

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

**Lecture - 16**  
**Personality - Part 7**

Warm welcome to this lecture series on Organizational Behavior. We are in this chapter on personality this is our seventh section of this chapter I am Dr. M P Ganesh.

## OUTLINE

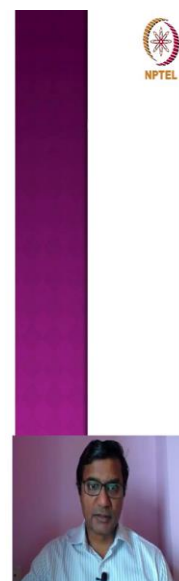
- ◉ Defining personality
- ◉ History of the concept
- ◉ Key assumptions
- ◉ Determinants
- ◉ Personality theories
- ◉ Self-esteem and self-awareness
- ◉ Measures of personality
- ◉ Other sources of individuality



I will quickly summarize what happened in the previous lectures; we defined what is personality.

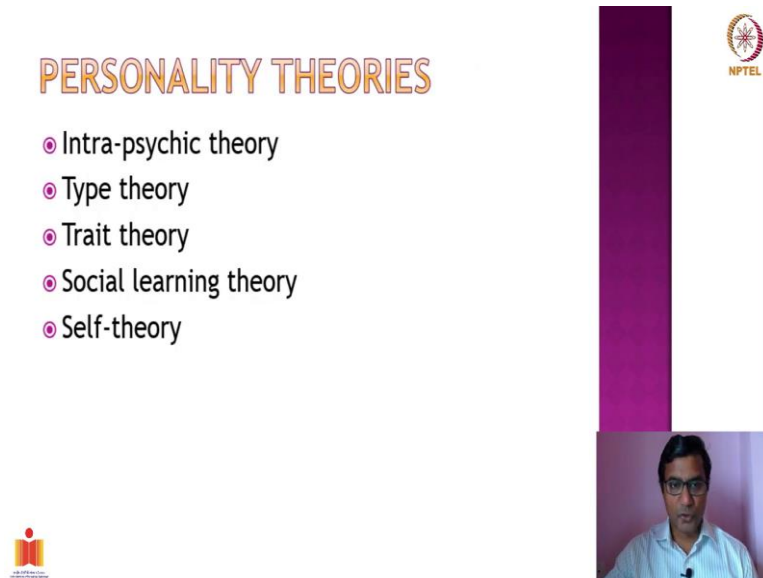
## KEY ASSUMPTIONS

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



We also looked at the argument of nature versus nurture in influencing personality as a attribute.

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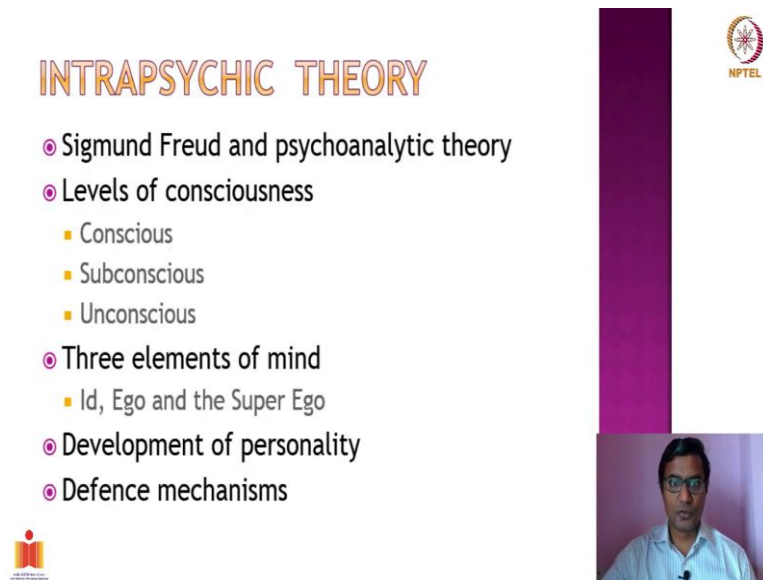


**PERSONALITY THEORIES**

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

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**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

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We also looked at few theories on personality; the first theory we looked at was psychoanalytic theory by Sigmund Freud.

