
UNIT 9 PERSONALITY

Objectives

After going through this unit, you will be able to:

- understand the meaning of personality and personality traits;
- explain personality development theories; and
- analyse the key determinants of personality.

Structure

- 9.1 Introduction
- 9.2 Meaning and Definition
- 9.3 Theories of Personality
- 9.4 Determinants of Personality
- 9.5 Impact of Personality Traits on Organisational Behaviour
- 9.6 Emotional Intelligence and its Impact on Personality
- 9.7 Summary
- 9.8 Self-Assessment Questions
- 9.9 Further Readings

9.1 INTRODUCTION

Personality is a concept that we use continuously in our day-to-day routine while dealing with people. Personality can be reflected in a person's temperament and is a key factor influencing individual behaviour in organisations. The study of personality is very essential and helpful in ensuring effective job performance. This means that the personality of an individual represents personal characteristics and traits which can lead to consistent patterns of behaviour. So while trying to understand the personality, it is to be understood that the behaviour is the outcome of a complex interaction between the person and the situation. Hence, it will be necessary to have knowledge of those personality traits which predetermine the parameters for employee's (or people's) behaviour and thus provide a paradigm for predicting behaviour. The theories of personality are many, and most important of them are trait, type, psychoanalytic, socio-psychological, and self-theory. Each theory seeks to add a new perspective to the nature of personality.

In this unit, we have tried to examine the various aspects of personality. We start with trying to understand the meaning of personality, then focus is drawn on the theories and key determinants of personality. We have also tried to explore the various personality traits having impact on organisational behaviour.

9.2 MEANING AND DEFINITION

Behaviour is the outcome of a complex interaction between the person and the situation. At a particular point of time, the person's behaviour is strongly influenced by certain events in the environment engulfing them (this also includes the presence and behaviour of other people), and yet people have the tendency to

bring out something of themselves to the situation. And it will be this something which represents the ‘unique qualities’ exclusive to that individual.

There is no single definition of personality universally acceptable as the term personality has been defined from various perspectives. It is not uncommon to find people defining personality from the perspective of social success such as a “nice, friendly person” or a “popular person”, at times attempts are made to describe personality by a visible dominant trait such as a “strong person” or a “charming person”. Thus, defining the personality will be a herculean task. However, let us make an attempt.

The word ‘personality’ can be originally traced to the Latin words *per sona* which means to speak through. This term was used in reference to the masks worn by the actors in ancient Greece. In common parlance, the word personality refers to the role a person is playing in public. A definition of personality with an objective of social learning and having relevance to the study of organisational behaviour could be accepted. It is based on the key idea that personality represents the personal characteristics which leads to consistent pattern of behaviour. A well-known personality theorist, Salvatore Maddi, had proposed the following definition of personality:

“Personality is a stable set of characteristics and determine those commonalities and differences in the physiological behaviour (thoughts, feelings and actions) of people that have continuity in time and that may not be easily understood as the sole result of the social and biological pressures of the moment”.¹

Thus, from the above definition we can see that the personality theory is given as a general theory of behaviour i.e., describe all behaviours all the time. The term “commonalities and differences” indicates that theories of personality often describe what people have in common with others and what are those particular differences which make them unique. In any organisation, also each employee is unique and may not respond as others do in a particular situation. This complexity makes the task of working and managing employees very challenging. Studies have indicated that an individual’s personality development occurs to a certain extent throughout life, though the greatest changes occur in early childhood. In simple words, an individual’s personality may change over a period of time.

Generally, personality refers to the set of traits, and behaviours that characterise an individual. It is relatively a stable pattern of behaviour and explains a person’s behavioural tendencies. The nature of personality is: (a) it has both internal and external elements; (b) an individual’s personality is relatively stable; (c) an individual’s personality is both inherited as well as shaped by the environment; and (d) each individual is unique in his/her behaviour. Thus, personality refers to the sum total of internal and external traits of an individual, which are relatively stable and that makes the individual different from others.

The Self-Concept

In personality theory, when people try to understand themselves, we label it as self-concept. It is to be noted that there are various dimensions of perception which enter personality. This is because personality would essentially mean:

- How people affect others.

- How they understand and see themselves.
- What is the pattern of their inner and outer measurable traits?
- What is the person-situation interaction?

