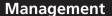# A Study on Personality Types and Managerial Performance - An Enquiry into of Their Relationships

Urvashi J. Devmurari

Asst. Prof. [M.Com. M.B.A. M.Ed], Research Scholar,Singhaniya University, Commerce & BBA College,Junagadh-362 001, (Gujarat)

ABSTRACT

Big Corporations now aspire to recruit managers with talent and they also want their existing team of managers to grow into high performing managers for a reason that is pure and simple: to survive in today's rapidly changing competitive business environment. In today's unforgiving business climate, more and more managers, who perform well, are required to effect phenomenal changes for the very survival of organizations. Most organizations attempt to retain the more proficient employees.

KEYWORDS | Personality, responsibility, organizations, relation

INTRODUCTION:

The liberalization of the Indian economy in all major areas has caused each system and subsystem in every Indian organization to vibrate or fluctuate. "Managing Change" is the working principle of any successful manager today who is facing a plethora of challenges from every sphere of life. Organizations worldwide, are nurturing a performance - driven work culture that would help them develop leaders. Leaders who are innovative and flexible enough to accept change and who are also effective. Managerial Performance is the platform for enhanced competitive advantage that will ensure the viability and prosperity of the organization. Organizations are always in search of information that will throw light on the fruitful linkage of managerial performance with various other factors. Improving the performance of managers is another area of interest for organizations. One way to augment competency is to build insights into ones style of behavior which will lead to better awareness of strengths and weaknesses. This will help managers face today's challenges with more confidence. Insights into human behavior and behavioral differences that exist among team members will also lead to increase in basic managerial skills. This understanding will help managers be more effective in handling day- to-day problems in meeting the challenges of today's competitive business environment.

Conceptual Framework and Theoretical background of the Study

Literature surveys reveal that there are many empirical studies linking managerial performance with other variables like motivation (Mitchell and Biglan1971, House and Wahbal9731, cognitive ability, job satisfaction (Jackofskyl994) and job commitment (Rabinowitz and Hall, 1977), (Wood and Vilkinas 1994).

Myers and Briggs Personality Types

Development of the MBTl is based on the C. G. Jung's Personality theory where he attempts to explain the individual differences in personality using the concepts of Introversion (I) and Extraversion (E), which are seen as the orientations of energy (Hammer & Kummerrow, 1992). In the introverted attitude, energy is drawn from the environment towards inner experience and reflection. One desires to stay focused on the internal, subjective state, to affirm its value, and to maintain this focus as long as possible. In the extraverted attitude, energy and attention flow out or are drawn out, to the objects and people in the environment.

Assertiveness

Assertiveness has been considered an important element in Leadership. Keenan (1989) for example points out strong as-sociations of assertiveness with the emergence of leadership. Assertiveness increases the chances of our needs being met, Somers (2003). Then, developing assertiveness can be the key to getting the best out of people - increased sales, better customer service, higher productivity and more ideas for improvement says management experts. It encourages those who are shy or short of confidence to become more involved and helps the more extrovert or volatile to fine tune their dealings with customers, suppliers and colleagues (Bridges,1992)

Responsibilities:

With rights come responsibilities. The rights you give yourself, you need to give to others, as well. Communication is about respect for the integrity and self-esteem on both sides. One holds the responsibility to assert his rights in a reasonable and responsible manner; one has to seek relevance and appropriateness.

Review of Literature

To have a clear understanding of the variables selected for the study the researcher made an extensive study of literature that was available in libraries, with academicians and experts in the field. There is a school of thought (Allport, 1937) where personality is described as the dynamic organization within the individual of those psychophysical systems that determine his uniqueadjustments to his environment. Thus personality is the configuration ofindividualcharacteristics and ways of behaving which describe an individual's unique adjustments to his environment.

Freud's Classical Theory

According to Freud, personality has three systems Id, Ego and Superego and behavior is nearly always the product of an interaction among these three systems. Rarely does one system operate to the exclusion of the other two.

It is the original system of personality inherited which includes instincts; it is the "true psychic reality".

Erich Fromm's Personality Theory

A person feels lonely and isolated because he or she has become separated from nature and from other people. A person can either unite with other people in the spirit of love and shared work or can find security by submitting to the authority and confirming to society. By making demands upon humans that are contrary to their nature, society warps and frustrates them. It alienates them from their "human situation" and denies them the fulfillment of the basic condition of existence. He suggests a perfect society, Humanistic Communitarian Socialism.

Karen Horney's Personality Theory
Horney classifies the sources from which inner conflicts develop.

1. Moving towards people - need for love
2. Moving away from people -independence
3. Moving against people - need for power
A normal person can resolve these conflicts by integrating the three orientations, since they are not mutually exclusive. The neurotic person, because of greater basic anxiety must utilize irrational artificial solutions.

