

Influence of Hostility and Personality on Personal Effectiveness among Lawyers

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ABSTRACT

The study aims to investigate the influence of hostility and personality on personal effectiveness among lawyers. The inventories used for the study were Hostility Inventory by Williams & Harperperennial (1994), Type A and type B Personality inventory, (Jenkins, Zyzanski, & Rosenman, 1971) and Personal effectiveness inventory (Andros, 1999). The statistical tools of correlation, ANOVA were used. The participants were randomly selected from various courts in Calicut district. The data collected have been analyzed with the help of SPSS 20. The sampling was done on the principles of simple random sampling. Results revealed that there is no relationship between hostility, personality and personal effectiveness. Results also showed that hostility and personality have a significant role on personal effectiveness. Therefore, the conclusion of the study is that hostility and personality do significantly influence Personal effectiveness.

Keywords: *Hostility, Personal Effectiveness, Personality*

Lawyer is the generic term that is used to describe anyone that has training in the law. Solicitors, legal counsel and barristers are all lawyers in that they have specialist knowledge of the law in their particular area of expertise and within the jurisdiction of their region. A career as a lawyer is an extraordinary calling. However, becoming a lawyer is an enormous undertaking in terms of time commitment and financial investment. Therefore, it is important to learn as much about the profession as possible before you embark on a career path as a lawyer. The present study aims to study the influence of hostility and personality on personal effectiveness among lawyers.

Hostility

Hostility is seen as form of emotionally charged angry behavior. Hostility is a multidimensional construct that is thought to have cognitive, affective, and behavioral components. The cognitive component is defined as negative beliefs about and attitudes toward others, including cynicism and mistrust. The affective component typically labeled as anger refers to an unpleasant emotion ranging from irritation to ring and can be assessed with regard to frequency, intensity and target. The behavioral component is thought to result

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from the attitudinal and affective component and is an action intending to harm others, either verbally or physically (Mathew K A 1997).

Historically, hostility has been regarded as an attitudinal construct. The standard definition of hostility is often credited to Buss (1961) who regarded the construct as an attitude that involves the dislike and negative evaluation of others. Similarly, Berkowitz (1993) defined hostility as “a negative attitude toward one or more people that is reflected in a decidedly unfavorable judgment of the target”, and Spielberg (1988) stated that it is “a complex set of feelings and attitude that motivate aggressive and often vindictive behavior”. According Smith (1994) also defined hostility as a cognitive trait that indicate “a devaluation of the worth and motives of others, as expectation that others are likely sources of wrongdoing, a relational view of being in opposition toward others, and a desire to inflict harm or see others harmed”.

Anger and hostility are terms that partly overlap. Anger refers to the emotions and feelings, or the affective component to f aggressive behavior, whereas hostility points towards the negative attitude or evaluation of persons or objects (Ramirez and Andreu,2006). Both anger and hostility can lead to aggressive behavior, and anger and hostility are related to intimate partner violence (BirkleyandEckhardt,2015). Anger and hostility are closely associated with a large number of disorders, including anxiety and depressive disorders(Painulyetal.,2005), inter mitten explosive disorder(Coccaro, 2012), and PTSD (Orth and Wieland, 2006).

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Personality

Personality is a set of individual differences that are affected by the development of an individual: values, attitudes, personal memories, social relationships, habits, and skills. Different personality theorists present their own definitions of the word based on their theoretical positions. The term "personality trait" refers to enduring personal characteristics that are revealed in a particular pattern of behavior in a variety of situations.

Personality is stable over time and influences work behaviors. As such, it is useful to understand our own personalities and those of the people around us. Examining the personality characteristics of lawyers might tell us a lot about certain trends we see in the profession. For example, take a simple but true stereotype: lawyers tend to be extremely risk averse. Such risk aversion explains, at least in part, the insistence on the billable hour despite numerous attempts to change it.

Type A personality individuals were compulsive, workaholic, aggressive, and competitive, whereas type B individuals were less aggressive, more relaxed, and set fewer deadlines. The growing stress level among the healthcare professionals has become a matter of concern. It may have positive aspect in that some individuals may feel challenged and may be able to raise their productivity to meet the increasing demand. However, the ability of the individual to take stress positively or negatively may be related to the personality type of the individual, which may have its own consequences upon work performance.

