UNIT 4
PENENTU TINDAKAN & GELAGAT PEKERJA

DR ROJANAH BT KAHAR
SEMESTER 2
SESII 2010-2011
MARS Model of Individual Behavior

VALUES
PERSONALITY
PERCEPTIONS
EMOTIONS
ATTITUDES
STRESS

MOTIVATION
ABILITY
ROLE PERCEPTIONS

SITUATIONAL BEHAVIOR

INDIVIDUAL BEHAVIOR AND RESULTS
Employee Motivation

- Internal factors that affect a person’s voluntary choice of behavior.
  - direction
  - Intensity
  - Persistence
Employee Ability

- Natural aptitudes and learned capabilities required to successfully complete a task.
- Competencies – personal characteristics that lead to superior performance.
- Person – job matching
  - Selecting
  - Developing
  - Redesigning
Employee Perceptions

- Beliefs about what behavior is required to achieve the desired result.
  - Understanding the tasks to perform.
  - Understanding relative importance of tasks
  - Understanding preferred behavior to accomplish task
Situational Factors

- Environmental conditions beyond the individual’s short-term control that constrain/facilitate behavior:
  - Time
  - People
  - Budget
  - Work facilities.
INDIVIDUAL DIFFERENCES AND WORK BEHAVIOUR (LANDY & CONTE, 2004)

- Cognitive ability
- Physical ability – physical sensory, psychomotor (sensorimotor)
- Personality
- Interest
FACTORS PREDICTING OCCUPATIONAL BEHAVIOUR (Furnham, 1992)

- ABILITY
- DEMOGRAPHIC FACTORS
- PERSONALITY
- INTELLIGENCE
- MOTIVATION
A: ABILITY / KEBOLEHAN

- The extent to which a person can efficiently carry out multiple processes in coordination to achieve a specific goal.
- Also called as competencies
“Kemampuan seseorang dari segi mental, fizikal dan keteguhan semangat untuk melaksanakan pelbagai kerja berkaitan dengan tugas yang dilakukan”.

1. Kebolehan merupakan penilaian semasa apa yang boleh dilakukan oleh seseorang.

2. Kebolehan merupakan produk pengetahuan dengan kemahiran yang dimiliki oleh pekerja dalam melaksanakan sesuatu pekerjaan (Newstorm & Davis, 1997)

Kebolehan...

- Manusia dicipta dengan kebolehan berbeza
- Setiap individu ada kebolehan tertentu yang lebih baik dari orang lain
- **Kebolehan fizikal** – kekuatan, fleksibiliti, stamina, kecepatan
- **Kebolehan mental** – intelektual terutama verbal, numerikal, gambaran dan taakulan inductif
- Hubungan positif antara kebolehan dengan prestasi kerja
“All that’s needed is the desire to be heard. The will to learn. And the ability to see.”

— Scott McCloud, Understanding Comics
Kategori Kebolehan

- Kebolehan Intelektual – libatkan kapasiti melaksanakan tugas yg berasaskan kekuatan kognitif:
  - Kebijaksanaan kognitif
  - Kebijaksanaan ‘experimental’
  - Kebijaksanaan contextual
  - Kebolehan penyesuaian diri dengan situasi
- Kebolehan Kognitif dan Kekuatan Ingatan
- Kebolehan Fizikal
- Kebolehan Keserasian Kerja
Contoh pengukuran

- Myers Briggs Type Indicator (MBTI) yang menggunakan konsep oleh Carl Jung
- 2 proses kognitif – tanggapan dan penilaian
- 2 jenis bentuk tanggapan – penderiaan dan intuisi
- 2 bentuk penilaian – berdasarkan fikiran atau pun perasaan.
- Menghasilkan 4 gaya kognitif:
  - Penderiaan/Fikiran – rasional, logik, konkret
  - Intisui/Fikiran – fakta numerikal, menyelidik
  - Penderiaan/Perasaan – mesra, fakta, didik
  - Intiusi/Perasaan – kreatif dan seni
B: DEMOGRAPHIC FACTORS

