Lord-Emmanuel Orock Tambe-Eyong

UM81320IN90537

Industrial and Organizational Psychology

Personality and Intelligence in the Organization

Atlantic International University

November 2023

Contents

Introduction

Human beings are social creatures based on different groups of diverse characteristics. The different characteristics help establish connections and relationships between one another. One key element contributing to the development of relationships is personality. There are some arguments that state personality is derived and determined by genetics. Moreover, it has recently been suggested that genetic inheritance might be important in expressing particular Big Five personality qualities.

However, others argue that personality is attributed to an individual's environment, such as cultural and social interactions. An individual's behavior and feelings are usually learned based on their environment. It is also contended that both environment and heredity contribute to one's personality, whereby it is noted that it would be incorrect to suggest that personality does not change.

Investigation reveals that personality alters with time, whereby evidence is based on particular indications regarding a person's traits included in the Big Five factor theory. It is critical to note that there are numerous definitions of personality and theories of personality. There are many justifications for conducting research on personality from a business perspective, as personality research increases utilization in worker selection and employee development.

Critically, personality is a technically proven predictor of job performance and evaluating employees' behavioral propensities in a work environment. Utilizing personality assessments is more beneficial than traditional assessment methods, whereby personality assessment offers objective insights that enhance candidate selection. Research reveals that personality analysis is a critical predictor of future job performance. Moreover, questionnaires based on the Big Five theoretical model offer perceptive information regarding how candidates' personalities would affect their workplace behavior and determine how they would relate with colleagues. Keenly investigating personality is key in comprehending its contribution to the workplace.

Questions:

Chapter 2

1) What is meant by the terms "personality" and "proactive personality"?

Personality comprises a person's relatively stable and permanent aspects, distinguishing them from others while forming the basis for predicting different concerns regarding their future behavior (Li et al., 2014). Moreover, personality comprises moral, physical, social, and mental qualities. The various qualities are integrated and dynamic; other individuals can observe them in everyday life. Alternatively, compared to others, a proactive personality shows initiative that needs less supervision and is action-oriented with an element of perseverance (Liao, 2015). They are more proactive and take the initiative to enhance present situations or develop new opportunities.

(2) Distinguish between the idiographic and nomothetic approaches to the study of personality.

The idiographic approach is one of the approaches used to study personality. Researchers utilizing the idiographic approach operate in the concept that the person is not based merely on a collection of separate traits but on a well-integrated organism. The person reacts as a structure of several situations whereby past occurrences and future intentions contribute to current behavior. Alternatively, the nomothetic approach is associated with collecting and analyzing data about a group, whereby the core objective of the approach is the isolation of one or more of the personality variables (Hampson, 1999). This is achieved by measuring the variables scientifically under regulated conditions utilizing a suitably large test sample.

(3) Examine the usefulness of the psychoanalytical perspective.

The psychoanalytical perspective promotes the comprehension of human behavior by recognizing that the unconscious influences particular behavior. This perspective is instrumental in comprehending defense mechanisms, levels of

awareness, and personality structure. The levels of awareness are classified into three, namely the unconscious, the conscious, and the preconscious. The conscious is what an individual is aware of in the conscious mind. The preconscious is when an individual is not aware of a significant deal of information, but if essential, it would be brought to the level of awareness (McKenna, 2020). The unconscious is whereby one is unaware and hence cannot normally be brought into awareness.

In the structure of personality, it is comprised of three parts that have diverse functions. These parts include the id, the ego, and the super-ego. The id is the biological foundation of personality. It is comprised of the hereditary characteristics of a person and can be regarded as a group of instinctive urges, desires, or needs that require immediate gratification. It is associated with trying to preserve a balance between forces within an individual that generate tension and conflict.

