UNIT 3
PERSONALITY

Personality Meaning:
The word personality is derived from a Greek word "persona" which means "to speak through." Personality is the combination of characteristics or qualities that forms a person's unique identity. It signifies the role which a person plays in public.

Personality Definition:
According to Gordon Allport, "Personality is the dynamic organization within the individuals of those psychophysical systems that determine his unique adjustments to his environments".

Nature of Personality:
Personality has some basic characteristics which are observed in the behavior of employees. There are distinctive traits of Personality. A few characteristics of personality as follows:

(1)Personality Traits: Personality is the sum of different traits of a person. Personality is not known by a single trait. It is a composition of physical appearance, emotional attributes, sociability, objectivity, friendliness, thoughtfulness and so on. Each rate is two dimensional i.e. positive and negative. For example self centered i.e social personality, tolerance, intolerance, submissive, offensive and so on. Personality is characterized with major traits such as restraint, emotional stability, objectivity, friendliness, personal relations, masculinity vs feminity, thoughtfulness, sociability, general activity, ascendance, authoritarian,growth-oriented, mathematical, critical, satisficing and so on.

(2)Individual Differences: Personality differs from person to person as each person has his separate attributes. Two persons of the same personality are rarely found because personality traits are not equal in persons. The combination and permutation of different traits have given persons varied personalities. Since physical features, inner drives, social and religious dimensions, situations, action and interaction, repulses are innumerable; their combination in personality form is bound to be unlimited. However, many authors have tried to put them in broader personality traits as discussed in the previous section.

(3)Consistent Traits: Persons develop consistency in their traits. They do not like to change the developed attributes since childhood. Child is the father of a man. He continues to practice whatever attributes he has acquired since birth. Personality development continues till death. It is an unending and enduring process. The stable nature of personality suggests the predictable behavior of employees. The traits, situations and interaction help understand the employees behavior, which are modified by developing their personalities through learning and development programmes.

(4)Perceptual Process & Modification: The personality traits of a person are consistent and enduring but they can be modified through the learning process. The stimuli and mobilisers are used to modify the personality of employees. Situational factors are used to mobilize employees for development. A person's personality is changed due to severe and serious influencing factors. A death in the family makes the offensive manager a changed man and he starts behaving sympathetically with employees. Motivation, history and learning play vital roles in changing and modifying the personality. The perceptual process has a great impact on modification of personality. It is possible through classical, instrumental and social conditioning.

Types of Personality:
There are several personality types of people in an organization that can dictate the behavior of individuals.The types of Personality as follows:

(1)Extrovert Personality: The extrovert is a friendly person who is quick to establish relationships with others. Extroverts are gregarious and display a high level of social engagement. They enjoy being with people and like to be in the company of large groups. Extroverts are active and tend to get involved in many activities. At the opposite end of the spectrum, people with low levels of extroversion feel a greater desire for privacy, avoid large group situations and generally live a more leisurely life.

(2)Agreeable Personality: The agreeable person can cooperate well with other people by putting aside personal needs while getting along with peers. These people trust others and rely on their integrity, character and abilities. Often the agreeable personality feels the need to help other people, and can derive fulfillment by offering support.

(3)Conscientious Personality: Conscientious people exude confidence and feel capable of accomplishing goals. They may be overachievers who want to be viewed as successful.

(4)Cautious Personality: Cautious people will look at problems from every angle before acting or making a decision, while those who are not cautious often act or speak before they think things through.

(5)Self-Conscious Personality: Self-conscious people are highly sensitive to what others think and say about them. They dislike criticism and are sensitive to rejection, while those who are not all that self-conscious are not bothered by being judged by other people.

(6)Adventurous Personality: People with an adventurous personality seek out new experiences and dislike routine. They may be unafraid to challenge authority and conventions, while those who are less adventurous may have traditional values and prefer security over adventurousness. Those with an adventurous personality enjoy having power and may be more amenable to taking risks

Factors of Influencing Personality:
Personality is the outcome of continuous personal quality development process personality is a result of personal quality interaction in a particular condition the determinants of personality can be classified into three main factors: heredity, environment and situations.

Heredity: Heredity has great influence on biological and mental features. Heredity refers to the transfer of personal characteristics from father and mother to children. The contribution of heredity in personality development is vividly clear for development of external appearance behavior, social stimuli, and inner awareness. It is influenced by biological features, brain stimulation and biofeedback.

- *Biological features:* biological features or developed as per the genetics of father and mother. A person is tall or short, thick or thin, handsome or ugly, self-confident or perplexed are the numerous examples of heredity. Biological features get transferred from one generation to another generation because of the molecular structure of the genes located in the chromosomes. Researchers has revealed that heredity plays a vital role in shaping biological features

- *Brain stimulation:* It has a great impact on brain stimulation intelligence and emotions are usually transmitted from one generation to another generation. Electrical Stimulation of Brain (ESB) and Split Brain Psychology (SBP) are the outcome of genetic transmission. ESB is used for motivating employees for better performance. Managers are trained to use SBP for mobilizing the employees for proper behavior. Split brain psychology has been supported by Indian mythology wearing persons of heavy and low brain broader and smaller forehead big and small ears skin we can small eyes right and left hemisphere of brain are the certain personal characteristics and behavior.

