A Study of Relationship between Prakriti and Performance of Professionals in Organisations

A Thesis submitted to Gujarat Technological University

for the Award of

Doctor of Philosophy

in

Management

by

Poonam Arjun Pandit

119997392020

Under supervision of

Dr. Dalpat Singh Sarupria

Gujarat Technological University

Ahmedabad

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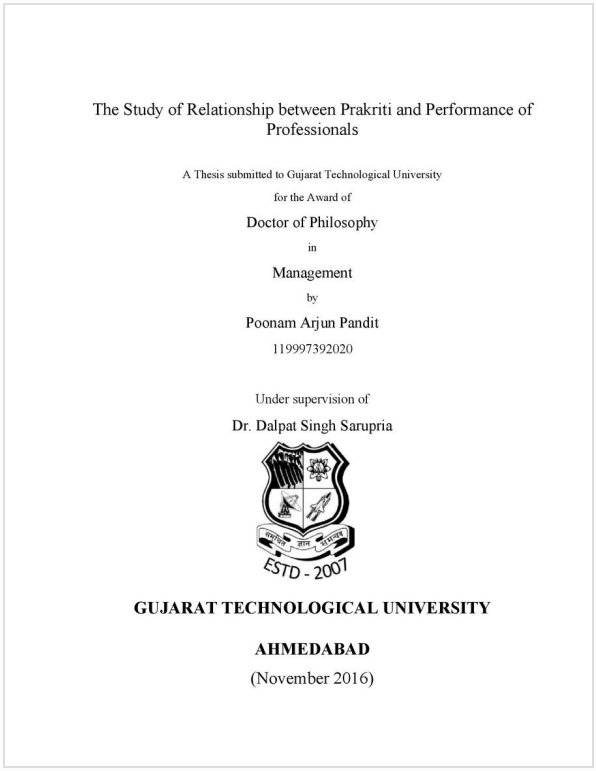

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ABSTRACT

This research intends to map the relationship between the prakriti of the professionals and their performance in the organization. This relationship lays its ground on the fact that as per ayurveda every individual has a unique Prakriti type which is defined on the basis of physical and mental characteristics of the individual and these physical and mental characteristics influence performance. Exploring such a relationship will help organizations make decision relating to the fit of an employee on the job. Recruitment and selection is one area where human resource management has to majorly concentrate because a best fit employee can only help the organization achieve competitive advantage and grow in the current dynamic environment.

Many managers and supervisors live under the mistaken impression that the level of employee performance on the job is proportional to the size of the employee's pay packet. Although this may be true in minority of cases, numerous employee surveys have shown by and large this to be untrue. In fact, salary increases and bonuses for performance, in many instances, have a very limited short-term effect. The extra money soon comes to be regarded not as an incentive but as an "entitlement". Data was collected from 330 respondents who were distributed across different organisations in the region of Valsad and nearby locations. These respondents were spread across five types of professionals; they were Engineering, Human Resources/ Marketing, Accounts/ Finance, Research & Development and Quality. This study follows a causal research design. The two variables studied here were 1) Prakriti (i.e. personality as per ayurveda) and 2) Performance of the professionals. Prakriti of any individual is determined at the time of birth and it remains the same throughout their life, this is the independent variable and performance is the dependent variable .This is a study of relationship between these variables. These two variables were mapped using two questionnaires. The data so collected was analysed using mean scores, t-tests, contingency tables and analysis of variance.

From the results it was found that in this study most of the respondents were having Kapha element dominant and amongst the majority of the Professionals having either Vata and Kapha or Kapha and Pitta combination were performing well only in case of Research and Development professionals, the respondents having dominance of Pitta were showing good performance. Based on the Analysis of Variance and t-tests results it was concluded that the relationship

between the Prakriti and Performance of Profession is not very strong and the difference in the mean performance scores of different professions of different prakritis was not significantly different from each other. This shows that other than Prakriti there are other factors as well that affect the performance of the professionals to a great extent. These other factors that when combined provide a more powerful determinant of employee performance. The major factors influencing the performance of professionals are ability, motivation, effort, equity, task and role perception, environmental factors. Out of these factors the physical and mental traits is just one of them. And hence this study can be further extended by studying the influence of other factors over and above the prakriti on the performance of professional in the organization.

