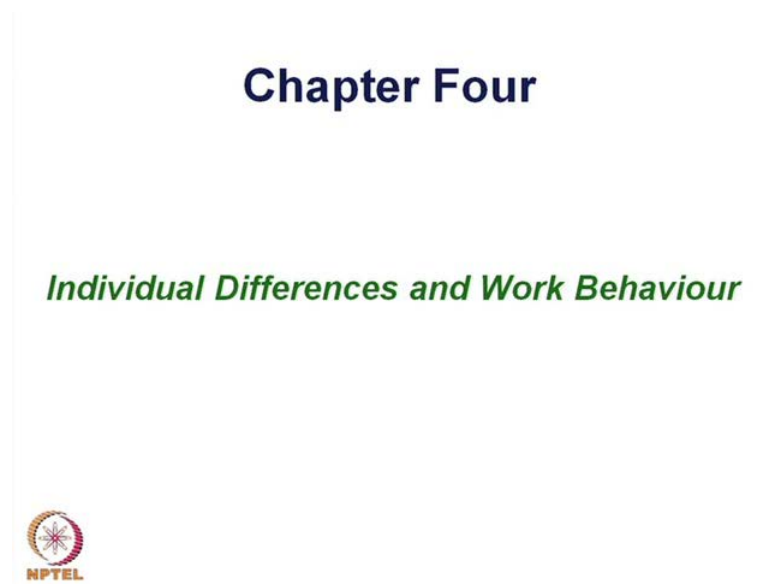


Organizational Behaviour
Prof. Susmita Mukhopadhyay
Vinod Gupta School of Management
Indian Institute of Technology, Kharagpur

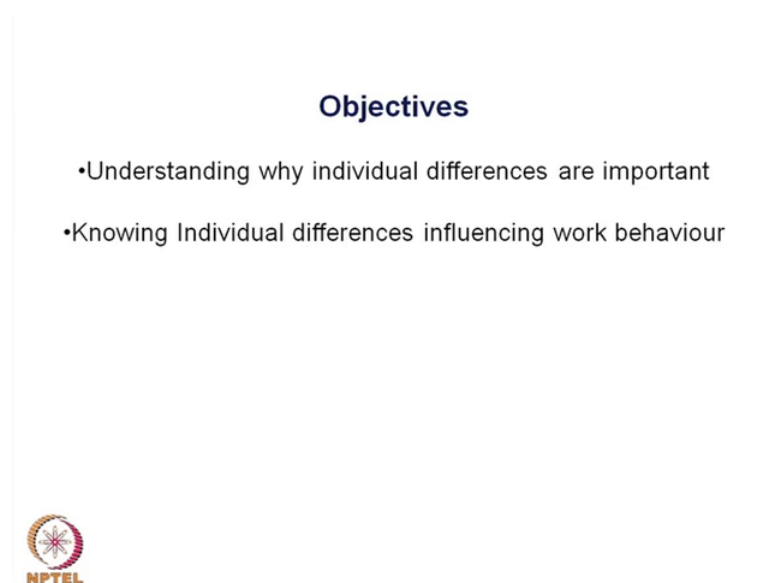
Lecture - 5
Individual Differences and Work Behaviour

Welcome, today we will deal with the chapter 4, which talks about Individual Differences and Work Behavior.

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Now, the objectives of this chapter are, to understand why individual differences are important and knowing individual differences influencing work behavior.

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Why Individual Differences Are Important?

It is important for managers to know the individual differences among the employees as:

- Individual differences have a direct effect on behavior
- People who perceive things differently behave differently
- People with different attitudes respond differently to directives
- People with different personalities interact differently with bosses, coworkers, subordinates, and customers



Now, as far as understanding, why individual differences are important like, the main point over here is that, it is important for the managers to know about individual differences because, individual differences have a direct influence on the employees behavior. People, because of the individual differences, view things differently and that is the perceive things differently and according to their perception, they try to behave also in different ways.

Because of their individual differences, people have different attitudes in the work place, their emotions are different and they because of this different attitudes, they respond also to situations in different ways. The people with different personality pattern interact with their bosses, with their coworkers, with their subordinates in different ways. Due to individual differences, people also accept change or do not accept change, responsible factor is of course, individual differences.

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Individual differences help to explain:

- Why some people embrace change and others are fearful of it
- Why some employees will be productive only if they are closely supervised, while others will be productive if they are not
- Why some workers learn new tasks more effectively than others



Then, individual differences also help to answer questions like why some people are more productive while they are closely supervised, while others are not productive while they are closely supervised. And it also explains, why some people learn new task in a better way than others do.

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Attraction-Selection-Attrition (ASA) Cycle

Schneider (1987) asserted that “the people make the place” and that organizational culture, climate and practices are determined by the people in the organization. ‘Attributes of people, not the nature of external environment, or organizational technology, or organizational structure, are the fundamental determinants of organizational behavior’ (Schneider, 1987).

