

A conceptual study on personality and its effects on performance

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Abstract: The personality of employees decide the way they behave which in turn has some effects on their work performance. The personality plays a significant role in the work performance of employees. When the employees are working in a group, their personality influences the group members and may affect the performance level of the individual as well as the group. So it is essential to study the personality of employees working in a group to monitor their work performance. The primary objective of this research study is to analyze the personality dimensions namely extroversion, agreeableness, emotional stability, conscientiousness and openness to experience that influence work performance of employees.

Keywords: Personality, characteristics, determinants, personality traits, work performance.

I. INTRODUCTION

According to Gordon Allport (1961) "Personality is a dynamic organization, inside the person, of psychological systems that create the person's characteristic patterns of thoughts, feelings and behavior". Personality can be given as a consistent psychological pattern within an individual that affect the way they interact with others and the situation they encounter. The determinants of personality are namely heredity, environment and situation. Based on these determinants the personality varies from person to person. In concern to the working employees the personality is considered to be one of the major factors influencing the performance in their work. Many organizations around the world have succeeded only with the help of extraordinary personalities striving to achieve in their career and we have also seen many organizations failing in their due course by individuals having a bad personality. History also tells us that the leaders with great personalities have led a successful life and also guided the people in a good path. Hence it is a notable concept to be studied on employees. Now a days the employees are made to work in groups across the organizations, so personality of any individual in that particular group affects the whole group. It is essential to study the personality and its relationship with the work performance. The personality of employees can be studied with the help of its traits also called as Personality dimensions. Personality dimensions are Extroversion, Agreeableness, Emotional stability (Neuroticism), Conscientiousness and Openness to experience. These are also called as the Big Five Model. By studying these personality dimensions of employees we can assess the changes occurring in the performance level of employees as individuals as well as a group. Some of the Personality theories are Gordon Allport trait theory, Hans Eysenck's three trait theory, Sigmund Freud's intrapsychic theory, Carl Jung's extrovert introvert theory, Carl Rogers's self theory, Sheldon's theory.

II. PERSONALITY AND ITS TYPES

The term personality is derived from a Latin word '*persona*' which can be translated as 'mask'. Personality refers to an individual's life experiences, beliefs, behavior, and characteristics, which together decide his or her behavioral patterns. The personality is a phenomenon that is present inside the person on the basis of his character and emotions which characterizes his behavior and actions. Personality encompasses moods, and viewpoints, and is most evident in relationships with others. It involves both intrinsic and acquired behavioral characteristics that differentiate one individual from another and can be seen in people's interactions with the environment and social communities.

The study of personality is known as Personality psychology. The basic concept behind the study of personality is that people are characterized by their distinct individual patterns of thinking and actions, such as the way they talk, walk, organize their living room, and communicate their emotions. The psychological study of personality has originated from different sources, including the case studies of the persons consulted by a psychiatrist in a live condition due to some stress issues, from philosophy exploring nature of man, and from anthropology, physiology and social psychology.

Personality Characteristics

There are no fixed forms of personality or a predetermined set of personality traits. Even if we are not related by blood, some of us share similar characteristics, while members of the same family have distinct personalities. Understanding the uniqueness of personalities, mentioned below are some of the common characteristics of personality

- Self Efficiency
- Locus of Control
- Self Esteem
- Risk-Taking
- Positive/ Negative Affect
- Self-Monitoring

- Type A and Type B Personality

Major Determinants of Personality

Determinants form the basis for fixing one's personality. There are various determinants which decide the personality of an individual. There are four major determinants of personality namely Biological/Physical determinants, Social determinants, Psychological determinants and Intellectual determinants.

1. Biological/Physical determinants

Biological traits are the foremost parameter which reflects various factors of one's personality. It is the essential determinant of personality which brings out various insights about an individual.

- **Hereditary** - It includes the inheritance component. The characteristic traits that are inherited from the parents and ancestors are identified here. Facial feature, temperament, height, muscle composition are the characteristics that are inherited from the parents. As a result of the hereditary approach, it is clear that chromosomal genes are the ultimate reason for personality.
- **Physical features** - Physical appearance is also an important factor for determining one's personality. The physical features like tall, short, slim, fat, black, white are the components of the physical features.

2. Social determinants

The status of the individual in their social group or community is considered in this category. Individual's personality is majorly persuaded by the social lives they lead. The social media is also one of the factors influencing the personality of an individual.

3. Psychological determinants

This type of determination includes the various psychological factors such as mental trends, emotions, sentiments and thought patterns. These factors have a major influence in determining the personality of an individual. It also investigates a person's mental conflicts, wishes, aspirations, repressed feelings, sublimation, and emotional well-being.

