

## Chapter3

### Personality It's Meaning and Determinants

In This Module We Shall Understand the Meaning of Personality and Its Effects on Human Behavior.

We Shall Examine the Following:

- Definitions of Personality
- Determinants of Personality
- Awareness and Johari Windows
- Type A Personality
- Personality Formation & Socialization

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#### Definition of Personality

Salvador Maddi defined Personality as:

" A stable set of characteristics and tendencies, that determine those commonalities and differences in psychological behavior (thoughts, feelings & actions) of people that have continuity in time and they may not be understood as the sole result and biological pressures of the moment"

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The definition highlights the following:

1. Characteristics are fairly stable.

2. These characteristics give rise to a consistent pattern of behavior.



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The other facet of the definition is presence of some commonalities and differences among individuals.

Every human being is, in some respects:

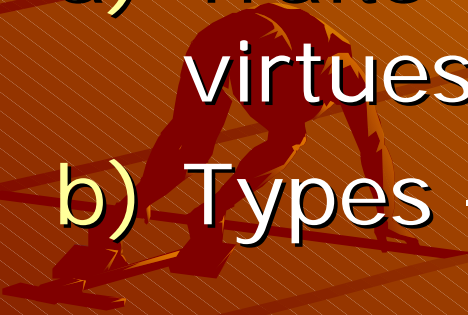
- a) Unique – is unlike others
- b) Like some people
- c) Like all other people

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Psychologists have tried to define or understand Personality with reference to:

- a) Traits – personal characteristics or virtues.
- b) Types – based on behavior.



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#### a) Traits

Psychometric Theories:

The most famous theory is that of Cattell, who isolated 171 traits, which he narrowed down to 16 primary traits.

(refer Course Material for the 16 Traits)

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In 1990, Digman extracted five basic traits, which is known as the Big Five Model of Personality Traits. The Big Five comprise of:

1. Extraversion
2. Agreeableness
3. Conscientiousness
4. Emotional Stability
5. Openness to Experience

(refer to Course Material for details)

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#### Determinants of Personality

- a) Heredity- Genetic source
- b) Environment – Surroundings, Culture
- c) Situation – Day-to-Day events repeated
- d) Locus of Control – the perception of the individual whether he feels in charge of a situation (Internal) or not (External)

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#### b) Types of Personality

Two types of Personality: Type A & Type B are defined.

i) Type A refers to behavior that is restless, impatient, achievement oriented, perfectionist.

ii) Type B refers to behavior that is relaxed, sociable with a balanced view towards life

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### Self Awareness

To be aware of one's traits, behaviors, etc. is essential for corrections and changes with meaningfulness. It increases one's personal effectiveness.

One of the models used for self awareness is Johari Windows (refer to figure in Course Material)

It addresses two dimensions of information exchange:

- a) Information about oneself known/unknown to oneself
- b) Information about oneself known/unknown to others

Four scenarios emerge:

- i) Arena – One's behavior known to self and also to others
- ii) Blind – One's behavior unknown to oneself but known to others.
- iii) Closed – One's behavior known to oneself but unknown to others.
- iv) Dark – One's behavior unknown to self and to others (unmanifested behavior)

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Johari Windows for self awareness

- a) Self disclosure thereby reducing Closed window and increasing the Arena
- b) Accepting feedback from others and opening up Closed Window

Thus, self disclosure and feedback serve as behaviors that increase Arena of oneself.

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#### Stages in Personality formation

Personality is said to be formed in stages. With changes in age, marital & social status, career moves, etc. one is subjected to transitions in behaviors to adapt to the newer roles one needs to play.

We are discussing three Models of Personality formation:

- a) Levinson's Theory of Adult Life Stage
- b) Hall's Career Stage Model
- c) Argyris' Immaturity to Maturity Theory

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#### a) Levinson's Theory of Adult Life Stage

Daniel Levinson believed that personality progresses with age in four stages:

- 1) Twenty-two to twenty-eight (during which adult stage gets formed)
- 2) Thirty-three to forty (during which settling down occurs)
- 3) Forty-five to fifty ( during which middle adulthood occurs)
- 4) Fifty-five to sixty (during which old age occurs)

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#### b) Hall's Career Stage Model

In this model goes through four stages during his career:

- 1) Exploration- identity seeking, unstable, trail-and-error...
- 2) Establishment- settling down, stability, productivity increase...
- 3) Maintenance- peak productivity, contributing to others, mentoring...
- 4) Decline- productivity decline, self evaluation.

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#### c) Argyris' Immaturity to Maturity Theory

Chris Argyris proposed seven dimensions to the development of Personality

(refer to table in the course material)

He proposed that instead of in stages, personality develops along a continuum like the development from infant to adult from immaturity to maturity.

He also pointed out that not everyone exhibits all the seven characteristics on reaching "maturity"

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### The Socialization Process

Human beings get affected by their surroundings, which impacts their personality formation and development. Termed as Socialization, it is a continuous process occurring throughout one's lifetime.

Edgar Schein focused on the Socialization process in the organization and pointed out that organizational socialization has a major impact on the employee behavior.

Through Socialization, employees get adapted to the organization and create comfort zones and harmony, thus reducing conflicts and increasing effectiveness.

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#### The Socialization Process....

The following steps assist in employee socialization:

- Induction & Orientation
- Training & Development
- Objective and Goal setting and feedback
- Team working

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#### Matching Personalities with Jobs

John Holland proposed the Personality-Job fit Theory which establishes a relationship between personality, job requirements, and performance.

It states that the job satisfaction is determined by the extent to which Personality matches with work environment and job needs.

It was observed that when an individual personality and the job matches there is bound to be job satisfaction.

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#### Summary

- We studied Trait theory and Type theory of Personality
- Awareness of oneself and one's behavior is vital to development
- Personality gets formed in stages and changes occur in a continuum.
- Socialization process impacts the Personality and organizations need to create work conditions that encourage socialization.
- People experience job satisfaction when they perform tasks that are matching their personality.