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CHAPTER I

INTRODUCTION

Every organization today is striving to capture more and more market and have a competitive advantage over the rivals in the industry. Competitive advantage gained by way of product, process, or technology can be easily imitated by the competitors and could be lost by the firm that generated it. Therefore the best is to have competitive advantage by way of your people which cannot be imitated. And when we talk about generating competitive advantage by way of the employee organization need to develop its people in such a way that help it achieve the competitive advantage it desires for. People unlike machines are having life, use their brain as well as their willingness in performing any task so in order to get the best out of them one needs to first understand them in the best possible manner and then give them the work that suits them the most and environment that they prefer the most. On fulfillment of these two conditions the willingness and efficiency of the employee both would be high and they will generate competitive advantage for the organization. With this view in this research the focus is on understanding an individual based on his/her personality. Here personality has been considered not only from psychological perspective but from physical orientation as well.

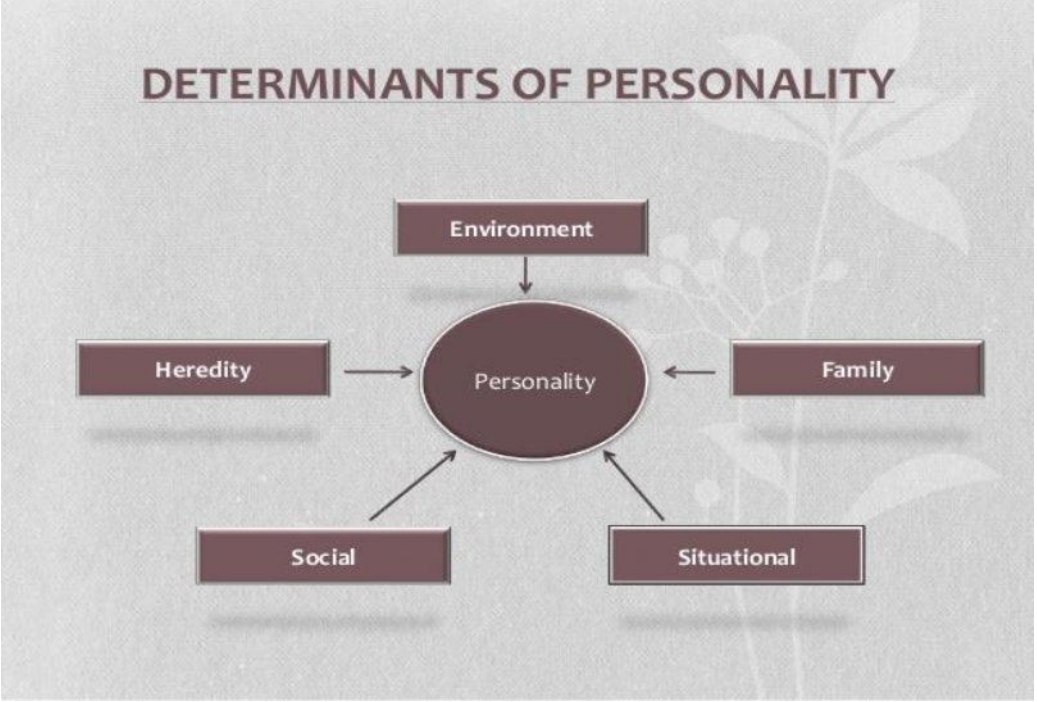
Concept of personality as per psychology is only from the mental aspect so in order to understand the personality in gestalt this study has taken support from Traditional medicinal science "'Ayurveda". Ayurveda classifies people based on the presence of 3 elements called "Doshas "and the classifications are termed as "Prakriti". Prakriti is not much away from the concept of personality in psychology the only difference is that it also incorporates physical aspect of individuals.

