

Personalities and Work

Factors determining individual performance

- Personal capabilities: ability to perform
- Motivation: willingness to perform
- Organizational support: opportunity to perform

Individual Attributes

Such as:

- Skills and knowledge
- Cognitive, emotional, and physical competencies
- Values and attitudes
- Personality traits

What is personality?

Definition

- Emotional and mental characteristics that give consistency to a person's behaviour across situations

Source: Nature vs. Nurture?

- Genes vs. environment, including culture

Locus of control

- What or who do you believe determines the things that happen to you?
- Is it essentially your own actions and decisions that determine your success or failure?
- Is it determined by other people, fate, your fortunate or unfortunate situation, etc.?

People who believe control is internal

- Believe in their own abilities
- Believe they can control the things that happen to them
- Are independent, enjoy participation in decisions, are involved in work, like influencing others, think about the future rather than present, have desire to achieve, may find it difficult to live under too many rules and restrictions.

People who believe control is external

- Believe that what happens to them is controlled by others, the situation, and fate.
- They prefer structure,
- do not enjoy working independently,
- are often easily influenced by others.

Machiavellianism

Degree to which one uses deceit, lying, and compromising ethics to attain one's own self interest; strong believers in "the end justifies the means"

High Machs:

- Have lots of self confidence and self esteem
- Are cool and calculating
- Try to manipulate ambiguous situations to control them
- Do not let feelings and loyalty get in the way of obtaining own ends

Machiavellianism

High Machs:

- Tend to believe things like
- "Never tell anyone the real reason you did something unless it is useful to do so,"

- They tend **NOT** to believe things like
- "Most people are basically good and kind"

Machiavellianism

Low Machs:

- Tend to believe things like
- "There is no excuse for lying to someone else"
- "Most people who get ahead in the world lead clean, moral lives"

"Big Five" Personality Variables

- Extraversion,
- Agreeableness,
- Conscientiousness,
- Openness to experience,
- Emotional stability.

Research on the "Big Five" Traits

Extraversion

- Positively related to salary levels and promotions,
- Positively related to career satisfaction.

Agreeableness

- Needed for jobs requiring teamwork
- Good where interpersonal facilitation skills are required

Research on the “Big Five” Traits

Openness to experience

- Good for spontaneity, innovation, and creativity.
- Good where cross-cultural sensitivity is needed.
- E.g. working overseas or dealing with international business partners.
- Negatively related to salary levels obtained.

Dark side to conscientiousness

- Conscientiousness tends to hinder spontaneity, creativity and innovation, or quick decision making

More personality traits

Authoritarianism

- Accepts authority unquestionably
- Likes strongly structured work situations and directive leadership
- Shows rigid adherence to conventional values, believes in rigid hierarchies and status systems

Dogmatism

- Rigidity and inability to change
- Lack of openmindedness

Research on the “Big Five” Traits

Emotional Instability

- Cope poorly with stress
- Negatively related to career satisfaction

More personality traits

Self-monitoring

- Extent to which people try to control the way they present themselves to others
- High self-monitors:
 - Behave in socially acceptable ways
 - Manage others' impressions of them well
- Low self-monitors:
 - Insensitive to cues about how to behave and are not concerned about how others see them
 - May provide open and honest feedback