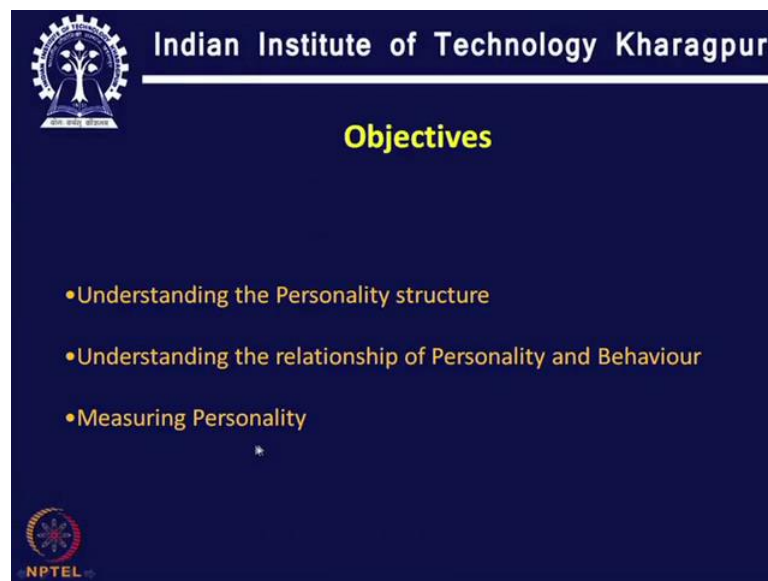


**Organizational Behaviour**  
**Prof. Susmita Mukhopadhyay**  
**Vinod Gupta School of Management**  
**Indian Institute of Technology, Kharagpur**

**Lecture - 6**  
**Personality**

Welcome, the topic of today's discussion is personality. This is the chapter 5 of the continuing organizational behavior lecture. We have already discussed about what is personality and what are the determinants of personality, if you remember, in the last lecture while we were discussing individual differences and work behavior, the importance of personality and importance of the different determinants in developing personality.

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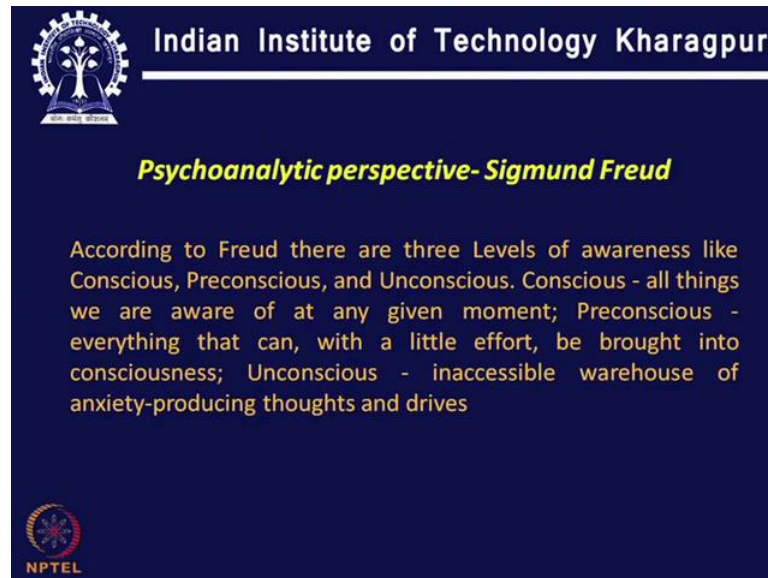
**Objectives**

- Understanding the Personality structure
- Understanding the relationship of Personality and Behaviour
- Measuring Personality

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So, in this chapter, the objective of this chapter is to understanding the personality structure, understanding the relationship of personality and behavior and measuring personality.

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***Psychoanalytic perspective- Sigmund Freud***

According to Freud there are three Levels of awareness like Conscious, Preconscious, and Unconscious. Conscious - all things we are aware of at any given moment; Preconscious - everything that can, with a little effort, be brought into consciousness; Unconscious - inaccessible warehouse of anxiety-producing thoughts and drives

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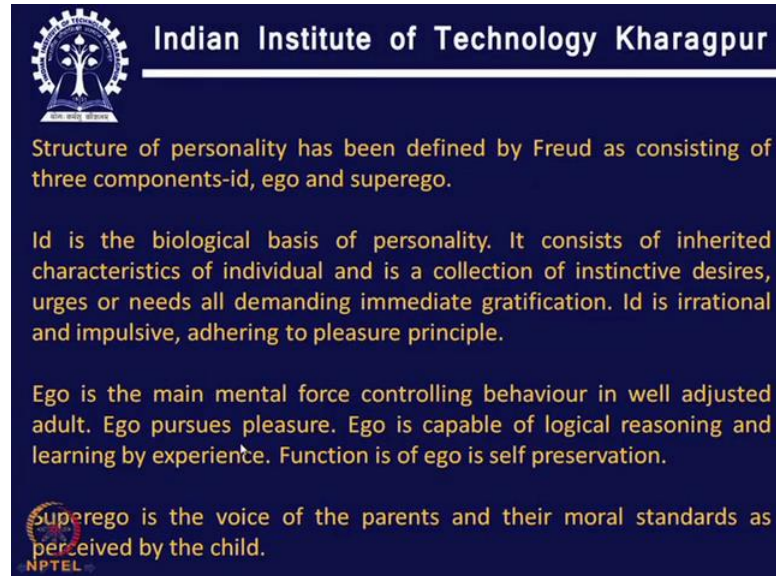
So, while we were, we are talking of personality and the structures and everything so they are, this school, these are divided into different schools of thought according to, like, personality and what it is and how it is developed. And we will look into the different perspectives of looking into personality, and we will start with the psycho-analytic perspective given by Sigmund Freud.

According to Freud there are three levels of awareness like conscious, preconscious, and unconscious. Conscious tells about all things we are aware of at any given moment. Preconscious deals with everything that can with a little effort be brought into consciousness and unconscious is the inaccessible warehouse of anxiety producing thoughts and drives. What it is? Unconscious is what we do not want, like we are not aware of and it consist of the major part, major part of the structure of mind and it is like, if it is like, if you are thinking of this colonized world model the major part of the ice berg which remains beneath the water, which is not visible from the top is the unconscious part.

And it is inaccessible part, which we are not aware in our consciousness and what happens and it is a store house of the anxiety producing thoughts and drives each may lead to the some of the, like, behaviors we, which we need to be careful about. Like unconscious is the one of the primary feedback from the unconscious desires which try to get expressed in the conscious mind, are some of the primary sources of some of the

major diseases that we have and let we study while we are studying in the field of clinical psychology.

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Structure of personality has been defined by Freud as consisting of three components-id, ego and superego.

Id is the biological basis of personality. It consists of inherited characteristics of individual and is a collection of instinctive desires, urges or needs all demanding immediate gratification. Id is irrational and impulsive, adhering to pleasure principle.

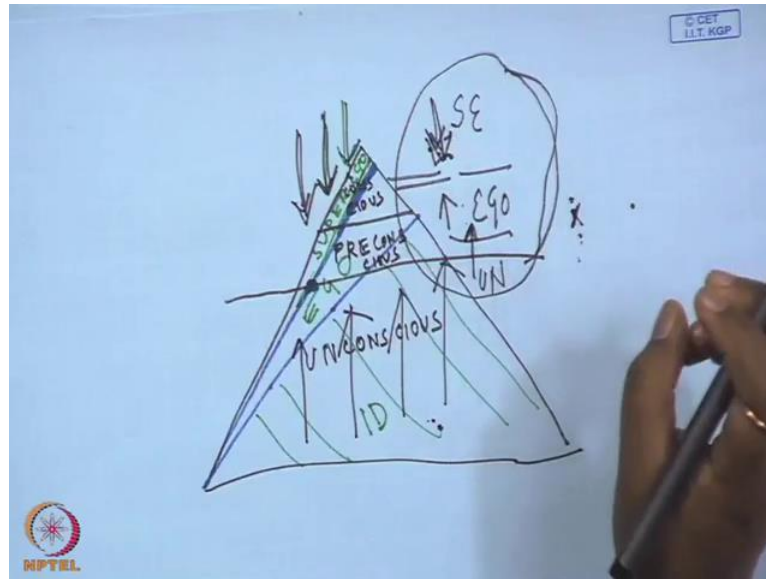
Ego is the main mental force controlling behaviour in well adjusted adult. Ego pursues pleasure. Ego is capable of logical reasoning and learning by experience. Function of ego is self preservation.

Superego is the voice of the parents and their moral standards as perceived by the child.

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So the structure of personality has defined by Freud is consisting of three components the id, ego and the superego. Id is the biological basis of personality. It consist of inherit characteristics of individual and is collection of the instinctive drives, urges that needs all demanding immediate gratification. Id is irrational, it is impulsive and adhering to pleasure principle. So, ego is what is a mental force controlling behavior in a well adjusted adult ego pursues pleasure. Ego is also capable of logical reasoning and learning by experience. Function of ego is self preservation. Superego is the voice of the parents and the moral standards as perceived by the child.

