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**COMMERCE**
**Paper No. 1 Management Concepts and Organisational Behaviour**  
**Module No. 16 Personality**

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## LEARNING OUTCOMES

After studying this module, you shall be able to

- Know what does personality refer to?
- Learn the various personality traits present in people.
- Identify major determinants of personality of an individual.
- Evaluate the relationship of personality dimensions and job performance.
- Analyze how the personality can be studied to analyses organization behavior.

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## 1) INTRODUCTION

**Personality is a dynamic and organized set of individualities possessed by a person that distinctively influences his or her cognitions, emotions, motivations, and behaviors in various situations.**

Personality also refers to the pattern of thoughts, feelings, social adjustments, and behaviors consistently exhibited over time that strongly influences one's expectations, self-perceptions, principles, and attitudes. It also forecasts human reactions to other people, problems, and stress. There is no compromise on the definition of "personality. It is a multi-dimensional concept.

According to Luthans, personality means “how people affect others and how they understand and view themselves.”

According to Robbins and Sanghi personality is “sum total of ways in which an individual responds to and interacts with others.”

## 3. Personality

### 3.1 Determinants of personality

An adult's personality is affected by following determinants

**Heredity-** Heredity refers to all factors like physique, facial structure, muscle composition, gender, energy, reflexes etc. In an individual these factor are considerably or absolutely influenced by his/her parents i.e. their biological and physical features. An individual's character is affected by heredity i.e. the molecular structure of genes in his/her chromosomes. It gives him/her inborn traits and abilities.

**Environment-** Environment refers to sum total of factors like the culture one is raised in, the norms and values in the family, friends, relations, other social groups and other experiences. Norms and values in family are passed on from one generation to another. Personality is affected strongly by the environmental factors.

**Situation-** An individual's character **is** affected by situations also. An individual's personality changes in different situations. Different situations may affect the different aspects of one's personality. Some situations are more pertinent in influencing the personality than others.

Personality of an adult is made up of genetics and environment and is influenced by different situations.

### 3.2 Personality Traits

Although there have been number of studies and researches to find out personality traits and consequently there are large number of traits on the list which cannot be used practically by

decision makers in organizations. Two models given by the Myers-Briggs Type Indicator and the Big Five Model can be highlighted.

### ***3.2.1 The Myers-Briggs Type Indicator (MBIT)***

It is a 100-question personality test that attempts to enquire how people usually feel and act in a precise situation

The instrument classifies the respondents according to following four sets of characteristics:

- Extraversion vs. Introversion

Extraverts are action oriented, pursue breadth of knowledge and influence, and prefer interaction with others, sociable.

Introverts are thought oriented, pursue depth of knowledge and influence, prefer spending time alone, and shy.

- Sensing vs. Intuitive

(How new information is unstated and understood)

Sensing types are more probably to trust information that is in the present, concrete, and look for details and facts.

Intuitive types be likely to trust information that is further abstract or theoretical, that can be associated with other information, are more interested in future possibilities.

- Thinking vs. feeling

Thinking types tend to decide things, by what seems reasonable, logical, causal, consistent, and matching a given set of rules.

Feeling types tend decide on the basis of personal values and emotions. They are disturbed with the truth and view it as more important than being tactful.

- Judging vs. Perceiving

Judging types favor their world to be structured and ordered, want control.

Observing types are flexible and soft.

The MBTI sorts some of these psychological differences into four opposite pairs, or dichotomies, with a resulting 16 possible personality types. Not any of these types are better or worse.

The 16 types are typically mentioned to by a contraction of four letters—the primary letters of each of their four type preferences (except in the case of perception, which uses the abbreviation N to distinguish it from Introversion). For instance:

- **ESTJ**: extraversion (E), sensing (S), thinking (T), judging (J)
- **INFP**: introversion (I), intuition (N), feeling (F), perceiving (P)

ESTJs are organizers, realistic, logical, analytical and decisive. INTJs are visionaries, have original thought process, drive for their own ideas and purposes. MBIT is widely used by many organizations like Apple computers, GE, Tata motors and Indian Defense Services.

