

ORGANIZATIONAL BEHAVIOUR

UNIT-II Individual Behaviour

PERSONALITY

Personality refers to the relatively stable patterns of thoughts, emotions, and behaviours that distinguish one individual from another.

Definitions

- **Gordon Allport:**
“Personality is the dynamic organization within the individual of those psychophysical systems that determine his unique adjustments to his environment.”
- **Robbins:**
Personality is the sum total of ways in which an individual reacts and interacts with others.

TYPES OF PERSONALITY

1. Type A and Type B Personality

Type A Personality

- Highly competitive
- Time-conscious
- Aggressive and impatient
- Work-oriented
- High stress levels

Organizational impact:

- High performance under pressure
- Prone to stress-related problems

Type B Personality

- Relaxed and patient
- Less competitive
- Enjoys work-life balance
- Calm under pressure

Organizational impact:

- Better teamwork
- Lower stress levels

2.2 Introvert and Extrovert (Jung)

Introverts

- Reserved and quiet
- Prefer solitude
- Think before acting
- Focus inward

Suitable roles: Research, analysis, technical work

Extroverts

- Sociable and talkative
- Outgoing and energetic
- Focus outward
- Enjoy group activities

Suitable roles: Sales, marketing, leadership roles

2.3 Ambivert Personality

- Combination of introvert and extrovert traits
- Flexible behaviour based on situation
- Most people fall into this category

2.4 Emotional Personality Types

Emotionally Stable

- Calm and confident
- Handles stress effectively

Emotionally Unstable

- Anxious and moody
- Sensitive to stress

2.5 Social Personality Types

- Dominant
- Cooperative
- Aggressive
- Submissive

These types influence leadership, communication, and conflict behaviour.

FACTORS INFLUENCING PERSONALITY

Personality does not develop in isolation. It is the result of a continuous interaction between **biological makeup, cultural background, family environment, social influences, and situational conditions**. These determinants shape how an individual thinks, feels, and behaves.

1. BIOLOGICAL FACTORS

Biological factors refer to the **inherited physical and psychological characteristics** that influence personality.

1.1 Heredity

- Personality traits are partly inherited from parents through genes.
- Includes:
 - Physical features (height, body structure)
 - Temperament
 - Emotional reactivity
 - Energy levels

Example:

Some individuals are naturally calm, while others are aggressive or impulsive.

1.2 Brain Structure and Nervous System

- Differences in brain functioning affect:
 - Emotional responses

- Stress tolerance
- Learning ability
- Hormonal balance also influences personality (e.g., adrenaline, cortisol).

1.3 Physical Appearance

- Body build, attractiveness, and health influence:
 - Self-confidence
 - Social acceptance
 - Self-image

2. CULTURAL FACTORS

Culture plays a powerful role in shaping personality by defining **values, beliefs, norms, and acceptable behaviour**.

2.1 Culture and Value System

- Culture teaches individuals:
 - What is right or wrong
 - What is desirable or undesirable
 - How to behave in society

Example:

- Collectivist cultures promote cooperation and loyalty.
- Individualistic cultures promote independence and achievement.

2.2 Traditions and Customs

- Cultural traditions influence:
 - Communication style
 - Dress
 - Social behaviour
 - Attitudes towards authority

2.3 Language and Symbols

- Language shapes thinking patterns.
- Cultural symbols influence identity and self-concept.

3. FAMILY FACTORS

Family is the **first and most influential socializing agent** in personality development.

3.1 Parenting Style

- **Authoritative** – balanced, confident personality
- **Authoritarian** – submissive or fearful personality
- **Permissive** – impulsive or undisciplined personality

3.2 Family Environment

- Emotional climate at home:
 - Love and support → emotional stability
 - Conflict and neglect → insecurity and anxiety

3.3 Family Values and Beliefs

- Moral standards
- Religious beliefs
- Attitudes towards education and work

3.4 Socio-Economic Status of Family

- Access to education
- Exposure to opportunities
- Lifestyle and aspirations

Example: A supportive family encourages confidence, independence, and responsibility.

4. SOCIAL FACTORS

Social factors refer to influences from **society and interpersonal relationships outside the family**.

4.1 Peer Groups

- Friends influence:
 - Attitudes
 - Habits
 - Behaviour patterns
- Peer approval strongly affects adolescents and young adults.