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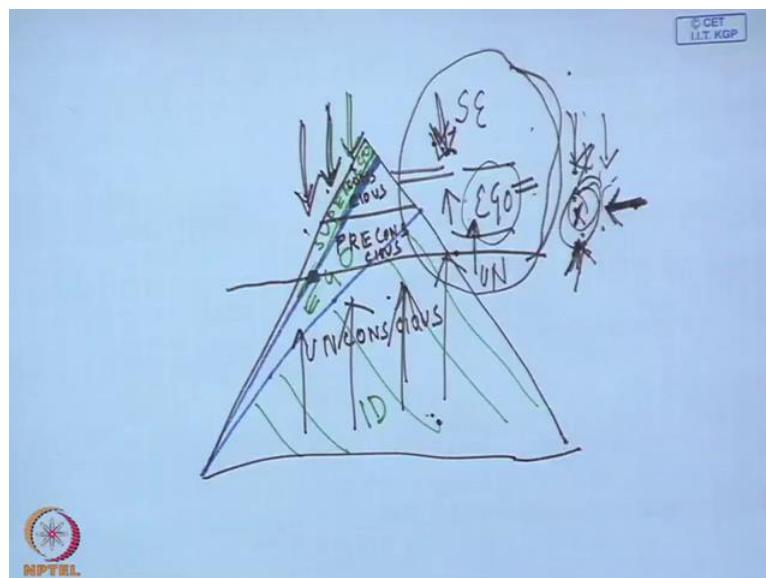
So, if we can understand like id, id it is the major, if you, if you can draw a model like: this model like, this where, maybe this is the water, if you take it to be the, this one is the major part which is unconscious part of us. This is preconscious and this is conscious and then we try to find out like, try to draw lines like this. Then, maybe we can tell like this portion, this portion is majorly the id part and this part, this part, is this slice of the cake is the ego part and now this part is the superego.

So what happens if you see like all these? The superego being the voice of the society, is sending down it is trying to suppress, it is trying to suppress, the like thoughts, which are there in the unconscious, which is accept to be more of the not to be expressed anxiety producing thoughts, the taboo thoughts, which are been suppressed through generations and it is lying tightly closed sort of thing in a locker of. The unconscious is the mores of the society, the voice of the parents, do this, do not do that, this is not good to do this things, these are providing a downward pressure and other desire of the unconscious because it is based on the pleasure principle it s trying to move up as a result there is a pressure from both the sides on the mind of the person.

Now, ego tries to balance these; ego is actually working under two bosses, who are demanding two different things and the one boss is the superego and the other boss is the unconscious and ego has to balance the, balance this two forces in such a way that, this so it is like, well that person become some well adjusted person. And, it shape, it helps to

express the unconscious desires in such a way like you keeping also in to concern the voice of the superego, like it helps to rather express the unconscious desires in a socially acceptable way. Like what we can and this is what again place a major part in your life. This can be utilized in marketing concept-- advertisement also. If you remember there is a advertisement, where the two children are talking one is telling like, do not take a, one child is telling I want a candy but, if you know, like if I take that candy, my maa will come give me a and I get a beating from my mother if I take a candy. So, that desire for taking the candy knowing fully well that the mother is going to like beat the child is the unconscious desire.

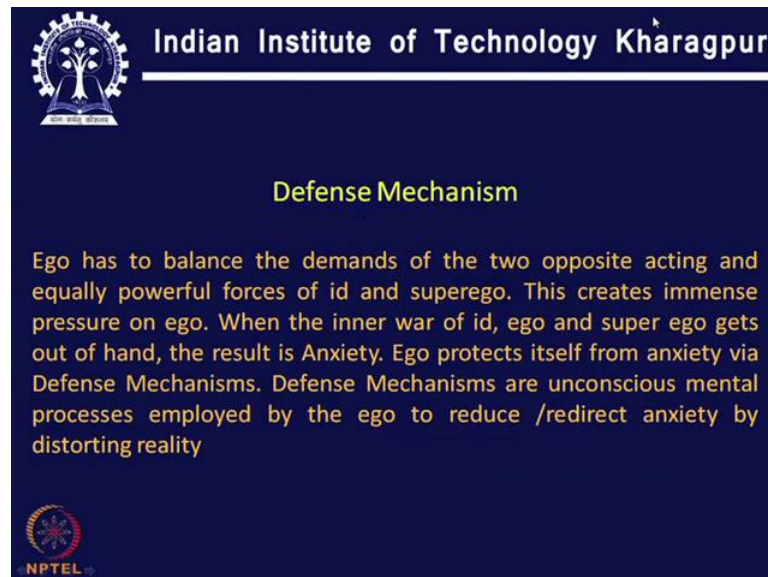
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Now, this superegos part is an I will give you a thrashing, I will give you a beating if you are going to take that candy or ice cream, whatever, it is the superego's voice. Now, the toothpaste comes in as the ego, which tries to balance both this opposite acting desires and tells you can take the candy but, brush your teeth with this toothpaste so that you tooth does not get decay and when you brush teeth with this toothpaste we do not get the (( )) also from your mother. And so, what happens is you can balance both opposite acting demands on yourself. So this is the role of the ego in keeping a balance; it is keeping a mental force controlling behavior and keeping a balance between the pressures face from the unconscious and pressures opposite reacting pressure felt from the superego.

But in doing that thing, in doing that thing the ego itself gets tensed. This is the major act; the ego also gets tensed in continuously maintaining this balance. And, in order to defend itself, in order to protect itself, ego develops some mechanism, which is called the defense mechanism of ego.

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### Defense Mechanism

Ego has to balance the demands of the two opposite acting and equally powerful forces of id and superego. This creates immense pressure on ego. When the inner war of id, ego and super ego gets out of hand, the result is Anxiety. Ego protects itself from anxiety via Defense Mechanisms. Defense Mechanisms are unconscious mental processes employed by the ego to reduce /redirect anxiety by distorting reality

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So, what it is like, ego tries to defend itself from anxiety via defense mechanisms. Defense mechanisms are unconscious mental processes, so it is not that it is ego does it consciously but, it is unconscious mental processes employed by the ego to reduce redirect anxiety by somewhat distorting the reality.

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The different types of defense mechanisms are:

- Repression - keeping anxiety-producing thoughts out of the conscious mind
- Reaction formation - replacing an unacceptable wish with its opposite
- Displacement - when a drive directed to one activity by the id is redirected to a more acceptable activity by the ego
- Sublimation - displacement to activities that are valued by society
- Projection - reducing anxiety by attributing unacceptable impulses to someone else
- Rationalization - reasoning away anxiety-producing thoughts
- Regression - retreating to a mode of behavior characteristic of an earlier stage of development

So, the different types of defense mechanisms are: first is repression-keeping anxiety producing thoughts out of the conscious mind. So, keeping anxiety producing thoughts we do not want that it comes to the mind, conscious mind so what we do is we repress the thoughts; reaction formation-replacing an unacceptable wish with its opposite one. What we do is like, if unconsciously we are hating someone but what happens we do not want to accept the fact like, I hate that other person so much.

So, what we do is we develop opposite reaction, which is either love or obedient. Now, this is, this is very important to know in the organizations perceptive. Because if we get an employ as a supervisory, we get to know someone as a boss, like we get one, meet someone who is always of the “yes boss” category, it is like he is always saying yes yes, is an obedient which is too much of obedience, then maybe we have to question it, we have to know like, whether it is like the true nature or it is a reaction formation. So, over degree of anything we have to be conscious about because it can be among peers also because that may lead to, those could be reaction formations. So, over positive behavior if it is noted could be a part of reaction formation.

Displacement-displacement is when a drive directed to one activity by the id is redirected to a more acceptable activity by the ego. So, this could be a, this could be utilized for creativity of the in the organization. Because, when a drive is directed to the one activity where the id, what id does, what ego does, as it is redirected to the another activity and

like if you want to break some old things and do something new, this force could be utilized in the creative aspect. Like if you are not liking something, not liking a system, so why not move it to creating something new? So, this could be utilized for creativity.

Sublimation-displacement to activities that are valued by society. So this is again a sub part of displacement; so, instead of destructive thoughts sometimes it can be channelized work, which is valued by society and which adds positive value to the organization also. Projection-reducing anxiety by attributing unacceptable impulses to someone else; this is one of the crucial factors, which we need to be careful about in a organization, because sometimes in organization we hear words like this person does not like me; or this person is trying to play a tricks with me; this person is complaining against me; this person is trying to hurt me; all this types of complaints we hear. But, could be this is a projection of what I really want to do to the other person, because I cannot accept that these unacceptable impulses lie within me.

What I, what I do is, I project it to the other person and feel happy and feel comfortable in thinking like the other it is not me; but, it is the other person who is conspiring against me, who is trying to harm me, who is trying to blame me. But if asks like you do you have a proof of it, they will try to gather proof, they will selectively tell you about the certain things which they try to prove that they were true. But then you have to be very conscious about these aspects before as decision makers we arrive at certain decisions.

