

**Course Name: Organizational Behaviour: Individual Dynamics in Organization**

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**Week – 05**

**Lecture – 04**

Lecture 24: Personality traits relevant to organization

Hello students. Welcome back to the course on Organizational Behavior, Individual Dynamics in Organization. We move to the fourth lecture of module 5 where we are discussing about personality and specifically in this lecture, we will look into some of the core personality traits that are relevant to organization.

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So let us start today's lecture with the theme. “Personality traits play a significant role in the dynamics and functionality of organization”. So, we are having no doubt, absolutely no doubt when we say that personality traits are relevant, we have tried to establish the relative importance of all the traits in the previous sessions. Today we look into the traits in more deeper mode where we understand what are those traits that are very critical in an organizational setting. Now I tend to make use of or I take the support of big five traits to predict the work behavior.

Research has found that as in my case the last few lectures are always of a particular module are always with respect to the research that has happened. So, we have designed this course as I have already mentioned time and again that our course in organizational behavior is specifically backed by sound empirical research.

So, research has found that relationships between these personality dimensions and job performance exists. So, it cannot be seen as to disjoint set. These are two important aspects and they are very well interconnected between each other.

So individuals who are dependable, reliable, careful, thorough, please remember the big five traits are coming into picture here what we discussed in the previous class. So, who are meticulous, able to plan, organized, hard-working, persistent, achievement oriented tend to have higher job performance in most of all the occupations if not all the occupations. So, when we look into an individual who is reliable, who is dependable and

who has all the certain traits then he or she is going to be vital for the organization in the long run. Conscientiousness individuals who are more interested in learning than just performing. So please recall the discussions of the mastery-based climate as well as the performance-based climate in an organization in the job are also exceptionally good at maintaining performance in the face of negative feedback.

When we look into things from a research-oriented angle, conscientiousness is more critical for managers as for frontline employees. So, we look into the big five traits in general. There is one trait which is seldom addressed and that's emotional stability which translates to neuroticism. Emotional stability is most strongly related to life satisfaction, job satisfaction and low stress level. Many a times we see that people who can handle emotions well, who are capable to have a clear say or clear decision making not to you know are critically equipped to avoid any cloudy judgments because of the emotional imbalance they are having. They are the individuals who tend to move up the ladder in the organization. So, individuals are specifically designed in such a way that they are to perform better and to be an asset for the organization but that said there are certain critical aspects which we cannot deny and that is what context. That is what makes it all the more relevant.

So, when we look into aspects like context whatever be the personality traits, whatever be the disposition this is the thing which I want to underscore even when I am stating that there are certain personality traits that are quite relevant and I will try to elaborate that in the next lecture as well. So, when we look into other aspects like say individuals who score high on the openness another trait in the big five.

Openness if you recall the previous class, it was more of openness to experience. So, when we look into openness to experience are more creative in science and art than those who score low. So, when they are more able to perceive things then when they are more able to understand or absorb things, they are in a way better or in a way a bit higher performer than the others in the lot.

So, another important aspect of a big five which is agreeableness. Agreeable individuals are better liked than disagreeable people as our common sense also agrees to that which explains why they tend to do better in interpersonally oriented jobs such as let us say customer service. So if you are into an organization where you have to have man to man interaction where you have to have you know always interaction with outside world and especially you are not in an automated regime then you need to have certain personality traits to boost your performance. Somebody who is having that is much better than somebody who is not having that.

Now let us quickly look into those personality traits and organization which play a significant role in the dynamics and functionality of our organization. Very quickly team

dynamics you have to be a team person, you have to have better interpersonal skills, you have to have a certain level of mentality where you are able to sacrifice some of your me time or some of your family time that is what nurtures and develops team dynamics.

Leadership you need to have a certain personality trait so that you know you can be commanding at times, you can be also the same person who is open to experience, you can also be the person who is having a high control over the emotional outbursts or emotional problems or you know dispersals or emotional issues which you are otherwise dealing with.

There could be other issues or other aspects of workplace culture. You are looking into a organization or you are part of an organization where there are people from different cultural context. Now how to mingle with them you might be quite nascent or quite new to such cultural phenomena. So you might be not aware of such predisposition. So, all these aspects have to be understood and you have to be the right person in the right job at the right moment.

There could be also aspects like conflict resolution. You need to be having an amicable personality. Many a time in crude word we say that you have to adjust, you have to adapt. More importantly you have to take the organization along with you. When I am specifying that it is specific to your goals and the organizational goals what we have discussed time and again as strategic intent.

There could be also issues of decision making. Are you the right person for the right job and you are making the right decision? I would like to take the neuroticism factor here. How effective decisions are being made even in the presence of emotional outbursts or are emotions clouding your basic judgment or are you not able to make a rational decision because you are not open or you do not have the desired extraversion associated with that particular job or that particular context.

