

**Organizational Behaviour - an Introduction**  
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**Lecture - 11**  
**Personality – Part 2**

Warm welcome to this lecture series on Organizational Behavior; we are in the 3rd chapter which is on Personality and this is the 2nd lecture in this 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



So, I will quickly summarize what happened in the previous lecture; this is the outline of this chapter.

## DEFINING PERSONALITY

- ◉ Relatively stable characteristics of an individual which influences his/her behavior, attitudes, motivations and emotions.
- ◉ Dynamic and organized set of characteristics possessed by a person that uniquely influences his or her cognitions, motivations, and behaviors in various situations (Ryckman, 2004).



We defined what is personality. So, personality can be defined as relatively stable characteristic of an individual which influence his or her behavior, attitudes, motivations and emotions.

In other words, psychology believes that there are some inner qualities which are relatively stable and those qualities influence the way we behave in different situations. And also they influence all the aspects of a behavior which include attitude, motivation, emotion and things like that.

In the previous lecture we also questioned the idea of personality by asking is there anything which is permanent quality of an individual which leads to all the behavioral differences among people. Because psychology as a discipline believes that individual differences between people are caused by personality.

If you remember in the earlier chapters we spoke about how psychology as a discipline believes each one of us are different and the cause which can be attributed to this individual differences is personality. So, there are theories and researches who questioned this concept of personality.

## HISTORY OF THE CONCEPT OF PERSONALITY

- ◉ Per + sonare (to sound through)
- ◉ Persona (mask worn in plays)
- ◉ Gordon Allport (1937) pioneer in personality theory and research.



We also looked at the history of the concept of personality; the word personality comes from the Latin word persona which means mask.

## KEY ASSUMPTIONS

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



We also looked at in the previous lecture what are the key assumptions related to this concept of personality. So, if you look at these assumptions there are two major thought processes or there are two major schools which look at personality in different way.

So, one school of thought believes that personality traits are universal in nature or the idea of personality is universal in nature, which means; there are certain qualities which is found among all the people in the entire world. So, let us say if it is extraversion in India the same concept of or the same trait of extraversion can be found in any other country or any other culture.

Another school of thought believes that; no, personality or the qualities which constitute personality are not universal in nature which means different cultures have different sets of qualities or people in different cultures will have different sets of qualities.

In second way in which these two schools differ is one school believe that personality is stable which means; if somebody has a certain kind of a personality characteristic it will stay there forever. Then the personality has a quality starts at a very young age and you cannot really change personality qualities.

On the same time the other group believes that personality as a quality or personality as a characteristic can be changed or it can vary from context to context. In fact, that is completely against this idea of personality as a stable characteristic; so it is relatively stable. So, if you look at universality and stability those group of psychologies believe and nature as a powerful determinant of personality.

Or in other words these personality qualities are biological in nature or they are inner qualities which are very stable which cannot be changed mostly because of biological factors. The other group which believes in uniqueness and dynamic nature of personality qualities believes that it is caused by nurture relative factor for environment factors.

So, somebody acquires these personality characteristics over a period of time through their experiences with the world. So, again in psychology we call it nature-nurture argument. So, the interactionist prospective believes that both nature and nurture play an important role; so the both interact. So, you cannot purely say everything is because of environment factors or you know upbringing or society related factors.

Similarly, we cannot say everything is based on biological factors. So, they both interact with each other. So, in psychology they say you know personality qualities or nature nurture argument as loaded gun argument which means; some everybody has a certain quality, but whether that quality comes out or not depends on whether somebody pulls the trigger.

On in other words mental illness especially some people are more prone to mental illnesses because of biological reasons, but it's not that those people will become mentally ill irrespective of what the environmental condition. So, only when the environmental conditions trigger you know that particular biological quality people some those people will become psychologically ill mentally ill. So, this is like vulnerability versus sugaring factors.

