

Organizational Behaviour - an Introduction
Dr. M. P. Ganesh
Department of Liberal Arts
Indian Institute of Technology, Hyderabad

Lecture - 12
Personality - Part 2

Warm welcome to this lecture series on Organizational Behaviour. We are in the 3rd chapter which is on Personality. This is the 3rd video on Personality chapter.

OUTLINE

- ◉ Defining personality
- ◉ History of the concept
- ◉ Key assumptions
- ◉ Determinants
- ◉ Personality theories
- ◉ Self-esteem and self-awareness
- ◉ Measures of personality
- ◉ Other sources of individuality



I will very quickly summarize what happened in the previous lectures in this chapter.

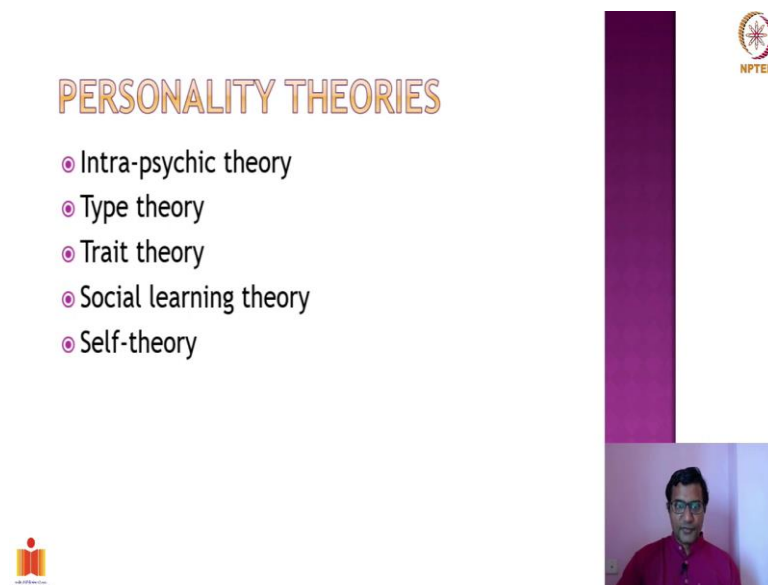
KEY ASSUMPTIONS

- ◉ Personality is the key to understand an individual's behaviour.
- ◉ Universality versus uniqueness
- ◉ Dynamic versus stability
- ◉ Interactionist perspective






So, we defined what is personality, we also looked at the key assumptions behind this idea of personality in which primarily we discussed about two different sets of ideas which look at personality differently which is nature versus nurture. So, what contributes to personalities, is it nature which is biological qualities or is it nurture which is the larger social or cultural environment.

And we try to see the arguments for both the sides and we understood that the truth lying somewhere in between which means both nature and nurture interact together and influence the way personality is formed.



PERSONALITY THEORIES

- ◉ Intra-psycho theory
- ◉ Type theory
- ◉ Trait theory
- ◉ Social learning theory
- ◉ Self-theory



We in the previous class, we looked at different theories of personality more specifically Intrapyschic theory which is proposed by Freud, Sigmund Freud. Very quickly, I will explain what happened in the previous lecture, so especially in terms of Intrapyschic theory.

INTRAPSYCHIC THEORY

- ⦿ Sigmund Freud and psychoanalytic theory
- ⦿ Levels of consciousness
 - Conscious
 - Subconscious
 - Unconscious
- ⦿ Three elements of mind
 - Id, Ego and the Super Ego
- ⦿ Development of personality
- ⦿ Defence mechanisms



Sigmund Freud in his psychoanalytic theory believes that what we are is nothing but our awareness and this awareness has different levels. The first level is conscious level of awareness which is in our day to day normal level of awareness. Subconscious is kind of our memory where we have to spend little bit of time to remember those things. Unconscious is buried or the memories which are or consciousness which is buried deep inside our mind.

So, in fact according to Freud, unconscious memory or unconscious level of consciousness is the major chunk of our conscious or the consciousness and many things which we find to be disturbing for our awareness, we try to push them deep inside and they go on you know they are deep seated into this unconscious memory and they come out in forms which we do not have control like dream or slip of the tongue, things like that. And so this is where we stopped.

Another important idea which is also very interesting proposed by Freud is our mind or our psyche is not one or our personality is not just one. Personality has three phases or three components. To explain it in another words, it is not like I am one person. There are 3 people inside me.

If I want to understand who am I, I need to understand these 3 people inside me or these 3 components inside me and the idea of me or my personality is the interaction between these 3 components within my mind. According to Freud he calls it id, ego and super

ego. In fact, many of you would have heard of this term ego or super ego, id and things like that.

