

CHAPTER

6

Personality

Learning Objectives

- ❑ **Meaning and Definition of Personality**
 - Effect on self concept
- ❑ **Theories of Personality**
 - Type theories
 - Psycho-analytic theory
 - Self theory
 - Trait factor theory
 - Socio-psychological theory
- ❑ **Factors/Key Determinants of Personality**
 - Biological contributions
 - Socialisation process
 - Cultural and familial contributions
 - Situational factors
- ❑ **Significant Personality Traits Impacting Organisational Behaviour**
 - Big five personality factors
 - Locus of control
 - Goal orientation
 - Self esteem
 - Machiavellianism
 - Dogmatism and Authoritarianism
- ❑ **Introversion versus Extroversion**
- ❑ **Emotional Intelligence and its Impact on Personality**
 - Meaning and EQ components

Preview Case

AZIM PREMJI — THE MAN WHO COULD CONVERT THE OIL MILL INTO A SOFTWARE EMPIRE

In 1947, Mohamed Hussain Hasham Premji started an oil mill called the Western India Vegetable Products Ltd., in Amalner in Maharashtra. The mill went about its business of turning the local groundnuts into vanaspati, the hydrogenated oil of choice in Indian kitchen.

Azim Premji, the present Chairman, Wipro Technologies, had to cut short his engineering studies at Stanford to take over the business when his father died of heart attack in 1966. It was hard to abandon college and plunge into the vanaspati business. It was sometime later in the mid 1980's that the company now known by its acronym, Wipro, made a significant entry into Bangalore. Azim Premji has come a long way. He can easily be said to be the man who first led India's charge into the knowledge economy by entering the computer business soon after IBM was forced to leave in 1979. From there he has led Wipro to achieve the Software Superpower status.

Azim Premji — An unusual personality of an Indian businessman

Premji is a champion of integrity — He prefers taking the stairs most days, to his Spartan office situated on the 10th floor of a high rise building in Bangalore. He is *an incorruptible* businessman — his company has withstood power blackouts and official harassment for its refusal to bribe. Even though Wipro is a family firm, neither does his two sons nor do any of his relatives work there. Premji *doesn't believe in unwanted extravagance* — he avoids five star hotels, travels economy and shuns publicity.

Premji is a *picture of calm* and has a *quiet determination* about everything he does. Premji has adopted an empowerment strategy with the various heads of division and group of companies (Wipro Ltd., Wipro Systems etc.,) preparing their own business plans. His determination is visible in his finally obtaining a bachelor's degree in electrical engineering from Stanford in September 2000. Premji over a period of six months did two major term papers and picked up the required 22 credits under the guidance of a Stanford professor.

For all his wealth and achievement, Azim Premji *always aims high*. He is a firm *believer in putting in an honest day's work* though his work stretches anywhere between 12 to 14 hours. He *prefers to keep a low profile* — he shuns industry associations and society do's with equal vigour. In fact, before the stock markets and the new economy exploded, no one really knew or thought too much of Azim Premji. Because Premji's enduring passion is Wipro — and only Wipro.

The personality of Azim Premji has unwillingly served as an inspiration for hundreds of technical persons — around the country and also within his company — those who have struck out on their own.

Personality can be termed as *the dynamic organisation within the individual, of those psychophysical systems that determine his unique adjustments to his environment*. 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.

Thus, 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. In this chapter 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. The chapter concludes with a discussion on emotional intelligence, which is considered (by employers) to be more effective than intelligence quotient.

MEANING AND DEFINITION OF PERSONALITY

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.



A friendly match between Cricketers and Film Stars

There is no single definition of personality universally acceptable as the term personality has been defined from various perspectives¹. 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 as Latin words *per sona*, meaning “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 said in relation to the “something” mentioned above. 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 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 the social and biological pressures of the moment”².

Thus from the above definition we can see that the personality theory is given as a *general theory of behaviour* — i.e., describes 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 or may not respond as others do in a particular situation. This complexity makes the task of working and managing employees very challenging. And finally Maddi’s definition talks of personality being ‘stable’ and having “continuity in time”. Studies have indicated that an individual’s personality development occurs to a certain extent throughout life, though the greatest changes occur in early childhood³. In simple words, an individual’s personality may change over a period of time.

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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 or her self perceived competence and self image. Whereas, self efficacy is concerned with self perceptions of how well a person can cope with situations as they arise. According to John Miner, self esteem is a generalised trait, while self efficacy is situation specific⁴. 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

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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.

THEORIES OF PERSONALITY

There are several personality theories but we have touched upon only a few ones here.

A. 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. For examples refer to Table 6.1.

Table 6.1 : Some examples of type theories

<i>Characteristics/features</i>	<i>Personality</i>
• A short, plump person	sociable, relaxed and even-tempered.
• A tall, thin person	restrained, self conscious, lonely (introvert).
• A heavy, muscular person	noisy, callous, fond of physical activity.

Limitations

- Even though a person's physique could have some influence on his/her personality, the relationship is much more subtle than what the classification implies.
- 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 more happy dealing with abstract things. Even though type theories involving psychological factors provide a simple way of looking at personality, they have the following limitations.

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 discreet separate types.
- Though it provides a simple way to identify a personality, it does not touch upon the various complexities of personality.

B. 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 predispositional 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.*⁵

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 (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.⁶ This uniqueness may be:

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

Raymond Cattell 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 twelve 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 on⁷.

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.

Limitation

- 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.

Read Box 6.1 which talks of Bill Gates — a powerful person in the world.

C. 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, many others such as Carl Jung, Alfred Adler, *et al.*, 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 channelised into acceptable ways by the ego. The id continuous 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 and by absorbing 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.

Criticism/Limitations

- 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 based on 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, responsibility etc.

Box 6.1 : Straight From The Gates : Never Do What I Think

Billskrieg: There's No Space For Two Microsofts

Where do you want to go today, Microsoft asked in its famous ad campaign a few years ago. If you'd asked that question yesterday, most of India Inc. would have had one answer: the Regal Room at The Oberoi in Mumbai, to listen to Bill Gates, presented by The Economic Times.

It was standing room only, with every CEO worth his software scrambling for a seat, as the world's richest man — and head of the world's largest charitable state — took the stage. Even as his lynx-eyed personal security squad watched from the sidelines, the legend settled back in his seat with his trademark grin, chatting a moment with Nita Ambani on his left, or shaking a hand with Vinod Khanna on his right. He sat back completely relaxed, looking like he had all the time in the world instead of having spent the day zipping in and out of meetings at the speed of thought, while Mukesh Ambani, chairman of Reliance welcomed and introduced Bill Gates.

The Regal Room has been the venue for quite a few power-packed shows presented by ET, but last night, the gravity-defying combined star power of India Inc. came not to shine, but to be dazzled. And Bill lived up to the expectations of an already-wowed audience. Casually dressed and relaxed, Mr Gates talked with passion and panache about his pet project, the Tablet PC and the digital future. But it was later when he fielded a variety of questions, from open source operating systems to AIDS, that flashes of the Microsoft Mastermind came through: "If you're 20 years old, Indian, and starting up, you should be doing something that I'm not thinking about. Because if I am thinking about it, then..." he shrugged. Or "How you can create a Microsoft out of India? There can't be two Microsofts, but I see some very good unique product companies developing over the next decade from India." As Bharat Puri, managing director, Cadbury said, "What you have to admire is the quality of his vision and how simply he puts it with no jargon. An outstanding thinker."