Rationalization-reasoning away anxiety-producing thoughts. Like what we try to do we find reasons for anxiety producing thoughts and we, this is happen because it was these, it is not my fault it is the other persons fault, because the train was late so, I came late. So, anxiety, whenever there is anxiety within the person what we try to find out, we try to find out reasons to support our actions and we vary the anxiety producing thoughts which is called rationalization.

Regression is retreating to a mode of behavior characteristic of an earlier stage of development. This is sometimes taken into why may be we are asking for certain favors from our bosses like, if you want to go early now will learn more while talking of this things in non verbal communication. Like, if when an adult is talking to an adult sort of like then many will not get the leave, but if you just go and regress back to in a nonverbal cues, give the regress where like you make a request from your child state of



mind to the parent state of mind of your boss may be sometimes it is possible that you can get the early leave.

So, sometimes you utilize this factors, as utilize this factor for getting some favors also. Or, sometimes in while we are too much tense, while too much anxious sometimes people will regress back to the earlier state where these anxiety were not present. So, though these are defense mechanisms of ego and as (( )) practitioner we are as people in the organization, we need to be conscious about these defense mechanisms because in our daily life these shows the reflection. And if you are not aware of these factors we mean try to framed reasons which are not the proper answers for the behavior of people and why they are doing certain things in the organization.

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The slide features the IIT Kharagpur logo and name at the top. The main text is in yellow on a dark blue background. It lists five stages of Freud's psychosexual development: Oral (0-18 months), Anal (18-36 months), Phallic (3-6 yrs), Latency (6-puberty), and Genital (puberty onwards). Each stage includes a brief description of its focus and potential fixation outcomes. The NPTEL logo is at the bottom left.

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According to Freud Personality development takes place through five Psychosexual Stages.

Oral (0-18 months) - centered on the mouth. Fixation at oral stage results in dependency, immaturity, optimism/pessimism, sadism, oral aggression, suspicious nature

Anal (18-36 months) - focus on bowel/bladder elimination. Fixation at anal stage results in stinginess, obstinacy, obsession, sadism, orderliness

Phallic (3-6 yrs) - focus on genitals/"Oedipus Complex"(Identification & Gender Identity)

Latency (6-puberty) - sexuality is dormant

Genital (puberty onwards) - sexual feelings toward others

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According to Freud, the personality development takes place through five stages; these are called psychosexual stages of development. Now, the purpose of discussing this in this platform of organizational behavior is to know, like, what it results, like, though these are early stages of personality development but, the result is, as a result the pattern that develops it moves forward along with the person till his death. And so, like in organization also around yours, yourself to get to work with so many different types of people within different personality patterns. And if you know, like why this has developed, what is the reason why this person is behaving in this way; it will make your

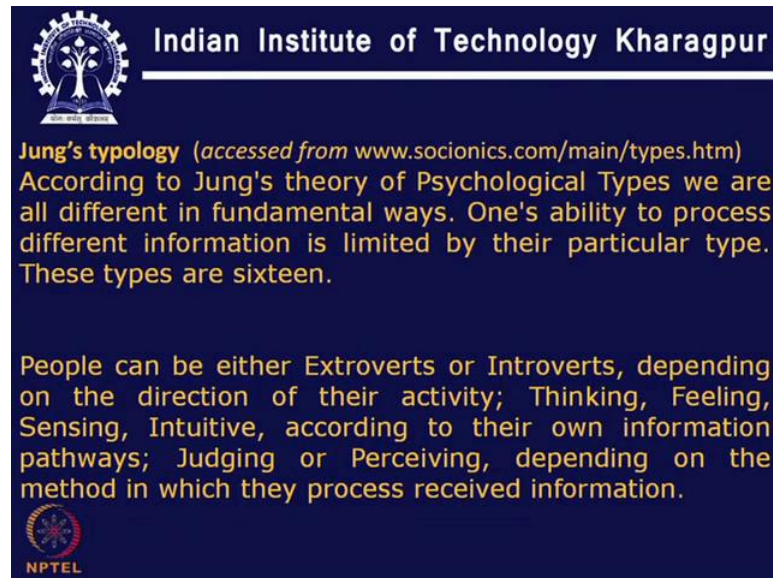
interaction within the person much easier. So, for that reason these stages are discussed over here.


The oral stage of, oral stage of personality development starts from 0 to 18 months and it is centered on the mouth. So, fixation at this oral stage of means, fixation means like due to certain deprivation at these, this is, this is also related to the, it is important for the people to know like how to deal with the children. Because each deprivation or dissatisfaction at or over satisfaction whatever you tell at each of these stages may lead to certain personality pattern. So, oral stage it is centered on the mouth. Fixation at oral stage results in like dependency, immaturity, optimism or pessimism, sadism, oral aggression, and of suspicious nature. So, if you find people who are of may be of these nature then you know, like, the fixation of this person was in the oral stages of development. And like if some beyond counseling some treatment is required, then we may try to drive deep into this layers and try to find out the reason why the persons is behaving in this way.

Anal stage which starts from 18 to 36 months during the time you get your toilet trainings. During this, thing, the any fixation, it focuses on the bowel and bladder elimination and fixation at anal stage results in stinginess, obstinacy, obsession, sadism orderliness.

Phallic stage-three to 6 years. It leads to Oedipus complex. Then comes the latency stage and later on like the genital stage. So, the annals when you are dealing with the Oedipus complex stages, and latency and genital stage these may be related to the different harassments, sexual harassments, that people do face and or they do in the work places and these stages may provide answers. It is not that everybody face harassment, everybody like behave in odd ways towards the other gender. So, why a person does this thing, what is the fixation at this personality stage, which may lead the person to behave in this ways, will help you to get answers and sort certain crucial organization problems. So, again a word about here is that it is not that like dependencies, bad or obsession is bad it is not, that it is all negative. But, the degree to which it is shown, if it is too much or too less, any one of these, then it is the matter of the degree which is we are more concerned about here.


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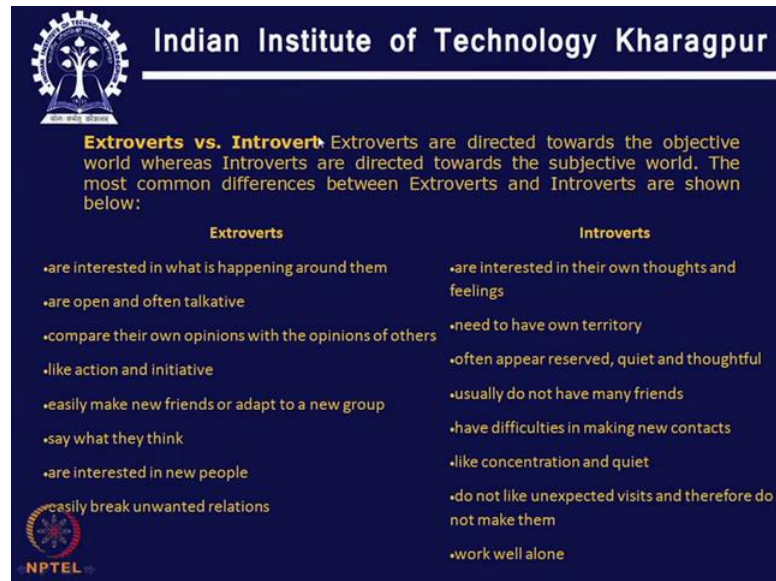
**Jung's typology** (*accessed from [www.socionics.com/main/types.htm](http://www.socionics.com/main/types.htm)*)  
According to Jung's theory of Psychological Types we are all different in fundamental ways. One's ability to process different information is limited by their particular type. These types are sixteen.

People can be either Extroverts or Introverts, depending on the direction of their activity; Thinking, Feeling, Sensing, Intuitive, according to their own information pathways; Judging or Perceiving, depending on the method in which they process received information.

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Makes classification is of course, Jung's typology. According to Jung's theory of psychological types we are all different in fundamental ways. One's ability to process different information is limited by the particular type and they told, he told, like these are, sixteen types. What we dealt with Freud's things is dynamic theory of personality. Like, why a person is behaving certain way. This classification is called like the type theory means, like what type of person, how we can classify people based on certain parameters and these are all the type theories. Accordingly, according to Jung, like, people can be either extroverts or introverts depending on the direction of their activity, thinking, feeling, sensing, and intuitive nature. According to their own information path is judging or pursuing depending on the method in which they, like, process the pursued received information.

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The slide features the IIT Kharagpur logo and name at the top. Below the title, a paragraph explains that extroverts are objective and introverts are subjective. A table follows, listing characteristics for each personality type. The slide also includes the NPTEL logo at the bottom left.

