



Prifysgol Cymru
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University of Wales
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Shaping Cultures

Natasha Davies, January 2023

*Trawsnewid Addysg; Trawsnewid Bywydau
Transforming Education; Transforming Lives*



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Personality theory

- Implicit theories
- Formalised theories
 - psychoanalytic
 - behaviourist
 - social learning
 - trait theory
 - advantages of trait theories over 'type' models.

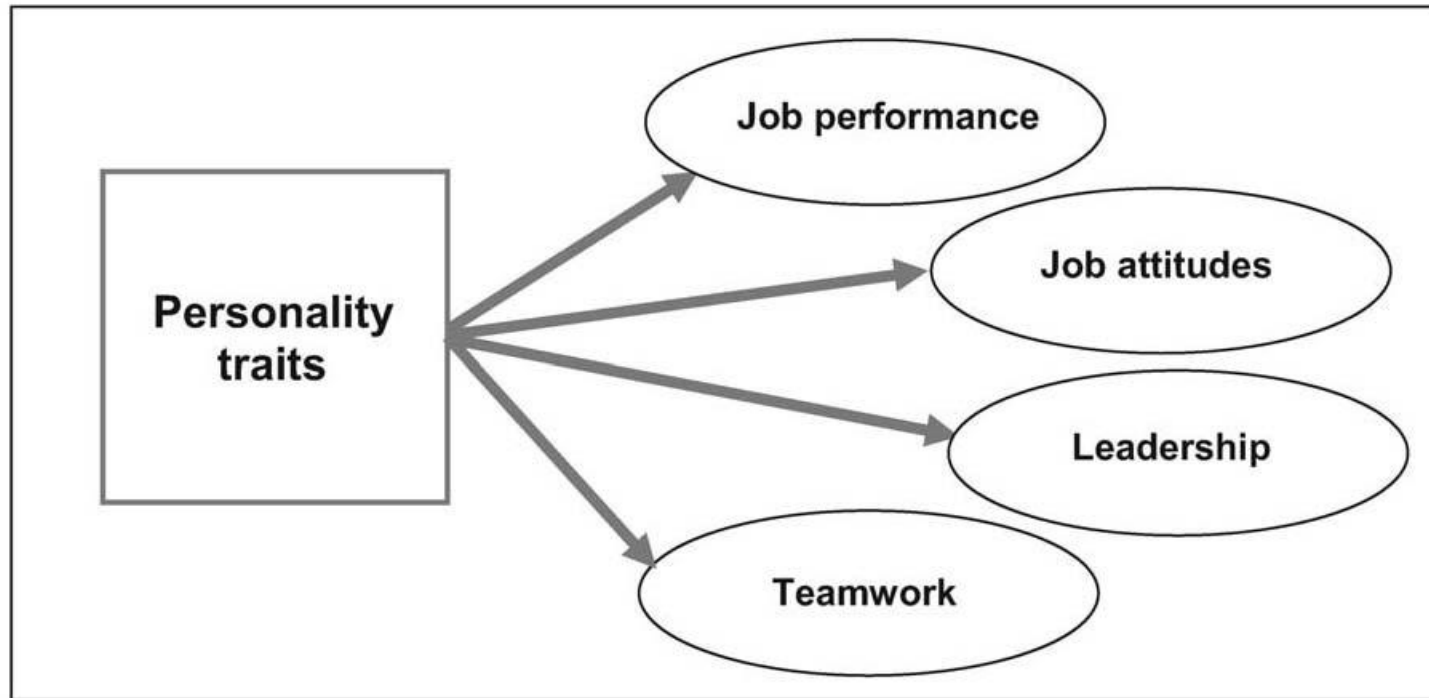
The Big Five

- Extraversion
- Agreeableness
- Conscientiousness
- Emotional stability / neuroticism
- Openness.