(Source : The Economic Times, Bangalore, 13th November 2002)

WHAT TRAITS CAN BE USED TO DESCRIBE THIS POWERFUL PERSONALITY WHO NEEDS NO INTRODUCTION?

D. 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.

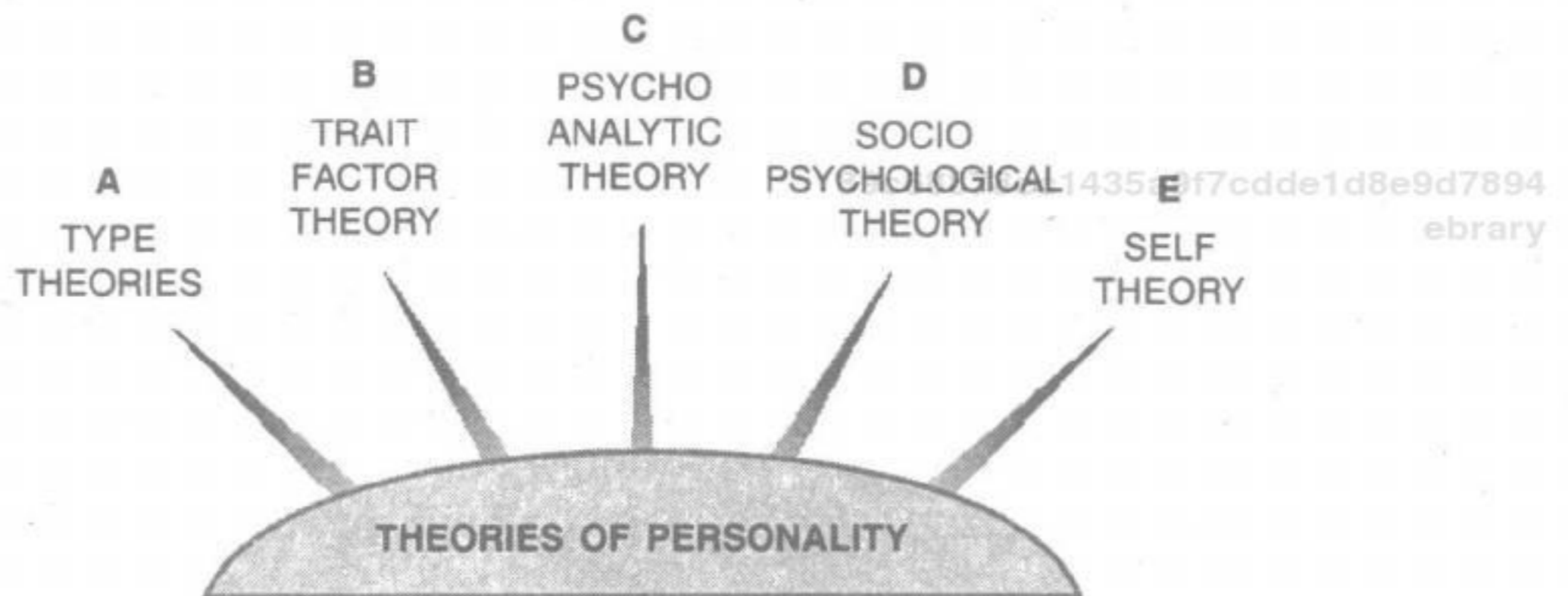
This theory *differs* from psychoanalytic theory on two counts:

- 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.

Criticism

- The theorists have accepted that though socio-psychological factors determine personality, there is no general agreement on the relative importance of these factors.
- 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.

Figure 6.1 : The Various Theories of Personality

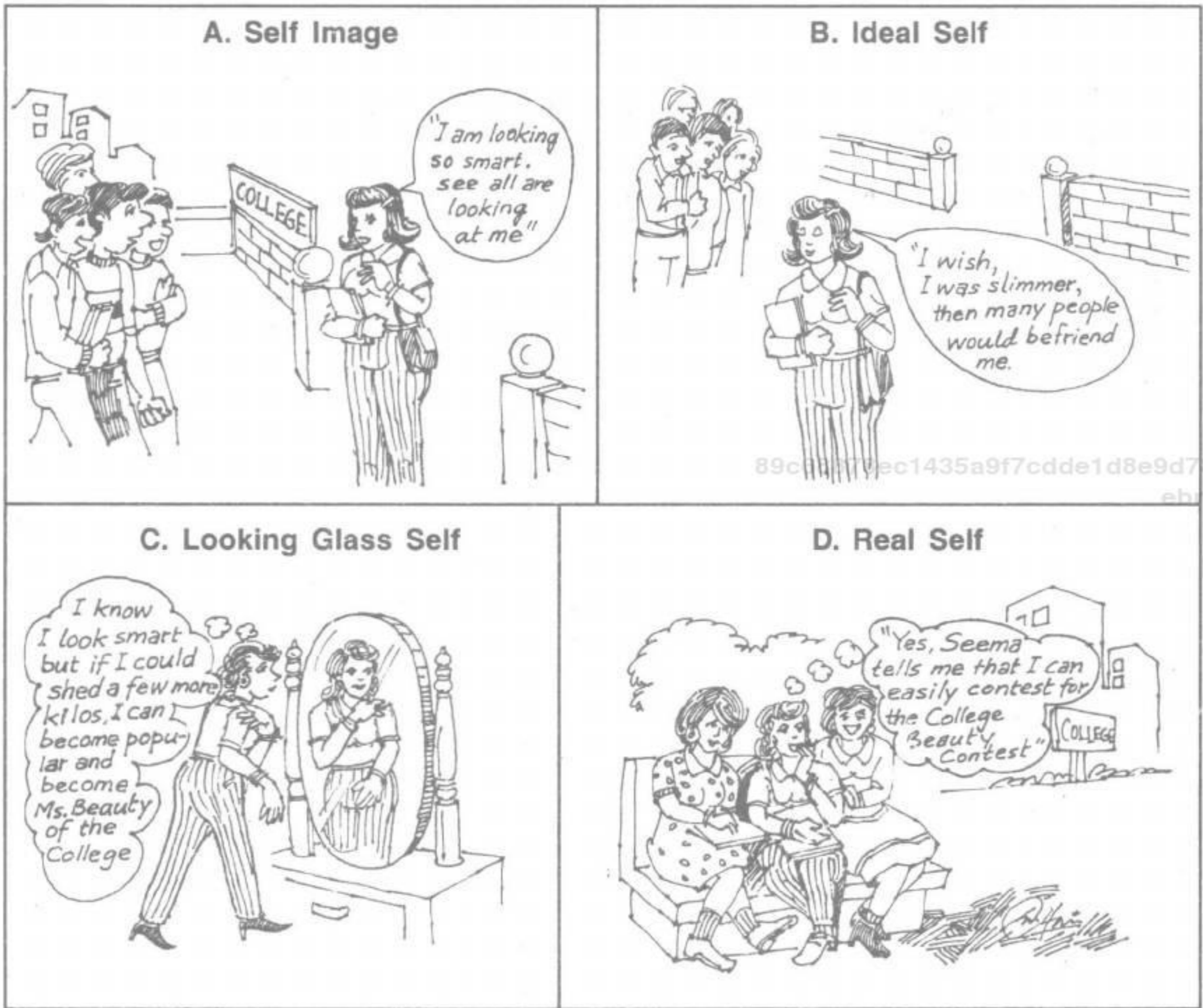


E. Self Theory

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 interrelatedness of all behaviour. This theory considers the organisation as a whole to a greater extent than any of the other theories. Many of the note worthy names associated with this approach include: Maslow, Herzberg, Lewin, Rogers, *et al.* 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 relationships between 'I' or 'me' with others to the various aspects of life alongwith the values attached to these perceptions⁸. The self concept includes four factors.