## SOCIAL LEARNING THEORY

- ◉ Learning is relatively permanent change in behaviour.
- ◉ All behaviours are learned.
- ◉ Impact of role-models in childhood.
- ◉ Positive and negative reinforcements.
- ◉ Internalized rewards.



The second theory which we looked at was social learning theory which talks about the role of social factors in shaping individual behaviour. The third group of theories are humanistic theories in which we spoke about self-theory.

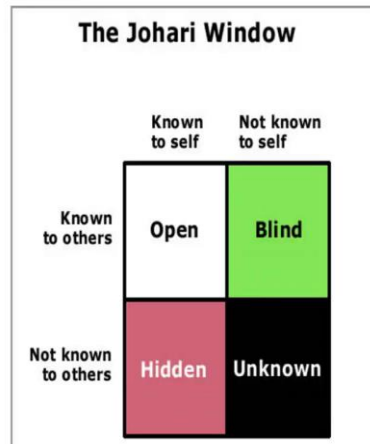
## SELF THEORY

- ◉ Carl Rogers
- ◉ Free will
- ◉ Self-concept
- ◉ The organism
- ◉ Self-esteem
- ◉ The development of self
- ◉ Unconditional acceptance



More specifically we spoke about Carl Rogers's theory of self; in which we understood the connection between self concept, self esteem and unconditional acceptance.

## SELF-AWARENESS



We also looked at self awareness and its importance in unconditional self acceptance unconditional positive regard.

So, we looked at this interesting model called Johari's Window.

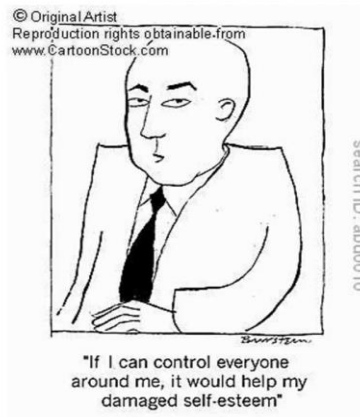
## EMPLOYEES WITH HIGH SELF-ESTEEM

- ◉ Happy and satisfied employees
- ◉ Realistic expectations
- ◉ Realistic understanding of self
- ◉ Moderate risk takers
- ◉ Friendly and encouraging
- ◉ Highly motivated
- ◉ Self-disciplined
- ◉ Ready to take responsibilities

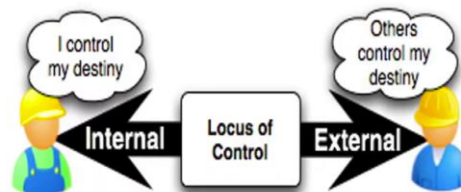


In the previous section we also looked at the characteristics of employees with high self esteem. So, this helped us understand why it is important to improve the self esteem of the employees ok.

## SELF ESTEEM AND WORK BEHAVIOUR



## LOCUS OF CONTROL



So, this is where we stopped in the previous lecture. So, in this section we are going to talk about some of the other forms of personality attributes or other theories on personality. So, there is a very interesting concept called locus of control in psychology which is seen as a personal attribute which influences our behaviour in all the aspects.

So, locus of control is an individual's assumption that he or she controls his or her life and also things which happening around them. So, people who believe that I control my life I control where I should reach and I can influence the environment around me; those people are called people with internal locus of control.

Similarly, the other end of this spectrum is external locus of control; people of external locus of control believe that others control my life whatever happens in my life is

because of external factors. So, you can understand the difference people of internal locus of control believe whatever happens in my life its happening because of me and I can decide what can happen in my life the other way around is external locus of control.

And in fact, this is a continuum, it's not like people are extremely internal locus of control or extremely external locus of control. It's not like you are either internal locus of control or completely external locus of control people can fall in between also. You know people some issues they believe are controlled by external factors, some issues they believe they are controlled by internal factors.

So, for time being let us take these two groups people of people with internal locus of control assumptions and people with external locus of control belief system which is better. So, the immediate question comes to our mind is which group is healthier and successful?

Again it depends it depends on many factors let us look at the positives and negatives of internal locus of control. The positives of being in a person with internal locus of control is they actively take charge of what is happening in their life they are not passive. So, they are very proactive they plan well they try to take control of what is happening in their life, they will you know take charge of things around them they are they are willing to take responsibilities and things like that.