- Background factors such as sex, age, class, education
- Also relate to biographical factors such as birth order, occupation of parents, types of school attended
- Different from psychographic factors which refers to beliefs and values
Jantina

- Isu jantina spt diskriminasi
- Siapa lebih produktif?
- Siapa lebih berkebolehan?
- Lebih patuh kepada autoriti?
- Lebih mesra hadapi tekanan?
- Perkaitan dengan kenaikan pangkat, ketidakhadiran kerja, pusingan ganti kerja – signifikan
- Ada kerja pengkhususan bg jantina tertentu
- Ada situasi kerja lebih sesuai kepada jantina tertentu
Umur

- Umur meningkat – Prestasi kerja menurun (korelasi negatif)
- Umur persaraan ditingkatkan. Maka?
- Kekurangan tenaga kerja dalam bidang tertentu. Maka golongan tua masih diperlukan. Bidang apa?
- Kelebihan pekerja berumur? Banyak makan garam!
- Bagaimana mengurus pekerja berumur?
- Korelasi positif – kestabilan hidup, pendapatan, keluarga stabil, rekod kehadiran (kecuali sakit), kepuasan kerja
Status perkahwinan

- Umumnya pekerja berumah tangga memperlihatkan kadar ketidakhadiran kerja lebih tinggi, kepuasan kerja lebih tinggi dan pusingan gantian kerja yang rendah
- Keutamaan adalah keluarga, kerja kedua
- Insentif berbeza dengan orang bujang
Tempoh perkhidmatan

- Hubungan positif antara faktor senioriti dengan produktiviti, kepuasan kerja
- Semakin lama semakin cekap dan efektif
- Hubungan negatif dengan ketidakhadiran kerja dan pusingan ganti kerja
D: MOTIVATION

- A multidimensional abstract concept that refers to the tendency to attend to some stimuli rather than others, with accompanying emotions, and the drive to cause some action rather than others.
- The need for achievement.
E. PERSONALITY

- Personality is an **elusive concept**.
- Some psychologists have developed “grand theories” of personality.
- Others have tried to identify personality types and describe why an individual classified as a certain “personality type” behaves in certain ways.
- We will examine the ways of understanding personality and also discuss the ways of and problems in measuring this concept.
PERSONALITI

Mishel (1966)

Allport (1961)

Watson (1919)

Kagen, J & Segal, J (1988)

Eysenck

Bahasa latin
PERSONALITY?

LATIN ‘PERSONA’

MASK

How to Deal with Unacceptable Employee Behavior
Effective Management Techniques that Result in Positive Performance
Personality

- Personality derives from the Latin word *persona*, which translates into English as “mask.”
- In psychology, personality is defined as the consistent ways in which one person’s behavior differs from that of others, especially in social contexts.
Defining Personality

- Relatively enduring pattern of thoughts, emotions and behaviors that characterizes a person, along with the psychological processes behind those characteristics.
  - Behaviour pattern reflect underlying stable traits.
  - Some variability, adjust to suit the situation.
Mishel (1968)

- Pola-pola atau tingkah laku seseorang individu yang dijelmakan dalam kehidupan seharian masing-masing.
Allport (1961)

- Satu organisasi dinamik sistem psiko fizikal pada seseorang individu yang menentukan tingkah laku dan fikirannya yang khusus.
- Organisasi membawa implikasi bahawa semua trait spt kerajinan, kesabaran,
What is personality?

- “Personality is the pattern of behavior by which we are recognized”. (Howard & Howard, “The Owner’s Manual for Personality at Work”, 2001, p. 190)

- Totality of an individual’s behavioral and emotional characteristics. Personality embraces person’s moods, attitudes, opinions, motivations, and style of thinking, perceiving, speaking and acting. It is a part of what makes each individual distinct. (Britannia Concise Encyclopedia, 2001)
Ryckman (2004)

- Personality can be defined as a dynamic and organized set or characteristics possessed by a person that uniquely influences his or her cognitions, motivations, and behaviors in various situations.
Relationship between personality and work-related behavior

- An individual personality traits and his/her occupational behavior is moderated by a myriad of the variables that existed within the ecosystem of the individual.