Extroverts	Introverts
<ul style="list-style-type: none"><li>•are interested in what is happening around them</li><li>•are open and often talkative</li><li>•compare their own opinions with the opinions of others</li><li>•like action and initiative</li><li>•easily make new friends or adapt to a new group</li><li>•say what they think</li><li>•are interested in new people</li><li>•easily break unwanted relations</li></ul>	<ul style="list-style-type: none"><li>•are interested in their own thoughts and feelings</li><li>•need to have own territory</li><li>•often appear reserved, quiet and thoughtful</li><li>•usually do not have many friends</li><li>•have difficulties in making new contacts</li><li>•like concentration and quiet</li><li>•do not like unexpected visits and therefore do not make them</li><li>•work well alone</li></ul>

Extroverts versus Introverts: Extroverts are directed towards the objective world where as introverts are directed towards the subjective world. They are more focused inside. The most common differences between extroverts and introverts are extroverts are more interested what is happening around them; are open and often talkative; compare their own opinions with the opinions of others; like action and initiative; easily make new friends or adapt to a new group; say what they think; are interested in new people; easily brake unwanted relations.

While, we see about introverts are interested in their own thoughts and feelings; to have own territory; often appear reserved, quiet, and thoughtful; usually do not have many friends; have difficulties in making new contacts; like concentration and quite; do not like unexpected visits and therefore do not make them; work well alone.

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**Sensing vs. Intuition** Sensing is an ability to deal with information on the basis of its physical qualities and its affection by other information. Intuition is an ability to deal with the information on the basis of its hidden potential and its possible existence. The most common differences between Sensing and Intuitive types are shown below:

Sensing types	Intuitive types
•see everyone and sense everything	•are mostly in the past or in the future
•live in the here and now	•worry about the future more than the present
•quickly adapt to any situation	•are interested in everything new and unusual
•like pleasures based on physical sensation	•do not like routine
•are practical and active	•are attracted more to the theory than the practice
•are realistic and self-confident	•often have doubts

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Sensing versus Intuition: Sensing is an ability to deal with information on the basis of physical qualities and is affection and it's affection by other information. Intuition is the ability to deal with the information on the basis of it is hidden potential and it is possible existence. So, it is differences again are: sensing types-see everyone and sense everything; live in the here and now; quickly adopt to the situation; like pleasure based on physical sensation; are practical and active; are realistic and self confident. Intuitive of types are mostly in the past in the future; worry about the future more than the present; are interested in everything new and unusual; do not like routine; are attracted more to the theory than practice; often have doubts.

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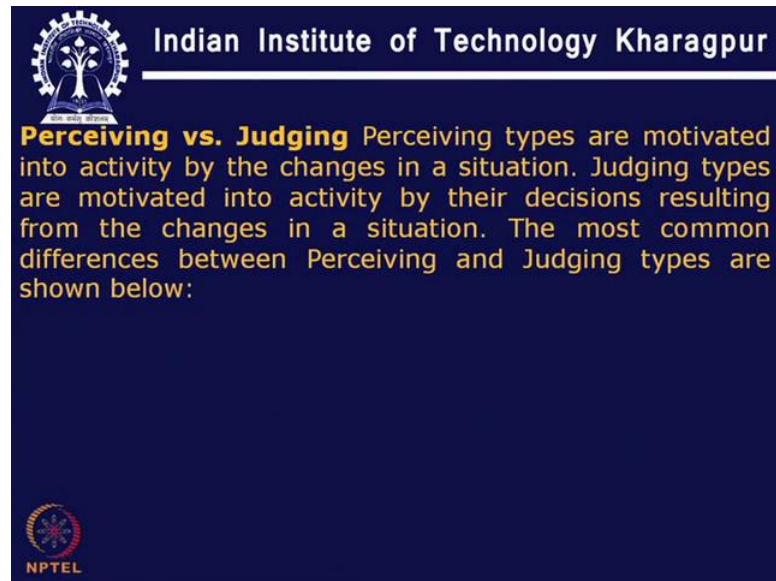
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**Thinking vs. Feeling** Thinking is an ability to deal with information on the basis of its structure and its function. Feeling is an ability to deal with information on the basis of its initial energetic condition and its interactions. The most common differences between Thinking and Feeling type are shown below:

Thinking types	Feeling types
•are interested in systems, structures, patterns	•are interested in people and their feelings
•expose everything to logical analysis	•easily pass their own moods to others
•are relatively cold and unemotional	•pay great attention to love and passion
•evaluate things by intellect and right or wrong	•evaluate things by ethics and good or bad
•have difficulties talking about feelings	•can be touchy or use emotional manipulation
•do not like to clear up arguments or quarrels	•often give compliments to please people

Thinking is the ability to deal with information on the basis of its structure and function. Feeling is the ability to deal with information and the basis of its initial energetic conditions and its interactions. Differences are: thinking types are more interested in systems, structures, and patterns; expose everything to logical analysis; are relatively cold and unemotional; evaluate things by intellect right or wrong; have difficulties talking about feelings; do not like clear to clear up arguments or quarrels. Feeling types are interested in people and their feelings; are easily pass their own moods to others; pay great attention to love and passion; evaluate things by ethics and good or bad; can be touchy or use emotional manipulation; often give compliments to please people.

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**Perceiving vs. Judging** Perceiving types are motivated into activity by the changes in a situation. Judging types are motivated into activity by their decisions resulting from the changes in a situation. The most common differences between Perceiving and Judging types are shown below:

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Perceiving and Judging: Perceiving types are motivated into activity by the changes in situation. Judging types are motivated into activity by the decisions resulted from the changes in situation.

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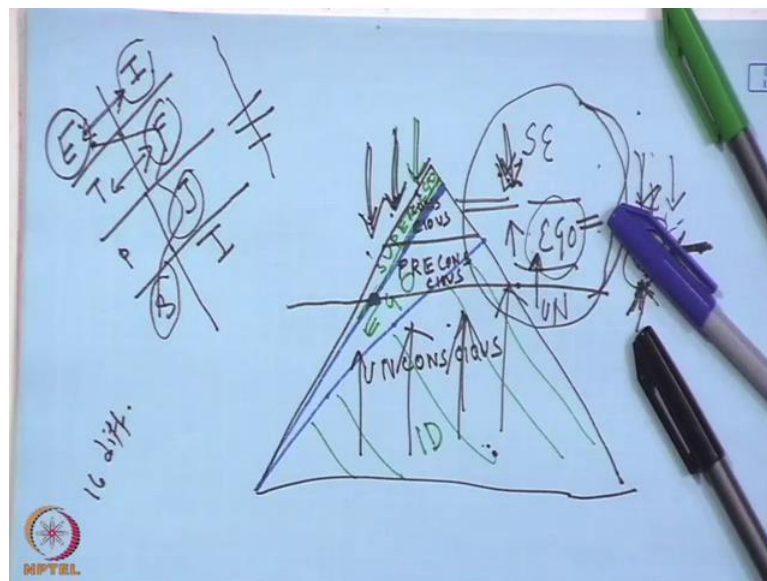
<b>Perceiving types</b>	<b>Judging types</b>
<ul style="list-style-type: none"><li>• act impulsively following the situation</li><li>• can start many things at once without finishing them properly</li><li>• prefer to have freedom from obligations</li><li>• are curious and like a fresh look at things</li><li>• work productivity depends on their mood</li><li>• often act without any preparation</li></ul>	<ul style="list-style-type: none"><li>• do not like to leave unanswered questions</li><li>• plan work ahead and tend to finish it</li><li>• do not like to change their decisions</li><li>• have relatively stable workability</li><li>• easily follow rules and discipline</li></ul>

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Differences are, in perceiving types: act impulsively following the situation; can start many things at once without finishing them properly; prefer to have freedom from obligation; are curious and like a fresh look at things; work productivity depends on their mood; often act without any preparation. Judging types: do not like to leave unanswered

questions; plan work ahead and tend to finish it; do not like to change their decisions; have relatively stable workability; easily follows rules and disciplines. So what we can see from here is like all these four different things from the Jung's typology that we are having, like extravert-introvert, thinking-feeling, then we having judging-perceiving and sensing-intuitive; all these if you can draw a matrix regarding this, we will, we will be having like different category is of people.

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If you can classify and like, extrovert-introvert, then we having your thinking-feeling then you are having perceiving-judging and then you are of course, having your sensing-intuitive. If you are having this then what we can have is sixteen different combinations like either e t p s, i f j i, e f p s; whatever. In this way we can have sixteen different combinations of major personality differences, which will vary in this two ends of the two continuum. And, if you can understand, because there are so many differences in the personality types that will happen.

So, different jobs can be also having these types of personality patterns. Because, some jobs may require your extrovert nature, or your feeling nature, or your sensing nature, or your judgmental nature; and accordingly we can map people with those type of jobs. Or if it is like introvert it is not that being an extrovert is good and being introvert is bad; of being thinking is good or feeling is bad; perceiving is good judgmental is bad; and then sensing is good and intuitive is bad or the other way round. It is all same. It is all same.



What it is require like, for different situations and for different types of jobs we require different types of structures, different types of personality. And, some will excel in some condition, while the other is going to feel better in the other type of condition. And, our job is to map these things properly. So, it is nothing as that like this is good or that is bad.