- *Biofeedback:* It helps development of specific biofeedback. Biofeedback Training(BFT) is also influenced by the environment. It causes brain wave patterns, fluctuations in blood pressure, skin temperature and gastric and saliva secretions. Electronic devices are used to measure heart functioning of BFT. BFT tells how to control the body process. It is reached by the Indian Philosophers that meditation and self concentration develop the BFT. It has distinctive impacts on biofeedback training because of gene transmission.

Environment: the environment bearing a person's interaction have great impact on personality development environment components of culture, religious, families, school and workplace

- *Culture:* the accepted forms of social behavior are known as culture, how people behave with others and what are the driving force of such functions are considered a significant component of culture. Culture is based on traditional culture of factors shaped the personality. The ideology of culture is by the qualities of traditional norms, attitude and values. The personal attributes independence aggression competition and cooperation are the outcome of cultural interactions

- *Religion:* Religion plays a significant role in shaping the personality. Hindus are having different personalities than those of muslims and Christmas. Children in Hindu society learn from very beginning hard work and god-fearing attitudes. The develop frugality and family closeness. Protestants are prone to ethics, family system, friendship and cooperativeness.

- **Family:** Family is the first factor of personality development after heridity characteristics endowment. Mother is the first teacher to help personality development. Father motivates and modifies the behaviour. Social interaction help personality modification. Children nurtured under warm, loving, and stimulating environment or positive and activ persons as compared to the children left to luck by the parents. The role of family can be better understood in the light of parental and siblings influences.

- **Parental influences:** the positive and negative personalities of the children upon their parents characteristics and a mutual behaviour. Children develop negative personalities, if the parents have no cordial relations. The fighting couple cannot make their children positive and developing. Maladjusted children have distructive personalities. they have separation trauma with their parents. children of divorcees, estranged parents and and unattendive parents have been found inept, hostile and inefficient. Motherly and fatherly treatment two children make them active and efficient development. They develop lifelong pattern of achievement and upward movement.

- **Siblings' influences:** Siblings of the family have personality impacts on each other. The first child of the family is found more responsible and active than the last child of the family. The order of birth in the family has been influencing personality development. If first child in the family is a daughter, the subsequent male child will be carefree and comfortable. The male child is more dependent than other siblings. Similarly, the first male child is more serious and efficient.

- **School:** The school inmates influence each other on personality development.The learning process helps development of a person. Personality is the result of cognitive and reinforcement process.The content of learning has great influence on personality. In India, the primary books include the stories of great men. The behavior and success of great persons become the reference groups for personality development. The school atmosphere, teacher's behavior and social well-being are influencing factors of development.

- **Work place:** Employees learn at the workplace and develop personality consequently. Ambitious and industriousness observed along with others. Career and professions have great impacts on personality development. Heredity sets the personality within limits.Workplace helps development of persons who adjust themselves to the demand and requirements of environment

- **Situation:** Personality is known as personal quality and interaction in a situation. Therefore, the situation plays a vital role in personality development. Situation is antecedent to behavior. A pleasant personality develops anger in confronting situations. People who play in bureaucratic situations become pathetic, aggressive and non personal. Persons change as per the situation. One cannot be reached and strong in the personality. Situations influence one's personality. It has been observed that many people are arrogant and indisciplined in a particular situation.

Personality Theories:
Theories of personality have emphasized on the ways and means of personality development. All the theories include some future of other theories. A person's conceptualization is personality.

(1)Freudian Theory:
Sigmund Freud is considered to be the father of psychiatry. Among his many accomplishments is, arguably, the most far-reaching personality schema in psychology: the Freudian theory of personality. It has been the focus of many additions, modifications, and various interpretations given to its core points. Despite many reincarnations, Freud's theory is criticized by many (e.g. for its perceived sexism) and it remains the focus of hot discussions on its relevance today.

Etymology: Freud was a one of a kind thinker. There can be little question that he was influenced by earlier thinking regarding the human mind, especially the idea of there being activity within the mind at a conscious and unconscious level yet his approach to these topics was largely conceptual. His theoretical thoughts were as original as they were unique. It is a testament to Freud's mind to know that whether you agree, disagree, or are ambivalent about his theory, it remains as a theoretical cornerstone in his field of expertise.

Definition: Human Personality: The adult personality emerges as a composite of early childhood experiences, based on how these experiences are consciously and unconsciously processed within human developmental stages, and how these experiences shape the personality.
Not every person completes the necessary tasks of every developmental stage. When they don't, the results can be a mental condition requiring psychoanalysis to achieve proper functioning.

Stages of Development:
Believing that most human suffering is determined during childhood development, Freud placed emphasis on the five stages of psychosexual development. As a child passes through these stages unresolved conflicts between physical drives and social expectation may arise. *These stages are:*

    Stage 1: Oral (0 – 1.5 years of age): Fixation on all things oral. If not satisfactorily met there is the likelihood of developing negative oral habits or behaviors.

    Stage 2: Anal (1.5 to 3 years of age): As indicated this stage is primarily related to developing healthy toilet training habits.

    Stage 3: Phallic (3 – 5 year of age): The development of healthy substitutes for the sexual attraction boys and girls have toward a parent of the opposite gender.

    Stage 4: Latency (5 – 12 years of age): The development of healthy dormant sensual feelings for the opposite gender.

    Stage 5: Genital (12 – adulthood): All tasks from the previous four stages are integrated into the mind allowing for the onset of healthy sensual feelings and behaviors.