- Personality factors partly determine work-related behaviors whereas organizational and occupational variables shape personality functioning.
**FIGURE 13.1** Philosophers Thomas Hobbes and Jean-Jacques Rousseau held opposing views of human nature. Psychologists Sigmund Freud and Carl Rogers also held conflicting views. Freud, like Hobbes, stressed the more negative aspects of human nature; Rogers, like Rousseau, the more positive aspects.

<table>
<thead>
<tr>
<th>Hobbes</th>
<th>Rousseau</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government is required for protection</td>
<td>Humans are good</td>
</tr>
<tr>
<td>Humans are selfish</td>
<td>Government is a corrupting influence</td>
</tr>
<tr>
<td>Freud</td>
<td>Rogers</td>
</tr>
<tr>
<td>Natural impulses are detrimental to society</td>
<td>Natural impulses are noble and good</td>
</tr>
</tbody>
</table>
FIGURE 13.2 Freud believed that psychoanalysis could bring parts of the unconscious into the conscious mind, where the client could deal with them.
Freud and the psychodynamic approach

Freud’s search for the unconscious

- Breuer and Freud referred to this process as catharsis, the therapeutic release of pent-up emotional tension.
- Freud later expanded this “talking cure” into a method of explaining the workings of personality, based on the interplay of conscious and unconscious internal forces, and called it psychoanalysis.
Freud’s psychosexual stages of development

- Freud also developed a framework to explain the development of personality over the course of childhood and adolescence.
- This framework is known as the Stages of Psychosexual Development.
Freud’s psychosexual stages of development

- Freud based his theory on what he perceived to be the changing nature of the individual’s psychosexual interest and pleasure. Psychosexual pleasure refers to all the strong and pleasurable sensations of excitement that arise from body stimulation.
- He believed that how we manage this aspect of our development influences nearly all aspects of our personality.
• Freud’s psychosexual stages of development
  • Freud proposed that people have a libido, a psychosexual energy (from the Latin word for “desire”).
  • Over the course of the lifespan, the preferred channel for gratifying this desire changes.
  • There are five stages, each with its own way for seeking gratification of libidinous desires.
  • If normal development is blocked, a person may become fixated and continue to be preoccupied with gratification of the libido in a manner typical of an earlier time of life.
Personality

- Freud’s psychosexual stages of development
  - **The Oral Stage** (The first year of life)
    - The infant derives intense psychosexual pleasure from stimulation of the mouth, particularly from breastfeeding but from oral contact with other objects as well.
    - Oral fixation might involve problems with eating, drinking, substance use, and issues of dependence on/independence from others.
Personality

- Freud’s psychosexual stages of development
  - **The Anal Stage** (About 1 to 3 years old)
    - The child derives intense psychosexual pleasure from stimulation of the anal sphincter, the muscle that controls bowel movements. This is partly related to toilet training, which usually occurs at this stage.
    - Anal fixation might involve problems with extreme stinginess or need to maintain strict order. Sometimes the opposite is true, and the person is very wasteful and messy.
Personality

- Freud’s psychosexual stages of development
  - **The Phallic Stage** (About 3 to 6 years of age)
    - The child derives intense psychosexual pleasure from stimulation of the genitals, and becomes attracted to the opposite-sex parent.
    - Phallic fixation might involve fear of being castrated (in boys) or “penis envy” in girls.
Personality

- Freud’s psychosexual stages of development
  - **The Latent Period** (About 6 years to adolescence)
    - The child in this period suppresses his or her psychosexual interest. Children in this age group tend to play mostly with same sex peers.
    - There is some evidence that the “latent period” is a cultural artifact. Children in some non-industrialized societies do not experience a period of “latency.”
Personality

• Freud’s psychosexual stages of development
  • **The Genital Stage** (Adolescence and beyond)
    • The individual in this period has a strong sexual interest in other people. If he or she has completed the other stages successfully, primary psychosexual satisfaction will be gained from sexual intercourse.
    • The individual who is fixated in an early period of development has little libido left for this stage.
### Table 13.1 Freud’s Stages of Psychosexual Development