If you remember in the previous class, I asked you to read about the concept of or the theory of Freud. So, I will explain what is Id, ego and super ego. Like I said these are three different people residing inside us. Theoretically I am not saying there are three people sitting in our head, I am saying three types of thought process or three types of you know components operate our mind according to Freud.

So, the first competent is Id. If I have to personify Id, it is like a baby, ok. So, when we are born, we all are born with only one mind which is id which is driven by Id. Id is like a small baby like I said which is driven by only pleasure.

So, newborn baby it does not know anything. What it knows is hunger and discomfort, ok. Whenever it feels hungry, it will cry; whenever it feels discomfort, it will cry, it will seek attention. So, the only form of communication is seeking attention through crying and almost always it is for reducing a disturbance either hunger or you know some other environmental disturbance maybe there is a noise you know its stomach is hurting, things like that.

So, Sigmund Freud calls it Pleasure Principle. So, each of these components of mind are driven by certain principle. So, Id is driven by pleasure principle. So, we all are born with this one mind which is Id. Later when we grow up, different minds emerge; or ego and super ego emerge.

So, id is like a newborn baby, ego is based on reality principle, to give an example or to personify ego, ego is like again I am giving you an example. Do not associate gender you know do not think I am gender stereotyped, ok. So, I am just giving an example.

Ego is like the mother, ok. Super ego is like a very strict father, ok. Ego and super ego are like parents of id because these two try to manage id, they they try to take care of id. So, ego is like mother. Why is it like mother? Because children they will throw temper tantrums, isn't it?

If they want something, they do not know whether they can have it or not, they do not know it is there is or not. If they like something, they will cry, they will throw temper

tantrums. So, what will mother do? It will try to pacify the Id, it will say no do not cry. Now, I will give it to you later or it will try to explain Id currently it is not possible to get it you know.

Let us say you are taking a child to a supermarket. The child will look at an ice cream and say I want this ice cream now or it will look at a doll and say I want this doll now. So, what will a nurturing mother or a parent will do? Nurturing parent or mother will try to explain things to Id.

The parent will say, the mother will say do not cry now. Don't you know you cannot get ice cream now, but I will give you ice cream later or I will I will get you the toy later maybe if you behave well; I will give you this ok.

So, this is ego which is based on reality principle. Why it is based on reality principle? Because it does not blindly satisfy its needs or it is not driven by like the blind motive to satisfy the needs immediately, but Id wants everything immediately. It wants everything which it likes and everything now. So, if it likes something, it will say I want it now and I want whatever I like, but in reality it is not possible.

Ego either you can have it later or you can postpone that particular demand from Id. You can you know try to convince id that you cannot have it now. I will give you later maybe instead of this, you take this, things like that. So, that is why ego is driven by reality principle.

Super ego is like a strict father like I said. Why? Because for super ego it is always about right and wrong. For super ego it is 'no means no' and if something has to be done, it has to be done. So, super ego is driven by moral principles. So, I will give you a scenario. The child wants something which is not his or hers. So, the child looks at a toy of his friend which looks very nice and the child wants that toy and it cries, or it tries to snatch it from the friend, another child.

So, what will mother say? Do not snatch it, it is not correct. I will give you later or I will buy later. Whenever we go out, we will buy or if you get good marks, I will give you those; I will buy the toy for for you. Super ego, what it will do is, why did you do it? You know you cannot snatch things from others; this is a very bad behaviour.

You are like a bad child, you know very judgmental nature, you know very moral in nature, ok. So, we are all born with id, when we grow up we understand what is possible what is not, we understand the reality. So, ego emerges when we grow up old through our experiences, from the society through those cultural norms, we understand or we imbibe moral principles.

So, so when id and ego are there, when super ego is not there, let us say when you are like you know when you when you are in your young age, you know before 10 years let us say you will know you cannot snatch thing from others, but for you snatching things from others is not bad. You do not understand the moral dimension of taking things from others, but you know the consequences of snatching things from others, but for super ego even if there are no consequences, super ego believes in black and white, wrong right or good bad.

For ego, it is all about what are the consequences. If I do it, it does not believe in right wrong, it believes in consequences. If I am not going to get caught by snatching this or by doing this, it is to do it. So, you know it is more logical in nature, but super ego is more judgmental or moral in nature. So, we have these three components throughout our life and for any instance for any situation these three minds talk to each other, they interact with each other and based on which is more powerful based on the kind of situation, one component or one or more competent make the decision or that leads to decision.

