and the determinants of personality are **social variables** not biological instincts.
- The theory says that personality is mainly **the result of societal influence.**

Trait Theory(Allport & Cattell)

- It postulates that an individual's personality is composed of define predispositional attributes called traits.
- A trait is distinguishable, relatively enduring way in which one differs from another.
- The theory says that **personality is the product of one's characteristics.**

Raymond B. Cattell 16 personality factors



	Factor	Descriptors	
A	Warmth	Reserved	vs. Outgoing
B	Reasoning	Less Intelligent	vs. More Intelligent
C	Emotional Stability	Affected by feelings	vs. Emotionally stable
E	Dominance	Humble	vs. Assertive
F	Liveliness	Sober	vs. Happy-go-lucky
G	Rule Consciousness	Expedient	vs. Conscientious
H	Social Boldness	Shy	vs. Venturesome
I	Sensitivity	Tough-minded	vs. Tender-minded
L	Vigilance	Trusting	vs. Suspicious
M	Abstractedness	Practical	vs. Imaginative
N	Privateness	Straightforward	vs. Shrewd
O	Apprehension	Self-Assured	vs. Apprehensive
Q1	Openness to Change	Conservative	vs. Experimenting
Q2	Self-Reliance	Group-dependent	vs. Self-sufficient
Q3	Perfectionism	Self-conflict	vs. Self-control
Q4	Tension	Relaxed	vs. Tense

Self- Theory (Carl Rogers)

This theory emphasizes on the **totality and interrelated needs** of all behaviour.

Factors in self-concept are:

Self- image – The way one sees oneself.

Ideal self- The way one would like to be.

Social self- The way one thinks how people perceive about him.

Ideal social self- The way one wants others to think of him.

Real- self- What one really is?

Big Five Personality Dimensions

Trait	Description
O penness	Curious, original, intellectual, creative, and open to new ideas.
C onscientiousness	Organized, systematic, punctual, achievement oriented, and dependable.
E xtraversion	Outgoing, talkative, sociable, and enjoys being in social situations.
A greeableness	Affable, tolerant, sensitive, trusting, kind, and warm.
N euroticism	Anxious, irritable, temperamental, and moody.

THE MYERS-BRIGGS TYPE INDICATOR (MBTI)

This is one of the most commonly used Personality test consisting of 100 questions.

Extroversion vs Introversion:

- Extroverts are outgoing, talkative, sociable & assertive.
- Introverts are quiet, shy & cautious.



Important Personality Traits Influencing OB

Locus of Control

It refers to **the extent to which people believe events are within their control.**

(a) Internal Locus of Control

Persons having internal locus of control believe that they can manipulate events to their advantage and therefore they are capable of deciding their fate.

(b) External Locus of Control

- Person having dominant external locus of control believe that what happen to them is controlled by outside forces such as luck or chance.
- These types of people lack initiative, decision-making and do not even take calculated risk.

Achievement Orientation

- Achievement orientation of an individual also indicates the personality of an individual.
- Every person possesses need to achieve (nAch) phenomenon in his personality.
- It could be high degree (nAch) or low degree.



Machiavellianism



- Niccolo Machivelli introduced theory of Machiavellianism.
- The theory refers to **degree to which an individual is pragmatic(practical)** and maintains emotional distance with co-workers while accomplishing any task.
- In any organization people can be classified as having high Machiavellianism (‘If it works, use it’) or low Machiavellianism tendencies.

Self-Esteem

- Self-esteem refers to individuals' degree of liking or disliking himself.
- People's self-esteem has to do with their self-perceived competence and self-image.



Type A Personality :

- People having Type A personality are always moving, walking and eating rapidly.
- They cannot cope with leisure time.
- They always strive to do two or three things at any one time .



Type B Personality:

- People possessing Type B personality never suffer from sense of urgency and take things as they come coolly.
- They do not discuss achievement and leave it to the superiors to identify it.
- People having B type of personality play for fun and relaxation rather than to show off.