<table>
<thead>
<tr>
<th>Stage</th>
<th>Sexual Interests</th>
<th>Effects of Fixation at This Stage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oral stage (birth to 1 year)</td>
<td>Sucking, swallowing, biting</td>
<td>Lasting concerns with dependence and independence; pleasure from eating, drinking, and other oral activities</td>
</tr>
<tr>
<td>Anal stage (1 to 3 years)</td>
<td>Expelling feces, retaining feces</td>
<td>Orderliness or sloppiness, stinginess or wastefulness, stubbornness</td>
</tr>
<tr>
<td>Phallic stage (3 to 5 or 6 years)</td>
<td>Touching penis or clitoris; Oedipus complex</td>
<td>Difficulty feeling closeness. Males: fear of castration. Females: penis envy</td>
</tr>
<tr>
<td>Latent period (5 or 6 to puberty)</td>
<td>Sexual interests suppressed</td>
<td>—</td>
</tr>
<tr>
<td>Genital stage (puberty onward)</td>
<td>Sexual contact with other people</td>
<td>—</td>
</tr>
</tbody>
</table>

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*Table 13.1* Freud’s stages of psychosexual development.
Personality

- Freud’s structure of personality
  - According to Freud, there are three components to personality.
    - **Id**, the part that is comprised of all of our biological drives that demand immediate gratification.
    - **Ego**, the rational, negotiating, and decision-making component of the personality.
    - **Superego**, the internalized values and rules we receive from our parents and society.
FIGURE 13.3 The ego, or “rational I,” has numerous ways of defending itself against anxiety, that apprehensive state named for the Latin word meaning “to strangle.” We use defense mechanisms to avoid unpleasant realities. They are part of an internal battle that you fight against yourself.
Personality

- Freud’s structure of personality
  - Common defense mechanisms...
    - **Rationalization** occurs when people “make excuses” and reframe unpleasant events as actually beneficial, or their actions as justifiable or rational (when the actions are arguably not so).
    - **Repression** is “motivated forgetting” of painful or unacceptable thoughts, feelings or memories.
    - **Regression** is an apparent return to a more juvenile way of thinking or acting.

“You’re only young once, but you can be immature forever!”
-- (Anonymous)
Personality

- Freud’s structure of personality
  - Common defense mechanisms...
    - **Denial** is refusal to acknowledge a problem or believe any information that causes anxiety.
    - **Displacement** is the diversion of an unacceptable thought or impulse from its actual target to a less threatening object or person.
    - **Reaction formation** involves presentation of one’s thoughts or feelings as the extreme opposite of what they actually are.

“The lady doth protest too much, methinks.”
-- (W. Shakespeare, Hamlet, Act III Scene ii)
Personality

- Freud’s structure of personality
  - Common defense mechanisms...
    - **Sublimation** refers to the transformation of sexual or aggressive energies into acceptable and pro-social behaviors.
    - **Projection** is attributing one’s own undesirable characteristics or motives to other people.

“It’s no secret that a liar won’t believe anyone else.”

Personality Testing in the Workplace

- Personality and ability testing are used for various purposes in the workplace. Among those are for recruitment, selection, appraisal, promotion and research. Although testing is popular at work, it has both advantages and disadvantages (see Table 1)
Personality Testing in the Workplace

- Personality and ability testing are used for various purposes in the workplace.
- Among those are for recruitment, selection, appraisal, promotion and research.
- Although testing is popular at work, it has both advantages and disadvantages.
Why do we study Organizational Behavior?

The key to competitive advantage is development of the company's human resources
  a) Effectively utilizing human resources
  b) Managing behavior of individuals within organizations

The increase in international competition and global management has put increasing pressure on managers to deal with a multicultural workforce.
Changes in technology have required many people to change the way in which they approach their jobs and change their way of operating to compete.

In general, business has become more competitive.

This increased competitiveness has required increases in creativity, productivity, service and quality.

