
UNIT 8 PERSONALITY AND EMOTIONS

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8.0 OBJECTIVES

After studying this unit, you should be able to:

- define personality;
- explain the determinants of personality;
- identify the traits and types of personality;
- examine various theories of personality;
- describe the characteristics of various men;
- identify the attributes influencing the organisational behaviour;
- define emotions; and
- analyse the applications of emotions.

8.1 INTRODUCTION

Personality is the complex set of various factors. The general meaning of personality is the external appearance. However, mere external appearance does not determine the personality of an individual. A host of factors determines individuals' personality. Interestingly personality is not developed spontaneously. It is developed over a period of time. A man is born with certain physical and mental qualities and the environment further shapes his or her personality. Several personality theories have been developed to provide an understanding of the personality of an individual. In this unit, you will learn the definition and

determinants of personality, the personality traits and types, theories of personality and the nature of man. It also explains the attributes that influence personality. You will further learn the concept and the applications of emotions in the organisation.

2.2 DEFINITION OF PERSONALITY

Personality is an important aspect in understanding the human beings that are the most important resources of an organisation. They provide life to other resources for the accomplishment of goals and objectives. Human energy makes all the difference in organisations. Personality determines the human energy. It provides an opportunity to understand the individuals, properly direct their energy and motivate them in a proper manner. Personality is the study of the characteristic traits of an individual, the inter relations between them and the way in which a person responds and adjust to other people and situations. Gordon Allport defined personality as the dynamic organisation within the individual of those psychophysical systems that determine his unique adjustments to his environment. Kolasa defined personality as a broad, amorphous designation relating to fundamental approaches of persons to others and themselves. It is the study of the characteristic traits of an individual, relationships between these traits, and the way in which a person adjust to other people and situations. Stephen P. Robbins has defined personality as the sum total of ways in which an individual reacts and interacts with others.

These definitions reveal that the personality has the following characteristics.

- Personality refers to both physical and psychological qualities of an individual.
- It is unique in the sense that no two individuals are same in terms of their personality.
- Personality is the manner of adjustment of individual to the organisation, environment and the group.
- It is a qualitative aspect. Certain techniques exist to quantify it indirectly.
- Personality is dynamic. It changes with the time and situation.
- Personality is a system. It has input, processing and output mechanisms.
- Personality influences goal achievement and performance of an individual.

2.3 DETERMINANTS OF PERSONALITY

Personality is an intangible concept. It is complex as it is related to the cognitive and psychological process. It is believed that a man is born with certain physical and mental qualities but the environment in which he is brought up shapes his personality. A number of factors determine the personality of individual i.e., biological factors, family factors, environmental factors and situational factors. Let us learn them in detail.

Biological Factors: Biological factors are related to human body. Three factors: heredity, brain and physical features are considered as relevant. They are explained below.

- i) **Heredity:** Heredity refers to those qualities transmitted by the parents to the next generation. These factors are determined at conception. Certain factors of personality inherited are : physical stature, facial attractiveness, gender, colour of skin, hair and eye balls, temperament, muscle composition, sensitivity, skills and abilities, intelligence, energy level and biological rhythms.

- ii) **Brain:** Brain is influenced by biological factors. Structure and composition of brain plays an important role in shaping personality. There are few empirical findings to state that the brain influences the personality.
- iii) **Physical Features:** The physical features and rate of maturation influence personality. The rate of maturity is related to the physical stature. It is believed that an individual's external appearance has a tremendous effect on personality. For instance height, colour, facial attraction, muscle strength influences ones' self-concept.

Family Factors: The family factors are also important in determining personality of an individual. Three major factors: viz., the socialisation process, identification process and birth order influence the personality.

- i) **Socialisation Process:** Socialisation is a process of acquiring wide range of behaviour by an infant from the enormously wide range of behavioural potentialities that are open to him at birth. Those behaviour patterns are customary and acceptable according to the standards of his family and social groups. Members of the family compel the infant to conform to certain acceptable behaviour.
- ii) **Identification Process:** Shaping of personality starts from the time the identification process commences. Identification Process occurs when a person tries to identify himself with some person whom he feels ideal in the family. Normally a child tries to behave as his father or mother.
- iii) **Birth Order:** Birth order is another significant variable influencing the personality of an individual. For instance first born are likely to be more dependent, more rational, ambitious, hardworking, cooperative, and more prone to guilt, anxiety and are less aggressive.

