

2. Machiavellianism - degree of individual upto which one is emotionally attach with other  
 → only we want end result no matter how we achieve.  
 ⇒ emotionally detach.

3) self esteem & self monitoring → checking out your abilities & making rectification -  
 degree to which individual upto person likes & dislikes themselves

4. Risk Taking -  
 1. low risk taker - no challenges  
 2. high risk taker - Innovative, open to challenges.

5. Type A & Type B Personality  
 ↓  
 Impatient (Jaldi mei hotay hai)  
 ⇒ never utilise free time, eager to achieve, show off  
 ⇒ poor judging  
 ⇒ highly competitive  
 ⇒ Jalebus.  
 ↓  
 calm, patient relaxed  
 ⇒ enjoy leisure time  
 ⇒ work life balance  
 ⇒ decisions based on analysing situation.  
 ⇒ helping, supportive

empathy - not emotionally stable

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## Determination of Personality

### 1. Myers Brigg Type Indicators

100que questionnaire - 16 traits - divide into 4 categories.

- a) Extrovert (E) or Introvert (I)
- b) Sensing (S) or Intuitive (N)  $\left\{ \begin{array}{l} S - \text{analyse situation based on cond.} \\ I - \text{phil se soch rkhe wala} \end{array} \right.$
- c) Thinking (T) or Feeling (F)
- d) Judging (J) or Perceiving (P)
  - $\hookrightarrow$  make choices on your own (Judgemental)
  - $\hookrightarrow$  convincing.

- 1. Visionaries (INTJ) - realistic, stubborn, logical
- 2. Organizers (ESTJ) - realistic, logical & analytical
- 3. Conceptualisers (ENTP) - Entrepreneurial, Innovative, resourceful, Entrepreneurial, Individualistic

### 2. Big Five Model / OCEAN

- 1. Openness to Experience - Imaginative, Intellectual, artistic, sensitive (good thinking problem solver)
- 2. Conscientiousness - responsible, dependable, organised
- 3. Extroversion - Sociable, assertive
- 4. Agreeableness - good natured, co-operative, trusting
- 5. Neuroticism - calm, self confident, secure. (emotional stability)

## Major Personality Attributes Influencing OB

- |                       |                        |                     |
|-----------------------|------------------------|---------------------|
| 1. Locus of Control - | External LOC           | Internal LOC        |
|                       | You aren't responsible | You are responsible |
|                       | someone else           | for everything      |



- 5) Projection - people tend to think that it is similar to you. If you are good hearted, you will mostly find everyone good.
- 6) Contrast effect - some standards are set. if person falls under that category it is good, person opposite to your standard, you find them contrasting. characteristics are contrast, you won't see find them same.
- 7) First impression - first perception about anyone, sometime it define the person. (it may be true or false).

### Factors Influencing Perception

Factors in perceiver	Factors in the target	Factors in the situation
1. Attitude	1) Novelty	1) Time
2. Interest	2) Proximity	2) work setting
3. Experience	3) Motion	3) social setting
4. Expectation	4) closeness with perceiver	
5. Motives	5) Background	

### Personality

It is the sum total of all the traits of an individual in which he react or interact with each other.

### Factors Influencing Personality

1. Heredity
  - Physical appearance upto certain extent
  - some interest
2. Environment
  - Includes surrounding that influence our behaviour
  - family, friends, schooling, work place
3. Situation
  - change in personality acc to situation.
  - which traits we go out to show.
  - personal thinking



3. chronic - severe needs external counselling.

## Stress Management

### # Causes

- ① stress related to workplace ② stress bcoz of personal Issues.

### # Consequences

- ① Health Issues  
② fatigueneess  
③ change in behaviour  
④ work is affected adversely  
⑤ decreased performances

### # Resolve

- ① leaves or holidays  
② Meditation & Yoga session  
③ Job Sharing (division of workload)  
④ Work culture should be positive - freedom of speech  
⑤

## Perception

# Perception Input - stimuli

# Perception Mechanism - Selection of stimuli

## Perceptual Errors / distortions

- organisation
- Interpreting stimuli

# Perception Output - Behaviour / Action

1) selective perception

2) stereotyping

3) Halo effect - only one perspective about one feature is considered. if prsn does that it would be good otherwise not

4) Attribution theory - situation based - perception based on attributes



## change of Attitude

- i change of peer group - your surrounding affects your attitude.
- ii fear - that you will lose your present ~~status~~ situation. strictness should be there.
- iii training & skills - by training & changing their attitude proving them skills.
- iv counselling - would help you to analyse other options & tells you feasibility of various paths and analyse the situation in better way and help you to deal the situation & give ~~suggestion~~ (advices).

