

CHAPTER 2

PERSONALITY AND LEARNING

Personality



- Comes from the Latin word Persona which means Theatrical Mask
- Implies pretension, mere appearance, false traits, assumed character – not the real deal

Personality...

- Contrary to its original meaning...
- **Personality** is the relatively stable set of psychological characteristics that influences the way an individual interacts with his or her environment and how he/she feels, thinks and behaves.

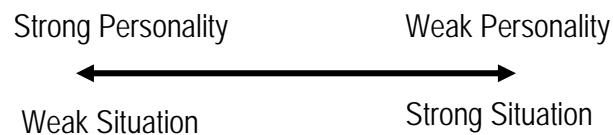
Where does personality come from?

- Genetic Predisposition & Long Term Learning
- The old debate **Nature vs Nurture**
- Personality Approaches in OB
 - **Dispositional**
 - **Situational**
 - **Interactionist**



Is There One Best Personality?

- Best personality is contingent upon the situation
- Managers should appreciate diversity in the workforce



The Five Factor Model of Personality

- Psychologists have discovered five basic dimensions (Big-Five) that describe personality (OCEAN)
 - Openness – flexible, adventurous, curious vs dull unimaginative
 - Conscientiousness – responsible, disciplined, achievement oriented vs careless, impulsive
 - Extraversion – outgoing, sociable, enthusiastic, assertive vs shy, withdrawn
 - Agreeableness – friendly, approachable, cooperative vs cold, rude
 - Emotional Control / Neuroticism – calm, stable, vs angry, depressed, moody

The Big-Five and Job Performance

- Guess which Big-Five trait would predict job performance in which occupation
 - Sales, Management, Publishing, Politics, Research, Teaching, Child Care

Exhibit 2.1
The Five-Factor Model of Personality.

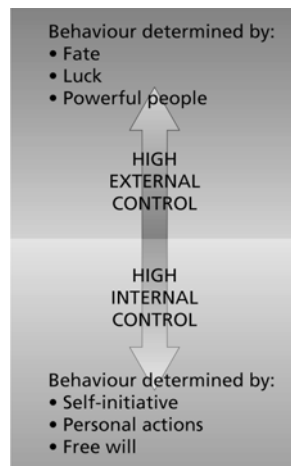
Extraversion	Emotional Stability	Agreeableness	Conscientiousness	Openness to Experience
Sociable, Talkative vs. Withdrawn, Shy	Stable, Confident vs. Depressed, Anxious	Tolerant, Cooperative vs. Cold, Rude	Dependable, Responsible vs. Careless, Impulsive	Curious, Original vs. Dull, Unimaginative

More Personality Characteristics that Influence OB

- Three specific characteristics that influence job performance
 - Locus of Control
 - Self-monitoring
 - Self-esteem

Locus of Control

- ✱ What or who controls ones behaviour: internal or external forces.



• As a manager, which person would you assign in:

- Sales/Marketing
- Management
- Teaching
- High Tech

Self-monitoring

- ✱ Extent to which one regulates how one appears, feels, etc. in social settings and relationships

- ❖ Actor
- ❖ Take great care of how he/she looks and what he/she says
- ❖ Fits in
- ❖ Wears his/her heart on his/her sleeve
- ❖ Doesn't care much about how he/she looks and feels

High Self-Monitoring



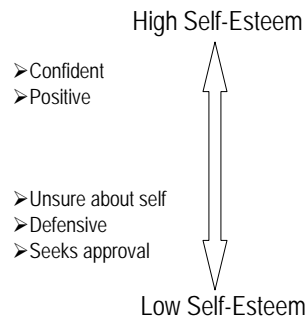
Low Self-Monitoring

• As a manager which candidate (HSM/LSM) Would you select for?

- Sales person
- Lawyer
- Ambassador

Self-esteem

- Degree to which a person has a positive self evaluation.
High self-esteem and low self-esteem



- One of the major differences between HSE and LSE

- **Behavioural Plasticity Theory** – susceptibility to external and social influences. People with low self-esteem are more pliable than people with high self-esteem.

