

## Can Personality Traits Impact the Organization Culture?

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### ABSTRACT

*Organizations cannot deny that employee's personality traits strongly impact the organizational culture in which they work and spend most of their time. This study helps to understand personality traits of an employees and its impact on organizational culture and its dimensions at the workplace. 51 management employees from one of the leading Pvt. B School in North Delhi participated in the study. The study was conducted using the Eysenck personality questionnaire (EPQ) which focuses on three dimensions of personality traits: Extroversion, Neuroticism and Lie Score. To measure organizational culture researcher used the instrument by Udai Pareek on openness, confrontation, trust, authenticity, pro-action, autonomy, collaboration and experimenting (OCTAPACE). The data were analysed through SPSS version 20 was subjected to descriptive analysis and correlation were used to derive the results. The results indicate that openness as a cultural dimension was strongly related to confrontation, trust, autonomy, collaboration and experimentation . The study did not establish any relation between organization culture and personality traits and it is highly likely that lie based biases have found between organization cultural dimensions on personality traits of employees and there is the high amount of bias lie while filling the questionnaire.*

**Keywords:** Personality traits, Organizational Culture, Eysenck Personality Questionnaire, OCTAPACE.

**JEL:** M5, L2

### INTRODUCTION:

Organizational culture sets the fundamental values of a business and can be thought of as an organization's character or "personality." Anne Aidla in 2003 proposed that organizational culture has an impact on many processes within organizations. The culture of any institution builds on the following three foundations, the beliefs, values and assumptions of the founders and the learning experiences of group members as their organization evolves. Organizational culture is important because it defines companies internal and external identity, it's all about living the company's core values, and transforms employees into advocates, it also helps in keeping best employees for long time and most important culture impacts performance and employee wellbeing. Research has shown that employees personality characteristics and has strong relation with organizational culture and it can affect their view of the company and their performance in terms of communications, performance, employee satisfaction, hiring and retention and more (Tracy Wright, 2018).

Culture is made of people and people are of different personality traits. Personality is enduring characteristics that describe an individual's behaviour (Gardner, Reithel, Cogliser, Walumbwa; Foley, 2012). The word personality is derived from the Latin word persona which means mask. These are the personas that people project and display, but also includes the inner parts of psychological experience which we collectively call our self (Jung, 1933). Many studies have tried finding out the effects of personality theories on organizational culture, a study done by (Migliore, 2011) establishes the relation between personality traits and cultural dimensions for certain job categories. This research explores the role of personality traits and culture in organization.

**Personality:**

Early references of personality by psychologists focused on common determinants like the brain, physical characteristics, social experiences, culture and region, heredity. Personality helps an individual to react and interact with others in an organisation (Robbins, 2005) and reflects individual patterns and dimensions in thoughts, feelings and actions (Korzaan and Boswell, 2008). An individual’s behaviour is a reflection of a particular trait and thereby becomes difficult to measure and classify.

Eysenck began with a theory of personality which he based on two super traits like extraversion/ introversion and neuroticism/emotional stability. The Eysenck Personality Inventory (EPI) is a self-report instrument designed to measure two central dimensions of personality, extraversion and neuroticism.

- Extraversion
- Neuroticism

**Organizational Culture:**

Edgar Schein has distinguished three levels of culture: basic assumptions, values or ideology and artefacts (such as special jargon, stories, rituals, dress and décor) (Schein, 1992). The various terms that are used in association with organizational culture are values, ethics, beliefs, ethos, climate and culture.

OCTAPACE the term was given by Udai Pareek and the acronym was coined by T.V. Rao, (Pareek, 2006) OCTAPACE stands for openness, confrontation, trust, authenticity, pro-action, autonomy, collaboration and experimenting, with a special reference to Indian organizations. The following dimensions of culture are taken from OCTAPACE scale.

- Openness- Lack of restriction and secrecy.
- Confrontation- A hostile or argumentative situation between opposing parties.
- Trust- Believe in the reliability
- Authenticity- The proven fact that something is real.
- Proaction- Acting in advance of a future situation rather than just reacting.
- Autonomy- The right or condition of self-government.
- Collaboration- The action of working with someone to produce something.
- Experimenting- An action which is important, organized, valid and repeated.