It is during these stages of development that the experiences are filtered through the three levels of the human mind. It is from these structures and the inherent conflicts that arise in the mind that personality is shaped. According to Freud while there is an interdependence among these three levels, each level also serves a purpose in personality development. Within this theory the ability of a person to resolve internal conflicts at specific stages of their development determines future coping and functioning ability as a fully-mature adult.

Super ego: Each stage is processed through Freud's concept of the human mind as a three tier system consisting of the superego, the ego, and the id. The superego functions at a conscious level. It serves as a type of screening center for what is going on. It is at this level that society and parental guidance is weighed against personal pleasure and gain as directed by ones id. Obviously, this puts in motion situations ripe for conflict.

Ego: Much like a judge in a trial, once experiences are processed through the superego and the id they fall into the ego to mediate a satisfactory outcome. Originally, Freud used the word ego to mean a sense of self, but later revised it to mean a set of psychic functions such as judgment, tolerance, reality testing, control, planning, defense, synthesis of information, intellectual functioning, and memory.

Id: The egocentric center of the human universe, Freud believed that within this one level, the id is constantly fighting to have our way in everything we undertake.

Criticisms:
There are many mental illnesses that place the id in the forefront decision making. In particular, there are those whose lives are lived on a totally narcissistic level. Then there are those with antisocial personalities, psychotic illnesses, and more. In the world of Freud, it is the neurotic person that is most affected by the principles of his theory.

As a result Freud laid out his plan for treatment: psychoanalysis. The treatment has been in use for many years with many adaptations given to it. On the plus side, psychoanalysis does present a client with the structure and time to resolve neurotic issues. On the negative side there is always expressed concern over the cost. Being that it does take time for psychoanalysis to be effective there is an associated cost that can be prohibitive.

(2)Neo-freudian Theory:
Although Sigmund Freud contributed a great deal to the field of psychology through his psychoanalytic theory of personality, his work did not go without scrutiny. Many criticized his theories for being overly focused on sexuality; over the years since his work, many other theorists have adapted and built on his ideas to form new theories of personality.

These theorists, referred to as Neo-Freudians, generally agreed with Freud that childhood experiences are important, but they lessened his emphasis on sex and sexuality. Instead of taking a strictly biological approach to the development of personality (as Freud did in his focus on individual evolutionary drives), they focused more holistically on how the social environment and culture influence personality development.

Notable Neo-Freudians:

Many psychologists, scientists, and philosophers have made meaningful additions to the psychoanalytic study of personality. Four particularly notable Neo-Freudians are Alfred Adler, Erik Erikson, Carl Jung, and Karen Horney.

Alfred Adler

Alfred Adler was the first to explore and develop a comprehensive social theory of the psychodynamic person. He founded a school of psychology called individual psychology, which focuses on our drive to compensate for feelings of inferiority. Adler proposed the concept of the inferiority complex, which describes a person's feelings that they lack worth and don't measure up to the standards of others or of society. He also believed in the importance of social connections, seeing childhood development as emerging through social development rather than via the sexual stages outlined by Freud. From these ideas, Adler identified three fundamental social tasks that all of us must experience: occupational tasks (careers), societal tasks (friendship), and love tasks (finding an intimate partner for a long-term relationship).

Erik Erikson

Erik Erikson is influential for having proposed the psychosocial theory of development, which suggests that an individual's personality develops throughout the lifespan based on a series of social relationships—a departure from Freud's more biology-oriented view. In his psychosocial theory, Erikson emphasized the social relationships that are important at each stage of personality development, in contrast to Freud's emphasis on sex. Erikson identified eight stages, each of which represents a conflict or developmental task. The development of a healthy personality and a sense of competence depend on the successful completion of each task.

Carl Jung

Carl Jung followed in Adler's footsteps by developing a theory of personality called analytical psychology. One of Jung's major contributions was his idea of the collective unconscious, which he deemed a "universal" version of Freud's personal unconscious, holding mental patterns, or memory traces, that are common to all of us (Jung, 1928). These ancestral memories, which Jung called archetypes, are represented by universal themes as expressed through various cultures' literature and art, as well as people's dreams. Jung also proposed the concept of the persona, referring to a kind of "mask" that we adopt based on both our conscious experiences and our collective unconscious.
Jung believed this persona served as a compromise between who we really are (our true self) and what society expects us to be; we hide those parts of ourselves that are not aligned with society's expectations behind this mask.

Karen Horney

Karen Horney was one of the first women trained as a Freudian psychoanalyst. Horney's theories focused on "unconscious anxiety," which she believed stemmed from early childhood experiences of unmet needs, loneliness, and/or isolation. She theorized three styles of coping that children adopt in relation to anxiety: moving toward people, moving away from people, and moving against people.

Horney was also influential in the advancement of feminism within the field of psychodynamics. Freud has been widely critiqued for his almost exclusive focus on men and for what some perceive as a condescension toward women; for example, Horney disagreed with the Freudian idea that girls have "penis envy" and are jealous of male biological features. According to Horney, any jealousy is most likely due to the greater privileges that males are often given, meaning that the differences between men's and women's personalities are due to the dynamics of culture rather than biology. She further suggested that men have "womb envy" because they cannot give birth.

(3)Levinson Theory:

Psychologist Daniel Levinson developed a comprehensive theory of adult development, referred to as the Seasons of Life theory, which identified stages and growth that occur well into the adult years. He has advocated on clearly behavior throughout life example career marriage, parenthood, family responsibilities and retirement. His theory consists of sequence-like stages. Each stage is shaped by an event or action that leads into the next stage.

