CREATIVITY AND TRIGUNA PERSONALITY OF MANAGERS

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Abstract   *A creative person in the management field holds the key for success. The organizational excellence depends on innovative ideas of employee, who possesses divergent thinking, and harmony of mind and soul, and balance of temperament. Triguna theory of personality based on Samkhya philosophy of yoga (Kisor, 2001) describes that balance of gunas for exhibiting creativity. Present study describes the triguna personality of 40 managers from different metropolitan cities of India and their nature of creativity. IAS rating scale, and Wallach and Kogan verbal creativity test were the two measurement tools that were surveyed through mail. Based on the descriptive analysis, the following four types of personalities were identified: Sattvic, Rajasic, Sattvic-Rajasic, and Sattvic-Tamasic personalities. Kaur and Sinha (1992) identified that Sattvic personality performance is superior than other personalities, and correspondingly the results on creativity scale show that all personality groups have a urge to be creative, but managers with Sattvic personality are able to display their creative abilities very exceptionally than other groups, thus showing their balance and harmony of mind and soul.*

Keywords: *Creativity, Triguna, Personality, and Managers.*

LITERATURE REVIEW

In the face of economic down fall, organizations highly depend on business managements, who hold the key for successful running of organization. Organizations apply various creative strategies, which have become essential aspect of modern business world (Boyce, 2012). Importance of creativity at workplace has risen dramatically during last few decades. Thus successful handling of creativity is a vital aspect for management (Stenmark, 2005). The talent of bringing a change is not only in the product but also in the management of the product through effective utilization of resources by his/her traits of transformational leadership, decision making, openness to experience and divergent thinking (Mani, 1996; Eden et al., 2008). The proactive personality effects on the organization for innovative change (Kim et al., 2010). Therefore, personality of manager has become crucial in innovation in business organization.

Research scholars have connected creativity with personality and cognitive domains. Personality traits have been frequently and predictably related to creative achievement (Prabhu et al., 2008). The abilities of divergent thinking, fluid attention, and openness to experiences are traits of creative person (Runco, 2007). In Freud's psychoanalytical theory (1900) creative personality is the outcome of ego defense mechanism of sublimation and projection. However, Adler defines creativity as the positive attitude of human beings (Lemire, 1998). Further investigators have highlighted the big five personality model, which enables researchers to retrospectively interpret personality with creativity. Where big five factors are directly related to creative engagement, traits of openness to experiences, self efficacy, perseverance, extrinsic motivation, and intrinsic motivation which are elements of creative personality (Kelly and Kathry, 2006; Sung and Chol, 2009). Eysneck's personality theory claims association between psychoticism and creativity, and the model describes creative personality traits as having over inclusive thinking and creativity brought by drawing conclusion based on broad conception (Porzio, 2005).

In organization, the level of creativity is described at two levels, internal (personal) and external (organizational). When the individual quality of creative thinking is supported by organization, the result is collective creativity, which leads to change in business (Morris, 2005). The model of Kirton adaptation innovation personality (1976) identifies the internal creative as innovators who tend to redefine problems, and aim at solution by proposing radical change (Buttner et al., 1999).

Studies have showed the significance of innovative or creative personalities of managers in organizations in relation to big five factor model, Eysneck model of personality, and Cattel sixteen personality factor. Studies have also identified extraversion, conscientiousness, self-confidence and willingness to experience as personality traits of mangers (Chauhan & Chaunhan, 2006; Dov et al., 2006; Setiadi et al., 2010). Study by Williams (2004) shows the

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significant relationship between personality and creativity in organization with characteristics of openness to experience and divergent thinking. The characteristics of willingness to change, proactive thinking, intellectual stimulation, high motivation, problem solving skills, and internal locus of control are also identified as traits of the creative personalities of managers which influence organizational innovation (Jain et al., 2004).

The creative person who creates change needs to effectively utilize his/her full energy (Procator, 2005). Thus today's management has to keep pace with expanding horizons of knowledge and changing economy by being innovative and by enhancing and sustaining innovation or creativity of managers. Organizations have applied various techniques and management styles. Parathasarathy (2006) highlights the strategies the Indians use for facilitating the transformation of business world. The recent trend of application of eastern philosophy to present organizational management such as stress management through yoga and spirituality have led to realization of one's potential change in leadership skills and management styles.