- Self image*: This is the way one sees oneself based on one's beliefs about who or what they are.
- Ideal self*: This denotes the way the person would like to be (as perceived by the individual).
- 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.
- Real self*: This implies that real self is what one really is.



Self Theory

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. Though to some extent Rogers agreed with Freud that at times people get emotionally disturbed displaying abnormal impulses, anger and bitter feelings, antisocial actions, but 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 them to actualise, maintain or enhance themselves so as to become the "best" that their inherent nature will permit them to do.

FACTORS/KEY 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 alongwith 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.

Biological Contributions

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

Figure 6.2 : Factors that determine personality

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Biological Contributions	Cultural and Familial Contribution	Socialisation Process	Situational Factors
<ul style="list-style-type: none"> • Heredity • Genetic engineering and intelligence • Managerial thinking • Split-brain thinking or psychology • Bio feedback • Physical characteristics and the rate of maturing 	<ul style="list-style-type: none"> • Learning content • Values system • Beliefs • Traits such as independence, aggressiveness etc. 	<ul style="list-style-type: none"> • Social groups • Peer • Organisations 	<ul style="list-style-type: none"> • Place of work

FACTORS INFLUENCING PERSONALITY DEVELOPMENT

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Heredity

Heredity refers to those factors such as physical stature, facial beauty, muscle composition etc., which are considered to be determined at conception. This is a very pronounced and yet undecided area of understanding.

Though through research some credibility can be given to support the view that heredity does play an important role in moulding an individual’s personality⁹.

It has been found through research that both physical and psychological characteristics can be transmitted at birth. We take the famous example of the identical twins called ‘*Jim Twins*’. Research found some strange similarities in their lives. These two twins were separated at birth and adopted by different people, and yet when they were reunited at the age of 39, were found to have startling similarities. A few are given here:

- Both had wives with similar names.
- Their son’s names were also similar.
- Both had named their dogs “toy”.

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- They both had circular benches made around a tree in their courtyard.
- Both had believed of having suffered from heart attacks when they had not.
- Both smoked the same cigars and suffered from migraine attacks at around the same time in their lives.

There are other such noted examples also. In spite of having been brought up in different environment, the identical twins case only re-inforces the belief in heredity because of the uncanny similarities.

Another research with some more than 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

Recent 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 which was scheduled to arrive in January 2003. All such research studies will definitely have an impact on the future of mankind. There is an underlying belief that certain factors can be influenced by heredity.

Box 6.2 : Cloned baby to arrive in Jan.

Rome: Controversial Italian gynaecologist Severino Antinori said a woman carrying a cloned human embryo should give birth in early January.

He told journalists the woman's pregnancy was in its 33rd week, and the male foetus, which weighs 2.7 kg, is healthy and has "more than a 90 per cent chance" of being born.

The gynaecologist also confirmed that two other women are pregnant with cloned embryos — one of them in the 28th week and the other in the 27th week.

He refused to name the country or countries concerned or provide further details, but said all three women are "in the same geographical zone."

The doctor, who first announced the pregnancies in April, insisted he had not carried out the procedure himself, and that his involvement was merely "cultural and scientific". Italy is preparing to pass legislation that would impose tough penalties for anyone involved in cloning humans.

Antinori, 57, shot to notoriety in 1994 when he succeeded in helping a 63-year-old post-menopausal Italian woman become pregnant through fertilisation treatment administered at his Rome clinic.

Panda clone: In Beijing, Chinese scientists are close to cloning the endangered giant panda. "Cloning of the giant panda, known as a 'living fossil on earth' may soon be achieved," Chen Dayuan, chief Scientist of a panda cloning programme in Chinese Academy of Sciences said.

(Source : *The Times of India*, Bangalore, 28, November 2002).

Note: Not much is known about the further development in case of the birth of the cloned baby (Box 6.2). Although there were some reports in the newspapers stating that there seemed to be a controversy with the concerned persons refusal to submit the results, the procedure adopted and other information for scientific scrutiny.

Geneticists are supported by educational psychologists like Arthur Jensen 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. Thus the measurement of intelligence is another major issue and it will take some time after the cloned baby is born and lives for a reasonable time for concrete conclusions to be drawn about the matching of human, physical and mental characteristics to the desirable extent.

Box 6.3 : To A Global Village

He's one knight of JRD's Round table who has gone out gently and honourably — after decades at the helm of the most profitable company of the Tata group.

Fakir Chand Kohli, a name almost synonymous with the House of Tata. No, make that a name synonymous with the Indian information technology sector. Kohli spent his entire career overseeing the ebb and flow of a sector that, despite the slowdown, still rules the roost in Corporate India. Though not a software engineer, he was entrusted the task of running the infant, one-year-old Tata Consultancy Services in 1969.

Since then, F.C. Kohli has grown in stature, and for a long, long time was seen as the thought leader of the IT industry.

When Kohli joined TCS, it was a fledgling six-member unit. And one of the first projects it won was managing the punch-card operations of Tisco, a group company. Kohli laid down a growth plan for TCS which would be the envy of software companies even today. He wanted TCS to stand on its own feet. To do that the company had to grow at 100% every year for the next five years — which it did. The whole offshore model on which the Indian software industry thrives would have taken off late in India had TCS not got permission in the 1970s to import IBM main-frames into India. Software companies such as Wipro, Infosys and Satyam emerged in the late 1980s and the early 1990s without let or hindrance, thanks to the efforts of the visionary Mr Kohli. Moreover, all these companies came together in 1991 to form Nasscom, their very own lobbying body with the government.

TCS, under Kohli, followed the Tata philosophy of developing local industry. Under him, there was also a strong emphasis on research and development. TCS' achievements today are innumerable, just like those of Fakir Chand Kohli himself.

The managerial thinking determinant of personality — F.C. Kohli who was conferred the "Lifetime Achievement" as a part of the *Economic Times Awards for Corporate Excellence* in the year 2002.

Management thinking

Based on research studies conducted, some behavioural scientists 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 Konosuke 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.

Box 6.3 gives information on Mr. F.C. Kohli, who can easily be said to have the traits relevant for management thinking.

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*"¹⁰. 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 then 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 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 etc., 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 from the equipment attached to the body, the person can learn to control the body process in question. Bio feedback is being useful in medicine in countries like the USA.

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 etc., 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 (i.e., endomorphic, ectomorphic, mesomorphic) 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.

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-inforcement of what is learned) i.e., 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. For instance, how a baby is fed or toilet trained or the transition process when a person attains adulthood (after completing the adolescence stage) are all culture specific.

Certain personality traits such as independent, aggressive, competitive and co-operative can be culturally determined. For instance, it is a part of the Western culture to encourage individuals to become independent and competition oriented at an early age, whereas far Eastern cultures do not permit this. Even in India, independence of the person at an early age is not encouraged. This means that a person who is brought up in the USA and exposed to the Western culture will portray a different personality compared to one who is brought up in the Eastern culture. It is to be noted that if a person by birth is an Indian but brought up in say, the USA, he is likely to depict Western type of personality.