Stages:

1. Early Adult Transition (Age 17-22): This is the stage in which a person leaves adolescence and begins to make choices about adult life. These include choosing to go to college or enter the workforce, choosing to enter a serious relationship, and choosing to leave home.

2. Entering the Adult World (Age *22-28)*: This is the stage in which a person makes more concrete decisions regarding their occupation, friendships, values, and lifestyles.

3. Transitions (Age 28-33): In this stage, there are often lifestyle changes that could be mild or more severe. For example, marriage or having children impact one's lifestyle, and these changes have differing consequences on how a person develops depending on how they embrace the event.

4. Settling Down (Age 33-40): In this stage, one often begins to establish a routine, makes progress on goals for the future, and begins behaving like an adult. People in this stage are often parents or have more responsibilities.

5. Mid-Life Transition (Age 40-45): This time period is sometimes one of crisis. A person begins to evaluate his or her life. Values may change, and how society views these people may change also. Some people make drastic life changes, such as divorce or a career change. At this point, people begin thinking about death and begin to think about leaving a legacy.

6. Entering Middle Adulthood (Age 45-50): In this stage, choices must be made about the future and possibly retirement. People begin to commit to new tasks and continue to think about the legacy they are leaving.

7. Late Adulthood (Age 60+): In this stage, one begins to reflect on life and the decisions they have made.

Levinson also indicated that each stage consists of two types of periods:
The Stable Period, in which a person makes crucial choices in life.
The Transitional Period, in which one stage ends and another begins. Personality development is a continuous process which should be adopted throughout life.

4.Trait Theory:
Trait theory is quantitative and empirical as opposed to type theory which is qualitative. Freudian and other theories have emphasized on qualitative aspects of personality

Trait theory refers to quantitative or measurement of psychological characteristics called traits. It pinpoints the individual differences in terms of specific traits. It is defined as any distinguishing relatively enduring way in which one individual differs from another. It emphasizes the enduring attributes of people.Traits of persons or abstracted from their behavior which service unit of analysis Theory believes in measurement has continuous dimensions or scales which are used to rate a person on the skills of emotional stability, intelligence, aggressiveness and other dimensions.

For example, excitement, shyness, intelligence, submissiveness, friendliness and so on. These characteristics are called traits by which people are known to have a specific personality.

There are a large number of trades which are combinedly used for deciding personality. G.D.Allport and H.S. Odbert has revealed 17953 individual traits while R.B.Cattell has mentioned 171 traits. He reduced them to 16 personality traits which are known as source traits or primary traits.

Personality test and factor analysis techniques have been used under trait theory to measure personality of an individual. Trait is a characteristic by which one individual differs from another in a relatively permanent and consistent way. Abstract manner of behavior is reduced to traits. W.T.Norman has given some trait dimensions to depict descriptive-objective pairs.

For example extroverts are talkative, open and adventurous. Agreeableness includes good-natured, gentle and co-operativeness. Consciousness is tidy, responsible and perceiving. Emotional stability is calm and poised. There are a large number of trait dimensions which describe the objectives of personality. These traits are described as personal dispositions of personal characteristics

The 16 personality traits have two dimensions which are given below. These traits are constant and enduring, allowing prediction of human behaviors

Sixteen Primary Traits

S.No	Main	Opposite
1	Reserved	Outgoing
2	Less Intelligent	More Intelligent
3	Affected by Feelings	Emotionally stable
4	Submissive	Dominant
5	Serious	Happy-go-lucky
6	Expedient	Conscientious
7	Timid	Venturesome
8	Tough Minded	Sensitive
9	Trusting	Suspicious
10	Practical	Imaginative
11	Forthright	Shrewd
12	Self-assured	Apprehensive
13	Conservative	Experimenting
14	Group-dependent	Self-sufficient
15	Uncontrolled	Controlled
16	Relaxed	Tense

Comments: Trait theories are useful for personality development. Personality ratings and factor analysis are important contributions of personality, which is possible under trait theory. While type theory has discrete and discontinuous characteristics, trait theory refers to continuous features.

Type theory, for example, indicates sociability. Endomorph body has a relaxed and tempered personality. Ectomorph has restrained and self conscious personality trade theory includes continuous characteristics however, trait theory is suffering from several limitations. It is very descriptive. It does not have an adequate description of personality.

Traits may be derived from behavior but behavior is not derived from traits. It is not specified how trades are organized within the personality. It does not tell which trait is more important and which trades are essential for personality development like type theory

Big Five Personality Traits:

1)Openness: Openness is a characteristic that includes imagination and insight. The world, other people and an eagerness to learn and experience new things is particularly high for this personality trait. It leads to having a broad range of interests and being more adventurous when it comes to decision making.

Creativity also plays a big part in the openness trait; this leads to a greater comfort zone when it comes to abstract and lateral thinking.

Think of that person who's always ordering the most exotic thing on the menu, going to different places and having interests which you would never have thought of that is someone who has a high openness trait.

2)Conscientious: Conscientiousness is a trait that includes high levels of thoughtfulness, good impulse control, and goal-directed behaviours. This organised and structured approach is often found within people who work in science and even high-retail finance where detail orientation and organisation are required as a skill set.