The people are functions of an Attraction-Selection-Attrition cycle. In 1995 the ASA Framework was updated. Schneider already mentioned that the person is particularly important in the organizational context. Schneider et al (1995) now added the dimension that the people are responsible for the structure, processes and culture of the organization



So, we can understand one of the primary factors in understanding organizational behavior is the individual differences, that people bring in when they come to the work place. And it ranges from a whole range of the there is a whole range of factors and these

are important issues and major concerns for the organization, which are things which organization should be careful about.

Because, one single prescription is not going to work for each and every individual, and the organization has to recognize this difference amongst the individuals and treat them accordingly, deal with them, interact with them accordingly, respecting these individual differences. Now, we will come to discuss the attraction, selection and attrition model, which is called the ASA cycle.

These was first discussed by Schneider in 1987, the attraction, selection and attrition model where, it is told like the attributes of people. Attributes of people are the major determining factors about the, these are these are the fundamental determinants of organizational behavior and not the nature of the external environment or technology or the structure of the organization.

Because, it is people who because it is people who interpret all these things like, what whatever is the signal from the environment or the technology or the structure ultimately, it comes down to the people to interpret these facts and make meanings out of these facts. So, attribution of people is one of the major factors, which is defining the organizational behavior. And in the attraction, selection and attrition model we will try to see, what how this individual differences effect this behavior.

In attraction what happens, attraction phase, it it is not that all people get attracted to all type of organizations or in the other way round, organizations all types of organizations do not attract all type of people both ways. It is attraction occurs, when there is a match of the personality pattern, values, ways of looking into things, belief system so, attraction is a phase where, organization tries to attract likeminded people, who believes in their values, the future prospects and all these things.

An organ and people also try to seek likeminded organization where, they will be happy to work in so, that is the attraction phase. Based on that, next phase is called the selection phase.

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Attraction: People are differentially attracted to careers as a function of their own interests and personality (Holland, 1985). Other signs of attraction are researched by Tom (1971) and Vroom (1966). They have stated that people search environments that fit by their personality and that people would like to obtain their outcomes by selecting a specific organization.

Selection: Organizations select people who they think are compatible for many different kinds of jobs. In that way organizations end up choosing people who share many common personal attributes, although they may not share common competencies.

Attrition: The opposite side of attraction. When people do not fit an environment they tend to leave it. When people leave the environment a more homogenous group stays than those were initially attracted to the organization.

Schneider, B. (1987). The people make the place. *Personnel Psychology*, 40, 437-453.

Schneider, B., Goldstein, H.W. & Smith, D.B. (1995). The ASA Framework: An Update. *Personnel Psychology*, 48, 747-779.



In selection phase what happens, organization selects people whom they think are compatible for many different kinds of jobs, it is not that everybody will be fit for all kinds of job. So, selection during the selection phase again there is a match, people go up for a match making between the kinds of jobs available. And like the people, a group of people who are a proper match for performing the types of jobs, which are there in the organization.

Match making regarding the competencies of the people and the requirements of the job or the role, that the person is going to join in. Attrition is the just the opposite of attraction where, people do not fit the environment in which they are, there is a mismatch between the environment and the people and they try to leave the organization. And what what is because, they they were maybe there is a disturbance in the group because, some people were there who were not matching the values of the group or the organization as such.

So, when these people leave, the people in a sense who were out layers to the group to leave. What we mean back is a very homogeneous group, which matches, which aligns with the purposes of the organization and these whole phase is called the attraction, selection and the attrition model.

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Each phase of the ASA cycle is significantly influenced by the individual differences of each person. Different people are attracted to different careers and organizations as a function of their own: abilities, interests, personalities.

Organizations select employees on the basis of the needs the organization has for skills and abilities and individual attributes such as values and personality

Attrition occurs when individuals discover they do not like being part of the organization and elect to resign, or the organization determines an individual is not succeeding and elects to terminate



If you see, like all these 3 phases of the attraction, selection and the attrition model, each of these phases if you can understand, is influenced by the individual differences of the of each of the person. Different people get attracted to the different organization based on the personal backgrounds, based on the career choices, based on their it is a function of their own abilities, interest and personalities. Organization also select different employees based on the means of the organization for different skills, abilities and individual attributes like personalities and values.


Attrition occurs when the the employees feel like, whatever their personal preferences are, personal choices are or the personal make up are, is not is not matching with what the organization wants and there, either they select to leave or the organization selects to terminate the employment relationship. So, these are the 3 phases and each of these phases we find, individual differences play a major role in this three phases.

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Individual Differences in the Workplace

Demographic characteristics are the background characteristics that help shape what a person becomes. Important demographic characteristics for the workplace are gender, age, race, ethnicity and able-bodiedness.

Diversity Factors Primary Dimensions (stable) are age, ethnicity, gender, physical attributes, race and sexual / affectional orientation. Secondary Dimensions (changeable) are educational background, marital status, religious beliefs, health and work experience



Now, we come to discuss the individual differences in the work place and we find like there are many factors, which define individual differences, one of that is the demography characteristics. These are the background characteristics, that help to shape what a person becomes, important characteristics for the demography characteristics for the work place are gender, age, ethnicity, race and able-bodiedness. When we talk of diversity factors like, we have talked much about work force diversity in the earlier sessions.

