

PERSONALITY

The word personality is derived from a Greek word "*persona*" which means "to speak through." Personality is the combination of characteristics or qualities that forms a person's unique identity. It signifies the role which a person plays in public. Every individual has a unique, personal and major determinant of his behavior that defines his/her personality.

Definition:

"A set of characteristics and tendencies that determine those commonalities and differences in the psychological behaviour (thoughts, feelings and actions) of people that have continuity in time and that may not be easily understood as the sole result of social and biological pressures of the moment"- S.R. Maddi.

"Personality is how people affect others and how they understand and view themselves, as well as their pattern of inner and outer measurable traits and the person situation interaction." – Fred Luthans.

"Personality is the sum total of ways in which an individual refers to and acts with others" – Robbins.

Features:

The above definitions of personality bring out the following features of personality:

1. It refers to a stable set of characters.
2. They are affected by biological and social conditions.
3. External physical appearance is a part of personality.
4. It includes inner psychological mechanism which reacts
5. It interacts with situation.

Personality trait is basically influenced by two major features –

- Inherited characteristics
- Learned characteristics

Inherited Characteristics- The features an individual acquires from their parents or forefathers, in other words the gifted features an individual possesses by birth is considered as inherited characteristics. It consists of the following features –

- Color of a person's eye
- Religion/Race of a person
- Shape of the nose
- Shape of earlobes

Learned Characteristics- Nobody learns everything by birth. First, our school is our home, then our society, followed by educational institutes. The characteristics an individual acquires by observing, practicing, and learning from others and the surroundings is known as learned characteristics. Learned characteristics includes the following features –

- Perception – Result of different senses like feeling, hearing etc.
- Values – Influences perception of a situation, decision making process.
- Personality – Patterns of thinking, feeling, understanding and behaving.
- Attitude – Positive or negative attitude like expressing one's thought.

Theories of personality:

1. **Psycho - analytical theory:** Freud developed an organisation of personality consisting of three structures within the human mind the id, the ego, and the superego. These parts of the mind are primarily responsible for originating human actions and reactions and modifications.

The id- It is the original and the most basic system of human personality. At the base of the Freudian theory lies the id that is primitive, instinctual and governed by the principles of greed and pleasure. Id represents a storehouse of all instincts, containing in its dark depth all wishes, and desires that unconsciously direct and determines our behaviour. Id is largely childish, irrational, never satisfied, demanding and destructive of others, but id is the foundation upon which all other parts of personality are erected. Like a newly born baby

id has no perception of reality, it is primitive, immoral, insistent and rash. Id is the reservoir of the “psychic energy” which Freud calls “libido”. According to Freud id is totally oriented towards increasing pleasure and avoiding pain, and it strives for immediate satisfaction of desires.

Ego- As an individual learns to separate the unreality from reality in childhood, the ego develops. The ego is reality-oriented part of thinking: it is largely practical and works in an executive capacity. Ego is rational and logical, and in essence, it is the conscious mediator between the realities of world and the id's impulsive demands and superego's restrictive guidance. Ego is rational master. The ego is said to be the executive part of the personality because it controls the gateway to action, selects the features of the environment to which it will respond, and decides what instincts will be satisfied.

Superego- Superego represents noblest thoughts, ideals, feelings that are acquired by a person from his parents, teachers, friends, religion, organisation and colleagues etc. As a child grows and absorbs parental and cultural attitudes and values, he develops superego. Superego is the moralistic segment of the human personality. The primary concern of superego is to determine whether the action proposed by “ego” is right or wrong so that the individual acts in accordance with the values and standards of the society. If people violate the prohibitions of superego, they may feel guilty.

2.Trait Theories: Trait theorists view personality from the standpoint of understanding traits. Among trait theorists are included Allport, Cattell and Sheldon. Allport is of the opinion that each individual possesses a set of traits that are not shared by any other individuals. He emphasizes the uniqueness of personality. Cattell has extensively worked on traits in various work settings employing a number of psychological measures. On the basis of factor analysis he developed factor concepts such as tender-mindedness, somatic anxiety, dominance etc. Sheldon extended physical structuring by asserting that physique consists of three components endomorphs (soft and spherical structure), mesomorphy (tough and muscular body) and ectomorphy (linear and fragile). The relative existence of these three physical elements indicates specific personality patterns. Corresponding to these physical aspects, he assumed three aspects of temperament; viscerotonia (love of comfort and affection), somatotonia (physical adventure and risk taking) and cerebrotonia (restraint and inhibition). Although he assumed a close relationship between respective aspects of structure and personality, there is no evidence to support this view.

