

UNIT – 2

Unit 2: Includes

- *Attitude: meaning and definition,*
- *Components of attitude*
- *Functions of attitude*
- *Formation of attitude and hanging of attitude,*
- *Prejudice and attitude.*
- *Personality: meaning and definition,*
- *The big five personality model,*
- *The Myers-Briggs Type Indicator,*
- *Additional work related aspects of personality.*

Objectives: Aim of this unit is to acquaint learners with the:

- a. *Concept, components and functions of Attitude*
- b. *Process of forming and hanging attitude*
- c. *Difference between prejudice and attitude*
- d. *Concept of personality and the big five personality model*
- e. *The Myers-Briggs type indicator and work related to aspects of personality*

ATTITUDE: MEANING AND DEFINITION

Attitude is important variable in human behavior which helps in a person's personality traits i.e. optimistic or pessimistic, negative or positive etc.

According to **Michael Hogg**, "An attitude is a negative or positive evaluation of an object which influences human's behavior towards that object".

Martin Fishbein defined attitude as "An attitude is a learned predisposition to respond in a favorable or unfavorable manner towards people, an object, an idea or a situation".

According to **Stephen P Robbins**, "Attitude are evaluative statements, either favorable or unfavorable concerning objects, people or events."

Schermerhorn says, "Attitudes is the predisposition to respond in a positive or negative way to someone or something in one's environment."

According to **Newcomb**, "Attitude is a learned predisposition to respond in a consistently favorable or unfavorable manner with respect to given objective."

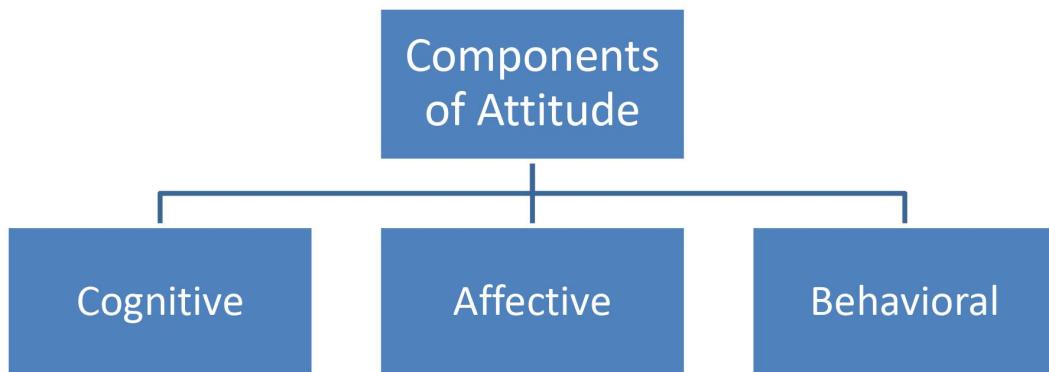
Joseph Reitz says, "The word attitude describes a persistent tendency to feel and behave in a particular way towards some objects."

Often we come across different person, situations and things in our life and we form a certain kind of view point for those persons, things or situation. That point of view may be positive or negative. "Attitude is basically an examination of a person, thing or situation in terms of liking or disliking,

positive or negative and pro and anti". Attitude mould a person's behavior towards an object or a person in a negative or positive way.

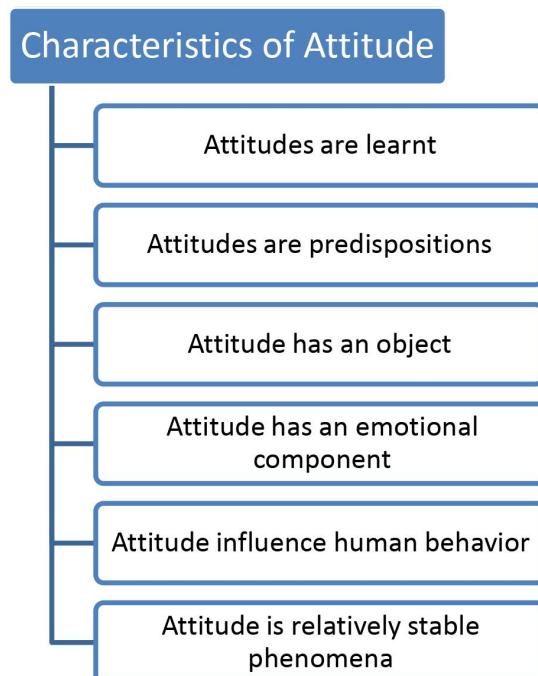
COMPONENTS OF ATTITUDE

Famous psychologists, Rosenber, Eagley and Holand provided three components of Attitude:



1. **Cognitive component:** This component is a combination of ideas, information, facts and knowledge about a person or an object.
2. **Affective component:** In this component, it is the feelings or emotions towards an object or a person which leads to liking or disliking, favoring or disfavoring.
3. **Behavioral component:** In this component, it is the behavior towards the object or a person.