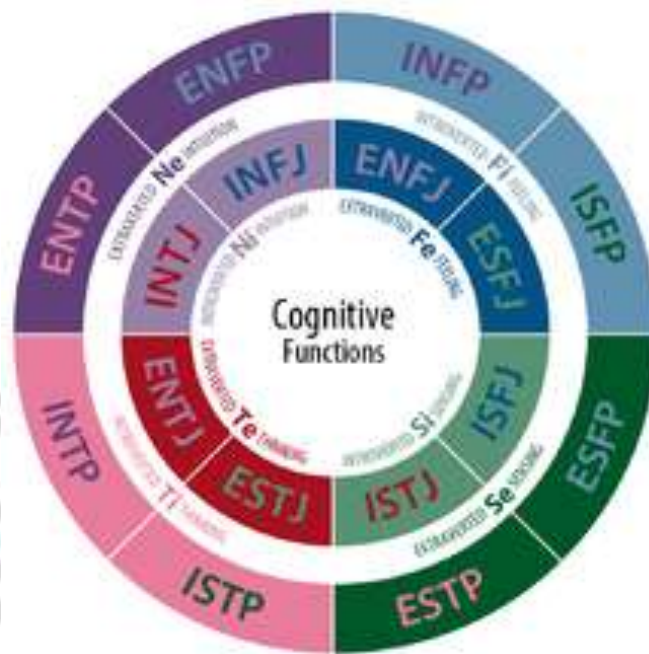


Diagram depicting 16 possible personality types as per MBIT

### 3.2.2 The Big Five Model

The Big Five personality traits are five broad dimensions of personality that are used to describe human personality. The Big Five factors are openness, conscientiousness, extraversion, agreeableness, and neuroticism.

The Big Five model is able to account for different traits in personality without overlapping. This five-factor structure seems to be found across a wide range of participants of different ages and of different cultures.



The five factors are:

**Openness to experience:** Appreciation for art, emotion, adventure, unusual ideas, curiosity, and variety of experience. Openness reflects the degree of intellectual curiosity, creativity and a preference for novelty and variety a person has. It is also described as the extent to which a person is imaginative or independent.

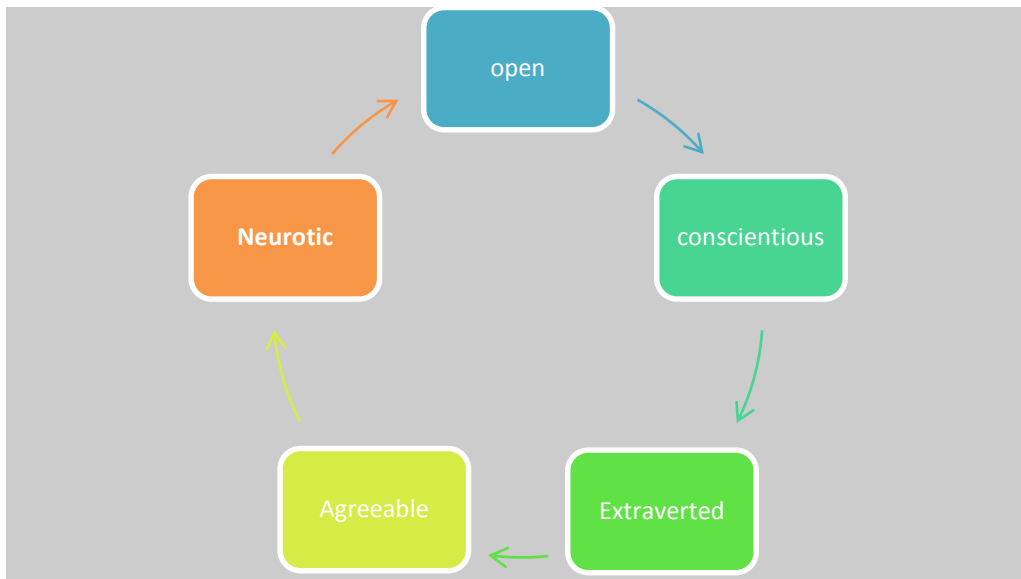
**Conscientiousness:** A tendency to show self-discipline, act dutifully, and aim for achievement; planned rather than spontaneous behavior; organized, and dependable.