3.Self theory: Intrapsychic, physiognomy and trait theories represent the traditional approaches to understanding the complex human personality. Self-theory rejects both psychoanalytic and behaviouristic conception of human nature as too mechanistic portraying people as creatures helplessly tossed about by internal instincts or external stimuli. Carl Rogers and his associates have developed the self-theory that places emphasis on the individual as an initiating, creating influential determinant of behaviour within the environmental framework. To understand the Roger's theory we have to understand a) the self-concept, b) the organism, and c) the development of self.

A) Self-Concept- The most important concept in Roger's theory is the self. The self consists of all the perceptions, ideas, values, and characteristics that characterize 'I or Me'. It includes 'What I am' and 'what I can do'. Rogers defines the self-concept as 'an organized, consistent, conceptual gestalt composed of perceptions of I or me and the perceptions of the relationships of I or me to these perceptions'. Here 'I' refers to the personal self, and 'me' and the perceptions of the relationships of I or me to these perceptions'. Here 'I' refers to the personal self, and 'me' refers to the social self.

B) The organism- The organism is essentially the locus of all experience. The totality of experience is the field known to the person himself and is frequently referred to as frame of reference; Behaviour of an individual is largely determined by this field and not by the stimulating conditions of events in the external field or environment.

C) The development of self-personality- Rogers feels that the fundamental force motivating the human organism is self-actualization i.e. “a tendency toward fulfilment, toward the maintenance and enhancement of the organism. The tendency of self-actualization of both the organism and the self is subject to the profound influence of the social environment. In the childhood itself, when his parents evaluate the child's behaviour

continuously, he will be in a position to discriminate between thoughts and actions that are considered 'worthy' and 'unworthy'. He will be able to exclude the unworthy experiences from his self-concept.

Traits of Personality

Personality traits are the enduring features that define an individual's behavior. A personality trait is a unique feature in an individual. Psychologists resolved that there are five major personality traits and every individual can be categorized into at least one of them. These five personality traits are –

- Extrovert
- Neurotic
- Open
- Agreeable
- Conscientious

Major Personality Attributes

Following are the five major personality attributes that influence OB –

Locus of Control

Locus of control is the center of control of an individual's code of conduct. People can be grouped into two categories i.e., internals and externals respectively.

People who consider themselves as the masters of their own fates are known as internals, while, those who affirm that their lives are controlled by outside forces known as externals.

Before making any decision, internals actively search for information, they are achievement driven, and want to command their environment. Thus, internals do well on jobs that craves complex information processing, taking initiative and independent action.

Externals, on the other hand, are more compliant, more willing to follow instructions, so, they do well in structured, routine jobs.

Machiavellianism

Machiavellianism is being practical, emotionally distant, and believing that ends justify means.

Machiavellians are always wanting to win and are great persuaders. Here are the significant features of a high-mach individuals –

- High-Machs prefer precise interactions rather than beating about the bush.
- High-Machs tend to improvise; they do not necessarily abide by rules and regulations all the time.
- High-Machs get distracted by emotional details that are irrelevant to the outcome of a project.

Self-esteem

It is the extent up to which people either like or dislike themselves. Self-Esteem is directly related to the expectations of success and on-the-job satisfaction.

Individuals with high self-esteem think that they have what it takes to succeed. So, they take more challenges while selecting a job.

On the other hand, individuals with low self-esteem are more susceptible to external distractions. So, they are more likely to seek the approval of others and to adapt the beliefs and behaviors of those they respect.

Self-monitoring

Self-monitoring is the capability of regulating one's behavior according to social situations. Individuals with high self-monitoring skill easily adjust their behavior according to external, situational factors. Their impulsive talents allow them to present public personae which are completely different from their private personalities.

However, people with low self-monitoring skills cannot cover themselves. Regardless of any situation, they are always themselves. They have an attitude of, "what you see is what you get."

