

THE INFLUENCE OF INDIVIDUAL DIFFERENCES ON PERSONAL BEHAVIOUR IN ORGANIZATIONAL ENVIRONMENT²⁸

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Abstract: *In the wide variety of studies and classifications of different types of individuals and personality traits, most prominent are those related to the individual's level of introversion or extroversion and the corresponding types of temperament. The present paper focuses on the theoretical issues of behaviour leadership, providing an in-depth analysis of the specific behaviour of employees and managers possessing different personality traits and psychological characteristics, displaying distinctive mindset and behaviour patterns, on the basis of which to explore and assess the prospective compatibility of these characteristics with the individual's functional role and status within the organizational structure.*

Keywords: *Personal behaviour, Individual typology, Introvert, Extrovert, Manager.*

JEL codes: *M12, M49*

INTRODUCTION

The organizations, in view of their fundamental nature, intrinsic commitment and functionality, represent the highest possible systematic organisation of the society. Through them the "society-centered man" performs their activities in advancing the transformation of human resources. It is especially through the organisation that the mankind could develop and achieve considerable progress (Zagorova, K., 2014).

In general, two main factors seem to underlie the functioning of the vast range of societies – on the one hand, their social character with the man's influence and capacity to stabilise the society and on the other hand, the *man* with their needs - genetically ingrained in their human nature. It is the latter that lay the foundations upon which the individual human behaviour is constructed.

Naumov establishes two main approaches to the study of the human behavior in the society (Naumov, I., 2004):

According to the first approach, the behavior of the individual is genetically determined. It is governed by the biological needs of the individual and their physiological characteristics, bestowed upon them at birth. They are the ones that form the individual's aspirations and explain why people are more inclined to do this or that in one way or another. Since a man lives in a society with other people, they are forced to act according to the generally accepted norms, which sometimes stand in a stark contrast to their basic instincts and true nature.

The second approach considers man as a social «product» and ascribes their patterns of behaviour to the particular cultural factors that seem to dominate over the biological ones.

Indeed, in their extreme manifestations, the two approaches provide a rather inequitable, one-sided explanation of human behaviour. Every human individual is an organic system in which the genetic and social factors interact with one another, and it is these interrelations that shape human behavior.

In light of the aforementioned, man is defined as the most important factor and the core element on the basis of which organisations are be set up as a social formation of separate individuals or „..a

²⁸ Докладът е представен на 13.11.2020 г. с оригинално заглавие на български език: ИЗСЛЕДВАНЕ ВЛИЯНИЕТО НА ИНДИВИДУАЛНИТЕ РАЗЛИЧИЯ ВЪРХУ ПОВЕДЕНИЕТО НА ЛИЧНОСТТА В ОРГАНИЗАЦИОННА СРЕДА.

group of people who, under external adaptation and internal integration perform certain consciously coordinated activities to achieve common goals” (Kotsev, N., 2010).

The principal approaches into the individual’s behaviour within the organisational environment are defined as follows:

- ***the situational approach*** – analyzes the behaviour of the individual as a function of the factors of the organisational environment that is both internal and external;
- ***the motivational approach*** – enquires into the individual’s behaviour as a set of interrelated needs, interests, and motives;
- ***the individual approach*** – analyses and compares the individual person- specific characteristics with the distinctive features of the groups in the organization;
- ***the interdisciplinary approach*** – studies human behavior from the perspective of sciences related to personal knowledge management, such as psychology, sociology, philosophy, management, law, history.

EXPOSITION

Individual differences and types of personality

In the variety of studies and classifications of the individual differences and types of personality, the most widespread are those related to the individual's traits of introversion (extroversion) and their temperament.

Individual differences refer to the unique plentitude of combinations of quantitative and qualitative personal characteristics, talent, skills, abilities, intelligence, thinking, emotions, temperament, etc. Research studies into the organizational behavior give a sharper focus on the differences that are considered crucial for the personal management and high level of motivation, as well as giving due prominence to the diverse interactions within the microenvironment working groups.