But the negative aspect of internal locus of control is; if a too much of internal locus of control you may feel highly stressed because you think whatever happens to me is because of me; so I have to do something. So, that can create lot of stress it can also create lot of guilt.

So, if something goes wrong the person puts the blame on himself or herself and feels bad about what has happened; which sometimes may not be necessary or sometimes it may not be true that whatever happens in your life is happening because of you. So, this is one you know way of looking at internal locus of control.

External locus of control people of external locus of control the advantage of being an external locus of control is a person with external locus of control is they do not get stressed you know they feel ok; you know things are not under my control whatever happens let it happen and whatever happens is already written.

You know people who believe in the theory of karma; they believe their external locus of control they think you know I nothing is in my hand you know. I can try, but results are always determined by other factors which are not in my hand.

So, they feel less stressed and they flow as per what happens around them vis a vis internal locus of control they want to plan they want to be very assure of you know what they what they are planning and how it should happen. But external locus of control people they are like, anyway I do not have control, so, whatever happens let us try to get the best out of it those kind of attitude.

But the disadvantage of external locus of control is being external locus of control is many a times you lose opportunities. You think you know nothing is in my control; so you do not actively take charge of what is happening around you. So, sometimes it is possible to change what is happening around us the external factors.

Especially if you plan in advance you may not be able to achieve everything you have planned, but at least you will be able to you know predict what can happen in future and accordingly have plan b or you know contingencies. So, planning is very important which internal locus of control people do, but stress which these people take internal locus of control is not essential.

So, which is the ideal situation or which is the ideal level of locus of control? Somewhere in between you should understand what can be changed and what cannot be changed. So, whatever can be changed we should actively take control. If something is not under our control we should accept that it is not under our control, but try to have plan b.

So, especially in work context internal and external locus of control you know play a very important role. So, in work behaviour people of internal locus of control they are very good in planning, taking charge and things like that, but again they are very prone to stress. External locus of control people are very open, they are sort of flexible, but at the same time sometimes they miss out on opportunities which come to their come on their way. So, you know a way actually combination of both is more effective ok.

## TYPE AND TRAIT THEORIES

- ◉ Personality type = Personality styles
- ◉ Traits = Individual characteristics



So, in psychology especially on personality theories there are different ways in which personality attributes are measured. So, these differences in measurement are based on how they see personality as a personal quality. So, there are two groups of people one group believe that personality qualities are styles which vary in which people vary.

Another group of people who believe in traits; traits are qualities which change from one person to another. So, this may sound similar, but I will explain with an example. So, type theory believes that each individual has a particular style of personality or there is a particular style of behaving. So, you can categorize people in some four five styles. So, let us say there are three four different styles; you can measure somebody's personality and group that person in one particular style. So, these styles are mutually exclusive in nature.

So, one style will not overlap on the other so these are categories. Traits are qualities; so let us say there are four or five qualities which may be found in all individuals, but the level in which people vary in these qualities will change from one individual to the other. So, I hope you understand the difference.

So, type means categories there are some four five let us assume there are four five categories we can put that label on a person you belong to this category of personality style. Trait is you measure quality in a continuous scale and see where this person falls in this scale. Many, of these recent research; on personality accept trait as a more valid way of measuring personality.



## THE BIG FIVE PERSONALITY STRUCTURE

- ◉ Adjustment
- ◉ Sociability
- ◉ Conscientiousness
- ◉ Agreeableness
- ◉ Intellectual openness



So, this is a very popular tool measurement tool which measures personality as a trait called Big Five Personality Structure. So, according to this questionnaire this tool of personality has five different dimensions; we all have these five dimensions, but the level in which we have these qualities will change from one person to another.

So, the first quality is adjustment; some people call it neuroticism. So, neuroticism means some people adjust to an external environment in a better way, but few people take lot of time to adjust or adapt. The second quality is social ability which means; some people are very open to interacting with others, they are very sociable, they you know they like being around people more like extra version.

The other extreme of sociability is they are very introverted which means; they do not they like being alone, they do not want to interact with people, they enjoy doing things in their own space and things like that. So, people can vary in this between these two extremes.