Environmental Factors: Environmental factors are those, which exists in and around the individual. They are social and cultural factors. Culture determines human decision-making, attitudes, independence: dependence, soberness: aggression, competition, co-operation and shyness. There are two vital aspects of culture. Firstly, conformity by the individual and secondly, acceptance by the larger group. Culture establishes norms, values and attitudes, which are enforced by different social groups. Individuals are compelled to behave in conformity to the culture established by the society. Thus, culture and society exert greater influence in shaping the personality of an individual.

Situational Factors: In recent years, the influence of situational factors on personality is increasingly recognised. Generally an individual's personality is stable and consistent, it changes in different situations. A study conducted by Milgram suggested that actions of an individual are determined by the situation. He states that situation exerts an important influence on the individual. It exercises constraints and may provide push to the individual.

Thus it is clear from the above discussion that hosts of factors exert influence in shaping the personality of an individual. Therefore, one has to understand personality as a holistic system.

8.4 PERSONALITY TRAITS AND TYPES

Identification of personality is closely associated with the identification of traits. It is based on the proposition that personality is a culmination of whole person. Traits are combination of actions and reactions of an individual. It can be understood as relatively distinguishable characteristics that describe behaviour. Let us learn personality traits and types in detail.

8.4.1 Personality Traits

- 1) **Allport's Trait Theory:** Gordon Allport has identified a number of traits to describe complex behaviour of human personality. He classified traits into two categories. Common traits and Personal dispositions.

While common traits are used to compare people, personal dispositions are unique and the most pervasive attributes describing the complexity of human personality. For providing comparison, six distinguishing trait orientations are used. They are social, political, economical, aesthetic, religious and theoretical. For instance social traits emphasises love and affection, care and interest on others and expression of sympathy. Political trait is related to power consciousness. While economic traits place emphasis on practical approach and cost and benefits of situation, aesthetic trait is concerned with creative and artistic aspects. Whereas, religious trait is related to unity and integrity. On the other hand, theoretical trait consists of use of rationality and empirical approach. A person possessing theoretical trait is characterised by the discoverer of critical truth.

- 2) **Cattell's Trait Theory:** Cattell's theory has developed on a new approach. The traits are identified into two categories. Surface traits and Source traits. Surface traits are visible outside and appear on the surface of personality. They are determined largely by underlying source traits. While source trait is a cause, surface trait is effect. Surface trait is symptom of source trait. Trait theories have recognised the continuity of personality. The theories have shown the utility of quantitative application in behavioural sciences. They have great deal of intuitive appeal.

8.4.2 Personality Types

Personality traits provide an understanding of the personality types. Certain personality types identified are described below :

- 1) **The Myers-Briggs Type Indicator:** This is called MBTI framework. Sixteen personality types are identified with the help of answers to 100 questions provided in the test. Some of them are Extroverted vs. introverted, sensing vs. intuitive, thinking vs. feeling, and perceiving vs. judging etc.

Qualities of a personality type 'introverted, intuitive, thinking and judging' possess certain qualities. They are:

- Possess vision,
- Thinks with original mind,
- Have original ideas,
- Have great drive,
- Skeptical, critical, independent, determined and stubborn.

- 2) **The Big Five Personality Types :** Personality dimension is identified in terms of the big five factors. The types of personality are:

- **Extraversion:** Giving importance to relationships.
- **Agreeableness:** Thinking in a different manner.
- **Conscientiousness:** Possession of reliability.
- **Emotional stability:** Ability to withstand stress.
- **Openness to experience:** Interested and fascinated by novelty.

3) **Physiognomy Personality Types** : William Sheldon has propounded three types of personality based on the human anatomical or physical structure of persons and psychological characteristics. Physical size of the body influences the human behaviour and temperaments. The personality types are.

