Personal characteristics

Personal characteristics that affect people's behavior at work

- ability,
  - intelligence,
  - emotional intelligence
- personality,
- attitudes,
- emotions

Ability

- Ability is the quality possessed by people that makes an action possible.

- GMA, or general mental ability, accounts for most variations in performance. For selecting people without previous experience the most valid predictor of future performance and learning was GMA.

Intelligence

- 'The capacity to solve problems, apply principles, make inferences and perceive relationships.' (Argyle, 1989)
- 'The capacity for abstract thinking and reasoning with a range of different contents and media.' (Toplis *et al, 1991)*
- 'The capacity to process information.' (Makin *et al, 1996)*
- 'What is measured by intelligence tests.' (Wright and Taylor, 1970)

Gardner's Theory of Multiple Intelligence

- **Linguistic Intelligence** – The ability to use words and language.
- **Logical / Mathematical Intelligence –**They are skilled in reasoning and problem solving. Mathematician philosophers, physicists, engineers, computer personnel have this intelligence.
- **Spatial intelligence** – This type of intelligence is concerned with the abilities, talents and skill involving the representation and manipulation of spatial configuration and relationship.
- **Musical Intelligence** – They can think in music, rhythm and pattern.
- **Kinaesthetic Intelligence** - Knowledge through body sensation. They have excellent motor coordination.
- **Intra-personal intelligence** – It includes knowledge and understanding of ones own cognitive strength, style and mental functioning and feelings.
- **Inter-personal intelligence –** They understand people and keep good relation by communicating with them.

Personality

Huczynski and Buchanan (2007) : 'The psychological qualities that influence an individual's characteristic behavior patterns in a <u>stable</u> and <u>distinctive</u> manner.'

Personality is a product of both <u>nature</u> (hereditary) and <u>nurture</u> (the pattern of life experience). Personality can be described in terms of <u>traits</u> or <u>types</u>.

A trait theory: The Big Five

- Openness. (inventive/curious vs. consistent/cautious)

- Conscientiousness. (efficient/organized vs. easy-going/careless)

- Extraversion. (outgoing/energetic vs. solitary/reserved)

- Agreeableness. (friendly/compassionate vs. challenging/detached)

- Neuroticism. (sensitive/nervous vs. secure/confident)

A types theory: MBTI

- 1. **relating to other people** – extraversion or introversion;
- 2. **gathering information** – sensing (dealing with facts that can be objectively verified), or intuitive (generating information through insight);
- 3. **using information** – thinking (emphasizing logical analysis as the basis for decision making), or feeling (making decisions based on internal values and beliefs);
- 4. **making decisions** – perceiving (collecting all the relevant information before making a decision), or judging (resolving the issue without waiting for a large quantity of data).
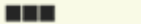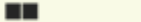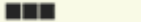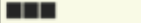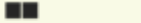
The Myers-Briggs Type Indicator was not inveted by psychologists and is considered to be a pseudo-science by many psychologists. However, there are also some results supporting ints validity.

MBTI types

Managers, Administrators, and Supervisors

N = 4808

	Sensing		Intuition	
	Thinking	Feeling	Feeling	Thinking
Judgment	**ISTJ** N = 935 % = 19.45 ■■■■■■■■ ■■■■■■■■ ■■■■	**ISFJ** N = 261 % = 5.43 ■■■■■	**INFJ** N = 124 % = 2.58 ■■■	**INTJ** N = 392 % = 8.15 ■■■■■■■■
Perception	**ISTP** N = 175 % = 3.64 ■■■■	**ISFP** N = 80 % = 1.66 ■■	**INFP** N = 130 % = 2.70 ■■■	**INTP** N = 280 % = 5.82 ■■■■■■
Perception	**ESTP** N = 158 % = 3.29 ■■■	**ESFP** N = 93 % = 1.93 ■■	**ENFP** N = 203 % = 4.22 ■■■■	**ENTP** N = 285 % = 5.93 ■■■■■■
Judgment	**ESTJ** N = 786 % = 16.35 ■■■■■■■■ ■■■■■■■■	**ESFJ** N = 218 % = 4.53 ■■■■■	**ENFJ** N = 177 % = 3.68 ■■■■	**ENTJ** N = 511 % = 10.63 ■■■■■■■■ ■■■

Introversion / Extraversion

Note: ■ = 1% of sample

Source: Gerald P. Macdaid, CAPT Data Bank, 1997,
Center for Applications of Psychological Type, Inc.

