Organizational Behaviour - an Introduction
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Lecture - 14
Personality – Part 5

Warm welcome to this lecture series on Organizational Behaviour. We are in this chapter on Personality and this is the 5th section of this chapter.

I will quickly summarize what happened in the previous sessions. So, 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 key assumptions behind this idea of personality, in which we spoke about the argument of nature versus nurture.

BIOLOGICAL DETERMINANTS

- The heredity
- Brain functions
- Physical features

And finally, we concluded that the both nature and nurture are important in influencing personality traits. And they interact with each other both nature and nurture interact with each other and shape a persons behaviour.

PERSONALITY THEORIES

- Intra-psychic theory
- Type theory
- Trait theory
- Social learning theory
- Self-theory

INTRAPSYCHIC THEORY

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

So, we are looking at theories which explain personality. The first theory which we saw was psychoanalytic theory by Sigmund Freud.

Which primarily talks about instincts which is inborn biological motives which drive our behaviour and which also leads to formation of our personality.
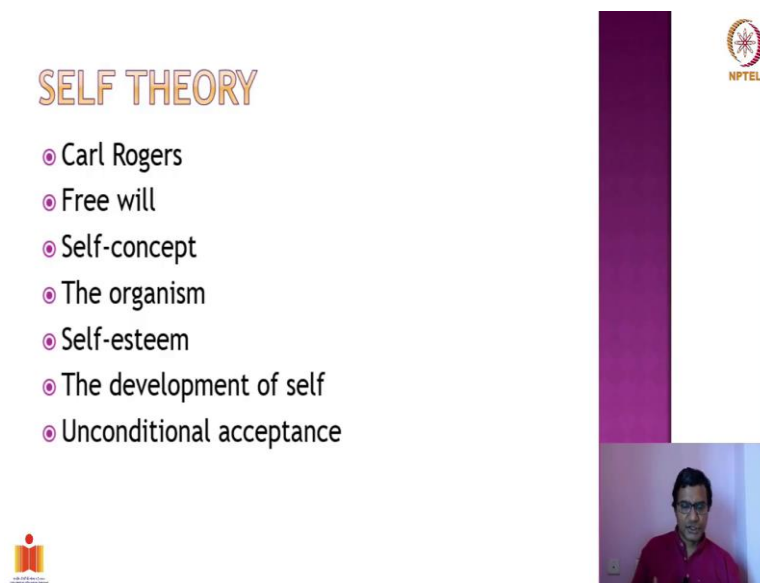

The psychoanalytic theory primarily looks at personality with as something which is inborn or the roots of personality is inborn which is nature argument. The other extreme kind of an argument is social learning theory argument, which says most behaviours can be shaped. Or in other words all the behaviours are learned there is nothing like stable qualities which you are born with.

So, most behaviours are learned through experience. Behaviours which are which an; when an individual encounter positive reinforcement that behaviour becomes permanent. When a behaviour is or when a person encounters negative reinforcement or punishment,

he or she unlearns that behaviour. So, we can shape a persons behaviour through external factors, which is primarily the social conditions, the you know learning experience one undergoes, the external environment and things like that.

So, in previous section in our previous lecture we spoke about the problems with both these approaches. In fact, the problem with both these approaches are one which is, both these approaches talk about determinism. So, which says personality is determined by inner factors or bond factors which is Freudian approach. Personality is or behaviours are totally controlled by external factors, which is social learning theory approach.

So, these two approaches do not acknowledge the choice a person has or the free will a person has. So, the idea of free will is, people can decide the kind of experiences they want to undergo. They can choose the environment and they can also; even though they are born with certain biological qualities, they can overcome those limitations. So this is what is free will. So, choices people make which is in an individual's hand.

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

So, that school of thought is called as self theory approach. So, if you remember in our previous lecture, I asked you to look at a search in Internet about Self theory and Carl Rogers. Carl Rogers is a very pioneer or he is a very popular person in psychology, especially in the area of humanistic psychology ok. If you remember you know in the first chapter, we spoke about how organizational behaviour emerged into different schools of thought ok.

So, if you remember the you know the experiment on Hawthorne experiments. And you know how that led to a new approach in terms of looking at people as humans or people as human beings or organisms, we discuss in the 1st chapter. Similarly, mainstream psychology Carl Rogers is a key person in this humanistic psychology school of thought ok.

So, what is self-theory? According to self-theory, each one of us have free will. Unlike the assumptions made by psychoanalytic theory and learning theory, self theory believes that each one of us have freewill. You know we can choose what we want to become. We have the freedom to decide certain things. It is not like you know everything is decided either by your biological factors or your environment.

So, we also have power to decide what we want to do. And very important a very important idea in self theory is self-concept. So, self-concept is a person's understanding about oneself or the picture about oneself. So, what I think about myself is self-concept. A concept which we form about our self. For example, if I ask you, who you are ok. So, you will explain ok. I am the I am good and good in doing this, I am not very good in doing this, I like mathematics, you know I have lot of friends, people like me, things like this.