The key features that determine the individual differences are mainly reduced to (<https://drugi.dokumentite.com/download/organizacionno-povedenie-lekci/45101>):

- ***Will-power and volitional qualities*** – characterizing the ability of man to consciously regulate their actions, to direct them purposefully towards the attainment of the desired goals, overcoming internal barriers and external obstacles.
- ***Localization of control*** – manifests itself in the individual's tendency to uncover the reasons behind their own success or failure deep within themselves or due to external factors. People with internal localization tend to attribute their successes and failures solely to internal factors, as being dependent exclusively on them.
- ***Empathy*** – determining the ability of man to sympathize with the emotions of others, to respond adequately to their experiences. The task of managers is to make a positive impact on the emotional life of the employees they are in charge of.
- ***Abilities*** – characterize the psychological characteristics through which knowledge, skills, and workplace habits are acquired. The abilities relate to the qualitative characteristics of the individual and apply only to a separate and precisely defined activity.
- ***Perception*** – is defined as a cognitive process by which a person forms complete images of objects and phenomena within the range of their sensory organs;
- ***Attitude*** – is closely linked to human perception and determines the state of readiness or predisposition of the individual to act in a certain way. Human attitudes play a significant role in shaping human individual's behavior.

Introversion, extroversion, and individual behavior

Extrovertisation and introvertisation are notions, introduced in Hans Eysenck's conception of the personality theory of human behaviour, which were subsequently propagated by Carl Jung and developed by his introvert-extrovert scale of personality types²⁹.

²⁹ In the 1930s, the Swiss psychiatrist and psychologist Carl Gustav Jung gave a detailed account of the human’s attitude to the world around them and their corresponding ways of behavior. He distinguishes between two main

“Of utmost importance” in Jung's scale “is the perspective of rating the levels of individual psychological excitability, which is believed to be contingent on the intrinsic internal (psychological) and external stimuli” (Paunov, M., 2019).

Extroversion, in its broadest sense, is outward directedness. This involves a high level of communication skills, the pursuit of numerous and intensive social contacts. An extrovert acts confidently and decisively, and thinks purposefully towards the achievement of success, through intensive interaction and strong teamwork skills.

Introversion is related to a person's tendency to focus primarily on their inner world. Introverts are restrained or reserved, reconsidering their actions carefully and are likely to be involved in relatively little social relationships.

„As much as extroverts perform well in a noisy, rapidly changing environment, introverts are prone to gain energy from themselves, withdrawing into the comfort of their inner world, where they can reflect quietly, taking their time to develop their ideas in greater detail. As stated in Myers-Briggs’s personality test and type indicator – one of the most commonly used in the world, all individuals have intrinsic introvert and extrovert qualities, with the predominance of some over the others ” (https://www.webcafe.bg/id_1979985009).



Fig.1. Visual representation of introvert/extrovert personality types

Extroversion, introversion, and leadership

As regards the organisational management, studies into the behavioral characteristics of managers with different frames of mind and ways of thinking should be performed with a view to determine the possibility of these characteristics to be incorporated into their managerial functions and specific status within the organization.

With respect to the professional skills at management level, the abundant points of view and considerations about the qualities defining the manager as a successful leader seem rather ambiguous.

Contrary to the widely acknowledged “cult to extroversion” as a prerequisite for leadership, *Jennifer Kahnweiler* - author of the book entitled “The Introverted Leader”, argues that, “*being an extrovert does not necessarily entail that you are successful*”. According to the author, the extroverts often “may have difficulties in contributing to the precipitous brainstorming discussions with colleagues who are remarkably skilled at improvisations, and may not cope well in situations requiring public speaking or receiving recognition for projects they have worked on. They feel as if they have failed, while in practice they have simply yielded to the myth that extroversion guarantees success” (https://www.webcafe.bg/id_1979985009).