4. Intellectual determinants

Another significant aspect that can influence the development of our personality is intelligence. A person's intellect may have an impact on their conduct, which in turn has an impact on their personality.

- **Humour** - Humour is an efficient evaluation of personality because it allows us to see things realistically, encourages social acceptance and brings a lighter perspective to life of person.
- **Morality** - Our morals and how we see such things as good or unethical are hugely affected by our intelligence and worldview. As a result, morality is another aspect that influences our intelligence and, as a result, our overall personality.
- **Values** - People learn about values from their childhood as well as the environment in which they grow up. These principles and beliefs also form our intellectual behavior, making them an important factor in determining our personality.

Personality Types

Based on the personality of the individuals they can be classified into many types. As far as the general categorization there are two types of personality namely Type A personality and Type B personality. These are two distinctive types of personality that the individuals possess. Each of these personality types has its own collection of characteristics that help to categorize people.

- **Type A** - The individuals having this personality type are likely to be seen as always talkative, always moving, eating rapidly, simultaneous thinking, feel impatient, confused mentality, they can't use their leisure time.
- **Type B** - The individuals in this type are characterized to have no time urgency, no impatience, expect for achievement, casually relaxed and take it easy type.

According to the theories given by the Greeks there are four types of temperaments. Thus, the four types of personality are

- **Sanguine** - Highly talkative, social, extroverted and enthusiastic
- **Phlegmatic** - Quiet, easy-going, and reserved
- **Melancholic** - Deep thinkers and analytical minds
- **Choleric** - More extroverted and ambitious

Other than this theory there are, sixteen modern types of personality coming under four major categories as follows

- **Artisan** – Performer, Composer, Promoter, Crafter
- **Idealist** – Counselor, Teacher, Healer, Champion
- **Rational** – Mastermind, Field marshal, Architect, Inventor
- **Guardian** – Provider, Protector, Supervisor, Inspector

Personality Perspectives

Numerous personality theories exist and most of the major ones fall into one of four major perspectives. These approaches to personality seek to explain various personality trends, as well as how these patterns arise and how individuals vary on a personal level.

- **Psychoanalytic Perspective**

The role of early childhood experiences and the unconscious mind is emphasised in the psychoanalytic view of personality. Psychiatrist Sigmund Freud developed this viewpoint on personality, believing that items concealed in the unconscious could be exposed in a variety of ways, including visions.

- **Humanistic Perspective**

Personality from a humanistic viewpoint emphasises psychological development, free will, and self-awareness. It takes a more optimistic view of human nature and reflects on how each person can fulfil their full potential.

- **Trait Perspective**

The trait perspective of personality is concerned with defining, explaining, and quantifying the basic personality characteristics that make up human personality. Researchers conclude that by gaining a greater understanding of these characteristics, they would be able to better comprehend human differences.

- **Social Cognitive Perspective**

The importance of observational learning, self-efficacy, situational influences, and cognitive processes is stressed in the social cognitive context of personality.

Personality Traits

Personality traits are the patterns of emotions, feelings, and actions that people have. Consistency and stability are implied by personality traits. Extroversion, agreeableness, emotional stability, conscientiousness, and openness to experiences are the most widely recognized personality traits.

- **Extroversion** - The characteristic trait of an individual who is found to be talkative, outgoing, friendly, draws energy from crowd, sociable, assertive, cheerful and sharing ideas. On the other Introverts are people who like to be alone, quiet, focused and self-evaluated.
- **Agreeableness** - The degree of a person's warmth and kindness is determined by agreeableness. It refers to people living in peace with one another. The more cooperative someone is, the more trusting, supportive, and caring they are. They are honest, kind, co-operative, show sympathy and behave with morality.
- **Emotional stability (Neuroticism)** - It is a person's ability to stay balanced and stable under certain conditions. It includes anger, anxiety and depression. The people will be in a depressed state worrying about all the things. These people have inferiority complex and they are much sensitive at times.
- **Conscientiousness** - Conscientious people are well-organized and have a good sense of responsibility. They are dependable, focused, and goal-oriented. These people are likely to follow a plan rather than acting spontaneously. They are always cautious and have orderliness and self-discipline.
- **Openness to experience** - People who are high in openness enjoy adventure. They are curious and enjoy art, creativity, and new experiences. These people are open minded and imaginative. They support innovation and accept others suggestion.

