

Personality

Personality of an individual is unique, personal and a major determinant of her behaviour.

Personality means how a person affects others and how he understands and views himself. How a person affects others depends upon his physical appearance and behaviour. Thus, personality represents the whole person concept.

A comprehensive definition of personality is given by Fred Luthans- “personality means how a person affects others and how he understands and views himself as well as the pattern of inner and outer measurable traits, and the person situation interaction.”

Determinants of Personality

Personality is determined by both Heredity and Environment.

1. BIOLOGICAL FACTORS

A.	Heredity	It means transmission of qualities from ancestor to descendant through biological channels. Physical stature, sex, facial attractiveness, reflexes etc. are inherited from one's parents.
B.	Physical Features	An Individual's external appearance may have a tremendous effect on his personality.

2. FAMILY AND SOCIAL FACTORS

A.	An infant also acquires behaviour patterns of the family and society.
B.	The status of the family in the society influences individual's perception about self, others, money etc.



3. SITUATIONAL AND ENVIRONMENTAL FACTORS	
A.	An individual's personality may change in different situations. The demands of different situations may call for different aspects of one's personality. Therefore, we should not look at personality in isolation.
4. TEMPRAMENT	
A.	the degree to which one responds emotionally to the environment defines her personality
5. SCHEMA	
A.	Schema refers to an individual's belief, frame of reference, PERSONALITY 2 perception and attitude which the individual possesses towards the management, job, working conditions, pay, fringe benefits etc. All of them together influence and drive a person's behaviour.
6. MOTIVES	
A.	Motives are inner drives of an individual. Behaviour of an individual to accomplish a goal varies because of his inner drives.

Development of Personality

There are two approaches to development of personality. First approach to development of personality attempts to identify specific physiological and psychological stages that occur in development of human personality. Second approach tends to identify important determinants of personality. First approach is theoretical while second approach is empirical in nature.



anujjindal.in

FREUDIAN
STAGES

ERIKSON
STAGES

FREUDIAN STAGES

Sigmund Freud propounded psychoanalytic theory of personality, which is based on the notion that **man is motivated more by unseen forces** than by rational thought.

He gave **3 aspects** to measure the unconscious framework that defines a person's personality.



anujjindal.in

The ID

- The ID is the source of psychic energy and seeks immediate gratification for biological and instinctual needs. Instincts could be classified under life instincts and death instincts. Life instincts are Hunger, thirst and Sex. As an individual matures he learns to control the ID.

The Ego

- The conscious and logical part of human personality that keeps ID under check. It is associated with reality principle. Ego keeps it under check through intellect and reason.

The Super ego

- The super ego represents societal and personal norms and serves as an ethical constraint on behaviour. It can best be described as Conscience. Super ego provides norms to ego that determine what is wrong and right.

According to Freud, there are **4 stages of psycho-sexual development** which define a person's personality. These are:



1. The oral stage

- It extends from birth to first year of life. In this stage mouth is used to satisfy biological drives.

2. The Anal stage

- The anal stage takes over during second and third year of life. In this stage, the focus shifts from mouth to anal region. Young children derive considerable pleasure from both retention and expulsion of faeces.

3. The phallic stage

- At about Four years of age, focus of sexual gratification shift to another erogenous body zone, the sex organs. During this stage children can be observed obtaining gratification by examining and fondling their genitalia.

4. The genital stage

- This stage runs from adolescence to adulthood. There is an increased awareness of an interest in opposite sex. There is generation of aggressive sexual impulses.

The Psychoanalytic theory of Freud is based on a theoretical conception, rather than a measurable item for scientific verification.

ERIKSON STAGES

Erikson focused more on social factors in his explanation on personality stages. He criticized Freud for his over focus on sexual and biological factors in development of a personality. **Erikson identified 8 stages of life.** According to Erikson, **each stage is confronted by a conflict that needs to be resolved** successfully before a person can move to the next stage

The 8 stages are:

1. Infancy

- the crisis resolved in infancy is trust vs. mistrust. An infant who is loved and cared for learns to trust other people. Lack of love and affection results in mistrust. Impact on an infant in this stage affects his development for the remaining life.

2. Early childhood

- the crisis resolved in early childhood is independence vs. self doubt and shame. When a child is given control over aspects that he is capable of controlling, he develops confident and autonomous. Lack of control results in self doubt.

3. Play Age

- the four and five year old child comes under play age. Here, a child likes to experiment and discover what she can do. The crisis resolved in this stage is initiative or capability vs. guilt and lack of self confidence.