When we talk of diversity factors, diversity factors we can just define it into 2 like primary diversity factors and secondary diversity factors. Primary ones, which are very stable in nature and they are age, gender, ethnicity, physical attributes like affectional orientation, etcetera, they are more or less stable in nature. When we are talking of secondary dimensions, these are changeable in nature, which which are modifiable in nature.

And these are mainly the education, marital status, religious believes, health condition, work experience. These are secondary diversity factors, diversity dimensions because, they are changeable in nature.

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Aptitude and Ability

Aptitude is a person's capability of learning something. Ability is a person's existing capacity to perform the various mental or physical tasks needed for a given job. It includes relevant knowledge and skills.

Intellectual Ability is the capacity to do mental activities. Intelligence contains four subparts: cognitive, social, emotional, and cultural.



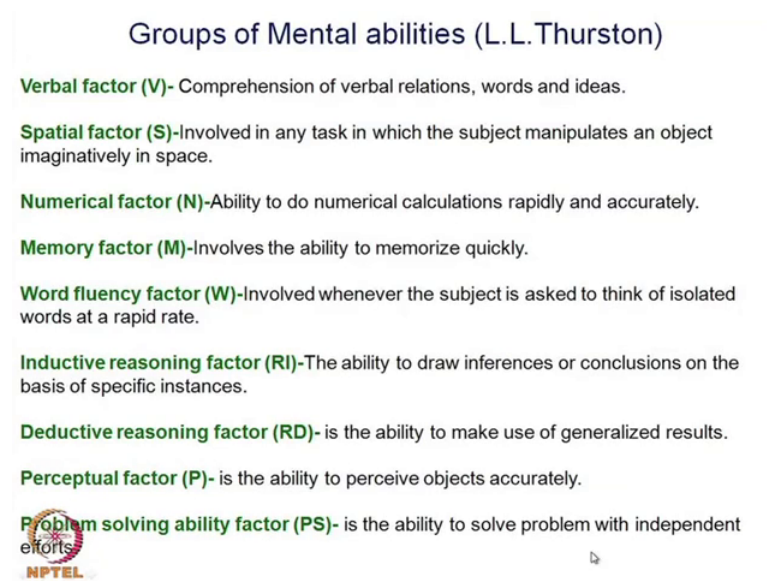
So, we will in this session we deal with some of the diversity factors and individual difference factors and primary, that we deal with this the aptitude and the ability. Aptitude is a person's capability of learning certain things, ability is a person's existing capacity to perform various mental or physical task needed for a given job, it includes relevant knowledge and skills. So, if you can understand, ability is a broader perspective, it is a broader perspective, it is a general component of for performing various mental and physical task.

And aptitude is very specific to certain task, that you have aptitude for music, you have aptitude for drawing, you have aptitude for sports, all these things. So, it is very task specific while we are but, while we are talking of ability, it is more often a general capacity in nature, which is inherent capacity, which is present to perform various mental and physical task in different job and also it includes irrelevant knowledge and skills.

Intellectual ability, that we have more concerned about is the when we talk of IQ, intellectual quotients, intellectual ability is the capacity to do mental activities and it consists of 4 subparts cognitive, social, emotional and cultural intelligence. So, pointing discussion over here is that, like in generally sometimes we tell, this person is more intelligent than the other other person. And we try to make a very very very sort of generalized statement, you are more intelligent, that person is less intelligent and all these things, which is somewhat misrepresentation of facts.

Because, a person being intelligent in one of the aspect or not being intelligent in one of the aspect of life does not mean, that the person is not intelligent in other aspects of life. Because, in turn, the concept of intelligence is not a single facet concept but, it is multi faceted. And here, that we see like we have four types of (()), it is consist of 4 sub parts like cognitive intelligence, social intelligence, emotional intelligence and cultural intelligence so, the intelligence of person in all these 4 subparts may vary.

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Groups of Mental abilities (L.L.Thurston)

- Verbal factor (V)**- Comprehension of verbal relations, words and ideas.
- Spatial factor (S)**-Involved in any task in which the subject manipulates an object imaginatively in space.
- Numerical factor (N)**-Ability to do numerical calculations rapidly and accurately.
- Memory factor (M)**-Involves the ability to memorize quickly.
- Word fluency factor (W)**-Involved whenever the subject is asked to think of isolated words at a rapid rate.
- Inductive reasoning factor (RI)**-The ability to draw inferences or conclusions on the basis of specific instances.
- Deductive reasoning factor (RD)**- is the ability to make use of generalized results.
- Perceptual factor (P)**- is the ability to perceive objects accurately.
- Problem solving ability factor (PS)**- is the ability to solve problem with independent efforts.