- a) **Endomorph**: Certain characteristics of personality and behaviour associated with the body type are friendly, concern to people, helping others in troubles, very slow reaction to stimuli. They seek comfort, have strong inclination to delicious food, etc. The persons who possess these personality characteristics, are liked by all.
- b) **Mesomorph**: Persons having moderate physical characteristics are known as Mesomorph. The body is strong and tough. Some of the personality characteristics of this type are: seeks physical adventure, enjoys body building, feels restless, shows high aggression and self assertiveness, likes to take risk and develops competitive spirit. The person is liked by virtue of his physique.
- c) **Ectomorph**: Ectomorph body type is characterised by a thin and flat chest. The person is intelligent, feels shy and avoids social contacts. However, he is typically anxious, ambitious, and dedicated to his work. He is quick to react and hypersensitive to pain and pleasure.

4) **Extrovert-Introvert Personality Types** : Carl Jung is the proponent of the theory. The theory used analytical psychology approach. According to the theory, personality is developed as a process of creativity. It consists of four phases: thinking, feeling, sensation and intuition. Individual personality is a mixture of these factors. The theory proposed two personality characteristics on two extreme ends. They are extrovert and introvert type personality. While extrovert persons are more sociable, introvert persons are more self-confident and they are guided by their own individual thinking. Extroverts are sociable and reality oriented individuals. They are performers. On the other hand, introverts are less risk taking and directive oriented. They require strong motivation and specific directions. While extroverts think in terms of objective and interactive relationships, the own philosophy and ideology guide the thinking of introverts.

This theory is very useful in the management of organisational behaviour. Job design, motivation, leadership styles, career development, training, organisational change, organisational development and organisational effectiveness are based on the personality characteristics. Introvert is more likely to perform better in repetitive jobs. Extrovert performs better in dynamic and environmental centred jobs. Similarly extrovert needs democratic style of leadership and introvert needs more directive oriented leadership. Thus, the theory is used in developing organisational strategies to deal with individual employees for increasing organisational effectiveness.

5) **Type A and Type B Personality** : Type A personality is defined by Friedman and Rosenman as aggressively involved in a chronic, incessant struggle to achieve more and more in less and less time, and, if required to do so, against the opposing efforts of other things or other persons. They have defined Type B personality as rarely hurried by the desire to obtain a wildly increasing number of things or participate in a endless growing series of events in an ever decreasing amount of time.

Check Your Progress A

- 1) List the major characteristics that shaped your personality.

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- 2) Mention the characteristics of personality and body types you have observed.
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- 3) Identify the personality types and their characteristic using the Big Five types.
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- 4) Identify the personality types and their characteristic using the introvert and extrovert types.
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8.5 PERSONALITY THEORIES

In the previous section, you have learnt about the traits and types of personality. Personality theories have been developed to provide an understanding of the personality of an individual. They help in understanding the elements that shape out personality. Interestingly society also plays a major role in shaping the personality of an individual. Personality theories were developed in three streams of thought. They are psychoanalytic theory, self-theory and social learning theory. While psychoanalytic theory considers that certain elements in the human brain are responsible for shaping the personality, self-theory explains the impact of environment on the individual personality. Similarly social learning theory provides that situation determines the personality. Let us learn them in detail.

1.1.1 Psychoanalytic Theory

- i) Sigmund Freud developed psychoanalytic theory. According to him human mind consists of three elements that are responsible for shaping the personality. They are preconscious, conscious and unconscious elements. The unconscious state of mind is influenced by hedonistic principle. Unconscious mental activity determines behaviour. Conscious element is guided by reasoned reality principle. Freud developed a structure of human mind in order to explain personality. It consists of three elements known as : Id, Ego and Super ego.

Consciousness is guided by principle of reasoned reality and unconsciousness is ruled by hedonistic principle of pleasure. According to this approach, personality determines the behavior. The personality systems of human mental activity are : The Id, The Ego, The Super Ego, and The Libido. They are described below:

- i) **The Id:** Id is the totality of instincts oriented towards increasing pleasure, avoiding pains and striving for immediate satisfaction of desires. The personality characteristics of an individual are built on the foundation of the Id.
- ii) **The Ego:** Ego is the executive part of the personality. It selects the features of the environment and stores them. It is rational and logical. It is the conscious mediator between realities of world and the id's demands.
- iii) **The Super Ego:** Super ego is a moralistic segment of human personality consisting of noblest thoughts, ideals, feelings developed through absorption of cultural values and attitudes.
- iv) **The Libido:** It is a psychic energy. It makes any system to function. It is dynamic.