Basic concept of Personality:

An individual's personality is the combination of traits and patterns that influence their behavior, thought, motivation, and emotion. It drives individuals to consistently think, feel, and behave in specific ways; in essence, it is what makes each individual unique. Over time, these patterns strongly influence personal expectations, perceptions, values, and attitudes. In general term it can be defined as "the sum total of ways in which an individual reacts to and interacts with others".It is generally known that "Personality is the outcome of continuous personal quality development process. Personality is not only determined by just the genetic makeup of any individual but

there are also few other factors that build the personality of a person. Out of all those factors that determined personality some are physical.

The major determinants of personality are Brain, Physical, Social Factors, Cultural and Religious factors and Heredity Factors.



Source: http://www.slideshare.net/dannymusthafa/organizational-beahviour-till-personality

All the above mentioned factors have the role to play in making personality of an individual.

Knowing an individual is helpful in many ways in many fields and in HR context it is very important for communication as well as for overall growth of the organisation. Many studies have been conducted in order to define what is the personality? What is its importance and how one could measure or map any individual's personality.

Knowing ones personality helps in the following:

- To know ones preferences

We all have our own psychological type preferences, and operating within these preferences typically allows us to be most efficient, effective, and our most comfortable selves. Conversely,

operating outside these limits requires more time and energy and usually results in lower quality work. Understanding these boundaries — and knowing when you're within or outside them — can improve your productivity, efficiency, and time management skills.

- To avoid conflict:

Understanding your personality type can diffuse conflicts before they arise. If you know you tend to have a knee-jerk reaction when a problem arises, you can adjust this behavior and be more receptive to the situation. Conversely, if you're usually quick to accept responsibility for a problem — even if it's not your fault — you can train yourself to be more analytical and evaluate the situation before determining how to address it.

- Appreciate diversity:

Recognizing how your personality type differs from and interacts with others' types can give you a great appreciation for diversity and what it adds to your team, work environment, and company. Sometimes it's really nice to have that outrageously creative mind helping you generate ideas for solving a problem when you've hit a roadblock yourself.

- Find the right career:

Your personality type plays a big role in whether you're suited for a particular career, how well you perform your daily responsibilities, and even your overall job satisfaction. For instance, if you are very extroverted, you likely won't fare well in a position where you don't interact with people. Meanwhile, an introvert probably isn't going to be as satisfied in a customer service position.

- Improve decision-making abilities:

How you make decisions is based on your sensing versus intuition preference. If you are a sensing person, you're more likely to feel out a situation before making a choice. You engage all five senses to gather the right information. If you're more reliant on intuition, you will probably make a choice based on instinct. Tend to go with your gut? Try to better assess the choice at hand before making a decision. On the flip side, if you're a sensing person, don't over analyze the external factors to the point of paralyzing your decision making abilities altogether.

The theory behind personality type is that we are born with, live with, and die with our type. It will develop and evolve over time. We might choose to use it differently or apply it differently throughout our experiences. But it will usually remain the same throughout our lives. By understanding your personality type more fully, you can learn to appreciate your strengths and recognize your weaknesses, as well as those of the people around you.

Holland Typology:

Holland's theory of vocational choice The Holland Occupational Themes, "now pervades career counseling research and practice." Its origins "can be traced to an article in the Journal of Applied Psychology in 1958 and a subsequent article in 1959 that set out his theory of vocational choices. The basic premise was that one's occupational preferences were in a sense a veiled expression of underlying character." The 1959 article in particular ("A Theory of Vocational Choice," published in the Journal of Counseling Psychology) is considered the first major introduction of Holland's "theory of vocational personalities and work environments." Holland originally labeled his six types as "motoric, intellectual, esthetic, supportive, persuasive, and conforming." He later developed and changed them to: Realistic (Doers), Investigative (Thinkers), Artistic (Creators), Social (Helpers), Enterprising (Persuaders), and Conventional (Organizers)." Holland classified people in 6 personality types. They are: Realistic, Investigative, Artistic, Social, Enterprising, and Conventional.

Realistic (R) Realistic individuals are active and stable and enjoy hands-on or manual activities, such as building, mechanics, machinery operation and athletics. They prefer to work with things rather than ideas and people. They enjoy engaging in physical activity and often like being outdoors and working with plants and animals. People who fall into this category generally prefer to “learn by doing” in a practical, task-oriented setting, as opposed to spending extended periods of time in a classroom. Realistic types tend to communicate in a frank, direct manner and value material things. They perceive themselves as skilled in mechanical and physical activities but may be uncomfortable or less adept with human relations. The preferred work environment

of the realistic type fosters technical competencies and work that allows them to produce tangible results. Typical realistic careers include electrician, engineer, veterinarian and the military.