These all require recruiting, selecting, training, motivating and retaining the best people the organization can find.
One of the criteria for the best people is:

THEIR PERSONALITY
Behavior pattern of an individual, establish over time. An individual’s personality is a combination of lifetime experience as well as genetic characteristics. Personality is an indelible characteristic and result in a pattern of predictable behavior. (Barron’s Busingee Dictionary)
<table>
<thead>
<tr>
<th></th>
<th>Emotionally Stable</th>
<th>Emotionally Unstable</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Introvert</strong></td>
<td>Passive, careful, thoughtful, peaceful, controlled, reliable, even-tempered, calm</td>
<td>Quiet, pessimistic, unsociable, sober, rigid, moody, anxious, reserved</td>
</tr>
<tr>
<td><strong>Extrovert</strong></td>
<td>Sociable, outgoing, talkative, responsive, easy going, lively, carefree, leaderly</td>
<td>Active, optimistic, impulse, changeable, excitable, aggressive, restless, touchy</td>
</tr>
</tbody>
</table>

(Eysenck, 1975)
People who are introvert and emotionally stable—careful, controlled, calm and thoughtful
People who are introvert and emotional unstable—moody sense of unsociable reserve, a pessimistic and anxious quality in behavior
Nature v. Nurture Personality

- Heredity explains about 50% of behavioral tendencies and 30% of temperament preferences.
- Minnesota studies of twins, including those separated at birth, very similar behavior pattern.
- But nurture also counts – socialization, life experiences, learning.
- Personality stabilizes over time
  - Executive function uses our self-concept to guide behavior.
Five Factor Model

- Discussed early in 1940s (Golberg, 1981 & Wiggins, 1996)
- Studies by many scholars (Digman, Takemoto-Chock, 1981; peer ratings (McCrae & Costa, 1987), multiple cultures and languages (McCrae & Costa, 1997; McCrae et al, 1996; Paunonen et al, 1992; McCrae & Mastor, 2005)
• Bid Five Model- tested rigorously
• NEOPI-R Personality Inventory (McCrae & Costa, 1992)
  • 240 items
  • Self-report
  • High reliability ($\alpha > 0.80$)
Personality

- The search for broad personality traits
  - The Big Five personality traits
    - Using a statistical technique to determine which traits correlate most strongly with each other (factor analysis), psychologists have found five major groups of related traits.
    - These are:
      I. neuroticism,
      II. extroversion,
      III. agreeableness,
      IV. conscientiousness,
      V. openness to new experience.
DIMENSI PERSONALITI- ‘THE BIG FIVE’

• Lima dimensi asas personaliti
  1. Kestabilan Emosi
  2. ‘Extraversion’/ Extroversi
  3. Keterbukaan kepada pengalaman
  4. Kesediaan Bersetuju
  5. Kesedaran (Conscientiousness)
I took a personality test like that once.

Yeah? What was your score?

None.

No score?

No personality.
Five Major Dimensions

- Neuroticism 4,9,14,19,24,29,34,39
- Extraversion 1,6,11,16,21,26,31,36
- Openness 5,10,15,20,25,30,35,40,41,44
- Agreeableness 2,7,12,17,22,27,32,37,42
- Conscientiousness 3,8,13,18,23,28,33,38,43

Recode item: 2,6,8,9,12,18,21,23,24,27,31,34,35,37,43
Personality

- The search for broad personality traits
  - The Big Five personality traits: **Neuroticism**
    - Neuroticism is the tendency to experience unpleasant emotions very easily.
    - (Kestabilan Emosi- julat dimensi rasa kebimbangan, tertekan, ketakutan hingga tenang, bersemangat dan aman)
Neuroticism

- N1: Anxiety
- N2: Angry Hostility
- N3: Depression
- N4: Self-consciousness
- N5: Impulsiveness
- N6: Values
The search for broad personality traits

The Big Five personality traits: Extroversion

Extroversion is a tendency to seek stimulation and enjoy the company of other people.