Risk taking

People differ in their willingness to take chances, and it is the degree to which an individual is willing to take chances and make risky decisions. 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.

Type A Personality

The theory describes a Type A individual as ambitious, rigidly organized, highly status conscious, can be sensitive, care for other people, are truthful, impatient, take on more than they can handle, want other people to get to the point, proactive, and obsessed with time management.

The Type A personality generally lives at a higher stress level. This is driven by-

- They enjoy the achievement of goals, with greater enjoyment in achieving of more difficult goals. They are thus constantly working hard to achieve these.
- They find it difficult to stop, even when they have achieved goals.
- They feel the pressure of time, constantly working flat out.
- They are always moving, walking, eating rapidly, and they cannot cope with leisure.
- They strive to think or do two or more things at once.
- They hate failure and will work hard to avoid it.
- They are generally pretty fit and often well-educated.

Type B Personality

The theory describes Type B individuals, as a contrast to those with Type A personalities.

By definition, people with Type B personality generally live at a lower stress level and typically work steadily, enjoying achievements but not becoming stressed when they are not achieved. When faced with competition, they do not mind losing rather they enjoy the game.

They may be creative and enjoy exploring ideas and concepts. They are often reflective, thinking about the outer and inner worlds. This is driven by-

- They work steadily, enjoying achievements but not becoming stressed when they are not achieved.
- They never suffer from a sense of time urgency with its accompanying impatience.
- They play for fun and relaxation, rather than to exhibit their superiority at any cost.
- They may be creative and enjoy exploring ideas and concepts.
- They are often reflective, thinking about the outer and inner worlds.

Personality Traits: Big Five Personality Traits and Myers-Briggs Type Indicator

Personality traits reflect people's characteristic patterns of thoughts, feelings, and behaviors. These imply consistency and stability; someone who scores high on a specific trait like Extraversion is expected to be sociable in different situations and over time. Thus, trait psychology rests on the idea that people differ in terms of where they stand on a set of basic trait dimensions that persist over time and across situations.

Big Five Personality Traits- Ernest Tupes and Raymond Christal advanced the initial model based on work done at the U.S. Air Force Personnel Laboratory in the late 1950s.

J.M. Digman proposed his five-factor model of personality in 1990, and Goldman extended it to the highest level of organizations in 1993.

The Big Five personality traits, also known as the five factors model (FFM), is a widely examined theory of five broad dimensions used by some psychologists to describe the human personality.

Each of these five factors is actually a sort of mega pair of opposites;

1. Openness v. Closedness,
2. Conscientiousness v. Spontaneity,
3. Extroversion v. Introversion,
4. Agreeableness v. Hostility,
5. Neuroticism v. Emotional stability.

Let's discuss all the Big Five personality traits.

Trait	Description
Openness	Being curious, original, intellectual, creative, and open to new ideas.
Conscientiousness	Being organized, systematic, punctual, achievement-oriented, and dependable.
Extraversion	Being outgoing, talkative, sociable, and enjoying social situations.
Agreeableness	Being affable, tolerant, sensitive, trusting, kind, and warm.
Neuroticism	Being anxious, irritable, temperamental, and moody.

1. Openness to experience

Openness addresses one's range of interests. Extremely open people are fascinated by novelty and innovation. It is a general appreciation for art, emotion, adventure, unusual ideas, imagination, curiosity, and variety of experience.

People who are high in this trait tend to be more adventurous and creative. People low in this trait are often much more traditional and may struggle with abstract thinking.

2. Conscientiousness

Conscientiousness is a tendency to show self-discipline, act dutifully, and aim for achievement against measures or outside expectations. It is related to the way in which people control, regulate, and direct their impulses.

High conscientiousness is often perceived as stubborn and obsessive. Low conscientiousness is flexible and spontaneous but can be perceived as sloppy and unreliable.

3. Extraversion

Extraversion reflects a person's comfort level with relationships. Extroverts are characterized by excitability, sociability, talkativeness, assertiveness, and high amounts of emotional expressiveness.

Introverts are less sociable, less talkative, less assertive, and more reluctant to begin a new relationship.

4. Agreeableness

The agreeableness trait reflects individual differences in general concern for social harmony. They are generally considerate, kind, generous, trusting and trustworthy, helpful, and willing to compromise their interests with others.