Type A and Type B personality theory describes two contrasting personality types. In this theory, personalities that are more competitive, outgoing, ambitious, impatient and/or

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aggressive are labeled Type A, while more relaxed personalities are labeled Type B. The theory describes Type A individuals as rude, ambitious, rigidly organized, highly status-conscious, sensitive, impatient, anxious, proactive, and concerned with time management. People with Type A personalities are often high-achieving "workaholics." They push themselves with deadlines, and hate both delays and ambivalence.

In his 1996 book dealing with extreme Type A behavior, *Type A Behavior: Its Diagnosis and Treatment*, Friedman suggests that dangerous Type A behavior is expressed through three major symptoms: free-floating hostility, which can be triggered by even minor incidents; time urgency and impatience, which causes irritation and exasperation usually described as being "short-fused"; and a competitive drive, which causes stress and an achievement-driven mentality. The first of these symptoms is believed to be covert and therefore less observable, while the other two are more overt.

The theory describes Type B individuals as a contrast to those of Type A. Type B personality, by definition, are noted to live at lower stress levels. They typically work steadily, and may enjoy achievement, although they have a greater tendency to disregard physical or mental stress when they do not achieve. When faced with competition, they may focus less on winning or losing than their Type A counterparts, and more on enjoying the game regardless of winning or losing. Unlike the Type A personalities rhythm of multi-tasked careers, Type B individuals are sometimes attracted to careers of creativity: writer, counselor, therapist, actor or actress. However, network and computer systems managers, professors, and judges are more likely to be Type B individuals as well. Their personal character may enjoy exploring ideas and concepts. They are often reflective, and think of the "outer and inner world".

Personality, according to (George, 1992), is the enduring ways a person has of feeling, thinking, and behaving, is the first determinant of how people think and feel about their jobs or job satisfaction. Policemen's personality (like every other person) influences the extent which thoughts and feelings about a job are positive or negative. (Afolabi, 2011) There are two personality types, type A and type B. Type A/B behavior pattern is a behavioral trait (Spector & O'Connell, 1994) referring to how one responds to environmental challenges and threats (Ivancevich & Matteson, 1984). Type A personalities are very hurried, impatient and can be hostile and aggressive. They are very cynical of the world and are very competitive and tend to be tense and agitated when it comes to work. They have poor impulse control and feel that they always need to be active in all things.

Type A personalities are risk takers, rigid and inflexible, and according to Irikefe (2006), McShane and Von Glinow (2000) this contributed to their low level of job satisfaction. Type As develop coronary heart disease (Friedman, 1967; Schaubroeck, Ganster, & Kemmerer, 1994) and experience more stressors and strains (Jamal, 1999; Sharpley, Dua, Reynolds, & Acosta, 1995) than Type Bs. The hostility and irritability components of Type A behavior (reflecting anger, and an obsession with time) have been most often linked to stress-related illnesses. Red, Spence, & Helmreich (1987) found that impatience and irritability, but not achievement strivings, were positively correlated with somatic self-complaints. They argue that it is highly unlikely that the same components of the Type A behavior pattern are responsible for both vocational excellence and stress-related health problems. Additional studies (Bluer, 1990; Matthews, 1988; Robbins, et al., 1991) show that certain Type A traits like anger, impatience, and irritability are more likely to lead to stress-related health problems than achievement strivings. On the other hand, Type Bs are open to criticism and

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they try to make others feel accepted and at ease and so they are more satisfied with their jobs (Arsenault, Dolan, & Ameringen, 1991).

Personal Effectiveness

Personal effectiveness means making use of all the personal resources at your disposal - talents, skills, energy and time to enable you to achieve both work and life goals. How you manage yourself impacts directly on your personal effectiveness. Being self-aware, making the most of your strengths, learning new skills and techniques and developing behavioral flexibility are all key to improving your personal performance.

Personal Effectiveness can be one such influential factor which is about unblocking the potential that an individual possesses. It assesses the consistency in an individual's orientation towards the situation. Campbell & Kyriakides (2000) identified three main conditions in which a broader view of teacher effectiveness is incorporated: undue influence of available techniques upon concepts to be taught; emphasis on institutional (ignoring the role of teacher) effectiveness; and tenuous relationship to teacher improvement. Different personality types can be equally effective depending on how well he/she knowing oneself and managing the responses of those with whom he/she interacts.

Openness is critical for personal effectiveness. It has two aspects- self-disclosure (sharing with others what they do not seem to know about oneself) and use of feedback (being open to what others say on aspects which one may not be aware of). Pareek (2001) defined personal effectiveness as, being the best to oneself by mobilizing motivation and galvanizing cognitive capability in order to address the demand of a given situation; and the dimensions, self-disclosure is defined as, sharing with others what they do not seem to know about oneself; Feedback as, being open to what others say on aspects which one may not be aware of; and Perceptiveness as, sensitivity to others' feelings and to non-verbal cues.