Moreover, ego is the convergence of the forces in the environment that act on the surface of the id, contributing to the development of a distinct mental process (McKenna, 2020). Dissimilar to the id, which is intent on the instantaneous gratification of intuitive urges, the ego is capable of rational reasoning and learning from experience. Lastly, the super-ego is a mental process that develops due to the weakness of the infantile ego representing ethical values and standards acquired from society and parents. It is usually illogical and childish to impose an inflexible restriction that persists into adulthood without much contemplation of changed circumstances.

Lastly, defense mechanisms are the necessary reinforcements the ego requires to function adequately. Various major strategies are utilized to protect the ego from excessive demands, which form the various defense mechanisms. One of the strategies is repression, which is a mechanism whereby the ego guards itself from damage by refuting the existence of potential threats from within. For instance, distressing feelings such as being broken and worrying memories are unconsciously removed from the level of awareness (McKenna, 2020). Alternatively, contrarily to repression, suppression entails the conscious management of fantasies, desires, or memories. Suppression seems to be a better defense form because in suppressing a desire, a conscious decision is made that, for a particular period, it will not experience expression in its current form.

Projection is another mechanism whereby feelings that develop acute discomfort are projected onto another individual or object. For example, an employee's disturbing emotions, such as envy, can be blamed on other employees. Fixation is another mechanism whereby the ego is safeguarded by not progressing from a specific stage of personality development. Additionally, regression is a mechanism whereby the ego reverts to the previous behavior when confronted by a threat. For instance, a student facing a challenging school problem becomes temperamental. Reaction formation is a mechanism whereby the ego manages the undesirable. Reaction formation is another mechanism whereby the ego adapts to unwanted desires or impulses by developing a pattern of behavior that is directly opposite to those desires or impulses (McKenna, 2020). Sublimation is a mechanism that develops when an undesirable impulse is channeled into some socially tolerable action or form of behavior.

(4) What are projective tests?

Projective tests are various ways of testing personality based on an unconscious process that entails face-to-face examination and projective techniques. The tests are used as a framework for motivation research in investigating consumer behavior (Wood & Lilienfeld, 1999). Projective tests need individuals to answer unstructured situations to explore unconscious impulses (McKenna, 2020). Namely, two projective tests include the Thematic Apperception and Rorschach tests.

(5) Define a trait, giving examples of different categories of traits.

The trait is a distinct characteristic in feeling, thought, and action, either acquired or inherited and refers to propensities to act or respond in particular ways. Possessing a specific trait, for instance, anxiety does not suggest that the individual would always be anxious. Rather, it suggests that the individual will likely react with anxiety in specified situations. There are various categories of traits: motive, ability, temperament, and stylistic (Mathews, Deary, & Whiteman, 2009). Motive traits refer to goals that guide the behavior of a person. For instance, an individual might possess a decipherable trait related to achievement. Ability traits are a person's particular and general skills and capabilities, whereby this category would comprise cognitive traits such as perceiving,

reasoning, and knowing. Temperament traits are another category that includes tendencies such as depression and optimism (Allport, 1961). Lastly, stylistic traits entail the styles and gestures of behaving unconnected to explicit tactics to achieve a specific goal.

(6) What significance is attached to trait and type analysis in an employment setting?

Trait and type analysis are critical in employment settings. Analysis of traits reveals that it has two dimensions. One of the manners whereby the trait manifests itself is when it exists at the surface, as in the case of the display of violent behavior. The other manner is whereby the trait exists below the surface, and the researcher must deduce the quality's nature (Mathews, Deary, & Whiteman, 2009). Notably, such a quality could be a conviction held by the person or their power of self-control. Various methods are exploited in the analysis of traits. Examining traits in employment references Allport's trait categories, Cattell's 16PF Test, and trait theory.

(7) Assess the significance of the "Big Five" factor theory.

The Big Five factor theory has greatly dominated the research of personality. The theory is significant in personality research based on its five dimensions. The first dimension, extraversion, is essential as it assists in researching traits linked to extraversion, such as being active, assertive, and friendly. The theory is also essential as it addresses introversion, individuals who lack the need for excitement exhibited by extroverts (McKenna, 2020). The second dimension of the theory is likeability or agreeableness, whereby the theory identifies traits related to this element, including forgiving, being courteous, trusting, kind, and sympathetic. The theory notes individuals with low scores in these attributes might be challenging, inconsiderate, unhelpful, and suspicious.

