

Personality :-

- * The word personality has been derived from the Latin word "personare". It means to speak through. It describes the person as a whole. It is the sum total of ways in which an individual reacts and interacts with others.
- * In the opinion of Ruch, "personality can be described as how he understands and views himself and his pattern of inner and outer measurable traits."

Determinants of personality :-

There are several factors that determine the formation or shaping of our personality.

(i) Hereditary :-

The following characteristics are said to be inherited from their parents by all humans:

Physical structure	Reflexes	Innate drive	Intelligence	Temperament
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Personality may be hereditary, that is, transmitted from parents to their children through genetics. Research done on animals has suggested this theory; however there is inconclusive proof whether this theory may work with humans. It is more likely that only human temperament is transmitted through genetics.

(ii) Cultural factors :-

Cultural influences on personality

When culture is not appropriately considered, people attribute unusual behaviour to personality.

- Personal space
- Timelines

Cultural Influences on personality :-

Culture

- A program of shared rules that govern the behaviour of members of a community or society.
- A set of values, beliefs and attitudes shared by most members of that community.

Individualist cultures

- Cultures in which the self is regarded as autonomous and individual goals and wishes are prized above duty and relations with others.

Collectivist cultures

- Cultures in which the self is regarded as embedded in relationships and harmony with one's group is prized above individual goals and wishes.

Individualistic culture	Collectivist Culture
• Define self as autonomous independent of groups. • Give priority to individual, personal goals. • Value independence, leadership, achievement. • Give more weight to individual's attitudes and preferences, than to group norms to explain behaviour. • Attend to the benefits and costs of relationships; if costs exceed advantages a person is likely to drop a relationship.	• Define self as an interdependent part of a group. • Give priority to needs and goals of group. • Value group harmony, duty, obligation, security. • Give more weight to group norms than individual attitudes to explain behaviour. • Attend to needs of group members. If relationship is beneficial to group but costly to individual, the individual is likely to stay in the relationship.

- The culture in which one lives in, that may involve traditional practices, norms, customs, procedures, rules and regulations, precedents and values, all are important determinants of personality. Moreover, the creed, religion and beliefs are also very important factors of personality determinant.

(iii) Social factor :-

peer pressure

— Adolescent culture :

- different peer groups, organized by different interests, ethnicity and status.

Peer acceptance is also important to children and adolescents that being bullied, victimized or rejected by peers is far more traumatic than punitive treatment by parents.

— Situational Influences :

Reciprocal Determinism

Two way interaction between aspects of the environment and aspects of the individual in the shaping of personality traits.

Aspects of individual
(e.g. temperament, learned habits, perceptions and beliefs)

Aspects of situation
(e.g. opportunities, rewards or punishments, chance events)

(iv) Family factor

- One of the very important determinants of the personality of a person is his/her immediate family.
- Families influence the person's behaviour of a person especially in the early stage.

The nature of such influence will depend upon the following factors

- (i) parents education
- (ii) family size
- (iii) Birth order
- (iv) Religion
- (v) Race
- (vi) economic level.

Family & Social Factor

Social processes such as interaction with our parents during childhood may have a great influence on our personalities. When we interacted with our parents, we picked up their behaviour. In fact, there is empirical evidence that the environment parents create at home shapes their child's personality.

For example; a child brought up in a violent home may grow up to be aggressive. The things that revolve and evolve around us on a regular basis determine our personality. The society that we live in, the cultural environment that we face daily, the community we get interacted to, all are included in this factor. Relationships, co-ordination, co-operation, interaction, environment in the family, organizations, workplaces, communities, societies all contribute in way or another as personality determinants.

(v) Situational Factor :-

The type of specific situation which a person encounters also equally shapes the type of personality characteristics.

For example, an individual's exposure to a job interview and the type of experiences encountered during that time will shape certain personality characteristics. Similarly going for a picnic with friends and encountering the type of experiences whether pleasant and unpleasant will shape the personality characteristics of an individual.

