**Chapter 2**

**Learning & Personality**

- Learning means the relative change in the person's behavior that caused by experience that accompanied by a certain type of reinforcement .

**Therefore , Learning ..**

1- Must include a permanent change in the Person behavior

2- The change isn't necessary to be positive all times

3- There must be an experience

4- There must be a reinforcement

5- Learning can't be observed or watched , but it can be deducted from the person behavior .

**1 - Operant Learning**

Mean a type of learning that happened when the organism learned to operate on the surrounding environment to achieve certain consequences . Ex. the sales person tried to find a certain method for increasing his sales to increase the commission .

**2 - Social learning**

- Means a type of learning that happened when the persons tried to imitate the others behaviors that achieve something ther like . Ex. the child imitate their usually parents .

However , both the operant and social learning are complementary to each other .

**How we can increase the probability of the people behavior ?**

- this can be done through reinforcement , however , there are 2 types of reinforcement

**1 - Positive reinforcement :** It is a type of reinforcement that aimed at increasing or marinating the probability of the people behavior by using a positive reinforcement .

Ex. giving you a gift - praising you , congratulating you , giving you more grades .

**2 - Negative reinforcement :** Means a type of reinforcement that aimed at increasing or maintaining the probability of the people behavior by using a negative reinforcement .

Ex. if your father always nagging you because of not studying in order to stop this nagging you have to study your lessons .

**What are the organizational errors that involve reinforcement ?**

- There are many , among the most important of them

**A - Confusing reward with reinforcement**

As many organizations and managers are paying for the employees many payments but these payments doesn't increase the performance level because there payment ( rewards) are not contingent on a certain behavior of the organization interest

**B - Neglecting the individual differences :**

- As many organization and managers are depending on the monetary incentives as reinforcement considering that this will lead to an increase in the employee performance but it may not work because people have different needs . such as : vacations , part-time , transportation , nursing

**C - Neglecting one of the most important source of reinforcement.**

as many organizations and managers ignore giving a feedback for these employees about the results of their behavior , as a result : those workers will not work specially the hard workers , have any incentive to increase their behavior because of neglect ion of the feedback of their work .

**How we can decrease the probability of the people behaviors ?**

**1 -Extinction :**

means a way of getting rid of the unwanted behavior through removing the cause of it ( removing the stimulus that lead to this unwanted behavior )

**Ex -** if the employees at the beginning of each month left their offices to pick their salaries in order to get rid of this negative behavior , you can ask the treasurer to bring their salaries in their offices

**2- Punishment**

in our organization and the managers usually use punishment as a way for changing the employees behavior . but in order to use punishment as a way for getting rid of the unwanted behavior you can depend on using unpleasant reinforcement

However , we must consider that punishment is most common way for decreasing the unwanted behavior of the employees because

A - it may be the only available way for a certain situation .

B - it may be considered the fastest way

**How you can use punishment effectively ?**

1 - The selected punishment must be appropriate to the unwanted behavior

2 - The selected punishment must be aversive

3- Don't reward any person after giving him any punishment

4 - The punishment must be immediately in order to prevent any change for making the unwanted behavior became more stronger

5 - Don't punish all the employees whether they are negative or positive

**Personality :** means a fairly stable set of psychological characteristics that influence the way people interact with surrounding environment , there are many styles of personality , some style can be considered good in some situation and bad in other situations .

**Personality Dimensions :**

**1- Extraversion Verses :** refers to the extent to which the person liked to be with others ( outgoing ) sociable person .

**Introversion Verses :** refers to the extent to which the person doesn't like to be with others and to be alone

**2- Emotional Stability :** refers to the extent to which the person has a control over his feelings in different situations . those who have high control over their emotion . usually self confidence and self-esteem

**3 – Agreeableness :-** refers to the extent to which the person can be approachable or being a friend

**4 - Openness to experience :** refers to the extent to which the person has the desire to accept the other's opinion and experiences . those who are high in openness are more creative , innovative , co-operative and have high tendency to work in teams in an effective way

**5 - Conscientiousness :** refers to extent to which the person is responsible , achievement-oriented , plan , organized , effective , and has a strong desire to extent more efforts in achieving the person and organizational goals ..

All these dimensions are existing in all of us , but we usually label any personality based on the strongest one of there dimensions , all of them are existing at different ( degree or level )