So, this is what is self-concept; self-concept is the idea you have about yourself. So, self-concept plays a very important role in shaping one's behaviour or shaping one's personality. So, according to Carl Rogers, personality or the idea of self develops right from childhood. So, when you are born you do not distinguish between you and the environment. Slowly this idea of self emerges. So, for a baby it may not know at a very young age early age it may not know he or she is different from the environment.

So, over a period of time self as a separate entity begins to come into existence or self as an self as a entity you know comes to life. So, over a period of time we understand this is what is me and this is what is the environment. And you try to differentiate you from the external word.

So, later at later points in life it becomes me and others or me and the environment. So, in this world of on in the environment which surrounds me or the universe which surrounds me, I am the centre ok, the organism becomes the centre.

So, initially the organism and the environment does not differentiate itself, but over a period of time the organism differentiates itself from the environment and that becomes the idea of self. And over a period of time we learn about ourselves through our experiences with the environment. So, our self-concept develops over a period of time through experiences.

So, for example, you know you let us say you participate in a singing competition ok. Two three times you participated and people give negative feedback. Your self-concept would be I cannot sing well ok. You will understand that I do not have the capacity to sing.

Similarly, let us say in another environment when you crack joke everybody laughs ok. So, whenever you crack joke your friends laugh, people you know behave positively whenever you are around. So, you understand that or you believe that you are a very friendly person or you are a very jovial person.

So, depending on the interaction with the environment our self concept is shaped. So, every time something happens around us, we also reflect within ourselves and try to understand what we are and what happened between us and the environment.

So, this self concept is also related to something called self-esteem. So, you would have heard the term esteem. What is esteem? Esteem means respect. Self-esteem means respect towards oneself. So, we all have this idea of self-concept or we all have self-concept, we all to some extent know who we are. It may it may be real it may not be real; it may be perfect it may not be perfect. The level in which we know about ourselves changes from individual to another individual that is there, but we all have something called self-concept.

Similarly, we also have something called self-respect. Self-respect is or self -esteem is to what extent we respect what we are ok. So, if you have to respect, let us talk about respect towards others. When will you respect somebody else or what is the prerequisite for respecting somebody else? The first prerequisite is acceptance. So, only when you accept somebody else you will value them. When only when you know acknowledge them as important you will value them and that will lead to respect.

Similarly, self-esteem is also first knowing who you are. Second step is accepting what you are and also valuing what you are ok. This is what is self-esteem is not mistake self esteem for you know self-importance, it is not about feeling that I am great.

Self-esteem is this is what I am and I am with it and I know the positives of it and the negatives of it in between pride and self-esteem. Pride is like without any reason or without any valid you know attribution you celebrate yourself or you feel you are great that is pride.

Self-esteem is you acknowledge in this acknowledge your limitations and positive things and value yourself for what you are, which is also celebrating yourself. But celebrating yourself or the celebration is based on self understanding and self acceptance. So, when people have. In fact, according to Carl Rogers, Self-esteem is a very important quality in a person's life or self-esteem decides or determines how well a person adapts to the environment an interacts with the environment ok.

So, how does self-develop? Self develops right from a childhood unlike other theories like Freudian theory and learning theory; self-theory also believes that childhood experiences are very important. Childhood experience are very important not, because you know your behaviour is shaped at that time from external rewards and punishments. And not, because it is your instincts which are powerful at that age.

It is because young age is important because at that age the influence you get from the significant others. If you remember you know in one of those discussions, we spoke about significant others. Significant others mean people who are important to the child, so parents, role models.

So, to what extent these significant others showed acceptance towards the child will lead to self-acceptance. So, in other words if the significant others in the childhood or significant others for the child are very conditional.

Conditional means they are very strict in terms of this is right, this is wrong, do not do this, do not do that, you know you are wrong or if you do this, I will not talk to you. You know all those stuff. If they are very judgmental, the child also forms this idea of judgment being judgmental towards oneself. So, which leads to low self-acceptance.

So, what is ideal is unconditional acceptance. Unconditional acceptance means most of our relationships acceptance of one another is based on condition. You know in any relationship almost all relationships we like someone or we respect someone which means we accept someone depending on certain condition.

You know if you very basic condition is, you should reciprocate. You know if I help you, you should help me. If I like you, you should also like me. If I consider you as important, you also show consider me as important ok.

So, there is always condition placed in acceptance in relationships. But unconditional acceptance means you should accept someone without setting any conditions or accept someone for the sake of what they are or whatever they are you should accept them as it is, which is like very difficult in social relationships. Probably very few relationships do that. You know properly you know parents will do that. Especially mother is considered to be unconditionally accept show unconditional acceptance towards the child.