High agreeableness is often seen as inexperienced or obedient.

They value harmony more than they value their own say. Low agreeableness personalities are often competitive or challenging people, which can be seen as aggressive or untrustworthy. They focus more on their own needs than the needs of others.

5. Neuroticism

Neuroticism is the tendency to experience negative emotions, such as anger, anxiety, or depression. It is sometimes called emotional instability, or in reverse, it is referred to as emotional stability. A high need for stability manifests as a stable and calm personality but can be seen as uninspiring and unconcerned.

A low need for stability causes a reactive and excitable personality, often very dynamic individuals, but they can be perceived as unstable or insecure.

Big five personality traits were the model to comprehend the relationship between personality and organizational behaviors.

Myers-Briggs Type Indicator

What's Your Personality Type?

Use the questions on the outside of the chart to determine the four letters of your Myers-Briggs type.
For each pair of letters, choose the side that seems most natural to you, even if you don't agree with every description.

1. Are you outwardly or inwardly focused? If you:

- Could be described as talkative, outgoing
- Like to be in a fast-paced environment
- Tend to work out ideas with others, think out loud
- Enjoy being the center of attention

then you prefer

E
Extraversion

- Could be described as reserved, private
- Prefer a slower pace with time for contemplation
- Tend to think things through inside your head
- Would rather observe than be the center of attention

then you prefer

I
Introversion

2. How do you prefer to take in information? If you:

- Focus on the reality of how things are
- Pay attention to concrete facts and details
- Prefer ideas that have practical applications
- Like to describe things in a specific, literal way

then you prefer

S
Sensing

- Imagine the possibilities of how things could be
- Notice the big picture, see how everything connects
- Enjoy ideas and concepts for their own sake
- Like to describe things in a figurative, poetic way

then you prefer

N
Intuition

3. How do you prefer to make decisions? If you:

- Make decisions in an impersonal way, using logical reasoning
- Value justice, fairness
- Enjoy finding the flaws in an argument
- Could be described as reasonable, level-headed

then you prefer

T
Thinking

- Base your decisions on personal values and how your actions affect others
- Value harmony, forgiveness
- Like to please others and point out the best in people
- Could be described as warm, empathetic

then you prefer

F
Feeling

4. How do you prefer to live your outer life? If you:

- Prefer to have matters settled
- Think rules and deadlines should be respected
- Prefer to have detailed, step-by-step instructions
- Make plans, want to know what you're getting into

then you prefer

J
Judging

- Prefer to leave your options open
- See rules and deadlines as flexible
- Like to improvise and make things up as you go
- Are spontaneous, enjoy surprises and new situations

then you prefer

P
Perceiving



Whereas the Big-Five has recently emerged from considerable basic research and has generally been demonstrated to significantly relate to job performance, the MBTI is based on a very old theory, has mixed at best research support, but is widely used and very popular in real-world career counseling, team building, conflict management, and analyzing management styles.

In the 1920s, based on the classical work of Carl Jung the Swiss Psychiatrist, the Myers-Briggs Type indicator ask people how they usually feel or act in particular situations.

Based on the answers received, people are differentiated in terms of four general dimensions: sensing, intuiting, judging and perceiving. He felt that although people had all four of these dimensions in common, they differ in the combination of their preferences of each.

After around 20 years after Jung developed his theoretical types, in 1943, a mother-daughter team of Isabel Myers and Katherine Cook Briggs developed a 100-item personality test asking participants how they usually feel or act in particular situations to measure the preferences of traits. Here they said about 16 distinct types of personality traits.

Sixteen Primary Traits

1. Reserved Vs. Outgoing.
2. Less intelligent Vs. More intelligent.
3. Affected by feelings Vs. Emotional more stable.
4. Submissive Vs. Dominant.
5. Serious Vs. Happy-go-lucky.
6. Expedient Vs. Conscientious.
7. Timid Vs. Venturesome.
8. Tough-minded Vs. Sensitive.
9. Trusting Vs. Suspicious.
10. Practical Vs. Imaginative.
11. Forthright Vs. Shrewd.
12. Self-assured Vs. Apprehensive.
13. Conservative Vs. Experimenting.
14. Group dependent Vs. Self-dependent.
15. Uncontrolled Vs. Controlled.
16. Relaxed Vs. Tense.