Theories of Personality :-

- (i) Type theory
- (ii) Trait theory
- (iii) Psychoanalytic theory
- (iv) Humanistic theory

Type theory :-

- categorization
- physiological factors
- psychological factors

- * William Sheldon, an American psychologist, classified personality into three categories based on body types
- (i) endomorph (heavy and easy-going)
 - (ii) mesomorph (muscular and aggressive)
 - (iii) ectomorph (thin and intellectual or artistic)

Trait theory :-

A trait can be thought of as a relatively stable characteristic that causes individuals to behave in certain ways. The trait approach to personality is one of the major theoretical areas in the study of personality.

Gordon Allport's theory.

• Cardinal traits -

Allport suggested that cardinal traits are more and dominate, usually deepening later in life. They tend to define a person to such an extent that their names become synonymous with their personality.

• Central traits

These general characteristics form basic personality foundations. While central traits are not as

dominating as cardinal traits, they describe the major characteristics you might use to describe another person. Terms such as intelligent, honest, shy and anxious are considered as central traits.

• Secondary traits :-

Secondary traits are sometimes related to attitudes or preferences. They often appear only in certain situations and or under specific circumstances.

Some examples include public speaking anxiety or impatience while waiting in line.

Big Personality traits

There are five big personality traits which have a significant impact on individual's life.

(a) Extroversion : Extroverts are sociable, lively and gregarious and seek outward interaction. Such individuals are likely to be most successful working in marketing division, public relation etc. where they can interact face to face with others. Introverts are quite, reflective, introspective and intellectual people, preferring to interact with a small intimate circle of friends. Introverts are more likely to be successful when they can work on highly abstract ideas (accountant, R D work etc) in a relatively quiet atmosphere.

(b) Agreeableness :-

This refers to the extent to which individuals are agreeing and co-operating with others. Highly agreeable people are co-operative, warm and trusting. People who score low on agreeableness are cold, disagreeable and antagonistic. This characteristic is very important and critical in attaining a successful achievement in their life.

(c) Conscientiousness :-

This refers to ^{the} extent to which people are responsible and dependable in their work and life. A highly conscientious person is responsible, organized, dependable and persistent. They are likely to move upward direction very quickly and attain remarkable achievement in their life. Those who score low on this dimension are easily distracted, disorganized, unreliable.

(d) Neuroticism

This refers to the extent to which people have the ability ^{to} withstand stress. People with positive emotional stability tend to be calm, self confident and secure. Those with highly low level of emotional stability tend to be nervous, anxious, depressed and insecure.

(e) Openness to experience :-

This refers to the extent to which people are more imaginative, artistic sensitivity and intellectualism. Individuals tend to vary widely ranging from conservative to creative or artistic. Extremely open people are creative, and artistically sensitive. Whereas not so open category personnel are very conservative and find comfort in the familiar or routine activities.

Psychoanalytic theory :-

Sigmund Freud - psychoanalysis

Explains behaviour and personality in terms of unconscious dynamics within the individual.

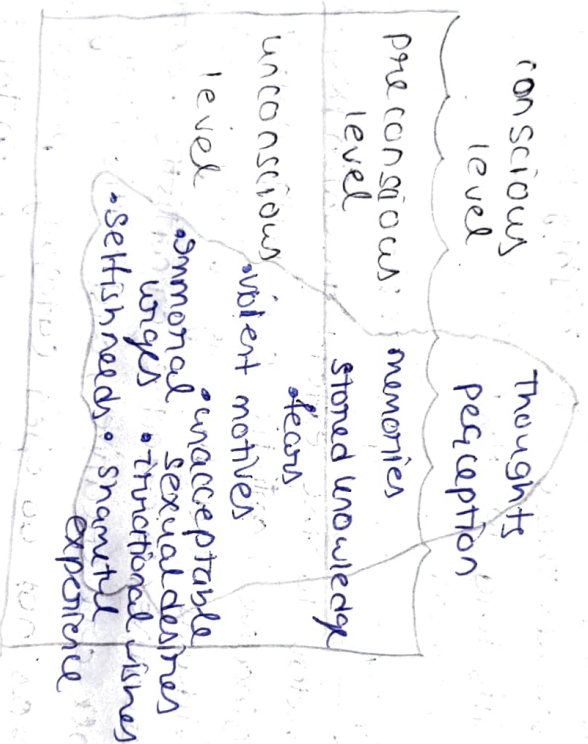
- emphasizes internal conflicts, attachments and motivations.
- Adult personalities are formed by experiences in early childhood.