TRIGUNA THEORY OF PERSONALITY: ASPECT OF SAMKHYA PHILOSOPHY

The Samkhya philosophy is one among six systems of Indian philosophy. It advocates the ontological dualism of *prakriti* (matter) and *purusa* (self). Samkhya philosophy provides details of human personality. Personality has two mutually interdependent constituents: self and psychological apparatus (Karana), which is the organ and functions. The interaction between matter and self is result of personality. The interaction is manifested in form of *mahat* (consciousness) which confines to one individualism (ego). Further, ego manifests in mind, with five gross elements and five subtle elements of divergent personality of Triguna's. Gunas are temperamental aspects of an individual (Balodhi, 1986). The three gunas are most subtle qualities of nature that underlie matter. Sattva is the quality of intelligence which creates harmony, balance, and awakening. Rajas is the quality of action, passion, and quality of change. Tamas is the quality of dullness, ignorance, and inertia (Frawley, 2010). Triguna is mutually dependent on the virtue of one's dominance over the rest of the two gunas, and the personality typing is set by the different temperamental predominance. Individuals differ in their cognitive, affective, and personality aspects according to interplay of Triguna. Predominance of any one of the Gunas in individuals could be either, Sattvic, Rajasic, or Tamasic (Kisor, 2001).

There are minimal numbers of studies conducted within the framework of Triguna theory of personality on organizational

set up. Study by Kaur and Sinha (1992) revealed that Sattva guna is positively related to organizational set up, because Sattvic personality consists of passion, patience, control on behavior, creative leadership, and intellectual ability to bring change. Similarly, in 2010, Mathew found that Sattvic personality performs better than Rajasic and Tamasic personalities. A Sattvic guna enhances leadership quality by dominating the other two gunas with control of behavior. But considering the service management, Biswas (2010) found that Rajas and Sattva gunas in people would be effective in service management. Studies have described the positive relationship between Sattva guna and Rajas guna which have transformational leadership potentials such as bringing change, creativity, decision making, organizational effectiveness, passion, and ethical values, whereas Rajas and Tamasic guna have negative influence on management (Kejriwal and Krishanan, 2004; Ammineedu, 2009).

The previous works on Triguna personality have emphasized the superiority of Sattva guna on Rajas and Tamas gunas, leading to well-being and effective work culture. Thus Indian philosophy of dualism provides the holistic understanding of personality emphasizing the harmony of mind and soul, thereby leading the individual qualities to grow and by bringing change in temperament of guna in the person. In the current scenario of competitive global economy there is need of innovative leaders who can bring change for healthy competition and sustain the business in the distressing economy. Thus the aid of ancient Indian Samkhya philosophy of Triguna theory of personality in organizational management facilitates in transformation and innovation, and in building the new culture of healthy work life, effective organizational development, and holistic growth of individual. In the aforementioned context, the present study focuses on describing the creativity and personality of managers with theoretical framework of Triguna theory of personality. The objective of the study is to explore the nature of creativity and Triguna personality of corporate managers. As a descriptive study we aim at understanding the influence of Triguna on creative performance of managers.

METHOD PARTICIPANTS

The data were collected from forty Managers who came from such metropolitan cities of India as Delhi, Bangalore, Kolkata, Mumbai, and Chennai. Participants were from different departments of organizations and from various managerial posts ranging from service, technical, project, and general Managers. The age range of managers falls under 25-35 years. Eighty-five percent of the respondents have completed their post-graduation in their respective fields and seventy percent of managers have done the management course. Among the forty managers who answered the questionnaire, thirty-two were men and eight were women.

MEASURE

Mathew IAS rating scale (1995) by George Mathew was adopted and it was developed based on Sankhya philosophy to assess personality. The scale consists of 35 subscales and participants have a total of 3 points to divide among the three alternatives: Inertia (Tamas), Activation (Rajas), and Stability (Sattwa). The scale has been standardized based on adult population from Kerala, and it has a high reliability of 0.82 and construct validity of 0.91.

Indian adaptation of Wallach and Kogan test of creativity (1965) by Paramesh (1972) was used to assess creativity. The split half reliability coefficient is high with score of 0.84 and for number 0.9, which shows high reliability of the instrument (Deepa, 1999). Only verbal task was used to assess creativity of the managers. Verbal tasks consist of 17 items and has three sub-tests namely: instances, alternate uses. and similarities.

PROCEDURE AND DATA ANALYSIS

Questionnaires were mailed and also handed over personally to the potential participants. Both the measurements were self administering, therefore after signing the informed consent form, IAS rating scale was completed and it was followed by Wallach and Kogan creativity verbal test. IAS rating scale provides different personalities based on dominant guna. Creativity scores are analyzed as number scores and unique scores. The raw scores obtained from the questionnaires were subjected to descriptive statistical analysis.

RESULTS

The present study describes the creativity and personality of managers with theoretical framework of Triguna theory of personality. Results are divided into three sections namely: nature of personality, nature of creativity and personality, and creativity of managers.

NATURE OF PERSONALITY

The scores obtained from the sample of forty shows that there are four kinds of personality groups: Sattwic personality, Rajasic personality, Sattwic-Rajasic personality, and Sattwic-Tamasic personalities which are based on the predominance of the guna.