One precondition for personal effectiveness is better self-awareness. But only understanding one's self doesn't make a person effective. According to Dr. Maynard Brusman (2010) Effective executives should have talent to deal with difficult people. He also said about how to deal with these difficult people in his article. He said write down a list of the difficult people in your life.

Significance of the Study

Personal effectiveness is an important quality in lawyers. Personal effectiveness is considered a way to good life as it is a catalyst in developing oneself. It has been observed that personal effectiveness improves the life satisfaction index and also the personality of an individual. Workplace hostility has become a now well-known phenomenon in organizations with many devastating physical, fiscal, and psychological consequences.

Review of previous investigation in this area reveals that studies on the influence of hostility and personality have been made in several parts of the world. But unfortunately, no such research has been undertaken in Kerala. Hence the relevance of the present study investigates the influence of hostility and personality on personal effectiveness.

Statement of the Problem

The problem is entitled as "The Influence of Hostility and Personality on Personal Effectiveness Among Lawyers".

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Objectives

- To examine whether there exists any relationship between hostility, personality and personal effectiveness
- To examine main and interaction effects of the variables hostility, personality on personal effectiveness
- To examine the influence of hostility, personality and demographic variables on personal effectiveness

REVIEW OF LITERATURE

Hostility

Susan conducted a study on Chronic Stress, Depressive Symptoms, Anger, Hostility, and Risk of Stroke and Transient Ischemic Attack in the Multi-Ethnic Study of Atherosclerosis in 2014. This study investigated chronic stress, depressive symptoms, anger, and hostility in relation to incident stroke and transient ischemic attacks in middle-aged and older adults. Data were from the Multi-Ethnic Study of Atherosclerosis (MESA), a population-based cohort study of 6749 adults, +aged 45 to 84 years and free of clinical cardiovascular disease at baseline, conducted at 6 US sites. Chronic stress, depressive symptoms, trait anger, and hostility were assessed with standard questionnaires. The primary outcome was clinically adjudicated incident stroke or transient ischemic attacks during a median follow-up of 8.5 years. The study concluded that higher levels of stress, hostility, and depressive symptoms are associated with significantly increased risk of incident stroke or transient ischemic attacks in middle-aged and older adults.

Lieke Heesink, Arthur Rademaker, Eric Vermetten, Elbert Geuze, Rolf Kleber studied the Longitudinal measures of hostility in deployed military personnel in 2015. Increases in anger and hostility are commonly found after military deployment. However, it is unknown how anger and hostility develop overtime, and which veterans are more at risk for developing these complaints. Most of the participants belonged to a low-hostile group or a mild-hostile group that remained stable over time. Two smaller groups were identified that displayed an increase in hostility ratings after deployment. The first showed an immediate increase after deployment. The second showed a delayed increase between twelve and 24 months after deployment. No groups were identified that displayed a decrease of hostility symptoms overtime. This study gains more insight into the course of hostility over time, and identifies risk factors for the progression of hostility.

Personality

Yasmin Janjua and Chandrakanta explored the Behavior of Personality Type Toward Stress and Job Performance: A Study of Healthcare Professionals. The present paper has examined the sources of stress among the healthcare professionals and the difference between responses of personality type A and type B healthcare professionals toward stressful situations. Further, the difference in the performance of both the personality types has been studied. The relationship between stress and performance among the healthcare professionals in general and with respect to personality type A and type B healthcare professionals in particular has also been investigated.

Ravi Kumar Bhat conducted a study of personality factors and values of employees working in different professions. The present study was conducted to compare the Personality factors and Values of employees in different professions. The sample subjects were identified on the basis of information given by Directorate of Health, Higher