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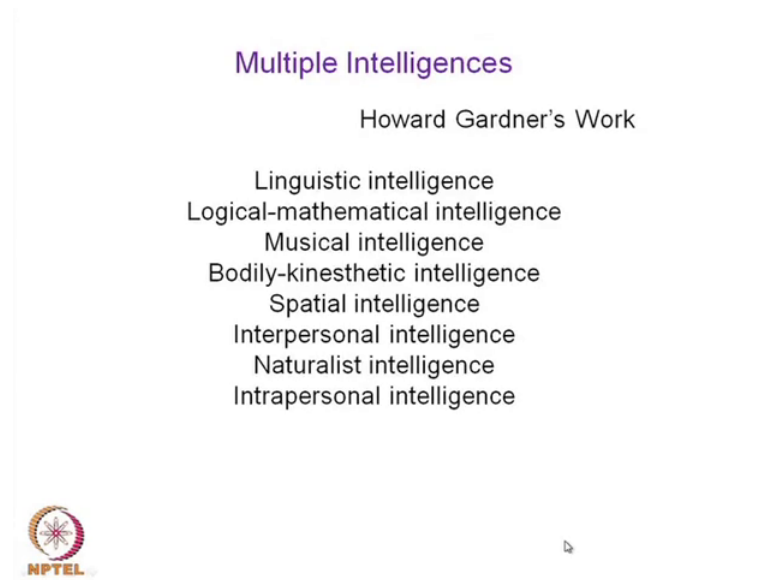
Thurston classified your like the mental abilities into various groups and these are called groups of mental abilities and we find, like there are groups like verbal factor, v factor which tells about the comprehension of verbal relations, words and words and ideas. Spatial factors involved in any task, in which the subject manipulates an object imaginatively in space. Numerical factor ability to do numerical calculations rapidly and accurately, memory factor involves the ability to memorize quickly.

Word fluency factor involved whenever, the subject is asked to think of isolated words at a rapid rate. Inductive reasoning factor, the ability to draw inferences or conclusions on the basis of specific instances. Deductive reasoning factor is the ability to make use of generalized results, perceptual factor is the ability to perceive objects accurately, problem solving ability factor is the ability to solve problem with independent efforts.

Now, if you just have a look into all this factors you will understand, it is like not all types of jobs requires all types of abilities from the person. Jobs also have groupings of

the different expertise in the different ability, that is required. And accordingly, while this reaction process, we can map, we can choose the employees who are having better abilities, that are required by specific kind of job.

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Next we come to Howard Gardner's work, he tells about multiple intelligences like, we discussed earlier like linguistic intelligence like, we are speaking competence in language. Logical mathematical intelligence, musical intelligence, bodily kinesthetic intelligence, spatial intelligence, interpersonal intelligence, naturalist intelligence, intrapersonal intelligence.

Now, if you see all these intelligence, these requires different different mental abilities or groupings of mental abilities and it is possible that a person, who is good at one is not good at the other intelligence that does not mean, that the person is not intelligent. So, he may be intelligent in one way and the other person may be intelligent in a different way. So, it lies, one has lies on the organization to discover, what the employee is good at, what what is the intelligence that the person excelcy and try to match that person with the proper type of jobs.

So, it is it is a major challenge for the organization to understand these individual differences, understand the potential of the employees. And to like nurture them and to like map it properly with the jobs present so, proper selection is very important in this regard.

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Physical Abilities- The capacity to do tasks demanding stamina, dexterity, strength, and similar characteristics. Nine Physical Abilities are:

Strength factor

Dynamic- Ability to exert muscle force repeatedly over time.

Trunk- Ability to exert muscular strength using the trunk muscles.

Static- Ability to exert force against external objects.

Explosive- ability to expand a maximum amount of energy in one or series of explosive acts.

Flexibility factor

External- Ability to move the trunk and back muscles as far as possible.

Dynamic- Ability to make rapid, repeated flexing movements.



When we are talking of physical abilities, physical abilities are is it is the capacity to do task, demanding stamina, dexterity, strength and similar characteristics. Nine physical abilities are strength factor, first is dynamic, which is the ability to exert muscle force repeatedly over time. Trunk, ability to exert muscular strength using the trunk muscles static, ability to exert force against external objects 4 explosive, ability to expand a maximum amount of energy in one or series of explosive acts.

Flexibility factor, external, ability to move the trunk and back muscles as far as possible, dynamic, ability to make rapid repeated flexing movements. Now also, these physical abilities can be mapped with the different types of jobs, which are there. And we we can find out, we can then while in the selection process, if the job requires some specific type of physical ability then, we can try to map the strength. Physical strength of the person, the physical flexibility of the person, the subgroups of the strength and the flexibility required for a particular type of job, and map it with the particular person present and make a person better person job fit.

So, while defining the the importance of individual differences and while discussing the abilities and strength factors, and flexibility factors in the physical abilities or in the mental abilities, one of the point focuses is of course, like defining the requirements of the job in a proper way, defining the nature of the job in a proper way also. According to the abilities required for doing that particular type of job, once that is done properly then

only, we can utilize the individual differences, specific aspects of individual differences and map it to the proper kind of job.

If the organization does not have a clear idea about, what is required for performing a particular type of job then, they do not know what type of person to select it for. So, there could be a mismatch regarding this so, the first purpose, the first task of for the organization is to define the job, describe the job elaborately, describe the role elaborately. Based on the, what what are the requirements from the particular employee in terms of the competencies, abilities, skills, knowledge required and then only, they can map it properly, while it comes to the attraction and the selection process.