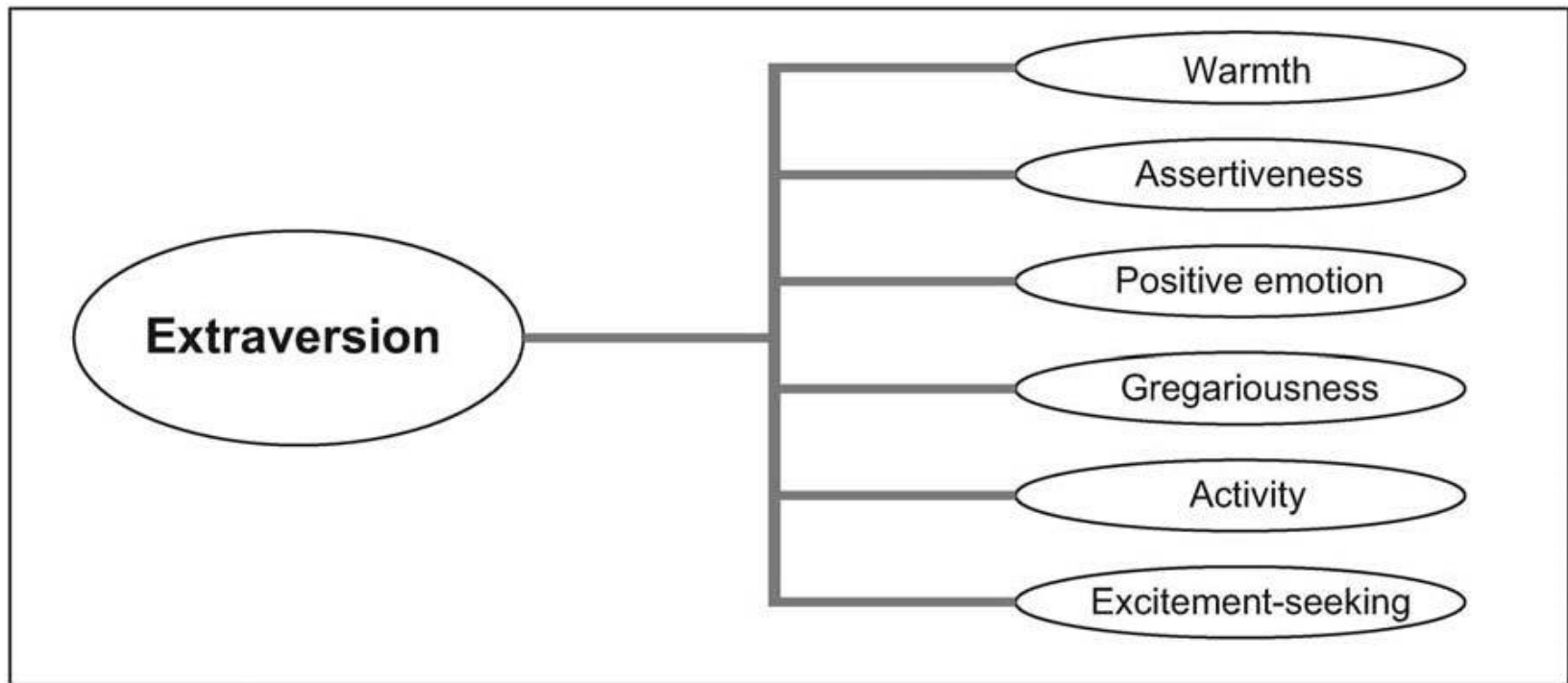
Question

- What are the important attributes of effective members of your team? Write them down individually.

Personality at work



Personality and performance



Personality and organisational behaviour

- Leadership- [Dyslexic worker fired](#)
- Teamwork- [hiding skills](#)
- Job attitudes
 - satisfaction and commitment.

Personality and individual differences

- Personality one aspect of individual differences
- Cognitive ability
- Motivation
- Vocational interests.

Personality assessment

- Recruitment and selection
 - Which of the Big Five would be important for your job?

THE MEANING OF ORGANISATIONAL COMMITMENT

- Commitment refers to attachment and loyalty.
- It is associated with the feelings of individuals about their organization.

THE IMPORTANCE OF COMMITMENT

Walton (1985) proposed that improved performance would result if the organization replaced the traditional control-orientated approach by a commitment strategy

PROBLEMS WITH THE CONCEPT OF COMMITMENT

The main problem areas are:

- the imprecise nature of the term
- its unitary frame of reference
- commitment may inhibit flexibility
- the extent to which high commitment does in practice result in improved organizational performance.

FACTORS AFFECTING COMMITMENT

- Received training last year.
- Satisfied with career opportunities.
- Satisfied with the performance appraisal system.
- Think managers are good in people management (leadership).
- Find their work challenging.
- Think their firm helps them achieve a work-life balance.
- Satisfied with communication or company performance.