In the organisational set-up, the self is very much relevant to the concepts of self-efficacy and self-esteem. An individual's self-esteem is essentially based on his/her self-perceived competence and self-image; whereas, self-efficacy is concerned with self-perception of how well a person can cope with situations as they arise. According to John Miner,² self-esteem is a generalised trait, while self-efficacy is situation specific. Also research has indicated that persons with high self-esteem tend to perform better than those with low self-esteem, and that those having high self-efficacy have a tendency to work hard and end-up doing a good job. This means there is a well-established relationship between self-efficacy and performance.

9.3 THEORIES OF PERSONALITY

There are several personality theories but we will be focusing on a few:

1) Type Theories

As the term itself indicates, type theories place personalities into clearly identifiable types or categories. One way is that personalities can be classified on the basis of body build. Kretschmer and Sheldon are to be given credit for this classification. According to the type theories, relationship can be established between features of the face or body and personality. However, classification of personalities merely on body basis is very subjective and even though popular it does not carry much substance.

Another basis of type personalities is psychological factors, Carl Jung had categorised personalities into introverts and extroverts usually indicating a person's sociability and interpersonal orientation. Extroverts by nature are more oriented towards other people, events and objects; whereas introverts have greater sensitivity and are more concerned about feelings and are happier dealing with abstract things. Even though type theories involving psychological factors provide a simple way of looking at personality, they have the following limitations:

- Though categorising personalities as per psychological factors into introverts and extroverts is simple, it does not help much because many people may fall between the two extremes.
- The introvert-extrovert typology is more in the nature of continuum rather than discrete separate types.
- Though it provides a simple way to identify a personality, it does not touch upon the various complexities of personality.

2) Trait Factor Theory

The trait theory is a quantitative approach to the study of personality. According to this theory, an individual's personality is composed of definite pre-dispositional attributes called traits. It is presumed that a personality trait is an enduring attribute of a person which remains consistent in a variety

of situations. Moreover, a trait of an individual differentiates one from another in a relatively consistent way. Thus, a trait may be defined as any distinguishable, relatively enduring way in which one individual may differ from another.

This theory is based on three assumptions:

- a) Traits though common to many individuals, may vary in absolute terms between people.
- b) Traits are usually and relatively stable, and have fairly universal effects on behaviour irrespective of the environment or situation.
- c) It is possible to infer about traits by measuring behavioural indicators.

There are two trait theories - one developed by Allport and the other by Cattell.

Allport's trait theory is based on the distinction between common traits and personal dispositions. He has identified six categories of values: religious, social, economic, political, aesthetic and theoretical as common traits which can be used to compare people. Allport has also referred to certain personal dispositions which may be unique to the individual. This uniqueness may be:³

- Cardinal (most pervasive)
- Central (unique and limited in number) or
- Secondary (peripheral)

Raymond Cattell⁴ also developed a similar set of traits by using psychological test measures. Though he used a different approach compared to Allport, he clearly identifies two categories of traits – surface traits and source traits. He determined thirty five surface traits by identifying a cluster of traits that are correlated; for instance, wise-foolish, affectionate-cold etc. He opined that such traits lie on the surface of the personality and are usually determined by the underlying source traits. Cattell also identified numerous source traits such as affectothymia (good nature and trustworthy) versus sizothymia (critical and suspicious); ego strength (mature, realistic) versus emotionality and neuroticism (immature, evasive); and so on.

In this trait factor theory, through research an attempt has been made to find a relationship and assorted behaviour. Thus, one can see its contribution of personality tests to the behavioural science.

Its limitations are:

- This theory is more descriptive than being analytical. Thus, it cannot be said to be a comprehensive theory of personality.
- Some of the terms are difficult to define and there is no scientific reliability about the results.

3) Psychoanalytic Theory

Psychoanalytic theory works on the basis that human beings are motivated more by unseen forces than their conscious and rational thoughts. Although Sigmund Freud is the man most closely associated with the psychoanalytic

theory, others such as Carl Jung and Alfred Adler have also made additional contributions.

It was Freud's experience, in his clinical practices of his patients behaviour, which could not always be consciously explained, that led him to develop the psychoanalytic theory. This observation among patients led Freud to conclude that the major motivating force in man was in his unconscious framework. This unconscious framework comprises of three interrelated though conflicting stages – the Id, Ego and Super ego. Also these three stages are interrelated and have to be artificially separated for individual study and analysis.

