

Personality

Personality is an important aspect in organisation setting. While perception, learning and motivation deals with specific aspects of human behaviour personality deals with whole man concept as it affects the various psychological processes. Thus personality is an important element in determining human behaviour.

Personality

The term 'Personality' has been derived from Latin word 'Persona' which means 'To speak through'.

The Latin term refers to the mask which the Actors used to wear in ancient Greece and Rome.

Thus personality is used in terms of influencing others through external appearance.

However more external appearance which is also important for personality characteristics does not make the whole personality.

Personality

Concept:

The term Personality is used by people frequently but there is no CONSENSUS about its meaning. It may mean different things to different people.

To some it means a 'general sum of traits or characteristics of the person and to others it refers to 'unitary mode of response to life situations'. Thus prevails a greater controversy over the meaning of personality.

Moreover Allport has identified FIFTY different definitions on personality. Based of these definitions he has categorized them into FIVE areas. They are Omnibus, Integrative and configurational , Hierarchical , Adjustment and Distinctiveness.

- Omnibus: This definition views personality as sum total of properties or qualities.
- Integrative and configurational: This view of personality highlights that organisation of personality is stressed.
- Hierarchical: This specifies that various levels of hierarchy exist.
- Adjustment: This view stresses the adjustment of person to the environment.
- Distinctiveness: This view stresses the uniqueness of personality.

Personality

Thus based on the above categorization the definition is 'Personality is a set of characteristics and tendencies that determine the commonalities and differences the behaviour (Thoughts, feelings , actions) of people that have continuity in time and is based on the social and biological pressures' .

Based on the definition we can say that:

- Personality has both internal and external elements. The external elements traits are that which is observable behaviours that we can notice in individuals' personality. Eg: Sociability. The internal elements refer the thoughts, values and genetic characteristics that we can infer from behaviour.
- Individuals personality is relative stable. if it changes then it is only after a very long time or after a result of traumatic events.

Personality

- An individual's personality is both inherited and shaped by the environment. The basic personality is inherited from our parents and they are altered by some life experiences.
- Each individual is unique in his behaviour and there are striking differences among individuals.

PERSONALITY IS SUM TOTAL OF INTERNAL AND EXTERNAL TRAITS OF AN INDIVIDUAL WHICH ARE RELATIVE STABLE AND WHICH MAKE AN INDIVIDUAL DIFFERENT FROM OTHERS.

Personality

The various Personality Theories and their Groupings

1. Psychoanalytic theory
2. Socio-psychological Theory
3. Trait Theory
4. Self Theory.

Psychoanalytic theory

Psychoanalytical theory (Sigmund Freud) is based on the notion that ‘man is motivated more by unseen forces than he is controlled by conscious and rational thought’

Through his study he concluded that major motivating force in man was ‘unconscious framework’. The framework contain THREE aspects namely Id, Ego and Super ego. They are very much interrelated.

□ The Id: It is the source of psychic energy and seeks immediate gratification for biological or instinct needs. Freud classified these instincts as Life instincts and death instincts. The life instincts are Hunger, Thirst and Sex.

The Id would proceed without any checks to satisfy the motives particularly the sexual relations and pleasures if it is not channeled by Ego framework of individual.

Thus an individual matures he learns to control the id, but it still becomes the driving force of individual and also important source for thinking and behaving.

Psychoanalytic theory

□ The Ego: The ego is the conscious and logical part of human personality and is associated with reality principle. While the id represents the unconscious part and ego is the conscious part.

The Ego keeps the Id in check through the realities of external environment through Intellect and Reason.

In the functioning of Id and Ego part of human Personality many conflicting situations arise because Id wants immediate pleasure and Ego dictates it to either deny or postpone to more appropriate time and place.

In order to resolve the conflict between the two the Ego gets the support from super Ego.

Psychoanalytic theory

□ The Super Ego: The super ego represents the social and personal norms and serves as ethical constraint on behaviour. It is also referred to as conscience. The super ego provides norms to the ego to determine what is wrong or right.

However the person is not aware of functioning of super ego and conscience is developed by absorption of cultural values and norms of society.

This theory is based on theoretical conception and it gives an insight of personality structure and idea of unconscious motivation.

Socio-psychological Theory

The socio-psychological personality theory recognizes the interdependence of the individual and society.

The individual strives to meet the needs of the society while society helps the individuals to attain his goal. Out of this interaction, personality of individual is determined.

This theory accepts that socio-psychological factors determine personality

Trait Theory

This Theory stresses that 'Individual's Personality is composed of definite pre-dispositional attributes called Traits' .