So, most of the times ego is the mediating component you know. It tries to balance both id and super ego because if you keep on you know satisfies satisfying Id, it is not good. It is like pampering a child, ok. So, then this child will ask for everything which is not possible to give. At the same time if you keep telling Id do not do it, do not do it, also you are like you know this child is not going to be happy which is very important ok. So, you need to train the child or you need to manage the child which ego does.

Similarly, you have to manage this moralistic figure inside your mind component, which even for the smallest thing, it will say no, it is bad, no do not do it, you know it is wrong which is not necessary because right and wrong is what is taught by the society and many of these right and wrong may change depending on the context also so, but for super ego it is like everything is like black and white.

There is no gray area. The super ego is not empathetic in nature, empathetic towards oneself in nature. Ego is more empathetic in nature, ego is also smart enough to manage Id and super ego, but sometimes what happens is this division between.

So, most of the time the problem is between id and super ego. Id is like one extreme. It wants everything, very pleasure oriented. Super ego is like another extreme, very moralistic. So, ego tries to manage both. Sometimes ego will not be able to manage this divide between id and super ego what kind of instances, instances where you badly needed or you strongly feel it is important for you, but it is prohibited or it is immoral, ok. Things like jealousy things like you know wanting things from others or hatred all those things, ok.

So, that is why these things are considered to be sin by larger society and super ego also believes in that, but if you badly need it, if you really wanted it, Id will keep on asking you, but super ego will keep on resisting to give that to you. So somewhere caught in between, ego is not able to manage this conflict between id and super ego.

So, that many a times what happens is these conflicting experiences or memories, simplest thing ego can do is push that into some deep unconscious memory, ok. So, what ego will do is not even pay attention to ego, ego not even paying attention to what Id is asking.

So, it will push the demand from Id deep below your unconscious memory or not even pay attention to it, ok. So, these are defence mechanisms shortcuts which ego uses to manage the conflict. So, this is like you have a very important deadline in your work or in your college, but there is a all your friends are asking you to come to you know a movie, ok.

So, what will you do? You can either reject that importance of the assignment or work and say I will forget it and do this or you will say no I do not like going to movies, you know for me work is more important, but in reality you know you you want to do that, you want to spend time with your friends.

So, you will suppress your demand or need to go for a movie ok, but if you keep on doing it, what will happen this is the shortcut, ok. If you keep on doing it, this need will

come out in other forms like you know dreams like I said dreams, slip of the tongue, things like that and there are many forms of defence mechanism.

Suppression is one which is where like you bury all that demands. There are many forms of defence mechanism. I do not want to get into details of it. I would request you to you know search more and read more. So, this is how Id, ego, super ego interacts and leads to a certain kind of a behaviour, ok.

How does this personality develop as individuals? So, according to Freud there are two important instincts which drive humans which is which is like very biological in nature. One which is pleasure seeking energy. So, these are energies, two energies which drive our mind. So, one energy is a Pleasure Seeking energy. So, Freud calls it Eros. The drive to seek pleasure; there is another drive or another force another energy which push our behaviour is Thanatos which means Death energy.

So, there is a pleasure energy, there is a death energy ok, life energy, death energy. So, these two energies push or shape our behaviour, these two interact with each other and decide our personality, ok. Freud calls it psychosexual stages. So, what happens is when we grow up, in fact according to Freud even before 3 years is over, our personality is shaped ok.

So, at every stage the child seeks pleasure from a particular body part you know. The first stage is Oral stage where the for the child all the pleasure comes from mouth by eating. So, there are different stages depending on which part of the body. So, initially it is the mouth.

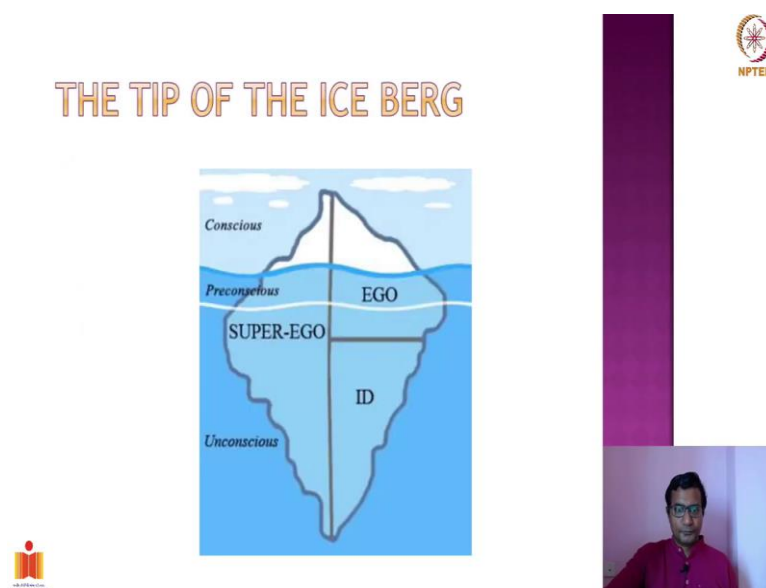
So, what happens is when in each of those stages the child seeks or the gratification happens from one body part. So, for the child at that particular stage, it should get enough satisfaction on that particular body part, let us say oral stage. The major pleasure comes from food which is mother's milk.