- **The Id:** This is the source of psychic energy and requires immediate gratification for biological or instinctual needs. Freud further classified the instinctual need into life instincts and death instincts. These needs are in the form of hunger, thirst and sex and the energy involved is through the libido. The id would actively be involved in proceeding to satisfy motives, though restricted and channelized into acceptable ways by the ego. The id continues to remain a driving force in an individual's life (though he may learn to control the id as he matures) and plays a prominent role and influences his/her thinking and behavioural processes.
- **The Ego:** The ego stage is the conscious and logical part of the human personality and works on the principle of reality. As mentioned above, ego represents the conscious aspect and by using intellectual reasoning of the reality, keeps the id in check. Of course, at times conflicting situations may arise when the id demands immediate gratification, while the ego mediates and dictates postponement to a more appropriate time and place. For this, the ego gets support from the super ego.
- **The Super Ego:** The super ego represents the norms (societal and personal) and puts an ethical constraint on the behaviour, just like one's conscience. The role of the super ego is to provide norms to ego in order to determine what is wrong or right. But very often the individual may not be aware of the working of the super ego. By observing and taking in the cultural values and norms of the society, the conscience is developed.

Some of the highlights of the psychoanalytic theory are:

- Freud's emphasis on the unconscious aspect which causes people to behave in different ways has been partially supported by some of the current research findings of cognitive psychologists.
- Also Freud's concern for the role played by sexual factors has increased the awareness of its effect on adjustment problems making way for future probing required in this area.
- Specifically related to organisational behaviour is Freud's contribution towards understanding of creative behaviour, dissatisfaction, group development, leadership and its influence.

The limitations of this theory are:

- The theory is based on an approach which contains elements (psychoanalytic) which are largely hypothetical constructs and cannot be measured or verified.
- Some critics have pointed out that Freud's personality theory has been developed on the basis of his observations of emotionally disturbed people and may not be a representation of normal healthy personality.
- Some critics have disagreed with the claim about using Freud's theory as the basis for scientific study of sexuality. They pointed out that Freud's observation may have been valid during the Victorian period and may not hold true in today's permissive society (to sex). So personality disturbances may not be only caused by sexual conflicts.
- There are also criticisms of Freud's assumption of all human activities (thoughts, feelings, actions, aspirations) being determined by powerful instinctual forces. They opine that this implies as per Freud's approach, there is no room for free will, choice and responsibility.

4) Socio-psychological Theory

The socio-psychological theory talks of the interdependence of the individual and society. On the one hand the individual strives to meet the needs of the society, and on the other hand the society helps the individual to attain his goal. And the personality of the individual is determined from this interaction. Thus, this theory is a combination of sociological and psychological aspects. Those associated with this theory are Karen Horney, Adler, Fromm and Sullivan.

This theory differs from psychoanalytic theory on two counts:

- Here it is the social variables and not biological instincts which are referred to as the important determinants in shaping an individual's personality.
- The behavioural motivation is a conscious effort. After knowing one's wants and needs, man's behaviour will be directed to meet those needs.,

The criticism against this theory is that although the socio-psychological theory can help to answer questions related to the influence of social factors in shaping personality, it cannot give a total picture of human behaviour.

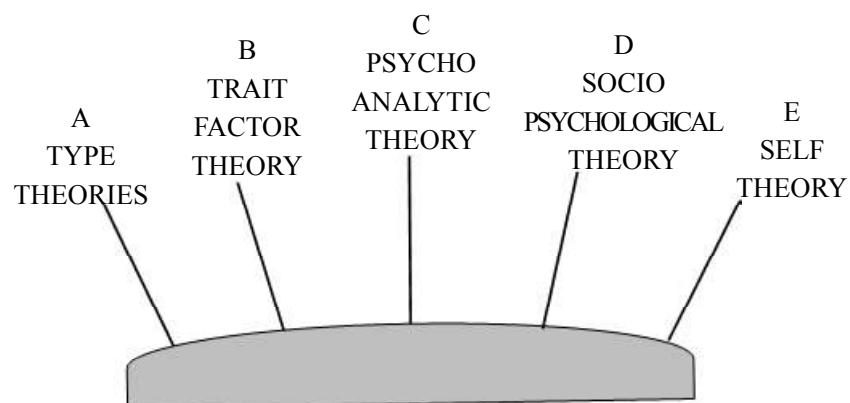


Fig. 9.1: Theories of Personality

5) Self-Theory

The psychoanalytic, socio-psychological, and trait theories are more or less traditional approaches to explaining the complex human personality. The self-theory emphasises on the totality and inter-relatedness of all behaviour. This theory considers the organisation as a whole to a greater extent than any of the other theories. Many of the noteworthy names associated with this approach include Maslow, Herzberg, Lewin, and Rogers. A very important contribution is from Carl Rogers – The Self Theory.