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**Stage perspective**  
 Personality Development along Eight Life Stages(Erik Erikson, 1963, p273)  
 The stages of Adolescence, Young Adulthood and Middle adulthood are particularly relevant for organization.

Stage and Age	Choice point
Stage 1: Infancy: First Year of life	Basic Trust v/s Basic Mistrust
Stage 2: Early childhood :up to third year of age	Autonomy v/s Shame and Doubt
Stage 3: Play age : up to 5 years	Initiative v/s Guilt
Stage 4: Latency : 6 to 11 years	Industry v/s Inferiority
Stage 5: Adolescence: about 12 to 20 years	Ego Identity v/s Role confusion
Stage 6: Young Adulthood: From 20 to 24 years	Intimacy v/s Isolation
Stage 7: Middle Adulthood: 25 up to 60 years	Generativity v/s Stagnation
Stage 8: Maturity and Old age : up to Death	Ego Integrity v/s Despair and disgust



Stage perspective: this stage tells about like, the stages of development and how the, what are the major choice points like, if you are having those things like, if this values are fulfilled then, what you develop. And, if these values are what you want and if you do not get it, what it, what other things may develop. Like, in stage one, which is the infancy of life, which is the first year of life what people want is trust. And, if you get the trust, within you develop is trust; otherwise you develop mistrust. In stage two, which is the early childhood, after 3 years of age; like if people want autonomy, if it is there it is good, otherwise you develop shame and doubt.

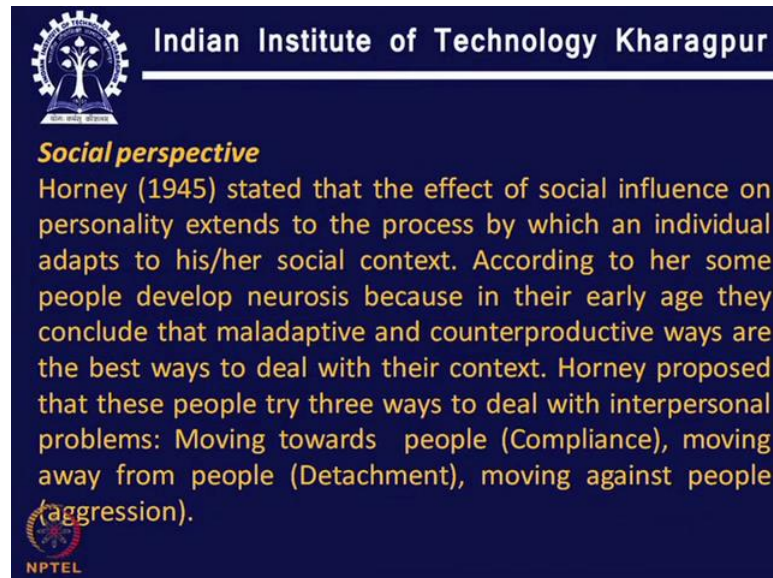
Stage three, which is the play age, you which is up to 5 years, they love to, people like to take initiative, children like to take initiative, and if they are not encouraged in doing that, they develop guilt; guilt of not confirming to the parental expectations. Guilt of like maybe while taking initiative, if it is not encouraged like, you break something, some toys and all this, out of experimenting and you get punish for it, then what develops is the feeling of guilt; because I am not being able to meet my parents' expectations. Stage four, which is latency, which is 6 to 11 years is industry like, you again, it is you, want to

take voluntary efforts for certain things and you get you recognition for it otherwise you develop inferiority.

Stage five, which is adolescence, which is from about 12 to 20 years, you want to identify with certain roles, you want to identify, find out the purpose in your life and that leads to ego identity; if that is not clearly defined to you. What you develop is a role confusion. Young adulthood from 20 to 24 years is the major need is values for intimacy and if we are not getting that to develop isolation. And, middle adulthood is 25 to 60 years, you what you give is generativity versus stagnation; and maturity and old age is ego integrity versus despair and disgust; so disgust. So, what you find the major stages from adolescence, young adulthood and the middle adulthood are particularly relevant for organizations, because the choice or the focus that you focusing at this point of time is varying.

So, the focus for the young adults, the adolescence, and for the middle aged people it is varying and it may help you in planning the reward plans or the career plans for these individuals based job enrichment, enlargement and the type of groups to be working in the roles that these are individuals have to be playing; the ships in their responsibility is to be taken whether there will be the mentoring role. Not because, see that mean at the time of like the carrier progression and all these things because sometimes people want to give back to the youngsters. Like, if they it is look at the middle adulthood stage when approaching at 60 years or a mentorship role if possible for you, it is more suitable for you. So these types they knowing these factors helps you a lot in you are planning further people within the organization, proper plan planning for the people in the organization.

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**Social perspective**

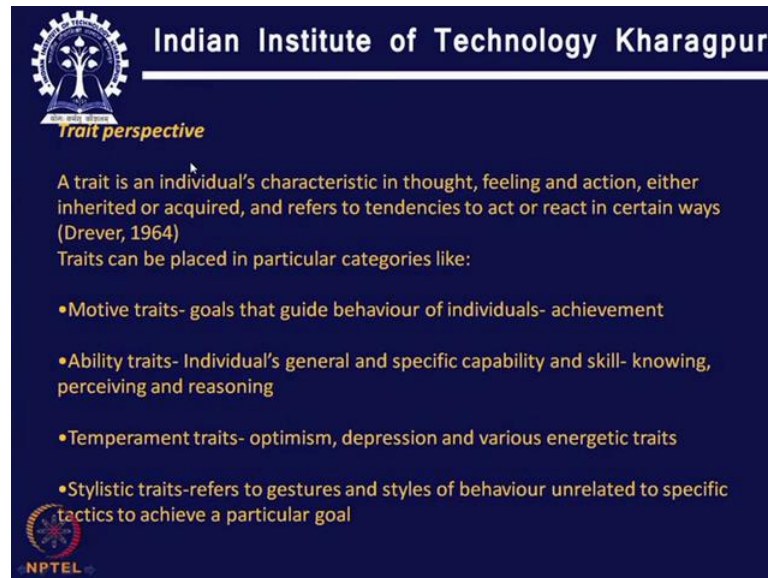
Horney (1945) stated that the effect of social influence on personality extends to the process by which an individual adapts to his/her social context. According to her some people develop neurosis because in their early age they conclude that maladaptive and counterproductive ways are the best ways to deal with their context. Horney proposed that these people try three ways to deal with interpersonal problems: Moving towards people (Compliance), moving away from people (Detachment), moving against people (aggression).

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Social perspective: Horney in nineteen forty five stated that the effect of social influence on personality extends to the process by which an individual adopts to his or her social context. According to her some people develop neurosis because in their early age they conclude that maladaptive and counterproductive ways are the best ways to deal with their context. Horney proposed that this people try three ways to deal with the interpersonal problems is: moving towards people, move which is compliance; moving away from people which is detachment; moving against people which is aggression.

So, though discussed in terms of like your neurotic wave pattern but we can utilize this three movements to know like how a behave, people behave in social situations. According to their nature and for the same situations three people based on the personality pattern and background they may behave in three different ways and we have to understand why they are behaving why some people is moving towards other people while somebody is moving away and somebody is moving against in some situations.

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**Trait perspective**

A trait is an individual's characteristic in thought, feeling and action, either inherited or acquired, and refers to tendencies to act or react in certain ways (Drever, 1964)

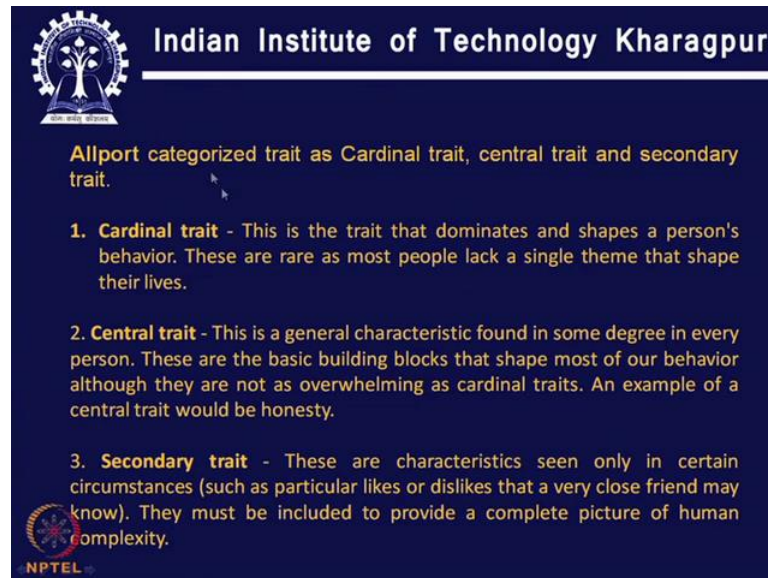
Traits can be placed in particular categories like:

- Motive traits- goals that guide behaviour of individuals- achievement
- Ability traits- Individual's general and specific capability and skill- knowing, perceiving and reasoning
- Temperament traits- optimism, depression and various energetic traits
- Stylistic traits-refers to gestures and styles of behaviour unrelated to specific tactics to achieve a particular goal

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Trait perspective, a trait is an individual's characteristic in thought feeling and action either inherited or acquired and refers to tendencies to act or react in certain ways. So, you can see a trait is an character if it if you remember the definition of personality we told about it is a individuals unique characteristic of behaving in certain way and trait is the unit like it is a individual characteristic in thought process feelings and action. Either inherited it or acquitted, so you both have the hereditary environmental, the environment for it. It refers to the tendency is to act or react in certain ways. Traits can be of particular categories like motive traits, goals that guide behavior of individuals, like achievement, ability traits, individual's general and specific capability and skill knowing, perceiving and reasoning temperaments like optimism-depression, various energetic traits. stylistic traits refers to gestures and styles behavior unrelated to specific tactics to achieve an particular goal.