So, when you encounter people who show unconditional acceptance, you also tend to become unconditionally you also tend to show unconditional acceptance towards yourself. So, unconditional acceptance is not a it is not like you know whatever you do I am with it ok. Whatever you do whatever you are I will accept you, but I will help you to overcome or grow from that limitation which. How will it help? I will give an example with you know its connection with self-esteem and self-concept.

Self-esteem is respecting oneself, which is not like you know happy being happy with yourself and complacent. Self-esteem is you know, what you are, you respect what you what you are and what are your limitations. Only when you know that or only when you respect you for what you are, you tend to put yourself in a situation where you can grow. Isn't it?

If you are not even seeing your limitation because you feel it as a threat. You know you reject that idea of I have limitations or you know you are like scared of your own limitation, negativity. You will not try to change it when there is fear, you cannot operate. Only when you face that fear and say you know, this is what is my limitation which comes from self-acceptance, which comes from unconditional acceptance, unconditional positive regard. Only then you will try to see what I can do ok.

So, when there is no unconditional acceptance, people tend to deny either deny their limitations or their negative qualities or they tend to be feared. They tend to feel guilty or bad about you know succumb to that guilt. Other way around, when you respect yourself when you unconditionally accept yourself you tend to see how I can improve ok. You will not get.

In fact, people with high self-esteem will always try to achieve more. When your self-esteem is low, you will think this is enough for me ok. They will be complacent when self-esteem is limited. When self-esteem is high you will think ok, I have achieved this I can do more. You know I am capable of doing more, so I should try to do more. So, that is where self-esteem and self-concept are related and these two are driven by unconditional acceptance.

So, to the extent possible one should unconditionally accept oneself. It does not mean that you know we should be complacent. We should be like I am happy and I am not going to try. You should know I can do better and I should aspire more, because I respect myself. Carl Rogers also talks about another idea called Incongruence. So, what is Incongruence? Incongruence is when there is no match between certain aspects of yourself.

So, according to Carl Roger there are three forms of selves or there are three kinds of selves. The first self is self-concept, which is the idea about what you are. The second self is real self which is what you are actually. So, self-concept is what you think you are. Real self is what you are actually. The third self is ideal self what you want to become. So, there are three selves; one self-concept what you think you are; two, real self what you are actually which may not be same as self concept and what you want to become.

So, these three selves to a very large extent or in ideal situation, they should be together. There might be an overlap and sometimes they may be away from each other. So, to the extent possible the overlap should be more. Why it should be more? I will give one example. So, self-concept is let us say, I think you know everybody likes me, this is self-concept ok.

Real self is maybe I am not you know people do not like me people think you know I am just a joker ok. People around me think I am like I am not people do not really think I am important, but I think others think I am good and important ok.

So, now, you see there is a difference between self-concept and real self. So, when there is a marked difference or when there is a huge gap between what is real and what you think it has real, it will lead to In-congruency. Similarly, ideal-self; ideal-self means you want to become like this ok. So, let us say you want to become very rich person or you want to become a very popular person, but your self-concept is you think you are you lacked social qualities or you think you are not capable ok.

So, when self-concept is very low or your self-esteem is very low, but you want to become someone who is very great. If the gap is too much also it leads to inferiority complex ok. So, similarly real self and ideal self you want to become a superhero, but in reality people think you are incapable, then also there are problems.

So, to the extent possible, we should bring all these three things together. So, how will it happen through self awareness? Ok.
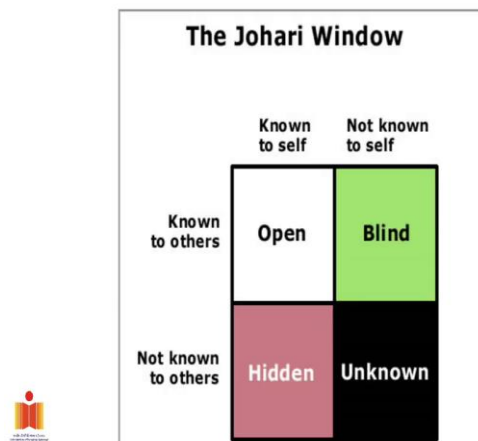
So, in fact, there is a very interesting model about self awareness which is called Johari's Window ok. So, I would request you to read about Johari's Window for the next class, but I will quickly you know explain what it says.

So, according to Johari's Window there are four selves ok. So, there is no one self, there are four selves. So, one self is self you know about yourself and self others also know. There are certain parts of yourself, which you also know, others also know. There are certain parts of yourself you know, but others do not know. There are certain parts of yourself others know, but you do not know. There are certain parts of yourself you know or sorry you do not know and others also do not know.

So, these are four component or four parts of oneself. And each of these windows according to this model, each of those windows play a very important role in driving our behaviour. They are very important in their own you know in their own significance. So, I we will talk about it in the next class. As I said I want you to read about it, till then, take care. See you.