For more details:
https://www.myersbriggs.org/my-mbti-personality-type/mbti-basics/the-16-mbti-types.htm

Attitudes

- A settled, evaluative mode of thinking:
  - Target (someone or something)
  - Evaluation (like or dislike)
- Attitudes are developed through experience.
- They are hard to change but less stable than personality traits.
- Sometimes there may be a discrepancy between attitudes and behavior, i.e. someone may believe in one thing such as being fair to people but act differently. This is called 'cognitive dissonance'.

Balance Theory (by Fritz Heider)
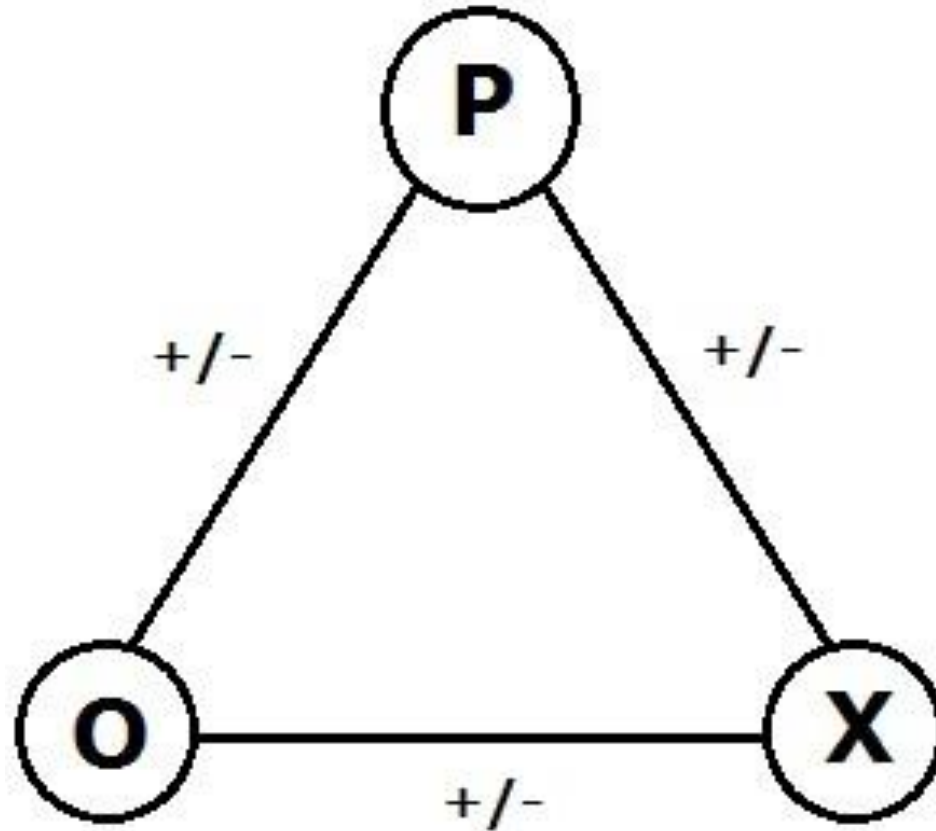
Emotions

- feelings such as anger, fear, sadness, joy, anticipation and acceptance;

- they arouse people and therefore influence their behaviour.

- The mildest forms of emotions are called 'moods': intensity, long-lasting emotional states.

Basic and complex emotions

- 6 basic emotions (by Paul Ekman):
  - Sadness
  - Happyness
  - Fear
  - Anger
  - Surprise
  - Disgust
- Complex emotions are made up of 2 or more basic emotions.
- Basic emotions – unlike complex ones – are automatic, universal, and easy to recognise.

Emotional intelligence

- the capacity to perceive emotion, integrate emotion in thought, understand emotion and manage emotions effectively.

- Goleman (1995): 'The capacity for recognizing our own feelings and that of others, for motivating ourselves, for managing emotions well in ourselves as well as others.'

Components of emotional intelligence (Goleman 1995)

- **Self-management** – the ability to control or redirect disruptive impulses and moods and regulate your own behavior coupled with a propensity to pursue goals with energy and persistence.

- **Self-awareness** – the ability to recognize and understand your moods, emotions and drives as well as their effect on others.

- **Social skills** – proficiency in managing relationships and building networks to get the desired result from others and reach personal goals and the ability to find common ground and build rapport.