Box 6.4 : Because Jerry Can

Sometimes it takes a poet to make it possible. Sometimes it is a poet who can see it before anybody else. Jaithirth (Jerry) Rao, poet, CEO and chairman of Mphasis-BFL, founded Mphasis in 1998, when dot-coms were beginning to acquire flavour. His favourite poem TS Eliot's "Love song of Alfred Prufrock" sums it up: to become an entrepreneur in your middle age is not the easiest thing to do. To exchange your Citigroup visiting card for non-entity status is, to say the least, a traumatic experience.

When millions of dollars were flowing into anything from garage cans to table tops with a .com in its name, Jerry started another IT company in California. He was not swayed by the hype or fads around him, he focused on the industry he knew. After working for more than 2 decades in banking, he built Mphasis to leverage his experience in banking.

Jerry Rao has always believed in taking risks. He left Citibank at the height of his career to start Mphasis. When he was with Citibank he was the hottest rod in town, he talked and Citi listened. Then he decided "to dare". Jerry along with a colleague and friend Jeroen Tas from Transaction Technologies started Mphasis. He roped in three other founder members and raised close to \$5m.

When he started Mphasis he knew the importance of using India as an offshore development centre. The merger with BFL in February '00 happened due to common venture funds Barings. BFL with 1,000 people and Mphasis with 250 people.

BFL software got access to the high profile customer list of Mphasis, expertise in banking domain area and Jaithirth Rao. Mphasis got a development centre in Bangalore and a listing on an Indian stock exchange. Mphasis grew at the height of the dotcom boom when growth was everything, and even IT companies forgot about profitability. Mr Rao was however focused on the bottomline inspite of the venture funds egging him to grow faster and faster. In April '00, when the merger with BFL took place, both companies were making losses.

A year down the line with a workforce of 1,400 people, revenues had jumped to \$64m — a growth of 88%. By the third quarter they were profitable, ahead of their own guidance due to the focus on cash flows and not growth *per se*. From being the 20th in the list of Nasscom's top 20 exporters from the country, Mphasis-BFL moved to 14th and is now in the top ten software exporters from the country after the June quarter growth announcements.

Jerry feels that the years have mellowed him and his ambition has moved from wealth generation to job creation. Today, he is more enthusiastic about the 1,000 jobs that his ITES business Msource generated in the last one year and there's more to come, he believes.

[A] Mr. Jaithirth Rao 'Entrepreneur of the year' ET Awards for Corporate Excellence.

What would Gandhi have thought of the internet? Given the popular image of the Mahatma as 'a passionate opponent of modernity and technology' (Salman Rushdie), you would probably think the internet would have been a target of his sardonic wit.

Yet, if you consider what Prof. M.S. Swaminathan has done, putting the internet to good use by taking it to villages and bridging the digital divide, Gandhi would have probably equated it with the sewing machine, of which he said "one of the few useful things ever invented".

Today, thanks to internet and the pioneering work of Prof. Swaminathan, fishermen in a number of villages in the south are no longer victims of the vagaries of weather when they go into seas. In other places, armed with market price information, they are not as susceptible to exploitation by middlemen as before while selling their produce. For Prof. Swaminathan, this is an application of Gandhiji's concept of *antodaya*, 'emancipation of the poorest person'.

Evidently he is not someone who rests on his laurels — and he has won many. In his late seventies, he still spends a lot of time making a difference to society, to the country. Not that he had not done it earlier. Think of the country's food security, the green revolution and India becoming this year the largest exporter of rice and wheat in Asia — ahead of even China. All these carry Prof. Swaminathan's signature.

Prof. Swaminathan, today continues his good work through his MS Swaminathan research foundation. The foundation's efforts to bridge the digital divide is just one of its many activities. Swaminathan has also been instrumental in revolutionising the other knowledge industry — biotech.

His foundation has joined hands with the Tamil Nadu government to set up an exclusive biotech park for women in Chennai.

[B] Prof. M.S. Swaminathan 'Life Achievement' ET Awards for Corporate Excellence.

CAN THE ABOVE TWO PERSONALITIES (BOXES 6.4 & 6.5) BE DEPICTING THEIR INFLUENCE OF A PARTICULAR CULTURE?

And the vice versa also holds true. 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.

Culture generally prescribes and sets limitations on what an individual can be taught. The task of selecting, interpreting and dispensing the culture usually is 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 which one is exposed to also, can substantially shape one's personality. For instance, children brought up in formal institutions such as orphanages, remand homes, prisons etc., 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.

Box 6.6 : Personality Development

As individual's mature, they develop habit patterns or conditioned responses to various stimuli. The sum of these habit patterns, as perceived by others, determines their personality.

$$\text{habit a} + \text{habit b} + \text{habit c} + \dots + \text{habit n} = \text{personality.}$$

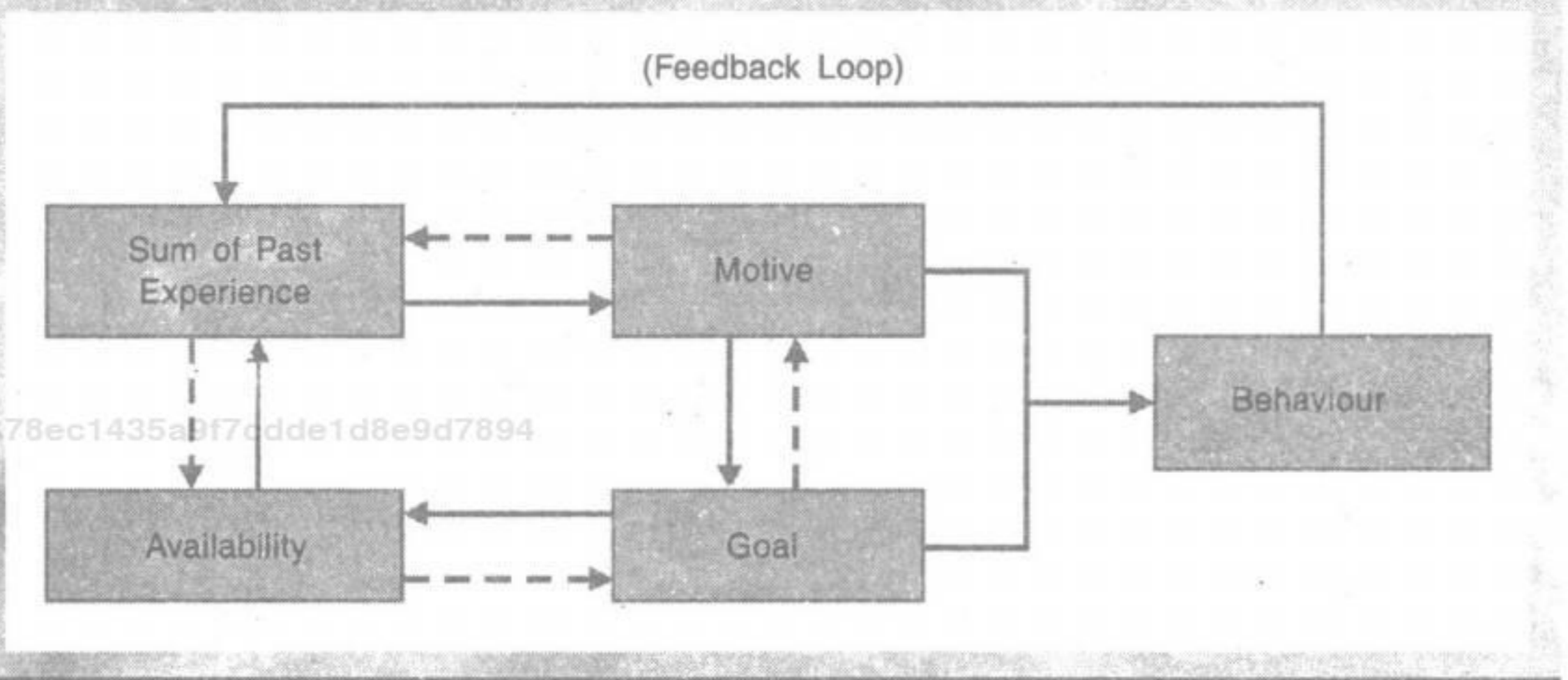
As individuals begin to behave in a similar fashion under similar conditions, this behaviour is what others learn to recognise as 'them' — as their personality. They expect and can even predict certain kinds of behaviour from these people.