There are also issues pertaining to adaptability to change. Are you not able to adapt as I already mentioned adjust with the surroundings? You might be in a new situation altogether. There might be lot of workforces or there might be lot of workloads that is associated but are you able to handle the pressure? Are you that individual who is capable to understand the need of the job and deliver accordingly? Sometimes there might be a boss who might be trying to put you in rounds of paper works so that your performance might take a hit but are you the right person to understand the particular scenario and perform in a way that is more effective and efficient for the organization and for yourself? Are you the person who is good with customer relationship? Your interpersonal skills are in such a way that whatever be the support might be high, might be low, you are getting from the organization from the higher management still you are able to pull out a

better job or better performance. What about your innovation and problem-solving skills? How much you are open to experience? How much you are able to perceive things that is going around you in this world? How much you are updated or getting updated yourself? Are you having the problem-solving skills where sometimes you need to go an extra mile and approach them and problem does not come in a very systematic manner.

Sometimes let us say you might be in a leadership position and you might need fund for your department and you are at that position who has to convince your higher authorities to get some funds. It could be any case, it could be an example from industry, it could be an example from the academy. So anywhere are you the right person who is having the personality trait to go ahead and convince your higher authority that we need more funds.

So that is a problem-solving skill. Essentially it would not be technical. When you look into problem-solving, when we try to understand problem-solving as such, we have a general understanding that it is all about the job-related aspect. No, sometimes it might be something which is extraneous to the whole situation or context. So, this is what makes some of the personality trait all the more relevant.

What about workplace engagement and satisfaction? How you are getting along with your co-workers, co-employers, your boss, your subordinates, everything matters, everything boils down to your personality trait.

And finally, organization resilience. You might be in an organization where your boss is not recognizing your job. You might be in an organization where your co-workers are demeaning and socially insulting, you are socially undermining you. You might be in an organization where there is not a healthy culture of knowledge sharing. You might be in an organization where things are not going in the right manner as you desired. You are not getting the support from your subordinates. They were telling that they will do the job they didn't do. Unfortunately, you are the person who has to take the brunt. Are you in an organization like that? How much resilient you are towards all these aspects? This again boils down to your personality trait, how much you can take.

When you look into personality traits relevant within an organization, numerous traits are relevant and valuable within an organizational context and some of them are leadership, flexibility, communication skills, collaboration, problem solving skills, emotional intelligence, time management, resilience, innovation, ethics, initiative, attention to detail and empathy. I am not going to explain because in the previous lectures we have already explained or in the previous slides also we have taken up except few things like one is ethics.

Ethics is also having a certain association with your trait. How? Just ponder over a second and look into all those situations where you were open to experience. You have

understood that this is the way people operate but still again you found that, that is not in agreement with the principles of ethics. So, you try to go one step ahead and looked into the aspects of extroversion, looked into the aspects of agreeableness in a different way and try to get the things done without compromising on your ethical values.

There might be another aspect of attention to detail. Sometimes you are so meticulous in doing things, so critical in doing things that you tend to be the person who is the go-to person when some critical task has to be done. This is the quality that actually makes you the sought after person in the organization, attention to detail. So, there are certain aspects, there are certain values which make you the go-to person and this is or this should be your ultimate aim or ultimate objective.

The organization should benefit from you unless and until the organization cannot benefit from you. Ladies and gentlemen let me state it very frankly that the organization is not going to value you. Organization is not going to tolerate you and moreover the organization is not going to pay you. So, this is what the whole personality traits relationship in an organization comes, it comes into or it boils down to that. And you look into impact of personality on individual innovation behavior in workplace.

Individuals in the workplace are keys to the innovation organization. You cannot take out the individual and expect that the organization will improvise and moreover innovate in itself. You need to have creative ideas, you need to have fresh thoughts, you need to have clear perspectives. So, when this are not there in an organizational regime, in an organizational setting, your organization whatever fancy name you are giving it to be it even a research-based organization, your organization is not going to be an innovative one. So please understand personality also matters there.

So previous studies that have happened in this area have shown that there is a strong effect of personality on workplace behaviors, attitudes and performance. I have already given the reference there. Some of the personality characteristics, let us look into that. Some of the personality characteristics associated with innovation reported in the literature are imaginative, inquisitive, high energy, high desire for autonomy, social rule independence and high self-confidence. So please be aware that there are already studies that have found out this association and these personality characteristics and innovation connection.

When we look into impact of personality on individual innovation behavior there are also studies which have shown openness to experience has a positive effect on individual innovation behavior. Specifically, Silvia, et al., (2009) argued that openness to experience one of the most important big five trait is fundamental to creativity because it predicts creativity in a wide range of domains and levels of analysis. So finally, the results of this

particular study show that other personality dimensions have no effect on individual innovation behavior. So basically, when you look into one particular study of Silvia, et al. (2009) the relevance or the importance is given to openness and it is nothing but openness to experience. So, when we look into personality as such, we have tried to understand personality in greater detail in the previous lectures but here we try to look into some of the key factors or key elements or key traits which are becoming all the more relevant in everyday scenario in your organization.

You might have to improve your game, improve your performance in the organization then please try to develop those personality traits which are warranted, which are sought after in your organization. You might be the right person presently but think of a situation post five years or post ten years from today how your organization is going to evolve or what is your career plan how you are you want to pitch in yourself as a particular individual who is the key aspect or the key person for a particular job.

So, try to develop look into all those factors, all those elements, all those traits which we have discussed and try to develop yourself, try to develop your organization accordingly.

Thank you for listening to me patiently.

We will see in the next class till then take care bye bye.