Additionally, in furtherance of the foregoing argument, there are also a number of modern studies showing that introverts are actually among the most influential people in the world. As for instance, to name but a few public figures- Bill Gates- the founder of the Microsoft Corporation, Her

opposite personality types: mostly outward oriented, which he calls the “extrovert type” **and those** focused mainly on their inner world – **called** “introvert type” (<https://psiholog.co/extrovert>)

Majesty the Queen of the UK, the US President- Barack Obama and a lot other celebrities are the living proof that “those who shout the loudest may not always win the dispute.

According to *Jim Kouzes*, – author of “The Leadership Challenge ”organiser of a number of management courses “leadership is a set of skills and knowledge that can be learned by anyone who has the desire to become better and work on themselves. This applies to both the extroverts and introverts. The two types of personalities have different preferences on how to boost their energy levels, how to handle the information they receive, how to make decisions and organise themselves. Both personality types, however, prove themselves equally capable of being incredible leaders” (<https://www.manager.bg/>).

Kouzes further states that all personality types are likely to develop the ability to communicate their visual observations. „ Extroverts do it by organising brainstorming as to the capabilities or directly appealing to the desires of others. Conversely, introverts prefer to imagine what might have happened, and then share their ideas in one- on-one conversations. Extroverts should work a little harder to provide the right setting for the others to freely share their hopes, dreams, and aspirations. Introverts, on the other hand, are well aware of the fact that everybody should be involved into the process” (<https://www.manager.bg/>).

Personality typology according to the types of temperament

Temperament is the basis for determining the individual differences among people and is a basic characteristic of the individual in terms of their dynamic features, intensity, speed and the rhythm of their mental states and processes.

The temperament is viewed as a set of particular personality characteristics, which manifests itself in the strength of their feelings, the depth and speed of their occurrence, their stability or abrupt and swift development. The psychological characteristics of temperament types are determined by the following main properties (Paunov, M., 2019):

- *Sensitivity* – is measured by the smallest strength of external impacts, necessary to provoke an emotional response in man;
- *Reactivity* – is assessed by the extent to which the individual reacts emotionally to the influence of external or internal factors;
- *Activity* – is determined by the active interaction of the individual with the environment, overcoming the external and internal obstacles in the attainment of their goals;
- *Reactivity-activity ratio* – determines the dominant factor in the individual's behavior - the internal or external incidental circumstances or the goals, intentions and aspirations;
- *The rate of reaction* – is estimated by the rate of occurrence of the emotional reactions and processes;
- *Plasticity and rigidity* – defines the extent to which the individual can easily and flexibly adapt to the changing external environment, and respectively, the extent to which their behavior is viewed as inactive or inert.

The traditional classification distinguishes four main types of higher nervous system, ascribed to which are four types of temperament, namely: sanguine, choleric, phlegmatic and melancholic (see Figure 2).

Social sciences experts are not unanimous in their understanding of the concept of temperament and do not adhere to the classical classification of the four main types of temperament. „The display of a given typical characteristic depends not only upon the purity of manifestation of specific temperament dimensions in every single individual, but also on quite a lot of other factors of the environment and the personality itself ” (Paunov,M., 2019).

Of crucial importance for the proper management of organizations is the awareness of the the behavioral traits of the employees and managers with different types of temperaments, in view of the prospective compatibility of these characteristics with the individual’s functional role and status within the organizational structure.

Despite the conditional acceptance of the classical personality typology in accordance with the primary temperament types, the generalization of the results of the various empirical research studies, allows for the establishment of organizational portrayals of different types of managers.

Presented in Table1 is an approximate systematization of the characteristics of the types of managers consistent with the traits of their personal temperament.