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Other factors

Body coordination- Ability to coordinate the simultaneous actions of different parts of the body.

Balance- Ability to maintain equilibrium despite forces pulling off balance.

Stamina- Ability to continue maximum effort requiring prolonged efforts over time.

Source: Adapted from *HR Magazine* published by the Society for Human Resource Management, Alexandria, VA (accessed from *Organizational behavior* 12th ed- Robbins and Sanghi- Pearson)



Other factors presenter of course, body coordination, ability to coordinate the simultaneous action so, different parts of the body, balance ability to maintain equilibrium despite, forces putting of balance, stamina ability to continue maximum effort requiring prolonged efforts over time. So, these could be again some factors, which represent and need to be accessed by selective employees.

Because, some jobs require stamina, body coordination and balance and if if you are not careful in the process of selection then later on, we may have, the employees may face problem on the organization, may also face may also face problem regarding the employees selective.

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Personality

Personality is the overall profile or combination of characteristics that capture the unique nature of a person as that person reacts and interacts with others. It combines a set of physical and mental characteristics that reflect how a person looks, thinks, acts, and feels. It is a relatively stable set of feelings and behaviors that have been significantly formed by genetic and environmental factors.

Values.

Values are broad preferences concerning appropriate courses of action or outcomes. Values influence behavior and attitudes. Sources of values are Parents, Friends, Teachers, Role models, External reference groups.



Next important factor, which leads to one of the important factors of individual differences is of course, the personality factor. So, personality is the unique nature of a person, it is a combination of characteristics, which defines the unique nature of a person and the way, that person reacts with the environment and interacts with the others. So, it combines a set of physical and mental characteristics and define, how a person looks like, how he thinks and how he acts, and how he feels. So, it is a stable state of feeling and behavior, and which is guided by the genetic and environmental factor, it is both situational and genetic in nature.

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PERSONALITY-WHAT IS IT?

The term personality is derived from the Latin word 'Persona' meaning mask. To the Romans 'Persona' denoted as 'one appears to others' not 'as one actually is'.

The popular nonscientific definition of personality has two defects: (1)First it emphasizes only the manifest aspects of the intricate pattern of personality .(2)Second, in emphasizing only the objective aspects of personality, it does not indicate what the real personality is, the subjective or interior organization which is responsible for the expressive aspects.



Personality here, at this point of time, it will be better if we have focus more into like the some some details about, what is personality and we will try to look into like what personality is. The term personality is derived from the word persona, meaning mask and to the Romans, Roman people it denoted, one how they appeared to others, not how one actually is. So, the popular nonscientific definition of personality, it focuses more on the manifest aspect of personality like how you are being viewed by others, not how you actually are and and it is only the manifest aspect of the personality.

Second in emphasizing only the objective aspect, it it is not focusing into the real personality or the interior organization, which is responsible for the expressive behavior, expressive acts that is observed from outside. So, the popular nonscientific definition of personality, it depends more of the manifest aspect and also generally, sometimes we tell is very called the term like, this person has a personality, that person has a personality and others do not have a personality, which again is a not a proper way of mentioning the term.

Because, by virtue of being a person, everybody has a personality, what would matters, what differs is the personality pattern, the orientations. So, it is not that, like one person has personality, other person does not have a personality. The nature of the personality, the orientations may vary while each one of us by a virtue of being a person, we do have a personality.

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Early psychological definitions of personality

Woodworth (1947)- Personality is the quality of individual's total behaviour

Dashiell (1949)- Personality is the total picture of an individual's organized behaviour, especially as it can be characterized by his fellowmen in a consistent way

Munn (1965)-Personality is the most characteristic integration of an individual's structure and activities. It is characteristic in dual sense **(1)** It is unique, thus differentiating the individual from all others **(2)** It is fairly consistent, representing the customary integration of a particular individual's structures and activities.



And like if we come to the earlier psychological definitions of personality, Woodworth in 1947, he defined personality is the quality of individual's total behavior like every field of life, how that person is behaving. Dashiell in 1949, he told personality is the total picture of an individuals organized behavior specially, as it can be characterized by his fellowmen in a consistent way. So, again if you see this is an observed part of behavior, characterized by his fellowmen and this definition is focusing on another important way, another important aspect that is, the consistency of the behavior pattern.

Munn in 1965, he told like personality is the most characteristic integration of an individual structures and activities, it is characteristics in dual characteristic in dual sense. First, it is it is a unique nature, that differentiates one person form one individual from the others and of so, each person has a different personality pattern. The elements may be same but, it increase after those elements present in different people may differ.

And it is fairly consistent like behave personality pattern is consisting over time and so, it is with presenting the customer integration of a particular individuals structures and activities. It it tells about like, how a person is and how he looks, same for two things different things how he behaves. So, when you know the personality pattern of an individual, we can interpret like how to interact with the that person based on his specific nature of personality.

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Allport's (1961)- definition is widely accepted as the most comprehensive definition of personality which emphasizes on the motivational aspect of personality.