Trait is defined as Distinguishable, relative Enduring way in which one individual differs from another.

Thus traits are considered as individual variables.

Assumptions of this theory:

- Traits are common to many individuals and vary in absolute amount between individuals.
- Traits are relative stable and exert universal effects on the behaviour regardless on the environment situation.
- Trait can be inferred from measurement of behaviour indicators.

Trait Theory

- **Allport** has identified the distinction between common traits and personal traits. Common traits are used to compare people. He has identified SIX categories of values namely religious, social, economic, political, aesthetic and theoretical.

The personal traits are those which are unique in nature. They are Cardinal (most pervasive) central (Unique and limited) and secondary (Peripheral). This unique trait emphasizes the psychology of individual.

- **Cattell** has identified two categories of traits namely surface traits and source traits.
- He identified thirty-five surface traits. Eg. wise-foolish, honest-dishonest, affectionate-cold etc. These traits lie on the surface of personality and are largely determined by underlying source traits.
- He has identified twelve source traits. Eg: Affectothymia (good nature and trustfulness) VERSUS sizothymia (critical and suspicious). Dominance VERSUS submissiveness.

Self Theory /organismic theory/ Field theory

This theory emphasizes the totality of individual and interrelatedness of all behaviour. According to this theory there are FOUR factors of self concept.

- Self Image: It is the way one sees oneself. So every person has certain beliefs about who and what he/she is and all this beliefs together makes the self-image or identity. This indicates the reality of the person as perceived by him.
- Ideal-self: The ideal-self denotes the way one would like to be. It indicated the ideal position as perceived by him.
- Looking glass self: It is the perception of a person about how others are perceiving his qualities and characteristics.
- Real self: The real self is what actually or really he/ she is.

In an organisation, a person perceives a situation depending upon his self concept which has influence on his behaviour. So a person with a different self concept needs different managerial practices.