Jumat dimensi drpd kebolehan bergaul, asertif dan kesediaan mengemukakan pandangan hingga kepada rasa terasing, pasif dan waswas dengan kemampuan serta potensi yg ada pada diri sendiri.
Extroversion

- E1: Warmth
- E2: Gragariousness
- E3: Assertiveness
- E4: Activity
- E5: Excitement Seeking
- E6: Positive Emotion
The search for broad personality traits

The Big Five personality traits: Agreeableness

- Agreeableness is a tendency to be compassionate rather than antagonistic towards others.
- Kesediaan Bersetuju - jualat dimensi drpd bersikap lemah lembut, bersikap kasar, bersangka buruk dan ketidakbolehpercayaan terhadap org lain.
Agreeableness

• A1: Trust
• A2: Straightforwardness
• A3: Altruism
• A4: Compliance
• A5: Modesty
• A6: Tender mindedness
Personality

- The search for broad personality traits
- The Big Five personality traits: **Conscientiousness**
  - Conscientiousness is the tendency to show self-discipline, to be reliable, and to strive for competence and achievement.
  - Kesedaran- julat dimensi drpd berhati-hati, berkemampuan, bertanggungjawab, gopoh dan tidak berkemampuan.
Conscientiousness

- C1: Competence
- C2: Order
- C3: Dutifulness
- C4: Achievement Striving
- C5: Self-discipline
- C6: Deliberation
Personality

- The search for broad personality traits
- The Big Five personality traits: **Openness to Experience**
  - Openness to Experience refers to a tendency to enjoy new experiences and new ideas.
  - Keterbukaan kpd pengalaman- julat dimensi drpd imaginatif, sensitif, intelektual hingga tidaj sensitif, berpandangan sempit dan terlalu ambil mudah.
Openness to Experience

- O1: Fantasy
- O2: Aesthetics
- O3: Feelings
- O4: Actions
- O5: Ideas
- O6: Values
<table>
<thead>
<tr>
<th>Trait</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Openness</td>
<td>Being curious, original, intellectual, creative, and open to new ideas.</td>
</tr>
<tr>
<td>Conscientiousness</td>
<td>Being organized, systematic, punctual, achievement oriented, and dependable.</td>
</tr>
<tr>
<td>Extraversion</td>
<td>Being outgoing, talkative, sociable, and enjoying social situations.</td>
</tr>
<tr>
<td>Agreeableness</td>
<td>Being affable, tolerant, sensitive, trusting, kind, and warm.</td>
</tr>
<tr>
<td>Neuroticism</td>
<td>Being anxious, irritable, temperamental, and moody.</td>
</tr>
<tr>
<td>Low Scorers</td>
<td>High Scorers</td>
</tr>
<tr>
<td>---------------------</td>
<td>-----------------------</td>
</tr>
<tr>
<td>Extroversion</td>
<td>Joiner</td>
</tr>
<tr>
<td>Quiet</td>
<td>Talkative</td>
</tr>
<tr>
<td>Passive</td>
<td>Active</td>
</tr>
<tr>
<td>Reserved</td>
<td>Affectionate</td>
</tr>
<tr>
<td>Suspicious</td>
<td>Trusting</td>
</tr>
<tr>
<td>Critical</td>
<td>Lenient</td>
</tr>
<tr>
<td>Ruthless</td>
<td>Soft-hearted</td>
</tr>
<tr>
<td>Irritable</td>
<td>Good-natured</td>
</tr>
<tr>
<td>Negligent</td>
<td>Conscientious</td>
</tr>
<tr>
<td>Lazy</td>
<td>Hard-working</td>
</tr>
<tr>
<td>Disorganized</td>
<td>Well-organized</td>
</tr>
<tr>
<td>Late</td>
<td>Punctual</td>
</tr>
<tr>
<td>Calm</td>
<td>Worried</td>
</tr>
<tr>
<td>Even-tempered</td>
<td>Temperamental</td>
</tr>
<tr>
<td>Comfortable</td>
<td>Self-conscious</td>
</tr>
<tr>
<td>Unemotional</td>
<td>Emotional</td>
</tr>
<tr>
<td>Down-to-earth</td>
<td>Imaginative</td>
</tr>
<tr>
<td>Uncreative</td>
<td>Creative</td>
</tr>
<tr>
<td>Conventional</td>
<td>Original</td>
</tr>
<tr>
<td>Uncurious</td>
<td>Curious</td>
</tr>
</tbody>
</table>