Allport (1961)- defined personality as the dynamic organization within the individual of those psychophysical systems that determine his characteristic behaviour and thought



Allport in 1961 give a definition of personality, which is widely accepted as the most comprehensive definition of personality, and which focuses on the motivational aspects of personality. He defined personality as the dynamic organization within the individual of those psychophysical system, that determine his characteristic behavior and thought. So, if we just break this definition, if we just try to stop in between this definition, we will find some important characteristics of what we mean by personality.

So, when you are talking of, it is a dynamic organization means, personality is a dynamic concept means, there is a movement of forces within the individuals, there are ripples within the individual. So, dynamic organization, it is it is not a very static concept but it is dynamicity, the forces are attraction and repulsive forces are there. So, dynamic organization within a individual so personality, which develops from within that is, not what others are observing.

But, it is an only organization within that individual of those psychophysical system so, it is both physical determinants of their, psychological determinants are there. We individual differences, we have just studied the physical determinants, differences in physical abilities strength factors and flexibility factors, we have studied also the different types of mental abilities. So, personality is a dynamic organization within an individual of all the psychophysical systems, it is a mix of this different types of psychophysical systems, that determine characteristic behavior and thought.

And so, mix of all those things is learning's from the environment is ways of perceiving the environment. All these thing make up develop a mix and form a pattern of personality, which determines his unique characteristic way of behavior and thought and interpreting the environment and interacting with other people. So, it is these personality, access a motivator, access the guiding force for the person to behave in certain way to the environment and to other people.

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Personality Pattern

The personality pattern is composed of traits or specific qualities of behaviour which characterize the individual's unique adjustment to life as shown in his behaviour and thoughts.

Three major factors determining development of personality pattern are:

- (1) Individual's hereditary endowment
- (2) Early experiences within the family
- (3) Important events later in life outside the home environment.



So, personality pattern, it consists of traits or specific qualities of behavior, which characterize the individual's unique adjustment to life, as shown in his thoughts and behavior. So, the word unique adjustment is very important and due to this unique adjustment, like there are so many individual differences between the people. Three major factors determining the personality pattern are, one is the individual's hereditary endowment, second is early experiences within the family and third is important events later in life outside the home environment.

So, when we are talking about individual's hereditary endowment, this is due to some genetic factors, that determine the physical features, your physique, the person then, you may have the eye color, hair color then, your height, weight, may be some of the mental patterns also. And early experiences with the family, family interaction with parents, interaction with brothers, sisters, your rank order in the family, rather like do you are you the youngest one or you the first one.

The learning from your family, the manners that you learn from your family, the modes of life, the cultural values that you would have taught from your family, what to do, what not to do sort of the learning that you have to see from your family. The environment that you get from your family, whether it is a very encouraging environment, whether you get a positive feedback, whether you get unconditional love from your parents, whether you are encouraged to do certain things or not.

All these small small factors play a major role in your personality development and now also, the relationship between may be your parents and the atmosphere within, whether whether there is always face face a threat in the environment or a or there is a atmosphere of peace and love, mutual understanding and affection, and also positive discipline, all these plays an important role in the child development and also development of the personality of the child.

Important even, is letter in the after, like in in your school the role models that you met, the teachers that you met, the peers that you met and the learning's from them, how you will match up with your try to find out a match between your family standards and your what learning from you, get from your external environment. What selection you do like, what much what is the amount that of that stimuli, that you are going to assimilate with in yourselves, assimilate with your family learning's and what to reject and what part of family learning you need to modify so that, you become part of the member of the external world. All these selections processes will determine your personality pattern and also then, in school, college life and all these things.

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Accordingly, the determinants of personality are:

- (1)Physical determinants
- (2)Intellectual determinants
- (3) Emotional determinants
- (4)Social determinants
- (5)Aspiration and achievements
- (6)Family determinants



So, accordingly the determinants of personality are of course, your physical determinants, your strength, your flexibility, your physic, your height, weight, all these factors look. Then, your intellectual determinants, your mental abilities, your cognitive abilities, your thought processes, your social abilities, intellectual abilities in different,

different sections, that you have already seen. Next is of course, your emotional determinants, the emotional atmosphere that you get in your home, the emotion that have been nurtured from your childhood, whether these are primary emotions or secondary emotions, positive emotions, negative emotions.

What you are faced and what you have learned in your childhood and in your growing years and feedback, that you have received for nurturing those emotions are important determinants. And next is of course, your social determinants, your family background, the nature of the family that during your schooling or friends. Peer groups of course, play a very important part, your teachers, role models, in upcoming like when you go to your high schools and may be enter your college.

So, it helps to develop your personality pattern and bring some changes in your like the manifest way of behaving. if if Even if it is like, all these like the more you meet in the outer world and you interact with the outer world, may be there is not it is not like you cannot change to very great extent, may be the core of the person. But, the the grooming as far as the manifest of the aspect of the personality is there, it can be done and certain changes can be brought out in this regard.

When like accounting and social determinants try to like acceptance, that you get from your the cues, that you get from your environment will help you to match up your personality pattern with the social determinants or receive the positive feedback. And try to change yourself or not whether to change your or not to change, to what extent you change, these are important decisions to be taken, whether at all to change, not to change, which which aspect to change, these are again questions to be answered, before you go on for changing your personality pattern.