4.2 Education and Institutions

- Schools and colleges shape:
 - Discipline
 - Social skills
 - Moral values
 - Self-discipline

4.3 Workplace and Organizations

- Organizational culture influences:
 - Professional behaviour
 - Communication style
 - Ethical conduct

4.4 Media and Technology

- Social media, films, and digital platforms influence:
 - Aspirations
 - Self-image
 - Behavioural patterns

5. SITUATIONAL FACTORS

Situational factors refer to **temporary conditions and contexts** that influence behaviour.

5.1 Situational Demands

- Different situations demand different behaviours.
- Personality expression may vary depending on:
 - Role
 - Responsibility
 - Environment

Example: A friendly person may behave formally in an office meeting.

5.2 Role and Status

- Behaviour changes with:
 - Position
 - Authority
 - Responsibility

5.3 Life Events and Experiences

- Success, failure, trauma, or achievement can alter personality traits.
- Experiences shape maturity and emotional strength.

PERSONALITY THEORIES

Personality theories attempt to explain **how personality develops, what motivates behaviour, and why individuals differ from one another**. Major theories relevant to Organizational Behaviour include **Psychoanalytical Theory, Socio-Psychological Theory, Trait Theory, and Self Theory**.

1. PSYCHOANALYTICAL THEORY

(Sigmund Freud)

The psychoanalytical theory explains personality in terms of **unconscious forces, instincts, and early childhood experiences**.

Structure of Personality

a) Id

- Primitive and instinctual part of personality
- Operates on the **pleasure principle**
- Seeks immediate gratification
- Entirely unconscious

Example: An employee feeling an urge to quit impulsively due to frustration.

b) Ego

- Rational and realistic part of personality
- Operates on the **reality principle**
- Mediates between id, superego, and reality

Example: The employee controls the impulse and plans a rational discussion.

c) Superego

- Moral and ethical component
- Represents societal norms and values

- Develops through socialization

Example: The employee avoids unethical actions due to moral conscience.

2. SOCIO-PSYCHOLOGICAL THEORY

(*Alfred Adler, Karen Horney, Erich Fromm*)

This theory emphasizes **social relationships and environmental influences** rather than instincts.

- Personality is shaped by **social interest**
- Humans strive for **superiority and success**
- Inferiority feelings motivate growth

Example: An employee works harder to overcome initial failures.

3. TRAIT THEORY

Big Five Personality Model

(*Digman and Goldberg*)

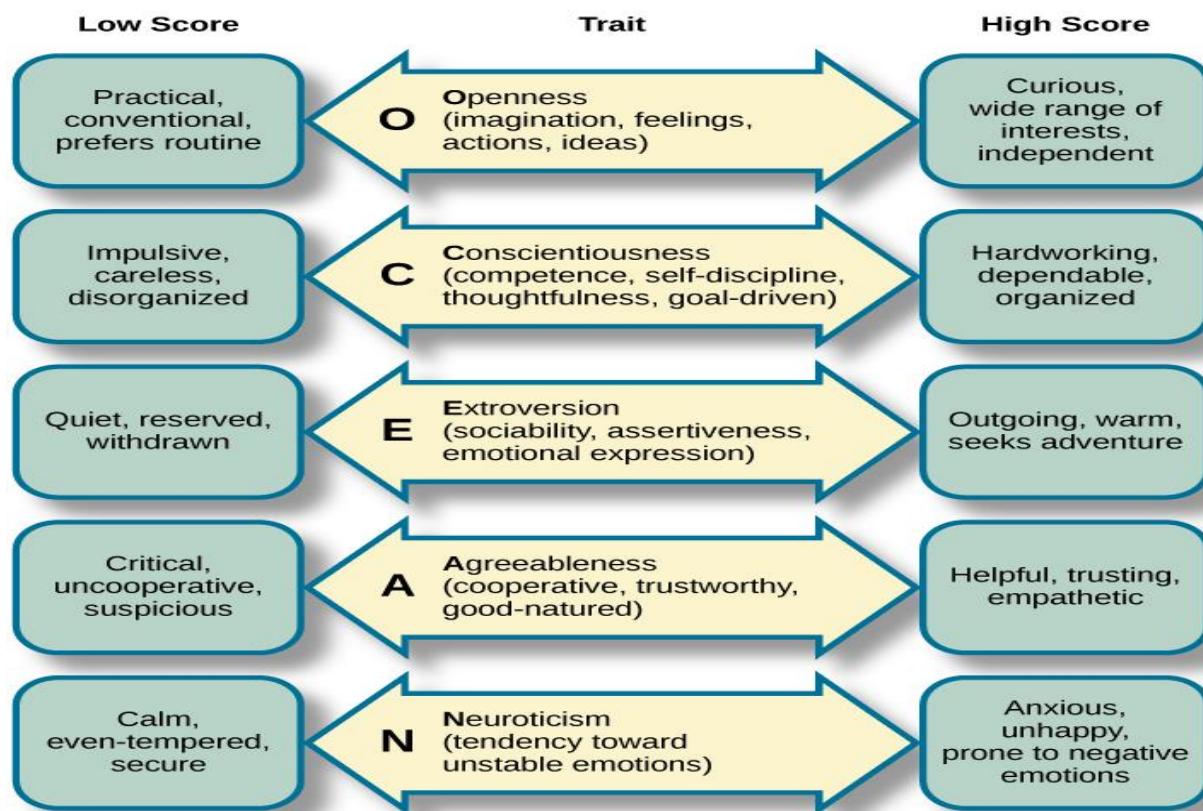
1. Openness to Experience
2. Conscientiousness
3. Extraversion
4. Agreeableness
5. Neuroticism

