



A Study On Personality Traits Of Employees Those Who Have Undergone Acculturation Approach With Reference To Health Care Sector In Kurnool City.

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ABSTRACT

Models of expatriate adjustment grounded in person–environment fit theory argue expatriate adjustment occurs when the expatriate’s abilities meet the demands of the cultural context and when the cultural context fulfils the expatriate’s needs. However, the process of how an expatriate’s abilities match the demands of the cultural context and how the expatriate’s needs interact with these demands is less explored. Addressing this gap, we take an acculturation approach to build on the premise of person–environment fit theory by presenting a conceptual model that shows how an expatriate’s ability to draw upon certain personality traits may influence the adoption of certain acculturation strategies needed to meet the demands of the cultural context across life domains. In this sense, an expatriate is able to meet the demands of his/her cultural context across life domains by adopting certain acculturation strategies. Moreover, we posit the importance of an expatriate’s needs as represented by his/her acculturation attitudes with these demands. We contribute to the expatriate literature by extending the premise of person–environment fit theory in expatriate adjustment and by connecting personality traits with an expatriate’s acculturation strategies.

INTRODUCTION

A great organizational culture is the key to developing the traits necessary for business success. And you’ll see its effects in your bottom line: companies with healthy cultures are 1.5 times more likely to experience revenue growth of 15 percent or more over three years and 2.5 times more likely to experience significant stock growth over the same period. Despite this, only 31 percent of HR leaders believe their organizations have the culture they need to drive future business, and getting there is no easy task — 85 percent of organizations fail in transforming their cultures.

Personality traits with an acculturation approach to person – environment fit. In this we are yet to know about the personality traits of employees in the organization with acculturation approach at present of there working environment.

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DEFINITIONS TO PERSONALITY TRAIT

- Personality traits reflect people's characteristic patterns of thoughts, feelings, and behaviors.
- Personality traits imply consistency and stability. Someone who scores high on a specific trait like extraversion is expected to be sociable in different situations and over time.
- An individual's behavior towards others, attitudes, characteristics, and mindset make up their personality.
- Trait-based personality theories defined by RAYMOND CATTELL as personality as a trait that predicts a person's behavior.
- An approach for analyzing the structure of personality by measuring and identifying and also classifying similarities and differences in personality characteristics or traits.

DEFINITIONS TO ACCULTURATION APPROACH

- When individuals or a group of people transition from living a lifestyle of their culture to moving into the lifestyle of another culture. They must acculturate, or come to adapt to the new culture's language, values, behavior, etc.
- Acculturation is the process of social, psychological, and cultural change that stems from the balancing of two cultures while adapting to the prevailing culture of the society.
- It is the process of changing so that you become more like people from a different culture or of making someone in that way.

DEFINITIONS TO ORGANIZATIONAL CULTURE

Organizational culture is the collection of values, expectations, and practices that guide

and inform the actions of all team members. A great culture exemplifies positive traits that lead to improved performance, while a dysfunctional company culture brings out qualities that can hinder even the most successful organizations.

FOUR TYPES OF ORGANIZATIONAL CULTURE

- Adhocracy culture – the dynamic, entrepreneurial Create Culture.
- Clan culture – the people-oriented, friendly Collaborate Culture.
- Hierarchy culture – the process-oriented, structured Control Culture.
- Market culture – the results-oriented, competitive Compete Culture.

Organizational culture influences the success of your company from new hire recruitment to talent retention to employee engagement. Your company culture directly affects the types of candidates you attract and the employees you hold on to.

CHARACTERISTICS OF PERSONALITY TRAIT

An individual's behavior towards others, attitude, characteristics, and mindset make up their personality. Personality development is defined as a process of enhancing one's personality. Personality development sessions guide an individual as to how he/she can develop his/her personality.

Personality Traits

Broadly there are five parameters which describe an individual's personality. These five dimensions are also called as "Big Five"

Factors, and the model is referred to as Five Factor Model also abbreviated as FFM.

The Five Factor Model was initially proposed by Costa & McCrae in the year 1992 and often describes the relation between an individual's personality and various behavior

Following are five personality traits of an individual:

Openness to experience

Individuals with openness to experience are generally very active, have a tremendous inclination towards creativity and aesthetics and listen to their heart i.e. follow their inner feelings. Such individuals are generally open to new learnings, skill sets and experiences. People who score high on openness are quite broadminded and modern in their outlook as compared to individuals who score low on the same parameter. Such individuals are conservative, reluctant to changes and have a traditional approach in life.