CHARACTERISTICS OF ATTITUDE



1 Attitudes are learnt:

Attitude is learnt through experiences or social interaction or encounter of an event. It is not an inborn phenomenon.

2. Attitudes are predispositions:

It is already formed opinion or predetermined on the basis of prior experience or information.

3. Attitude has an object:

It has an object (object can be an idea, a person or situation) which is favored or disfavored or analyzed as positive or negative.

4. Attitude has an emotional component:

Attitude is having an emotional aspect in the form of like or dislike, or positive or negative.

5. Attitudes influence human behavior:

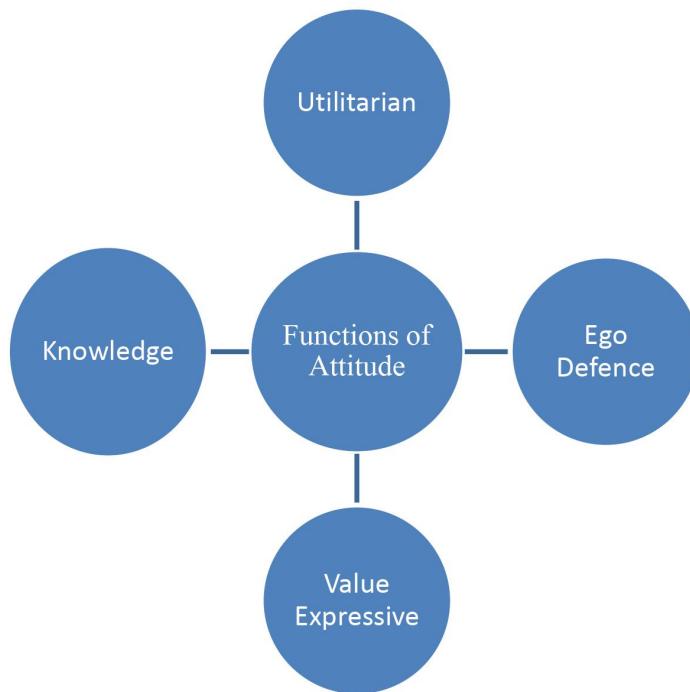
Attitude has all the power to mould the behavior of a person in a positive or negative form.

6. Attitude is relatively stable phenomena:

Attitude is basically a stable phenomenon which persists for a period of time. It does not change so frequently.

FUNCTIONS OF ATTITUDE:

“Attitude allows us to respond to the individual or object in a meaningful way or manner.” It is necessary to hold a certain kind of attitude because of the below mentioned functions:



1. Utilitarian

An attitude has a utility to develop certain kind of behavior which helps a person to draw conclusions. It is the attitude which helps one in obtaining reward or avoiding punishment. “A worker finds that when he expresses a negative attitude towards his boss, his co-workers pay attention to and sympathies with him, but when he expresses a positive attitude, he is ignored or chastened. The negative attitude is instrumental in obtaining rewards (acceptance) and avoiding punishment (reflection)”.

2. Ego-defence

Individuals usually create these conducts to protect their own self-images. For example , a person may feel discouraged in their organization by the employment or development of female employees and may develop biases towards new employees as well. He may develop an attitude such as rookies being less skilled or less experienced and may mistreat such workers, this is known as an attitude of ego protection which is usually developed and used to cope with a sense of guilt or risk. That sort of mindset will remain unchanged until it eliminates this feeling.