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Education, Agriculture High court and various District courts of Kashmir Province. In order to select the sample from the respective professions systematic random sampling technique was involved. From all the four professions both male and female subjects were included in the sample. A significant dissimilarity have been found between personality profiles of Doctors and Lawyers. A significant dissimilarity have been found between Doctors and Agriculture Assistants on their personality profiles. A significant dissimilarity has been found between the personality profiles of Teachers and Lawyers. A dissimilarity have been found between the personality profiles of Teachers and Agriculture Assistants. A significant dissimilarity have been found the personality profiles of Lawyers and Agriculture Assistants. Doctors in comparison to Lawyers have higher theoretical, economic and aesthetic values. On the other hand, Lawyers have high political and religious values. Doctors and Lawyers have similar social value. Teachers in comparison to Lawyers have higher economic, aesthetic and social values whereas Lawyers have higher theoretical and political values. The teachers and Lawyers have similar religious values. Teachers in comparison to Agriculture Assistants have higher social, political and religious values whereas Agriculture Assistants have higher theoretical and economic values. Lawyers in comparison to Agriculture Assistants have higher political and religious values. On the other hand, Agriculture Assistants have higher economic, aesthetic, and social values. Both the groups have similar theoretical values.

Personal Effectiveness

Satpathy, Sahoo researched in Personal Effectiveness Study on effectiveness of Executives in work experience in both Government and Private Insurance Corporation, Odisha in 2013. The article focuses on importance of personal effectiveness of executives in an organization and the effect of work experience on Government and Private insurance companies. There is a growing need of employees who are proud to be associated with an organization and utilize their potential in a proper manner. So, work place is one of the most important places where executives will want to feel useful, valued and appreciated. From the study we found that there is significant difference of effectiveness of executives in work experience in both Government and Private insurance companies. Practical Implications- By knowing Personal Effectiveness, executives can enhance their personality.

Phil. Hodkinson wrote an article named Crossing the academic/vocational divide: personal effectiveness and autonomy as an integrating theme in post-16 education in 1989. This division is more than structural. It is deeply rooted and supported by different ideologies. However, there are of common concern, and one is the desire for personal effectiveness in students. Greater awareness of the centrality notions might provide one integrating factor in an fragmented provision. If taken seriously, this has major for all aspects of education.

Hypotheses

- There will be significant relationship between the variables of hostility, personality and personal effectiveness
- There will be significant interactions between hostility and personality on personal effectiveness
- There will be significant interaction between hostility, personality and demographic variables (age, sex, education) on personal effectiveness.

METHODOLOGY

Section 1: Participants for the Study

The study will be conducted in the lawyers employed in various courts of Calicut district. A simple random sampling method will be used and 60 lawyers from various courts.

Section 2: Measures Used

The major measures selected for the present study are

- Hostility inventory (Redford & Virginia Williams, Harper Perennial, 1994)
- Type A, Type B Personality Inventory by (Jenkins, Zyzanski, & Rosenman, 1971)
- Personal Effectiveness Inventory (PEI) by (Andros, 1999)
- Personal data sheet

Section 3: Procedure & Administration

The questionnaire will be self-administrating one. Instructions are printed at the beginning of the inventories. Response space will be provided against each item and the respondent will be required to mark the appropriate column representing his/her response. Participants are approached individually during the working hours in their respective organizations with the help of the concerned administration. The participants are briefed about the purpose of the study and confidentiality will be assured. Sufficient time will be given to respond to the questionnaires and then the data collections will be made. Scoring will be done as per manuals.

Section 4: Analysis of Data (Statistical Techniques)

The following statistical techniques will be used to analyze the data collected, to throw light on the information sought from the investigation. Computer analysis (SPSS version 20) will be done to test the various hypotheses. Statistical tools of correlation and analysis of variance (ANOVA) for data analysis will be used for the study.

RESULT AND DISCUSSION

Section 1 Correlation Analysis Between Hostility, Personality and Personal Effectiveness

In order to find out the inter correlation between Hostility, Personality and Personal effectiveness they are computed by the Karl Pearson Product Moment Correlation test. The coefficients of correlation obtained between the different variables are presented in Table 1.1. The inter correlation of the entire data is found, and there are 8 variables altogether i.e. 3 variables of Hostility and the overall Hostility, 2 variables of Personality and the overall Personality, and Personal effectiveness. In the total 64 correlations 6 are significant. Out of them 5 are significant at 0.01 levels and 1 of them significant at 0.05 levels.

Inter correlation between dimensions of Hostility

The correlation coefficients indicate the strength of the relation between the variables. A coefficient is considered significant if the p-value is less than 0.01. There is no correlation between hostility, personality and personal effectiveness. But variables of hostility are inter correlated.