Investigative (I) Investigative individuals are analytical, intellectual and observant and enjoy research, mathematical or scientific activities. They are drawn to ambiguous challenges and may be stifled in highly structured environments. People who fall into this category enjoy using logic and solving highly complex, abstract problems. Because they are introspective and focused on creative problem solving, investigative types often work autonomously and do not seek leadership roles. They place a high value on science and learning and perceive themselves as scholarly and having scientific or mathematical ability but lacking leadership and persuasive skills. The preferred work environment of the investigative type encourages scientific competencies, allows independent work and focuses on solving abstract, complex problems in original ways. Typical investigative careers include medical technologist, biologist, chemist and systems analyst.

Artistic (A) Artistic individuals are original, intuitive and imaginative and enjoy creative activities, such as composing or playing music, writing, drawing or painting and acting in or directing stage productions. They seek opportunities for self expression through artistic creation. People who fall into this category prefer flexibility and ambiguity and have an aversion to convention and conformity. Artistic types are generally impulsive and emotional and tend to communicate in a very expressive and open manner. They value aesthetics and view themselves as creative, non-conforming and as appreciating or possessing musical, dramatic, artistic or writing abilities while lacking clerical or organizational skills. The preferred work environment of the artistic type fosters creative competencies, and encourages originality and use of the imagination in a flexible, unstructured setting. Typical artistic careers include musician, reporter and interior decorator.

Social (S) Social individuals are humanistic, idealistic, responsible and concerned with the welfare of others. They enjoy participating in group activities and helping, training, healing, counseling or developing others. They are generally focused on human relationships and enjoy social activities and solving interpersonal problems. Social types seek opportunities to work as

part of a team, solve problems through discussions and utilize interpersonal skills but may avoid activities that involve systematic use of equipment or machines. Because they genuinely enjoy working with people, they communicate in a warm and tactful manner and can be persuasive. They view themselves as understanding, helpful, cheerful and skilled in teaching but lacking in mechanical ability. The preferred work environment of the social type encourages teamwork and allows for significant interaction with others. Typical social careers include teacher, counselor and social worker.

Enterprising (E) Enterprising individuals are energetic, ambitious, adventurous, sociable and self-confident. They enjoy activities that require them to persuade others, such as sales, and seek out leadership roles. They are invigorated by using their interpersonal, leadership and persuasive abilities to obtain organizational goals or economic gain but may avoid routine or systematic activities. They are often effective public speakers and are generally sociable but may be viewed as domineering. They view themselves as assertive, self-confident and skilled in leadership and speaking but lacking in scientific abilities. The preferred work environment of the enterprising type encourages them to engage in activities, such as leadership, management and selling, and rewards them through the attainment of money, power and status. Typical enterprising careers include salesperson, business executive and manager.

Conventional (C) Conventional individuals are efficient, careful, conforming, organized and conscientious. They are comfortable working within an established chain of command and prefer carrying out well-defined instructions over assuming leadership roles. They prefer organized, systematic activities and have an aversion to ambiguity. They are skilled in and often enjoy maintaining and manipulating data, organizing schedules and operating office equipment. While they rarely seek leadership or "spotlight" roles, they are thorough, persistent and reliable in carrying out tasks. Conventional types view themselves as responsible, orderly and efficient, and possessing clerical, organizational and numerical abilities. They may also see themselves as unimaginative or lacking in creativity. The preferred work environment of the conventional type fosters organizational competencies, such as record keeping and data management, in a structured operation and places high value on conformity and dependability. Typical conventional careers include secretary, accountant and banker.

Holland's theory can be summarized in six statements:

1. In our culture, most people are one of six personality types: Realistic, Investigative, Artistic, Social, Enterprising, and Conventional.

2. People of the same personality type working together in a job create a work environment that fits their type. For example, when Artistic persons are together on a job, they create a work environment that rewards creative thinking and behavior -- an Artistic environment.