Conscientiousness

As the name suggests, individuals with a Conscientiousness personality trait listen to their conscience and act accordingly. Such individuals are extremely cautious and self-disciplined. They never perform any task in haste but think twice before acting. People with this personality trait are generally methodical and tend to become perfectionists in the long run. People who score high on conscientiousness are proactive, goal oriented and self-disciplined. They strive hard to accomplish goals and objectives within the stipulated time frame. Individuals who score low are little laid back and are not much goal oriented.

Extraversion and Introversion

Carl Jung popularized both the terms - "Extraversion" and "Introversion".

Extraversion: Extraversion refers to a state where individuals show more concern towards what is happening outside. Such individuals love interacting with people around and are generally talkative. They do not like spending time alone but love being the center of attraction of parties and social gatherings. Such individuals love going out, partying, meeting people and often get bored when they are all by themselves. They admire the company of others and hate staying alone.

Introversion: Introversion, on the other hand refers to a state when an individual is concerned only with his own life and nothing else. Such individuals do not bother about others and are seldom interested in what is happening around. They prefer staying back at home rather than going out and spending time with friends. Such individuals speak less and enjoy their own company. You would never find them in meetings, clubs, parties or social get-togethers. They generally do not have many friends and tend to rely on few trusted ones.

Agreeableness

Agreeableness is a personality trait which teaches individuals to be adjusting in almost all situations. Such individuals do not crib and face changes with a smile. They accommodate themselves to all situations and are friendly and kind hearted. People who score high on agreeableness are ready to help others and flash their trillion dollar smile whenever a problem arises. Individuals who score low on agreeableness on the other hand find

difficulties in adjusting with others and are little unfriendly.

Neuroticism

Neuroticism is a trait where individuals are prone to negative thoughts such as anxiety, anger, envy, guilt and so on. Such individuals are often in a state of depression and do not how to enjoy life. They always look at the negative sides of life and find extremely difficult to cope up with stress.



Fig 1

FOUR TEMPERAMENTS ON PERSONALITY TYPES

18th-century depiction of the four temperaments. Phlegmatic and choleric above, Sanguine and melancholic below, The four temperament theory is a proto-psychological theory which suggests that there are four fundamental personality types: sanguine, choleric, melancholic, and phlegmatic. Most formulations include the possibility of mixtures among the types where an individual's personality types overlap and they share two or more temperaments. Greek physician Hippocrates (c. 460 – c. 370 BC) described the four temperaments as part of the ancient medical concept of humor that four bodily fluids affect human personality traits and

behaviors. Modern medical science does not define a fixed relationship between internal secretions and personality, although some psychological personality type systems use categories similar to the most individuals tend to have aspects of their personality which identify with each of the four temperaments. However, there are usually two primary temperaments that are displayed at a significantly higher level. An individual could be any combination of the following four types. Sanguine personality type is described primarily as being highly talkative, enthusiastic, active, and social. Sanguine tend to be more extroverted and enjoy being part of a crowd; they find that being social, outgoing, and charismatic is easy to accomplish. Individuals with this personality have a hard time doing nothing and engage in more risk seeking behavior.

Choleric individuals tend to be more extroverted. They are described as being independent, decisive, and goal-oriented, and they enjoy being in charge of a group since they have many leadership qualities as well as ambition. Choleric personalities also have a logical and fact-based outlook on the world.

Melancholic individuals tend to be analytical and detail-oriented, and they are deep thinkers and feelers. They are introverted and try to avoid being singled out in a crowd. A melancholic personality leads to self-reliant individuals who are thoughtful, reserved, and often anxious. They often strive for perfection within themselves and their surroundings, which leads to tidy and detail oriented behavior.

Phlegmatic individuals tend to be relaxed, peaceful and quite. They are sympathetic and care about others, yet they try to hide their emotions. Phlegmatic individuals also are good at generalizing ideas or problems to the world

ACCULTURATION

Acculturation is the process to balance two cultures while adapting to the prevailing culture of the society. Individuals of a differing culture try incorporate themselves into the new more prevalent culture by participating in aspects of the more prevalent culture, such as their traditions, but still hold onto their original cultural values and traditions. The effects of acculturation can be seen at multiple levels in both the devotee of the prevailing culture and those who are assimilating into the culture.

At this group level, acculturation often results in changes to culture, religious practices, healthcare, and other social institutions. There are also significant ramifications on the food, clothing, and language of those becoming introduced to the overarching culture.

At the individual level, the process of acculturation refers to the socialization process by which foreign-born individuals blend the values, customs, norms, cultural attitudes, and behaviors of the overarching host culture. This process has been linked to changes in daily behavior, as well as numerous changes in psychological and physical well-being. As enculturation is used to describe the process of first-culture learning, acculturation can be thought of as second-culture learning misses.