- **Social awareness** – the ability to understand the emotional makeup of other people and skill in treating people according to their emotional reactions.

Organizational culture

Definition

- Organizational or corporate culture is **the pattern of values, norms, beliefs, attitudes and assumptions** that may not have been articulated but shape the ways in which people behave and things get done. Values refer to what is believed to be important about how people and the organizations behave. Norms are the unwritten rules of behavior.

- The definition emphasizes that organizational culture is concerned with abstractions such as values and norms which pervade the whole or part of an organization.

- They may not be defined, discussed or even noticed. Put another way, culture can be regarded as a 'code word for the subjective side of organizational life' (Meyerson and Martin, 1987). Nevertheless, culture can have a significant influence on people's behavior.

Other definitions of culture

Eldridge and Crombie (1974)

The culture of an organization refers to the unique configuration of **norms, values, beliefs and ways of behaving** that characterize the manner in which groups and individuals combine to get things done.

Deal and Kennedy (1982)

- Culture is **a system of informal rules** that spells out how people are **to behave** most of the time.

Furnham and Gunter (1993)

- Culture is the commonly held beliefs, attitudes and values that exist in an organization. Put more simply, culture is **'the way we do things around here'**.

Purcell et al (2003)

- A system of shared values and beliefs about what is important**, what behaviors are important and about feelings and relationships** internally and externally.

Other definitions of culture

Summing up the various definitions of culture, **Furnham and Gunter (1993)** list, amongst others, the following areas of agreement on the concept:

- It is difficult to define (often a pointless exercise).
- It is <u>multi-dimensional</u>, with many different components at different levels.
- It is not particularly dynamic, and ever changing (being <u>relatively stable</u> over short periods of time).
- It <u>takes time</u> to establish and therefore time to change a corporate culture.

Furnham and Gunter refer to a number **of problems with the concept,** including:

- how to <u>categorize</u> culture (what terminology to use);

- when and why corporate culture <u>should be changed</u> and how this takes place;

- what is the healthiest, most <u>optimal or desirable</u> culture.

- They also point out that it is <u>dangerous to treat culture as an objective entity</u> 'as if everyone in the world would be able to observe the same phenomenon, whereas this is patently not the case'

Organizational climate

- The term organizational climate is sometimes confused with organizational culture and there has been much debate on what distinguishes the concept of climate from that of culture.

- In his analysis of this issue, Denison (1996) believed that *culture* refers to the deep structure of organizations, which is rooted in the values, beliefs and assumptions held by organizational members.

- In contrast to culture, **climate refers to those aspects of the environment that are consciously perceived by organizational members.**

Components of culture

Organizational culture can be described in terms of values, norms, artefacts and leadership or management style.

- **Values**: help to determine what we think is right or wrong, what is important and what is desirable

- **Norms**: are the unwritten rules of behaviour, the 'rules of the game' that provide informal guidelines on how to behave. Sanctioned.

- **Artefacts:** are the visible and tangible aspects of an organization that people hear, see or feel.

- **Leadership/management style:** describes the approach managers use to deal with people in their teams

Some typical norms

- **Approachability** – managers are expected to be approachable and visible; everything happens behind closed doors.
- **Formality** – a cool, formal approach is the norm; forenames are/are not used at all levels; there are unwritten but clearly understood rules about dress.
- **Status** – how much importance is attached to it; the existence or lack of obvious status symbols.
- **Ambition** – naked ambition is expected and approved of, or a more subtle approach is the norm.
- **Performance** – exacting performance standards are general; the highest praise that can be given in the organization is to be referred to as 'very professional'.
- **Power** – recognized as a way of life; executed by political means, dependent on expertise and ability rather than position; concentrated at the top; shared at different levels in different parts of the organization.
- **Loyalty** – expected, a 'from cradle to grave' approach to careers; discounted, the emphasis is on results and contribution in the short term.
- **Anger** – openly expressed; hidden, but expressed through other, possibly political, means.

Leadership/management style

There are many styles of leadership, and leaders can be **classified in extremes** as follows:

- **Charismatic** leaders rely on their personality, their inspirational qualities and their 'aura'. **Noncharismatic** leaders rely mainly on their know-how, their quiet confidence and their cool, analytical approach to dealing with problems.
- *Autocratic-democratic.* Autocratic leaders impose their decisions, using their position to force people to do as they are told. Democratic leaders encourage people to participate and involve themselves in decision-taking.
- *Enabler-controller.* Enablers inspire people with their vision of the future and empower them to accomplish team goals. Controllers manipulate people to obtain their compliance.
- *Transactional-transformational.* Transactional leaders trade money, jobs and security for compliance. Transformational leaders motivate people to strive for higher level goals.