The above pie chart describes the percentage of the guna personality in the total sample. It was found that Sattvic guna was predominant in eighteen out of forty managers, i.e., forty-five percent of the total sample. Sattvic personalities are characterized by having good control on behavior, intelligence, and creativity. Rajasic personality

was the second highest personality type, and it was found in thirteen managers, i.e., thirty-two percent of the sample. They are characterized of activity, passion, greedy, and an action that is motivated by eagerness for favorable results. Managers with predominance of Sattwic and Rajasic gunas are seven in forty samples, i.e., eighteen percent of the managers were characterized by passion and lack control over their action. Final group of personality was found to be having predominance of two gunas; Sattwa and Tamas. There were two in forty participants, i.e., five percent, and they are characterized by the extreme traits of stability and also dullness and inertia. The results show that the sample had a good mix of all the personality qualities mentioned in Triguna theory.
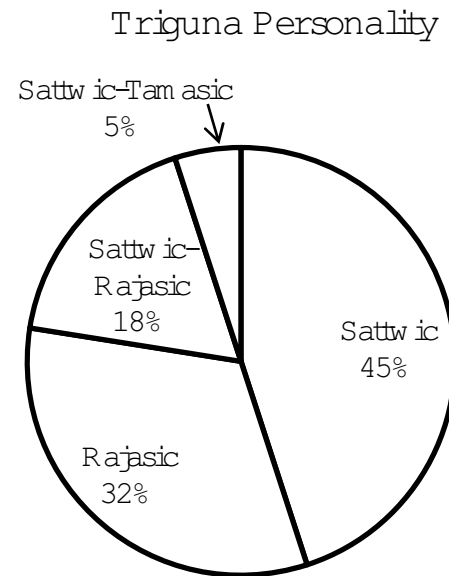

Figure 1: Different Personality Types Based on Predominance of Guna

NATURE OF CREATIVITY

On Wallach and Kogan verbal creativity, the test participants' scores were divided in two ways: Number and Uniqueness of responses.

Table 1: Mean Scores of Creativity Test

Creativity Test	Mean
Number	43.67
Uniqueness	13.32
Sub tasks	
Instances	17.37
Alternatives	15.97
Similarities	10.62
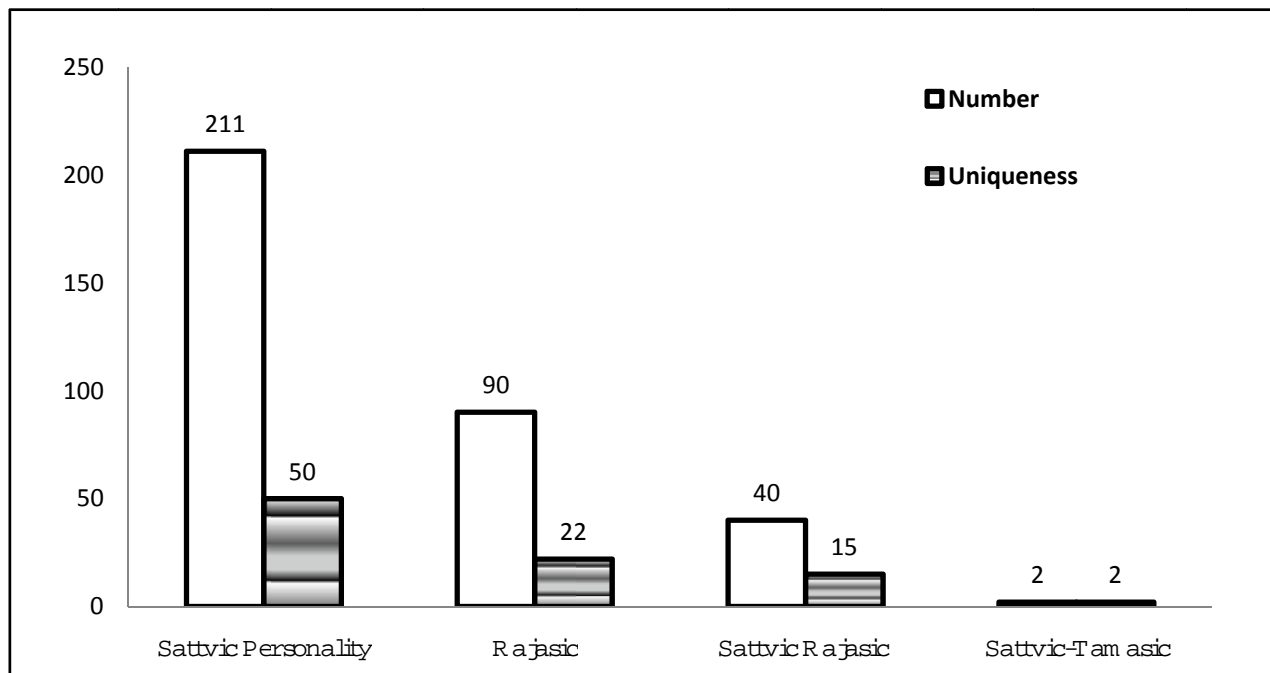
Figure 2: Number and Uniqueness of Creativity of Different Personality Groups

