Organisations and Behaviour

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Lesson 3

ORGANISATIONS AND BEHAVIOUR

LO I: Understand the relationship between organisational structure and culture

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The Basic Syllabus

- - Understand the relationship between organisational structure and culture

- - Understand different approached to management and leadership

- Understand ways of using motivational theories in organisations

- -Understand mechanisms for developing effective teamwork in organisations

LEARNING OBJECTIVES

- At the end of the class, students should be able to:
- Discuss the factors which influence individual behaviour at work

OVERVIEW

- Personality affects all aspects of a person's performance, even how he reacts to situations on the job. Not every personality is suited for every job position, so it's important to recognize personality traits and pair employees with the duties that fit their personalities the best. This can lead to increased productivity and job satisfaction, helping your business function more efficiently.

personality

The Goal of the Attitudes Study

- **Personality** can be defined as a dynamic and organized set of characteristics possessed by a person that uniquely influences his or her cognition, motivations, and behaviors in various situations (Ryckman, 2004).

- The word "personality" originates from the greek *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.

Traits

- A trait is a characteristic pattern of behavior or conscious motive which can be self-assessed or assessed by peers. The term type is used to identify a certain collection of traits that make up a broad, general personality classification

Trait theories

- Gordon Allport proposed that an individual's conscious motives and traits better describe personality than does that person's unconscious motivation. He identified three types of traits:
- Cardinal traits, such as a tendency to seek out the truth, govern the direction of one's life.

- Central traits operate in daily interactions, as illustrated by a tendency to always try to control a situation.

- Secondary traits, such as a tendency to discriminate against older people, involve response to a specific situation.

Trait theories

- Raymond Cattell, by means of a statistical technique called factor analysis, organized the huge number of words used generally to describe personality (over 17,000) and reduced them to 16 basic factors.

- emotional, easily upset vs. calm, stable

- intelligent vs. unintelligent

- suspicious vs. trusting

- reserved, unfriendly vs. outgoing, friendly

- assertive, dominant vs. not assertive, humble

- sober, serious vs. happy-go-lucky

- conscientious vs. expedient

Type theories

- Hans Eysenck proposed a higher organization of personality traits into three basic groups (traits plus their opposites), which, he suggested, constituted types.
- extraversion (as opposed to introversion)

- neuroticism (as opposed to emotional stability)

- psychoticism (as opposed to impulse control)

- The Big Five. In recent years, theorists have felt the need for more personality dimensions than Eysenck's three. The five independent dimensions, selected using statistical procedures, are known as the "Big Five."

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- **extraversion/introversion**: characteristics described in terms such as talkative, sociable, adventurous vs. reticent, turned inward

- **agreeableness/antagonism:** characteristics described in terms such as good-natured, cooperative, likable vs. hostile, spiteful

- **conscientiousness/undirectedness**: characteristics described in terms such as responsible, neat, task motivated vs. disorganized

- **stability/instability:** characteristics described in terms such as calm, poised, composed vs. uncertain, insecure

- **openness to experience/conforming:** characteristics described in terms such as flexible, original, independent, creative, daring vs. rigid, conventional, conforming, noncreative, timid

FURTHER READING

- Chapter 003 Individual Differences amp Work Behavior Powerpoint Presentation
- How Personality Affects Work Behavior
- by Shala Munroe
- http://www.cliffsnotes.com/