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Table 1.1 Correlation matrix of Hostility, Personality and Personal effectiveness (Correlation analysis among the 8 variables in the study)

	Hostility	Aggression	Anger	Cynicism
Hostility				
Aggression	.761**			
Anger	.766**	.386*		
Cynicism	.988**	.754**	.733**	

In the inter correlation of hostility there are 16 correlations. Among them 6 are significantly correlated with one another, that is hostility is significantly correlated with aggression ($r=0.761$, $p<.01$), anger ($r =0.766$, $p<.01$), cynicism ($r = 0.988$, $p<.01$). And aggression is significantly correlated with anger ($r=0.386$, $p<.01$), cynicism ($r= 0.754$ $p<.0.1$). Also, anger is significantly correlated with cynicism ($r=0.733$ $p<.01$). This indicates that there exists a high significant positive correlation between overall hostility and its variables. Hostility and anger may influence disease risk both within and between individuals in intimate relationships, with the latter association reflecting potential adverse interpersonal effects on the partner’s health and well-being.

Anger and hostility are terms that partly overlap. Anger refers to the emotions and feelings, or the affective component to f aggressive behavior, whereas hostility points towards the negative attitude or evaluation of persons or objects (Ramirez and Andreu,2006). Both anger and hostility can lead to aggressive behavior, and anger and hostility are related to intimate partner violence (BirkleyandEckhardt,2015). Anger and hostility are closely associated with a large number of disorders, including anxiety and depressive disorders (Painulyetal.,2005), inter mitten explosive disorder (Coccaro, 2012), and PTSD (Orth and Wieland, 2006).

Section 2 Influence of Hostility and Personality on Personal Effectiveness

In order to find out the influence of organizational culture and personality on quality of life among lawyers, a two-way ANOVA has been conducted and the major observations of the results are discussed below.

There is a significant influence between hostility and personality on personal effectiveness. Two- way ANOVA was conducted to find out the independent effect and interaction effects of hostility and personality on overall Personal effectiveness. The results show that there is a significant Two-way interaction between hostility and personality on Personal effectiveness. There are some studies which found there is a significant interaction between hostility and personality. This study also observed that there is a significant influence of hostility and personality on personal effectiveness.

Table 1.2 Results of the Two- way ANOVA of hostility and personality on personal effectiveness

Variables	Main effects		2 way Interactions
	Hostility	Hostility & Personality	Personality
	F-value	F-value	F-value
Personal effectiveness	3.152**	2.990 **	4.349 ***

*** $p<0.001$, ** $p<0.01$ * $p<0.05$

A Two- way ANOVA was conducted to find out the independent effect and interaction effects of hostility and Personality on personal effectiveness. The results indicate that there

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is a significant interaction between hostility and Personality on personal effectiveness. Though hostility and Personality have indeed a significant role on personal effectiveness.

Main effects (One -way interaction):

Hostility on personal effectiveness

Hostility was tested for its value for overall personal effectiveness. It can be noticed from Table 1.2 that Hostility has indeed a significant role only on personal effectiveness ($F=3.152$; $p<0.01$). That means Hostility make a significant difference on personal effectiveness.

Personality on personal effectiveness

Personality was tested for its value for personal effectiveness. It can be noticed from Table 1.2 that Personality has indeed a significant role only on personal effectiveness ($F=4.349$; $p<0.001$). That means Personality makes a significant difference on personal effectiveness.

Type A individuals respond in ways characterized as aggressive, achievement oriented, dynamic, hard driving, assertive, fast paced (in eating, walking, and talking), impatient, competitive, ambitious, irritated, angry, hostile, and under time pressures (Cooper, Kirkcaldy, & Brown, 1994; Friedman, 1967; Jamal, 1990; Rosenman & Chesney, 1985). Type A personalities are very hurried, impatient and can be hostile and aggressive. They are very cynical of the world and are very competitive and tend to be tense and agitated when it comes to work. They have poor impulse control and feel that they always need to be active in all things. When it comes to emotions, they express their anger with outburst and verbal comments, display strong emotional reactions, can be unpredictable with emotional inconsistency, and experience negative emotions.

Two-way Interaction

a) Hostility and Personality on personal effectiveness

A Two-way ANOVA was conducted to find out the independent effect and interaction effects of Hostility and Personality on personal effectiveness and its variables. From Table 1.2 it is clear that the interaction between Hostility and Personality only on personal effectiveness ($F=2.990$; $p<0.01$)

Workplace hostility has become a now well-known phenomenon in organizations with many devastating physical, fiscal, and psychological consequences. Personal Effectiveness can be one such influential factor which is about unblocking the potential that an individual possesses. While personality measurement helps us to see a consistent pattern in a person's orientation, individuals with different types of personalities can be equally effective. One pre-condition for personal effectiveness is better self-awareness, but only understanding oneself does not make a person effective. It assesses the consistency in an individual's orientation towards the situation.