According to this theory, wishes are generated by the Id. It compels immediate gratification of these desires. Otherwise, tension is generated for their gratification. It tries to gratify them by primary process and reflex action. For example, if an employee is negative, the superior scolds him for not performing the given task. He is hurt by the words of the superior. Since he cannot be harsh with the superior, he tries to bear discomfort by withstanding his emotion. He does this by grinding his tooth and bears it. If he fails to

withstand his emotion he tries to share the emotions with his close friends. This is called as primary process of overcoming the tension. If the primary process fails, energy flows to ego, which provides perception, thinking, judgment and memory. Then individual decides a particular action. However, while applying secondary process super ego acts as a judge. Hence, wishes are satisfied by ego according to the values established by super ego. If ego is able to integrate id and super ego individual gets satisfaction, otherwise it results into frustration because super ego tries to punish the ego. To continue the example, the employee tries to introspect himself and learns to work to avoid any discomfort in future. The theory is helpful in understanding the personality of an individual.

8.5.2 Self Theory

Carl Rogers contributed the self-theory. It is also known as Organism theory or Field theory. The theory emphasises individual as an initiating, creating, and influencing the determinant of behaviour within the environmental framework.

Elements of self-theory are explained below:

- a) **Organism:** Organism is the individual. It is the storage of all experiences. Thus forms locus of reference. It is guided by conscious and unconscious elements. So individual behaviour is caused by self-evaluation and by experiences.
- b) **Phenomenal field:** Phenomenal field represents totality of all experiences gathered by environmental interaction. According to the theory fulfilment of self-actualization need is the basic motivator. It is controlled by environment in which individual lives.
- c) **Self-concept:** Self-concept is an outcome, which forms basis for individual behaviour and personality. Self is a combination of perceptions, attitudes, beliefs, values and traits. It characterises the concept of 'I' and "Me". In this context, 'I' indicates one's own psychological process. Hence it is called personal self. 'Me' is related to the thinking of an individual as to how he appears to others. So, it is called social self. Thus both personal self and social self determine individual behaviour.

Self-theory provides valuable guide in understanding behaviour. The theory is organised around individual and not around environment, which is uncontrollable.

8.5.3 Social Learning Theory

Albert Bandura developed social learning theory. It states that personality is determined by the situation in which a person interacts. The following are the assumptions of the theory.

According to the theory, a person's behaviour is determined by the modelling and observational learning from the environment. A person interacts with the environment. He observes and imitates the stimuli in the environment. He experiences certain cognition. This cognition is retained. When the same conditions are reinforced he shows actions. These actions are called behaviour. Bandura described that : *It is largely through their actions that people produce the environmental conditions that affect their behaviour in a reciprocal fashion.* The experiences generated by behaviour also partly determine what a person becomes? In addition, what he can do? Which in turn affects subsequent behaviour?

Social learning theory provides valuable insights into understanding of personality. The theory considers environment as determinant of behaviour, rather than an unconscious element, which is considered as

determining behaviour. Thus, it suggests that by controlling environment, behaviour can be modified suitable to organisational process.

Check Your Progress B

- 1) Observe persons you know very closely and write down the characteristics of Id, Ego, and Super Ego.

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- 2) Mention certain personality characteristics you have learnt from the experiences of society.

Social Experience

Personality characteristics

8.6 MODELS OF MEN

Individuals are vital resources in any organisational activity. Therefore, their behaviour considerably influences the functioning of an organisation. Assumptions made about people to larger extent help the practicing manager to understand, predict and control the behaviour. Edgar Schein has identified four model of man. They are: Rational Economic man model, Social man model, Self-actualising man model, and Complex man model . William Whyte used organisation man model. Let us learn them in detail.