The MBTI is a popular instrument used to assess personality types.

How Personality Traits Influencing Organizational Behavior

- Self-Monitoring.
- Self-Efficacy.
- Proactive Personality.
- Self-Esteem.
- Locus of Control.
- Risk-Taking.
- Positive and Negative Affectivity.
- Type A Personality.
- Type B Personality.
- Machiavellianism.
- Motivation.
- Work Ethic.

Self-Monitoring- Self-monitoring refers to the extent to which a person is capable of monitoring his or her actions and appearance in social situations. Their greater ability to modify their behavior according to the situation's demands and manage their impressions effectively is a great advantage for them. In general, they tend to be more successful in their careers. They are rated as higher performers, and emerge as leaders.

Self-Efficacy- Self-efficacy is a belief that one can perform a specific task successfully. It is the belief that we can do something is a good predictor of whether we can actually do it.

Proactive Personality- Proactive personality refers to a person's inclination to fix what is perceived as wrong, change the status quo, and use initiative to solve problems. Instead of waiting to be told what to do, proactive people take action to initiate meaningful change and remove the obstacles they face along the way.

Self-Esteem- Self-esteem is the degree to which a person has overall positive feelings about his or herself. People with high self-esteem view themselves in a positive light, are confident, and respect themselves. In the other hand, people with low self-esteem experience high levels of self-doubt and question their self-worth. They are attracted to situations in which they will be relatively invisible, such as large companies.

Locus of Control- Locus of control deals with the degree to which people feel accountable for their own behaviors. The people who believe that they control their destinies have been labeled internals, whereas the latter, who see their lives as being controlled by outside forces, have been called externals. Individuals with a high internal locus of control believe that they control what happens to them is their own doing, while those with a high external locus of control feel that things happen to them because of other people, luck, or a powerful being. It is possible that internals take more responsibility for their health and adopt healthier habits, while externals may see less of a connection between how they live and their health. Successful entrepreneurs tend to have high levels of internal locus of control.

Risk-Taking- People differ in their willingness to take chances, and it is the degree to which an individual is willing to take chances and make risky decisions. 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.

Positive and Negative Affectivity- Some people seem to be in a good mood most of the time and others seem to be in a bad* mood most of the time regardless of what is actually going on in their lives. Positive and negative affectivity traits manifest this distinction. Positive affective people experience positive moods more frequently, whereas negative affective people experience negative moods with greater frequency. Negative affective people focus on the “glass half empty” and experience more anxiety and nervousness. Positive affective people tend to be happier at work and their happiness spreads to the rest of the work environment. As may be expected, this personality trait sets the tone in the work atmosphere. When a team comprises mostly negative affective people, there tend to be fewer instances of helping and cooperation. Teams dominated by positive affective people experience lower levels of absenteeism.

Machiavellianism- Machiavellianism is another important personality trait. This concept is named after Niccolo Machiavelli, a sixteenth-century author.

In his book entitled *The Prince*, Machiavelli explained how the nobility could gain and use power more easily. Machiavellianism is now used to describe behavior directed at gaining power and controlling the behavior of others. Research suggests that Machiavellianism is a personality trait that varies from person to person.

Generally, high Machs manipulate more, win more, are persuaded less, and persuade others more than do low Machs. Yet these high Mach outcomes are moderated by situational factors. It has been found that high Machs flourish-

- when they interact face to face with others rather than indirectly,
- when the situation has a minimum number of rules and regulations, it allows freedom for creativeness, and
- when emotional involvement with details irrelevant to winning distracts low Machs.

Motivation- Sometimes it is difficult to understand what motivates a person. Some people are motivated solely by money; if they are promised of a raise or bonus, they are likely to work harder. Other people prefer recognition among their peers, so celebrating their successes at a staff luncheon or sending out a recognition email to the staff could keep those employees working at full steam. Other people are self-motivated and work hard for the personal satisfaction they receive when they achieve the goal. So firstly, the way of motivating the persons should be understood.

Work Ethic- A strong work ethic develops in employees who make their jobs a high priority. Some employees might perform adequately, but without fervor or any indication they are at work for more than a paycheck. People with a weak work ethic often require more management and oversight to keep them focused on their work, while people with a strong work ethic typically work well with minimum oversight.