3. Value Expressive

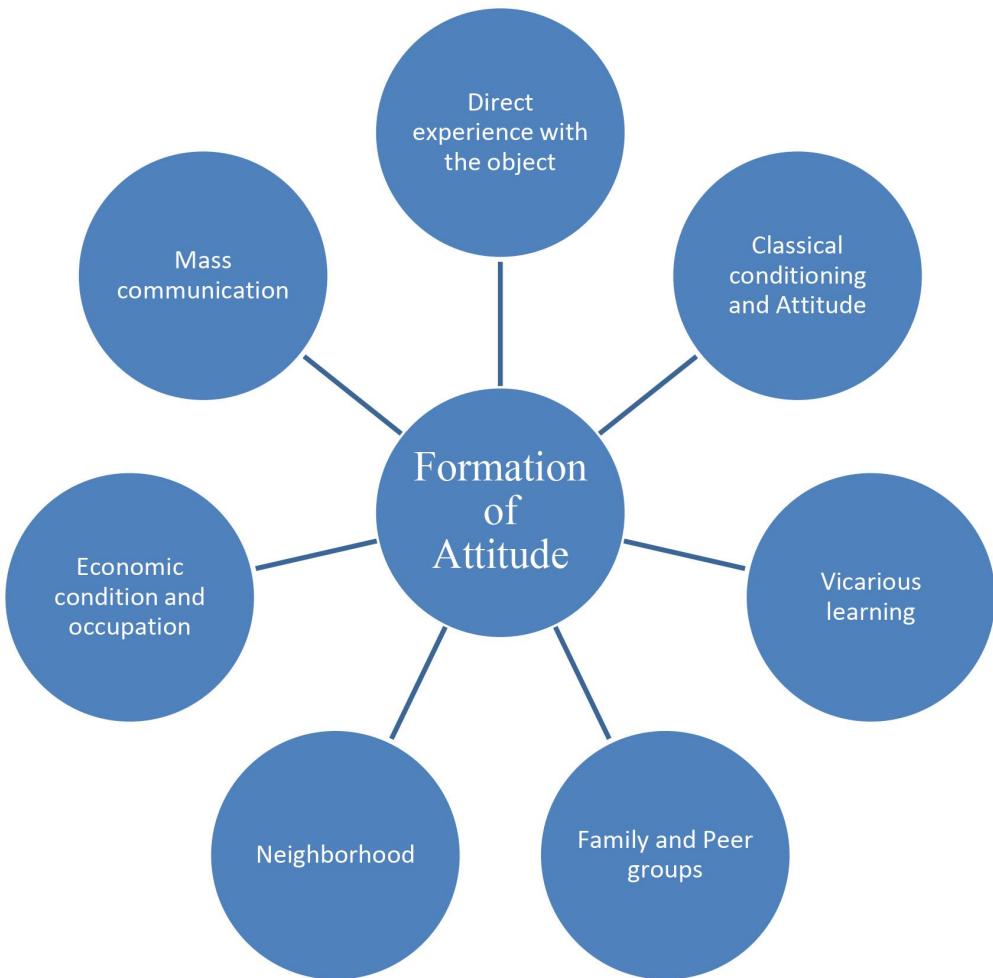
The attitude of one is the reflection of his system of values and the value of expressive attitudes depends on our concept of oneself. One who values freedom is the individual who expresses very positive attitudes towards the organization's decentralization of authority and provides a cordial work environment.

4. Knowledge

Knowledge pertaining to a particular object leads to a positive attitude towards that object and absence of knowledge leads to negative attitude towards that object. In the absence of knowledge sometimes we form stereotype attitude too.

FORMATION OF ATTITUDE

Individuals usually learn attitudes from various sources, it should be noted that attitudes are formed but not inherited from them. Among the most significant attitude-gaining sources are:



1. Direct experience with the object

One can form attitude towards an object with the help of his direct exposure or direct experience of that object. Employees, for example , generally form their attitude to jobs based on their previous experiences. Attitudes can develop from an object experience which is personally rewarding or punishable. And the attitude created by experience can hardly be modified.

2. Classical conditioning and attitude

One can also develop attitude with the help of classical condition. If an event occurs again and again, it develops a different kind of learning and that will leads towards a particular kind of attitude.

Operant conditioning and Attitude acquisition

One can also develop an attitude with the help of operant conditioning. According to Skinner (1938), “operant conditioning is a method of learning that occurs through rewards and punishments for behavior. Through operant conditioning, an individual makes an association between a particular behavior and consequence”. According to this theory learning a behavior is usually followed by a

reward or punishment. Operant conditioning depicts that the behavior of an individual is depend on the kind of different situations. Generally people used to act in a certain way when they get rewards and sometimes people used to discourage actions from when they're not getting something. Such conduct may create a particular sort of attitude.

3. Vicarious learning

One can also learn certain things by observing the behavior of other people which automatically develop a certain kind of attitude. And this learning is known as vicarious learning in which a person learns by observing behavior of others. For example watching TV, movies etc.

4. Family and Peer groups

A person may also learn the attitudes by imitating his or her parents or other family members. Even from his party of peers too. If parents have a positive attitude toward a particular phenomenon, the child will admire his parents, and it is evident that he will adopt a similar attitude, even without being told. Similarly, behaviors in universities, schools, are learned from peer groups.