- i) **Rational Economic Man Model:** Classical theories have coceptualised the rational economic man model. It is the oldest model. It is based on the principle of maximisation of self-interest. According to this model, an individual makes a balance between costs and benefits of his actions. He is more concerned with calculation of value for his effort in terms of economic rewards and maximising it. Economic rewards regulate the behaviour. Rational Economic model presumes that man is motivated by economic rewards and his behaviour can be controlled by variation in economic rewards. Thus, it is relevant in designing appropriate strategies of motivation and control. It is helpful in determining reward systems. It suggests that human energy is extracted by providing more monetary rewards. As increased economic rewards induce production, there is no conflict between management and workers. This leads to creation of good industrial relations system. This model considered as a realistic description of human behaviour. Even today, this model is relevant for understanding man.
- ii) **Organisational Man Model:** William Whyte advocated the concept of organisational man. An organisational man sacrifices for the sake of organisations' interest. An individual possessing a belief that social satisfaction is powerful tool to achieve objectives instead of competitive struggle falls under this category. Organisational man model suggests that individual behaviour is oriented towards loyalty, belongingness, conformity and sacrifice of individual interest in the realisation of organisational goals. So individual attitude is developed towards resolving conflicts. Organisational man model is helpful in creation of an organisational structure to provide satisfaction to individuals. Therefore, organisational strategies take care of people's interest. Leadership is highly democratic. Communication is open and controls are based on self-controls rather than fact controls. Motivation is positive and commitment is ensured.
- iii) **Social Man Model:** Social man model is an outgrowth of empirical behavioural research and development of human relations movement. Elton Mayo, Kurt Lewin, McGregor have popularised and used this model. It is based on the concept of social relationships. According to this model group pressures, norms and sanctions direct individual actions. Individual is motivated by social rewards and his satisfaction is measured in terms of his status among group members. Therefore, employees accept

management orders as long as they are congruent with group norms. Social man model is helpful in designing the organisation structure, communication techniques, motivation systems, and rewards. It suggested an organisational structure based on employees concern and freedom oriented rather than strict division of labour as suggested by the rational economic model. The leader should be facilitator, supporter and creator. His attitude is supposed to be democratic or consultative in order to motivating people. The communication should be two ways. The behaviour is analysed with reference to groups. Hence, according to this model greater output can be achieved by showing more attention to employee's welfare and diverting the system to employees concern than structure.

- iv) **Self Actualizing Man Model:** Concept used in organisation man model and social man model gave rise to the development of self actualizing man model. Self-actualizing means to use the capacity of becoming what an individual is capable of becoming. Therefore, it suggested that men engage in innovations, creations, and dynamism. Individual releases his full potential energy to achieve his final goal.

Self-actualizing model suggested that the organisation structure is to be designed based on autonomy. The reward and incentive system is based on intrinsic factors rather than physical energy. The leadership style practiced is democratic or participation oriented in order to use creativity of people to the utmost possible extent.

- v) **Complex Man Model :** Complex man model is of recent origin. It assumes that an individual is unpredictable in his behaviour. According to the model human being is complex mixture of needs, goals, aspirations, perceptions, attitudes, learning, values and beliefs. A host of complex and unpredictable variables influence human behaviour. A man is complex because of lack of cause and effect relationship in his behaviour and due to individual difference. Complex man model is relevant in the present day context as it suggested that there is no universal way of understanding behaviour and managing the individuals. Management is required to adopt contingency organisational design and situational management approach. Manager should be capable of distinguishing among individuals and diagnose their behaviour in order to adopt appropriate leadership style, motivation pattern, and communication techniques and control strategy. Hence, organisational design and management philosophy is to be changed to suit to situational demands.

8.7 PERSONALITY ATTRIBUTES INFLUENCING ORGANISATIONAL BEHAVIOUR

Personality attributes of employees are used in understanding the behaviour of employees and design suitable strategies to deal with their behaviour. Some of the traits that influence the behaviour in organisations are described below :

- 1) **Authoritarianism:** Authoritarianism is an attribute used to describe the persons having certain negative beliefs about the work and workers. Taking this concept, behaviour of employees in organisation is explained by using the following traits.
- believes in the formal authority.
 - compels obedience to the authority.
 - adheres to the conventional values and does not give preference to the new ideas.
 - conforms to the rules and regulations.

- believes in directing the subordinates than listening to them.
- tries to be rigid and prefers structured environment.

Taking these characteristic traits, a leadership style of superiors was developed, known as authoritarian. Employees possessing the authoritarian attributes will command respect and achieve production targets in the short run. In the end, these people cannot maintain the level of motivation and satisfaction.