Purcell *et al* (2003)

DEVELOPING A COMMITMENT STRATEGY – THE ROLE OF HR

- Communicate the values and aims of management
- Emphasize that commitment is a two-way process
- Develop a climate of trust
- Develop a positive psychological contract
- Establish partnership agreements with trade unions
- Achieve single status for all
- Declare and implement a policy of employment security
- Enhance employee job engagement

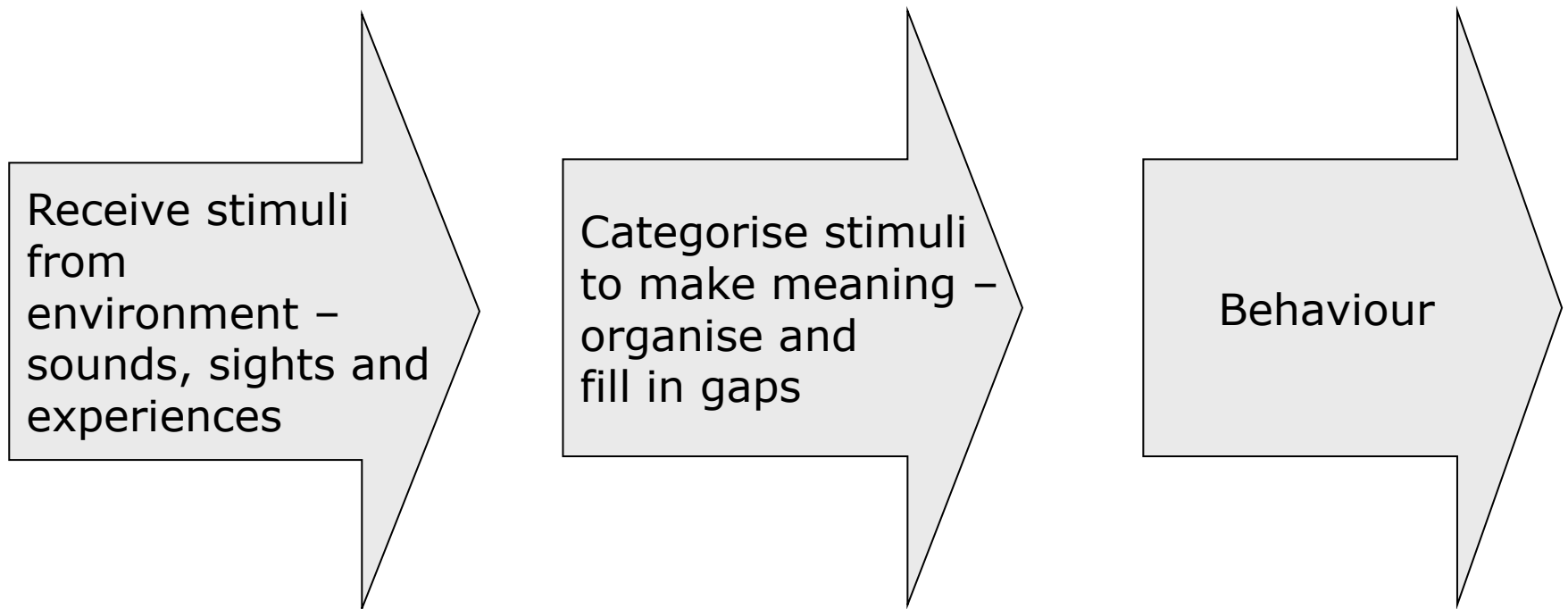
A thinking performer

- **Personal drive and effectiveness** – a positive 'can-do' mentality, anxious to find ways round obstacles, willing to exploit all available resources to achieve objectives
- **People management and leadership** – the motivation of others towards the achievement of shared goals, not only through formal authority but by personal example, a collaborative approach, professional credibility
- **Business understanding** – awareness of financial issues, of customer priorities, of the necessity for cost/benefit calculations in change initiatives
- **Professional and ethical behaviour** – professional skills, technical knowledge combined with integrity in decision-making
- **Added-value result achievement** – the ability to achieve goals which deliver value-added outcomes for the organisation
- **Continuing learning** – commitment to continuous improvement and learning
- **Analytical and creative thinking** – the application of a systematic, business-focused approach with innovation and creativity in problem-solving and seizing opportunities
- **Customer focus** – concern with perceptions of customers and willingness to act on customer feedback
- **Strategic thinking** – the ability to create an achievable vision for the future, to foresee longer-term developments, to envisage outcomes and their likely consequences, to select sound courses of action, to rise above the day-to-day detail, to challenge the status quo
- **Communication, persuasion and interpersonal skills** – the ability to transmit information to others convincingly and clearly, listening skills, sensitivity to the emotional, attitudinal and political aspects of organisational life

