



International Journal of HRM and Organizational Behavior

ISSN 2454 - 5015



www.ijhrmob.com

Email: info@ijhrmob.com

Personality traits and their use in attaining organizational goals

Author: Dr. Seema Bhakuni

Associate professor, Doon Group of Institutions

Email: seemagrawal1978@gmail.com

Abstract

A human body has its own physiological structure but other than that, humans consist of many traits, emotional sets, perceptions and intelligence. Though, some researchers maintain that the personality traits are inherent but some believe that they are acquired, and can be changed as per requirements. In this study, the personality traits are discussed which can be tapped by the managers to get the organizational goals achieved. There are many traits present in a human physique. Some are situational, some cardinal, some secondary, some common and some central to his personality. Now, it depends on the type of leadership present in an organization which can make the best use of the personality traits of the employees. The situational personality traits mean the secondary traits can be used by the managers to assume the reactions in a critical situation and the best out of all can be used for the benefit of the organization. The cardinal traits can be deciphered at the time of recruitment and assigning organizational positions. That way, there are personality traits which helps the managers to take decisions about the employees and giving them suitable positions and using them to their maximum caliber.

Keywords: *Personality traits, inherent, organization, positions, caliber.*

Introduction

There are certain traits present in a human psychic, which helps us to generalize his personality type. There are researches done to prove that the traits in one's personality are inherent but there are certain studies that traits are acquired and changeable. More or less, the personality traits help us to understand and know about a person. In the personal areas, it is not of much use, but in the professional front, personality traits help managers to recruit a person in a suitable job. With the knowledge of the personality traits, they are able to judge the person and decide on a kind of task which can be assigned to them. If a manager can comprehend a personality type, it helps in eradicating the work stress of an employee due to assignment of a wrong task. An employee enjoys his work if it is according to his personality type and there are less or nominal chances of felling work overload or role conflict where he finds himself not able to accommodate and adapt according to the work type. Personality types are many and many persons carry a particular type of personality with a combination of different traits. The responsibility rests on the shoulders of the managers to recognize the correct traits of the person and assign the jobs accordingly. To help out in such decision, many personality tests are formed. A manager can use these tests to accommodate the right person to the right job. Thus, we see that knowing the personality traits help a manager in assigning jobs that would lead to organizational benefit in the long run.

Literature Review

According to one's personality traits, we can assign the personality type to a person. We call them intelligent, intense, timid and so on according to the dominant personality traits. In behaviour and intelligence, personality traits play an important and stable role.¹ Personality traits which are stable and seen most of the times, are associated with deciphering the personality of a person. Employers and managers can make use of personality traits and

assign perfect jobs to employees which will yield a better outcome as if the job is assigned according to one's personality, it will help him to get maximum satisfaction and output. Many researches related to psychology and management has proved that personality traits which are stable and stagnant can be of use to identify innovative and creative individuals.² There are people who remain satisfied with the things they get and this contentment makes them feel self-actualized in every situation. People perceive satisfaction related to their health and contentment if they have personality traits helping them to be positive always.³

The personality traits given under the big five theory actually was a revolution which made a compact interpretation of many personality types in just five traits. It stated the five traits out of which atleast one or two are seen in most of the people. The Big Five theory also pointed towards the importance of personality traits. It helps in predicting the job-related behaviour and the way people respond to their career roles. It states that people behave in a certain way in their jobs according to their personality traits in the long run.⁴

Personality traits are generally stable and helps to depict a person according to those traits. Though they are stable and consistent but even if they are not, they become stable in a person as he ages. Personality traits are that part of a human personality which is different in every individual, becomes stable in the long run and remains consistent with a person's personality.⁵ Individuals with openness as one of the personality traits, are open to learn new things which makes them curious, intelligent and impulsive.⁶ Another research maintained that conscientiousness personality trait in an individual of the Big 5 theory helps them to take rational decisions.⁷ Conscientiousness is also a trait that shows the signs of competency, responsibility, hard-work, accountability and an organized individual. Neuroticism shows the characteristics of mood swings, impulsive reaction, anger and a docile personality.⁸ The manager can use the traits given in Big five theory in assigning different tasks to different employees in the organization. Though, the personality tests are taken on individuals before assigning them the job responsibilities yet the secondary traits which are situational can help managers to make use of their employees to get positive outcome in a work. Presently, the managers and responsible people know that how much a person's characteristics are useful in getting positive outcomes in an organization.⁹