So, if the according to Freud if the child is not satisfied enough through mother's milk, it will get stagnated at that level ok. Similarly in other levels also. So, I would request you to go and read more about psychosexual stages of development by Freud. So, at each of the stages if it is satisfied the child moves to the next level if let us say if at one stage the

child's satisfaction is not complete or the growth or the gratification is not complete, the growth stagnates. Freud calls it Fixation.

So, let us say if oral stage the child does not get enough gratification, it is orally fixed, it's personality is orally fixed which means people with oral fixation they tend to be of certain type.

So, this is like Freud's work like I said you know talks a lot about this Eros and Thanatos. In fact, you know there was a lot of criticism about Freud's work because it gives too much importance to sex as a driving force.



So, Freud uses another analogy which is tip of the iceberg. So according to Freud, conscious memory is like very less or conscious memory is visible only to a very small extent or in other words, if our mind, conscious memory is a very small part of our mind.

Preconscious or subconscious or unconscious, in fact contributes a large part of our thought process which we may not be aware of. So, many of our thinking, behaving, feeling, all those things are driven by unconscious memory things which we suppressed inside, and many of them we do not have control over. So, one best way to uncover unconscious memory is facing the reality.

So, not considering something as taboo and pushing it down. So, that is what Freud in his therapy does. He used to use this technique called Hypnotherapy where he will make

people get into this hypnotic trance and try to take out all the unconscious information and try to tell them see this is what you are buried deep inside, you need to accept, this is what is as reality and you have to handle it properly.

So, this is what is Psychoanalytic Therapy talks about taking out all the unconscious things and putting it in front of people and try to make them handle it in a better way, ok. So, how does this theory linked or how can you connect it with human resource management. Understanding of conscious, unconscious, subconscious and also id, ego, super ego applies to work behaviour is many of the work behaviour is driven by unconscious needs. So, you cannot really predict or directly correlate external factors and how workers will behave and most of the workers behaviour is driven by either pleasure or death energy or you know fear.

So, you can drive people's behaviour either through telling them 'If you do it, you will get pleasure' or by telling them 'If you do not do it, you will get punishment' ok. So, again we can link it with the next theory which is on Learning theory, but mostly to use Freuds theory it is about worker's behaviour or any behaviour in workplace is driven by either pleasure principle which is seeking pleasure or avoiding pain which is death or destructive energy.

In fact, Freud also says destructive energy also helps people to perform in terms of using that aggression as a way to perform well in work ok.

**AGGRESSION AND
COMPETITIVENESS**

NPTEL

SAID THE MAN WITH THE TINY INCOME.

THAT WOULD BE ILLEGAL, DANGEROUS, AND UNETHICAL.

MAYBE YOU SHOULD OFFER YOUR DOCTOR 10% OF YOUR NEXT RAISE IF HE GIVES YOU TESTOSTERONE INJECTIONS.

STUDIES SHOW THAT NICE GUYS GET PAID LESS THAN AGGRESSIVE JERKS.

So, one important aspect of you know Freud's work on aggression and competitiveness. So, if people can use work can use that aggressive energy, death energy in a positive way. They can show competitiveness.

In fact, if you see many of the advertisements which promote products, they either use pleasure principle or pain principle. For example, you know let us say if it is a toothpaste advertisement. They will mention that if you use our toothpaste, some advertisements will say if you use our toothpaste, everybody will like you or some toothpaste advertisements will say if you do not use our toothpaste you will get tooth ache, you know you will get cavities. So, people will not like you ok. So, even in advertisements we can see how this Freud's idea of pleasure and pain is used ok.

So, I will stop here. In the next class or next lecture, we will look at another theory which is completely opposite of Freud's theory in terms of its assumptions because Freud's theory believes we are born with certain instincts and those instincts shape our mind, but another theory which is called Learning Theories, group of theories which are called Learning Theories talk about environment as a factor which shape human behaviour or human personality, ok. I will stop here. See you in the next lecture. Take care.