Three variations

- Freud and traditional psychoanalysis
- Jungian Theory
- Object-Relations School

Freud's Psychoanalysis: The structure of personality

1. Id - unconscious
2. Ego - unconscious, preconscious, conscious
3. Superego - unconscious, preconscious, conscious



Id

operates according to the pleasure principle

- present from birth
- primitive
 - basic needs and wants
- 2 competing instincts:
 - life (sexual) - libido
 - death (aggressive)
- unconscious

Ego

- operates according to the reality principle
- arises in first 3 years of life
- Mediates between ID and superego
- Rational part of mind
 - you can't always get what you want
- floats between all 3 levels of consciousness

Superego

Moral conscience

- Develops around age 5
 - at end of phallic stage
- stores and enforces rule
 - Inner voice that tells you not do something or that what you did was wrong.
- 2 subsystem:
 - Ego Ideal = parents approve / value
 - conscience = parents disapproval.

Humanistic theory:

Humanistic Approaches to personality

Humanistic psychology

An approach that emphasizes personal growth, resilience and the achievement of human potential

Humanistic psychologists

- Abraham Maslow
- Rollo May
- Carl Rogers

Self image

- ideal self (what do you want to be)
- looking glass self
- Real self (Actually what you are)

Major Personality Traits Influencing OB

(i) Authoritarianism :-

- * People who are likely to have authoritarian orientation tend to use their power more aggressively towards their subordinates and create a very defensive climate in the department while at the same time they are being very submissive or docile towards their supervisors.
- * Dogmatism refers to the extent to which people are flexible or rigid in dealing others. Managers who are exhibiting these traits are likely to be detached from others and people show ~~how~~ much of hatredness in them.

(ii) Machiavellianism :-

- * This refers to the extent to which people are manipulative and tactic in achieving one's own goals. These people strongly believe that ends can justify means. People who are high machiavellian tend to be cool, willing to twist and turn facts to influence others and try to gain control of people, events and situation by manipulating the system to their advantage.
- * High machiavellians may be successful only for a short period but in long run they tend to be distrusted and disliked by many in the department and finally they may be ineffective.
- * High-machiavellians manipulate more, win more are persuaded less and have a greater influence over other people than do low-machiavellians. Yet these high-machiavellians outcomes are moderated by situational factors. It has been found that high-machiavellians flourish

when they interact face to face with others rather than indirectly when the situation has a minimum number of rules and regulation thus allowing latitude for improvisation where emotional involvement with details irrelevant to winning distracts low Machiavelli.

(iii) Problem solving styles

Individual have their own style of solving their problems and make their decisions and this style of them affects their personality in certain ways.

There are four problem solving styles

(i) sensation feeling style

(ii) sensation thinking style

(iii) Intuition feeling style

(iv) Intuition thinking style

(iv) Achievement Orientation :-

* Achievement orientation or a high need to achieve is a personality trait which varies among different types of people and can be used to predict certain behaviour.

* The people with very high achievement orientation strive to do things in a better way. They want to feel that their success on their own action. These people do not perform easy task where there is no challenges or tasks with very high risk as the failure rate is more.

(v) Locus of control :-

It refers to the extent to which people tend to have control over their own fate and life. There are two types of locus control. The internal locus of control refers to those who believe that they control what happens to them and shape the course of their events in their lives, whereas the external locus of control believe that what happens to them is controlled by outside forces such as luck or chance. Internal always believe in putting more effort and seek more job related information, rely more on their own abilities and judgement at work and more actively seek opportunities for advancement.