4. School age

- from age 6 to 12. The crisis resolved in this age is enterprise vs. inferiority. In this stage, if a child is allowed to develop his social and physical abilities, she will develop a sense of enterprise. Control over her actions results in a feeling of inferiority.



5. Adolescence

- the crisis resolved in this stage is independent identity vs. confusion. The above 4 developments- trust, autonomy, capability and enterprise help an individual to resolve the crisis faced in adolescence by developing a separate identity.

6. Early Childhood

- during twenties, the crisis faced is intimacy vs. isolation. Deep relationships are developed after adolescence with creation of an independent identity.

7. Adulthood

- the crisis faced in this stage is generativity vs. self absorption. Generative people see the world as much bigger than themselves. Productivity and societal advancement hold more importance to them. On the other hand, self absorbed people do not develop the ability to look beyond themselves. They become absorbed in career advancement and maintenance.

8. Mature Adulthood.

- in this stage, a person develops as a highly mature personality and guides others. The crisis resolved here is integrity vs. despair.

	Stage of Development	Age	Crisis
1.	Oral sensory stage	0-1	Trust vs. mistrust
2.	Muscular and anal stage	1-2	Autonomy vs. doubt
3.	Locomotors anal stage	3-5	Initiative vs. guilt
4.	Latency stage	6- Puberty	Industry vs. inferiority
5.	Puberty and adolescence	12-19	Identity vs. confusion
6.	Early adulthood	Early 20's	Intimacy vs. isolation
7.	Young and middle adulthood	Late 20's	Generativity vs. stagnation
8.	Mature adulthood	30's	Integrity vs. despair

CHRIS ARGYRIS IMMATURITY - MATURITY THEORY

According to Chris Argyris, Personality of an **individual develops along a continuum from immaturity as an infant to maturity as an adult**. There are 7 basic characteristics in the continuum:

	IM-MATURITY CHARACTERSTICS	MATURITY CHERACTERSTICS
1.	Passivity	Activity
2.	Dependence	Independence
3.	Few ways of behaving	Diverse behaviour
4.	Shallows interest	Deep interest
5.	Short term Prospective	Long term Prospective
6.	Subordinate position	Superordinate position
7.	Lack of self-awareness	Self-awareness and control

According to Argyris, seven changes should take place in the personality of individuals if they are to develop into mature people over the years.

The seven changes are:

1.	Individuals move from a passive state as infants to a state of increasing activity as adults.
2.	Individuals develop from a state of dependency upon others as infants to a state of relative independence as adults.
3.	Individuals in only few ways as infants, but as adults they are capable of behaving in many ways.
4.	Individuals have erratic, casual, and shallow interests as infants but develop deeper and stringer interests as adults.
5.	The time perspective of children is very short, involving only the present, but as they mature, their time perspective increases to include past and future.
6.	Individuals as infants are subordinate to everyone, but they move to equal or superior positions with others as adults.
7.	As children, individuals lack an awareness of a “self”, but as adults not only they are aware of, but they are able to control “self”.

Models of Personality

MYERS-BRIGGS TYPE INDICATOR:

It is a 100-question personality test that asks people how they usually feel or act in particular situations. On the basis of answers, individuals are classified differently. There are a total OF 16 personality types according to this classification.

1.	Extraverted or introverted	Extraverts are outgoing, sociable. Introverts are quiet and shy
2.	Sensing or intuitive	Sensing types are practical and prefer routine and order. Intuitive rely on unconscious processes and look at the big picture.
3.	Thinking or feeling	Thinking types use reason and logic to handle problems. Feeling type rely on their personal values and emotions.
4.	Judging or perceiving	Judging types want control and order and a structured world. Perceiving are flexible and spontaneous.

Other Questionnaires-

- Minnesota Multiphasic Personality Inventory (MMPI)
- Sixteen Personality Factor Questionnaire (16 PFQ)

Big 5 Personality Models

According to Big Five Model, five basic dimensions underlie all others and encompass most of the significant variation in human personality. The following are the Big Five Factors:



anujjindal.in

Extraversion- It captures a person's comfort level with relationships. Extraverts tend to be Gregarious, Sociable and Assertive. Extraversion brings enhanced leadership.

Agreeableness- An individual's propensity to defer to others describes the level of agreeableness. Highly agreeable people are cooperative, warm and trusting. People who score low on agreeableness are cold, disagreeable and antagonistic. Agreeable people show lower level of deviant behaviour.