Big Five Personality Traits

Trait	Description
Openness	Being curious, original, intellectual, creative, and open to new ideas.
Conscientiousness	Being organized, systematic, punctual, achievement-oriented, and dependable.
Extraversion	Being outgoing, talkative, sociable, and enjoying social situations.
Agreeableness	Being affable, tolerant, sensitive, trusting, kind, and warm.
Neuroticism	Being anxious, irritable, temperamental, and moody.

Ernest Tupes and Raymond Crystal -1961 failed in Empirical proof

In 1990 JM Digman advanced 5 model and Lewis Goldberg extended to highest level of organisation



4. SELF THEORY

(Carl Rogers – Humanistic Approach)

Self theory emphasizes **self-concept and personal growth**.

- **Self-concept:** Individual's perception of self
- Includes:
 - **Self image** – what one thinks of oneself
 - **Looking glass self** – what we feel others think of ourself
 - **Ideal self** – who we want to be
 - **Real self** – who we actually are

Real self ≈ Ideal self → psychological health

Large gap → anxiety and dissatisfaction

Learning

Learning is a relatively permanent change in behaviour that occurs as a result of **experience, practice, or training**.

In organizations, learning explains how employees:

- Acquire new skills
- Change attitudes
- Modify behaviour based on experience

Definition

- **Stephen P. Robbins:**
"Learning is any relatively permanent change in behaviour that occurs as a result of experience."

Types of Learners

Employees differ in **how they learn**.

A. Visual Learners

- Learn through **seeing**
- Prefer diagrams, charts, videos, flowcharts

Organizational example: Dashboards, PPTs, process maps

B. Auditory Learners

- Learn through **listening**
- Prefer lectures, discussions, instructions

Organizational example: Meetings, verbal briefings, podcasts

C. Kinesthetic (Experiential) Learners

- Learn through **doing**
- Prefer hands-on practice, simulations

Organizational example: On-the-job training, role play, lab work

D. Read/Write Learners

- Learn through **reading and writing**
- Prefer manuals, notes, reports

Organizational example: Policy documents, SOPs, case studies

The Learning Process

Learning occurs through a **continuous process**.

Steps in the Learning Process

1. **Stimulus**
 - Any situation that triggers behavior. (e.g., deadlines, rewards, feedback)
2. **Response**
 - Behaviour shown by the individual
3. **Reinforcement**
 - Reward or punishment following the response
4. **Motivation**
 - Desire to repeat or avoid behaviour
5. **Retention**
 - Learning stored in memory
6. **Application**

- Use of learning in work situations

Learning Theories

Learning theories explain **how and why learning occurs**.

A. Classical Conditioning Theory

Proposed by: Ivan Pavlov

Concept : Learning occurs through **association** between two stimuli.

Example:

- Bell (neutral stimulus) + food (natural stimulus) → salivation
- Eventually bell alone causes salivation

Organizational Application:

- Regular praise linked with good performance
- Employees associate performance with positive feedback

B. Operant Conditioning Theory

Proposed by: B.F. Skinner

Concept : Behaviour is learned through **consequences**.

- Behaviour followed by reward → repeated
- Behaviour followed by punishment → avoided

Organizational Application:

- Incentives for high performance
- Penalties for rule violation

C. Social Learning Theory

Proposed by: Albert Bandura

Concept : People learn by **observing others**.

