

## Personality: Difference in Male & Female Managers

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### **Abstract**

*With the passage of time attempts have been made by man for co-operative activity of living together and working together in an interdependent manner which was better than isolated individual exist and effort. Man might have learnt it from Mother Nature whose organization is regarded as organization par excellence. Human behaviour is thus an extension and adoption of the concept of natural order of phenomena. To understand human behaviour in the work environment is one of the most challenging and worthwhile objectives for anyone who has ever worked with another individual. The study of human behaviour in the work environment covers more than just the activities involved with the actual work itself. Thus it becomes important to examine the overall impact of Personality on organization. Organization is, therefore complex realities. For practical managers, however, the term organization refers to concrete and tangible entity, which describes the manner in which men, machine and materials resources are, or should be organized and interrelated. It is well understood that- Why are some people quiet and passive, while others are loud and aggressive? Or certain personality types better adopted to certain job types. Personality is a broad, amorphous designation relating to fundamental approaches of persons to others and themselves. It is a universal phenomena found in individual forms where both male and female works in the organization. One of the most important role of the Managers is to develop the personality among the male and female persons who are working and contributing for the growth and development of the organization. It is the people only who can make a contribution and please the people who are associated it with reference to personality only. In the present study the variable chosen - Personality has deep impact on human behaviour. The present study revealed that though there is no significant difference between male and female manager.*

**Key-words:** *Personality, Manager, Behavior, Organization, Transactional Analysis, Ego-State*

### **1. Introduction**

Harris (1969) stated throughout history one impression of human nature has been consistent that man has a multiple nature. Always it has been seen as a conflict. The term personality is usually understood as the physical appearance of a person. But management scientist uses it in a much broader sense.

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### **Personality=Physical + Intellectual + Psychological attributes**

These characteristics give an individual his or her identity. Personality represents how an individual acts reacts and interacts with others. Very often personality is used in different connotations. Usually when some ones personality is discussed it means that how this said person is distinguish from others. For instance Mahatma Gandhi, Nehru are considered great personalities. Personality often denotes smart personality, dynamic or dull personality. It implies totality of traits are peculiar to s specific person.

Glueck (1977), Personality is a pattern of stable states and characteristics of a person that influences his or her behavior towards goal achievement. The words of Allport (1947) Personality is the dynamic organization within the individual of the psychological system that determine his unique adjustment to his environment.

Therefore personality is a sum total of the followings:

**Biological factors:** These include physical structure, heights, weights, colour, sex, facial attractiveness, muscle composition etc. these features may be partly hereditary and partly acquired

**Family:** Parents, Grand Parents, Elders in the family greatly influence personality of an individual.

**Environment:** School, College and work place are important variables in Environment. Person who influence are usually friends, teachers, relatives, colleagues and boss. Social and cultural factors also influence personality.

**Situation:** It emerges as major influence on an individual personality. Situations may serve as both restrains and push in personality development.

**Transactional Analysis (TA):** The concept of TA was originated by Eric Berene and developed by Harris (1969). It is based on the hypothesis that the man has multiple nature. The brain functions as a high fidelity tape recorder. The feelings associated with the past experiences and recorded in the mind to be replayed whenever required, in vivid forms. The recordings in the mind may be of three kinds-parents, Child and Adult. This analysis is of practical value to every manager. A manager may have anyone of the following four positions mention below

#### **Manager's Concern for People**

1	I am Not OK Your are OK	2	I am OK You are OK
3	I am Not OK You are not OK	4	I am OK You are not OK

#### **Manager's concern for Task**

Manager with life position 1 is too much relations oriented and is a popular leader. Positions 2 manager neither relations-oriented nor task oriented, therefore he is neither popular nor effective. Manager on position 3 is a leader who is both popular and effective. Position 4 manager is too much task oriented and does not believe in Human Relation Approach.

It is important to understand that ego-state in both manager and subordinates may be different at different times. Efforts should be made to build Adult in the employees. It is usually the fact that it is Parent which dominates in the manager and child which may speak out the workers.

## **2. Review of Previous Studies**

### **2.1. Studies on Personality (Ego-States)**

The view of personality, emphasizing the public side of person, is in line with the Latin word *Persona* (mask) from which the term *Personality* originated. Psychologists in particular have found this area to be of great interest and accordingly several studies in India and abroad have been carried out. Some of which have been taken here

### **2.2. Foreign Studies**

Erskine (1966) published 28 articles in *Theories and Methods of an Integrative TA*. These demonstrate the evolution of Erskine ideas from his early ways in transactional analysis to his eventual integration of concepts from transactional analysis, Gestalt therapy, and psychoanalytic theories such as object relations, self psychology, and the inter subject approach.

Paper of Tony White (1973) was compiled in “*New ways in Transactional Analysis*”. The section titled ‘*Proceedings*’ begins with a reassessment of ego state structure and then leads onto an analysis of relationships. This is followed by a paper on therapeutic applications. Also included is a section titled ‘*Psychology of Science*’.

Rosenthal (1974) investigated the relationship between treatment success and change in ego states in 32 young adult stutters who completed an intensive eight week therapy program. Preliminary results showed a significant change in two of five ego states (*Adaptive Child* and *Nurturing Parent*) *Adaptive child* decreased and *Nurturing parent* increased in those subjects who improved most. Regression analysis showed that approximately 32% of the variance associated with treatment change was predicted by changes in ego states.