Conscientiousness is; people who they do not need to be controlled by external factors. They follow the rules, they are very disciplined, they are very you know they are very they plan a lot and deciding what they want to do and things like that; very disciplined kind of people. The other extreme is people who are very careless are very you know they do not structure their life and things like that. Agreeableness is some people are very easily convincible or some people can be convinced very easily. On the other hand,

some people take lot of they are like very closed and they do not actually get convinced by others. So, this is another skill agreeableness.

Intellectual openness is open to new experiences; so some people are very open to new experiences, they like to experiment, they like to try out new things, they are they have less judgmental about people of other cultures and background. The other extreme is very close minded, they do not want to experiment, they do not want to take risk and things like that. So, we all have these five qualities which are like a spectrum, each of these qualities are a spectrum.

So, we fall somewhere in between in this spectrum for each of these five dimensions. So, this big five model it is called big five model its a very popular way of measuring personality traits among individuals and they are very commonly used in work related personality measurement also ok.

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- Title:** "INTROVERSION AND EXTRAVERSION" in orange, all-caps, bold font.
- Bullet Point:** "○ Focused inside and focused outside" in black text.
- Logos:** NPTEL logo in the top right corner and a circular logo of an institution in the bottom left corner.
- Visuals:** A vertical purple-to-pink gradient bar on the right side and a small video inset in the bottom right corner showing a man with glasses speaking.

So, this this trait introversion extraversion is again a very popular way of measuring personality. In fact, the earlier big five sociability denotes introversion extraversion. If you are high in sociability you are considered to be an extrovert if you are low in sociability you are considered to be an introvert.

So, there is also something called ambivert; ambivert means people who fall in the middle. So, some instances they are extroverts some instances they are introverts. In some situation they prefer to focus inside and some instances they like to socialize ok.

## DOGMATISM

- ◉ Lack of trust
- ◉ Closed minded
- ◉ Authoritative



There are also other scales or other personality qualities which are very relevant in work context. So, one interesting personality quality which is measured in work context is dogmatism. So, people who are dogmatic again this is a personality trait.

So, people who are very high in dogmatism; they do not trust others easily, they are very close minded, they are very authoritative you know, they like authority, they like to dominate others, they like to influence others in their decision making, they do not give freedom to their subordinates and they are very resistant to change and things like that.

## AUTHORITARIANISM

- ◉ Obeys to authority and convention
- ◉ Highly dogmatic
- ◉ Power centered



There is a similar quality or a personality trait which is called authoritarianism. Authoritarianism is similar to dogmatism like I said people who are very high in authoritarianism they easily obey authority and at the same time they also like to exert

authority on others. So, people who you know easily accept their bosses whatever my boss says is correct; similarly, whatever I say my subordinate should listen.

So, they are very compliant to power structures and they are also very dogmatic. They do not want to you know listen to their subordinates, they are very close minded and they are very eager to get more power. You know they are also very political which means you know they try to get more authority in their workplace by pleasing people above them.

So, these kind of people may not fit into an organization which is very flat in nature which means; organizations which are very democratic, there are no clear cut hierarchy, people are treated based on their job roles rather than their designation.

So, those kind of organizations are called flat organizations. People who are very high in authoritarianism will not fit into flat kind of organizations and they also not very good bosses you know they are considered to be very dictatorial kind of bosses.

Especially in the newer kind of workforce you know the millennial workforce you cannot use authoritarianism to supervise or manage the newer generation. Because these kind of younger generation employees they are very you know they are very flexible they expect their bosses to be very nurture and then dominating.

**MACHIAVELLIANISM**

- ◉ Willingness to manipulate others for one's own purpose.
- ◉ Are machs successul??

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There is another interesting personality dimension which is called Machiavellianism again it is more of a negative quality. So, Machiavellianism is a quality if you are high in

this quality these people who are high in these qualities they enjoy manipulating others you know for them results are more important and they can do anything to achieve their results.

And many a times these results are self oriented results these are not larger organization results these are like very self oriented very manipulative kind of individuals they are very if they want to do a. If they if they want something they will act as if they are very friendly and suddenly once their job is over they will desert you or they will you know they will not consider to be your friend ok.