Changing Personality

Many psychologists contend that basic personality structures are developed quite early in life. In fact, some claim that few personality changes can be made after ages 7 or 8. Using a Feedback Model, we can understand why it tends to become more difficult to make changes in personality as people grow older.

When an individual behaves in a motivating situation, that becomes a new input to that person's inventory of experience, as shown in the Figure 6.3 below. The earlier in life that this input occurs, the greater its potential effect on future behaviour. The reason is that, early in life, this behaviour represents a larger portion of the total past experience of a young person than the same behaviour input will later in life. In addition, the longer behaviour is reinforced, the more patterned it becomes and the more difficult it is to change.

Figure 6.3 : Feedback Model



(Source : Paul Hersey, K.H. Blanchard and D.E. Johnson, "Management of Organizational Behavior", 8th edn., Pearson Education Asia, Delhi, 2002, pp. 35-36).

James Abegglen had worked on a research of 20 cases study where he tracked the impact of the parents on the personalities of very successful executives¹¹. The findings were as follows

- Negative identification (i.e., where a son wanted to be unlike his father) worked as a major motivating force for the son throughout his life).
- Another interesting though inconclusive finding was — (a) The first born and only children have a stronger need to affiliate as compared to children born later (b) The first borns are likely to be more senior, less care free and could cause problems in comparison to those born later.

Nair, Suja R., Organisational Behaviour, Mumbai, IND: Himalaya Publishing House, 2010. ProQuest ebrary. Web. 19 July 2016. Copyright © 2010. Himalaya Publishing House. All rights reserved.

- Few advocates of birth order data opine and have a firm belief in the possibility of being able to determine major personality attributes of a person solely on the basis of position in the family constellation.

Some psychologists had made eight combinations of oldest and youngest brothers of one or more brothers (OBB & YBB) and oldest and youngest brothers of sisters (OBS & YBS). These combinations included equal number of male and female counterparts. The findings were — for instance, an OBB is a good worker and independent or that YBB is greatly loved by women but is not a very regular worker. However, the data is to be collected in a more scientific manner if such studies are to be used as basis for selecting employees.

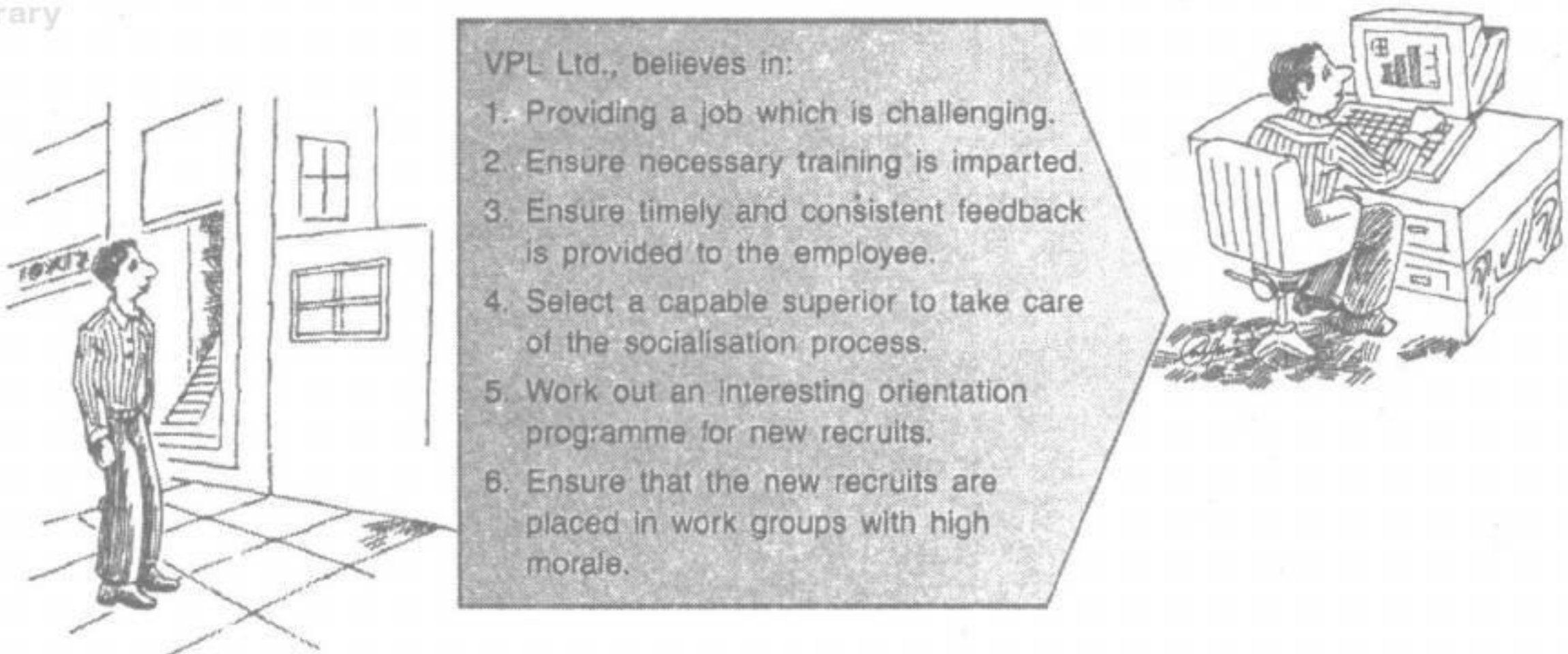
Impact of the Socialization Process on Personality

A very relevant aspect is the influence of certain persons, groups and even organisations (simply put as the socialisation process) 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 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 a 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. Some of the do's which any company can take care of in order to have a good organisational socialisation are as given in the illustration below.

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Successful Socialisation can lead to Employee Satisfaction

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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. Thus the socialisation process is in sync with the social learning perspective.

Situational Factors

It is noticed that an individual's personality though usually stable and consistent, can change in different situations. (i.e., situational requirement). Thus, depending on the situational demand, certain aspects of the personality may also change accordingly. Box 6.7 illustrates this with an example of the 'Shri Mahila Griha Udyog'.

This *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. We take an hypothetical case to understand this.