- 2) **Locus of Control:** Locus of control is the belief regarding the outcome of their actions. Certain people believe that their skills and abilities influence the outcome of the action. Others believe that some external factors like fate or chance influence their result. According to Robbins, individuals who believe that they control what happens to them are called Internals and individuals who believe that what happens to them is controlled by outside forces such as luck or chance are called Externals.

Certain implications of locus of control behaviour of the individuals in organisations are described below:

- a) **Absenteeism:** People having internal locus of control possess a belief that the health is under their control. They inculcate good health habits and take proper care of their health. Thus, they have lower rate of sickness. Therefore, absenteeism is less in these people.
- b) **Turnover:** With respect to turnover, internals tend to take action and thus might be expected to quit the jobs more readily, but they tend to be more successful on the job and more satisfied.
- c) **Decision-Making:** People having external locus of control are more oriented towards intuitive decision making. On the other hand, internals consider more information before taking decisions. They are motivated by the achievements. They would like to control the outcome of the decisions.
- d) **Motivation:** Internals possess achievement motivation than externals that are just satisfied with the available rewards.
- e) **Job Satisfaction:** People having external locus of control are more dissatisfied on the jobs. This is because of the belief that the outcome is not under their control. In the case of internals, job satisfaction is more due to the belief that outcomes are the results of their actions.
- f) **Psychological Commitment:** Externals are less involved in the jobs. Internals possess commitment that is more psychological.
- g) **Social interactions:** People having internal locus of control are more sociable and excited to have social relationships to keep their identification and esteem.

The locus of control influences the job selection also. People having internal locus of control are successful in the sophisticated jobs. Jobs having professional and managerial nature require complex information processing ability, needs quick learning, initiative and independence of actions are suitable to the people having internal locus of control. On the other hand, people having external locus of control are suitable to well-structured and routine jobs. They are also successful in those jobs that require complying the directions.

- 3) **Machiavellianism:** Niccolo Machiavelli has introduced the concept. The term refers to the degree of individual effort to gain control over organisational tasks. According to Robbins, Machiavellianism is

the degree to which an individual is pragmatic, maintains emotional distance, and believes that ends can justify means. The characteristics of Machiavellianism personality attributes are:

- They are active to participate in organisational politics.
 - They manipulate more, win more and persuade less.
 - They are adept at interpersonal game playing, power tactics and identifying influence system in organisations.
 - They consider ethics.
- 4) **Self-esteem:** Self-esteem is a feeling of liking or disliking of one self. It is related to the individual desire for success. A person having a greater desire for success is rated as high self-esteem person. He believes that he possesses required abilities to succeed on the jobs. People with high esteem are risk takers. They tend to choose risky and challenging jobs. They have internal locus of control. They give preference to pride, recognition, flair, success, independence, and are satisfied with higher order needs than simple monetary motivation. On the other hand, people having low self-esteem are influenced by the external factors. They give more respect and importance to the opinions of others. They do not want to face unpleasant situation. Thus, they try to please others.
- 5) **Self-monitoring:** Self-monitoring is the ability to adapt to the situational demands. Individuals possessing high score on self-monitoring observe the behaviour of others from close angle in order to adjust their behaviour. They like mobility in their career. They are more successful in discharging contradictory roles. Simply they can wear a mask suitable to the situation. Thus, there is high degree of behavioural inconsistency in high self-monitoring people. Therefore, self-monitoring attribute helps managers to understand the personality and behaviour of their subordinates in order to direct, communicate, motivate and regulate them on the jobs.
- 6) **Risk taking Attitude:** Risk taking is an attitude. Persons differ in the attitude towards assuming the risk. The propensity to take risk influences the decision-making. High-risk takers are likely to take rapid decisions. Risk taking is also related to the job demands. High-risk taking is found in certain caste, religion, nationality and gender. In organisations, risk-taking behaviour is related to the ability of employees to take up challenging tasks and possess high achievement motivation.

Therefore, a number of personality attributes influence the behaviour of person in the organisational behaviour.

Check Your Progress C

- 1) If you were an economic man, what are the characteristics you would have observed in you?

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- 2) What are the characteristics of organisational man?

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- 3) What are the characteristics of authoritarianism?