A highly conscientious person will regularly plan ahead and analyse their own behaviour to see how it affects others. Project management teams and HR departments regularly have highly conscientious people working in their teams to help balance out the structural roles within the overall team development.

A good example of a conscientious person would be someone you know who is always planning ahead for the next time you meet - and in the meantime, regularly staying in contact, checking in on your wellbeing.

3)Extraversion: Extraversion (sometimes referred to as Extroversion) is a trait that many will have come across in their own lives. It's easily identifiable and widely recognisable as "someone who gets energised in the company of others."

This, amongst other traits which include, talkativeness, assertiveness and high amounts of emotional expressiveness, have made extraverted people widely recognisable over many years of social interaction.

Extroverts tend to have very public facing roles including areas such as sales, marketing, teaching and politics. Seen as leaders, extroverted people will be more likely to lead than stand in the crowd and be seen to not be doing anything.

4) Agreeableness: People who exhibit high agreeableness will show signs of trust, altruism, kindness, and affection. Highly agreeable people tend to have high prosocial behaviours which means that they're more inclined to be helping other people.

Sharing, comforting and cooperating are traits that lend themselves to highly agreeable personality types. Empathy towards others is commonly understood as another form of agreeableness.

Agreeable people tend to find careers in areas where they can help the most. Charity workers, medicine, mental health and even those who volunteer in soup kitchens and dedicate time to the third sector (social studies) are high in the agreeableness chart.

5)Neuroticism: Neuroticism is characterised by sadness, moodiness, and emotional instability. Often mistaken for anti-social behaviour, or worse a greater psychological issue, neuroticism is a physical and emotional response to stress and perceived threats in someone's daily life.

Individuals who exhibit high levels of neuroticism will tend to experience mood swings, anxiety and irritability. Some individuals who experience sudden changes in character from a day-to-day perspective could be highly neurotic and respond to high stress levels in their work and personal lives. Anxiety, which plays a large part in the makeup of neuroticism, is about an individual's ability to cope with stress and perceived or actual risk. People who suffer with neuroticism will overthink a lot of situations and find difficulty in relaxing even in their own space

Holland's Personality & Job Fit Theory:
Holland's personality and job field theory is the "significant personality trait which is suitable for the workplace"

J.L Holland has identified 6 personality types and fitness to occupations. The personality types are realistic, investigative, social, conventional, enterprising and artistic.

- *Realistic Personalities:* realistic personalities or shy, genuine, persistent and conforming. Persons having such personalities for mechanics line operators and farmers etc..

- *Investigative Personalities:* persons having investigative personalities or analytical, original, independent and ambitious. They are organizing thinking & understanding. They are generally mathematicians, economic professors & reporters

- *Social personalities:* sociability, friendliness, cooperativeness and helpful for the social personality characteristics. They like to develop others. They are leaders, social workers, teachers, doctors and professionals

- *Conventional personalities:* Conventional personalities are conforming, efficient, practical, inflexible and realistics. They prefer rules and regulations. They like dominating activities and holding power. Such persons are lawyers, agents, managers and specialists

- *Enterprising Personalities:* "The Persuader" Enterprising individuals like to work with other people; they particularly enjoy influencing, persuading and performing. They like to lead and tend to be assertive and enthusiastic

- *Artistic Personalities:* Persons having artistic personalities, imaginative, disorderly, emotional and impractical. They prefer ambiguous and unsystematic activities. Such people are painters, writers, dancers and musicians

Personality Test: A personality test is a tool used to assess human personality. Personality testing and assessment refer to techniques designed to measure the characteristic patterns of traits that people exhibit across various situations. Personality tests can be used to help clarify a clinical diagnosis, guide therapeutic interventions, and help predict how people may respond in different situations.

Types of Personality Tests; There are two basic types of personality tests: (i)self-report (ii) inventories and (iii)projective tests

Self-report: Inventories involve having test-takers read questions and then rate how well the question or statement applies to them.1 One of the most common self-report. Inventories is the Minnesota Multiphasic Personality Inventory (MMPI)

Projective tests: It involves presenting the test-taker with a vague scene, object, or scenario and then asking them to give their interpretation of the test item. One well-known example of a projective test is the Rorschach Inkblot Test.

Uses: Personality tests are administered for a number of different purposes, including:
- Assessing theories
- Evaluating the effectiveness of therapy
- Diagnosing psychological problems
- Looking at changes in personality
- Screening job candidates

Personality tests are also sometimes used in forensic settings to conduct risk assessments, establish competence, and in child custody disputes. Other settings where personality testing may be used are in school psychology, career and occupational counseling, relationship counseling, clinical psychology, and employment testing.

Motivation Meaning:
Motivation is the process that initiates, guides, and maintains goal-oriented behaviors. In everyday usage, the term "motivation" is frequently used to describe why a person does something. It is the driving force behind human actions.