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The slide features the IIT Kharagpur logo and name at the top. The main text is in yellow on a dark blue background. It lists three types of traits: Cardinal, Central, and Secondary, with brief definitions for each. The NPTEL logo is in the bottom left corner.

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Allport categorized trait as Cardinal trait, central trait and secondary trait.

- 1. Cardinal trait** - This is the trait that dominates and shapes a person's behavior. These are rare as most people lack a single theme that shape their lives.
- 2. Central trait** - This is a general characteristic found in some degree in every person. These are the basic building blocks that shape most of our behavior although they are not as overwhelming as cardinal traits. An example of a central trait would be honesty.
- 3. Secondary trait** - These are characteristics seen only in certain circumstances (such as particular likes or dislikes that a very close friend may know). They must be included to provide a complete picture of human complexity.

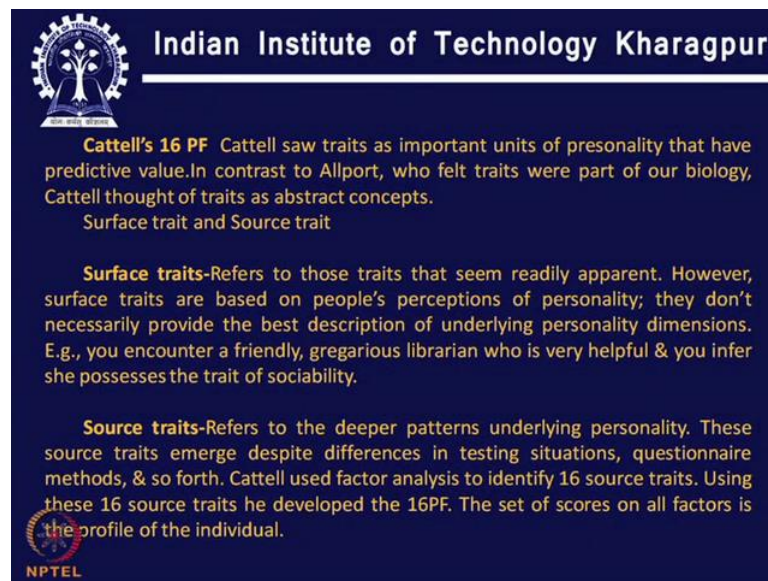
NPTEL

So we can classify the different characteristics under these four broad headings. Again we have different schools; we have different people contributing to this trait perspective. Allport categorized trait as cardinal traits and central trait and secondary trait. Cardinal trait this is the trait that dominates and shapes a person's behavior. These are rare as most people like a single theme that shape their lives. I was just pointing out one cardinal trait is very difficult because people's behavior is a mixture of different traits and different themes that shape their behavior pattern. Central trait this is the general characteristic found in some degree in every person these are the basic building blocks that shape most of our behavior although they are not overwhelming as a cardinal traits. So, like will tell example given over here is honesty.

Cardinal trait is one specific dominant that trait, that is shaping one's behavior. But, it is very difficult to find and but, central trait is of is of more general in nature that you find for what is expected of different persons, some values that is expected and what is praised by the society, sort of. So, these are the central traits. Like, secondary trait is again it is a characteristics in only in a very close group sort of situation like these are suppose in exposed only in certain circumstances where it is not expose a circum other circumstances but, these need to be included to know the total human nature in complexity.

So, if you can just tell like this person is generally of this nature, then we are talking out the central trait. This person is more moved passionate about this things, and this is what like this can do anything we love to do and anything for nurturing this thing, lives what is defined by this cardinal trait. And though generally this person of this nature but, sometime this person, suppose somebody by this generally like very cool, like social in nature and it is very pleasant in personality; but sometimes person may also become angry if situation on this, this type sort will define his secondary trait.

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The slide features the IIT Kharagpur logo in the top left corner. The title "Indian Institute of Technology Kharagpur" is centered at the top. The main text discusses Cattell's 16 PF, contrasting it with Allport's biological view of traits. It defines surface traits as those readily apparent to others and source traits as deeper, underlying personality dimensions. The NPTEL logo is visible in the bottom left corner.

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**Cattell's 16 PF** Cattell saw traits as important units of personality that have predictive value. In contrast to Allport, who felt traits were part of our biology, Cattell thought of traits as abstract concepts.

Surface trait and Source trait

**Surface traits**-Refers to those traits that seem readily apparent. However, surface traits are based on people's perceptions of personality; they don't necessarily provide the best description of underlying personality dimensions. E.g., you encounter a friendly, gregarious librarian who is very helpful & you infer she possesses the trait of sociability.


**Source traits**-Refers to the deeper patterns underlying personality. These source traits emerge despite differences in testing situations, questionnaire methods, & so forth. Cattell used factor analysis to identify 16 source traits. Using these 16 source traits he developed the 16PF. The set of scores on all factors is the profile of the individual.

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Cattell's sixteen PF: personality factors or traits are important units of personality that a predictive value. So what is the contrast to Allport is that we felt like traits are abstract concept and he define trait more into like categories, like one is called the surface trait and the other is the source trait. According to Cattell surface the traits are those traits which are readily apparent, like the others can view it and know but, surface traits are be based on people's perceptions of personality and but, it does not tell the real may be the reality of the person, the underlying personality dimension.


Source traits refers to the deeper pattern underlying personality. These source traits emerged despite difference is in testing situations and whatever. So, these source traits are the basic defining traits of the personality and which are more or less stable in nature and this based on this Cattell defined his sixteen personality factors.

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Descriptors of	Primary Factor	Descriptors of
Impersonal, distant, cool, reserved, detached, formal, aloof ( <i>Schizothymia</i> )	Warmth (A)	Warm, outgoing, attentive to others, kindly, easygoing, participating, likes people ( <i>Affectothymia</i> )
Concrete thinking, lower general mental capacity, less intelligent, unable to handle abstract problems ( <i>Lower Scholastic Mental Capacity</i> )	Reasoning (B)	Abstract-thinking, more intelligent, bright, higher general mental capacity, fast learner ( <i>Higher Scholastic Mental Capacity</i> )
Reactive emotionally, changeable, affected by feelings, emotionally less stable, easily upset ( <i>Lower Ego Strength</i> )	Emotional Stability (C)	Emotionally stable, adaptive, mature, faces reality calmly ( <i>Higher Ego Strength</i> )
Deferential, cooperative, avoids conflict, submissive, humble, obedient, easily led, docile, accommodating ( <i>Submissiveness</i> )	Dominance (E)	Dominant, forceful, assertive, aggressive, competitive, stubborn, bossy ( <i>Dominance</i> )
Serious, restrained, prudent, taciturn, introspective, silent ( <i>Desurgency</i> )	Liveliness (F)	Lively, animated, spontaneous, enthusiastic, happy go lucky, cheerful, expressive, impulsive ( <i>Liveliness</i> )
Expedient, nonconforming, disregards rules, self indulgent ( <i>Low Super Ego Strength</i> )	Rule-consciousness (G)	Rule-conscious, dutiful, conscientious, conforming, moralistic, staid, rule bound ( <i>High Super Ego Strength</i> )



If you can see like this personality factors the primary factor is warmth and each has it is to opposite continue like it is impersonal one end is impersonal, distant, cool, reserved, detached, formal, aloof; which is Schizothymia. And warm, outgoing, attentive to others, kindly, easygoing, participating likes people, which is Affectothymia. When it comes to reasoning, then it comes to like on ones side is concrete thinking, lower general mental capacity, less intelligent, unable to handle abstract problems and the other right hand side is abstract thinking, more intelligent, bright, higher general mental ability, general mental ability, fast learner. When it comes to emotional stability then we have like on the left hand side a reactive emotionally, changeable, affected by feelings, emotionally less stable, easily upset; while inside you have emotionally stable, adaptive, mature, faces reality calmly.

When we talking about dominance left hand side we have submissiveness, like deferential cooperative, avoids conflict, humble, obedient, easily led, docile, accommodating. Right hand side we have dominant, forceful, assertive, aggressive, competitive, stubborn, bossy. When it comes to liveliness serious, restrained, prudent, taciturn, introspective, silent; right hand side liveliness lively, animated; spontaneous, enthusiastic, happy go lucky, cheerful, expressive, impulsive. Rule consciousness we have expedient, nonconforming, disregard rules, self indulgent; which is low super ego strength; rule conscious, dutiful, conscientious, confirming, moralistic, staid, rule bound which is high super ego strength.

