

APPENDIX - I

PERSONALITY PROFILES AND THEIR RESPONSE TO THE EIGHT DIMENSIONS OF ICS

Throughout the dissertation, the emphasis had been on the emergence of only two personality profiles among the managers, namely, ESTJ and ISTJ. A brief discription of the two personality profiles will be followed by their response to the eight dimensions of internalization of conflict scale.

The extraverted managers need to do their thinking aloud, therefore, what they do is very much in public domain, whereas, the introverted managers need to collect information about the possible goals and sift through the data, gradually proceeding towards the conclusion. The process however, is inward. At times the introverts might find the extraverts aggressive in setting for the goals. Similarly, a conflict for the extraverts is something to be examined out in the open. Extraverts might get extremely aggressive in situation of conflicts. A minor incident may take shape of a full-blown argument within no time. On the other hand, the introverts might internalize with the situation and can reflect on the incident internally. At the same time, this pent-up tension might be seen at some other occasion.

Apart from this, we can describe the two personality profiles, ESTJ and ISTJ viewing the basic difference. The ISTJ

have Introverted Sensing as dominant that implies the inclination towards factual and practical approach. The auxiliary is Extraverted Thinking, i.e., the objective decisions and structure. In case of ESTJs, the dominant is Extraverted Thinking, i.e., the inclination is towards objective decision and structure, whereas the auxiliary is Introverted Sensing i.e. factual and practical. They perceive the world 'as it is' and translate perceptions objectively. They have a driving need to impose their judgements of world around them with structure, schedule and order.

As the ESTJs have been known for organizing projects, making a systematic effort to reach their objectives on schedule, have little patience with inefficiency. They can be tough if required. Unlike ESTJs, the ISTJs have the tendency of dealing with the crisis with the calmness and composure. Their private reactions, which seldom show in their expressions are often intense.

In the present research, the results obtained show, how these two personality profiles respond to the different situations of internalization of conflict management.

ESTJs AND JP/WC

The ESTJs enjoy administration where they can set goals, make decision and give necessary orders. One of their strong suits is getting the things done. This characteristics makes them react in a relatively matured way to the situations of frequent

challenges in job, departmental rivalries. Making things done is an strong attribute in the ESTJs, who would want to handle any kind of situation, where there is lack of trust or communication problem. The internalization of conflict due to the job prospects and work condition was found to be not very high in comparison to the ISTJs.

ESTJs AND UWS

They like to organize facts, situations and operations related to a project and make a systematic effort to reach their objectives on schedule. It may be because of this characteristics, their response to the situations of ambiguity in policies and procedures, sudden changes, changes in rules and regulations might not be favourable. In all these situations, the ESTJs, would have to leave aside their characteristic of organizing facts and making systematic efforts. Instead, they would have to go for taking instant action, which would be the call of the situation. Here, the internalization of conflict was again found to be high.

ESTJs AND WGS

The ESTJs have little patience with confusion or inefficiency. and can be tough when the situation calls for toughness. The internalization of conflict in such situations would be high. Since, they have the tendency of examining the conflict aloud, the expression becomes obvious. Thus, they might

get upset when they face situations, where they have to work with careless people, or where the group member ignores other person. It might be a serious matter, if the group secrets are disclosed or the communication among the group members is not effective.

ESTJs AND T

The conduct should be ruled by logic, and thus, ESTJs govern their own behaviour accordingly. When there is a situation where ESTJs face a situation of criticism or Sarcasm, the reaction by ESTJ may be unhealthy. He might get a feel that his behaviour is being attacked, which is very much governed by logic and a definite set of rules. Any change in their behaviour would demand a deliberate change in their rules. Hence, in such cases, the internalization of conflict was found to be extremely high.

ESTJs AND WC

Since, the ESTJs have little patience with confusion or insufficiency, there are chances that they would be particular in case of work coordination. They would expect no disturbance from any group member. They would never entertain unhealthy organizational system, lack of cooperation among co-workers, lack of commitment and sincerity in the job. The ESTJs would always seek for efficient and healthy superior - subordinate relationship. If they internalize conflict due to lack of work-coordination, the expression of confusion or lack of tolerance can be very well observed.