## Components of Attitude

- i Cognitive - you require a piece of information to create a particular attitude or perception
- ii Effective comp. - how you reacted & how you develop your feelings acc. to the information you have received.
- iii Behavioural - on the basis of effective component, you have made your mind to do this particular task & this makes a particular positive behaviour towards that thing.

- \* Stress - prolonged tension with same intensity.
1. Acute - for short time till that event & end up when that event occurred.
  2. Episodic - tension for a phase. envt change can lead to ending of episodic stress.



- 11) Social Learning theory -
- (i) Attention - seeing environment
  - (ii) Retention - storing that info
  - (iii) ~~Moto~~ - that event will lead to motivation.
  - (iv) ~~Reproduction~~
  - (v) Reinforcement - you're bind to do that
  - (vi) Reproduction - you go on repetition for that thing.

## Attitude

### formation of attitude

1. Direct Experience - restaurant food acc. to taste bud.
  - (i) attitude changes acc. to circumstances.
2. Observation - Attitude towards any situation can be formed by observing the others.
  - (i) observation attitude may be different than actual, it can be changed immediately.
  - Eg. tasty looking dish could be tasteless.
3. Family & peer group - (i) attitude is formed by other facts & pt. of view.
4. Neighbourhood - (i) acc. to surroundings
5. Economic Status - (i) if you're rich, ppl tend to think that they're likely to more happy.
6. Telecommunications - Attitude towards some person is seen by some other means of communication.



5) Goal setting Theory

to motivate employees set small targets for ppl.  
ppl know what to perform by setting small goals.

6) Reinforcement Theory

'skeliton', based on results, if person is given appraisals, rewards person tends to continue that work. provided with incentive. based on the result outcome.

7) Equity Theory -

It depends on perception of employee how they are being treated among others. how fairly they are treated. treated equally or not. so depends on this, ppl behaviour towards their work.

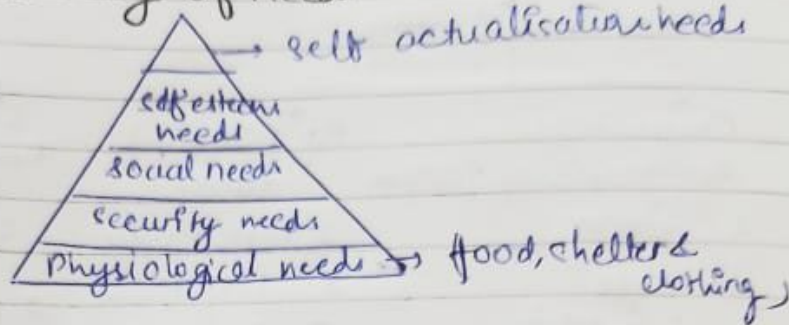
8) Expectancy theory - based on the expectation of employee if your expectations (like promotion) are fulfilled. you are tend to continue that work. Results are opp. to expectation will lead to demotivation.

9) Self Determination Theory - person will external controls won't like to work. person needs freedom for work. If you are given external prsn, it won't be motivated.

10) Self efficacy Theory - person knows its ability. upto <sup>(ability)</sup> some extent, person gives efforts only to that extent. Every individual ~~has~~ is different. so they shouldn't be compared. (90 → 94.1) & (60 → 70%) student marks.

unsatisfied needs build up motivation

### 1) Maslow's Hierarchy of Needs



### 2) Herzberg's two factor theory

Motivational factors

Hygiene factors

(working condition, physical facilities, work culture, managerial skills)

### 3) McClelland's Theory

1. Need for Achievement (praises, rewards)
2. Need for Power (recognition, promotion, designation)
3. Need for Affiliation (interpersonal relations)