**Extraversion:** Energy, positive emotions, surgency, stimulation in the company of others, and talkativeness.

**Agreeableness:** A tendency to be compassionate and cooperative rather than suspicious and antagonistic towards others. It is also a measure of one's trusting and helpful nature, and whether a person is generally well tempered or not.

**Neuroticism:** The tendency to experience unpleasant emotions easily, such as anger, anxiety, depression, or vulnerability. Neuroticism also refers to the degree of emotional stability and impulse control.

The Big Five Model was defined by several independent sets of researchers.<sup>14</sup> The research shows that the Big Five personality dimensions have pertinent relationships with job performance, depending on performance criterion and nature of job. Personality dimensions play important role in organisation behavior.<sup>15</sup>



The Big Five Personality Traits

### 3.3 Chris Argyris' Immaturity-Maturity Theory

Chris Argyris suggested that an individual rather than going through precise stages develops along a continuum from immaturity as an infant to maturity as an adult. He explained seven characteristics in the continuum.

#### Chris Argyris' Immaturity-Maturity Continuum

Immaturity characteristics- passivity, dependence, few ways of behaving, shallow interests, short-time perspective, subordinate position, lack of self-awareness

Maturity characteristics-activity, Independence, Diverse behavior, Deep interests, Long-time perspective, Superordinate position, Self-awareness and Control.

1. The seven measurements show only one aspect of the total personality. Personality also depends on the perception of the individual, adaptation, self-concept and adjustment.
2. The seven dimensions change incessantly in degree from infant to the adult end of the continuum.



3. This model provides a method of describing and measuring the growth of an individual in the culture
4. The seven dimensions are based upon latent characteristics of the personality which may be quite different from the observable behavior. <sup>16</sup>

The personality development of a person in organization is towards the mature end of the continuum. Argyris points out that it is not imperative that all individuals reach all dimensions on the mature end.

The Immaturity –maturity model of personality is directed to the analysis of organizational behaviour. He assumes that personalities of employees in organization can be explained by the mature end of the continuum. For obtaining maximum from employees personalities, formal organization should allow activity rather than passivity, independence rather than dependence, long rather than short perspective, superordinate rather than subordinate position and self awareness and control rather than lack to awareness and external control. Argyris feels that generally reverse happens and the mature organizational participant becomes frustrated and it results in conflict with the organization. Therefore, there is an incongruity between the needs of the mature personality and goal of the organization. <sup>17</sup>But Argyris' assumption that all organizational men are mature people also does not hold well in practice.

## SUMMARY

- Personality is a dynamic and organized set of individualities possessed by a person that distinctively influences his or her cognitions, emotions, motivations, and behaviors in various situations.
- Determinants of personality:- Heredity, Environment and Situation. Personality of an adult is made up of genetics and environment and is influenced by different situations.
- The MBTI sorts some of these psychological differences into four opposite pairs, or dichotomies, with a resulting 16 possible personality types. Not any of these types are better or worse:-

ESTJ: extraversion (E), sensing (S), thinking (T), judging (J)

INFP: introversion (I), intuition (N), feeling (F), perceiving (P)

- *The Big Five Model* :-The Big Five personality traits are five broad dimensions of personality that are used to describe human personality. The Big Five factors are openness, conscientiousness, extraversion, agreeableness, and neuroticism.
- Chris Argyris' Immaturity-Maturity Theory
- Chris Argyris suggested that an individual rather than going through precise stages develops along a continuum from immaturity as an infant to maturity as an adult. He explained seven characteristics in the continuum.

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