Rogers defines the self-concept as an organised, consistent and conceptual gestalt comprising of perceptions in the form of ‘I’ or ‘Me’ and the perception of the relationship between ‘I’ or ‘Me’ with others to the various aspects of life along with the values attached to these perceptions. The self- concept includes four factors:

- a) *Self-image*: This is the way one sees oneself based on one’s beliefs about who or what they are.
- b) *Ideal self*: This denotes the way the person would like to be as perceived by the individual.
- c) *Looking glass self*: Through the socialisation process, the individual perceives that ‘this is how’ others are perceiving his/her qualities and characteristics. This perception about ‘others’ perception need not be the way people actually see him/her.
- d) *Real self*: This implies that real self is what one really is.

Rogers approach to personality is well appreciated because his self-theory emphasises that the best way to understand behaviour is by using the internal frame of reference of the individual himself.

From Rogers experience on working with emotionally disturbed people, he opined that a person has got an active inner energy which is purposive, active and oriented towards self-directed goals in the future. To some extent, Rogers agreed with Freud that at times people get emotionally disturbed displaying abnormal impulses, anger, bitter feelings, and anti-social actions. But at the same time, he feels that these individuals may not be behaving in concert to their inner self. This implies that human beings have a natural inclination to move towards the direction which permits them to continue and adopt the path of self-responsibility and co-operation which leads to self-enhancement.

Thus, according to Rogers, self-actualisation is the primary motivating force in a person’s life providing him to actualise, maintain or enhance himself so as to become the “best” that his inherent nature will permit him to do.

9.4 DETERMINANTS OF PERSONALITY

It will be difficult to answer the question “What are the factors which determine personality? Because there are many cognitive processes, psychological processes along with several other variables which contribute to personality. For the purpose of discussion, we will club all these into broad categories, such as the biological, cultural and familial, socialisation process, and other impacting situational factors.

1) Biological

These biological contributions can further be divided into heredity, genetic engineering managerial thinking, split-brain thinking, bio-feedback and physical characteristics. We will briefly touch upon these.

Heredity: Heredity refers to those factors such as physical stature, facial beauty, and muscle composition which are considered to be determined at conception. This as a very pronounced and yet undecided area of understanding. It has been found through research that both physical and psychological characteristics can be transmitted.

Research of 350 pairs of twins, undertaken by the University of Minnesota, also supports the influence of heredity on personality. The research study indicated that traits such as leadership, traditionalism and obedience were strongly determined by heredity. But, this cannot be said to be conclusive study because of measurement problems and use of controls. Recent studies have revealed that age and developmental factors may come in the way of results. So it can be said that the argument on whether heredity or environment is the primary determinant of personality still continues.

Genetic Engineering and Intelligence: Research studies in the field of genetic engineering have opened up the possibilities of changing and controlling human behaviour. Genetic engineering is being referred to as the next revolution in the wings. We have already heard of ‘Dolly’ the Sheep clone and very soon this was visible in the cloned human baby. All such research studies will definitely have an impact on the future of mankind. There is an underlying belief that genetics can be influenced by heredity.

Geneticist are supported by educational psychologists like Arthur Jenson who believe that intelligence is inherited to a great extent. British psychologist Robert Lynn had reported that the normal mean IQ in US was 100 in comparison to the normal mean IQ of 111 in Japan.

Management Thinking: Based on research studies conducted, some behavioural scientist have drawn a conclusion that managers think differently from lay people. One such conclusion is their ability to foresee the future, years ahead. These people are able to plan and identify steps well in advance and which may take years for completion and take the necessary measures. For instance, Japan’s Konosike had laid down a 250 year plan for his company. Other researches have shown the manager’s thinking ability in terms of:

- Senior executives have more capacity for looking at things differently.
- Senior managers are more flexible in nature.
- Senior managers have shown a stronger capacity for integrating things.

Split-brain thinking (or psychology): This topic is considered to be a fad and not well researched upon. This split-brain psychology can be traced to Henry Mintzberg’s article titled “Planning on the Left Side and Managing on the Right”. Mintzberg had advocated that whether a person will be a planner or a manager can be determined by ascertaining which particular hemisphere of his brain was more developed.

Some trainees have used the split-brain thinking in some of their training sessions. Although research in this area has indicated clearly which parts of the physical brain have control over functions such as emotion and aggression, it has to go a long way in order to develop a clear understanding of the influence of brain on human behaviour. But if the existing information of this psychology is used appropriately, the employees and employers can benefit from learning processes as well as better behaviour at work.