(vi) self esteem :-

It refers to the individual's self worthiness and the extent to which they regard themselves ~~with always~~ as capable, successful, important and worthwhile. People who feel good about themselves will always produce good results. Studies of self esteem show that it is closely related to mental health. People with ~~low~~ low positive ^{self esteem} ~~self esteem~~ are more likely to suffer depression and greater stress. People with positive self esteem adjust to life better and deal everyday problems more effectively. Individuals with high self-esteem will try to take up more challenging assignments and be successful, which in turn, enhance their overall self concept. People with high self esteem would tend to classify themselves as highly valuable in the organization.

(vii) Self monitoring :-

It refers to the extent to which a person has the ability to adjust his or her behaviour to external or situational factors. Those with high self monitoring will be more sensitive and notice the significant changes occurring in the environment and able to adapt them by adjusting their behaviour. High self monitors are capable of exhibiting a striking contrast between their public persona and their private self. Low self monitors cannot disguise their behaviour and tend to exhibit the same behaviour all the time.

(viii) Risk Taking :-

This refers to the extent to which people are willing to take chances. This propensity to assume or to avoid risk has been shown to have an effect on their decision making capabilities and information gathering process. High risk taking managers made more rapid decision and used less information in making their choices than did the low risk taking managers.

The requirement of risk taking propensity varies from the different types of job demands. For instance, a high risk taking propensity may lead to more effective

performance for a stock broker in brokerage firm than an accountant whose job demands more cautions approach in dealing each and every one of the things. An accountant performing auditing activities is expected to have low risk taking propensity as his nature of job demand to follow a book of rules and regulation.

(ix) Type A and Type B Personality :-

This refers to the extent to which people tend exhibit certain characteristics. Type A person feels a chronic sense of time urgency, are highly achievement oriented, exhibit a competitive drive and are impatient when their work is slowed down for any reason. Type B persons are easy going individuals who do not have sense of time urgency and who do not experience the competitive drive.

A
competitive
high need for achievement
Aggressive
work fast
impatient
restless
extremely alert
Tense facial muscles