Development / Shaping of personality

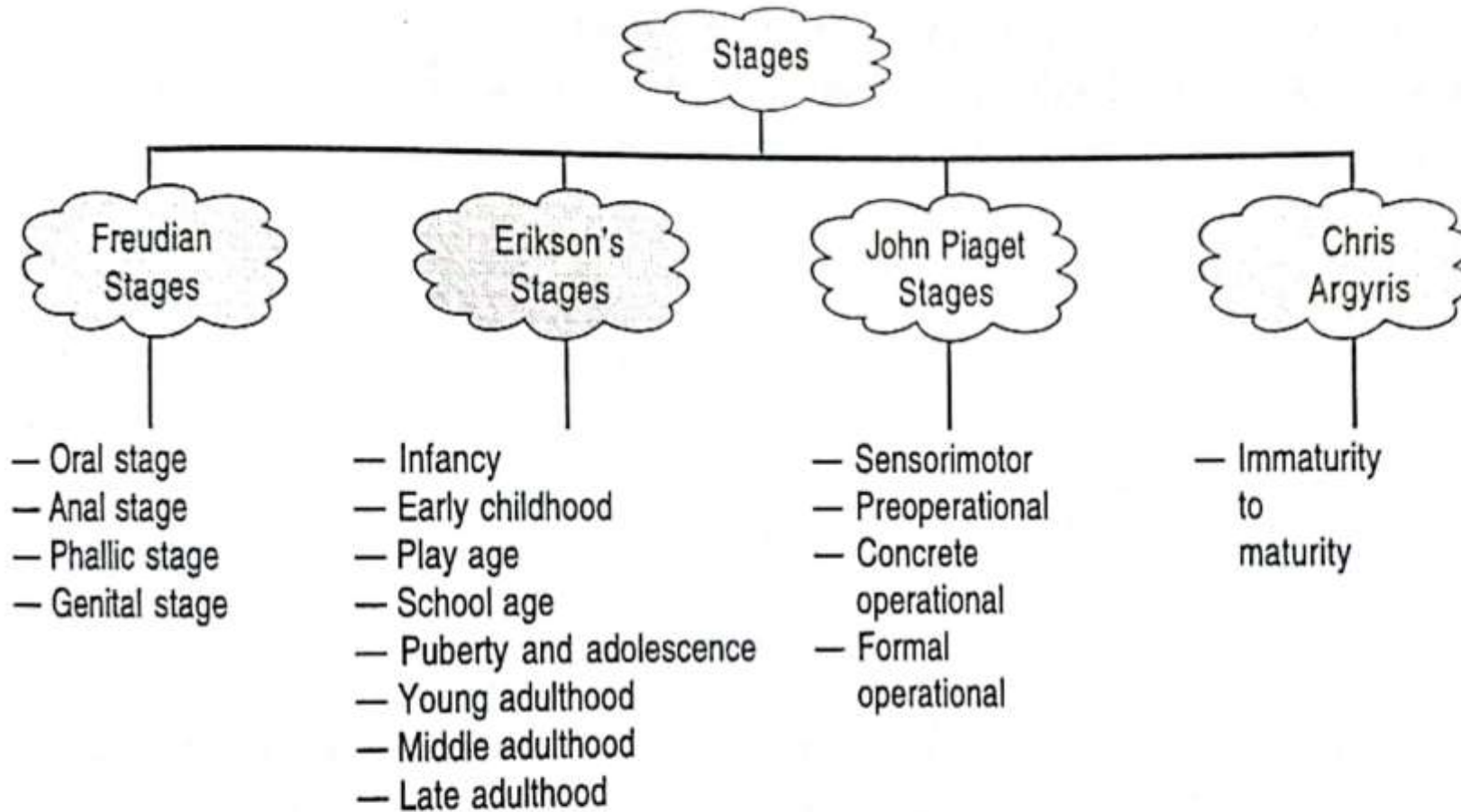


Figure 6.1:
Shaping of
Personality

Development / Shaping of personality

- Human personality development is continuous process.
- It starts when the child is in fetal stage. After birth, the child develops and learns and it continues through out his life.
- So personality development can be seen through different stages of age of individual. These stages has been described by different personality experts.

Development / Shaping of personality

Freudian stages: According to Freud, personality develops as a result of interaction of FOUR main sources of stress. They are physical growth stress, frustration conflicts and threats.

These sources of stress affect differently at each stages of the life of a person and they are classified into FIVE categories: Oral stage, anal stage, phallic stage, latency stage and general stage.

Freud believed that these stages are the driving forces of personality development.

- Oral Stage: It covers from birth stage to 18 months of age.
- Anal stage: It covers from 18 months to 3 years.
- Phallic stage: It covers from 3 to 7 years.
- Latency stage: it starts from 7 to 12 years.
- Genital stage: It starts from 12 to 20 years.

Non-Freudian Theory/Erikson's Theory

- He along with other psychologists emphasized the role of environmental variables in the development of personality. He has identified various psychological stages that help in development of personality.
- He identified that there are existence of crisis in each stages of life which helps in development of personality.

Table 5.1: Erikson's Psychological Stages

<i>Stage of development</i>	<i>Age</i>	<i>Crisis</i>
Oral sensory stage	0-1	Trust <i>versus</i> mistrust
Mascular and anal stage	1-2	Autonomy <i>versus</i> doubt
Locomotor genital stage	3-5	Initiative <i>versus</i> guilt
Latency stage	6-puberty	Industry <i>versus</i> inferiority
Puberty and adolescence	12-19	Indentity <i>versus</i> confusion
Early adulthood	Early 20s	Intimacy <i>versus</i> isolation
Young and middle adulthood	Late 20s	Generativity <i>versus</i> stagnation
Mature adulthood	30s	Integrity <i>versus</i> despair

Immaturity/Maturity Continuum

Chris Argyris has proposed that personality rather than going through precise stages progresses along a continuum – Immaturity as a infant to maturity as an adult.

Table 5.2: Immaturity-maturity continuum

Immaturity characteristics

Passivity
Dependence
Capable of behaving in a few ways
Shallow interest
Short-term perspective
Subordinate position
Lack of self-awareness

Maturity characteristics

Activity
Independence
Capable of behaving in many ways
Deep interest
Long-term perspective
Superordinate position
Self-awareness and control

Implications of the theory

- According to Chris Argyris :
- Very few people develop to full Maturity .
- Immaturity tends to exist in individuals not because of their laziness but because of their organisational setting and management practices.
- Usually when individuals join the organisation they are given very little opportunity to control the environment so they become passive, dependent and being subordinate.
- The people's immaturity is built by the nature of formal organisation which is based on classical approach of management (task specialisation, chain of command, unit of direction and span of management along with organisation structure, directive leadership ,controls and SOP which restrict initiative and creativity of individuals.)

Jean Piaget Theory of Personality

- His theory focuses on the cognitive or conscious stages of personality development.
The conscious instinct are important variables of personality.
- He identified FOUR stages of personality:
- Sensorimotor (0-2 Years): the infants respond to stimuli directly
- Pre-operational stage (2-7 years): The child learns to separate himself from environment and classifies objects through the use of symbols and words.
- Concrete operational stage (7-11 years): Intellectual understanding of various concepts
- Formal operational stage (11 and above): Reasoning takes place on abstract things.