## BIOLOGICAL DETERMINANTS

- ◉ The heredity
- ◉ Brain functions
- ◉ Physical features



So, in the previous class we looked at some of the arguments which support the biological determinants of personality or people who support nature as a predominant cause for personality differences.

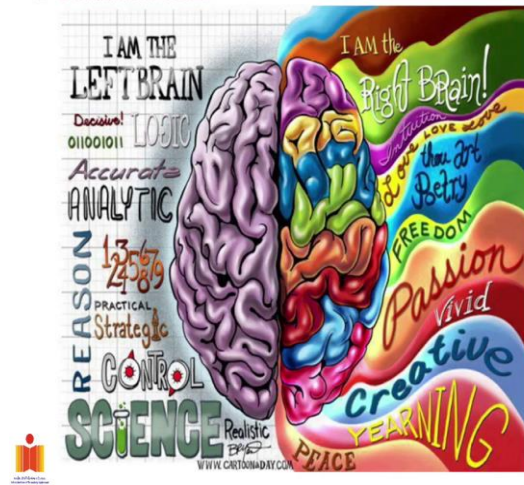
## GENETIC TRAITS



So, the first argument is hereditary you know genetics; this group of psychologists or scientist believe that genetic traits play a very important role. So, one important example or you know argument they play is; even among newborns there are individual differences. So, these individual differences are genetic in nature. But again the counter argument for this you know this opinion is or this finding is even at a very young age children know how to react to certain kind of a social stimuli.

So, you know if their parents reward them by a smile whenever the baby is happy the child or the baby tends to show signs of happiness more frequently. On the other hand, if the parents does not actually pay attention whether the child is smiling or not smiling or happy or not happy children tend to be in a certain way or infants tend to be in a certain way.

## LEFT BRAIN VS. RIGHT BRAIN DOMINANCE



Second argument is brain and its role in personality. So, very common or popular argument is right brain-left brain or depending on your brain dominance individual stand to show differences. But again the counter argument for it's not that brain leads to the way you behave or brain determines or brain shape or brain dominance leads to your behavior it is also your behavior which can shape the brain so the plasticity of the brain.

So, this is where we stopped in fact, we also spoke about physical features, people with certain physical features tend to be of certain personality type. In fact, some of the very early theories on personalities spoke about body type and personality. So, it assumed that people who are thin will be of certain qualities, people who are fatter will be of certain qualities, people who are strong built will have certain kind of qualities so they call it endomorphic, exomorphic and mesomorphic.

So, people of different body types will have different type of personality again which is not scientifically proven ok.

## CULTURAL FACTORS

- Cultural norms
- Culture specific behaviours
- Cultural characteristics



So, we are going to look at the other side of the school of psychology which talks about the role of social factor. So, the assumptions behind these group of psychologists is personality as a quality or qualities which define a someone's personality can be changed over a period of time because those qualities are formed because of social factors. So, it's not like you are born with a certain quality it is because your surrounded by a certain group of people or the you group in a certain kind of an environment your personality changes.

So, some of the important arguments they place for their view point is role of cultural norms. So, in the first chapter we looked at the word norm means; unwritten rules. So, every society or every culture has some unwritten rules. So, these unwritten rules are reinforced by people around us.

So, there are unwritten rules and terms of how men should behave, how women should behave, how you know children should treat elders, how you know in a group how one should behave and things like that.

So, these unwritten rules which are reinforced by people around us shape our inner qualities which is personality. So, these cultural norms can vary from one culture to another culture for example, certain cultures you know gender norms are not very rigid in certain culture gender norms are clearly written it says women should only do this and men should only do these kind of things.

So, if a woman does something which a man is allowed to do it is considered to be wrong other way around there are very clear cut gender norms social norms and things like that. So, these norms vary from one culture to another.

Similarly, many researchers of you know social psychology researchers as well as sociologists, anthropologists they have found that certain behaviours are considered to be in certain cultures and certain behaviours are considered to be you know prohibited in certain cultures.