5. Neighborhood

Sometimes neighbors also play a significant role in developing a particular kind of attitude. Each and every neighbor has something different value system or culture aspects which will automatically provide a kind of impact on our personality.

6. Economic condition and occupation

The economic condition and work-related roles of one often lead a great deal to the creation of a certain kind of behavior, and this will shape an attitude automatically. Our socio-economic history has a very important part to play in our current and future attitudes.

7. Mass communication

Mass media like television, radio, newspaper, and magazines can also add a lot to somebody's personality. Media coverage is designed to build a public attitude.

CHANGING OF ATTITUDE

Employee behaviors that operate within an organization may be modified because it is in the best interest of the organization. Yet change is complicated, because there are some hurdles in it.

Hurdles to change

Usually people resist change of attitude because of balance and consistency theory of attitude. Accordingly, a person wants their attitudes towards people and things to be in line with one another's

own acts and objects (i.e. safe, consistent). If habits aren't identical and consistent, people typically try rewarding internally to eliminate differences.

The second barrier

When a person is bound by certain commitment or protocol then his attitude is really hard to change like every organization has some different kind of value system, protocol etc.

The third barrier

Sometimes a person sees no strong cause or sufficient amount of information then that person finds it difficult to change his attitude.

WAYS OF CHANGING ATTITUDE

There are certain ways for changing attitudes which are as follows:

1. Providing new information

When a person is well informed with all latest and accurate information about a particular object then that person changes himself accordingly. New information always helps change attitudes. Once employees become conscious of the fact that the management think about the welfare of the workers, they modify their attitude and turn pro-management.

2. Use of Fear

Sometimes fear can prove to be a powerful weapon for changing attitude. The change will no doubt depend on the degree of fear. Yet often people tend to become stubborn in their actions when they are being challenged too far and people can fail to adjust.

3. Influence of friends or peers

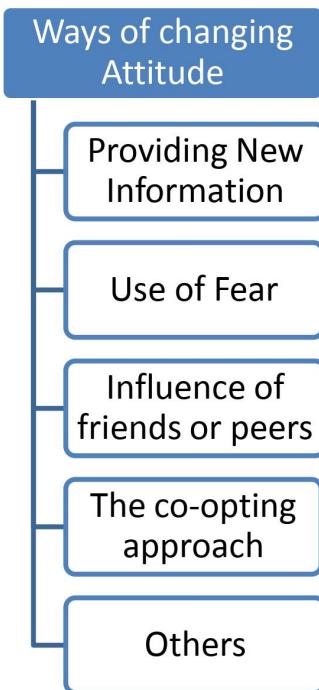
Changes of attitude can also be influenced by friends or peers. Here credibility of the peers or friends matters a lot. Peers or friends having high creditability put more influence on change.

4. The co-opting approach

Co-opting also can be an efficient means of changing habits. When people are unhappy with a particular situation, and involve them in changing things. Co-opting can be the most effective form of changing attitude.

5. Others

It is also found that a person is more likely to alter an attitude kept in private than one that he has publicly mentioned.



ATTITUDE AND PREJUDICE

Many times people consider attitude and prejudice the same as both are people's feelings and expressions, but there is a considerable difference between the two. Among all human beings attitude is a very normal phenomenon. People usually have both positive and negative attitudes towards different things, and they may favor something or not. While prejudice is a prejudice over something without knowing the facts behind that particular situations or having exposed it to a situation's reality. Most of the prejudice is contradictory with the actual situation. However, the fact remains that almost every person can see both attitudes and prejudices. Gordon Allport described attitudes as "the most distinctive and indispensable concept in contemporary social psychology. Attitude is an important part of one's personality and one's way of thinking is a very important basis for creating the kind of life we want to live in. No doubt attitude and discrimination are both essential condition of one's personality and one's way of thinking is a very important basis for creating the kind of life we want to live in. No doubt attitude and discrimination are both essential condition of one's personality and both contribute to one's behavior or lifestyle. They are still feeling emotional against someone;. Attitude may be targeted at a individual, an event, a location, or a circumstance, but bias is targeted at a person or community. Positive or negative disposition positive or unfavorable, but discrimination is often a negative felling.

Attitudes are usually developed after a full investigation into a particular issue or event or circumstance or individual, while prejudice is founded on bias without any investigation being carried out. Prejudice can be regarded as an attitude which is not established without examining the evidence. All attitudes and biases can change over time as they are not ideologies of permanence. When people are aware of their emotions, they can better control their behaviors and attempt to change them before it is demonstrated by behaviour. Research evidence indicates a behavioral shift can alter values and attitudes.