Key Elements:

- Attention
- Retention
- Reproduction
- Reinforcement

Organizational Application:

- Learning from seniors
- Role models
- Mentoring

D. Cognitive Learning Theory

Concept : Learning involves **thinking, understanding, and problem-solving**, not just stimulus-response.

Organizational Application:

- Case studies
- Problem-based learning
- Decision-making training

Organizational Behaviour Modification (OB Mod)

Organizational Behaviour Modification is the **systematic application of reinforcement principles** to improve employee behaviour.

Objectives:

- Increase desirable behaviour
- Reduce undesirable behaviour

Techniques of OB Mod

1. **Positive Reinforcement**
 - Reward desired behaviour
(bonus, praise, promotion)
2. **Negative Reinforcement**
 - Removing an unpleasant condition
(removing close supervision after improvement)

3. **Punishment**
 - Penalty for undesirable behaviour
(warning, suspension)
4. **Extinction**
 - Removing reinforcement
(ignoring minor negative behaviour)

OB Mod Process

1. Identify critical behaviours
2. Measure current behaviour
3. Analyze causes
4. Apply reinforcement strategy
5. Evaluate results

Misbehaviour in Organizations

Misbehaviour refers to **intentional actions by employees that violate organizational norms, rules, or values.**

Causes:

- Job dissatisfaction
- Stress and frustration
- Poor leadership
- Lack of motivation
- Unfair treatment

Types of Misbehaviour

A. Organizational Misbehaviour

- Absenteeism
- Theft
- Data misuse
- Sabotage

B. Interpersonal Misbehaviour

- Conflict
- Harassment
- Bullying
- Disrespectful behaviour

C. Individual Misbehaviour

- Alcohol or substance abuse
- Carelessness
- Laziness

D. Cyber Misbehaviour (Modern Organizations)

- Misuse of email
- Social media abuse
- Data leakage

Management Intervention

Management intervention aims to **correct misbehaviour and promote positive behaviour**.

A. Preventive Interventions

- Clear rules and policies
- Proper training
- Ethical codes
- Fair reward systems

B. Corrective Interventions

- Counseling
- Coaching
- Warning letters
- Performance improvement plans

C. Supportive Interventions

- Stress management programs
- Employee assistance programs (EAP)
- Work-life balance initiatives

D. Disciplinary Interventions

- Suspension
- Demotion
- Termination (as last resort)

EMOTIONS

Emotions are **intense feelings** directed toward someone or something, influenced by personal experiences and situations.

In organizations, emotions affect:

- Decision-making
- Interpersonal relationships
- Job satisfaction
- Performance

Definition

Robbins: “*Emotions are intense feelings directed at someone or something.*”

Emotional Labour

Emotional labour refers to the **requirement to manage and display emotions** as part of a job role, regardless of actual feelings.

Examples:

- Customer service employees showing friendliness
- Teachers remaining calm
- Nurses expressing care and empathy

Types of Emotional Labour

1. Surface Acting

- Displaying emotions not genuinely felt
- Faking emotions

Example: Smiling at customers despite frustration

2. Deep Acting

- Trying to genuinely feel the required emotion

Example: Empathizing with a customer’s problem

Effects of Emotional Labour

Positive Effects:

- Better customer satisfaction
- Professional behaviour

Negative Effects:

- Emotional exhaustion
- Stress and burnout
- Reduced job satisfaction

Emotional Intelligence (EI)

Meaning

Emotional Intelligence is the ability to **recognize, understand, manage, and use emotions effectively** in oneself and others.

Definition

- **Daniel Goleman:**
“Emotional intelligence is the capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and in our relationships.”

Emotional Intelligence Theories / Models

A. Goleman's Model of Emotional Intelligence

- 1. Self-Awareness :** Understanding one's emotions
- 2. Self-Regulation :** Controlling emotional reactions
- 3. Motivation :** Using emotions to achieve goals
- 4. Empathy :** Understanding others' emotions
- 5. Social Skills :** Managing relationships effectively

B. Ability Model (Salovey and Mayer)

EI as a **mental ability** involving:

1. Perceiving emotions
2. Using emotions to facilitate thinking
3. Understanding emotions
4. Managing emotions

C. Trait Model of EI

- EI as part of personality traits
- Includes emotional self-perceptions

ATTITUDES

Attitudes are **learned predispositions** to respond favourably or unfavourably toward objects, people, or situations.