8.8 DEFINITION OF EMOTION

Emotions are related to psychology of an individual. They are related to the inner feelings expressed in a situation. When a person experiences stimuli, he is likely to develop an inner feeling. Facial expressions, verbal sounds and body actions are used to express the inner feelings. Emotion can be defined as an expression of a feeling of fear, anger, joy, love, hate, grief, frustration, satisfaction or any other similar feelings. Emotions are important in understanding employees' behaviour in an organisation.

Stephen P. Robbins defined emotions as intense feelings that are directed at someone or something.

Understanding emotions require understandings two components. One is affect: it is a broad range of feelings that people experience. Second are moods: they are feelings that tend to be less intense than emotions and that lack a contextual stimulus.

8.9 APPLICATIONS OF EMOTION

Emotions are important determinants of employee behaviour in organisations. Managers use the knowledge of emotions for directing their subordinates in an effective manner and achieve organisational objectives.

Let us learn the applications of emotions in organisations.

- 1) **Employee Selection:** Organisations generally look for the persons who possess the ability to cope up with others. Working with the group and inter personal attraction are becoming popular in organisations. The ability to adjust with job demands, environmental pressures and go along with other persons is an absolute requirement for the success in any job. Emotional stability implies controlling aggression. Employees often conceal their real emotions and display emotions suitable to the demands of the environment. Organisations select employees who possess this quality. It is also known as emotional intelligence. According to Robbins, Emotional Intelligence is an assortment of noncognitive skills, capabilities, and competencies that influence a person's ability to succeed in coping with environmental demands and pressure. It is composed of five elements: Self-awareness, self-management, self-motivation, empathy and social skills.
- 2) **Decision-Making:** Decision-making is an integral part of every employee in organisation. Decision-making must be rational if it has to yield the intended results. However, while taking decisions such emotions as fear, anxiety, frustration, doubt, excitement, angry, stress, coolness etc., dominate the rationality. Managers overlooking the importance of negative emotions in the decision making process are likely to overlook number of alternatives also. They also overlook information processing rather use more intuitiveness in the decision making. Similarly, positive emotions increase the ability to solve complex problems and deal with the complex persons. In the process of group decision-making emotional stability is required to develop a feeling in the employee that their suggestions are considered for arriving at a final decision. Manager who can balance between rationality, intuition and emotions is likely to make sound decisions acceptable to subordinates. Psychological commitment is more to those decisions, which are arrived by considering the feelings of employees.
- 3) **Leadership:** Leadership is concerned with communication of directions, motivation of subordinates and resolving inter personal conflicts. Emotions play a vital role in all these aspects. Let us learn them.
 - i) **Communication:** Communication is the process of making others to understand the message in an intended manner. Simply appropriate use to words, medium, language, technology and environment do not convey the message. Appropriate use of facial expressions, body moments and tone of the

communication conveys meaning as intended. This is related to the emotions of the sender. In fact, leaders will be able to convey sense of efficacy, competence, optimism, and enjoyment and energise their subordinates by their excitement, enthusiasm and communication of emotional attachment.

- ii) **Motivation:** Motivation is the feeling of an inner drive and enthusiasm to act in a predetermined way in the expectation of certain desired outcomes. Emotions influence the desired outcomes. Managers use emotional content to motivate their subordinates in a proper direction.
 - iii) **Inter personal conflicts:** Misunderstanding of communication in the situations of emotion leads to conflicts. So emotions are interwoven in conflicts. However, these emotions do not appear outside in a situation of conflict. Manager has to address the emotional component in order to resolve the conflict and increase harmony among the subordinates. On the other hand addressing to the task and structural aspects of the conflict alone does not redress the conflict. A successful manager learns to consider the emotions in the resolution of inter personal conflicts.
- 4) **Management of Change:** Change is a common phenomenon. Employees resist change due to vagueness in the goals. Thus, emotional attachment to the goals elicits positive attitude towards change. Managers elicit positive response to change by the evocation, framing and mobilisation of emotions. Thus, proper linking of emotions with the change is necessary for bringing down the resistance to change.
- 5) **Deviant Workplace Behaviour:** Emotions influence the moods and consequently employees engage involuntary actions of deviations of norms, rules, authority and cause damage to the property of the organisation. Ignoring the presence of the boss is also one of the ways of employee deviation. Certain observed deviations are slow working, sabotage, politicking, recriminations, harassment, aggressions etc. Another negative emotion that causes stress and anxiety in the individual behaviour is enviousness. It is resentment for not possessing something, which is strongly desired. Promotion of positive emotions controls enviousness.