PERSONALITY: MEANING AND DEFINITION

Personality is a term derived from the Latin word 'persona' which means mask or dress up. This is a mix of certain characteristics or qualities which define the character of a person. This is a dynamic phenomenon that combines many distinct human traits. It's hard to grasp as it has contextual personal characteristics to it. Personality defines a person's recurring psychological patterns or emotions, feelings, beliefs, and behavior. It represents the overall profile or combination of stable traits capturing a person's unique nature.

Personality has components, internal as well as external. External characteristics or physical features are measurable actions based on which we draw inferences about the personality of a individual. The inner factors or cognitive characteristics are inherently more complex feelings, thoughts, ideas, values and interests.

Definition

According to G W Allport, "Personality is the dynamic organization within the individual of those psychophysical systems that determines his unique adjustment to his environment."

According to R. B. Cattell, "Personality is that which permits a prediction of what a person will do in a given situation."

According to Hogan, "Personality refers to the relatively stable pattern of behaviors and consistent internal states that explain a person's behavioral tendencies."

According to **Eysenck**, "Personality is more or less a stable and enduring organization of a person's character, temperament, intelligence and physique which determine his unique adjustment to the environment."

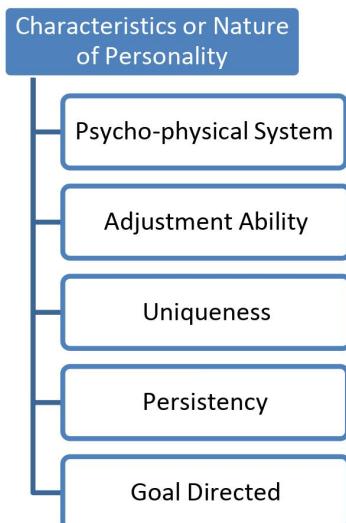
According to **Allport**, "Personality is the dynamic organization with the individual of those psycho-physical systems that determine his unique adjustment to his environment."

According to **Valentine**, "Personality is the sum total of innate and acquired disposition."

According to **Child**, "Personality refers to more or less stable, internal factors that makes one person's behavior consistent from one time to another and different from the behavior of other people would manifest in comparable situations."

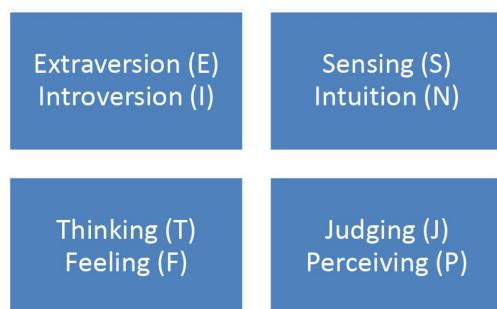
Burges says, "Personality is an individual's unique and relatively stable pattern of behavior, thoughts and feelings."

Thus, personality is a reflection of the overall behavior of a person. It is the sum of all the actions and reactions of a person towards other persons. Every person has a unique personality and they act in different situations in a different way according to their personality traits. Every manager should have understanding of personality dimensions of employees in order to manage them. Managers have to use varied motivation techniques to influence the behavior of their employees.



THE MYERS-BRIGGS TYPE INDICATOR (MBTI)

The Myers-Briggs Type Indicator (MBTI) is a personality assessment questionnaire that pinpoints varied psychological preferences of people while decision making. This is a popular questionnaire containing 100 questions and is widely used to comprehend personalities' different work setting. This questionnaire was developed by Isabel Myers and Katherine B based on their work with Carl Jung's theory of personality type. This questionnaire inquires people about their feelings or actions in particular situations. The MBTI helps in assessing personality types. It is a useful determinant of communication preferences during management employees. It also assists in employing 'right person at the right job' during selection process. The Four different scales of the questionnaire:



On the basis of these four scales, the following 16 four letters code were generated

The sixteen personality traits according MBTI

ISTJ - The Inspector	INFJ - The Advocate	ESTP - The Persuader	ENFP - The Champion
ISTP - The Crafter	INFP - The Mediator	ESTJ - The Director	ENFJ - The Giver
ISFJ - The Protector	INTJ - The Architect	ESFP - The Performer	ENTP - The Debater
ISFP - The Artist	INTP - The Thinker	ESFJ - The Caregiver	ENTJ - The Commander