Bio-feedback: Another new emerging influence on personality is the area of bio-feedback. Until the recent past it was believed by psychologists as well as physiologists that involuntary functions such as brain wave pattern, blood pressure fluctuations cannot be consciously controlled. But now with the emergence of bio feedback, it is believed that these involuntary functions can be controlled. For instance, from the electronic signals feedback and from the equipment attached to the body, the person can learn to control the body process in question. Bio-feedback is useful in the field of medicine.

Physical characteristics and the rate of maturing: It is possible to analyse the effects of physical characteristics and the rate of maturing. An individual's physical appearance such as tallness or shortness, fair skin or dark skin, robust or skinny are biologically pre-determined and one cannot change that. But the physical characteristics influence the person's impact on others and thereby affect his self-concept.

One standing example is of Sheldon's Classic Theory, which tries to correlate body build with personality traits. Due to many exceptions, such theories may not have high validity. But there is no denial that physical appearance does affect one's personality.

Similarly, the 'rate of maturation' can also be related to personality. For instance, a fast maturing child, through exposure to many physical and social activities, when compared to a slow maturing child will portray a different personality when compared to the former.

2) Cultural and Familial Contributions

Conventionally, it is believed that cultural factors have a stronger influence on one's personality as compared to biological factors. It is observed that there is a relationship between the learning process and the culture. One's exposure to the learning process does influence personality development but very often the cognitive part (or re-enforcement of what is learned), the content matter is not duly acknowledged.

Usually, the prevailing culture indicates what a person has learned or dictates what he will learn.

- What a person learns has content which in turn will be based on his on her cultural background.
- Certain personality traits such as independent, aggressive, competitive, and co-operative can be culturally determined.

In spite of understanding the impact of culture on a person's personality, we cannot draw a linear relationship between personality and a given culture. For instance, if we have a look at the complex societies such as ours in

India, we have several sub-cultures within a culture. Also, there exists value and belief differences among different socio-economic classes, age groups and various geographic regions. Thus, the fact remains that culture affects personality, though it may not be possible to make broad generalization.

The task of selecting, interpreting and dispensing the culture is usually evolved around the family initially, and later on it is the social groups influence which works. An individual's early development process is greatly influenced by his parents who serve as role models in the identification process. Usually, the parent of the same sex as the child will serve to be a model and thus is actively involved in the development of the child. Empirical evidence has indicated that the entire home environment in which one is raised by the parents (including the direct influence of the parents) is very crucial for personality development. The environment in which one is exposed to can also substantially shape one's personality. For instance, children brought up in formal institutions such as orphanages, remand homes, and prisons may display personality traits such as aloofness, easily frightened, and awkwardness; whereas, children who are brought up in a friendly and homely environment will display traits such as, warm, caring, affectionate, and so on. Thus, it can be said that over and above the parents, it is the atmosphere or environment at home which can shape an individual's personality.

3) Socialisation Process

A very relevant aspect is the influence of certain persons, groups and even organisations on an individual's personality. And this socialisation process affects the individual throughout his or her life time. Through the socialisation process, the individual is exposed to a wide range of behavioural potentialities and patterns which are customary and acceptable according to the standards of his or her family as well as the social groups. The socialisation process starts with the initial contact of an infant with his or her mother. Later on during childhood, the other members of family and friends influence them, and then as an employee or while working in an organisation the peer and social groups influence the socialisation process.

It has been observed that the organisation itself contributes to socialisation. Such a process will emphasise on the learning of those values, norms and patterns of behaviour which are part of the organisation and the work group's perspective and mandatory for every new employee to learn and be familiar with. Learning should not only be restricted to new employees but must be extended to all the existing employees as well. This is necessary to ensure cordial superior-subordinate relationships, especially when employees get promoted and are required to interact with new subordinates or they get transferred to work in new areas. Successful socialisation can lead to employee satisfaction. An organisation should take care of the following in their socialisation process:

- 1) Provide a job which is challenging.
- 2) Ensure necessary training is imparted.
- 3) Ensure timely and consistent feedback is provided to the employee.
- 4) Select a capable superior to take care of the socialisation process.

- 5) Work out an interesting orientation programme for new recruits.
- 6) Ensure that the new recruits are placed in work groups with high morale.

Today, most of the firms have realised the importance of having a successful organisational socialisation programme. Such firms are having consciously planned socialisation process which has a tremendous capacity to impact the human resources management as well as organisational effectiveness.