The third dimension of the theory is conscientiousness, whereby the traits associated with this element include organization, being careful, and hard work. These traits are linked to work ethics; individuals scoring high will probably experience impeccable accomplishments (McKenna, 2020). However, individuals who score low on

conscientiousness might be indiscreet, lack firmness in money and time management, extravagant, and impulsive.

The fourth dimension is emotional stability, whereby the traits associated with this dimension include being unruffled, calm, and even-tempered.   The opposite of these traits includes neuroticism, which is associated with insecurity, depression, embarrassment, and anxiety (Wadlinger & Isaacowitz, 2011). The theory in this dimension is critical as it identifies neurotics as being very sensitive due to low esteem and difficulty managing their emotions.

The fifth dimension is openness or intellect, associated with age maturity linked to creativity and intellect. It is the most challenging aspect to identify. Relatively, the theory identifies those who score low on openness or intellect would find it challenging to manage novel experiences (Feist & Barron, 2003). The theory is critical in analyzing the various traits using the different dimensions.

(8) What variables are considered in the situational theory of personality?

The variables considered in the situational personality theory include ability and organizational conditions. Regarding organizational conditions, individuals would contemplate the extent to which responsibilities and duties are stated. Also, one should consider the degree to which the autonomy of the inhabitants' places limitations on expected behavior and the socializing influence of organizational culture. These variables can influence outcomes. Alternatively, regarding ability, there are numerous both learned and inborn abilities (Meyer et al., 2014). These abilities include linguistic skills, fund of expertise and knowledge, logical knowledge, and personal attributes such as class, gender, origin social class, and origin that have important attitudes to available opportunities for specific types of experiences in life.

(9) What is the relationship between personal construct theory and the repertory grid?

Personal construct theory utilizes construct, which is a method of predicting the future occurrence, and it is only valuable if the predictions are fairly accurate. Constructs

develop when an individual construes two objects or persons as having a characteristic different from those linked to a third object or person. The theory notes that constructs might change over time, especially when flexible enough to address new events. The repertory grid is utilized in different settings, such as development activities and management selection (McKenna, 2020). Critically, the relationship between the repertory grid and personal construct theory is that the repertory grid is used to investigate constructs that might be regarded as vital regarding personality characteristics in different environments.

(10) Discuss the difference between reinforcement and socialization in the context of a behavioural perspective on personality.

Socialization in the context of behavioral perspective on personality offers the realization that an individual must conform to particular rules and learn the complex system's inherent illogicalities. Importantly, socialization has various values that are adopted and regulate behavior without the requirement for the obligation of control in the form of punishment (McKenna, 2020). Unlike socialization, reinforcement illustrates a social or behavioral learning approach toward child training. Moreover, it is applied in the development of language.

(11) Discuss the difference between personality and intelligence.

Intelligence is the ability to acclimate to various situations, which involves learning and employing abstract concepts while utilizing a wide range of concepts and symbols (McKenna, 2020). Also, intelligence, in various ways, epitomizes the trait approach to personality. Alternatively, personality is a person's aspects that distinguish them from others and form the foundation for predicting future behavior.

(12) Assess the significance of emotional intelligence in the contemporary world of work.

Emotional intelligence is greatly significant in the contemporary world of work. Emotional intelligence assists in emotional attunement and enhances people skills. An

individual can analyze their feelings and empathize with others. Emotional intelligence assists in emotional management whereby one can manage emotions and is not overwhelmed (Vernon et al., 2008). Additionally, emotional intelligence enhances self-motivation, which enhances the extent to which an individual is good at delaying gratification. Lastly, emotional intelligence promotes self-management skills, enabling one to handle different situations without being overwhelmed.

