**Personality?**

* **Derived from Latin word – “persona’**

Means “to speak through”

It denotes masks that actors used to wear in ancient Greece and Rome.

Common usage of the word personality signifies the role which a person displays in public

* Personality is the combination of characteristics or qualities that forms a person’s unique identity.
* It signifies the role which a person plays in public.
* Every individual has a unique, personal and major determinant of his behavior that defines his/her personality.

**Definitions: R.B. Cattell (1950)**

***“The personality of an individual is that which enables us to predict what he will do in a given situation”***

**Personality Determinants**

* **A great deal of personality formation can come from our religion beliefs , culture, place of upbringing, Physical Characteristics, Gender too.**
* **Personality trait is basically influenced by two major features −**
  + - Inherited characteristics
    - Learned characteristics

**A. Inherited Characteristics**

* The features an individual acquired from their parents or forefathers, in other words the gifted features an individual possesses by birth.
* It consists of the following features −
  + Colour of a person’s eye
  + Religion/Race of a person
  + Shape of the nose
  + Shape of earlobes

**B. Learned Characteristics**

* Nobody learns everything by birth.
* First:
  + In our school
  + In our home
  + In our society
  + In our educational institutes.
* The characteristics an individual acquired by observing, practicing, and learning from others and the surroundings is known as **learned** characteristics.

**Learned Characteristics**

* Learned characteristics includes the following features −
  + Perception − Result of different senses like feeling, hearing etc.
  + Values − Influences perception of a situation, decision making process.
  + Personality − Patterns of thinking, feeling, understanding and behaving.
  + Attitude − Positive or negative attitude like expressing one’s thought.
* **Nature of Personality**
  + 1. Personality refers to the set of traits & behaviors that characterize an individual.
  + 2. Personality has both internal (thoughts, values & genetic characteristics) & external (observable behaviors) elements.
  + 3. Personality of an individual is relatively stable in nature.
  + 4. Personality is both inherited as well as it can be shaped by the environment.

**Importance of Personality in OB**

1. Law of Behavior: “People are different”
2. To ensure high performing employees in an

organization.

3. To manage workforce diversity.

4. Summarizing person’s behaviors & attitudes in relation to a wide range of events.

5. Personality is useful in predicting & understanding

the general feelings, thoughts and behaviors of

individuals at the workplace.

6. Contribution of various personality theories.

**Personality Traits**

***Traits are enduring characteristics that describe an individual’s behavior***

A personality trait is a unique feature in an individual.

Psychologists(Gordon Allport 1936) resolved that there are 5 major traits and every individual can be categorized into at least one of them.

* + The more consistent the characteristic and the more frequently it occurs in diverse situations, the more important the trait.
  + It is important to note that these traits are reactions and not possessed. ie shyness is felt not possessed.
  + The **Big Five personality theory** gives a simple blueprint to understanding others, improving relationships by knowing why people tend to behave the way that they do. You can even use the **theory** to help better understand yourself and how to get along with others better than ever before.
  + The Big Five personality traits are extraversion (also often spelled extroversion), agreeableness, openness, conscientiousness, and neuroticism.
  + The Big Five personality traits are extraversion (also often spelled extroversion), agreeableness, openness, conscientiousness, and neuroticism.
* Each trait represents a continuum. Individuals can fall anywhere on the continuum for each trait.
* The Big Five remain relatively stable throughout most of one’s lifetime.
  + They are influenced significantly by both genes and the environment, with an estimated heritability of 50%.
* They are also known to predict certain important life outcomes such as education and health.

**The Big Five Model,** also known as the Five-Factor Model, is the most widely accepted personality theory held by psychologists today.

* + The theory states that personality can be boiled down to five core factors, known by the acronym **CANOE** or **OCEAN**

These five personality traits are −

**1. Extraversion**

* **Such people tend to be happier in their jobs and have good social skills.**

**2. Agreeableness**

* Individual’s behavior towards others while interacting with them.

**3. Conscientiousness**

* The extent to which individuals show consistent & reliable behavior while working in the organization.

**4. Emotional Stability/Neurotism**

* Refers to the ability of an individual to control his/her emotions at the time of crisis.

**5. Openness to Experience**

* Measures the individual’s ability to be open to any kind of experience that helps him/her to do the job effectively.

**Impact of Big Five Traits**

* + Managers personalities can be described by determining which point on the 5 dimensions characterizes the manager in question.
  + Research on “BIG FIVE” also has found “important relationship between personality dimensions and job performance”.
  + **Conscientiousness** shows:
    - positive correlation with job performance - individuals who are dependable, goal directed are higher performers
    - viewed negatively those who are careless, irresponsible.
  + **High extraversion -** associated with management and sales success
  + **Agreeableness** – handle customer relations and conflict
  + **Openness –** Tend to have job training proficiency and make better decision in a training problem solving simulation.
  + **High emotional stability** - more effective in stressful situations.

The research shows that these five traits are more stable.

Personality theorists would tend to agree that after about 30 years of age , the personality will change little over time.