

Lesson - 2

DYNAMICS OF PERSONALITY

2.0 Objective:

After completion of this lesson, you should be able to understand:

- * meaning of Personality
- * meaning of Individuality
- * characteristics Human Behaviour
- * personality Pattern
- * stages in Growth of Personality
- * personality and Organisational Behaviour

Structure:

- 2.1 Introduction
- 2.2 Individuality
 - 2.2.1 Characteristics of Human Behaviour
- 2.3 Personality
- 2.4 Personality Pattern
- 2.5 Formation of Personality
- 2.6 Stages in the Growth of Personality
 - 2.6.1 Stages of Dependence
 - 2.6.2 Stage of Comfort
 - 2.6.3 Stage of Impulsiveness
 - 2.6.4 Show of Stage
 - 2.6.5 Stage of Low boiling point
 - 2.6.6 Stage of Stubbornness
 - 2.6.7 Gang Stage
 - 2.6.8 Interest in opposite sex
 - 2.6.9 Mature Stage
- 2.7 Personality Traits
- 2.8 Traits influencing Organisational Behaviour
- 2.9 Personality and Organisational Behaviour
- 2.10 Summary
- 2.11 Self-Assessment Questions

2.12 Essay Type Questions

2.13 Reference Books

2.1 Introduction:

The main problems of present day organisation is how to maximise the contribution of individuals. The conflict between the individual needs and the organisational objectives has been of major concern both to the managers and the behavioural scientists. So, the organisation should be concerned with the development of personal characteristics and operating effectiveness among its members. These characteristics include:

- * Organisational Structure
- * Managerial Principles and Practices
- * Effective Motivation
- * Effective communication
- * Personnel growth
- * Navigating the Organisational changes in and outside the organisation.

2.2 Individuality:

Each of us performs different roles in our life, at home, in schools, in colleges, in social gatherings and at the work places etc. People change caps from one mole to another but by doing so they do not become different individuals. Human behaviour in specific roles and the application of information about human behaviour is available in solving the human problems.

2.2.1 Characteristics of Human Behaviour:

- * Intelligence
- * Ability
- * Creativity
- * Flexibility
- * Adaptability and
- * Capacity to Change

These characteristics are available in every individual in some degree. What a man becomes is entirely the result of experiences, but other thinkers of behavioural sciences are of the other extreme views: An individual is conditioned by heredity. Individual behaviour is the product of environment. Individual potential can not be assessed without understanding the inner qualities of an individual. But it is very difficult to assess the inner qualities of an individual. Individuals who had not achieved any distinguished work for many years, may produce a work of genius one day. For example, a young Austrian boy who was simple as made no success in anything became a leading scientist. He is none other than **Albert Einstein**. Individuals act differently because they think differently. The individual ability to learn is inherited. But, after his birth, a person will become a product of environment. Those inherited characteristics are modified by learning experiences.

2.3 Personality:

Personality is the overall development of a person. It is the unit that marks off any one member of the group as being different from other members in the same group. It is the sum total of all the tendencies that an individual has inherited and that he has acquired by experiences - Personality is the dynamic organisation within the individual of those psycho-physical systems that determine his characteristic, behaviour and thought.

2.4 Personality Pattern:

It is unique. Individuals are commonly described as belonging to certain types. One individual may be ambitious type and another may be conservative and another may be aggressive type. It increases as age advances. Thus, individuality is a product of heredity and environment. The natural process of sexual production guarantees novel genetic equipment for every mortal human beings. The genes influence personality by affecting the quality of the nervous system, the bio-chemical balances of the body and structure of the body.

2.5 Formation of Personality:

Personality is formed by interaction of mother, father and siblings with child. The new born child is like a partially programmed computer. The child learns from the results of his own responses from others and from his social and cultural setting, he up-dates his computer's programme and cultural setting. The strength of reward affects learning and greater the reward higher the learning.

The childhood pattern persists in industry and it is important that we know about our social isolation. For example, an individual who was an eldest child as a foreman in the organisation treats his subordinates as he treats his younger brothers and sisters in childhood. He acquires the nature of dominance without his knowledge even in the factory which he acquired at home.

2.6 Stages in the growth of Personality:

Every individual passes through these stages but few individuals continue longer with some of these stages.

2.6.1 Stage of Dependence: Every individual starts his life completely dependent on others. A few individuals never weaned out from this dependence.

2.6.2 Stage of Comfort: In this stage, the main interest is bodily comfort. Even in grownups, the feeling of comfort as most important thing in life persists.