(13) Describe the ways in which intelligence is measured, and comment on the controversy over its measurement.

Intelligence was measured using the factorial approach, which suggested that people had a general factor known as g, in different quantities whereby a person would be described as intelligent or stupid. The g factor contributed greatly to the intelligence test. Other factors were identified, such as the s factor explicitly associated with particular abilities (McKenna, 2020). The controversy was that the focus on the different factors during the intelligence measurement yielded different results dependent on the considered factor.

(14) Discuss the relative importance of a person's environment as a factor influencing intelligence.

An individual's environment is a significant factor that influences intelligence. Pointedly, environmental conditions can probably determine how a person's intellectual potential develops, including health, nutrition, the emotional climate of the home, and the quality of stimulation (McKenna, 2020). Unavoidably, an individual would feel forced to take a logical position.

(15) Distinguish between achievement and aptitude tests, and comment on their usefulness in a business organization.

There are differences between aptitude and achievement tests. An achievement test measures developed skills and identifies an individual's capabilities. Alternatively, an aptitude test is intended to forecast the capabilities an individual can attain with training. However, there is a challenge in distinguishing the two tests as their purpose is to evaluate the present condition of the tested individuals, whether the tests intend to

investigate what has been learned to date, or to forecast future performance (McKenna, 2020). Critically, the actual differentiating factor between the tests is the purpose of each test.

Keenly, the tests have numerous usefulness in business organizations. One of the benefits of the tests is that they offer quantitative data on temperament and ability that enable it to compare people on similar criteria, which is better than references and interviews. Another benefit of the tests is that they are scientific instruments created on theoretical foundations whereby they are valid, reliable, and allow the distinguishment of subjects in terms of indifferent, bad, and good. The tests are also beneficial as they are comprehensive, whereby they complement basic attributes of personality and the ability that develops the basis of diverse behavioral patterns (Furnham, 2008). In a business organization, the tests are beneficial as they are fair, preventing favoritism, corruption, and bias that might be perpetuated due to a candidate's membership in a powerful club or network.

Organizational individuals using the tests who are not familiar with personality theory are offered valuable behavioral concepts for distinguishing between people. Another benefit of the tests is the outcomes of the testing offer powerful perceptions that challenge an individual's beliefs and behavior (McKenna, 2020). Ultimately, another benefit of the test is that the data generated by the tests can be stored and re-examined in the future to determine how effective the information was in forecasting success in the job.

Conclusion

Various key concepts were learned in the course. One of the concepts learned in the course is the significance of the Big Five factor theory. The benefits of the theory are based on five dimensions. These dimensions include extraversion, likeability, emotional stability, conscientiousness, and intellect. Another vital concept learned in the course is the importance of emotional intelligence in the contemporary world. Some benefits of emotional intelligence include promoting emotional attunement, enhancing individual skills, and enabling the analysis of people's feelings. Lastly, another concept learned in the course is the significance of the environment in influencing intelligence. Some

environmental factors that influence intelligence include home emotional climate, health, quality of stimulation, and nutrition.

The course has enabled the in-depth comprehension of emotional intelligence and the identification of its significance in the contemporary world. Learning emotional intelligence would be instrumental in assisting in the management of emotions. This would be critical, especially when handling difficult situations at work and in my personal life.

The course has enabled the comprehension of the uses and significance of achievement and aptitude tests. The test would enhance income by enabling analysis of ability and temperament, offering an advantage while interviewing potential candidates. The knowledge gained helps promote self-management skills that help handle diverse situations without being overwhelmed. This would enable me to become an efficient problem solver in the workplace.

The essential knowledge gained from the course that would promote human rights in the world would be analyzing the feelings of individuals and emphasizing those whose rights are violated, such as refugees. Utilizing the knowledge gained, emotional intelligence would be critical in enhancing self-motivation, delaying one's gratification, and working towards serving those rights that are violated selflessly.

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