Conscientiousness- It is a measure of reliability. A highly conscientious person is responsible, organized and dependable. Conscientiousness brings longevity and higher performance.

Emotional stability- The ability to withstand stress and remain calm, self- confident defines an individual's emotional stability. ES brings higher job and life satisfaction.

Openness to Experience- Openness to experience addresses range of interests and Fascination with novelty. Open people are Creative, curious and artistically sensitive. They are also more adaptable to change.



anujjindal.in

Model of How Big Five Traits Influence OB Criteria

BIG FIVE TRAITS	WHY IS IT RELEVANT?	WHAT DOES IT AFFECT?
Emotional stability	• Less negative thinking and fewer negative emotions • Less hyper-vigilant	• Higher job & life satisfaction • Lower stress levels
Extro-version	• Better interpersonal skills • Greater social dominance • More emotionally expressive	• Higher performance • Enhanced leadership • Higher job & life satisfaction
Open-ness	• Increased learning • More creative • More flexible & autonomous	• Training performance • Enhanced leadership • More adaptable to change
Agree-ableness	• Better liked • More compliant and conforming	• Higher performance • Lower levels of deviant behavior
Conscien-tiousness	• Greater effort & persistence • More drive and discipline • Better organized & planning	• Higher performance • Enhanced leadership • Greater longevity

Self concept Theory

The theory was given by **Carl Rogers and Henry P.** self-concept has been defined as perceptions and understanding of an individual about “**I**” and “**ME**”. I is described as “personal self or one’s belief in oneself” and ME is described as “social self”. “I” is how an individual appears to others and “ME” is the mirror image of what I believe others expect from me.

According to the theory, the relationship between I and ME develops one’s personality. A person who performs his duties without attachment gets strength and is able to perform more efficiently. On the other hand, attachment reduces performance.

Socialisation Theory : Person situation interaction

Each situation is different and employees act or behave differently according to the dominating situation. The differences may seem to be very small on the surface but when filtered by the person’s cognitive process, they can lead to quite large subjective differences and diverse behavioural outcomes.

According the socialization theory, people are not static. They behave differently in different situations. Therefore, social situation has an important impact on personality.

In organizations, it has been realized that socialization impacts behaviour of employees to a large extent. Therefore, specific techniques of socialization of new employees are used by organizations. Some of these techniques are- use of mentors or role models, orientation, training and development programs, career planning etc.



Other personality traits that influence behaviour

1.	Core self-evaluation / self esteem	Core self-evaluation means how people think about themselves. People with positive core self-evaluation like themselves and see themselves as effective, capable and in control of their environment. They also perform better. Positive core self-evaluation has a positive impact on job satisfaction as well as job performance.
2.	Machiavellianism-	An individual high in Machiavellianism is pragmatic, maintains emotional distance, and believes that ends justify means. Machiavellists are high performers in the following situations • When they get to interact face to face with others, they are able to impress with their aggressive personality. • When there are minimal number of rules and regulations. • When emotional involvement distracts low machs.
3.	Locus of control- I	It refers to an individual's belief that events are either within one's control (internal) or are determined by forces beyond one's control (external). People who believe that they control their destinies are called internal and those who believe that their lives are being controlled by outside forces are called externals. Internals are found to be more satisfied with their job, have lower absenteeism, and are more socially active.



4.	Narcissism-	Narcissism is an exaggerated sense of self-importance, excessive self-admiration, and arrogance. Narcissism is derived from Greek myth of narcissus, who was so proud of himself that he fell in love with his own image. Narcissists want to gain admiration of others and receive affirmation of their superiority. They treat others as inferior to themselves. They are also selfish and exploitative.
5.	Authoritarianism-	An authoritarian personality believes in legitimacy of formal authority, views obedience to authority as necessary and holds negative views about people. He is also intellectually rigid. Authoritarian personalities are also oriented towards rules and regulations
6.	Introverts and Extroverts-	A person's sociability and interpersonal orientation define his or her being introvert or extrovert. Extroverts are gregarious and sociable individuals while introverts are shy and quiet. Extroverts are more suitable in environment requiring regular interaction while introverts are more suitable in analytical and thinking tasks.

TYPE A and TYPE B Personality

TYPE A Personality	TYPE B Personality
Is always moving	Is never in hurry
Walks rapidly	Is patient
Eats rapidly	Does not brag, play for fun not for win
Talks rapidly	Relaxes without guilt
Is impatient	Is mild mannered
Does two things at a time	Has no pressing deadline.



Measures success by quantity	
Is aggressive	
Is competitive	
Feels time pressure	