2.6.3 Stage of Impulsiveness: The parents praise a child when he makes his first steps but scolds him when he makes his walking in streets. The child is unable to make out the difference between these two activities and thus will be in a stage of impulsiveness. The individual did not understand the change from praise to punishment for walking. The child acts first and things later so do many adults who do not have outgrown childish impulsiveness.

2.6.4 Show of Stage: Show off stage is normal in childhood. But some adults do maintain this stage and feel proud in showing off.

2.6.5 Stage of Low-boiling point: Some individuals do not like being interrupted and they go through life with a low boiling point losing temper at little things.

2.6.6 Stage of Stubbornness: Every child is too small and weak to win by his own strength but

he could be stubborn and thus corner his parents. If his parents handle him wrongly at this stage, it may become a permanent habit feature in his future life.

2.6.7 Gang Stage: There are certain group of individuals who form the gang unless they can be the chief while others remain a alert and still want to be the chief. Some are still in the ganghood stage. An adult who does not go out of this stage, form a clique in the office with his friends.

2.6.8 Interest in Opposite Sex: During the college days, the gangs begin to break-up because many develop more interests in the opposite sex. Some individuals do not come out of this stage. They marry because, it was the thing to do, but keep their real companionship with a small gang of the same sex.

2.6.9 Mature Stage: Soon after the education, the stage for mature independence in gradually entered. Here, one plans ahead for a career, looks forward to have his own family, provides for old age, and helps his community by co-operating with large groups. One becomes responsible citizen and individual.

2.7 Personality Traits:

A trait is a predisposition to respond in an equivalent manner to various kinds of stimuli. Traits are psychological entities that render many stimuli as well as many responses equivalent. Many stimuli may evoke the same response or many responses, have the same functional meaning in terms of the trait.

Several attempts have been made to isolate traits, but the efforts have been hindered because there are so many of them. In one of the studies only 17953 individual traits were identified. It is impossible to predict behaviour when such a large number of traits requires to be considered.

One researcher identified 171 surface traits but concluded that they were superficial. He has identified sixteen personality factors and he called them as primary traits. These sixteen traits have been found to generally steady and constant sources of behaviour, subject to the influence of particular situations.

2.8 Traits Influencing Organisational Behaviour :

Some of the important personality traits which influence Organisational Behaviour are:

- * Authoritarianism
- * Locus of Control
- * Machiavellianism
- * Introversion - Extroversion
- * Achievement orientation
- * Self - esteem
- * Risk - taking and
- * Self - monitoring

2.9 Personality and Organisational Behaviour :

It is an important determinant of employee behaviour. If an employee likes monotonous

work; if he steadfastly refuses additional responsibilities in the form of promotion; if a supervisor fails to reprimand an unruly subordinate, or if a middle level manager tries to climb up the ladder to reach the top of an organisation ignoring ethical consideration; the explanation for such behaviour in each case depends on the individual personality which predisposes an individual to certain behavioural patterns.

Personality is the focal point which determines motivation. Motivation is concerned with the study of the direction and persistence of action. Personality is the organising centre around which people's motives form a unified and integrated system. Personality characteristics influence selection of individuals to occupy various postures in an organisation.

The concept of personality is not to be understood in an organisational context only. The need for understanding human characteristics is more important than comprehending personality in the context of organisations. It is because many of the present day problems are more pressing and serious than before. For example, over-population, war, pollution prejudice are due to behaviour of people. Therefore, the quality of human life in future may depend on an increased understanding of human nature.

2.10 Summary:

Generally, Personality is understood as the role played by an individual. Psychologists ascribe different meanings to the term personality. Several themes have been propounded to explain the nature of personality. Several factors influence contribute to make up personality. The important among them are heredity, environment, family etc. Personality traits are several and attempts to isolate them have not been successful. Among personality traits, authoritarianism, locus of control, machiavellianism, introversion and extraversion and others have significance for the study of human behaviour and organisational behaviour. Personality helps us to understand the behaviour of individual employees. Motivation centres around personality. Personality in the selection of right people in the right jobs. A clear understanding of personality is vital in leading a happy life also.

2.11 Self - Assessment Questions:

- * Characteristics of Personality
- * Personality Pattern
- * Personality Traits

2.12 Essay type Questions:

1. Explain the various stages in the growth of personality.
2. Mention the various traits that influence organisational behaviour.
3. Explain the impact of personality on organisational behaviour.

2.13 Reference Books:

1. Personnel Management - K.K. Ahuja
2. Organisational Behaviour - Shashik Gupta, Rosy Joshi.