Able to take time to enjoy leisure

Not preoccupied with achievement

B
easy going works at steady pace

Seldom impatient
relaxed

not easily trusted

moves slowly

Seldom

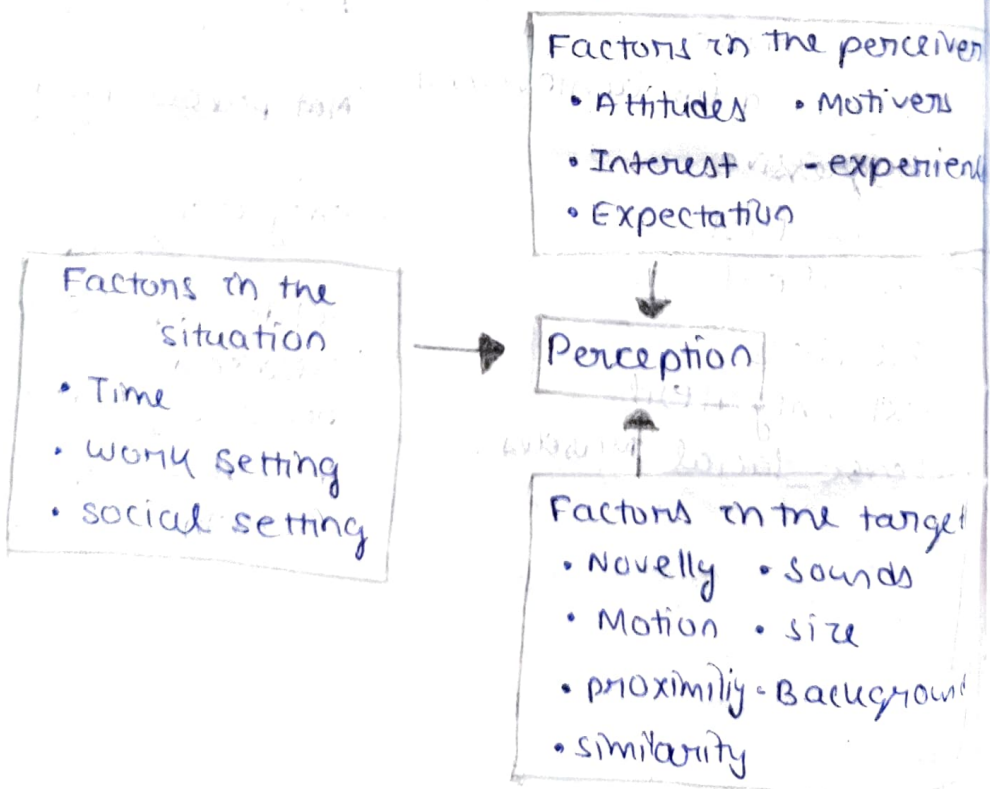
Perception

- * A process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment. It is called perception.
- * people's behaviour is based on their perception of what reality is not on reality itself.
- * The world as it is perceived is the world that is behaviorally important.

Perception

- * The process by which people select, organize, interpret, retrieve and respond to information.
- * Perceptual information is gathered from
 - Sight • Hearing • Touch • Taste • Smell

Factors that influence perception



Perceptual process

- (i) observation —
- sight
 - hear
 - touch
 - taste
 - smell
- (ii) selection —
- internal factor
 - external factor
- (iii) organization —
- perceptual grouping
 - figure ground
- (iv) interpretation — attaching a meaning to the stimuli
- (v) Response —
- overt response
 - covert response

selection

external factor

- Nature
- location
- size
- contrast
- movement
- repetition
- novelty
- Familiarity

internal factors

- Learning
- needs
- age
- interest
- personality

Organization

perceptual grouping

- similarity
- proximity (nearness)
- continuity
- closure

Interpretation

Perceptual errors

- stereotyping
- Halo effect / Horn effect
- projection
- expectancy / Pygmalion effect
- Attribution
- self fulfilling prophecy

Projection - The perceiver tries to project his personality attributes is known as projection. For e.g. if the perceiver is a, then he treats the perceived to be a talutive though this may not be true.

stereotyping - It is a tendency to judge people based on the perception of the group to which he belongs. we tend to attribute favourable or unfavourable characteristics to the individual based on upon widely held generalizations about the group. For instance we perceive that Japanese in general are hard working, quality conscious and industrious and based on that we generalize that all Japanese are like that, but in reality it may not be so. There are some Japanese who may not possess the above mentioned characteristics.

Halo effect - It is tendency to draw a general overall impression about an individual based on single striking characteristics. For instance, if a person speaks English fluently, we tend to assume that the person is very knowledgeable, intelligent, smart, clever etc hard working, smart etc.

expectancy - The pygmalion effect is psychological phenomenon where in high expectations lead to improved performance in a given area.

- * The effect is named after the greek myth of pygmalion, a sculptor who fell in love with a statue he had carved or alternately.
- * Teacher's expectations of their students affecting the students' performance, a view that has been undermined partially by subsequent research.

Attribution

- Attribution - the process through which people explain the causes of their own or someone else's behaviour.
- Concerned with the ways in which people explain (or attribute) the behaviour of others or themselves (self attribution) with something else.
- It explores how individuals attribute causes to events and how this cognitive perception affects their usefulness in an organization.

Attribution theory cont. -

- It is concerned with the "why" question of organizational behaviour.
- Because most "causes", "attributes" and "whys" are not directly observable the theory says that people must depend on cognitions, particularly perception.
- The attribution theorists assume that humans are rational and motivated to identify and understand the causal structure of their relevant environment.