Classifying organizational culture

- There have been many attempts to classify or categorize organizational culture as a basis for the analysis of cultures in organizations and for taking action to support or change them.

- Most of these classifications are expressed in four dimensions and some of the best-known ones are:

  1. Harrison
  2. Handy
  3. Schein
  4. Williams, Dobson and Walters

Harrison

Harrison (1972) categorized what he called 'organization ideologies'. These are:

- *power-orientated* – competitive, responsive to personality rather than expertise;

- *people-orientated* – consensual, management control rejected;

- *task-orientated* – focus on competency, dynamic;

- *role-orientated* – focus on legality, legitimacy and bureaucracy.

Handy

- Handy (1981) based his typology on Harrison's classification, although Handy preferred the word 'culture' to 'ideology' as culture conveyed more of the feeling of a pervasive way of life or set of norms. His four types of culture are:

- **The *power culture*** is one with a central power source that exercises control. There are few rules or procedures and the atmosphere is competitive, power-orientated and political.

- **The *role culture*** is one in which work is controlled by procedures and rules and the role, or job description, is more important than the person who fills it. Power is associated with positions, not people.

- **The *task culture*** is one in which the aim is to bring together the right people and let them get on with it. Influence is based more on expert power than on position or personal power. The culture is adaptable and teamwork is important.

- **The *person culture*** is one in which the individual is the central point. The organization exists only to serve and assist the individuals in it.

Schein

Schein (1985) identified the following four cultures:

- **The *power culture*** is one in which leadership resides in a few and rests on their ability and which tends to be entrepreneurial.

- **The *role culture*** is one in which power is balanced between the leader and the bureaucratic structure. The environment is likely to be stable and roles and rules are clearly defined.

- **The *achievement culture*** is one in which personal motivation and commitment are stressed and action, excitement and impact are valued.

- **The *support culture*** is one in which people contribute out of a sense of commitment and solidarity. Relationships are characterized by mutuality and trust.

Williams, Dobson and Walters

Williams *et al* (1989) redefined the four categories listed by Harrison and Handy as follows:

- *Power orientation* – organizations try to dominate their environment and those exercising power strive to maintain absolute control over subordinates.

- *Role orientation* emphasizes legality, legitimacy and responsibility. Hierarchy and status are important.

- *Task orientation* focuses on task accomplishment. Authority is based on appropriate knowledge and competence.

- *People orientation* – the organization exists primarily to serve the needs of its members. Individuals are expected to influence each other through example and helpfulness.

ASSESSING ORGANIZATIONAL CULTURE

Organizational ideology questionnaire (Harrison, 1972)

- This questionnaire deals with the four orientations referred to earlier (power, role, task, self). The questionnaire is completed by ranking statements according to views on what is closest to the organization's actual position.

  - A good boss is strong, decisive and firm but fair.
  - A good subordinate is compliant, hard-working and loyal.
  - People who do well in the organization are shrewd and competitive, with a strong need for power.
  - The basis of task assignment is the personal needs and judgements of those in authority.
  - Decisions are made by people with the most knowledge and expertise about the problem.

ASSESSING ORGANIZATIONAL CULTURE
Organizational culture inventory (Cooke and Lafferty, 1989)

1. *Humanistic-helpful* – organizations managed in a participative and person-centered way.

2. *Affiliative* – organizations that place a high priority on constructive relationships.

3. *Approval* – organizations in which conflicts are avoided and interpersonal relationships are pleasant – at least superficially.

4. *Conventional* – conservative, traditional and bureaucratically controlled organizations.

5. *Dependent* – hierarchically controlled and non-participative organizations.

6. *Avoidance* – organizations that fail to reward success but punish mistakes.

7. *Oppositional* – organizations in which confrontation prevails and negativism is rewarded

8. *Power* – organizations structured on the basis of the authority inherent in members' positions.

9. *Competitive* – a culture in which winning is valued and members are rewarded for out-performing one another.

10. *Competence/perfectionist* – organizations in which perfectionism, persistence and hard work are valued.

11. *Achievement* – organizations that do things well and value members who set and accomplish challenging but realistic goals.