Sort of why doing change, do you require to change and to what extent, these are important questions. Aspirations and achievements of people are also important determinants of personality like what you want to do in your life, what do what you aspire for, what achievements do you get, how many failures have you faced in your life, how do you how do you how do you take your failure, how do you what do you learn from your failures is is always achieving the goal, that you get is good point or it is good to face failures.

Also when when you face failures how do you take it, how do you learn from, what do you learn from and how how how we motivate it to progress with that, all these are like important determinants of your personality. And and people differing this aspects and of course, like we have already discussed the family determinants are very important because, family is the major pillar of of your life and born into a family, whether you have born in a joint family whether you are born in a nuclear family these different family situations help you in developing different personality pattern.

Because, you get different feedbacks from your family the way, in which children are managed in a joint family or in a nuclear family, which differs. And the importance that they get, whether you are a single child or you have a brothers sisters, whether whether you come from may be a single parent home or or both parents are staying with you or or whether the both the parents are working, whether mother is working, mother not so, whether you get a quantity time, whether you get a quality time from your parents.

Whether what is the way, that you have been brought up, whether you get gifts to compensate for the quality quantity of time, that your parents were not with you and or or you spend quality time with your parents. Because, working parents is is what the family structure, the both parents working is what what is the family structure, that we are mainly having today.

And how how do we deal with the children and to compensate for the time, that you are not with the, is it that we try sometimes, try to give them things just to compensate for the loss or or we try to over discipline them. We try to check them for every aspects like do this, do not do that sort of thing or whether grandparents are presented whom or not or they are taken just in care of baby seaters. All these small small things, very small things are playing a does play rather, a major role in determining the personality pattern of individuals.

And these learning's, whether whether you teach your child to become independent from a very early stage in life or they develop as dependent personalities, all these things are very important determinants. The family contribution towards development, the child's personality pattern is the values, as we will discuss next. Values of the children, personal values, the family plays a major role in developing the personality pattern and that personality pattern, which is developed in the children sometimes becomes ingrained and

that is what, they carry forward in their life till their adulthoods. So, it is very important factor in that regard, we move to values which is another important determinant of individual differences now.


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Personality

Personality is the overall profile or combination of characteristics that capture the unique nature of a person as that person reacts and interacts with others. It combines a set of physical and mental characteristics that reflect how a person looks, thinks, acts, and feels. It is a relatively stable set of feelings and behaviors that have been significantly formed by genetic and environmental factors.

Values.

Values are broad preferences concerning appropriate courses of action or outcomes. Values influence behavior and attitudes. Sources of values are Parents, Friends, Teachers, Role models, External reference groups.



Values are stable believes or the broad preferences, that people have about their appropriate courses of action to be taken and the outcomes, preferred outcomes in life so, it influences behavior and attitudes. Sources of values could be your friends, could be your colleagues, could be your parents, could be your teachers, could be your role models, could be external efforts group but, it defines a more stable state of mind and it is stable set of preferences, may people that people may have.


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Perception

The cognitive process that involves receiving stimuli, organizing the stimuli, and translating or interpreting the organized stimuli to influence behavior and form attitudes. Each person selects various cues that influence perceptions and people often misperceive.

Attitude

Attitude is a mental state of readiness learned and organized through experience. It is exerting a specific response to people, objects, and situations with which it is related. Attitudes are influenced by values and are acquired from the same sources as values. It is a predisposition to respond in a positive or negative way to someone or something in one's environment. Attitudes are determinates of behavior because they are linked with perception, personality, feelings, and motivation



Perception, perception is one of the important defining individual difference factor, it tells about how people receives stimuli, organizes stimuli and translate, and interpret the organized stimuli to influence the behavior and forming of attitudes. So, each person based on their abilities, their personalities, their values, their background factors, their gender, their ethnicity, their cultural diversity, they try to they tend to perceive different things, they tend to organize things differently and that, mainly at the organization and interpretation face of perception.

Individual factors play a major role and then, they try to interpret things and give these individual differences sometimes help to color perception in different ways for different, different people. Attitude, and attitude is the mental state of readiness learned through and organized through experience, it is exerting a specific response to people, objects and situations, and with which it is related.

So, attitudes are influenced by the values and how they acquired, and attitudes are acquired from the same sources as the values so, it attitude is a pre disposition attitude is a pre disposition to act in a particular way. So, it tells you like whether you have a positive or a negative, it is a predetermined mindset, that you have about whether respond positively or negatively to certain objects and or something in your environment.

So, it it is determinant of your behavior because, it tells about the intention, attitudes or intention to act an in a certain way and it is linked with the perception, personality, your

feelings, motivations and emotions. So because, attitudes are linked with all these individual differences, factors and it defines your intention to act in certain way, attitudes taking care of attitudes is one of the primary major responsibilities, that are developing attitudes.

Changing of attitudes is one of the primary areas of concern for the practitioners in the or the (()) practitioners in organizations and it is management like how to take care of the employees attitudes, which could be both positive in nature and could be negative in nature also. Discuss this when we are able to understand this individual differences, each of these chapters, each of these factors that we have defined here as a part of individual differences.