So, behaviour which is allowed in a certain culture will not be allowed in some other cultures and also certain behaviours are found only in certain cultures. For example, you know let us say in India we have something called you know possessing with evil spirit or possessing with god all those behaviours may not be found in all the cultures it may be found in only certain cultures.

So, there are culture specific behaviours, there are culture specific social norms and these cultural differences influence the way personality is formed.

## UPBRINGING



So, if you remember in the brain dominance argument you know many fine research has been done on gender differences in brain structure. Again you know there are not very there are lot of research which contradict those studies also.

So, those arguments are men and women differ in terms of the brain structure and that is why they are different. So, gender differences are biological, but again it is to some



extent, I am not saying true you find it in it sounds very commonsensical also because you find many women in arts related subjects many men in science and engineering disciplines.

And men/boys are found to be more aggressive women are found to be even at very young age boys are like very naughty you know they are very aggressive, but girl children are found to be very loving caring you know they are very mature enough to handle issues, but boys are very immature. So, this is the kind of you know arguments which are placed and these differences are attributed to biological reasons because they are found in very young age itself.

But is it because of biological differences these gender differences in the disciplines they choose to study their interest their you know behavioural makeup and all those stuff not necessarily these are cultural differences also ok. For example, why boy children or boys are more aggressive than girls because they are given toys which are you know aggressive in nature you know boys get toys which like guns battleships and things like that.

Women children they get very you know nurturing kind of toys like maybe a Barbie doll or a you know house or cooking toy and things like that. So, they are trained in a way that these qualities become imbibed in them when they grow up even at a very young age.

For example, even when they are born, the kind of dress they get, the kind of colours they have been given the kind of toys they have been given everything varies in terms of gender. So, those social factors might cause gender differences, so; you can extend this argument to personality differences also. So, personality differences also because of our upbringing. So, this is what you know these psychologists argue.

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## FAMILY AND SOCIAL FACTORS

- ◉ Early childhood experiences
- ◉ Role of significant others
- ◉ Socialization
- ◉ Identification process



So, family and social factors play a very important role especially the experiences one gets at the childhood you know the formative years when they grow up they whatever they see around them those experiences influence their personality.

So, the way they are treated by their parents, the way they are treated by their school teachers, what is reinforced as right wrong by their parents, by their teachers, by people around them all those things influence how a person acquires certain qualities as personality traits.

So, these people who are very important for a child like teacher, parents, grandparents. So, or you know friends those people are called significant others. So, this process of growing up process of learning from the society especially from significant others is called as socialization. So, the things which you learn from your interaction with the society especially people who are very close to you.

So, socialization plays a very important role in shaping one's personality and also as children we identify ourselves with significant others. So, we call them role models. So, many times we copy or we acquire these qualities which might become stronger later in our life are from these significant others or from these role models.

For example, you know when a child is very young if you ask the child what kind of job you will you know you what is going to be a profession future; most of them will say I

want to become a teacher or it will say a profession which its parent is doing ok; why because; the influence of role models is very high.

So, this is these are the arguments psychologists who insist on nurture put forth for white personality differences exist. So, what is the truth is it nurture or is it nature? In fact, like I said it is both; so certain things we are born with certain kind of things, but whether those qualities or those characteristics come out or not depends on the environment in which we grow.

## PERSONALITY THEORIES

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



So, there is nothing like pure nature or pure nurture it is the combination of both. So, we are moving to the next part of this personality chapter which is theories on personality. So, what do we mean by theories of personality? Theories of personality are nothing, but assumptions or certain propositions statements which are made by certain psychologists based on their understanding of what is personality.

So, these statements or these propositions try to explain what is personality, how personality evolves or what constitute or what are the qualities which are part of this personality and things like that; so there are different theories. So, primarily I have given some of the important theories. So, and we will talk in brief because each of these theories are like very elaborate in nature these are all like works done by psychologists over a long period of time.

So, I am not able to do justice to these theories if I elaborate one by one I will quickly explain the crux of each of those theories ok.