Researchers say that an individual's personality not only impacts his life but the life of the organization he is working in. so, it needs to be understood well and used well.¹⁰ Like a neurotic employee can never be positive towards the attainable outcomes. He might give up in the beginning of a task or keep a negative attitude. There are many personality tests devised by the great thinkers like Myers-Briggs Type Indicator, Eysenck Personality Inventory, DISC personality test and many more to know about a prospective employee and use him best according to his personality type. Personality tests depicts the true personality of a person and that can be used by the managers in the hiring process to assign right job to the right people.¹¹ The personality test helps the employer to know about the personality of his employees in the beginning only and he can place him in the right place according to that knowledge. Various studies state that individual traits interconnect their psychological commitment with a company's outcomes.¹² Like Extraversion, according to studies, is synonymous to commitment of a person and the major part of his personality traits decide his belongingness and oneness with the organization¹³ and it can be used by the manager aptly while assigning a job. If the top management knows the type of personality traits their employees possess, they can implement their work strategy according to that to tap the maximum output of the employees.¹⁴ Employees open to new experiences, are innovative, curious, have risk taking abilities, grasp new things easily are ever ready to learn. This results in increasing the competitive power of the organization. Thus, making it more productive and

successful.¹⁵ A person who owns the trait of conscientiousness and extraversion, generally have managerial and leadership qualities.¹⁶

Objective of the study

The study tries to establish the relationship between personality traits and job performance. This study maintains that these traits can be used by the managers and leaders to direct employees to work on a job profile they like and attain organisational outcome to the maximum. A right job given aligned with the personality traits will be helpful for the employee to do what he likes and help a manager to be peaceful about the output as the task which is aligned with the personality trait of the employee, will bring forth maximum output.

Big 5 personality theory

Big 5 theory was originally developed in 1949, 'the big 5 personality traits' is a theory established by D. W. Fiske and later expanded by different researchers like Norman, Smith, Goldberg, and McCrae & Costa. Though, there are limited evidences but studies show that the Big Five personality traits impact the commitment of an employee towards his organisation.¹⁷

It includes the following traits:

Openness

This personality trait makes a person open to new experience. They enjoy learning new things and quick in taking decisions because they are open to new experiences and risks. These people are adventurous and not hesitant while taking a decision. Openness is that personality trait of the Big Five Theory which decides up to which extent an individual can get influenced by internal and external factors.¹⁷

Leaders can make use of such people when there are new ventures to be launched, when there are future prospects to be explored in a new place and when a quick decision has to be made.

Conscientiousness

It is a trait found in people who are highly thoughtful, goal directed and have immense control on their behaviour. They are conscious about their behaviour as how it impacts other people. They are responsible towards their assigned task. They do the sincerity. Conscientiousness is the personality trait of an employee which depicts him as responsible, accountable, self-disciplined, dependable etc. Those who are emotionally stable are calm and know how to control their reactions. Actually, personality is an amalgamation of physical and mental characteristics.¹⁸

A leader or manager can assign them task without inhibition and remain sure that the given task will be completed in the assigned time with sincerity.

Extraversion

Extroversion or Extraversion is a trait which is easily identifiable and found extensively. These are the people find happiness in the company of others and easily get along with others. They are highly talkative people. They make others feel as if they know them since ages.

Leaders can make use of them for the job profiles which needs interaction with the public. They can be given the jobs of PRO, Customer service executives etc. They can be good orators and presenters.

Agreeableness

The people with this personality trait, are helpful, empathetic and can easily adjust with others. They are kind and trustworthy. They are highly accepted by others because of their helping nature. A gathering is not complete without them as all can relate with them and they have something for everyone.

A leader can make use of them by making them to lead a group of people in a particular department so they can manage the entire team properly.

Neuroticism

A neurotic person faces mood swings and not able to handle his emotions properly. If a person has high neuroticism, he is not able to handle his emotions according to situation but a person with low neuroticism, is able to handle his reactions well and show a stable behaviour. Neurotic employees are stressed, face anxiety, they are vulnerable, sometimes have high blood pressure, irritability etc.²⁰

Allport's Trait Theory

In 1936, psychologist Gordon Allport found more than 4,000 words in a dictionary that described different personality traits. He further categorized these traits into three parts:

Cardinal traits: These are the traits of personality that develops with life and the name becomes synonymous to that personality. It means that the names of these persons depict that personality and whoever we come across with such personality traits, we do not pay heed to describing the personality rather we describe the name to depict that personality. For example: In India, a truthful person is known to be called King Harishchandra and not "a person who always speaks truth."

Central traits: These are certain dominant traits which describes the personality of a person. They are not that dominating to describe the entire personality but they describe the major or most noticeable characteristics of a person. Like a person is "intelligent," "sincere," "shy," and "introvert" are his central traits.