Check Your Progress D

- 1) What is emotion ?

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- 2) Enumerate the applications of emotion.

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10.10 LET US SUM UP

Personality is a vital aspect influencing the employee behaviour in organisational settings. Understanding of personality arises because human beings provide life to all other resources in organisations. Proper motivation and direction of these resources are more important for realisation of the goals of an enterprise. A number of definitions exist to describe the personality. They advocate that the personality is unique, qualitative and dynamic physio-psychological system in the individuals. Personality is shaped from the childhood days. It is also believed that it exists even at the time of birth. Heredity, composition of brain and physical features determine the personality. Shaping of personality is explained by the theories of personality. Sigmund Freud propounded psychoanalytic theory, which focuses on the Id, the Ego, the Super Ego and the Libido. Carl Rogers explained the self-concept to explain the personality. Social learning theory states that the personality is determined by the situational interaction.

Rational economic model, Organisational man model, Social man model, Self-actualizing man model and Complex man model made different assumptions and propositions to understand the nature of a man. Personality attributes of employees are important in understanding the behaviour of organisational member and design suitable strategies to direct their effort towards attainment of organisational goals.

Emotions are related to the psychology of individuals. They are expression of inner feelings of fear, anger, joy, love, hate or grief. Emotions are stimulated by cognition, arise a feeling in the individuals and expressed through facial or body gestures. In organisations understanding emotions are useful in decision making, leadership, communication, motivation, inter personal conflict, management of change and understanding deviations in the work place behaviour.

8.11 KEY WORDS

Emotion: Expression of inner feeling of fear, anger, love, hate, grief, frustration and other similar feelings.

Emotional Stability: Ability to withstand stress.

Extraversion: Giving importance to relationships.

Extrovert: Persons who are sociable are known as extrovert.

Extrovert: Person who is optimist and sociable.

Heredity: Characteristics inherited from one generation to the other generation.

Introvert: Self confident and pessimistic are known as introvert.

Introvert: Self-confident persons are known as introvert.

Locus of Control: Belief that outcome of action are influenced by the internal strength or external factors.

Machiavellianism: The degree of individual effort to gain control over organisational tasks.

Modeling: The process of imitating and building abstraction of a reality.

Personality: Pattern of responses of an individual in a given situation.

Phenomenal Field: Totality of all experiences gathered by the interaction of the environment.

Rational Economic Man: A person who undertakes actions based on maximisation of economic benefits.

Self-actualization: Realisation of full potential for becoming what one is capable of becoming.

Self-esteem: Feeling of liking or disliking of one self.

Self-monitoring: Ability to adopt to the situational demands.

Socialisation: The process of acquiring qualities congruent to the society

Social Man: A person who undertakes actions motivated by social rewards.

Source Traits: Traits that cause the behaviour.

8.12 TERMINAL QUESTIONS

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- 1) Define personality. 'Individual personality is wholistic'. A host of factors determine it' Discuss.
 - 2) Distinguish between rational economic man model and organisational man model.
 - 3) What are the propositions of Trait theories? Explain Cattel's Trait theory.
 - 4) 'Every individual is a social man and he possess self actualizing motive'. Explain.
 - 5) Explain the personality traits used to determine introvert and extrovert personality.
 - 6) 'Personality is shaped by the physical structure of the body'. Elucidate.
 - 7) What are emotions? Explain the applications of emotions.
 - 8) 'Emotions are essential determinants of behaviour. They are variedly applied in understanding organisational behaviour' Discuss.
 - 9) Critically examine the psychoanalytic theory and self theory of personality.
 - 10) How does social learning theory help in shaping of personality.
 - 11) 'Personality development takes place in various stages and a host of factors influence the development' Discuss.

Note : These questions will help you to understand the unit better. Try to write answers for them. Do not submit your answers to the university for assessment. These are for your practice only.