Definition

- “*An attitude is a mental and emotional state of readiness, organized through experience, exerting a directive influence upon behaviour.*”

Characteristics of Attitudes

1. Attitudes are **learned**
2. Attitudes are **relatively stable**
3. Attitudes influence behaviour
4. Attitudes can be **positive or negative**
5. Attitudes are **directed toward objects or situations**

Components of Attitudes (ABC Model)

- 1. Affective Component :** Feelings and emotions
- 2. Behavioural Component :** Action tendency
- 3. Cognitive Component :** Beliefs and opinions

Formation of Attitudes

Attitudes are formed through:

- 1. Family and Socialization :** Early life experiences
- 2. Learning and Experience :** Education and work experience
- 3. Peer Groups :** Influence of colleagues
- 4. Culture and Society :** Traditions, values, norms
- 5. Media and Communication :** News, social media

Measurement of Attitudes

Attitudes are measured using **psychological scales**.

- A. Likert Scale :** Statements rated from strongly agree to strongly disagree
- B. Thurstone Scale :** Weighted statements with equal intervals
- C. Semantic Differential Scale :** Bipolar adjectives (good–bad, happy–sad)
- D. Observation and Interviews :** Behavioural observation; Personal interviews

VALUES

Values are **deep-seated beliefs** about what is right, wrong, good, or desirable.

Values guide:

- Decision-making
- Behaviour
- Attitudes

Types of Values

A. Personal Values

- Honesty
- Hard work
- Responsibility

B. Work Values

- Achievement
- Recognition
- Job security
- Work-life balance

C. Organizational Values

- Integrity
- Innovation
- Customer focus
- Teamwork

D. Terminal and Instrumental Values (Rokeach)

Terminal Values

- Desired end goals
(success, happiness, peace)

Instrumental Values

- Preferred modes of behaviour
(honesty, discipline, ambition)

PERCEPTION

Perception is the cognitive process through which individuals interpret and organize sensory impressions to assign meaning to their environment.

It is not merely seeing or hearing, but understanding and interpreting stimuli.

Perception involves three psychological stages:

1. **Selection** – Choosing stimuli from the environment
2. **Organization** – Structuring selected information
3. **Interpretation** – Assigning meaning based on past experience

Perception is subjective and varies from person to person.

IMPORTANCE OF PERCEPTION IN ORGANIZATIONS

Perception strongly influences employee behaviour and managerial effectiveness because people respond to their perceived reality rather than actual reality.

1. Basis of Human Behaviour

Employees react based on how they interpret workplace situations.

2. Influences Job Satisfaction

Perceived fairness in workload, pay and recognition shapes satisfaction levels.

3. Affects Decision Making

Managers' perceptions influence hiring, promotion and evaluation decisions.

4. Determines Organizational Climate

Employees form opinions about culture and leadership based on perceptions.

5. Impacts Communication

Misinterpretation of messages leads to breakdown in communication.

6. Leads to Bias and Conflict

Incorrect perceptions result in stereotypes and interpersonal disputes.

7. Guides Motivation

If employees perceive rewards as meaningful, motivation increases.

FACTORS INFLUENCING PERCEPTION

Perception is influenced by characteristics of:

1. The Perceiver
2. The Target
3. The Situation

I. Perceiver Factors (Internal Factors)

These arise from the observer.

a) Attitudes

People see things consistent with their beliefs.

b) Motives & Needs

Unsatisfied needs influence what is noticed.

c) Interests

Selective attention towards personally relevant stimuli.

d) Experience

Past learning shapes interpretation.

e) Expectations

Individuals perceive what they expect to see.

II. Target Factors (External Factors)

Characteristics of the object/person being observed.

a) Novelty

New or unusual things attract attention.

b) Size & Intensity

Larger or louder stimuli dominate perception.

c) Motion

Moving objects gain more focus.

d) Repetition

Repeated stimuli are easily perceived.

e) Contrast

Objects that stand out are more noticeable.

III. Situational Factors

Environmental context affects perception.

a) Time

Urgency changes interpretation.

b) Work Setting

Physical surroundings influence focus.

c) Social Environment

Group influence shapes perception.

INTERPERSONAL PERCEPTION

Interpersonal perception refers to how individuals form impressions and judgments about others in social and organizational settings.

It affects teamwork, leadership, communication and performance evaluation.

Common Errors in Interpersonal Perception

1. Stereotyping

Judging based on group identity rather than individuality.

2. Halo Effect

One positive trait influences overall judgment.