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<p>Group-oriented, affiliative, a joiner and follower dependent (<i>Group Adherence</i>)</p> <p>Tolerates disorder, unexacting, flexible, undisciplined, lax, self-conflict, impulsive, careless of social rules, uncontrolled (<i>Low Integration</i>)</p> <p>Relaxed, placid, tranquil, torpid, patient, composed low drive (<i>Low Ergic Tension</i>)</p>	<p><b>Self-reliant, solitary, resourceful, individualistic, self sufficient (<i>Self-Sufficiency</i>)</b></p> <p><b>Perfectionistic, organized, compulsive, self-disciplined, socially precise, exacting will power, control, self-sentimental (<i>High Self-Concept Control</i>)</b></p> <p><b>Tense, high energy, impatient, driven, frustrated, over wrought, time driven. (<i>High Ergic Tension</i>)</b></p>
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Primary Factors and Descriptors in Cattell's 16 Personality Factor Model (Adapted From Conn & Rieke, 1994). Accessed from Wikipedia ([http://en.wikipedia.org/wiki/16\\_Personality\\_Factors](http://en.wikipedia.org/wiki/16_Personality_Factors))

Personality traits in Thurstone temperament schedule  
Active, vigorous, impulsive, dominant, stable, sociable, reflective



Self reliant, we have group oriented, affiliative, a joiner and follower, dependent; right hand side we have self-reliant, solitary, resourceful, individualistic, self sufficient. Perfectionism, we have tolerates disorder, unexacting, flexible, undisciplined, self-conflict and right hand side we have perfectionistic, organized, compulsive, self disciplined, and high self and self-sentimental tension. We have relaxed, placid, tranquil is low ergic tension and right hand side we have tense, high energy, impatient, driven, frustrated, over wrought, time driven; that is high ergic tension.

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<p>Shy, threat-sensitive, timid, hesitant, intimidated (<i>Threctia</i>)</p> <p>Utilitarian, objective, unsentimental, tough minded, self-reliant, no-nonsense, rough (<i>Harria</i>)</p> <p>Trusting, unsuspecting, accepting, unconditional, easy (<i>Alaxia</i>)</p> <p>Grounded, practical, prosaic, solution oriented, steady, conventional (<i>Praxernia</i>)</p> <p>Forthright, genuine, artless, open, guileless, naive, unpretentious, involved (<i>Artlessness</i>)</p> <p>Self-Assured, unworried, complacent, secure, free of guilt, confident, self satisfied (<i>Untroubled</i>)</p> <p>Traditional, attached to familiar, conservative, respecting traditional ideas (<i>Conservatism</i>)</p>	<p><b>Socially bold, venturesome, thick skinned, uninhibited (<i>Parmia</i>)</b></p> <p><b>Sensitive, aesthetic, sentimental, tender minded, intuitive, refined (<i>Premsia</i>)</b></p> <p>Vigilance Vigilant, suspicious, skeptical, distrustful, oppositional (<i>Protension</i>)</p> <p>Abstractness Abstract, imaginative, absent minded, impractical, absorbed in ideas (<i>Autia</i>)</p> <p>Privatene Private, discreet, nondisclosing, shrewd, polished, worldly, astute, diplomatic (<i>Shrewdness</i>)</p> <p>Apprehensive Apprehensive, self doubting, worried, guilt prone, insecure, worrying, self blaming (<i>Guilt Proneness</i>)</p> <p>Openness Open to change, experimental, liberal, analytical, critical, free thinking, flexibility (<i>Radicalism</i>)</p>
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So the if you can, this you can see if you just see like, sometimes it appears again like, again like, when you, when you are talking of again see the sensitivity, vigilance factor, apprehension, all this things are there; so openness to challenge, social boldness.

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Descriptors of	Primary Factor	Descriptors of
Impersonal, distant, cool, reserved, detached, formal, aloof ( <b>Warmth</b> )	Warmth (A)	Warm, outgoing, attentive to others, kindly, easy-going, participating, likes people ( <i>Affectothymia</i> )
Concrete thinking, lower general mental capacity, less intelligent, unable to handle abstract problems ( <i>Lower Scholastic Mental Capacity</i> )	<b>Intelligence</b> (B)	Abstract-thinking, more intelligent, bright, higher general mental capacity, fast learner ( <i>Higher Scholastic Mental Capacity</i> )
Reactive emotionally, changeable, affected by feelings, emotionally less stable, easily upset ( <i>Lower Ego Strength</i> )	Emotional Stability (C)	Emotionally stable, adaptive, mature, faces reality calmly ( <i>Higher Ego Strength</i> )
Deferential, cooperative, avoids conflict, submissive, humble, obedient, easily led, docile, accommodating (Submissiveness)	<b>Dominance</b> (E)	Dominant, forceful, assertive, aggressive, competitive, stubborn, bossy ( <i>Dominance</i> )
Serious, restrained, prudent, taciturn, introspective, silent ( <i>Desurgency</i> )	Liveliness (F)	Lively, animated, spontaneous, enthusiastic, happy go lucky, cheerful, expressive, impulsive ( <b>urgency</b> )
Expedient, nonconforming, disregards rules, self indulgent ( <i>Low Super Ego Strength</i> )	<b>Super Ego Strength</b> (G)	Rule-conscious, dutiful, conscientious, conforming, moralistic, staid, rule bound ( <i>High Super Ego Strength</i> )



If you have a relook into these of the primary factors of the two opposite ends that is mentioned as the characteristics, then let may appear, it may appear this side is having this type of personality is good; having this type is not good .

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**Type perspective**

The concept of **personality type** refers to the psychological classification of different types of individuals.

Personality types are sometimes distinguished from **personality traits**, with the latter embodying a smaller grouping of behavioral tendencies.

Types are sometimes said to involve *qualitative* differences between people, whereas traits might be construed as *quantitative* differences.  
(Accessed from [en.wikipedia.org/wiki/Personality\\_psychology](http://en.wikipedia.org/wiki/Personality_psychology))



We should not arrive into certain sort of judgments like this and because some situations demand that you behave in certain sort of ways and certain types of peoples are more suitable for the certain types of jobs and again we have to choose people accordingly; as per as the only perspective is concerned. So, from the point of view of the organizational behavior, we have to be keeping a very open mind and without being judgmental about what is good and what is bad we have to map the personality pattern of the individuals with requirements of the job and the job situations. And the map, the traits that person is having the traits required by the job. When we talking on the type perspective it refers to different types of individuals and with the type it is makes a grouping of different traits and defines a type of people.

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**4 humours ( Hippocrates)**

Yellow bile (Choleric), blackbile (melancholic), high blood pressure (sanguine), excess phlegm (Phlegmatic)

Leigh (1985)

People catalyst (choleric) involvement with those around him, sees service to mankind as a life goal.

Hard charger (melancholic) believes in tradition, follows rules and sees a prescribed way of doing things.

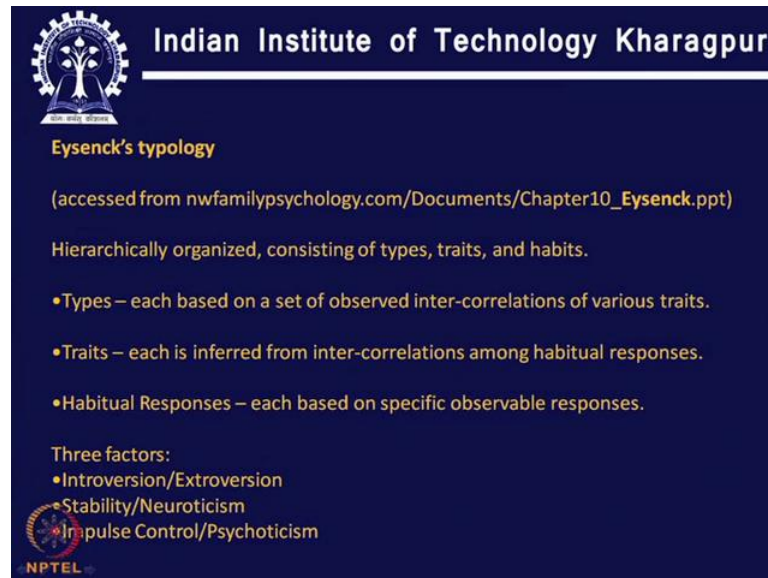
Fast track (sanguine) risk in terms of challenge. He is good at pulling things and people together.

Power broker (phlegmatic) innovative and resourceful, good at motivating others.

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It started with like Hippocrates, tried to classify people based on the color of bile and like yellow bile, black bile, high blood pressure, excess phlegm, and all these and next we got like people were categorized based on the different characteristics there having; nature of the bile color and these were somewhere early works on the type perspective.