Motivation Definition:
The willingness to exert high levels of effort towards organizational goals conditioned by the effort ability to satisfy some individual need - **S.P.Robbins**

Concept of Motivation:
The term motivation is derived from the word 'motive". The word 'motive' as a noun means an objective, as a verb this word means moving into action. Therefore, motives are forces which induce people to act in a way, so as to ensure the fulfillment of a particular human need at a time. Behind every human action there is a motive. Therefore, management must provide motives to people to make them work for the organization

Features of Concept of Motivation:
- ***Motivation is a personal and internal feeling:*** motivation is a psychological phenomenon which generates within an individual
- ***Motivation is need based:*** if there is no need of an individual, the process of motivation fails. It is a behavioral concept that directs human behaviour towards a certain goals
- ***Motivation is a continuous process:*** because human wants are unlimited therefore motivation as an ongoing process
- ***Motivation may be positive or negative:*** a positive motivation promotes incentives to people while negative motivation threatens the enforcement of disincentives
- ***Motivation is a planned process:*** people differ in their approach to respond to the process of motivation; as no individuals could be motivated in an exactly similar manner. Accordingly, motivation is a psychological concepts and a complex process

Importance of Motivation:
1. Improves Performance Level
2. Indifferent Attitudes can be Changed
3. Reduction in Resistance to Change
4. Reduction of Employee Turnover and Absenteeism
5. Healthy Corporate Image
6. Productive Use of Resources
7. Increased Efficiency and Output
8. Development of Friendly Relationships

Contemporary Theories of Motivation:
Contemporary theories developed after early theories paved the way of motivation contemporary theories of recent origin there explain the act of motivation they consider the real and practical factors of motivating people some of the important contemporary theories or discussed below:

1.Maslow's Theory of Motivation:
People are motivated when their needs are fulfilled. There are different needs for different persons which require a large number of motivations and these problems and given need hierarchy. Abraham maslow has published his classic paper in 1943 suggesting the need hierarchy is derived from general understanding of people's need which can be instrumental to motivate employees at workplace

Assumptions:
- People need to influence behaviour. Unsatisfied needs act as a motivator if fulfilled by management. Satisfied needs' or needs satisfaction in routine form are not motivating employees.
- Individual need for arranged in order of performance i.e hierarchy
- Advance to next hierarchy of needs only when the lower needs are at least a minimally satisfied

Maslow has given five hierarchy levels of needs, which are physiological needs, safety needs, social needs, esteem needs and self actualisation needs.

- *Physiological needs:* the basic needs of people or physiological needs. First people try to to fulfill their needs of air, water, food, sleep, sex and other bodily needs. Once fulfilled, they do not remain important factors of motivation. Everybody is working to satisfy their physiological needs. But once these needs are satisfied for satisfaction of these needs become a regular feature no one is motivated. Employees need salary and wages, healthy working conditions and other basic amenities at the workplace.

- *Safety needs:* the second level of needs safety after fulfilling the physiological needs. After basic needs are satisfied, Maslow emphasizes emotional and physical safety needs. People require protection against danger, threat and accident. Then they require good houses to provide comfort to their families. Surrounding and atmosphere also causes problems of threats. People are becoming cautious over increasing problems of air,pollution and water hygiene work and living conditions; they are motivated to work hard. Safety, security competence and stability after satisfying their physiological needs.

- *Social needs:* After satisfying and safety needs, social needs arise. Social needs include love, affection and affiliation. Need for social recognition, sharing joy and sorrow, affiliation and interaction of people for inclusion under social needs. When people develop up to a certain level, start feeling the needs of affection, affiliation, acquaintance and friendship. employees therefore like comradeship, colleagues interaction, friendly Boss, compatible workgroup, professional friendship, and group enjoyment.

- *Esteem needs:* After satisfying social needs people like to satisfy estimates which include self-respect, recognition, performance satisfaction, prestige and self-confidence include self-esteem from others. Employees like autonomy, achievement, status, recognition and leadership. Generally, people or not much bothered about these authors because they have not reached this level of needs being lower needs unfulfilled. Developed people work more than a lot a period because they need job satisfaction, work achievement and responsibility. Money is not important factor for them; they need more appreciation and determination by seers and peers

- *Self - Actualization:* Self actualization is the highest level of network people want self-satisfaction. Since, they have achieved all the four lower needs of life, nothing except self satisfaction is left to them. They need self realization and self recognition. Soul and universe become the topic of realization of such people delight challenging jobs creativity advancement and achievement at the workplace. They want to be outstanding persons and example setters. Such types of persons become above the body and soul they work for organization and society. Such type of people are very rare in society

Maslow's need hierarchy is based on lower need satisfaction in ascending from basic to motivational purposes. He has pointed out that satisfied needs, if satisfied, will be an important point of motivation. However, Maslow's theory is useful to determine the main and a prime mover of motivation.

2. ERG Theory:

Maslow theory, though criticized, has been used by many authors to sponsor motivation theory. One of them was Prof. Clayton Alderfer of Yale University, who did some empirical research and converted Maslow's theory into ERG theory which indicates Existence, Relatedness and Growth (ERG). Existence needs are essential for survival which is possible through satisfying physiological needs. Relatedness stresses the needs of social and interpersonal relationships.Growth is related with development needs of people.

- *Existence:* People need existence which is possible by providing basic materials. It includesneeds of air, water, food, shelter, sex, security and safety. At work, employees need a good salary, healthy working conditions and a congenial atmosphere. Existence is easily compared with physiological and safety needs of Maslow's theory and with hygiene theory of Herzberg. Existence requirements are unlearned and natural which should be fulfilled for motivating employees.