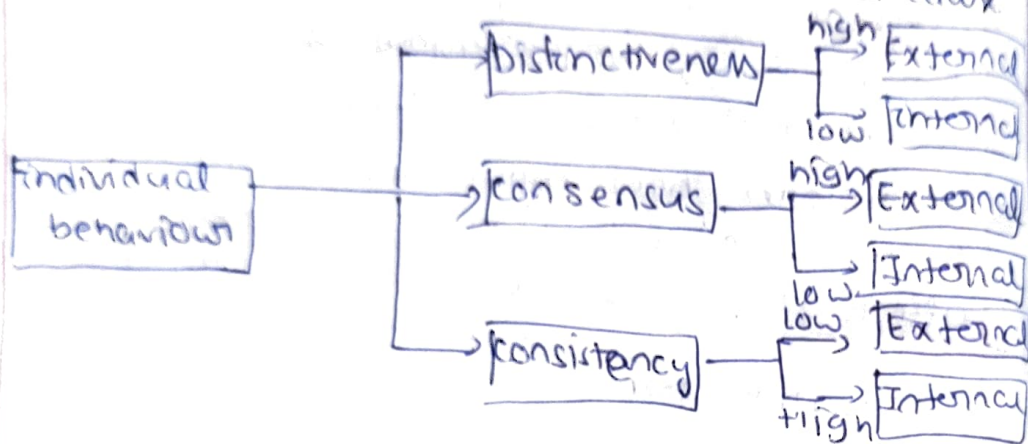
Attribution errors

- There are two potent errors biases recognitive in attribution

• The fundamental attributions error

- research has found that people tend to ignore the powerful situational forces when explaining the behaviour of others.
- people tend to attribute other behaviour to personal factors (e.g. intelligence, attitudes, personality) even when it is very clear that the situation or circumstances cause the person to behave that way.

Observation $\longrightarrow$ interpretation $\longrightarrow$ attribution of cause



(attribution theory)

MOTIVATION

What is motivation?



- * The set of process that arouse, direct and maintain human behaviour towards attaining some goal.
- * The process that account for an individual's intensity, direction, persistence of effort towards attaining a goal.

Key elements :-

1. Intensity: how hard a person tries
2. Direction: Towards beneficial goal
3. Persistence: How long person tries

Importance of motivation :-

- To keep employees happy
- To instill human treatment
- To increase work efficiency
- To improve communication between managers and workers.
- To combine ability with willingness
- To reduce the rate of labour turnover
- To develop the leadership quality.

Theories of motivation

- early
 - scientific management
 - human relation
- contemporary
 - content theories
 - process theory

Contemporary theories

content theories

process theories

Maslow's hierarchy of needs

Hertzberg's Two factor's theory

Alderfer's ERG theory

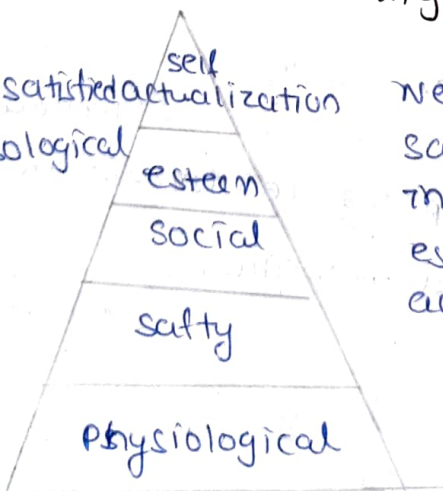
Maslow's Hierarchy of Needs :-

Abraham Maslow formulated one of the most popular theories of human motivation. Maslow's theory is based on the following propositions.

- The needs are arranged in a hierarchy of importance, ranging from the lowest to highest need level.
- All needs are never fully satisfied.
- Once a need is fairly well satisfied it no longer motivates behaviour.
- The needs are independent and overlapping.

Lower-order needs

Needs that are satisfied externally, physiological safety needs.



Higher order needs

Needs that are satisfied internally; social esteem & self actualization needs.

principles of Maslow's theory

- Needs influence the behaviour, unsatisfied need influence
- Needs arranged in an order of preference or importance.

Maslow's theory of motivation explains five levels of needs :-

(i) Physiological needs -

The need for sunlight, sex, food, water and others, which are basic to human survival, are called physiological needs. At work level, this need can be met through by providing good working conditions, attractive wage or salary, subsidized housing, free catering etc.

(ii) Safety Needs :-

The safety needs include the need for freedom from threat caused by the environment, animals and people. It also includes the need for shelter security and peace. At work level this can be met by providing private health insurance cover attractive pension provisions, safe working conditions etc.

(iii) social needs -

These needs cover the need of relationships, affection giving and receiving love and sense of belonging. The manager can provide the facilities to take care of these needs : company sports and social clubs, office parties, barbeques, outing, permission for informal activities and encouraging open communication.