12. *Self-actualization* – organizations that value creativity, quality over quantity, and both task accomplishment and individual growth.

Culture change

- In theory, culture change programmes start with an analysis of the existing culture.

- The desired culture is then defined, which leads to the identification of a '**culture gap**' that needs to be filled. This analysis can identify behavioural expectations so that development and reward processes can be used to define and reinforce them.
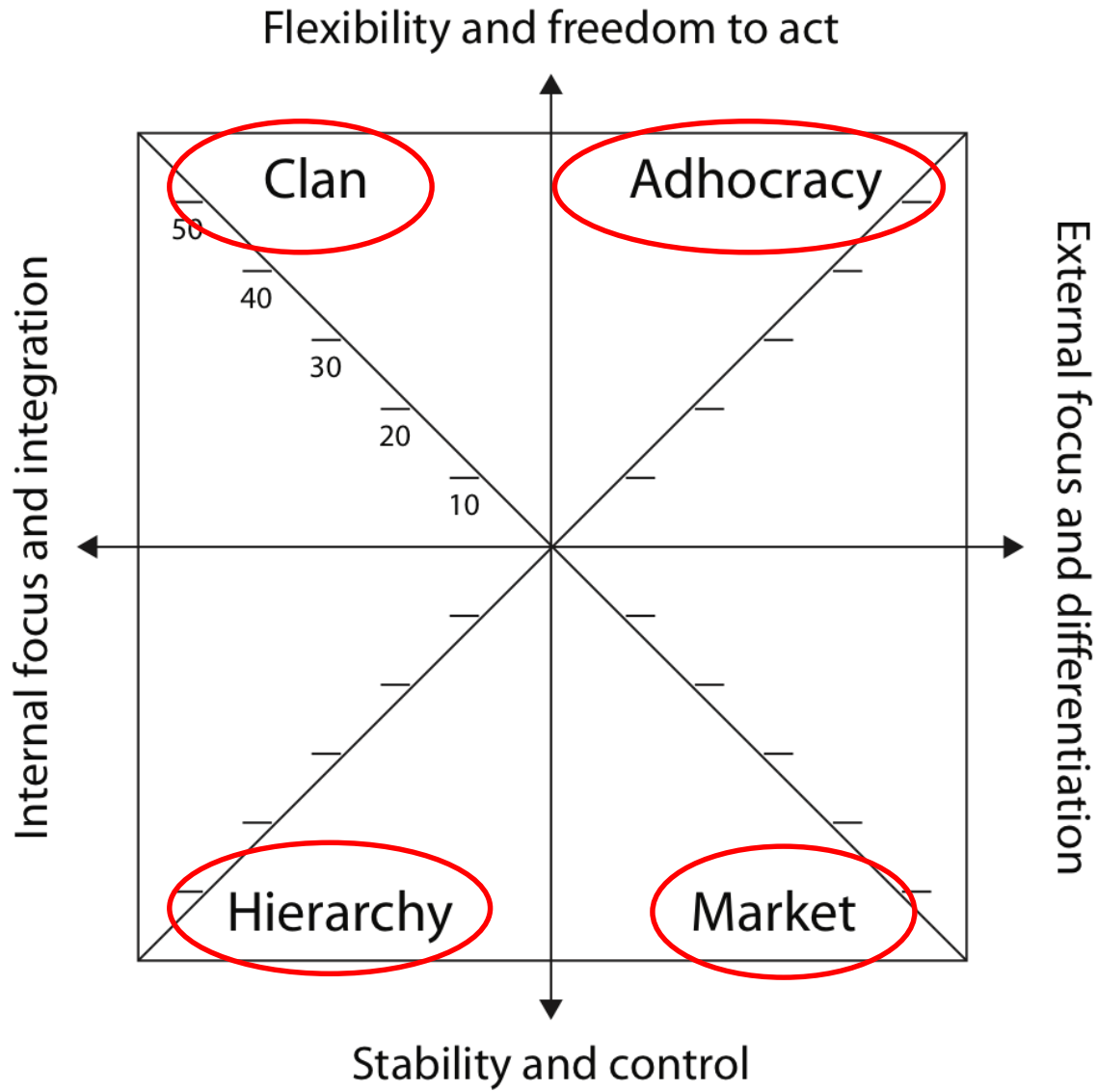
- In real life, it is not quite as simple as that.

