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Lecture N 02 – Personality and Organizational Behavior

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Definition of Personality

Personality can be defined as the unique set of *traits*, characteristics, and behavioral patterns that distinguish one individual from another.

It represents the interactive combination of physical, psychological, and cognitive *attributes* that determine how a person behaves and reacts in different situations.

Determinants of Personality

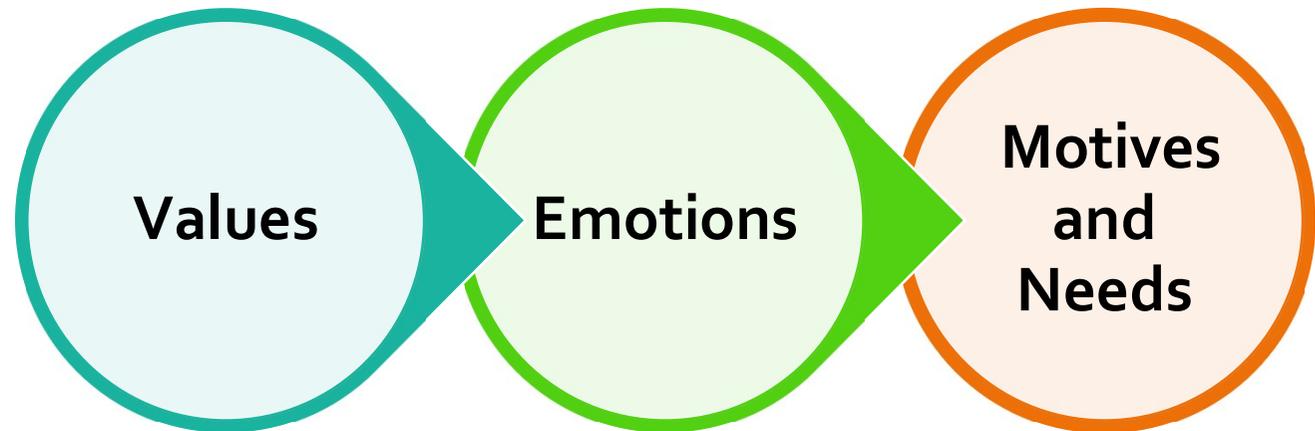
Genetic/Physiological Factors: Inherited characteristics such as genetics, physical appearance, voice, and innate abilities.

Environmental Factors: Social and cultural influences, traditions, and customs that shape personality, beliefs, religion.

Situational Factors: Life events and circumstances (e.g., poverty, wealth, accidents, stress, loss) that modify personality and behavior over time.

Components of Personality

- **Values:** Internal standards that guide what individuals believe “should” be their behavior and that of others.
- **Emotions:** Reactions that vary depending on situations, influencing both personality and decision-making.
- **Motives and Needs:** Drivers of behavior that push individuals to act in a certain way (e.g., needs for achievement, power, or belonging).



Components of Personality

The Psychoanalytic View (Freud): Personality is composed of three interacting structures:

Id: The primitive, instinctual drives.

Ego: The rational part that mediates between desires and reality.

Superego: The moral standards and conscience

Individual Differences and OB

- People share universal traits (thinking, feeling, social needs).
- People also share group traits (interests, culture, skills, upbringing).
- each individual has unique traits (a personal “fingerprint” of character that makes them distinct).

These differences explain why employees may respond differently to the same organizational environment.

Personality and OB Relationship

- Personality shapes how employees *perceive* their work environment.
- It influences job satisfaction, performance, leadership style, teamwork, and conflict management.
- Organizations benefit from *recognizing* personality differences and aligning tasks with individual strengths.