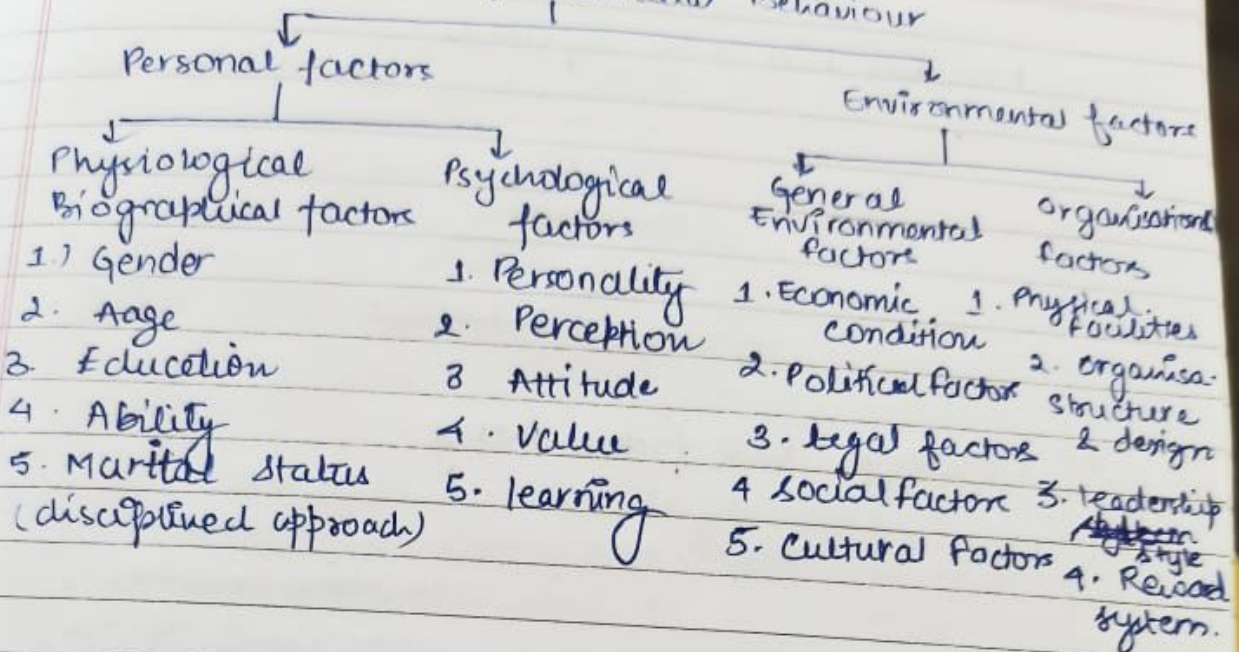
### 4) Mc Gregor's Theory X & Theory Y

Theory X - who doesn't want to work, they need minute supervision.

wages depend on quality of work - piece rate work  
wages

Theory Y - people who are self disciplined & motivated, they love their work. they are motivated by some other means.



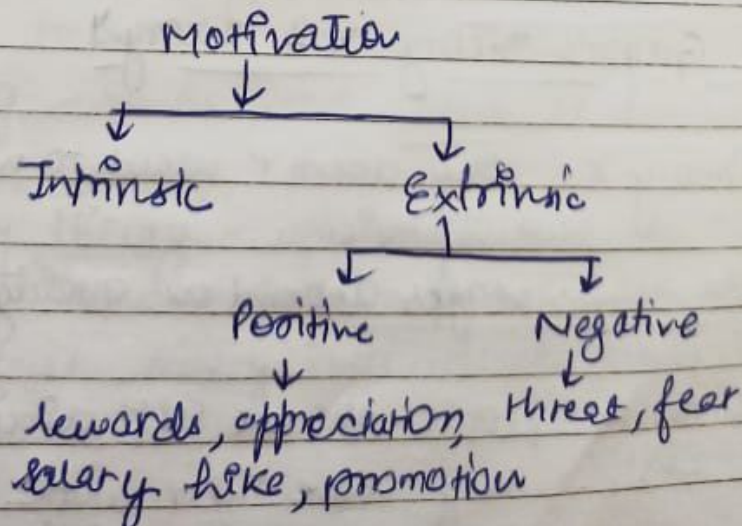
Determinants of Individual BehaviourLearning

is a continuous process, reinforcement of that activity will lead to change in habits, you will learnt that thing. permanent change employee.

- HRA
- Bonus
- Medical facilities
- Education
- No stress issue of employee.

Motivation - urge / desire of an individual to achieve certain objectives

- Intensity
- Direction
- Persistence





UNIT-I

Basis of Model →	Autocratic "Power"	Supportive "Leadership"	Custodial "Economic Resources"	Collegial "Partnership"
Managerial Orientation	Authority	Support	Money	Teamwork
Employee Orientation	Obedience	Job performance	Security & Benefit	Responsible Behaviour
Employee Psychological Result	dependence on Boss	Participation	dependence on organisation	Self discipline
Employee needs met	subsistence	Status & Recognition	security	Self actualisation
Performance Result	Minimum	Awakened drives	Passive cooperation	Moderate enthusiasm
Eg →	Military services	Education or service sector	Marketing	IT companies

UNIT-I

★★ Assignment-I → 1. Discuss the various organisational variables in the Indian context.

UNIT-II.

Explain the various determinants of Individual Behaviour