Secondary traits: Secondary traits appear in certain situations. They are sometimes latent and not even known to the bearer. Example: A person who is quiet and meek might speak up loud in a particular situation.

Eysenck's 3 Dimensions of Personality

Hans Eysenck developed a well-known model of personality based on three traits which are universally found in every other individual.

Introversiion/extraversiion: Introversiion is related to one's inclination and interaction with self while extraversion, in a person, makes him more interactive towards other people and external environment. An introvert is shy and reserved while an extrovert, to the opposite is outgoing, vocal and social.

Leaders can give the roles of organisers to the introverts whereas extroverts can be given the role of presenters, PROs, public dealing executives etc.

Neuroticism/emotional stability: A person high in Neuroticism has highly fluctuating emotional status. They are intense in their reactions and cannot control their emotions easily. If a person is high on neuroticism, he is not emotionally stable.

Leaders can make use of a person with less neuroticism by handing him the responsibilities of dealing with erratic clients and customers.

Psychoticism: After some time, Holland studied a few individuals with mental sickness, this led to the addition of a personality dimension called psychoticism.

Eysenck added a personality dimension he called psychoticism to his trait theory. Individuals who are high on this trait tend to have difficulty dealing with reality and may be antisocial, hostile, non-empathetic, and manipulative.

Holland's Theory

Holland's theory which is in short, also called RIASEC, states that there are six vocational types personality in individual and he chooses to work according to that and he works better, if he works according to these vocational personality types.

- Realistic (R)
- Investigative (I)
- Artistic (A)
- Social (S)
- Enterprising (E)
- Conventional (C)

Realistic (R)

Realistic people are active and prefer hands-on or practical experience like working with tools, machinery and sport activities. They work with concrete things not with ideas. They learn while doing. They have technical competencies and they believe in measurable results and talk directly to the point. They do not indulge in unnecessary work and work towards direct results. A leader can make use of realistic people while dealing with machines, in field work and things which require a lot of activities. Realistic can choose career options like electricians, engineers and the military personnel.

Investigative (I)

Investigative individuals are curious, intelligent, inclined towards exploring new things, calculative and believers of reasons. They try to know the unknown. Investigative people can solve highly complex problems which are not concrete. They do not own leadership qualities rather they are busy in their own worlds of investigating and solving problems, difficult for others.

Artistic (A)

Artistic people are creative, having pure ideas, and remain indulge in music, acting, writing and drawing type of activities. Their work shows artistic nature and creativity. These are calm minded and emotional. They value aesthetic in every task but they are not able to organise things very well. They have their own world of expression. They are self-confined and self-contented.

Leaders can make use of them in making presentations, writing proposals, dealing with clients after meetings etc.

Social (S)

These are individuals take solace in philanthropic work. They enjoy helping others, focus in interpersonal relationships and developing others. They are the believers of humanistic philosophy. They do not have expertise in working with tools. They resolve problems with discussions and interactions. They can be teachers or social workers.

Leaders can make use of them while making teams for a task, they can well impart training to freshers and collaborative ventures may be their forte of work.

Enterprising (E)

Enterprising individuals are energetic, confident and convincing. They can easily persuade others and are social. Though they can convince others and are very social but they are more inclined to emotional or humane activities, they are not technically dextrous.

Managers can make them team leaders, client dealers and the job profiles which requires social interaction and moulding of human behaviour.

Conventional (C)

Those who are conventional are kind of old school. They are organised, punctual, feel themselves accountable and responsible towards the assigned task. They follow the already

established hierarchy and never question that. They efficiently handle data and files. They never leave anything in mess and are not procrastinates.

Managers can make use of them in organising files, handling data clearly, keep records etc.

Conclusion

It is established here that personality traits are important when it comes to deciphering the personality type of a person. Many great thinkers have provided the world with different theories related to personality traits. These theories some way or the other are the true depiction of an individual's personality. In the contemporary world, the recruitment process has become quite lengthy with shortlisting the application to placement in a particular job. Personality tests help managers to define a personality type and assign tasks according to the same. This helps the employee to work according to his personality type and he doesn't feel an aversion towards his work. He enjoys what he does because it suits his personality type. An individual, with openness as his personality type, if given the job to establish a company's new venture, he can take it to heights. A highly neurotic person can give up easily so, important tasks cannot be assigned to him. Thus, it can be maintained that knowledge of personality types can be an asset to a manager in the recruitment process. It can save the employer from getting a wrong employee for a particular job and it can save the employee also by helping him enjoy his work given according to his personality type. If an individual is given work according to his personality type, it engages the person positively, it enriches the work experience, it makes the work more productive and thus it results in employee engagement which results in increasing the revenue of the organisation. Knowledge of the right personality traits saves the managers from providing training and coaching as the employee loves what he is doing and thus the outcome is productive to the maximum.