4. Neuroticism

5. Openness to experience
<table>
<thead>
<tr>
<th>Dimension</th>
<th>High scorers are ...</th>
<th>Low scorers are ...</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extroversion</td>
<td>Outgoing, enthusiastic and active; you seek novelty and excitement.</td>
<td>Aloof, quiet and independent; you are cautious and enjoy time alone.</td>
</tr>
<tr>
<td>Neuroticism</td>
<td>Prone to stress, worry and negative emotions.</td>
<td>Emotionally stable but can take unnecessary risks.</td>
</tr>
<tr>
<td>Conscientiousness</td>
<td>Organised, self-directed and successful, but controlling.</td>
<td>Spontaneous, careless, can be prone to addiction.</td>
</tr>
<tr>
<td>Agreeableness</td>
<td>Trusting, empathetic and compliant, you are slow to anger.</td>
<td>Uncooperative and hostile, find it hard to empathise with others.</td>
</tr>
<tr>
<td>Openness</td>
<td>Creative, imaginative, eccentric and open to new experiences.</td>
<td>Practical, conventional, sceptical and rational.</td>
</tr>
</tbody>
</table>
0 is low; 5 is neutral; 10 is high.
Studies on Big Five

- **Extraversion**: a sense of sociability, assertiveness, an open expression of impulses

- **Aggreeableness**:
  - Docile compliance, sense of nurturance & emotional supportiveness
  - Low agreeableness: easily hostile to others (Digman, 1990), get into conflict (Graziano et al, 1996)
Personality

Selection

Work behavior
Personality: Work Behavior

- An array of expert authors discusses the connection of personality to work behavior
  - Productive & counterproductive behaviors
  - Contextual performance
  - Retaliatory behaviors
  - Retention & job satisfaction
  - Learning & motivation
  - Knowledge creation and
  - The process of sharing that knowledge
• Selecting employees on the basis of individual dispositions may have a positive impact on employee attitudes and performance, personality-based employee selection process are notoriously inaccurate (Arthur et al, 2001)

• Costa, McCrae, and Holland (1984) assert that people begin this process by selecting into vocation that match their personalities
• A number of different studies have begun to illustrate that the effects of personality on performance may be more indirect than bivariate.
• The intervening effects of performance expectancies, self-efficacy, and goal setting on the relationship between conscientiousness and performance (Barrick et al, 1993; Gellatly, 1996; Martocchio & Judge, 1997).
Personality

- The origins of personality
  - What makes people differ in behavior and disposition, anyway?
    - Heredity – monozygotic (identical) twins tend to resemble each other more strongly than other relatives on measures of personality traits.
    - Heredity – biological relatives tend to resemble each other more than adoptive relatives or unrelated persons.
Personality

- The origins of personality
  - **Environment** – one would expect that the resemblance in personality between family members would be stronger than it is given the combined effects of genetic factors and shared environment.
  - **Environment** – some researchers have proposed that there is an influence from the *unshared environment*; that there are aspects of the environment that differ from one person to another (i.e., with each new birth in a family, the environment changes).
Personality

- The origins of personality
  - **Age** – in general, the older a person is, the more consistent his or her personality is over time.
  - **Age** – the increased consistency as people age can be observed cross-culturally.
  - **Historical era** – researchers have found that anxiety levels appear to be increasing over the past few generations.
Others

- Values
- Attitudes
- Perceptions
- Skills
- Knowledge
- Locus of control
- Self efficacy
- Self control
- Proses pembelajaran
Personality & Performance

- Conscientiousness and emotional stability
  - Motivational components of personality
  - Strongest personality predictors of performance
- Extroversion
  - Linked to sales & management performance
  - Related to social interaction and persuasion
- Agreeableness
  - Better performance in jobs requiring cooperation and helpfulness.
- Openness to experiences
  - Linked to higher creativity and adaptability to change