Box 6.7 : For The Secret Seven, It's A Question Of Lijjat

Their small, nondescript vans often go unnoticed amid the swank new cars on the road. But the Lijjat Papad vans represent a quiet, stolid and most importantly, home-grown success story.

A must on every dinner table, Lijjat Papad is also a Rs. 315-crore business. Today, its contribution is as much to the palate as to the self-employment of women in India. It all started 43 years ago. On March 15, 1959 to be precise. When seven middle-aged Gujarati housewives — Jashwantiben Popat, Parvatiben Thobhani, Navalben Kundaliya, Bhanuben Tanna, Labhuben Gokani, Jayaben Vithlani and Ujamben Lakhani — gathered on the terrace of one of the old chawls in Girgaum for their annual summer routine: making papads for their families. This time, however, something changed. The 'seven sisters' decided to use their papad-making skills to create a business. Deriving inspiration from a well-known social worker Chhaganlal Karamshi Parekh, known as Chhaganbapa, they began to add more people.

After seven years, in 1996, the group got formal recognition and Shri Mahila Griha Udyog came into being. It was registered under the Public Trust Act and Societies Registration Act. That was followed by valuable acknowledgment as a 'Village Industry' from the Khadi & Village Industries Commission.

Shri Mahila Griha Udyog resolved to be a women's organisation of the women by the women and for the women. Just like the nature of the business, the way it's run is simple, practical and focused. Only women can become members and all members are also owners and fondly referred to as 'sisters'. Self-reliance was the policy and no monetary help was to be sought. From a modest beginning in 1959 with sales turnover of Rs. 6,196, Mahila Griha Udyog has 62 branches and 40 divisions across India. 40,000 women are employed by and are co-owners of the organisation. The Rs. 315-crore turnover today includes Rs. 12 crore in exports.

Along with its famous papads it has various products in its stable, ranging from khakhras, appalams, spices, wheat flour, bakery products, rotis, SASA Detergent powder, SASA Detergent Cake (Tikia), SASA Nilam Detergent Powder, SASA Liquid Detergent etc.

(Social and situational factors can also influence personality development).

(Source : *The Economic Times*, Bangalore, 21, August 2002).

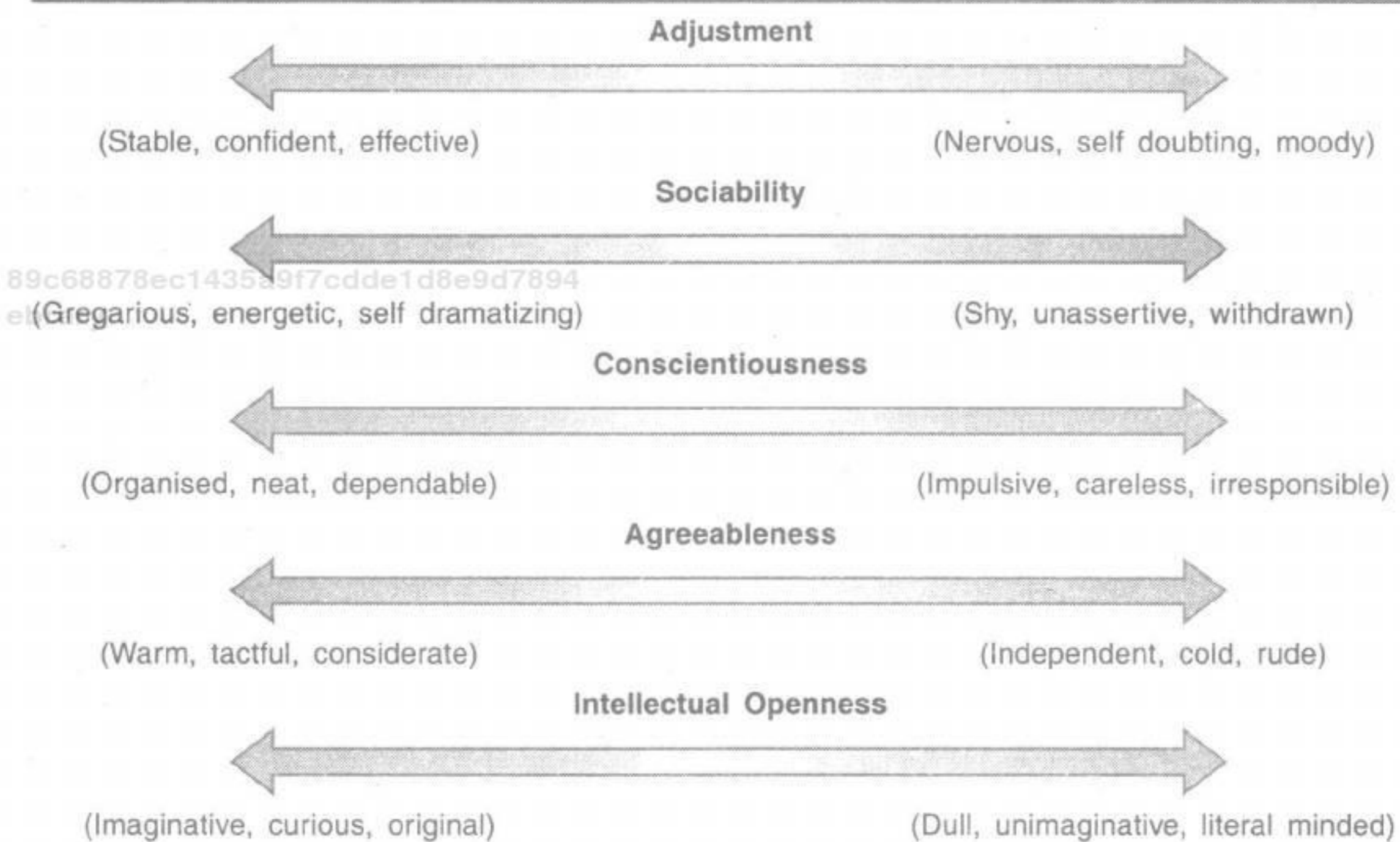
Suppose there is a person whose developmental history has shaped a personality who has a high need for power and achievement. If this person is put in a bureaucratic set-up, he may develop

frustration and behave apathetically and aggressively. Thus on the face, the individual may seem to be lazy and a troublemaker. And yet his developmental history had indicated him to be a hard worker, having zeal and enthusiasm to forge ahead. Thus, because of the numerous potential combinations and the individual, it may not be possible to make an accurate prediction based on the development history alone on how that individual's personality can be behaviourally expressed. As Stanley Milgram has stated "A situation exerts an important press on the individual. It exercises constraints and may provide push. In certain circumstances it is not so much as the kind of person a man is, as the kind of situation in which he is placed, that determines his actions." Read Box 6.6 on Personality Development.

SIGNIFICANT PERSONALITY TRAITS IMPACTING ORGANISATIONAL BEHAVIOUR

Personality trait typically refers to the basic components of personality. Trait 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. So recent researchers have 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. This Big five personality factors is shown in Figure 6.4.

Figure 6.4 : The "Big Five" Personality Factors



(Source : McCrae, R.R. and Costa, P.T., "A Five Factor Theory of Personality" In L.A. Pervin and O.P. John (eds.) *Hand book of Personality*, 2nd edn., New York, Guilford, 1999, pp. 139-153).

As seen in Figure 6.4, each factor 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 *sociability* (gregarious, energetic), at the other extreme the person will be considered to 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 a particular trait 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.