(iv) Esteem Needs -

It is also known as ego needs, Esteem needs are of two types - internal esteem factors which

include self respect, autonomy, achievement and external esteem factors which include status, recognition, attention etc.

(V) self actualization :-

These are the need for full development of one's potential. Challenging job assignments, discharging over work activities, promotion opportunities and encouraging creativity can fulfill in these needs. In terms of motivation, Maslow argued that each level in the hierarchy must be substantially satisfied before the next level is activated and that once a need is fully satisfied, it may not motivate people. The next level in the hierarchy will be dominant only after the fulfillment satisfaction level. This theory has a lot of implication for managers. As a manager if you want to motivate an employee first try to understand what level that person is on in the hierarchy and focus on satisfying those needs at or just above the level.

Implication of Maslow's Hierarchy of Needs Theory

- * This model helps to managers to understand and deal with issues of employee motivation at the workplace.
- * It can help in changing motivational factors over time.
- * It can convert economic factor to non-economic factor of motivation.
- * Helps to analyse why some people are highly motivated and why ^{some} are not?

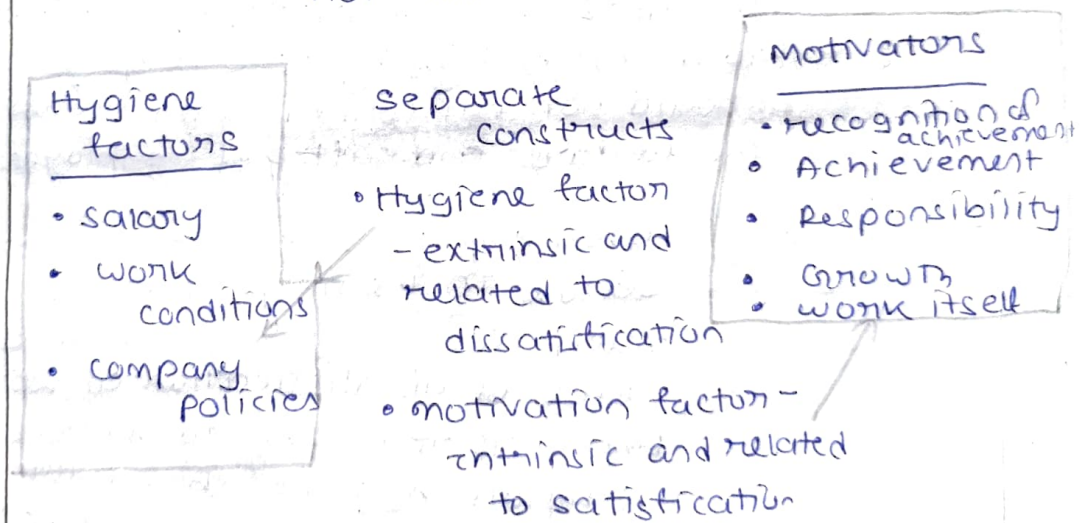
Limitation of Maslow's needs theory

- * Hierarchy simply does not exist.
- * Hierarchy may be different for different countries
USA => SA, Est, safety, phy, social
France => SA, Est, Phy, safety, social
India => Phy, SA, Est, safety, social, safety

- * The theory assumes that all people experience these needs in the same order, failing to recognize cultural and individual differences. In collectivist societies, for example social needs may be considered more important than physiological needs.
- * Maslow's description of self actualization and how self-actualized people felt and behaved was based on writing and talking to selectively chosen people rather than rigorous sampling.
- * Maslow restricted the number of self actualized people in his theory. At one time, he wrote that less than two percent of the total population is made of self actualizes.

Herzberg's Two-Factor theory

Bottom line : Satisfaction and dissatisfaction are not opposites of the something



- * The two factor theory (also known as Herzberg's motivation-hygiene theory and dual factor theory) states that there are certain factors in the work place that cause dissatisfaction, all of which act independently of each other
- * This theory holds that employers must increase employee motivation factors while simultaneously increasing workplace hygiene.