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## Social learning theory:-

According to the social learning theory a situation play an important role in determining the behaviour.

The social learning theory stresses on the change of behaviour through learning from several sources.



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Through learning one acquires knowledge, language, attitudes, values, manual skills, fears, personality traits etc.

Learning occurs through two ways –

(i) learning through reinforcement and

(ii) learning by observing others, also called vicarious learning.



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For social learning theorists, reinforcement is not always necessary for learning. They believe that an individual can store his observations in memory, he can learn by observing the actions of others and by noting the consequences of those actions.



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This theory asserts that a person's action in a given situation depend upon the specific characteristics of a situation, the individual's understanding of the situation, and past behaviour in similar situation.



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## Personality traits

The following are important personality traits for OB that influence an individual's behaviour in organizations.

**(a) Authoritarianism:-** An individual who has a strong belief in the legitimacy (authority, authenticity) of established mechanism of formal authority. They tend to be rigid in their positions, place moral value on their beliefs, and are strongly oriented towards conformity to rules and regulations.



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**(b) Locus of control:-** Locus (what happens) of control refers to an individual's belief that events are either within one's control (internal locus of control) or are determined by forces beyond one's control (external locus of control).

Externals are less satisfied with their jobs, have higher absenteeism rates, are more alienated from work settings and are less involved on their jobs than internals. Internals have more control over their behaviour, more active in seeking information to make decisions and are more active socially than externals.



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© **Introverts & extroverts:-** Extroverts are sociable individuals while introverts are shy, quiet and retiring. Extroverts are suitable for positions that require interaction with others, introverts excels (do extremely well) at tasks that require thought and analytical skills. Managerial positions are dominated by extroverts.



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**(d) Machiavellianism:-** Machiavellianism is named after Nicolo Machiavelli who wrote in the 16<sup>th</sup> century about how to manipulate and gain powers. Machiavellianism refers to an individual's propensity to manipulate people for solving his/her interest. An individual high in Machiavellianism tends to be cool, logical and assessing the system around him, tries to control people, events and situations by manipulating the system to his advantage. They are good for jobs that need bargaining skills (labour negotiations) and commissioned sale.





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**(e) Type A and Type B personalities:-** Type A people are impatient and aggressive to achieve more in less time, working fast, emphasizing quantity over quality, working for long hours, making quick decisions are some of the behavioural examples of A type.

Type B personality is relaxed, incompetent and easy going. In organizations usually great salespersons are of A type but senior executives are B type.



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**(f) Self esteem:-** Self esteem refers the feeling of like or dislike of one-self. People with high self-esteem believe that they have abilities to undertake challenging jobs. High esteems are more satisfied with their jobs than the low esteems.



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**(g) Risk taking:-** People differ in taking risks. Managers with high risk taking make more rapid decisions and use less information in making choices than do the low risk taking managers.



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**(h) Self monitoring:-** It refers to an individual's ability to adjust his or her behaviour to external factors/situations. People with high self-monitoring show greater adaptability to adjust themselves with external situations. They can behave differently in different situations. People with high self monitoring are likely to be more successful managers, because they have to play multiple roles.