- High self-esteem people generally exhibit higher job performance. Managers should bolster self-esteem by:

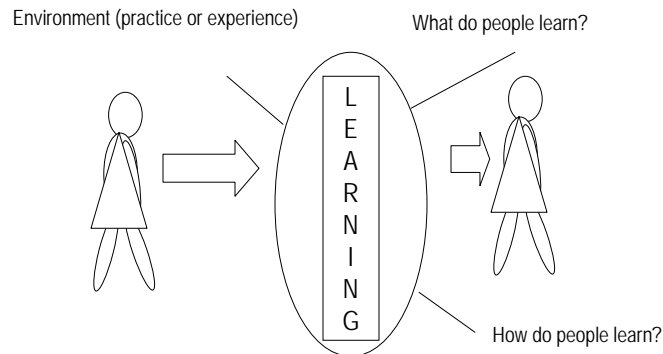
- Providing opportunities for participation and decision making
- Avoiding creating a culture of petty work rules that signal incompetence or untrustworthiness

Recent Developments

Personality Variables	Positive and Negative Affectivity	Proactive Personality	General Self-Efficacy	Core Self-Evaluation
Meaning	<ul style="list-style-type: none"> • See the world in a negative or positive light • Thought to be genetical 	<ul style="list-style-type: none"> • Tendency to take personal initiative 	<ul style="list-style-type: none"> • Belief to perform successfully in challenging situations • Motivational rather than affective 	<ul style="list-style-type: none"> • Composed of self-esteem, general self-efficacy, locus of control and neurotism.
Behaviour	<ul style="list-style-type: none"> • Happy, Cheerful vs unhappy, bad mood 	<ul style="list-style-type: none"> • Show initiative instead of passivity 	<ul style="list-style-type: none"> • Develops over a lifetime depending on successes or failures 	
Job Performance	<ul style="list-style-type: none"> • Positive Affectivity people exhibit higher JP 	<ul style="list-style-type: none"> • PP have higher JP • PP develop strong supportive networks 	<ul style="list-style-type: none"> Individuals with high GSE have higher JP and JS. 	<ul style="list-style-type: none"> People with CSE have higher JP and JS

WHAT IS LEARNING?

- The environment can change people's behaviour and even shape personalities.
- **LEARNING** – a relatively permanent change in behaviour potential that occurs due to practice or experience.



Content of Learning

- The Content of Learning – what do employees learn
 - Practical skills – technical skills (assembly, IT,...)
 - Intra-personal skills – problem solving, risk taking
 - Interpersonal skills – communication, team work, conflict resolution
 - Cultural awareness – norms, values, goals, image of an organization

Applying for a job at IKEA

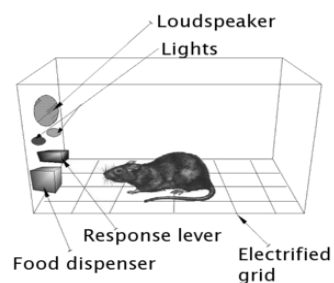


How Do People Learn?

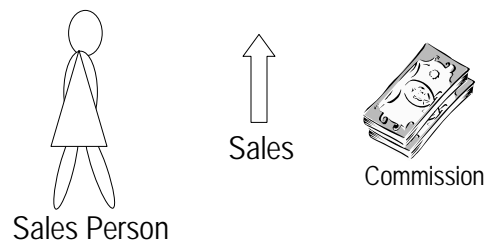
- There are two theories
 - Operant Learning Theory – the subject learns to operate on the environment to achieve certain consequences
 - Social Cognitive Theory – people learn and behave through their own volition and self-influence.

Operant Learning Theory

- In B. F. Skinner's rat experiment, rats learned to operate a lever to get rewards of food

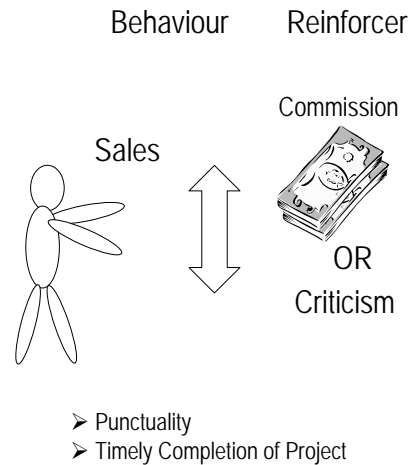


- Behaviour -> consequence



Reinforcement

- OLT can be used to increase or reduce or eliminate behaviour
- Reinforcement - process by which stimuli strengthen behaviours
- Reinforcer – a stimulus that follows a certain behaviour



Management Mistakes Regarding Reinforcement

- Confusing rewards with reinforcements – when there is no direct link between reward and performance
- Neglecting diversity in preferences for reinforcers – use overtime pay, time off, etc. depending on the needs of employees
- Neglecting important sources of reinforcement – such as performance feedback, social recognition, pat on the back,...