## 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



So, the first theory which we are going to talk about is Sigmund Freud's psychoanalytic theory. So, these theories are called inter intra psychic theories why we are calling intra psychic? Because these theories talk about something called mind psychic means psyche means mind or consciousness.

So, these set of theories talk about how consciousness shapes personality or they talk about the larger idea of consciousness in which personality is also part of it. There are many theories in intra psychic theory we are only talk only about Sigmund Freud's psychoanalytic theory.

So, like I said these theories are based of intra psychic theories or based on the assumption that there is something called mind. So, the whole idea of personality is to explain who we are is not it. So, who we are defines what we do. So, idea here is who we are decides what we do.

Since each one of us is different in terms of who we are we exhibit different kinds of behaviours; why in other words why for a same situations different people do different things is because of who they are as individuals. So, who they are as individuals vary from one individual to another individual; which is individual differences.

So, this question of who we are you know it is a very philosophical question who am I. So, the direct answer for this from these group of psychologists for call it intra psychic theory theories who believe in inter psychic approach is we are nothing, but our awareness or we are nothing, but our mind what is mind? Mind is awareness ok.

So, one important scholar in this area is Sigmund Freud; many of you have heard of his name Freud you know is a very popular person in psychology.

Even in common day to day conversations many of us uses word Freud Sigmund Freud. He is also known as father of psychology ok. So, Sigmund Freud's contribution to this area of what is mind, what is consciousness is like very extensive. And he is one of those pioneers in this area of you know psychoanalytic theory.

So, when you say consciousness or awareness that is what defines who we are. Who we are? We are the conscious. So, we are awareness ok. So, when you say awareness consciousness means awareness. So, right now I am sitting in this particular chair what is me is my awareness about my environment. So, what about when I am sleeping this me still exists this awareness still exists yes it exists, but at a different level ok.

So, awareness has different levels. So, according to Freud awareness has three levels. So, the first level is; consciousness level which is my current awareness let us say if I am awake now; I am aware of you know what I am doing, I am aware of my environment, my thought process I am thinking about what I should talk in the next slide; so all those things are consciousness. I know my name, I know you know what is my job, I know you know what is happening around me; so all those things are consciousness.

The second level of subconscious; subconscious is awareness which is not active right now. So, for example, if you ask me you know what who is my school teacher, what is the name of my school teacher when I was studying 6th standard ok. So, that awareness is underneath I have to spend some time to dig deep into my memory and bring that into my awareness.

Sometimes it can come out like when I see something which reminds me of my school days I will remember all those memories or that earlier awareness; so that is subconscious. Subconscious is something which we are not actively aware of; that awareness is within us.

The third level of consciousness is unconsciousness. Unconsciousness to a large extent is or to a large extent seems to be nonexistent which means; we may not even aware of those things. These are like deep inside; this awareness or these memories or these

experiences are buried inside our mind and it takes very powerful efforts it takes lot of effort to bring out those awareness or information from that level of awareness.

So, unlike subconscious which takes little bit of effort to remember unconscious is like very difficult to understand or take information from. So, what goes into unconscious experiences or awareness which are not very comfortable for us or these kinds of information which we are not comfortable with before about us or the experiences we have underwent; those memories are pushed deep inside our mind ok.

So, these memories or these awareness comes out in indirect form maybe in our dreams or according to Freud he calls it slip of the tongue you know when you are talking suddenly you use a word which is irrelevant it seems to be a mistake, but you know it is like you said it in real ok, but it may not be a mistake. According to Freud these slip of the tongue or unconscious memory which comes out without even our control ok.

So, these are three level of levels of awareness and these three levels of awareness plays a very important role in our behaviour. So, I will stop here now for the time being I would request you to read about Sigmund Freud and psychotic theory. Just search in Google or you know internet read what the psychoanalytic theory says because there are lot of interesting things Freud has said and his theory talks about ok; because I am going to talk only limited amount of information about this theory ok.

I will stop here. See you in the next lecture, take care.