- Relatedness: People feel some needs because others have fulfilled those needs. It involves interpersonal relationships with others in the workplace. It requires sharing of others' sorrow and joy. Relatedness includes social and status desire and interaction with others. It is compared with some of the safety, social and external esteem needs of Maslow and with the motivators of Herzberg

- Growth: Growth needs are intrinsic desires for personal development. People need creative work and personal growth for self satisfaction. It is analogue to self-actualisation and intrinsic esteem of Maslow's theory and internal motivation of Herzberg. People like to have full use of their capacities. They aspire to create new dimensions of their knowledge. High motivation is people's own spirit and soul. If they are properly understood, people can grow faster.

Alderfer's ERG Theory is not totally comparable with those of Maslow and Herzberg. Alderfer demonstrates that more than one need may be operative at the same time. If higher needs are satisfied, lower needs are extended.

For example, if people find that relatedness is satisfied, their needs for existence is expanded by desiring more pay, comfort and carefulness.Maslow's need theory is a rigid step like progression wherein he believes that higher need arises when lower needs are fulfilled. But ERG Theory explores that higher needs i.e. needs for growth may arise whereas the needs of relatedness and existence are unfulfilled. All the three needs may be operative at the same time. Alderfer has revealed that if an individual feels frustrated because of non-fulfilling the higher need; he comes down to lower needs for getting satisfaction. Frustration at progressive needs, leads to regression to lower level need. Herzberg has also assumed that hygiene and motivation are working together.

*3.Two Factor Model Theory (or) Herzberg Theory:*

The theory of two factor model was propounded by a psychologist, Frederick Herzberg who explored the attitudes of employees towards their jobs under exceptionally good and or bad, pointing them as job satisfaction and job dissatisfaction.

Herzberg's Motivation Theory model, or Two Factor Theory, argues that there are two factors that an organization can adjust to influence motivation in the workplace.

The two factors are:
1.*Motivating Factors:* The presence of motivators causes employees to work harder. They are found within the actual job itself
2. *Hygiene Factors:* The absence of hygiene factors will cause employees to work less hard. Hygiene factors are not present in the actual job itself but surround the job.

The impact of motivating and hygiene factors is summarized in the following diagram. Note that you will often see motivators referred to as factors for satisfaction, and hygiene factors referred to as factors for dissatisfaction.

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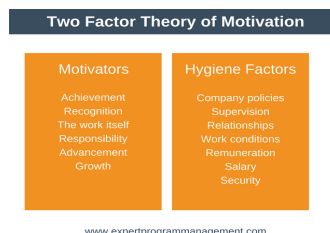
Motivating factors include:
- Achievement: A job must give an employee a sense of achievement. This will provide a proud feeling of having done something difficult but worthwhile.
- Recognition: A job must provide an employee with praise and recognition of their successes. This recognition should come from both their superiors and their peers.
- The work itself: The job itself must be interesting, varied, and provide enough of a challenge to keep employees motivated.
- Responsibility: Employees should "own" their work. They should hold themselves responsible for this completion and not feel as though they are being micromanaged.
- Advancement: Promotion opportunities should exist for the employee.
- Growth: The job should give employees the opportunity to learn new skills. This can happen either on the job or through more formal training.

Hygiene factors include:
- *Company policies: These should be fair and clear to every employee. They must also be equivalent to those of competitors.*
- *Supervision: Supervision must be fair and appropriate. The employee should be given as much autonomy as is reasonable.*
- *Relationships: There should be no tolerance for bullying or cliques. A healthy, amiable, and appropriate relationship should exist between peers, superiors, and subordinates.*
- *Work conditions: Equipment and the working environment should be safe, fit for purpose, and hygienic.*
- *Salary: The pay structure should be fair and reasonable. It should also be competitive with other organizations in the same industry.*
- *Status: The organization should maintain the status of all employees within the organization. Performing meaningful work can provide a sense of status.*
- *Security: It is important that employees feel that their job is secure and they are not under the constant threat of being laid-off*

How to Use The Model:
There is a two-step process to use the Two Factor Theory model to increase the motivation of your team.
- Eliminate job hygiene stressors.
- Boost job satisfaction.

1. Eliminate Job Hygiene Stressors:
The first step to enhancing the motivation of your team is to ensure that the hygiene factors are not causing dissatisfaction. Each person will examine hygiene factors through their own unique frame of reference. Because of this, it's important to work with each member of your team to understand their specific perspective.

Some common steps to remove hygiene stressors are:
- Rectify petty and bureaucratic company policies.
- Ensure each team member feels supported without feeling micromanaged. You can do this by using servant leadership or a democratic leadership style.
- Ensure the day to day working culture is supportive. No bullying. No cliques.
- Everyone treated with equal respect.
- Ensure that salaries are competitive within the industry. Ensure there are no major salary disparities between employees doing similar jobs.
- To increase job satisfaction and status, aim to construct jobs in such a way that each team member finds their job meaningful.

2. Boost job satisfaction:
The next step is to boost the job satisfaction of each team member. We can do this by improving the actual content of the job itself. Again, a unique approach for each employee will be required.

Three techniques which can be used to achieve this are:
   a. Job Enrichment: Job enrichment means enriching a team member's job by giving them more challenging or complex tasks to perform. These more complex tasks should make the job more interesting.

   b. Job Enlargement: Job enlargement means giving a team member a greater variety of tasks to perform. This variety can also make a job more interesting. Note that with job enlargement the variety of tasks is increased, but not the difficulty of those tasks. If difficulty increased then that would be job enrichment.

   c. Employee Empowerment: Employee empowerment means deligating increasing responsibility to each team member. This can be done by slowly increasing the amount of responsibility you delegate to an employee.