X-Mas Turkey Or Party

No link to performance

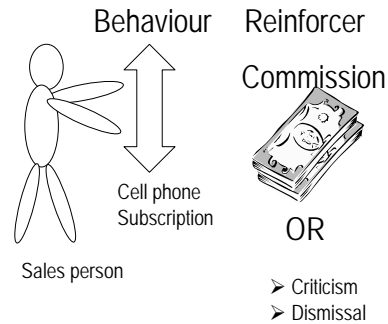


Overtime pay for Everybody

May not work for highly paid employees

Increasing or Maintaining Prob. Of Behaviour

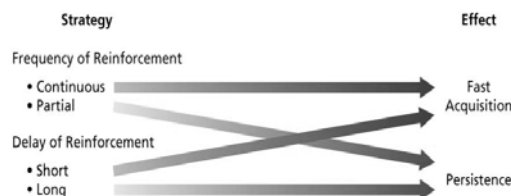
- To increase or maintain the probability of behaviour we apply positive or negative reinforcement
- **Positive reinforcement** – application of a stimulus to increase or maintain a behaviour, generally positive
- **Negative reinforcement** – increases or maintains behaviour by the removal of a stimulus, generally aversive



Reinforcement Strategies

- What is the best way to administer reinforcers?
- For fast acquisition of some response, *continuous* and *immediate* reinforcement should be used, e.g., compliment an employee each morning.
- Behaviour tends to be persistent when it is learned under conditions of *partial* and *delayed* reinforcement, compliment an employee occasionally.

Exhibit 2.3
Summary of reinforcement
strategies and their effects.



Reducing the prob. of behaviour

- There are two strategies to stop learned behaviours

- Extinction – termination of reinforcement

Somebody has been buying gas from Petro Canada to gain P. points:

- Termination of Petro Points

- Punishment – application of an aversive stimulus

Somebody has been abusing customers:

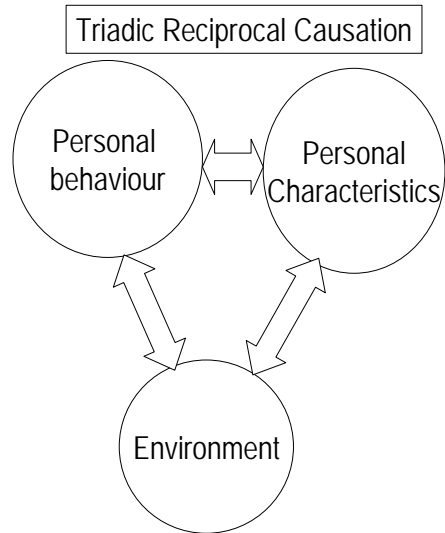
- Paid/Unpaid time off

Using Punishment Effectively

- Make sure chosen punishment is truly aversive
- Punish immediately – don't overlook infractions hoping things will get better
- Do not reward unwanted behaviours before or after punishment
- Do not inadvertently punish desirable behaviour

Social Cognitive Theory

- SCT involves three components
 - Modelling – the process of imitating the behaviour of others. Self-reinforcement
 - Self-efficacy – belief in the ability to successfully perform a specific task
 - Self-regulation – the use of learning principles to regulate one's own behaviour. Discrepancy reduction and discrepancy production



Organizational Learning Practices

- Organizational behaviour modification – the systematic use of learning principles to influence OB.
- Employee recognition programs – formal programs that recognize employees for specific behaviour
- Training programs – formal activities designed to facilitate knowledge acquisition and change behaviour and improve performance.



Employee recognition programs

The End
Have A Nice Day!