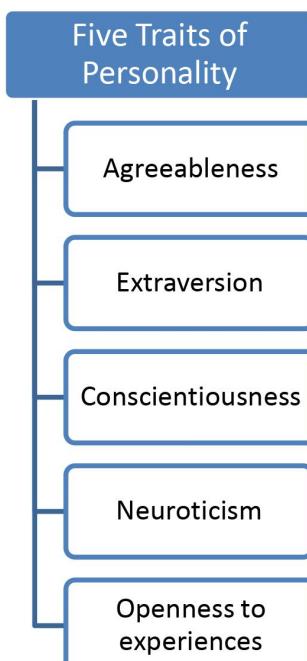
These personality divisions provide an insight about the personality of a person or tendencies of his/her behavior. According to the Myers & Briggs, it is important to note that every personality type has its own merits and demerits. The strength and weaknesses of every individual should be considered in group tasks to achieve the desired objectives.

THE BIG FIVE PERSONALITY MODEL

The big five model of personality or popularly known as the ‘Big Five’ is a part of ‘Trait theories of Personality’. Earlier trait theories illustrated variety of possible traits. Some of the popular theories are “Gordon Allport’s list of 4,000 personality traits, Raymond Cattell’s 16 personality factors, and Hans Eysenck’s three-factor theory. The five core personality traits theory has been supported by many researches such as D. W. Fiske (1949), Norman (1967), and Goldberg (1981). Robert McCrae and Paul Costa (1987) later developed the Five-Factor Model, or FFM, which describes personality in terms of five broad factors.” The big five personality model describes the essential traits that are the fundamentals of personality of a person. Curiously, all five personality variables indicate a variation between two extremes, i.e. high or low. Individuals in the real world normally fall between these two extremes somewhere in between.

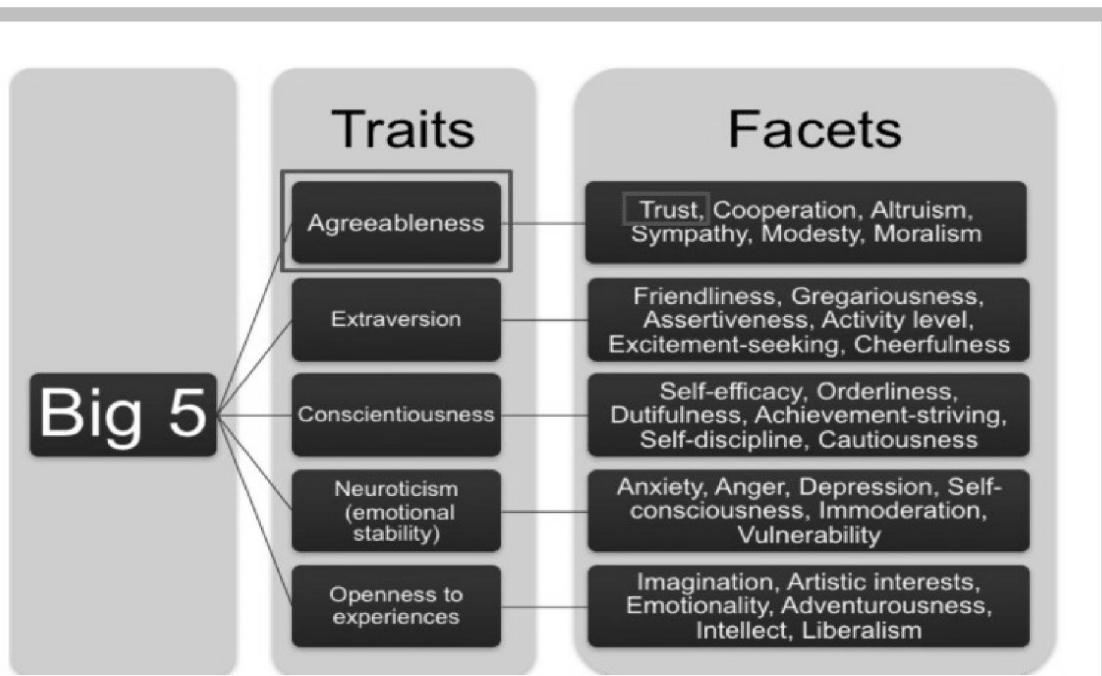
The five factors of this model or fives traits of the personality are:

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



A brief description of the above five factors are as follows:

1. **Agreeableness:** It applies to one person's willingness to get along with others. The trait is characterized by confidence, collaboration, compassion and empathy. Those who are highly agreeable value harmony more than just having a say or a way. They're cooperative, and trust other people. People who concentrate more on their own needs than on acceptability needs of those who are weak.