3. There are six basic types of work environments: Realistic, Investigative, Artistic, Social, Enterprising, And Conventional.

4. People search for environments where they can use their skills and abilities and express their values and attitudes. For example, Investigative types search for Investigative environments; Artistic types look for Artistic environments, and so forth.

5. People who choose to work in an environment similar to their personality type are more likely to be successful and satisfied For example, Artistic persons are more likely to be successful and satisfied if they choose a job that has an Artistic environment, like choosing to be a dance teacher in a dancing school -- an environment "dominated" by Artistic type people where creative abilities and expression are highly valued.

How you act and feel at work depends to a large extent on your workplace (or school) environment. If you are working with people who have a personality type like yours, you will be able to do many of the things they can do, and you will feel most comfortable with them

Concept of Personality as per Ayurveda

Just like psychology or any other field Ayurveda i.e. our traditional medicinal science also classifies people into different categories called “Prakritis” based on the presence of three doshas (elements) in every individual’s body.

The word *prakriti* means "nature" or natural form of the build and constitution of the human body. Pra means the "beginning", "commencement" or "source of origin" and *kruthi* means "to perform" or "to form". Put together, *prakriti* means "natural form" or "original form" or "original

source". In terms of the functioning of living beings, Ayurveda sees all actions based on three basic functions called *doshas* - namely *vata*, *pitta* and *kapha*. *Vata* is responsible for respiration and control of movement. *Pitta* is responsible for maintenance of body heat and *Kapha* is responsible for maintenance of body form and structure and based on these three classifications seven types of prakriti's have been derived and each prakriti types have a set of its own unique physical and mental characteristics.

Ether, Air, Fire, Water and Earth, the five basic elements, manifest in the human body as three basic principles, or humors, known as the tridosha. From the Ether and Air elements, the bodily air principal called vata is manifested. (In Sanskrit terminology, this principle is called vata dosha.} The Fire and Water elements manifest together in the body as the fire principle called pitta. The Earth and Water elements manifest as the bodily water humor known as kapha.

These three elements — vata - pitta - kapha govern all the biological, psychological and physiopathological functions of the body, mind and consciousness. They act as basic constituents and protective barriers for the body in its normal physiological condition; when out of balance, they contribute to disease processes. The tridosha are responsible for the arising of natural urges and for individual preferences in foods: their flavors, temperatures and so on. They govern the creation, maintenance and destruction of bodily tissue, and the elimination of waste products from the body. They are also responsible for psychological phenomena, including such emotions as fear, anger and greed and for the highest order of human emotions such as understanding, compassion and love. Thus, the tridosha are the foundation of the psychosomatic existence of man. In order to understand a person, it is necessary to first determine his or her Prakriti. By understanding the Prakriti of a person, a Vaidya, or doctor, is able to detect the changes in the Prakriti of the person. Using Prakriti as the base, he then diagnoses the disease. Irrespective of whether a person is healthy or ill, knowing one's Prakriti helps one to know oneself better and live a healthy and peaceful life.

TABLE 1

Physical Traits of Different Doshas

TRAIT	VAATA	PITTA	KAPHA
Body frame	Thin	Medium	hefty
Finger nails	cracking and thin	pink and soft	wide, white and thick
Hair	thin and dry	grey and bald	silky, curly and dense
Resting pulse (early morning or before breakfast)	80 – 100	70 – 80	60 – 70
Weight	low and bony	medium and muscular	often overweight
Bowel movements	small, hard, with gas, frequently constipated	loose and burning	moderate and solid
Forehead size	Small	medium,	Large
Appetite	Irregular	strong and sharp	constant and poor
Eyes	small and unsteady	reddish and cat eyed	wide with large white part (sclera)
Lips	thin and cracking	medium and soft	large and smooth
Skin	Dry	cherished and wrinkles	oily and smooth
Voice	stammering and weak	commanding and sharp	soft, sweet and resonating