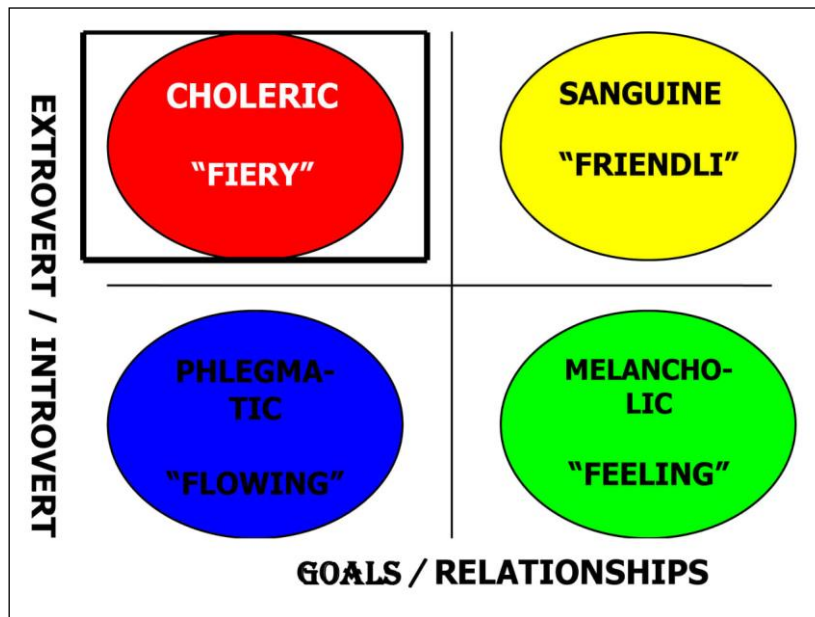


Fig.2. Personality typology relative to the types of temperament

Table 1. Types of managers in relation to their individual temperament characteristics

Type of Manager	Organizational Portrayal- Characteristics
Choleric Manager	<ul style="list-style-type: none"> - Innovator in spirit and initiator of changes; - Adapts the environment to themselves; - Tends to defend their ideas resolutely firmly and have difficult in accepting somebody else's opinion; - Finds it difficult to cope with criticism and is inclined to impose their will through coercion; - Quick-tempered and sharp-tongued, daring in situations of conflict; - <i>Manager by nature.</i>
Sanguine Manager	<ul style="list-style-type: none"> - Active and dynamic; - Easily adapts to the changing environment; - <i>Innovator in spirit;</i> - Takes their time before stating clearly or substantiating a novel idea; - Takes frequent but reasonable risks; - <i>High potential for a successful manager.</i>
Phlegmatic Manager	<ul style="list-style-type: none"> - Calm and self-possessed; - Unsusceptible to dissuasion; - Does not take risks; - Loves peace and order; - Resilient to pressure and stress-resistant; - <i>Being a manager is not the most appropriate social role for a phlegmatic</i>
Melancholic Manager	<ul style="list-style-type: none"> - Reserved, unsociable, highly suspicious; - Extremely sensitive to moral stimuli; - Gets frustrated by the changes; - Prefers to work on their own; - Loses self-control in stressful situations; - <i>Professionally, they are more efficient as specialists and/or collaborators</i>

CONCLUSION

From the theoretical research hereto presented in an attempt to systematize some of those personality traits that are well-established both in the theory and practice of organizational behavior, drawn are the following conclusions:

1. The studies into the organizational behaviour focus on those individual differences that exert a maximum effect on the employees' behaviour and motivation and on the group interactions in the working microenvironment as well;

2. Of crucial importance for the proper management of organizations is the awareness of the behavioral characteristics of the employees and managers with different temperaments, in view of the possibility for their effective compatibility with the individual's functional role and status within the organizational structure;

3. Although the studies determining the importance of the managers' personality types in accordance with the introvert-extrovert scale are ambiguous, the proper understanding of the individual temperament type in relation to the management style allows for the following generalizations to be made:

- (1) Choleric managers are guided by their authoritarian style of management;
- (2) Sanguine managers most often impose democratic style in managing organizations;
- (3) Phlegmatic managers are prone to a more liberal and democratic style of management;
- (4) Melancholic managers are the least consistent with regard to the style of management and if it happens that they do hold a managerial position, they are hardly ever authoritarian managers.

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