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**

i.e., Individuals with high self esteem are likely to be attracted towards high status jobs and also select unconventional jobs as compared to individuals with low esteem.

- **Self esteem affects individuals in how they set goals and attach value in attaining them**

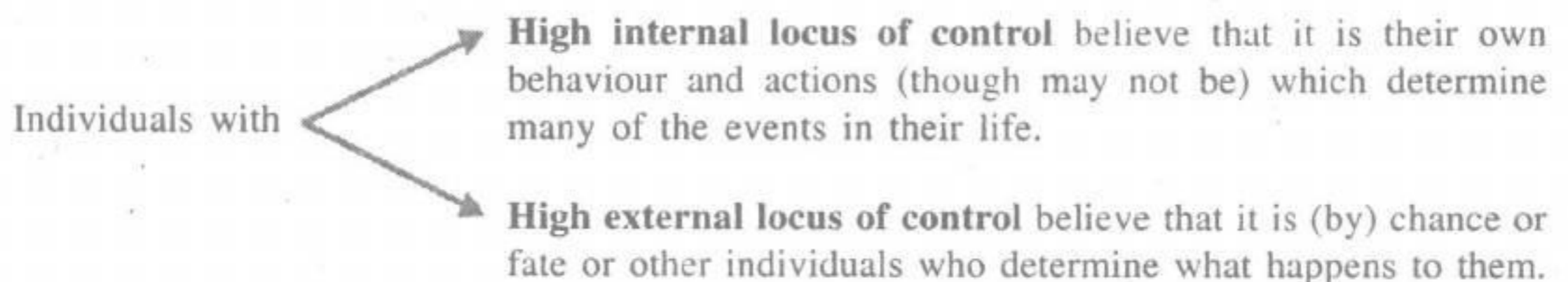
i.e., Employees with high self esteem set high goals for themselves and place more value on actually attaining goals. And this would work the other way round in case of employees with low self esteem.

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 tasks assigned and thus having positive links to achievement^{1,2}.

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.

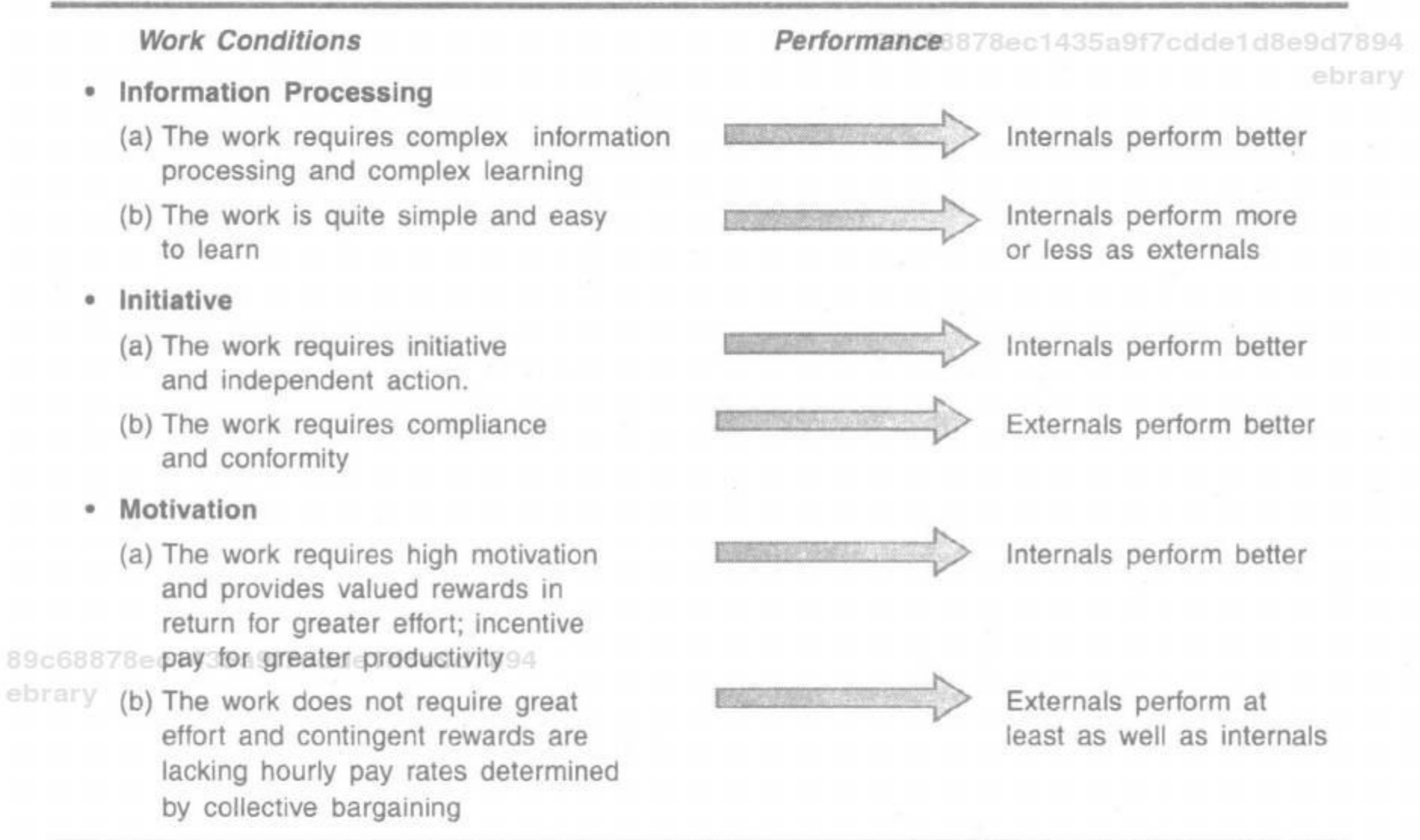


The locus of control aspect can be considered to be a part of the *conscientiousness* factor.

It is reported that *internals*:

- Can control their own behaviour better
- Are more active politically and socially
- Seek more information about their situations than externals
- And are more likely to try and persuade others though are less likely to be influenced by others
- And are more achievement oriented than externals
- Are able to adjust more readily to international transfers when compared to managers with a high external locus of control¹³. Figure 6.5 reveals a few of the important relationships between locus of control and job performance.

Figure 6.5 : Relationship between Locus of Control and Job Performance



(Source : Miner, J.B., "Industrial Organisational Psychology", New York: McGraw-Hill, 1991, p. 151).

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 *Mach* 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 face to face rather than indirect situations. Whereas, situations involving minimum rules and regulations and emotional involvement with details irrelevant to winning is a cause of distraction for low Machs.

For instance, where jobs involve good bargaining skills (could be negotiations with labour) or where rewards are awarded for good performance and winning (commissioned sales) Machiavellians can perform better¹⁴.

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) *A Performance Goal orientation* – This is a predisposition to demonstrate and validate competence by trying to obtain favourable judgments from others (such as one’s supervisor) and refrain from negative judgments¹⁵. Table 6.1 gives an example of Academic Goal Orientation.

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.

Table 6.2 : Academic Goal Orientation

ACADEMIC GOAL ORIENTATION

Instructions

People have different ideas about the purpose of college. Read each statement below and select an answer from the following scale that reflects how much you agree or disagree with the statement.