Source: http://ayurveda-foryou.com/clinical_ayurveda/prakriti6.html

TABLE 2

Metal Traits of Different Doshas

TRAIT	VAATA	PITTA	KAPHA
Temperament	nervous or fearful	irritable or impatient	Easygoing
Speech	quick or talkative	moderate or argues	slow or silent
Sleep pattern	less and disturbed	Moderate	sleepy and lazy
Habit	Travel	sports or politics	enjoying water and flowers
Memory	quickly grasps, soon forgets	sharp and clear	slow to learn, never to forget
Beliefs	radical or changing	leader and goal oriented	loyal and constant
Dream	flying and anxious	fighting and colorful	few and romantic
Emotion	enthusiastic but full of worries	warm and angry	calm and attached
Mind	quick and adaptable	penetrating and critical	slow and lethargic

Source: http://ayurveda-foryou.com/clinical_ayurveda/prakriti6.html

Assessment of Prakriti

Generally the Ayurvedic practitioner makes physical observations of the person (skin color, bone structure, how the person moves, the manner and content of speech, etc.) and asks diagnostic questions about jobs and hobbies, mental and emotional tendencies, physiology, dreams, etc. This is the most accurate way of determining prakriti on a short-term basis.

Prakriti Charts and Pulse Reading The classical eighteen tables of Ayurveda were developed as an aid for the practitioner in assessing the prakriti of their students or patients; however, they are not user-friendly and do not provide an easy method of computation. Therefore, some Ayurvedic practitioners give their patients and students “prakriti charts” to fill out. These are various shortened and more user-friendly versions of the classical tables, which they construct themselves or borrow from other practitioners. However, such charts are rarely as accurate as a practitioners’ assessment based on questioning and observation, or a person’s deep study of themselves and their life history over a period of several months. Some schools of Ayurveda

claim that prakriti can be determined from reading the pulse, while other schools claim that pulse diagnosis aids only in the assessment of vikriti, and cannot, in most cases, be reliably used to assess prakriti.

Manu Smriti

As personality classifies people based on the physical and mental characteristics similarly there exists an ancient system of classification which is commonly known as the Caste System. Ancient Indian Classification System was developed by Manu in C 200 C.E and it was published in the book called Manusmriti. Manusmriti is regarded as foundational work of Hindu law and Ancient Indian society, compiled and written quite late, C.200 C.E in India. It is one of the eighteen smritis of the dharma sastra. Manu Smriti is the key text in justifying and prescribing the detail percepts of caste system. In it society consists of four (later heredity) classes:

1. Brahmans (Teachers and Priests)
2. Kshatriyas (Administrators and Army men)
3. Vaishyas (Traders, Bankers, Agriculturists)
4. Shudras

It clearly defined the relative position and the duties of several castes, and determined the penalties to be indicated on any transgression of the limits assigned to each of them. So in olden days the profession was usually taken up based on the caste the person belongs to i.e. all the generations of Brahmans would go into teaching and preaching only be it in the gurukul system or the formal educational institutes like School, colleges etc .But in the present scenario this does not fit well as people from all castes get into any of the professions they are interested in. Today there is freedom of choice of vocation or occupation one wants to be in. Now be it by force or by choice, what is more important is the performance of that person in that particular vocation or profession.

Concept of Performance and Performance Management

Performance is what is expected to be delivered by an individual or set of individuals within a time frame. Performance Management involves thinking through various facets of performance, identifying critical dimensions of performance, planning, reviewing and developing and enhancing performance and related competencies.

If we have to manage performance, we need to understand what constitutes performance. Understanding the constituents of performance by breaking it into various elements and understanding the factors that cause performance is called performance analysis.

The Performance Equation given by Dr. T.V Rao in book Performance Management: Toward Organizational Excellence:

Individual Performance = Ability × Motivation × Organizational Support + or – Chance Factors

This equation implies that any given individual's performance in a given period and in a given role or job (or set of tasks that constitutes the role) is a function of his or her competence to do that job or role or set of tasks associated with that role, multiplied by his or her interest or motivation to do that job and the support he or she gets to do that job during that period .It is moderated by chance or environmental factors.

Performance Management involves defining performance, understanding the competencies required to do the job or various tasks associated with job, developing the competencies, creating the motivation needed, or putting hard work or effort to do the job and getting all the support needed to do that job or series of tasks associated with that job or role.