James (1975) in “*Perspectives in Transactional Analysis*” published 20 papers covering a wide range of topics, including basic transactional analysis principles and techniques, fascinating accounts of Muriel own life and her relationship with Eric Berne, the drama of cultural scripts, techniques for personality structural change, spirituality and the human spirit and special applications of transactional analysis in clinical and organizational setting.

Chansangthai (1986) studies the effects of group counseling using transactional analysis on personality development of youths taking amphetamine. The sample were youth studying at a *Tripitaka School* in *Ampose Mung Chainad Mai* during the first semester of the 1998 academic year. Youths were randomly assigned to two group, namely –experimental group or group counseling group and control group. Both group were pre-tested and post tested using *P-A-C Personality Scale* before and after the treatment. However, the differences on the child ego state between the experimental and control group were not found.

### **2.3. Indian studies**

Singh (1999) studies implication of *Transactional Analysis*. He described it as a list of social intercourses which were complementary, crossed or hidden. The study is based on ego-states namely *Parent*, *Adult* and *Child Ego-states*. The negative and positive aspects were considered with respect to each ego-state. The conclusion of the study is that all persons are

structurally alike in terms of having the three ego namely Parent, adult and Child but they differ in terms of content working arrangements of the said three egos

Arora (2002) also studies employees who opted voluntary retirement scheme and compared them with the ones who did not opt for VRS. He concluded that the two differed significantly on dimension of personality-ego states on the Nurturant parent measure. He also found a difference between Male and Female managers among those who did not opt for VRS scheme.

The various studies considered above deal with the different Ego-states in a person. Each person possesses the three Ego-states namely Parent Ego, Adult Ego and Child Ego. But one ego becomes predominant in comparison to others in a human being depending upon circumstances and situations. It is important to know about one's own predominant ego which in turn helps to understand the personality of the other person one is interacting with.

### **3. Methodology**

#### **3.1. Hypothesis**

Male manager do not differ from female managers with regard to personality.

#### **3.2. Objectives of the Study**

The objective of the study is to find gender difference, if any, with regard to personality.

#### **3.3. Statement of the problem**

The present study has been proposed to offer an understanding of Personality. A collective study of managers is taken into consideration w.r.t. Personality. Personality has been studied as a consequent variable which is affected by personal variables as Personality which determines the statues of the organization.

#### **3.4. Rationale of the Problem**

The aim of the study is to establish relationship among the managers and its related dimensions- Personality. The area of studies includes comparing the Personality between Male and Female Managerial Staff

#### **3.5. Organization Studied**

##### Category I

1. Andrew Yule & Company Limited
2. Bharat Sanchar Nigam Limited- Calcutta Phones
3. West Bengal State Electricity Distribution Company Limited
4. Airport Authority of India (Kolkata)

##### Category II

1. The Telegraph
2. Balaji Enterprise
3. Vikash Publication (Publication House)
4. Co- Cocola (Beverages Pvt Ltd)
5. Religare Securities Limited
6. Hotel Hindustan International
7. Wipro GE

### Category III

Principals and Administrative Officers of some University of Calcutta, University of Kalyani, West Bengal University of Technology affiliated Colleges.

### 3.6. Tools Used: Personality Detection

The questionnaire originated by N.K Chatterjee is used in the study. A 50 item has been used to ascertain whether the respondent falls into one of the following five dimensions. The components of tools are as follows:

Critical Parent (CP): 2,4,6,8,10,12,14,16

Nurturing Parent (NP): 1,3,5,7,9,11,13,15

The Adult: 19,22,25,29,32,35,40,44

The Natural Child Ego (FR): 18,21,24,28,31,34,37,41,43

The Adaptive Child (AC): 17,20,23,26,27,30,33,36,38,39,42,45,46,47,48,50

## 4. Result & Interpretation

A comparison was drawn between Male Managers & Female Managers with respect to Personality.

### Comparison between Male and Female Managerial Staff with respect personality

	Male Managers		Female Managers		t-Value
	Mean	SD	Mean	SD	
1 Critical Parent	28.40	8.80	27.45	4.65	0.802
2 Nurturing Parent	30.03	6.06	28.48	4.66	1.743
3 Adult	30.51	5.020	27.67	4.19	3.639**
4 Free Child	34.22	5.82	33.12	4.17	1.317
5 Adaptive Child	48.05	7.05	48.049	6.82	0.389

An important variable for study is Personality, which judges the different ego-states Of the respondent. The male & female managers were compared with respect to personality variable and a very significant difference was found on the dimension Adult, t-value being 3.639 though not significant but a trend was noted on the dimension of nurturing Parent and Free child, where also the male managers have scored higher. On the other two dimensions, the male and female managers shon no significance difference, even in terms of mean scores, the male & female show no significant difference.

## 5. Conclusions

Thus from the discussion we come to the conclusion that Male and Female managers were compared with respect to Personality (Ego States). While comparing, the Male Managers scored very high on adult dimension and marginally on free child as well. The previous studies had a good impact on the personality without which it was very difficult to know about the human behavior. Thus the five measures have been considered in support of previous studies which were not found in the findings of the scholars that includes:

1 Critical Parent-	When male manager were compared with female managers no significant difference was found
2 Nurturing Parent-	On being compared the male managers again scored higher in terms of mean value when compares with female managers although the difference was not significant, t-value being 1.743

3 Adult-	Male managers differed significantly from female managers, the difference being really significant, t-value phenomenally high being at 3.639
4 Free Child-	When male manager were compared with female manager although no significant difference was revealed But t-value being 1.317 suggest that male managers had higher natural child ego as compared to female managers.
5 Adaptive Child-	The male and female managers appeared almost identical on this measures

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