4) Situational Factors

It is noticed that an individual's personality though usually stable and consistent, can change in different situations. Thus, depending on the situational demand, certain aspects of the personality may also change accordingly. The situational requirement even gets extended to the place of work of the individual. Today, the work environment has become very challenging and demanding for the employee. And this affects the employee's behaviour and personality. If one were to take the social learning perspective, it is the situation interacting with the human being (this includes the individual's personality) which acts as an important antecedent to the behaviour.

As Stanley Milgram has stated, "A situation exerts an important pressure on the individual. It exercises constraints and may provide push. In certain circumstances, it is not so much the kind of person a man is as the kind of situation in which he is placed, that determines his action".

9.5 IMPACT OF PERSONALITY TRAITS ON ORGANISATIONAL BEHAVIOUR

Personality trait typically refers to the basic components of personality. The names are generally the terms used by people to describe one another. There may be hundreds or thousands of such terms and practically impossible to keep a track of these. Now, research has identified several general factors which can be used to describe an individual's personality. These are depicted in the form of "Big Five" personality factors describing an individual's adjustment, sociability, conscientiousness, agreeableness, and intellectual openness.

Each personality includes a large number and range of specific personality traits dimensions. Thus, each factor is said to contain both a collection of related traits as well as a continuum. For instance, an individual having a personality at one extreme will be sociable, gregarious, and energetic; and at the other extreme will be shy and withdrawn. It will be interesting to note the individual personality in the study of organisational behaviour because it provides the linkage between personality and behaviour. Even though each personality factor represents a collection of related traits, the link between personality and specific behaviours will become clear when we concentrate on particular traits rather than on all the five factors. We will briefly examine the specific personality traits which are particularly important for understanding the various aspects of organisational behaviour.

There are many different personality traits, but some of the important ones for organisational behaviour are risk-taking, self-monitoring, type A and type B personality, self-esteem, locus of control, machiavellianism, goal orientation, introversion versus extroversion, dogmatism, and authoritarianism.

Risk-Taking

People differ in their willingness to take chances. Their propensity to assume or avoid risk has been shown to have an impact on how long it takes managers to make a decision and how much information they require before making their choice.

While it is generally correct to conclude that managers in organisations are risk averse, there are still individual differences. As a result, it makes sense to recognise those differences and even to consider aligning risk-taking propensity with specific job demands. For instance, a high risk-taking propensity may lead to more effective performance for a stock trader in a brokerage firm. This type of risk demands rapid decision-making. On the other hand, this personality characteristic might prove a major obstacle to accountants performing auditing activities. This type of job might be better filled by someone with a low risk-taking propensity.

Self-Monitoring

Another personality trait that has received increased attention is self-monitoring. It refers to an individual's ability to adjust his or her behaviour to external factors. Individuals high in self-monitoring can show considerable adaptability in adjusting their behaviour to external factors. They are highly sensitive to external cues and can behave differently in different situations. Low self-monitors cannot deviate from their behaviour. They tend to display their true dispositions and attitude in every situation; hence there is high behavioural consistency between who they are and what they do. The high self-monitors tend to pay closer attention to the behaviour of others and are more capable of conforming than low self-monitors.

Type A and Type B Personality

One dimension of personality that is getting attention both from organisational as well as medical researchers is the Type A and Type B behaviour profiles. A person exhibiting Type A behaviour is generally restless, impatient with a desire for quick achievement and perfectionism. Type B is much more easy going, relaxed about time pressure, less competitive and more philosophical in nature. Type A behaviour profile tends to be obsessive and managers with such behaviour are hard-driving, detail-oriented people with high performance standards. Type B persons, on the other hand, do put in extra effort in order to meet a deadline but do not feel pressurised.

Type A personality typifies a person who is always in a hurry, is extremely competitive, and often hostile and irritable. Opposite is the Type B personality who is relaxed, incompetent, and easy going.

Table 9.1: Type A and Type B Behaviours

Type A	Type B
1. Are always moving, walking, and eating rapidly.	1. Never suffer from a sense of time urgency with its accompanying impatience.
2. Feel impatient with the rate at which most events take place.	2. Feel no need to display or discuss either their achievements or accomplishments unless such exposure is demanded by the situation.
3. Strive to think or do two or more things at once.	3. Play for fun and relaxation, rather than to exhibit their superiority at any cost.
4. Cannot cope with leisure.	4. Can relax without guilt.
5. Are obsessed with numbers, measuring their success in terms of how much of anything they acquire.	

How do the two perform in organisations? Type As are no doubt highly competitive and hard working; however it is the Type Bs who climb to the top of the organisation.