Perspectives on individual behaviour

- Individual perception
 - perception relates to the way in which we make sense of our environment and interpret and respond to events and people in the environment around us
 - relevant concepts include attribution, perceptual distortion and perceptual defence

The process of perception



Factors affecting perceptual set

Characteristics of stimuli
and context



Individual factors –
experience, personality,
motivation, socialisation

Attitudes

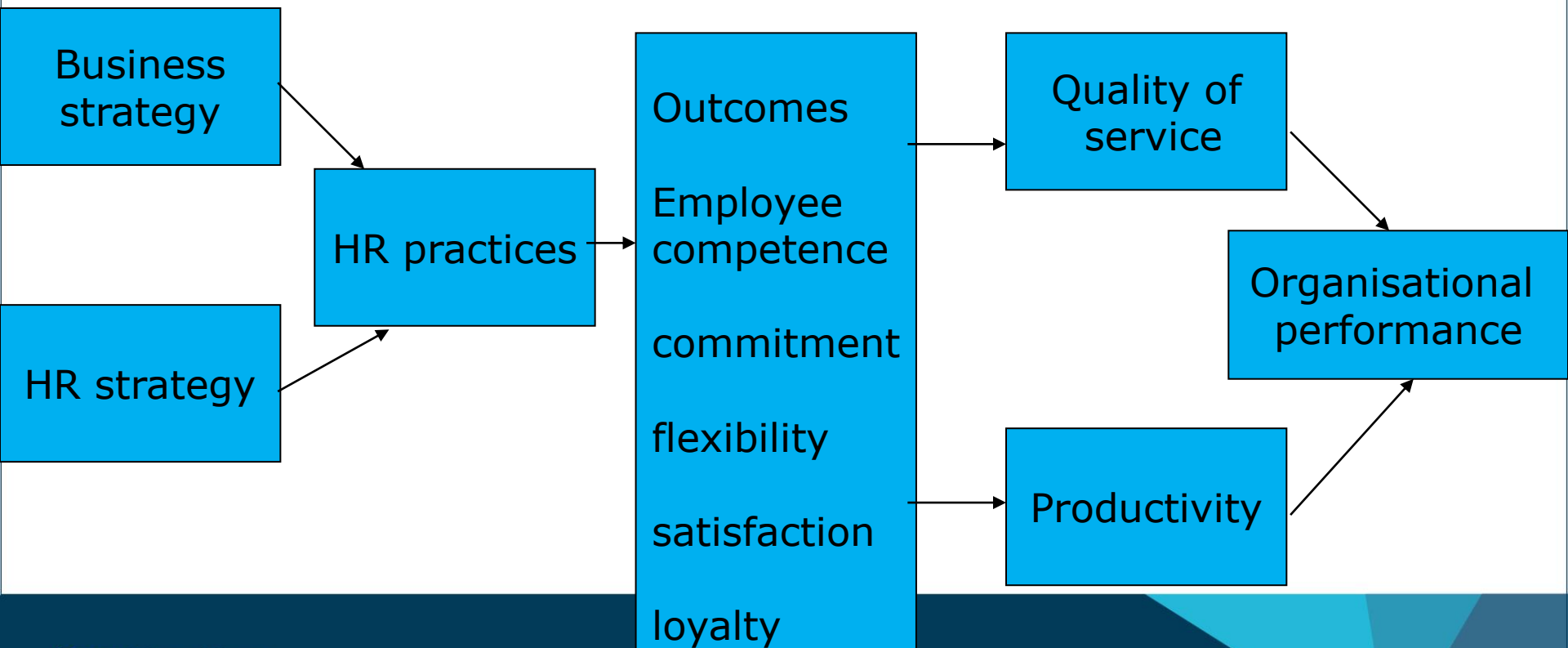
- Cognitive - the knowledge and beliefs held about an event, person, place
- Affective - feelings/emotions about the event, person, place
- Behavioural - the inclination to behave in a certain way as a means of responding to knowledge, feelings and emotions