References

1. Johnson J. (1997). "Units of analysis for the description and explanation of personality," in Handbook of Personality Psychology, eds Hogan R., Briggs S. (San Diego, CA: Academic Press;), 73–93. 10.1016/B978-012134645-4/50004-4
2. P.K. Ahmed Culture and climate for innovation European Journal of Innovation Management, 1 (1) (1998), pp. 30-43 View Record in Scopus Google Scholar
3. Ali Imran. (2019). "Personality traits, individual innovativeness and satisfaction with life," Journal of innovation and knowledge, 38-46. Volume 4 issue 1
4. Wille, B., De Fruyt, F., and Feys, M. (2013). Big Five traits and intrinsic success in the new career era: a 15-year longitudinal study on employability and work-family conflict. *J. Appl. Psychol.* 62, 124–156. doi: 10.1111/j.1464-0597.2012.00516.x
5. Anusic, I., and Schimmack, U. (2016). Stability and change of personality traits, self-esteem, and well-being: introducing the meta-analytic stability and change model of retest correlations. *J. Pers. Soc. Psychol.* 110, 766–781. doi: 10.1037/pspp0000066
6. McCrae RR, John OP. An introduction to the five-factor model and its applications. *J Pers.* 1992;60(2):175–215.
7. Bajwa RS, Batool I, Asma M, Ali H, Ajmal A. Personality traits and decision-making styles among university students (Pakistan). *Pakistan J Life Soc Sci.* 2016;14(1):38–41.
8. McCrae R, Costa P Jr. Personality in adulthood. In: *O envelhecimento. Uma abordagem psicológica*. New York: Guilford; 1990. p. 2.
9. Cooper, D., & Thatcher, S. M. B. (2010). Identification in organizations: The role of self-concept orientations and identification motives. *Academy of Management Review*, 35(4), 516–538.

10. Pierce, J. L., & Gardner, D. G. (2009). Relationships of personality and job characteristics with organization-based self-esteem. *Journal of Managerial Psychology*, 24(5), 392–409.
11. Mahmood, Zulaikha & Moazzam, Amani. (2021). Influence of Personality Traits on Organization Identification: A Case Study of Livestock and Dairy Development Department. *Journal of Management and Research*. 8. 2021.
12. Hassan, S., & Rohrbaugh, J. (2011). The role of psychological climate on public sector employees' organizational commitment: An empirical assessment for three occupational groups. *International Public Management Journal*, 14(1), 27–62.
13. 27–62. <https://doi.org/10.1080/10967494.2011.547818>
13. Korankye, B., Ahakwa, I., Anaman, E. A., & Samuel, D. (2021). The influence of personality traits on organizational commitment: Evidence from GCB bank in Ghana. *Journal of Research in Business and Management* 9(1), 1–15.
14. Landis, B. (2016). Personality and social networks in organizations: A review and future directions. *Journal of Organizational Behavior*, 37, S107-S121
15. Fernández-Mesa, A., Llopis, O., García-Granero, A., & Olmos-Peñuela, J. (2020). Enhancing organizational commitment through task significance: the moderating role of openness to experience. *European Management Journal*, 38(4), 602–612.
16. Judge, T. A., Bono, J.Y., Ilies, R., & Gerhardt, M. W. (2002). Personality and leadership: A qualitative and quantitative review. *Journal of Applied Psychology*, 87, 765–780.
17. Luthans, F. (2001). *Organizational behavior*. 9th Edition, Boston: MCGraw – Hill Higher Education.
18. Neema Gupta, Ashish K. Gupta, “Big Five Personality Traits and Their Impact on Job Performance of Managers in FMCG Sector”, *International Journal of Recent Technology and Engineering (IJRTE)* ISSN: 2277-3878, Volume-8 Issue-5, January 2020
19. Joseph TeryimaSev, Thebigfive personality traitsas factors influencingjob performance behaviorin business organisations: A study of Breweries and foods/other beverages manufacturing organisations in Nigeria, *British Journal of Psychology Research* Vol.7, No.1, pp. 9-36, January 2019, Published by European Centre for Research Training and Development UK (www.eajournals.org)
20. Farrukh, M., Ying, C.W. and Mansori, S. 2017. Organizational commitment: an empirical analysis of personality traits. *Journal of Work-Applied Management*, 9(1), pp. 18-34.