Self-Esteem

Self-esteem is the outcome of an individual's continuous evaluation of himself or herself which will be assessments reflecting his/her response to others' opinions, situational requirement, and successes and failures. Such assessments are usually stable and accurate enough to be considered as a personality trait. In terms of the Big Five personality factors, self-esteem is most likely to be a part of the adjustment factor.

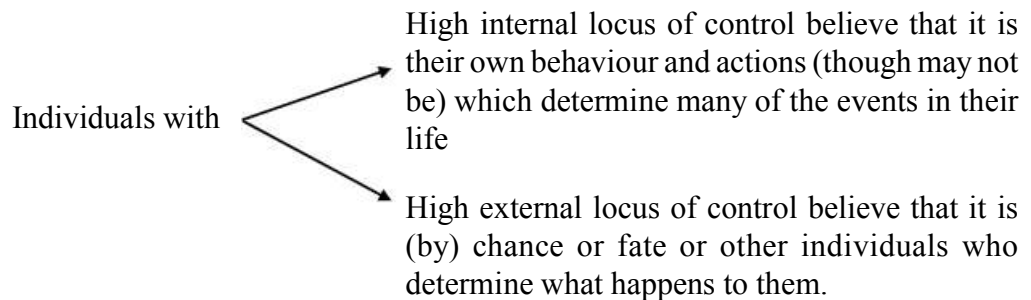
Some of the ways in which self-esteem can affect organisational behaviour are:

- Self-esteem reflects an individual's choice of vocation.
- Individuals with high self-esteem are likely to be attracted towards higher status jobs. They also select unconventional jobs as compared to individuals with low esteem.
- Self-esteem affects individuals as to how they set goals and attach value in attaining them.
- Employees with high self-esteem set high goals for themselves and place more value on actually attaining goals; and this would work the other way around in case of employees with low self-esteem.
- Employees with low self-esteem are more sensitive to adverse job conditions such as stress, conflict, ambiguity, poor supervision, poor working conditions and so on when compared to employees with high self-esteem.

Simply stated, self-esteem is clearly indicative of the willingness of the employee to assert himself or herself towards completion of the task assigned and thus having positive links to achievement.⁵

Locus of Control

Locus of control indicates the belief of the individual on the extent to which he or she can control events affecting them.



Machiavellianism

This term is derived from Niccolo Machiavelli's writings, who wrote on how to gain and use power i.e., on an individual's ability to manipulate people. Thus, such Machs can easily be game for participating in organisational politics.

Those who are high Machs, believe 'ends justify means'. They try manipulating more, winning more, persuade others more and are themselves less persuaded. Yet, there are situational factors which affect high Machs and they are able to flourish in indirect situations. The situations involving minimum rules and regulations and emotional involvement with details are irrelevant to winning, and act as a cause of distraction for low Machs. For instance, where jobs involve good bargaining skills, or where rewards are awarded for good performance and winning, Machiavellians can perform better.

Goal Orientation

Another visible difference in individual behaviour in work environment is related to goal orientation or the preference for one type of goal against another. While trying to understand some aspects of individual job performance, we will have to consider two types of goal orientation:

- a) *Learning Goal Orientation* — A predisposition to develop competence by acquiring new skills and mastering new situations.
- b) *Performance Goal Orientation* — A predisposition to demonstrate and validate competence by trying to obtain favourable judgments from others (such as one's supervisor) and refrain from negative judgments.

But when applying this goal orientation to work setting, a dramatic response pattern in behaviour emerges. An individual with strong goal orientation may refrain from accepting work challenges and their performance suffers when they are unable to overcome obstacles and when faced with failure, become unhappy and are likely to withdraw from such situations.

Individuals with a strong learning goal orientation try to overcome failure and setback by putting in more efforts and looking out for new solutions to the problems. Although an individual's goal orientation may vary from situation to situation, evidence suggest that a significant amount of goal orientation can be indicative of an individual's personality.

Introversion Versus Extroversion

The terms introvert and extrovert describe a person's congeniality. These terms can be extended to refer to a personality dimension also.

Introversion refers to the tendency to direct everything inward; develop a greater affinity for abstract ideas and sensitive to personal feelings. Extroversion refers to the tendency to orient towards other people, events and objects.

An introvert by nature is quiet, introspective and emotionally unimpressive. An extrovert is one who is sociable, lively, impulsive and emotionally very expressive.

People displaying characteristics of both introversion and extroversion are found in all types of educational, gender, and occupational groups. The extremes of both extroversion or introversion may not be good and can even come in the way of the person's effectiveness.