Note: The acronym CANOE (for conscientiousness, agreeableness, neuroticism, openness, and extraversion) is helpful while remembering the big five personality traits.

2. **Extroversion:** It represents the degree of comfort a person has with relationships. Extroverts are sociable, talkative, assertive and open to new relations. Introverts are less sociable, less talkative, less assertive, and more reticent about beginning new relationships.

3. **Conscientiousness:** This trait refers to the number of targets a person is focusing on. At one point, a person of high conscience focuses on very few goals. Such individuals are believed to appear to be well organized, cautious, responsible, self-disciplined, and centered. A person with low conscientiousness tends to be less concentrated, and at one time may seek to accomplish several goals.

4. **Neuroticism or Emotional stability:** This personality trait centers on the ability of an individual to cope with stress. Emotionally stable individuals tend to be calm, enthusiastic and secure. The emotionally unstable person, on the contrary, appears to be anxious and deprived with insecurities.

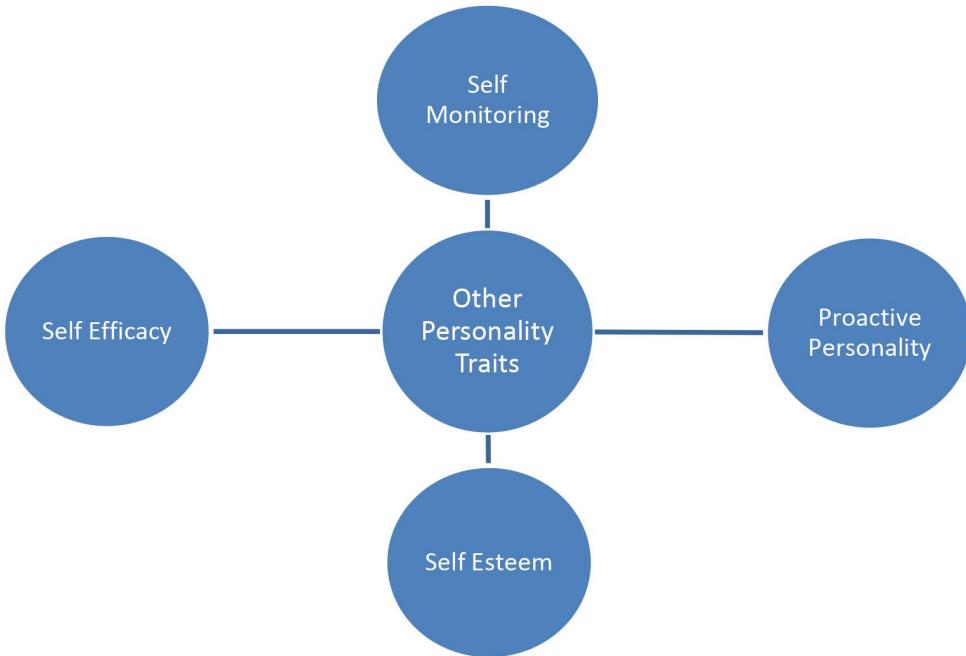
5. **Openness to Experiences:** Creativity and innovation intrigue especially transparent humans. They're willing to listen to new ideas in reaction to new knowledge, and change their own ideas, beliefs and attitudes. At the other hand, those with low levels of transparency tend to be less inclined towards new

ideas and less likely to change their minds, respectively. These do seem to be less adventurous and have less and fewer focused interests.

The “Big Five” framework is considered valuable for managers as study of these personality dimensions give them with the power to predict the behavior of individuals in certain situations.

However, there are many demographic, cultural, and environmental factors that influence the Big Five traits. These factors should be taken into consideration while taking decisions based on The Big Five Personality dimensions.

Several other Personality Measures or Traits



In addition to the Big Five, researchers have suggested several other personality measures, or traits. Things include self-monitoring, self-esteem, positive temperament and self-efficacy.

1. Self-Monitoring: It refers to the degree to which a person is capable in social contexts of controlling his or her behavior and appearance. "People who are social monitors are social chameleons who understand what the situation demands and act accordingly, while low social monitors tend to act the way they feel (Snyder, 1974)".