AN EXAMPLE OF A FREQUENTLY USED MODEL AND ASSESSMENT INSTRUMENT

Competing Values Framework

- Developed by Cameron and Quinn
- 2 major polarities of values were found to determine organization's effectiveness:
    1. Internal versus external focus
    2. Stability versus flexibility

4 Culture Types

Clan culture

- Internal focus & flexibility
- 'Family': friendly
- Leader type: father, mentor

- Communication, commitment, development

- Theory = High commitment and solidarity produce effectiveness

Adhocracy culture

- External focus & flexibility
- Dynamic, entrepreneurial, creative
- Leader type: innovator, entrepreneur

- Innovation, agility, transformation

- Theory = Innovativeness, growth and creativity produce effectiveness

Market culture

- External focus & stability
- Result orientated, competitive
- Leader type: hard-driver, demanding

- Market share, goal achievement, profitability

- Theory = Goal achievement, market share, numbers produce effectiveness

Hierarchy culture

- Internal focus & stability
- Formal attitude, structure, procedures
- Leader type: coordinator, organizer

- Efficiency, reliability, timeliness, consistency

- Theory = Efficiency, timeliness and consistency produce effectiveness

6 key dimensions of culture measured via OCAI

(Organizational Culture Assessment Instrument):
1. Dominant characteristics
2. Organizational leadership
3. Management of employees
4. Organization glue
5. Strategic emphases
6. Criteria of success

The OCAI questionnaire

1. Dominant Characteristics	Now	Preferred
A The organization is a very personal place. It is like an extended family. People seem to share a lot of themselves.		
B The organization is a very dynamic and entrepreneurial place. People are willing to stick their necks out and take risks.		
C The organization is very results-oriented. A major concern is with getting the job done. People are very competitive and achievement-oriented.		
D The organization is a very controlled and structured place. Formal procedures generally govern what people do.		
Total	100	100

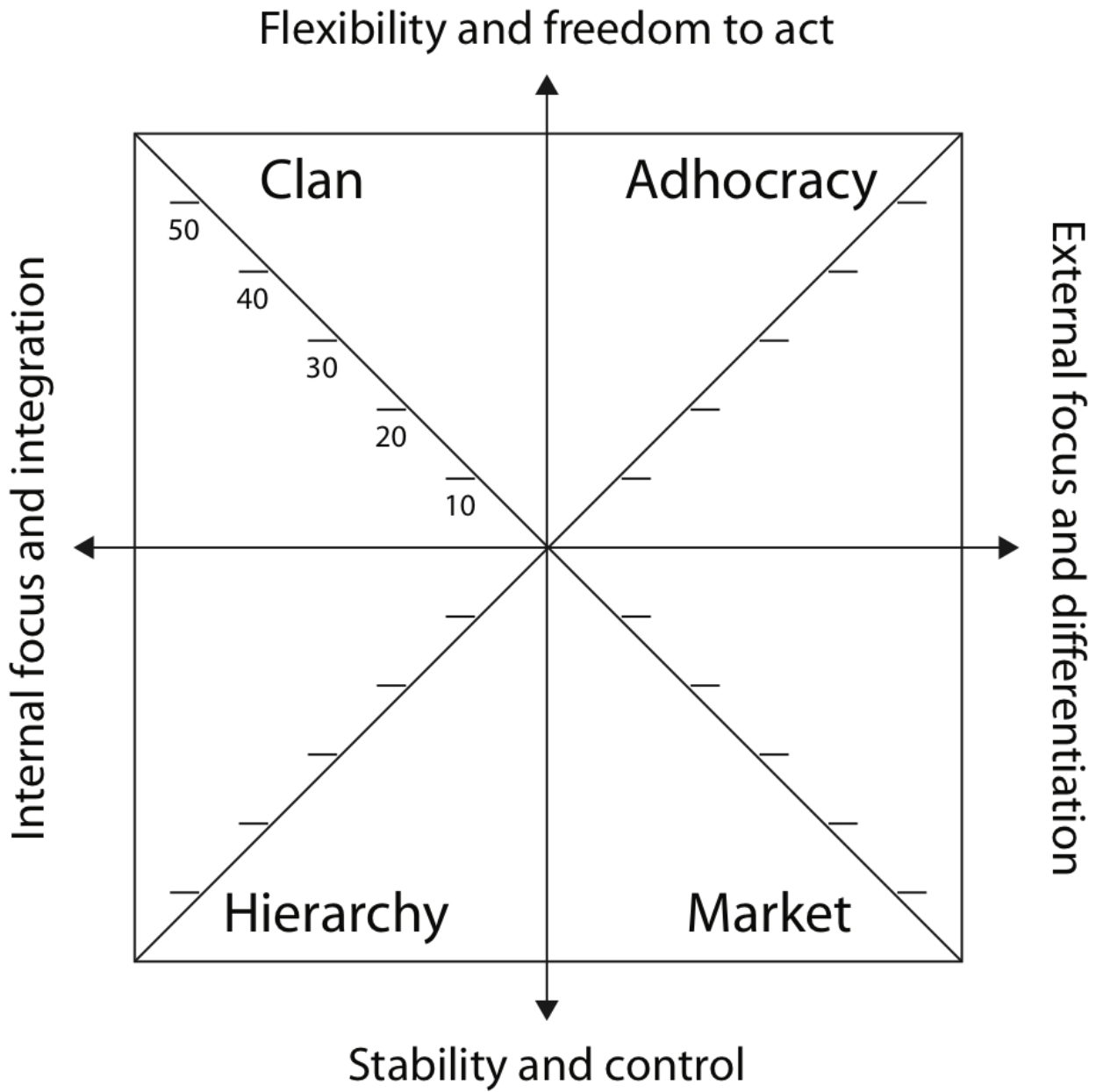| 2. Organizational Leadership	Now	Preferred
A	The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing.		
B	The leadership in the organization is generally considered to exemplify entrepreneurship, innovation, or risk taking.		
C	The leadership in the organization is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus.		
D	The leadership in the organization is generally considered to exemplify coordinating, organizing, or smooth-running efficiency.		
Total	100	100