It is understood that the introversion – extroversion personality dimension can affect the task performance in various environments. That is introverts perform the job better when alone in a quiet environment, while extroverts perform better in an environment having many people with a high level of activity.

Dogmatism

High dogmatism refers to the tendency of the individual to be very rigid, perceives the world as a threatening place, prefers to treat legitimate authority as absolute and either accepts or rejects other people on the basis of their agreement or disagreement with accepted authority or doctrine.

Simply stated, a high-dogmatic (HD) person appears to be close-minded and prefers to depend on authoritative people in organisations for guidance and direction, and hence can more easily be influenced by such persons. As against this, people with low-dogmatic (LD) tendency are more open-minded and cannot be easily influenced by authoritative figures in the organisation like HD persons.

With regards to the degree of dogmatism and its relationship with interpersonal and group behaviour it is noted that HDs typically are in need of more group structure as compared to LDs. So the performance of HDs will also be dependent on how the group performs. But a high degree of dogmatism can at times lead to poor managerial performance because they may be involved only in a limited search for information especially in decision making situations.

Authoritarianism

Authoritarianism though closely related to dogmatism, is narrower in scope. It refers to a person who displays qualities such as adherence to conventional values, obeys recognised authority, has a negative view of society, respects power and toughness, and opposes expression of personal feelings.

In an organisational set up, such persons may prefer superiors who have a highly directive and structured leadership style. Both dogmatism and authoritarianism can be related to the 'intellectual openness factor' of the 'Big Five' factors.

9.6 EMOTIONAL INTELLIGENCE AND ITS IMPACT ON PERSONALITY

In the recent years, the concept of emotional intelligence (EQ) has been receiving a lot of interest and is very often considered as an important determinant of leadership trait among employees. At times it is treated as more crucial than general intelligence (IQ) where career success is concerned.

Emotional intelligence refers to how well an individual handles' himself/herself and others; rather than how smart one is or how capable one is in terms of technical skills.

EQ is considered as the social equivalent of IQ. The five major determinants of EQ include attributes such as self-awareness, self-management, self-motivation, empathy, and social deftness.

Managers in order to be good leaders need to possess high emotional intelligence skills such as ability to understand and manage people, ability to empathise and understand their feelings, ability to persuade others, ability to withstand their individual idiosyncrasies, and the ability to inspire people by considering their unique personal dispositions. Research has suggested that 90% of the effectiveness of good managers (leaders) is due to EQ and not IQ. According to Goleman in organisations undergoing rapid changes, EQ may determine who gets promoted and who gets passed over, or who gets laid off and who stays back.

Activity 1

Using the personality categories in this unit, describe the basic sources of personality differences between yourself and a person you know well.

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9.7 SUMMARY

- Personality refers to the internal and external traits of an individual which are relatively stable and which make an individual different from others.
- Personality is the product of heredity, environment, family, social and situational factors.
- Understanding personality is very important as it influences behaviour, as well as perception and attitudes.
- Personality has been classified into two basic categories, such as Type A and Type B behaviour profiles.
- A person exhibiting Type A behaviour is generally restless, impatient, with a desire for quick achievement and perfectionism.

- Type B is much more easy going, relaxed about time pressure, less competitive and more philosophical in nature.
- Personality trait refers to basic components of personality.
- According to type theories, personalities are categorised into groups based on physical features and psychological factors.
- The trait theory seeks to categorise people based on their traits such as aggressive, flexible, humorous, sensitive, impulsive, and so on.
- Freud's psychoanalytic theory seeks to explain personality as comprising id, ego, and super ego.
- The social learning theory emphasises the process of learning as an important determinant of behaviour.
- Roger's self-concept theory lays emphasis on how an individual perceives the world around and the self.
- Existential philosophy is concerned with man as an individual and each person is responsible for his own existence.
- Freud was the first person to suggest that personality goes through oral, anal, phallic, and genital stages.

9.8 SELF-ASSESSMENT QUESTIONS

- 1) How do you define personality? What are the specific traits that constitute the concept of personality?
- 2) Differentiate between introvert and extrovert personalities. Is one form of personality necessarily better than the other? Explain pros and cons of both types.
- 3) What are the determinants of personality? Which of them do you feel are more important in shaping personality?
- 4) Explain the Freudian and Erikson's stages of personality development.
- 5) Critically examine the psychoanalytic approach to personality.
- 6) Discuss the essence of social learning theory of personality.
- 7) According to you, which theory of personality is more comprehensive? Give reasons.
- 8) "Heredity determines personality." (a) build an argument to support this statement; and (b) build an argument against this statement.

9.9 FURTHER READINGS

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