III. PERSONALITY AND PERFORMANCE

Various results have been computed on the personality of the working individuals and its relationship with working performances. A connection between personality and work performance has been discovered owing to personality traits. It has been clearly explained that how each personality dimension influences the work performance of the working employee. The various results on personality dimensions are as follows

- Employees exposed to bullying experience high level of Neuroticism and Conscientiousness and low levels of Agreeableness and Social skills.
- Proactive personalities mostly craft their own job and stay engaged to perform well.
- A combination of Neuroticism, Openness to experience and Conscientiousness explained 15% of variance in task performance.
- The Big Five personality dimensions help people talk about important topics like situational sensitivity, teamwork, and motivation.
- Older workers are more positively perceived than younger workers.
- Personality test with aptitude test predicted 2% variance in performance.
- Agreeableness, Emotional stability and Openness to experience was not strongly related to sales performance and Extroverted and Conscientious people are motivated by status achieving.
- All Big Five personality dimensions are more precisely predicted relevant criterion variables.
- Extraversion and Openness to experience was valid predictors for training proficiency, Conscientiousness was useful to all job performance criteria.
- Extroversion, Dominance, Adjustment, Interpersonal sensitivity was positively related to leadership.

IV. CONCEPTUAL MODEL

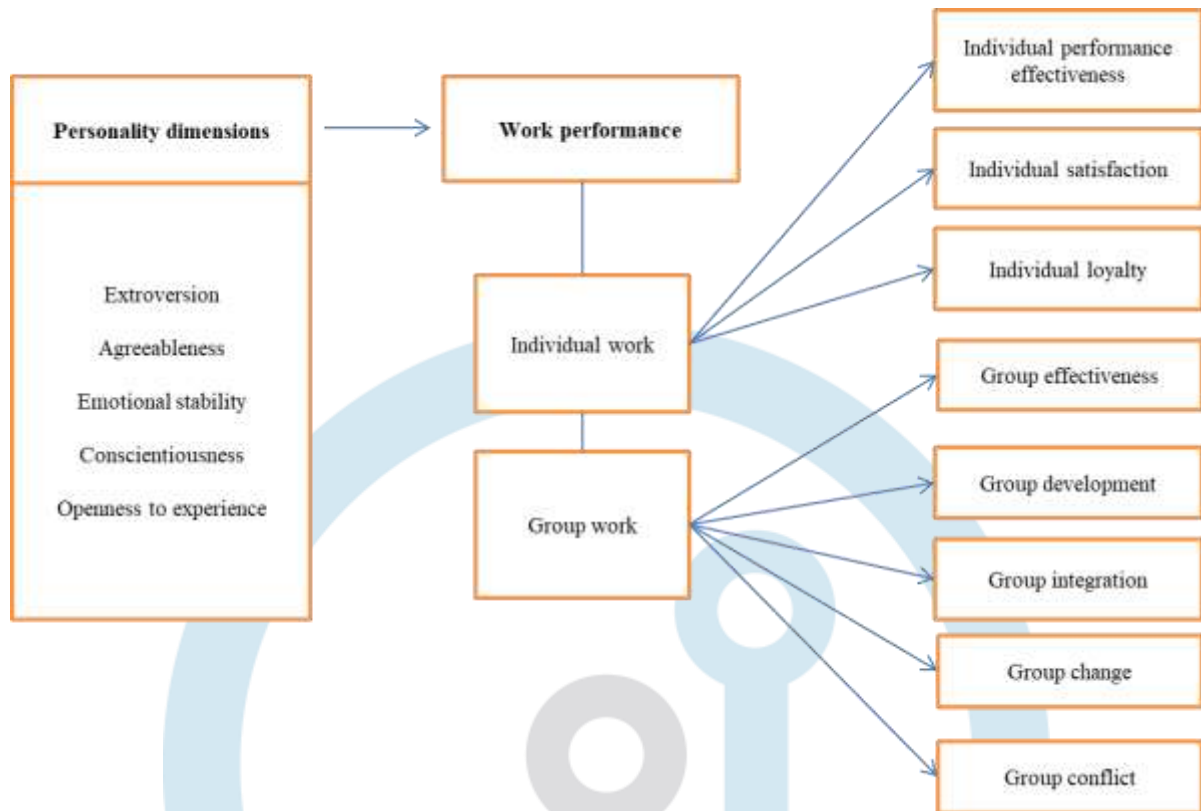


Fig 4.1 Conceptual framework

V. CONCLUSION

Personality is one of the important factors affecting the work performance of employees. Since it is a crucial factor it helps the management to analyse the performance of the employees. If the management concentrates on the personality of the employees they can get better results on the performance. This paper concentrates on the Big Five personality traits. This paper may be helpful in the analysis of personality which is influencing the work performance of the employees working in groups.

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