Section 3 Influence of Hostility, Personality and The Classificatory Factors of Demographic Variables (Age, Sex) on Personal Effectiveness

There is no significant interaction between hostility, personality and the classificatory factors of demographic variables (age, sex) on personal effectiveness.

CONCLUSION

Hostility is seen as form of emotionally charged angry behavior. Hostility is a multidimensional construct that is thought to have cognitive, affective, and behavioral

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components. The cognitive component is defined as negative beliefs about and attitudes toward others, including cynicism and mistrust. The affective component typically labeled as anger refers to an unpleasant emotion ranging from irritation to rage and can be assessed with regard to frequency, intensity and target. The behavioral component is thought to result from the attitudinal and affective component and is an action intending to harm others, either verbally or physically (Mathew K A 1997).

A Famous researchers Friedman and Rosenman believed that people belong to either of the two basic types of behavior or personality, type A and type B. Type A behaviors include being ambitious, competitive, alert, impatient, and aggressive. They are always in a hurry, to the point of appearing “driven,” showing chronically high levels of arousal. They exhibit “deadline urgency” (having to get things done by a certain time) and extreme competitiveness, even in leisure pursuits. Type B personalities may be equally ambitious, but do not appear to be “driven.” Their job ambitions do not dominate their entire lives. They find time for family and friends, and tend to choose leisure pursuits that are less competitive than type A's choice.

Personal effectiveness means making use of all the personal resources at your disposal - talents, skills, energy and time to enable you to achieve both work and life goals. How you manage yourself impacts directly on your personal effectiveness. Hence the relevance of the present study investigates the influence of hostility and personality on personal effectiveness.

Tenability Of Hypotheses

Three main hypotheses were formulated for the study. In the light of the results of the study, the tenability of these hypotheses is tested:

- 1. The first hypothesis states: there will be significant relationships between the variables of hostility, personality, and personal effectiveness.** The overall hostility score has a no correlation with Personal effectiveness. But there is some intercorrelation between hostility variables. There is no correlation between hostility, personality and personal effectiveness. So, the first hypothesis is not completely substantiated.
- 2. The second hypothesis states: there will be significant interaction between hostility, personality on personal effectiveness.** A Two- way ANOVA was conducted to find out the independent effect and interaction effects of hostility and personality on overall Personal effectiveness. The results show that there is a significant Two-way interaction between hostility and personality on Personal effectiveness. So, the second hypothesis is proved.
- 3. The third hypothesis states: there will be significant interactions between hostility, personality and the classificatory factors of demographic variables (age, sex) on personal effectiveness.** There is no significant relationship between hostility, personality and the classificatory factors of demographic variables (age, sex) on personal effectiveness. So, the third hypothesis is not confirmed.

Major Findings of the Study

The following are the most important findings of the present research

- There is a high positive interrelationship between hostility variable with its sub-variables.
- There is no correlation between hostility, personality and personal effectiveness.

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- There is a significant Two-way interaction between hostility and personality on Personal effectiveness.
- There is a significant influence of hostility and personality on Personal effectiveness.
- There is no significant interaction between hostility, personality and the classificatory factors of demographic variables (age, sex) on personal effectiveness.

Implications of the Study

The present study was designed to understand and find out the influence of Hostility, Personality and Personal effectiveness. Results revealed that there is no relationship between hostility, personality and personal effectiveness. Results also showed that hostility and personality have a significant role on personal effectiveness. Therefore, the conclusion of the study is that hostility and personality do significantly influence Personal effectiveness. These findings of the study may shed light on the areas of hostility and Personal effectiveness. It is hoped that the study will stimulate enthusiastic investigators to undertake future research programs that may further illuminate this area.

Limitations of the Present Study and Suggestions for Future Research

The aim of this study is to found out the influence of hostility and personality on personal effectiveness. But there is no relationship between hostility, personality and personal effectiveness. This may be because the sample was inappropriate and the sample size was also small. Another reason may be the high number of questions in the measures. This brings fatigue effect in the participants. And the present study relies on self-reported measures, which may be problematic in terms of their reliability and validity. Scales of hostility and personality were developed by western authors thus; it may be unfit to this context. I hope that more researchers in the future will be motivated to apply these approaches to the understanding of the new, exciting field of Personal effectiveness.

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Conflict of Interest

The author(s) declared no conflict of interest.

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