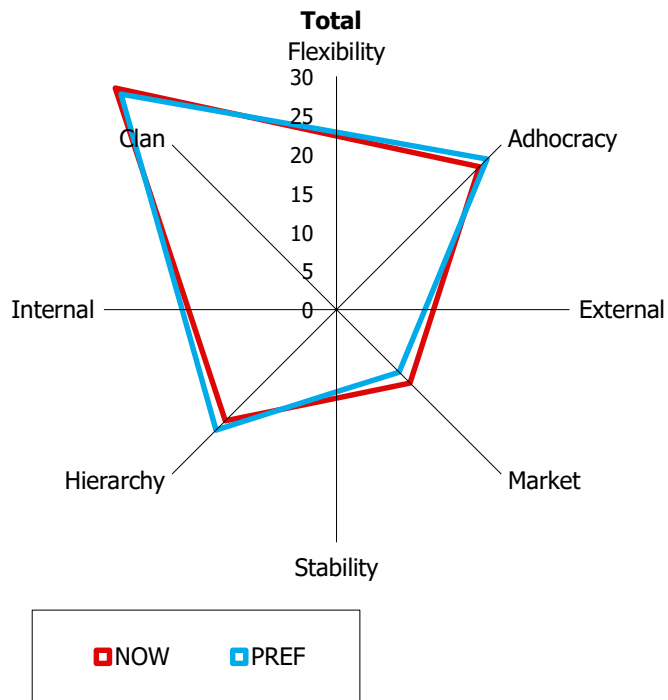| 3. Management of Employees	Now	Preferred
A The management style in the organization is characterized by teamwork, consensus, and participation.		
B The management style in the organization is characterized by individual risk taking, innovation, freedom, and uniqueness.		
C The management style in the organization is characterized by hard-driving competitiveness, high demands, and achievement.		
D The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships.		
Total	100	100

4. Organization Glue	Now	Preferred
A The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high.		
B The glue that holds the organization together is commitment to innovation and development. There is an emphasis on being on the cutting edge.		
C The glue that holds the organization together is the emphasis on achievement and goal accomplishment.		
D The glue that holds the organization together is formal rules and policies. Maintaining a smooth-running organization is important.		
Total	100	100

5. Strategic Emphases	Now	Preferred
A The organization emphasizes human development. High trust, openness, and participation persist.		
B The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.		
C The organization emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant.		
D The organization emphasizes permanence and stability. Efficiency, control, and smooth operations are important.		
Total	100	100

| 6. Criteria of Success	Now	Preferred
A The organization defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people.		
B The organization defines success on the basis of having the most unique or newest products. It is a product leader and innovator.		
C The organization defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key.		
D The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling, and low-cost production are critical.		
Total	100	100