So, these people are like very dangerous kind of people in workplace because you cannot trust them, but they will be very they act as if they are very trustworthy, but they will manipulate and extract work and once the work is over they will throw their subordinates or colleagues.

So, in fact, there are research which show that this is similar to psychopathic tendencies; you know people who are very manipulative do not feel guilty they do not actually care for others welfare and things like that. So, these are psychopathic tendencies.

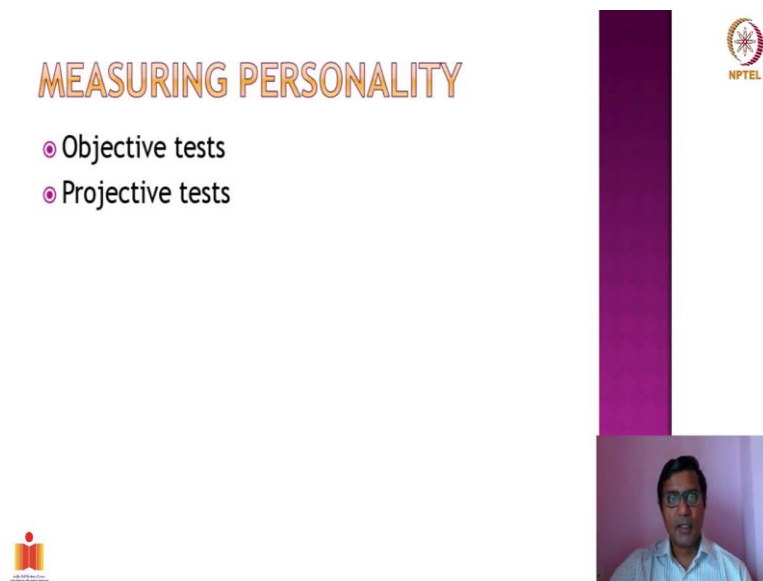
Machiavellianism some tendencies are also similar to psychopathic tendencies. In fact, their research show that; many managers have this trait of Machiavellianism or psychopathic tendencies. So, the question is, are Machs successful?

In fact, you know many of us think that in a real life corporate world you have to be very cutthroat in competition you know. In fact, many people feel that the ones who are successful are the ones who are able to manipulate others is it true not necessarily; because in long run Machs may not succeed.

Why? Because at some point of the other people will understand these people are very manipulative and they may not cooperate with Machiavellianistic people. So, in long run if you do not have trust from your subordinate from your colleagues you cannot move in the hierarchy.

Especially like I said in the newer generation the newer employees and also the newer forms of organizations they look for people who are willing to nurture others who are



willing to mentor others. So, if you are very selfish in nature if you are very self centered you cannot grow in the organization hierarchy.



**MEASURING PERSONALITY**

- Objective tests
- Projective tests

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How do we measure personality? We call it psychometric tests psychometric tests are tests designed by psychologists to measure psychological qualities. Especially personality qualities there are different ways in which they are measured broadly by objective test or by projective test. Objective tests are tests which have fixed answers or rating scales.

So, there will be a statement and people has to tick whether it is right or wrong whether it applies to them or in a scale of one to seven for that particular statement you completely agree to the statement or you do not disagree or almost always true or never. So, these are objective tests.

So, there will be fixed questions and there will be either yes or no answer to these questions or scale which measures completely agree completely disagree and there will be different levels in between. Many of you would have seen those tests also they are like survey questionnaires so that is one group.

Many a times these trait and type theory way of measurement involves objective tests. Projective tests are primarily used in psychoanalytic based theories in which they will give you they will measure personality through you know very ambiguous stimuli.

Let us say there will be a there is a test called thematic apperception test. So, that in that test what they will do is they will give you a very ambiguous kind of a photograph and you have to tell a story based on that photograph. You know let us say they will a photograph of you know a young child you know crying or bending his or her head and there will be an adult who will be looking aggressively. Let us say this is the picture you have to tell a story.

So, some people will tell a story that this is a mother shouting at the child some people will say this is a teacher shouting at the child or the child is crying the mother is you know surprised or curious why child is crying. So, you can say many stories. So, based on the stories psycho psychoanalysts will interpret the theme and try to understand what is your unconscious personality quality.