   Criticisms or limitations of Herzberg Theory:
   - The theory only applies to white collar workers.
   - It doesn't take an individual's situation or perception into consideration. We have attempted to address this above by applying the theory at an individual level.

- The theory focuses on improving employee satisfaction. That doesn't necessarily translate into increased productivity.
- There is no objective way to measure employee satisfaction within the theory.
- Two Factor Theory is subject to bias. For example, when an employee is satisfied they will give themselves credit for that satisfaction. Conversely, when they are dissatisfied they will blame external factors.

Process Theories of Motivation:
Process theories of motivation try to explain why behaviors are initiated. These theories focus on the mechanism by which we choose a target, and the effort that we exert to "hit" the target. There are four major process theories: (1) operant conditioning, (2) equity, (3) goal, and (4) expectancy

1.Vroom Expectancy Theory:
Expectancy theory was propounded by victor vroom in 1954 expectancy theory is based on expectation of salary increase promotion rewards bonus in future. Individuals work hard because they anticipate more rewards in future. The strength of an expectation have been taken as a powerful factor of motivation.

Favourable expectation leads post to performance and the poor expectation causes negative or less performance the employees are put and confidence and trust so that they should develop favourable expectations.
In short the expectancy theory is based on the assumption of aim to maximizing pleasure and minimizing pain. He realised that employees behaviour is based on individual factors like personality, skills, knowledge and ability.

Assumptions of Vroom expectancy theory:
- Individuals join organisations but some expectations about their motivations needs and past experience this influence how individuals behave in an organisation
- Individual behaviour is a result of conscious choice that is people or independent to behave in a certain way according to their own expectancy calculations
- Individuals expect different things from the organisation. Job security, advancement, good salary and good environment etc.
- Positive there is a positive correlation between efforts and rewards. Favourable performance will result in a desirable reward
- A reward should satisfy the individual is an important one. A reward may be in salary increment, job promotion or provide incentives.

Components of the expectancy theory:
Motivation on expectancy is based on three components the three factors or valence expectancy and instrumentality..

Valence: Valance is the strength of an employee's preference for a particular outcome. It refers to positive or negative value the people place on outcome. An outcome of valence depends on individual needs and is measured with scale ranging from negative value to a postive value

Expectancy: Employees have different expectations and levels of confidence about what they are capable of doing. Expectancy means an individual's belief that a particular degree of effort will lead to increased performance. Expectancy is a probability of which may vary from 0 to 1. Expectancy of 0 indicates that it has no impact on performance and 1 indicates a particular first level outcome.

Instrumentality: It represents a person's belief that a particular outcome is dependent on a specific level of performance; this is merely considered as a promise that company makes to the employees whenever the employees complete the task allotted to them.

Formula of expectancy theory:
Vroom expectancy theory proposed the formula to calculate the motivational force:
Motivation = Expectancy x Instrumentality x Valence.

Advantages of the expectancy theory:
- Self-interest: Individual who wants to achieve minimise the satisfaction and attain maximum satisfaction
- Common sense: It explains the gamut of motivation by breaking it down into separately recognisable stages
- More scientific: It explains many of the phenomenon related to employee efforts work performance employee motivation etc, that are observed in organisations

Limitations of the expectancy theory:
- Idealistic theory: Few experts believe that the complexity of the theory makes it difficult not only to test but also to implement.
- Limited use: Limited use and is more valid where individuals clearly perceive effort-performance and performance-reward linkages

2.Equity Theory:
J.Stacy Adams has propounded the Equity theory in 1963.Equity Theory is based on the idea that individuals compare their job inputs and outcomes with those of others and then respond to eliminate any inequalities. The higher an individual's perception of equity the more motivated they will be. If someone perceives an unfair environment they will be demotivated.

Inputs:.
1. Time & Effort
2. Loyalty
3. Hard work
4. Commitment
5. Ability
6. Adaptability
7. Flexibility
8. Tolerance
9. Determination
10. Enthusiasm
11. Personal sacrifice
12. Skills

Outputs:
1. *Job security*
2. *Salary*
3. *Praise*
4. *Employee benefits*
5. *Expenses*
6. *Recognition & reputation*
7. *Responsibility*
8. *Sense of achievement*

Assumptions:
- Equity norm: employees expect your fair return for what they contribute to their jobs
- Social comparison: Employees determine what their equitable returned should be after comparing their inputs and outcomes with those of their coworkers
- Cognitive distortion: Employees who perceive themselves as being in an inequitable situation will see to reduce the inequality either by the sorting inputs and/or outcomes in their own minds, by directly altering inputs and/or outputs or by leaving the organisation

The theory establishes the following propositions relating to inequitable pay:
- Given payment by time: over rewarded employees will produce more than will equitably paid employees
- Given payment by quantity of production: Over reward employees will produce fewer but higher-quality units then will equitably paid employees
- Given payment by time: Under rewarded employees will produce less or poorer quality of output
- Given payment by quantity of production: under rewarded employees will produce a large number of low quality units in comparison with equitably paid employees

Criticisms:
- Number of demographic and psychological variables affect people's perception of fairness and interactions with others
- People might perceive equity or in equity not only in terms of the specific inputs and outcomes of a relationship but also in terms of overarching system but that determines those inputs and outputs
- One might feel that his or her compensation is equitable to others employees but one might view the entire compensation system as unfair