We will try to elaborate on it on the next forth coming chapters, next forth coming discussions, that we are having in organizational behavior like we will be discussing separately here on personality. We will be discussing no longer perception of individuals, how these are formed will be discussing on the emotions and modes in the work place. We will be discussing again on motivation and attributions, and how how each of these factors play a role in defining a person's behavior in the work place.

And when, if you remember the initial model that we discussed with the few, the model of (()) that we discussed in the first chapter, people come with these factors, enter the organization with these individual differences. Then, they come to interact with other people who have these personality factors, these perceptions, attributes, motivations and attention factors, and all these.

And when they find like there is a match with their own preferences, their own backgrounds with the people, other people that they met then, they start communicating with each other, they start sharing with each other about their own views, just try to exchange facts and as well as sharing takes place in the organization. The organizational behavior, dynamic start in terms of the trust, build up cooperation, conflict whatever if there is a mismatch or viewpoints, if there is a mismatch of personality patterns and all these things then, there there could be a conflicting situations also.

Individual differences are important to organization from the view point of your like building up teams. Now, it will depend on the organization to like how to utilize this individual differences for team building. Do they want to make a homogeneous team, all

people are of same nature with same ability on personality pattern, same motivation and set up, same things attracting them or they want to make a very heterogeneous team where, then each each person can complement the other persons competencies and and get the job done.

Individual differences will also influence like how to set the (()) pattern and how to reinforce people, how to motivate the people. Because, all things do not motivate a certain extent, all types of individuals because of their individual differences, people like different things. So, we are discussing interchange process also like people either accept change or they do not accept change based on their individual differences.

So, again the psychological contract, the returns at the employees, expect from the organization, may also vary due to the individual differences. People according to their own set pattern of their preferences, their personalities, motivations, etcetera may expect different, different things from the organization. And and it is really very challenging task for the organization to develop frame responses for it like, how to answer to these challenges, like psychological contracts and what will what will rather be the effective reinforcement for the people, when it comes to motivation and.

So, understanding individual differences, preferences, how to utilize it, how to channalize it, how to make it grow so that, it gets tuned with the organization purposes. It is a major work to be done and if done in a proper way, we lead to proper, it is a better organizational performance. So, so it is very important to know and small small things about the individual differences.

Now, again a policy point in a question may come like, can we cater to the all the needs of all the employees like if the thousands of employees use different, different individual individual differences then, what an organization can do, is it going to cater to the needs of each specific employees. Answers have to be sort out for this because, can we do a grouping of people if possible with similar patterns and try to find out like, if if these are things and these are the general trained of people have reached this categories or these these patterns then, what what is the template of response that we have for these type of people.

So, instead of just answering to the each of the individual's employees perceive what we can give is a, general mix of responses, which is covering most of the needs of the

similar types of employees, while grouped according to the abilities, needs, personality patterns, etcetera. So, these are different points of decisions to be taken by the organization but, definitely focus on individual differences has to be there. Because, you have to respect the organization, has to recognize and it has to respect like individuals are different and they each individual has to be treated differently.

And reasons of, why a person behave may be the outcome behavior may be same but the reason, while the person, what makes the person behave in certain way could be different. This is more important while we are talking of stress in the organization and conflicts in the organization, and we are talking of emotionality in the organization, we are talking of counseling and all those things.

Because, while you are taking some very strong decisions, it may be required from times to take some strong decisions about an employee, who is not following the, who fails to follow the certain expectations of the organization. Before just having into decision about that person, it is very much necessary to focus into his way of looking into things, the person's way of looking into things and trying to judge it from that person's perspective, not the person of, not only from the perspectives of the person who is making the decision.

Because, the why a person does certain things, (()) his own reasons could be entirely different from what we as decision makers sometimes feel, that the reason could be because our thought, we as individual are different or cognitive processes are different ways of thinking as different personalities. Different motivation is different, we are to separate individuals and we just connect assume like, that these person has done it because, it is this way of doing things.


So, in counseling processes also while dealing with the stress of the individuals in the organization, while trying to motivate that person, while trying to doing certain behavior modifications, we have to be very, very much careful about the individual differences, individual's outlook of life, individual's way of looking into things and we have to be very empathetic towards all these things. And then, take try to take and try to rather find out a proper solution for the problem and mainly may be utilize that individual differences in a proper sense of the term.

That is, sometimes because there is a heterogeneity, because there are differences, it helps a lot in organization performance. Because, we get a good mix of people and it it depends on the organization, how efficiently we can utilize this better mix for better performance.

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Question

- Define ability. Elaborate the different types of intellectual and physical abilities and their implication for organizational performance.
- Describe the ASA cycle. 'Each phase of the ASA cycle is significantly influenced by the individual differences of each person'-Justify with examples.



Based on this, we come to the like some questions, which is at the end of the session, which is like define the ability, elaborate the different types of intellectual physical abilities and their implication for organizational performance. Describe the attraction, selection and attrition cycle, each phase of the cycle is significantly influenced by individual differences of each person, justify with examples.

Thank you.