Flexibility and freedom to act

Clan

Adhocracy

Internal focus and integration

50

40

30

20

10

External focus and differentiation

Hierarchy

Market

Stability and control

OCAI cultural profile

	Now	Preferred
Clan	40,32	39,26
Adhocracy	26,02	27,41
Market	13,38	11,39
Hierarchy	20,28	21,94
	100	100

Figure 2. Web-diagram of the culture(s) perceived and preferred by the students
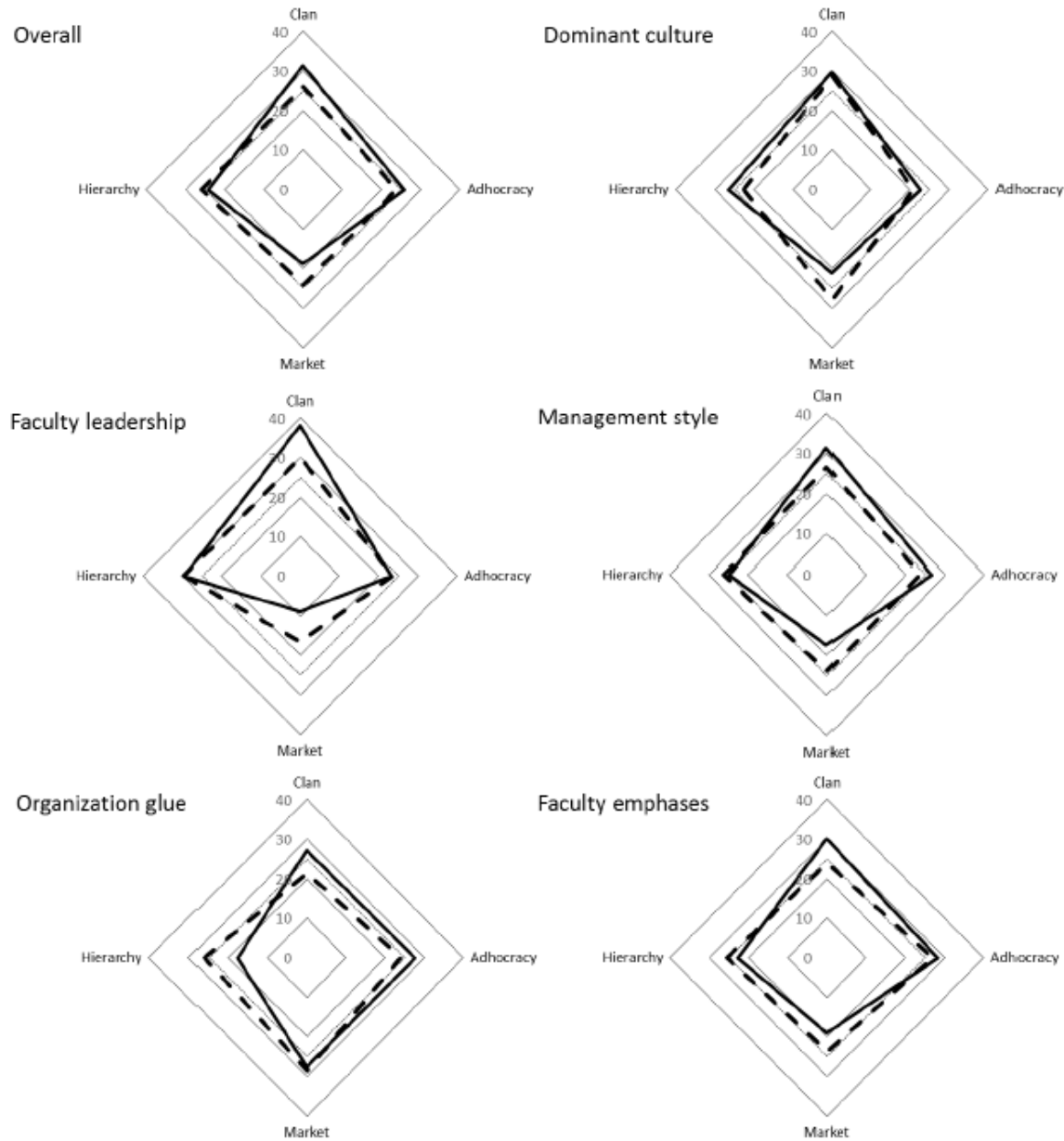
Note: dashed lines represent the 'now' culture, solid lines represent the 'preferred' culture.
Source: primary research

Thanks for your attention