- | | | |
|--------------------|-------------------------------|-----------------------|
| 1 = Strongly agree | 4 = Neither agree or disagree | 7 = Strongly disagree |
| 2 = Agree | 5 = Sort of disagree | |
| 3 = Sort of agree | 6 = Disagree | |

LEARNING GOAL ORIENTATION SCALE

1. I prefer challenging and difficult classes so that I'll learn a great deal.
2. I truly enjoy learning for the sake of learning.
3. I like classes that really force me to think hard.
4. I'm willing to enroll in a difficult course if I can learn a lot from taking it.

Total scores for learning goal orientation (sum the response to questions 1-4)

PERFORMANCE GOAL ORIENTATION SCALE

5. I think that its important to get good grades to show how intelligent you are.
6. I would rather drop a difficult class than earn a low grade.
7. To be honest, I really like to prove my ability to others.
8. I prefer to avoid situations in classes where I could risk performing poorly.

Total score for performance goal orientation (sum the responses to questions 5-8)

The scales measure your learning and performance goal orientations in an academic setting. Comparing your scores on the two scales may indicate your tendency toward either a learning or a performance goal orientation.

(Re-adapted from Hellriegel, Don, Slocum (Jr.), John W., Woodman, Richard W., "Organizational Behavior", 9th edn., South Western Thomson Learning, Singapore, 2001, p. 46).

Individuals with a *strong learning goal orientation* try to overcome failures and setbacks 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 is there to suggest that a significant amount of goal orientation can be indicative of an individual's personality¹⁶.

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. Though, the extreme 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 a environment having many people with a high level of activity.

Dogmatism and Authoritarianism

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 *high dogmatic (HD) person appears to be closed 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, structured leadership style. Both dogmatism and authoritarianism can be related to the 'intellectual openness factor' of the 'Big five' factors.

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'.

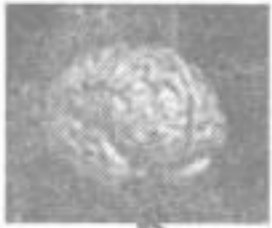
Emotional intelligence (EQ) refers to how well an individual handles himself or herself and others also rather than how smart one is or how capable one is in terms of technical skills¹⁷.

EQ is considered as the social equivalent of IQ. The five major determinants of EQ includes attributes such as *self awareness, self management, (impulse control, persistence, confidence), 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, to withstand their individual idiosyncrasies and to inspire them 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.¹⁸

Table 6.3 : Factors Contributing to Emotional Intelligence

EQ Component	Key personality traits that represent the respective EQ component
Self-awareness	Self confidence, very pragmatic in self assessment, ability to laugh at oneself
Self-management	Trustworthiness, honesty, ability to understand (empathise) others, persuade others, capable of dealing with ambiguity and willingness to change
Self-motivation	A strong achievement drive, optimistic and a high organisational commitment
Empathy	Skill of nurturing, building and retaining talent, cross-cultural sensitivity and service to employees as well as clients
Social Skills	Ability to guide efforts to change, high degree of persuasiveness and skill in building as well as leading teams.



POINTS TO REMEMBER

1. Personality can be defined as a stable 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 the social and biological pressures of the moment. When people try to understand themselves, it is termed as self concept.
2. The personality theories can be *type theories*, *trait factor theory* (personality of an individual is composed of predispositional traits), *psychoanalytic theory* (human beings are said to be motivated more by unseen forces than their conscious and rational thoughts), *socio psychological theory* (speaks of the interdependence of the individual and society), and *self theory* (it emphasises on the totality and inter-relatedness of all behaviour).
3. The factors determining an individual's personality can be broadly categorised as *biological contributions* (includes heredity, genetic engineering, managerial thinking, splitbrain thinking, biofeedback and physical characteristics) *cultural and familial contributions* (learning content, value system, beliefs, traits — independence, aggressiveness etc.) *Socialisation Process* (influence of the social groups, peer or colleagues and even the organisation on the individual) and *situational factors* (work set up of the individual may require the individual to modify his personality).
4. Personality trait refers to the basic components of personality. There are certain specific personality traits which can have an impact on the organisational behaviour. Such traits can be referred to as *self esteem* (evaluation of one self), *Locus of Control* (belief of the extent to which they can control events) *Machiavellianism* (ability to manipulate others), *Goal Orientation* (Learning Goals/Performance Goal), *Introversion and Extroversion* and *Dogmatism and Authoritarianism*.
5. The concept of Emotional Intelligence (EQ) (how well a person handles oneself and others) is being treated as an important trait (usually leadership) of personality.

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17. Refer Fisher A. Success Secret : A high emotional IQ, *Fortune*, October 26, 1998, pp. 293-298.
18. Hellriegel D.; Slocum J.W.; Woodman, R.W.; *op. cit.* p. 62.

Case Incident : Personality Clash! And Managing Teams

Anju and Ria are two sisters and the daughter of Mr O.P. Sharma and Shama Sharma. Mr. Sharma is a well known advocate practising in Surat, (Gujarat State), while Shama Sharma is a housewife. Right from childhood, the two sisters had shown different personality traits. Anju was an introvert, quite, did not express much and was always involved in doing her own things. By contrast Ria was a typical extrovert — always speaking her mind, bubbling with enthusiasm; sociable. Though Ria was usually the centre of attraction at social events and gatherings, Mr. and Mrs. Sharma, never differentiated or favoured any one child. Mr. Sharma was very busy in his professional life and so management of the house and family was totally Mrs. Sharma's priority/concern.

Mrs. Sharma was very clear in her belief that if one wants anything, nothing is impossible and also nothing can come in the way of achieving that something. Mrs. Sharma was responsible in shaping her childrens' aspirations. She always encouraged her daughters to pursue their dreams by overcoming obstacles. Anju completed her M.Sc. in Microbiology and left for the U.S., to study as a research scholar in her area of specialisation. Ria after graduation, did her M.B.A. from one of the premier institutes and through campus recruitment was placed in a MNC 'TCOLEE LTD.' This company also had a competitive culture which suited Ria's personality. Her former colleagues used to say "Ria was unafraid to speak her mind and always had an inner drive to seek greater responsibilities and promotions". Recognising her talent, the company promoted her as a team facilitator, within one one and half years, and sent her to their Singapore branch, where 150 persons were employed. Within a few months in her new position, Ria realised that her immediate Superior Rajesh's personality was very different from her former boss. Rajesh believed that situations determined behaviour and in case of situational requirement would hire persons at random and then structure the situation accordingly. As a result, Ria noticed that members of one of her team were finding it difficult to work together. She realised that it was a classic case of personality conflict as they (team members) didn't like each other and this could prove to be disruptive.

Ria called the team members and gave them a time frame within which they had to work things out. She was very firm when she spoke to the team members. "I have communicated to you all about the problems your behaviour is causing, but I hope you realise that the work has to be completed in the required time irrespective of how you get along". But even after another six months, Ria realised that the team was still not working well together, the productivity was inadequate and the morale was also low. Ria thought "I know I have to do something because it is affecting their work". After a lot of introspection, Ria decides that the best way of solving the problem was by simply dissolving the team and placing its members elsewhere rather than trying to determine who was right or wrong.

Questions for Discussion

1. What could be the key determinants involved in shaping Ria's personality?
2. There is a popular saying 'when the going gets tough, the tough get going'. In Ria's case, what are the implications of the goal orientation exhibited and why?
3. If you are asked to select candidates for developing a team at Ria's office, what traits will you look out for in prospective employees? Why?