The table shows the mean score of Number of responses as 43.67, and mean score of Uniqueness of responses as 13.32 of the total sample, which shows the Number responses given is more than the Uniqueness responses. On comparison of the sub tasks of the verbal test, the mean score for Instances was 17.37, Alternatives was 15.97, and Similarity was 10.62, which showed that participants were easily able to respond to the questions on the task instances than to the tasks, alternatives and similarities.

TRIGUNA PERSONALITY AND CREATIVITY

The qualitative analyses found that there is difference in creativity possessed by managers who belong to different personality groups.

The above bar graph shows that Sattwic manager's creativity number score ranges from 20-211 and creativity uniqueness score from 3-50, showing the creativity scores are high. The creativity score of Rajasic managers were ranges from 20-90 and creativity uniqueness score ranges from 3-22, showing high responses but low unique response in comparison to Sattwic managers. The creativity number scores of Sattwic-Rajasic managers ranges from 22-40 and creativity uniqueness score ranges from 5-15, showing low creative abilities in comparison to other two types of personalities. Sattwic-Tamasic mangers are two in number; their creativity number is score is 2, which falls below 35 and creativity uniqueness score falls below 15. The Sattwic-

Tamasic managers are characterized by two extreme traits such as ignorance and reasonability; the congruence of these traits hinders the creativity of their work.

DISCUSSION

The dualistic approach of exploring the personality of managers and their creativity has provided a new insight into their performance in the organizational set up. The nature of creativity of the mangers on the verbal task of the test shows that Number of responses is very high in comparison to the Uniqueness. A Unique response depends on divergent and convergent thinking. The Number of responses is high due to more repetitive answers, for example, responses for the question regarding examples of the things which can be run on wheels were cars, automobiles, train, buses, and wheel chairs. Even though the Number of responses is high, they all fall under the same category. Therefore Uniqueness score is less in comparison to the Number of the responses. Hence the managers from areas of service, technical, project, and general managers have the urge to be creative, but they are not divergent thinkers.

From the results we can say that among the four personalities, Sattwic mangers can handle any kind of situation and can be productive in their work. Sattwic individuals are characterized by stability, reason, intelligence, and creativity, and they have a controlled and balanced mind. These individuals can achieve the goals with planning, effective utilization of the resources, and can perform well.

The job requirements of Sattvic mangers are technical and it involves thinking as well as resource utilization. Rajasic managers have the ability to be creative but are unable to have divergent thinking. Individuals seek pleasure in action oriented work, which is similar to the previous study results of Narayanan and Krishanan (2003). These managers need direction and planning to execute their ideas. The Rajasic managers have knack for excelling in service oriented jobs where communication and high energy are important characteristics.

Individuals with the dominance of two gunas such as Sattwic and Rajasic are characterized by intelligence, high energy, and passion, but they need guidance in directing their energy. There is a need to bring awareness in the managers about their personality to perform effectively. People Sattwic-Rajasic personalities can work in sales, executive, and HR profiles, where they can bring change with effective utilization of their qualities of passion and reasonability.

Managers with Sattvic and Tamasic gunas in their personality are characterized by extremities such as stability, controlled mind, balanced emotions on the one hand and ignorance, dullness, and inertia on the other hand. The predominance of the two extreme gunas in one's personality has been given importance in this study as previous studies have not identified any individuals with the quality of Tamas and Sattva (Mathew, 2010). The existence of two extreme gunas in the same individual requires more attention and elaboration. It might also be due to some external factors in test administration or test taking.

CONCLUSION

The present study is not free of limitations. There could be errors due to conduction of the questionnaires, participation of the managers in the study, and any other external factors on the performance of the sample. While working managers have very less leisure time to devote to academic work, their motivation, mood, fatigue, and stress in participating in such a study might have impacted the results.

Applying Eastern philosophies for development of management and organizational skills is an upcoming area with vibrant research potentials. Whether in leadership or performance, Eastern theories have much scope to look into the changing pattern of job in the modern work scenario. As the workforce is going to be global and diverse in the present industrial world, more and more research is required to address the practice of job performance, and suitable style of leading and following. Considering the study as one among the many initiatives in bringing a culturally rooted and holistically inclined Oriental philosophy to analyze the workplace, the research has a lot of scope in the future that can done with qualitative methodology and extensive analysis.

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