3. Horn Effect

One negative trait leads to overall unfavorable perception.

4. Projection

Assuming others think/behave like oneself.

5. Selective Perception

Ignoring information that contradicts personal beliefs.

6. Attribution Bias

Incorrectly assigning causes for others' behaviour.

IMPRESSION MANAGEMENT

Impression Management is the deliberate attempt by individuals to influence how others perceive them.

It is widely practiced in professional environments for social and career advantages.

Techniques of Impression Management

1. Self-Promotion

Highlighting competence and achievements.

2. Ingratiation

Using flattery to gain liking.

3. Exemplification

Showing extreme dedication.

4. Supplication

Appearing weak to gain help.

5. Intimidation

Projecting power to control others.

Organizational Relevance

- Influences performance appraisal
- Affects leadership image
- Impacts career growth
- Can distort managerial judgment

Ethical Concerns

- May create fake impressions
- Reduces authenticity
- Leads to unfair evaluations
- Damages trust in teams

Motivation

Motivation is the internal and external force that **initiates, directs, and sustains human behaviour toward achieving goals**.

Importance of Motivation

Motivation plays a **critical role in organizational effectiveness**.

1. Improves Performance and Productivity

- Motivated employees put **more effort** into their work
- Leads to higher output with better quality

2. Enhances Job Satisfaction

- Satisfied employees experience:
 - Less stress
 - More commitment
 - Positive attitude towards work

3. Reduces Absenteeism and Turnover

- Motivated employees are:
 - Regular at work
 - Less likely to quit

4. Encourages Creativity and Innovation

- Motivation boosts:
 - Initiative
 - Problem-solving
 - Willingness to take responsibility

5. Helps in Goal Achievement

- Aligns **individual goals with organizational goals**
- Ensures cooperation rather than conflict

6. Builds Positive Work Culture

- Creates enthusiasm, teamwork, and morale
- Reduces conflicts and misbehavior

Types of Motivation

Motivation can be classified on different bases.

A. Intrinsic Motivation

Intrinsic motivation arises from **within the individual**.

Characteristics:

- Driven by personal satisfaction
- Work itself is rewarding

Examples:

- Interest in learning
- Sense of achievement
- Personal growth
- Pride in doing meaningful work

At workplace:

- Challenging tasks
- Autonomy
- Recognition
- Skill development

Employees work because they **want to**, not because they have to.

B. Extrinsic Motivation

Extrinsic motivation is driven by **external rewards or pressures**.

Characteristics:

- Motivation comes from outside the individual

Examples:

- Salary and wages
- Bonuses and incentives
- Promotions
- Job security
- Punishments or fear of penalties

At workplace:

- Performance-linked pay
- Awards
- Promotions
- Disciplinary actions

Employees work because of **rewards or fear of consequences**.

C. Positive Motivation

Based on **rewards and recognition**.

Examples:

- Praise
- Incentives

- Promotion
- Appreciation letters

Impact:

- Increases morale
- Builds long-term commitment
- Encourages voluntary effort

D. Negative Motivation

Based on **fear, punishment, or threats.**

Examples:

- Salary cut
- Demotion
- Job termination warnings

Impact:

- Ensures short-term compliance
- May lead to stress, dissatisfaction, and resistance

E. Financial and Non-Financial Motivation

Financial Motivation:

- Salary
- Bonus
- Allowances
- Profit sharing

Non-Financial Motivation:

- Recognition
- Job enrichment
- Career growth
- Work-life balance
- Respect and status

Effects of Motivation on Work Behaviour

Motivation directly influences **how employees behave at work**.

1. Work Performance

- High motivation → High performance
- Low motivation → Poor performance, errors, delays

2. Work Attitude

Motivation shapes:

- Job satisfaction
- Organizational commitment
- Loyalty

Motivated employees show:

- Positive attitude
- Willingness to cooperate

3. Effort and Persistence

- Motivated employees:
 - Work harder
 - Do not give up easily
 - Handle pressure effectively

4. Discipline and Conduct

- Proper motivation reduces:
 - Misbehavior
 - Absenteeism
 - Indiscipline

5. Creativity and Innovation

- Motivation encourages:
 - New ideas
 - Continuous improvement
 - Learning behaviour

6. Employee Retention

- Motivated employees are:
 - Emotionally attached
 - Less likely to leave the organization

7. Team Behaviour

- Motivation improves:
 - Teamwork
 - Communication
 - Trust among members