FOUR FOLD MODEL OF ACCULTURATION

- Assimilation occurs when individuals adopt the cultural norms of a dominant or host culture, over their original culture.
- Separation occurs when individuals reject the dominant or host culture in favor of preserving their culture of origin. Separation is often facilitated by immigration to ethnic enclaves.
- Integration occurs when individuals are able to adopt the cultural norms of the dominant or host culture while maintaining their culture of origin. Integration leads to, and is often synonymous with biculturalism.
- Marginalization occurs when individuals reject both their culture of origin and the dominant

PERSON – ENVIRONMENT FIT THEORY

Person–environment fit (P–E fit) is defined as the degree to which individual and environmental characteristics match (Davis, 1992; French, & Harrison, 1982; Zimmerman, & Johnson, 2005; Mu & Monahan, 1987). Person characteristics may include an individual's biological or psychological needs, values, goals, abilities, or personality, while environmental characteristics could include intrinsic and extrinsic rewards, demands of a job or role, cultural values, or characteristics of other individuals and collectives in the person's social environment (French et al., 1982). Due to its important implications in the workplace, person–environment fit has maintained a prominent position in Industrial and organizational psychology and related fields (for a review of theories that address person-

environment fit in organizations, see Edwards, 2008).

Person–environment fit can be understood as a specific type of person–situation interaction that involves the match between corresponding person and environment dimensions (French, Rodgers, & Cobb, 1974; Schulte, 2007). Even though person–situation interactions as they relate to fit have been discussed in the scientific literature for decades, the field has yet to reach consensus on how to conceptualize and operationalize person–environment fit. This is due partly to the fact that person–environment fit encompasses a number of subsets, such as person–supervisor fit and person–job fit, which are conceptually distinct from one another (Edwards & Shipp, 2007;). Nevertheless, it is generally assumed that person–environment fit leads to positive outcomes, such as satisfaction Person–organization fit.

DOMAINS OF P-E FIT THEORY

- Person–organization fit (P–O fit) is the most widely studied area of person–environment fit, and is defined as, "the compatibility between people and organizations that occurs when (a) at least one entity provides what the other needs, (b) they share similar fundamental characteristic. High value congruence is a large facet of person–organization fit, which implies a strong culture and shared values among coworkers. This can translate to increased levels of trust and a shared sense of corporate community (Boon 2011). This high value congruence would in turn reap benefits for the organization itself, including reduced turnover, increased citizenship behaviors, and organizational commitment (Andrews et al.,

2010; Gregory et al., 2010). The attraction–selection–attrition theory states that individuals are attracted to and seek to work for organizations where they perceive high levels of person–organization fit (Gregory et al., 2010). A strong person–organization fit can also lead to reduced turnover and increased organizational citizenship behaviors (Andrews, Baker, & Hunt, 2010)n, performance, and overall well-being Person–job fit

- Person–job fit, or P–J fit, refers to the compatibility between a person’s characteristics and those of a specific job. The complementary perspective has been the foundation for person–job fit. This includes the traditional view of selection that emphasizes the matching of employee KSAs and other qualities to job demand (Schneider, & Schmitt, 2006). The discrepancy models of job satisfaction and stress that focus on employees’ needs and desires being met by the supplies provided by their job (Locke, 1969, 1976)

- **Person–group fit**

- **Person–group fit**, or P–G fit, is a relatively new topic with regard to person–environment fit. Since person–group fit is so new, limited research has been conducted to demonstrate how the psychological compatibility between coworkers influences individual outcomes in group situations. However, a study by Boone (2011) revealed that person–group fit is most strongly related to group-oriented outcomes like co-worker satisfaction and feelings of cohesion.

- **Person–person fit**

- Person–person fit is conceptualized as the fit between an individual's culture preferences and

those preferences of others. It corresponds to the similarity-attraction hypothesis which states people are drawn to similar others based on their values, attitudes, and opinions. The most studied types are mentors and protégés, supervisors and subordinates, or even applicants and recruiters. Research has shown that person-supervisor fit is most strongly related to supervisor-oriented outcomes like supervisor satisfaction.

OBJECTIVES OF THE STUDY:

- To study the concept of organizational culture & personality traits by considering acculturation approach
- To study the factors that affect the personality & behavior of employees at work place
- To evaluate the performance of employees who have undergone transition.