Discretionary behaviour

‘It is hard for the employer to define and then monitor and control the amount of effort, innovation and productive behaviour required... Discretionary behaviour may involve emotional labour, using knowledge to solve a problem or suggest an alternative to the customer, or it may be internal to the work of the organisation, such as co-operating with team members, helping probationers learn short cuts or sharing new ideas on work processes. *One way or another, the employee chooses how conscientiously to undertake the job.*’

Purcell et al 2003, p5

The relevance of discretionary behaviour



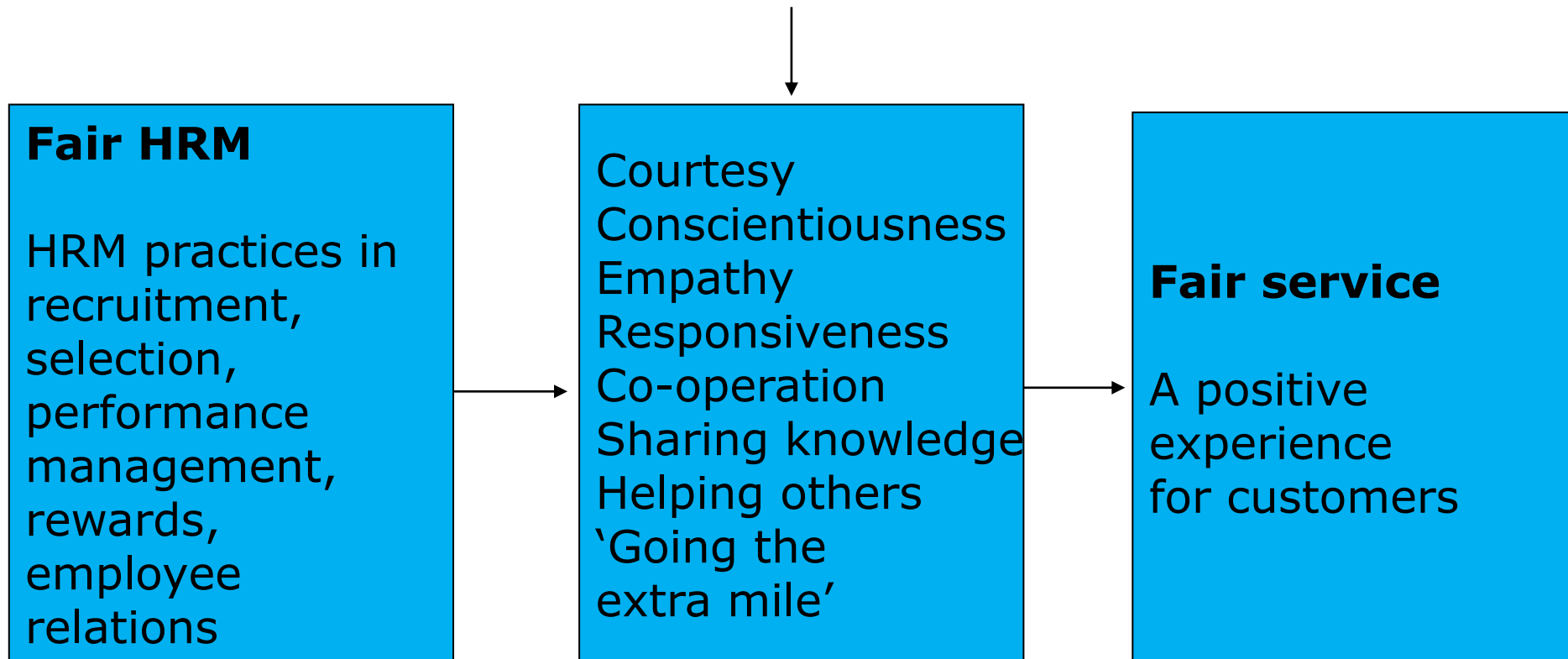
Effects on the bottom line

'Good people management practices, a positive psychological contract and a supportive organisational culture lead to commitment, job satisfaction and a willing contribution from employees. These characteristics positively feed through to higher productivity and profitability'

Serving customers

- Identify 4-5 organisations that have a reputation for delivering outstanding customer service
- Identify 4-5 organisations that have a reputation for poor service
- What is it that these organisations do to their customers that makes their service so good/bad?
- How do the excellent organisations enable their front line staff to deliver excellent service?

Discretionary behaviour



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