There is also another test which is very famous it's called Rorschach inkblot test some of you would have seen those figures also very ambiguous figures like; in blue ink. And you have to see you have to tell the psychologists, the psychoanalysts what figure do you see in that inkblot.

So, mostly in human resource management related areas they use objective tests because it's very easy to measure score the answers. And also you do not need to measure the deep seated personality quality. You need to measure the broad category or the traits of a person ok.

## OTHER SOURCES OF INDIVIDUALITY

- ◉ Abilities: mental and physical capabilities to perform various tasks.
- ◉ Skill: an ability that has been learned through training or experience.
- ◉ Aptitude: Acquired or natural ability (usually measurable with aptitude tests), for learning and proficiency in a specific area or discipline. Aptitude is expressed in interest, and is reflected in current performance which is expected to improve over time with training.



So, personality like I said is a very important dimension psychologists try to use to explain individual differences. And especially in work context personality plays a very important role in understanding or predicting work behaviour of an individual; like I said person job fit.

So, whether your personality fits into a particular job profile or your personal qualities like dogmatism or authoritarianism, will it suit the structure of the organization the culture of the organization. So, personality is predominantly used or widely used measure in organizational context.

There are also other measures which differentiate people or which causes individual differences. So, those are abilities means capabilities mental or physical capabilities. So, all these entrance test which we have you know which is which measure your mental capabilities fall in these one of these categories. So, one it is ability which is what are you capable of for example, aptitude test.

So, the difference between aptitude test and ability test is; aptitude tests are your potential to perform in a particular area. So, aptitude does not mean that you are an expert in that area aptitude is you have the capacity to learn and perform in that area. Ability is you have the ability you know you are able to perform or in other words your capabilities. So, aptitude and abilities they overlap to a large extent.

Skill is more of you know against the inability, but many a times skill can be trained ok. So, something which can be trainable is skill aptitude many a times its difficult to shape an aptitude.

So, for example, if you have an aptitude for mechanical; mechanical stuff; you cannot make someone be interested in mechanical unless and until that person has the aptitude for mechanical skills or mechanic sorry mechanical area or verbal aptitude someone is has the capacity to learn language vis a vis some people have capacity to learn logical things or mathematics; so people vary in their aptitudes potential to learn.

But the difference between aptitude and skill is aptitude cannot be trained in a person. Again it is a theory its not my belief but these theories of aptitude and skill says that you cannot train people in creating an attitude you can shape or you can make a person better if he or she has an attitude.



But skill in other words can be trained or can be given. For example, you can train people in certain skills like language skill or you know mechanical skill, but again you know it may sound they are overlapping ok. But in a strict sense skill can be created and trained, but attitude is more or less inborn.

So, many of our recruitments at a lower level involves aptitude testing also; you know if you are applying for a marketing job they will test your marketing aptitude. If you are applying for a clerical job they will test a clerical aptitude.

Similarly, along with aptitude they will also test your personality whether your personality fits into that particular job or not. So, it's not necessarily aptitude of sufficient you need to have a personality also. For example, you are very good in clerical aptitude, but you are an extrovert. So, you will feel very bored in that job even though you are very good in being or being able to perform in that job you know after certain time you will get bored because you are an extrovert.

Other way around, you are very good in Marketing Fundas (Fundamentals) you know you are very marketing aptitude sales aptitude, but your personality is an introverted personality you may not fit into those kind of jobs.

So, many a times in recruitment we use both aptitude and personality test to understand whether a person will perform better in that job ok. So, that is the end of this chapter; so quick summary; we looked at what is personality, we looked at different theories on personality, most specifically four theories; psychoanalytic theory, social learning theory, self theory and trait and type theory.

We also looked at other ways of defining other personality qualities like; doc which are relevant in work context like dogmatism you know locus of control authoritarianism things like that. And we also discussed about their relevance and work context. And we also looked at broadly how personality is measured projective test and objective test. And we also in the last slide we looked at what are the other qualities which differentiate individuals apart from personality.

So, I will stop here this is the end of the chapter. We will, start the next chapter in; the next lecture. Till then take care, see you, bye.