**REVIEW OF LITERATURE:**

Sr.	Author	Year	Title	Objectives	Research Methodology	Findings
1.	Surya Narayana Reddy	2019	Impact of general climate, HRD mechanism and OCTAPACE culture on employee job satisfaction	Impact of all factors of human resource development management on employee job satisfaction	Structured Questionnaire On HRD mechanism and OCTAPACE	Human resources shows openness, confrontation, trust, authenticity, proactive, collaborative and experimentation should be at creating well satisfaction of the employee.
2.	Saumya Aggarwal	2018	Organisational culture; A comparative study of a public and private bank.	Significant transformation in the culture of banks	OCTAPACE	The collaboration reduced authenticity and vice versa in public sector banks. Autonomy reduced collaboration, trust, openness and authenticity in the private sector.
3	Russell P. Guay	2016	Why people harm the organization and its members: Relationships among personality organizational commitment and workplace deviance	Relationships between personality traits and organizational commitment	The survey was taken on 113 South Korean Employees.	The personality traits of conscientiousness and agreeable function differently in predicting workplace deviance.

Sr.	Author	Year	Title	Objectives	Research Methodology	Findings
4	Akhund A. Shamsul Alam	2016	Organizational Culture: An empirical study of selected Garment factories in Bangladesh	Measure the perceived organizational culture in the selected sample	OCTAPACE by Dr Uday Pareek was used on 276 respondents	There is a significant difference in perception between managers and workers towards openness and autonomy.
5	S.C Bowden	2016	Cross-cultural measurement invariance of the Eysenck personality questionnaire across 33 countries	Validate the previously reported four-factor structure using modern factor analytic techniques.	Historical data from 33 countries on EPI was used	The pattern of partial measurement invariance does not preclude the effective use of the EPQ in a diverse culture.
6	Irena Pilch	2015	Relations between Machiavellianism, organizational culture and workplace bullying	Relationship between workplace bullying considered from the victim or the perpetrator.	Cameron and Quinn was used on 117 workers	Being bullied was negatively related to the perceptions of clan and adhocracy cultures and positive relation to the perceptions of hierarchy culture.
7	Ambreen Afshan	2015	Shyness, Self-Constructual, Extraversion-Introversion, Neuroticism and Psychoticism: A cross Cultural Comparison among college students	Compare the level of shyness with the personality traits among the students.	EPQ was used on 200 students.	Shyness is correlated with a high level of introversion and high level of neuroticism.

The culture of an organization strongly influences the behavior of individual (Trice and Beyer, 1993) and supports and values the worth of its employees (Barney, 1986). Also culture of an organization draws creates a pull by drawing the organisational members together (Cartwright and Cooper, 1993) and often helps define acceptable behavior within an organization through informal control mechanism (Chatman and Barsade, 1995). An organization culture that is more open to guiding and sharing information with employees (Jreiat, 1997) along with common values (Shulz, 2001) represent strong cultures. Such strongly built cultures show strong congruence with positive employee attitudes such as commitment, collaboration, trust and autonomy. On the basis of above findings we hypothesise that:

- i. HO1- The relationship between the cultural dimensions of openness with authenticity, collaboration, experimentation, trust, pro-action, autonomy and confrontation is not significant for the organization.  
 HA1- The relationship between the openness as a cultural dimension on authenticity, collaboration, experimentation, trust, pro-action, autonomy and confrontation is significant and positive.  
 Salgado (2003) in a study proposed that personality traits predict job performance and affect variety of factors such as job commitment, employee turnover, absenteeism thereby establishing its importance in organisational setup. Similarly people having a tendency of openness to experience, ideas and suggestions were found to possess positive attitude towards stress and change in the organization McCrae and Costa (1986). Neuroticism is said to be negatively related to positive dimensions of organization culture. Therefore we hypothesise that:
- ii. HO2- No significant relation between personality dimensions such as extraversion, neuroticism, lie score and cultural dimensions of OCTAPACE exist.  
 HA2- Personality dimensions such as extraversion, neuroticism, lie score are significantly related to the cultural dimension of OCTAPACE.

**METHODOLOGY:**

An online survey was conducted and data was collected from 51 management employees working in one of the leading B-school in North Delhi. Participants in our study were from a diverse educational background and

experienced. For this study Eysenck personality questionnaire that focuses on three dimensions of personality traits: Extroversion, Neuroticism and lie score was administered to the sample To measure organizational culture instrument by Udai Pareek (2006) on OCTAPACE was administered to the sample. The data was subject to analysis through SPSS version 20 and statistical tools like descriptive analysis and Correlation were used to derive results.

**RESULTS AND DICUSSION:**

The data obtained from the respondents was collected and coded in data sheets. The data was checked for missing value. The cronbach alpha for reliability was found to be satisfactory for both the scales. Table 2 presents descriptive statictics along with alpha reliabilities for OCTAPACE scale and eyesenck inventory.