ESTJs AND Rs

They are more interested in seeing present realities than future possibilities. This makes them realistics and they use past experience to solve any problem. Thus, they might apply similar strategy to handle the situation where there is problem of lack of resources. Being the organizers and tenders, the possibilities of the internalization of conflict may be high but they know how to get their suit done.

ESTJs AND II

Since, the ESTJs use their thinking to run as much of the world as may be theirs to run, they like to organize projects and then act to get things done. Reliance on thinking makes them logical analytical and likely to be convinced by only reasoning. It is hence expected, that their response to situations, where people take the jobs more than they can manage, might be making them feel uncomfortable. Any kind of disagreement, if not expressed on accepting contradictory instructions from superior, might not be tolerated by the ESTJs. Such situations if not handled in a constructive way, might lead to very high internalization of conflict.

ESTJs AND Rc

The ESTJs always like jobs, where the results of their work are immediate, visible and tangible. In other words, they expect feedback too from time to time. If they are not given recognition or if their work is not acknowledged from time to time, then their working might suffer. They might lose interest and take a back seat in their task. It may be fairly possible due to their strong characteristic of imposing their judgements on the world around them.

ISTJ AND JP/WC

ISTJs are practical. Their valuing of procedure makes them consistent and conservative. When they are "on duty" and dealing with the world, their behaviour is sound and sensible. Thus, when they face situations like, frequent challenges, departmental rivalries, lack of trust etc. They might react to it in a composed manner. The internalization of conflict has been found to be high but as they are concerned and comfortable about their inner world, it is possible that the way of tackling the situation may be vivid and intense.

ISTJ AND UWS

ISTJs are thorough, painstaking, systematic in their approach towards any task. Thus, the situations which come

unexpectedly may give them a jerk. They may take time in carefully analyzing the particulars and procedures as the ISTJs do not enter into the situations impulsively. They may internalize the conflict, react inward and may become expressive at some other instance.

ISTJs AND WGS

Accuracy is the key word in their approach. They are extremely committed and accept responsibility, often beyond the call of duty. If they are left in a situation where he is unable to adapt to the circumstances, the co-workers are careless or the affinity for the job is not much, an ISTJ would certainly find it difficult to cope up. Since, he believes in facts and details, he would like to be stated clearly. His quality of commitment towards the job may upset him, if in anyway group secrets are unethically disclosed.

ISTJ AND T

Their private reactions are not often seen. Even in crisis, they look calm and composed. Situations of threat, which includes criticism, sarcasm in the present context may be viewed intensely and with sharpness. Threat have been found to be a strong predictor of a few behavioural symptoms. The ISTJ being inward in their approach were found to be more affected by the conflict situation than their counterparts with ESTJ profile.

ISTJ AND WC

The ISTJs always tend to be hard-working and careful with particulars. Their perseverance tends to stabilize everything with which, they are connected. Hence, in situations of the disturbed group functioning, unhealthy organizational system, irresponsibility of the subordinate, lack of cooperation of the co-workers or lack of job-security, their determination to use their thinking in constructive direction may lead to the betterment of the situation.

ISTJ AND Rs

In case of situations, where there is lack of resources, and the working gets held-up, the ISTJs may respond to it sharply and look for solutions. Since they have their preferences for complete, realistic and practical respect for facts, they would be able to empathize with the scene. However, their characteristic of being methodical and completing the work with commitment might get hampered due to conflict situation arising due to the lack of resources.

ISTJ AND II

In situations, where they face the inefficiency in any respect, it might make them respond in a very strict way. It might be because of their tendency to encounter, in situations

where they expect everyone to be logical and analytical as they themselves are. This characteristic might have been one of the greatest reasons behind their high internalization of conflict.

ISTJ AND Rc

Recognition carries importance for the ISTJs. It may be inferred from their specific characteristic that they choose careers, where their talents are rewarded. Thus, in case of conflict due to lack of recognition there might be a kind of attack on their identity, which can shatter their well being to a great extent.