Type Theory
Type theory, as used in this study, refers to Jung's theory as interpreted by Isabel Myers and Katherine Briggs in the Myers - Briggs Type Indicator. The dynamic character specified by the type theory involves the interaction of a person's four basic preferences. This has been detailed in the first chapter of this study. The following section describes the opposites that make upeachdichotomy and the 16 types that result from interactions among the four preferences

Characteristics of ISTJs
ISTJs have a profound respect for facts. They use their Sensing primarily internally, where they have a storehouse of information upon which they draw to understand the present. Thus, they are likely to be practical, sensible, realistic and systematic, Myers & McCauley (1985), Hammer (1996). ISTJs use Thinking in decision making and in taking an objective, logical and tough-minded approach. Their focus is on the task or system as a whole, rather than on individuals. Thus, ISTJs tend to be logical and analytical, detached and reasonable.

facts demonstrate that such change will bring better results. Research describing ISTJs are 2.

[SF]: introverted sensing with extraverted feeling
Dominant functions: S_I
Auxiliary function: T_E
Tertiary function: F_E
Fourth /Inferior function: N_E
Characteristics of ISFJs

Myers & McCauley (1985), Hammer (1996)
ISFJs have a realistic and practical respect for facts. They use their sensing primarily internally, where they have a wealth of stored information. They clearly remember the details of things that have a personal meaning for them, such as tones of voice or facial expressions. Thus, lSFJs are likely to be practical, realistic, concrete and specific.

ISFJs use Feeling to make decisions based on personal values and concern for others. They value harmony and cooperation and work to create them. Thus they are likely to be cooperative and thoughtful of others, kind and sensitive. Their opinions are firm because their decisions are based on careful application of their clear values and their wealth of stored data. ISFJs respect established procedures and authority, believing that these have persisted because they function well. Therefore, they will support change only when new data show that it will be of practical benefit to people.

3. ESTP: Extraverted Sensing with Introverted Thinking
Dominant functions: S_I
Auxiliary function: T_I
Tertiary function: F_I
Fourth /Inferior function: N_I

Characteristics of ESTPs (Myers & McCauley 1985, Hammer 1996)

ESTPs are interested in everything going on around them - activities, food, clothes, people, the outdoors and everything that offers new experiences. Because they learn more from doing than from studying or reading, they tend to plunge into things, learning as they go, trusting their ability to respond resourcefully. ESTPs are likely to be observant, practical and realistic and actively involved in the immediate experience.

ESTPs make decisions by logical analysis and reasoning and can be tough when the situation calls for toughness. They usually are analytical, rational problem solvers, straightforward and assertive.

The career and organizations areas highlight some of the ways ESTPs function in the world of work. They are attracted to type-consistent fields such as marketing and technology, and their confidence and comfort in interacting with the environment are shown high in dominance, sociability, social presence, and the like, Thorne & Gough (1991), Quenk & Quenk (1996), Di Tiberio (1996), Barger & Kirby (1995a), .

4. ESFP: Extraverted Sensing with Introverted Feeling
ESFPs are interested in people and new experiences. Because they learn more from doing than from studying or reading, they tend to plunge into things, learning as they go. They appreciate their professions and take pleasure in them. ESFPs are likely to be observant, practical, realistic, specific and active, involved in immediate experiences. ESFPs make decisions by using their personal values. They use their Feeling judgment internally to make decisions by identifying and empathizing with others. They are good at interpersonal interactions and often play the role of peacemaker. Thus, ESFPs are likely to be generous, optimistic and persuasive, warm, sympathetic and tactful. ESFPs are keen observers of human behavior. They seem to sense what is happening with other people and respond quickly to their practical needs. They are especially good at mobilizing people to deal with crises.

5. INTI: Introverted intuition with Extraverted Thinking
Dominant functions: S_I
Auxiliary function: T_I
Tertiary function: F_I

Myers & McCauley (1985), Hammer (1996)
INTJs see things from a global perspective and quickly relate new information to overall patterns. They trust their insightful connections regardless of established authority or popular opinions. Dull routine smothers their creativity. INTJs use their lntuition primarily internally, where they develop complex structures and pictures of the future. They are likely to be insightful, creative synthesizers, conceptual and long range thinkers.

INTJs use their thinking to make logical decisions. They assess everything with a critical eye, quickly identify problems to solve, and are tough and decisive when the situation calls for toughness. INTJs tend to be clear and concise, rational, detached and objectively critical.

INTJs are excellent long range planners and often rise to positions of leadership in groups or organizations. They are independent, trust their own perceptions and judgments more than those of others, and apply their high standards of knowledge and competence most rigorously to themselves.

REFERENCES

Blake, M., &Allen, (1 987), Spectacular team work: How to develop the leadership | skills for team success, Pan Macmilan publishers. | | Bower, S., & Bower, C., (1 976)Asserting Yourself, Addison -Wesley, NJ | Bridges, W.,(1992), The character of organizations: Using Jungian | type in organizational development. Palo Alto, CA: Davies-Black. | | Campbell, D.P., & Hansen, J.C., (1981). Manual for the SVIB-SCII stron- | Campbell Interest Inventory, CA Stanford University Press. | | Carlson J.,(1985), Recent assessments of the Myers-Briggs Type Indicator. | Journal of Personality Assessment, 49, 356-365. | | Carlson, R., (1 9801, Studies of Jungian typology: 11. Representations of the | personal world. Journal of Personality and Social Psychology, 38, 801 -81 0 |