Determinants of Personality

The factors that affect the personality of an individual can be classified into FOUR broad categories:

- Biological factors
- Family and group factors
- Cultural factors
- Situational factors

□ Biological factors: The biological factors can be divided into THREE main categories: Heredity, Brain and physical stature.

Heredity: Transmission of qualities . The transmission of physical and psychological characteristics occurs (but no conclusive proof). But heredity plays an important role in development of personality.

Brain: Right side and left side of brain affects the development of personality and size of the brain influences the personality development.

Determinants of Personality

Physical features: Personality here refers to physical features of person, but not true. But the physical features will have some influence on the personality of individual.

□ Family and Social factors: Family and social factors have significant influence on personality development. They have their impact through socialization process and Identification processes.

Socialisation process: It is a process by which an infant acquires behavioural pattern by birth which are according to the standards of his family and social groups.

The Socialisation process starts when the individual gets in contact with his/her mother and later on from members of his family and social groups.

Identification processes: It occurs when the individual identifies himself with some person whom he feels ideal in the family.

The Identification refers to similarity of behaviour(Feelings and attitude) with the ideal (model). Later the child desires to be like the model and later takes on the attributes of the model.

Determinants of Personality

- Socialisation and Identification processes is influenced by Home environment, Family members and Social groups.
- Home environment: It is considered as critical factor in development of personality. Eg: Child which is brought-up in an Institutional set-up or in a home with unstimulating environment will become emotional maladjusted.
- But a child which is brought up by parents in a warm, loving and stimulating environment will have good personality.
- Family members: parents and family members have strong influence on the personality development of child.
- Social Groups: Besides home environment and family members , social groups have strong influence on personality .
- The social groups include outside the home like particularly school, friends and other work groups.

Determinants of Personality

- ❑ Cultural factors: Culture is an underlying factor influencing in personality. It determines the attitude towards independence, aggression, competition and co-operation. Each culture expects and trains its members to behave in ways that are acceptable to the group.
- ❑ Situational factors: Situation has an powerful influence on personality. Based on the situations , the personality of individual changes.

Personality and Behaviour

- Personality has key influence on work performance.
- In jobs where human interaction is particularly high, personality is a major determinant of how and what has to be done.
- Some of the important personality factors that determine the kind of performance is achieved or what kind of behaviour is exhibited at work place are:
- Self concept and self esteem, need patterns, Machiavellianism, locus of control, tolerance of ambiguity, Type A and Type B Personalities , Introversion-Extroversion and work-ethic orientation.

Personality and Behaviour

Self concept and Self-Esteem:

- Self concept refers to the way individuals define themselves as to who they are.
- Self esteem denotes the extent to which they consistently regard themselves as capable, important and worthy individuals. Self esteem determines how a manager perceives himself and their role inside the organisation.
- People with high self esteem tend to take a more challenging jobs and assignments and significantly contribute to the effectiveness if they are rewarded suitable.

Personality and Behaviour

Need patterns: According to the personality characteristics there are FOUR types of needs that people have at work. They are:

- Need of achievement, Need of affiliation, Need for autonomy and need for dominance.
- Individuals who have high need for achievement engage themselves proactively in work behaviour in order to feel proud about their achievements and successes.
- Individuals who have high need for affiliation work co-operatively with others.
- Individuals who have high need for autonomy like to work in an environment which has less close supervision.
- Individuals who have high need for dominance are effective in an environment where they can actively enforce their legitimate authority.

Personality and Behaviour

- Machiavellianism: It refers to manipulation of others as the primary way to achieve one's own goals.
- Machiavellianism can be measured and various Mach scores are determined.
- A person with high Mach score tends to be cool, logical in assessing the system around them, willing to twist and turn facts to influence others, try to gain control of people, events and situations by manipulating the system to their advantage.

Personality and Behaviour

- Locus of control: It means that whether people believe they are in control of events, or events control them.
- Those who have internal locus of control believe that they control and shape the course of events. .
- Those who have external locus of control tend to believe that events occur purely by chance or by factors beyond their control.
- People with internal locus of control seek opportunities for advancement and depend more on their abilities and judgement at work.
- People with external locus of control remain mostly inactive and allow events occur on their own.

Personality and Behaviour

Tolerance of ambiguity: Based on the personality characteristics people can tolerate high level of ambiguity without stress and will be able to function effectively.

But some people with low level of ambiguity will be effective in structured work setting and will be impossible to operate effectively in rapidly changing environment.

Generally managers have to work in an environment in full of uncertainty because of rapid change so it is essential that managers develop high level of tolerance for ambiguity.