The gender distribution of the respondents who participated in the study include 21% of males and 79% females. Age was measured in groups, which are 18% (20-25), 22% (25-30), 31 % (30-35), 15% (35-40), 10 % (40-45) and 4% (45-50). Mean age of the sample was 35. In terms of work experience of the respondents 33% had 1 year- 5 years of experience, 20 % of the respondents had 5 years- 10 years of experience, 29 % of respondents had 10 years- 15 years of experience and 18% of the respondents had more than 15 years of experience.

**Table 2: Correlation between EPQ with the cultural dimension of OCTAPACE**

Variables	Mean	SD	O	C	T	A	P	AU	CO	EX	L
C	3.00	.77	.362**				.299*			.389**	
T	2.72	.78	.354*					.689**		.281*	
A	2.76	.81					.315*	.516**			
P	2.58	.78	.352*	.299*		.315*			.326*		
AU	2.86	.82	.353*		.689**	.516**					.363**
CO	2.50	.67	.611**				.326*			.617**	.396**
EX	2.62	.79	.765**	.389**	.281*				.617**		.309*
N	2.77	.37									.534**
L	2.79	.50						.363**	.396**	.309*	

\*\* Correlation is significant at the 0.01 level (2-tailed).

\* Correlation is significant at the 0.05 level (2-tailed).

Relation between dimension of organization culture through OCTAPACE significant and positive relation was found between openness and confrontation (r=.362); collaboration (r=.611); experimentation (r=.765) at 0.01 significance level. Whereas, Openness and trust (r=.354); autonomy (r=.353); pro-action (r=.352) were significantly related at 0.05 level of significance. No relationship between authenticity and openness was found in the study. To study how factors of OCTAPACE and personality traits are related to organization culture, we initially tired to examine the inter correlation presented in table 2.

Relation between dimensions of personality triats through Eyesenck’s on organization culture. The significant relation was only found on lie score with autonomy(r=.363), collaboration(r= .396) at 0.01 significance level, Whereas, lie score has significant relation with experimentation (r=.309) at The results demonstrates no significant relation between the personality factors and dimensions of organization culture.

**DISCUSSION:**

For organizations to be successful utmost care must be taken in developing a healthy organizational culture. The findings of this research underline the importance of personality and organizational culture on employee dissent. Although confirmed relationship between OCTAPCE and personality dimensions could not be clearly defined but no genralisation can be made.

To summarize, it can be said that the positive relation is found between openness and trust. Thus, if there is more

two-way communication, positive environment where people can express themselves, there will be a high level of trust between people. Burgess (2011) explored the linkage between trust and communication openness in the workplace which led to job satisfaction. Openness has a strong relation to collaboration. In that sense, Tiwari (2014) assessed the elements of OCTAPACE culture among teachers of higher education institutions of Madhya Pradesh. According to results, Openness, collaboration and autonomy were scored fairly well while confrontation managed good scores.

The dominant correlation between experimentation and openness. Experimentation as a value emphasizes the importance given to innovation and trying out new ways of dealing with problems in the organization. Vijayalaxmi (2014) in her paper proposed that the IT organization are significantly valued for the attributes such as openness and authenticity whereas the other attributes of the OCTAPACE culture model are relatively low valued. The findings of this paper are in contrast with her findings as the openness is a highly rated factor in case of the educational sector and authenticity is rated lowest of all.

Anderson (2008) looked at the relationship between personality traits and the attainment of influence in two different types of organizational culture one in which work often occurred in groups and teamwork was highly valued. He also found the positive relationship between someone's conscientiousness and their influence on other people's action in an engineering department but not in a consultancy firm. Whereas, Bowden (2016) says the pattern of partial measurement invariance does not preclude the effective use of the EPQ in a diverse culture. Article written by Ferrando (2009) on the interpretation of EPQ lie scales score says lie score are obtained under standard conditions which be honest and faking instructions for their own good. Whereas, an article written by Crookes (2012) found the evidence that a considerable amount of the L score variance is related to awareness of one's own behaviour. The dilemma that emerges between openness and secrecy is fairly prevalent in scientific culture as a whole. Secrets and openness are temporary which can lead to lying's in the workplace. Secrets or selective openness can be viewed as grease that permits maintenance of status quo in human relations and preserves existing institutional public relation which end with bias reply and lie score increases as shown in the result.

#### **CONCULDING COMMENTS:**

1. The company can see the employee's needs openness so that they can collaborate for expansion, autonomy for succession planning, experiment new things for the growth and development, trust the company for future work. Culture needs to be moulded the personality and interest level of employees. Otherwise, the lie score will increase. Which is not good for the organization plus employee itself.
2. It would be interesting to obtain personality traits from any other inventory such as Hofstede Model.

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