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**Eysenck's typology**

(accessed from [nwfamilypsychology.com/Documents/Chapter10\\_Eysenck.ppt](http://nwfamilypsychology.com/Documents/Chapter10_Eysenck.ppt))

Hierarchically organized, consisting of types, traits, and habits.

- Types – each based on a set of observed inter-correlations of various traits.
- Traits – each is inferred from inter-correlations among habitual responses.
- Habitual Responses – each based on specific observable responses.

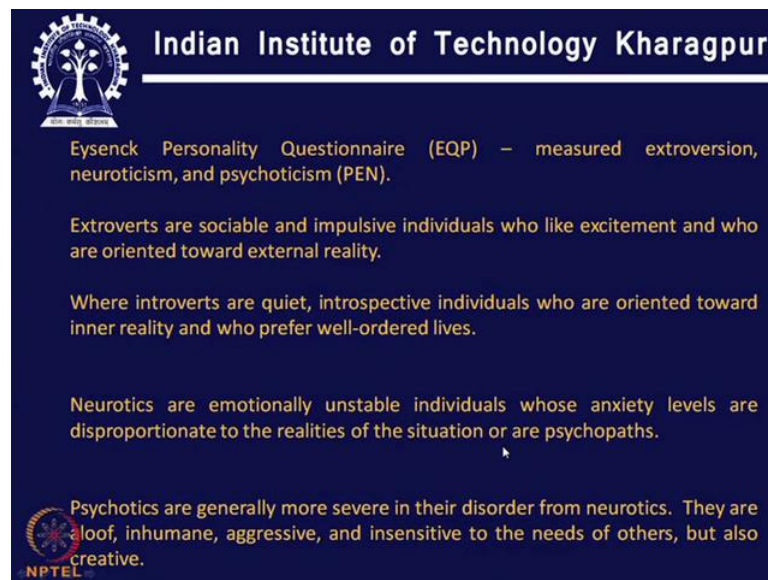
Three factors:

- Introversion/Extroversion
- Stability/Neuroticism
- Impulse Control/Psychoticism

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Eysenck classified types based on the three factors like introversion, extroversion, stability, neuroticism, impulse control and psychoticism. So, if you can see the hierarchy habitual response defines traits and traits define the types of the individual.

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Eysenck Personality Questionnaire (EQP) – measured extroversion, neuroticism, and psychoticism (PEN).

Extroverts are sociable and impulsive individuals who like excitement and who are oriented toward external reality.

Where introverts are quiet, introspective individuals who are oriented toward inner reality and who prefer well-ordered lives.

Neurotics are emotionally unstable individuals whose anxiety levels are disproportionate to the realities of the situation or are psychopaths.

Psychotics are generally more severe in their disorder from neurotics. They are aloof, inhumane, aggressive, and insensitive to the needs of others, but also creative.

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So, extroverts are sociable and impulsive individuals who like excitement and where as introverts are quite. We have already reviewed it while we are discussing the earlier concept. Neurotic, are emotionally unstable individuals whose anxiety levels are disproportionate to the realities of the situations; or as psychopaths where psychotics are

generally more severe in their disorder from neurotics they are aloof, inhumane, aggressive, and insensitive to the needs of others but are also creative.

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### THE BIG FIVE MODEL

The "Big Five" Personality Factors (Mc Crae and Costa, 1997)  
(Each factor is a continuum of many related traits)

**OPENNESS TO EXPERIENCE:** Characterized by imaginativeness, sensitivity, intellectualism, artistic disposition. The related traits are Imaginative/Practical and Independent/Conforming

**EMOTIONAL STABILITY:** Characterized by self-assured, serene, positive attitude. The related traits are Calm/Anxious and Secure/Insecure

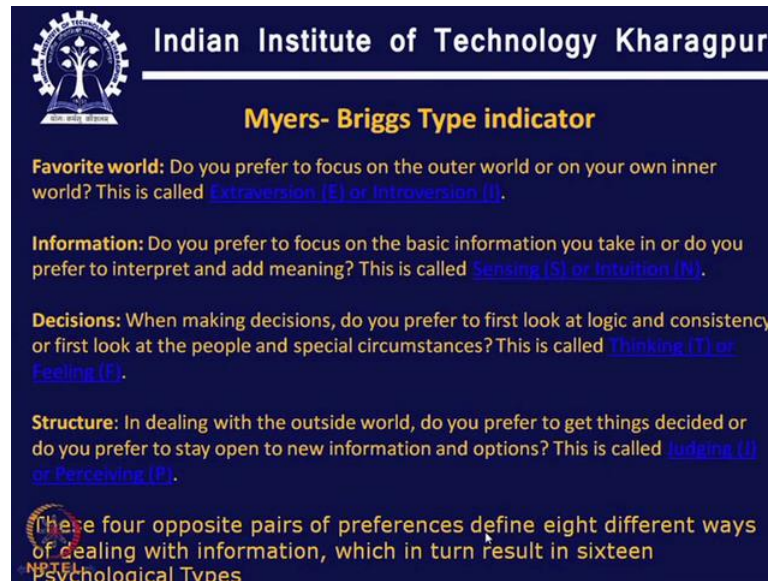
**CONSCIENTIOUSNESS:** Characterizes people who are persevering, dependable, responsible, organized. The related traits are Organized/Disorganized and Careful/Careless

**AGREEABLENESS:** characterizes people who are good-natured, trusting and cooperative. The related traits are Soft-Hearted/Ruthless and Trusting/Suspicious

**EXTROVERSION:** characterized by a nature which is outgoing, social, functioning and assertive. The related traits are Sociable/Retiring and Fun Loving/Sober

The more in the (( )) area, we are more concerned we are more, we are more dealing with the big five model of the like when we are dealing with the employees personality pattern and these big five model was given by Mc Crae and Costa in nineteen ninety seven. It tells about openness to experience characterized by imaginativeness, sensitivity, intellectualism, artistic disposition, emotional stability, conscientiousness, like characterizes people who are preserving, dependable, responsible. They relate so and it relative and you can see that the related traits are solstice alongside. Agreeableness characterizes people who are good natured, trusting and cooperative. The traits are soft hearted, ruthless, trusting and suspicious. Extroversion characterized by a nature which is out going, social, functioning and assertive. The traits are sociable, retiring and fun loving, or sober. Based on these, again you can classify people based on the two extremes on the two end of the continuum on this openness to experience like what are the two points and how far you like in the two points.

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The slide features the IIT Kharagpur logo on the left and the title "Indian Institute of Technology Kharagpur" at the top. Below the title is the heading "Myers- Briggs Type indicator". The main content consists of four paragraphs, each starting with a bolded term followed by a question and a definition. The terms are: "Favorite world" (Extraversion (E) or Introversion (I)), "Information" (Sensing (S) or Intuition (N)), "Decisions" (Thinking (T) or Feeling (F)), and "Structure" (Judging (J) or Perceiving (P)). A concluding paragraph states that these four pairs define eight ways of dealing with information, leading to sixteen psychological types. A small circular logo with "NPTEL" is visible in the bottom left corner of the slide.

**Favorite world:** Do you prefer to focus on the outer world or on your own inner world? This is called [Extraversion \(E\)](#) or [Introversion \(I\)](#).

**Information:** Do you prefer to focus on the basic information you take in or do you prefer to interpret and add meaning? This is called [Sensing \(S\)](#) or [Intuition \(N\)](#).

**Decisions:** When making decisions, do you prefer to first look at logic and consistency or first look at the people and special circumstances? This is called [Thinking \(T\)](#) or [Feeling \(F\)](#).

**Structure:** In dealing with the outside world, do you prefer to get things decided or do you prefer to stay open to new information and options? This is called [Judging \(J\)](#) or [Perceiving \(P\)](#).

These four opposite pairs of preferences define eight different ways of dealing with information, which in turn result in sixteen Psychological Types

Accordingly, like Myers Briggs type indicator is also a like classification. Let you do and you would lead to sixteen different types based on it like, so it is again questions that you asked about your favorite world. Do you prefer to focus on the outer world or on your inner world is called extraversion versus introversion. Information; do you prefer to focus on the basic information you take in or do you prefer to interpret and add meaning this is called sensing or intuition. Decisions, when making decisions do you prefer to first look at logic and consistency or first look at the people and special circumstances. Answer to this will give whether the person is thinking or feeling type structure. In dealing with the outside world do you prefer to get things decided or do you prefer to stay open to new information and options these are called judging or perceiving traits. So, again you have these classifications and these four opposite pairs of preferences define eight different ways of dealing with information which in turn leads to sixteen psychological type.

And these Myer Briggs type perspective is a development on your this perspective of mainly the Jung's perspective and then later on growing from the other perspective of Eysenck and all this. So, this is the letters that we are using in the ob scenario to find out the personality indicator, likes the sixteen different psychological types that have been formed and we are trying to map it with the job situations. Now, all this sixteen different personality psychological types will give rise to different types of temperaments within

the person. So, we will look into these different types of temperaments in our next lecture on personality which is to be continued.

Thank you.