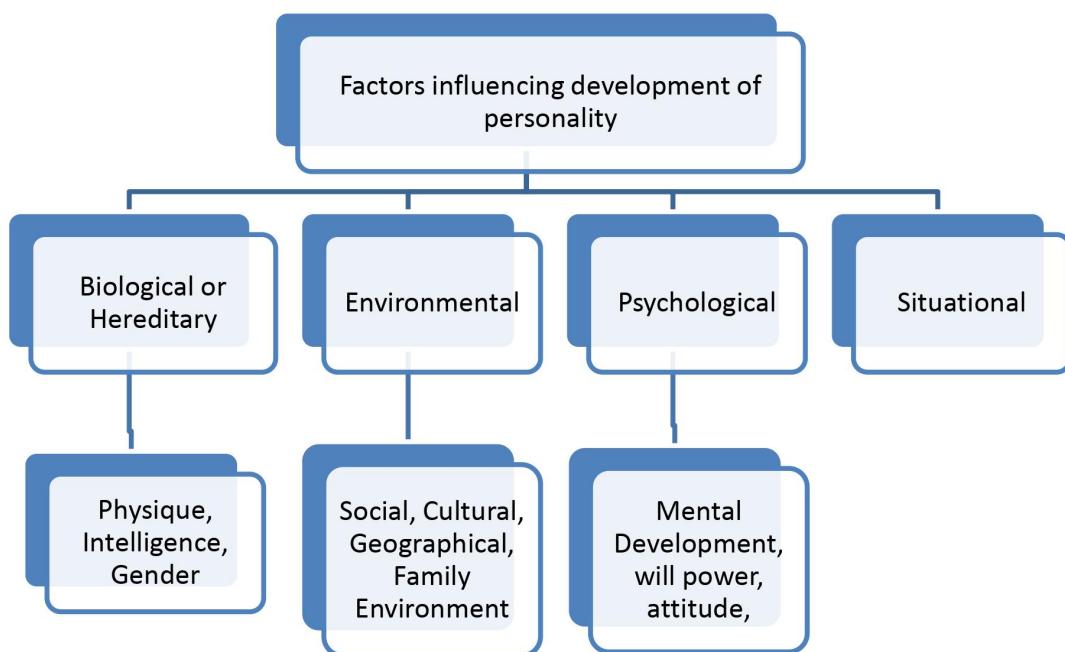
2. Proactive personality: This refers to the desire of a person to correct what is wrong, to change things and to use initiative to overcome problems. Rather of waiting to be told what to do, positive people are taking steps to bring about real change and through the barriers that they face along the way. Proactive individuals tend to be more effective in both work searches and career paths.

3. Self-esteem: It's the degree to which a person has positive feelings about himself or herself overall. People with a high self-esteem take a positive view of themselves are confident and respect themselves. Those with low self-esteem, by comparison, experience high levels of self-doubt and challenge their

self-worth. High self-esteem is linked to higher levels of work satisfaction and higher levels of performance on the job.

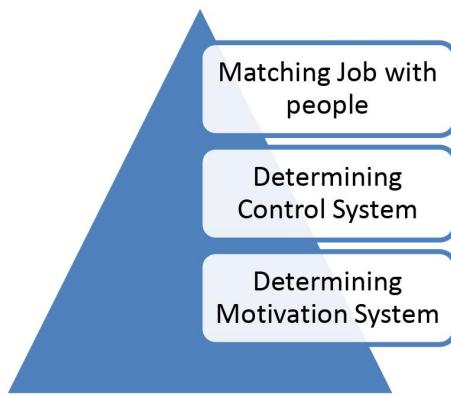
4. Self-efficacy: It is a belief that one can perform a specific task successfully. Evidence indicates the assumption that anything we can do is a strong indicator of how we can actually do it. Self-efficacy varies from other personality characteristics, since it is unique to the task. You may have a high degree of self-efficacy in being academically effective but low self-efficacy with respect to your ability to repair your car.

Factors Influencing development of Personality



Relationship between Personality and Organizational Behavior

The study of personality has a significant impact on Organizational behavior. If an entrepreneur wants to run his business organization successfully and smoothly, then it is very essential to understand the key components of personality traits. To understand the concept of human behavior, one needs to understand the different concepts of personality. And study of human behavior itself included in the study of Organizational behavior. Many decisions are taken in an organization in which personality and their traits play a significant role, it can be shown in the following diagram:

**Short Questions:**

1. Define attitude.
2. Differentiate between prejudice and attitude.
3. Explain the meaning of personality.
4. What are the various components of attitude.
5. Define prejudice.

Long Questions:

1. What do you mean by the term personality? Explain the Big five Personality model in detail.
2. Write a detailed note on additional work related aspects of personality
3. What do you mean by attitude. Explain process of formation of attitude in detail
4. Explain the components of attitude and also explain function of attitude.
5. Define prejudice. In what ways prejudice is different from attitude.