RESEARCH METHODOLOGY AND DESIGN

1. Type of Research: Descriptive research

2. Sampling:

Sampling may be defined as the selection of one part of aggregate or totality on the basis of which judgment or inference about the totality or aggregate made.

Sampling techniques:

- Type of Sampling : Convenience Sampling (Non-probability technique)

3. Tools of Analysis:

- Statistical tool : Percentage method
- Data collection tool: Questionnaire method (primary tool)

DATA ANALYSIS:

Out of many questions few prominent questions were kept for analysing the data collected through questionnaire.

1. Do you feel comfortable in this organizational culture?

Table-1

Particulars	Frequency	Percentage
Yes	38	61.29
No	24	38.70
Total	62	100.00

The above table and chart shows that the respondents who are comfortable in this organizational culture are of 61.29% whereas who are not comfortable in this organizational culture are of 38.70%

2. What your friends think of you?

Table-2

Particulars	Frequency	Percentage
Loyalist	19	30.64
Humoristic	17	27.41
Sensitive	23	37.09
Arrogant	3	4.83
Total	62	100.00

The above table and graph shows respondents where loyalist are in 30.64%, humoristic are in 27.41%, sensitive are in 37.09% and finally arrogant are in 4.83%

3. What can you say about your working conditions and environment?

Table-3

Particulars	Frequency	Percentage
Satisfactory	52	83.87
Dis-satisfactory	7	11.29
Can't say	3	4.83
Total	62	100.00

The above table and graph shows whether the working conditions and environment of the respondents are satisfactory are of 83.87%, dissatisfactory are of 11.29% and can't say respondents are of 4.83%

4. Do you think as your personality has changed than earlier, who will act as a main reason for that?

Table-4

Particulars	Frequency	Percentage
Friends	26	41.93
Society	21	33.87
Colleagues	8	12.90
Superiors	7	11.29
Total	62	100.00

The above table and graph shows the respondents has changed their personality due to friends are of 41.93%, from society are of 33.87%, from colleagues are of 12.90% and from superiors are of 11.29%

5. Are you facing any one of the following consequences of personality?

Table-5

Particulars	Frequency	Percentage
Depression	6	9.67
Anxiety	35	56.45
Physical illness	13	20.96
Mental illness	8	12.90
Total	62	100.00

The above table and graph shows the consequences of personality faced by respondents are of depression at 9.67%, anxiety at 56.45%, physical illness at 20.96%, and mental illness at 12.90%

6. Does your organization engaged in managing personality traits of employees?

Table-6

Particulars	Frequency	Percentage
Yes	44	70.96
No	18	29.03
Total	62	100.00

The above table and chart shows whether respondents involved in developing personality which was given by organization are of 70.96% whereas others not involved in it are of 29.03%

7. Which of the personality change you are observing at present when compared to previous years?

Table-7

Particulars	Frequency	Percentage
Behavioral change	21	33.87
Lifestyle change	20	32.25
Introvert	4	6.45
Extrovert	4	6.45
Optimistic	13	20.96
Total	62	100.00

The above table and graph shows the respondents changed personality in behavioral change are of 33.87%, lifestyle change are of 32.25%, introverts are of 6.45%, extroverts are of 6.45% and optimistic are of 20.96%

FINDING AND IMPLICATIONS:

Majority of the respondents who have undergone transition has accepted that their personality has changed. Most of the respondents had felt that they are comfortable with the organizational culture. Almost all the respondents make friends easily, but most of their friends they accept that they are sensitive and loyal. Eighty-five percent of the respondents had already developed positive attitude, looking at the brighter side of the issue



and thought provoking nature. Ninety percent of the respondents feel their friends or colleagues' customs are important to them, with this we can know that they respect other religious rituals. Ninety- six percent of the respondents are the persons where they are always interested to learn new things. Sixty-four percent of the respondents doesn't accept the change either in organization or in life. Eighty- four percent of the respondents are satisfied with the working conditions and environment they are doing. Seventy-five percent of the respondents felt their personality has changed than earlier, this was done by their friends and society. One of the major consequences faced by most of the respondents due to personality are anxiety. Almost all the respondents are satisfied with the performance giving at their workplace, but 10% of respondents are not satisfied with their performance it means we can know is how loyal they are to the organization. Behavioral change, lifestyle change and optimistic nature are the personality changes most of the respondents feel at present when compared to previous years.

CONCLUSION:

Based upon the findings of the research, it is understood that the personality of the respondents has changed for those who have undergone transition. It adds value to their job performance. Most of the respondents had accepted that their personality has changed due to the society and friends. Personality is not a negotiable one, rather it shows a great impact in workplace, if it alter.

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