For several years a systems approach to performance management has been taken. The systems approach consisted of asking the individuals, teams, their supervisors and organizations to define performance, review performance, identify developmental needs, assign performance ratings, moderate rating, debate and link or delink with rewards. But over focusing on scientific and logical part of performance management made us neglect the spiritual, dynamic, abstract and unpredictable aspects. While the former identifies competencies and competency gaps, the spiritual approach is motivational and unpredictable.

The spiritual approach focuses on understanding; performance management is not an event, it's a continuous process and it requires an understanding, a desire and discipline. Here understanding means understanding one's self, motives, interests, responsibilities. And desire is desire to discover and apply oneself.

Objectives of Performance Management:

1. To review the performance of the employees over a given period of time
2. To judge the gap between the actual and the desired performance.
3. To help the management in exercising organizational control.
4. Helps to strengthen the relationship and communication between superior – subordinates and management – employees.
5. To diagnose the strengths and weaknesses of the individuals so as to identify the training and development needs of the future.
6. To provide feedback to the employees regarding their past performance.
7. Provide information to assist in the other personal decisions in the organization.
8. Provide clarity of the expectations and responsibilities of the functions to be performed by the employees.
9. To judge the effectiveness of the other human resource functions of the organization such as recruitment, selection, training and development.
10. To reduce the grievances of the employees.

Influence of Prakriti on Performance of Individuals

Performance is a considered to be influenced mainly by the pay packet the employee is receiving, but this does not stand true for all and always. There are other factors that when combined provide a more powerful determinant of employee performance. When these other factors are missing or diluted, the employee does come to work only for a paycheck. In this case, the employee is present at work in body only, leaving their mind outside the gate. The major

factors influencing the performance are ability, motivation, effort, equity, and task and role perception, environmental factors. Out of these factors the physical and mental traits is one which can be given the highest weightage and these physical and metal traits jointly define the personality of an individual.

Ayurveda views each and every person as unique, with a unique mind-body constitution and a unique set of life circumstances. It defines health as a state of physical, psychological, social and spiritual well being and is based on the theory of Panchamahabhoota (the five basic elements – Space, Air, Fire, Water and Earth) and Tridoshas (three biological humors – Vata, Pitta and *Kapha*) which are present in each and every cell of the body along with mind and spirit. The equilibrium of *doshas* is called health and imbalance (*Vikriti*) is called disease (*Ashtanga Hridaya, Sutra Sthana* 1). Together these three *doshas* determine the physiological balance and constitution of the individual which is called as *Prakriti* in Ayurveda

There are seven types of physical *prakriti* viz., *Vata, pitta, kapha, vata-pitta, pitta-kapha, kapha-vata* and *tridosha prakriti –(*combination of all three *doshas vata, pitta-kapha* in equal proportions*),* and three broad types of mental constitution viz., *satwa, rajas* and *tamas prakriti (Vimana Sthana 8/9,5, Charaka Samhita, 2003).* Even though, Ayurvedic texts have explained the characteristic features of all seven types of physical and three types of mental constitution, only three main types of *Prakriti* viz., *Vata* predominant, *Pitta* predominant and *Kapha* predominant constitution are usually taken for the examination of a person/patient.

As discussed above personality is one such major factor which influences performance of every individual. From the above discussion it is understood that the concept of Prakriti in ayurveda is similar to the concept of personality used in many other disciplines.

The prakriti concept not only defines people in terms of the psychological makeup but also their physiological framework. These physiological and psychological characteristics of different prakritis have influence on the performance of people in different professions.

CHAPTER II

LITERATURE REVIEW

This chapter consists of study of various literatures on the concept of Prakriti and Performance. It starts with the introduction of the concept of Prakriti and then explains how prakriti can be assessed, what is the importance of the concept of Prakriti. Various researches and studies have been discussed here to explain the above stated concepts. How Prakriti in Ayurveda is similar to the concept of personality has also been discussed here taking references from various studies.

Further on the concept of Performance, it starts with explaining the concept of performance, Performance management and factors affecting performance. Studies on the relationship between personality and performance and personality and profession have been discussed here.

And lastly three studies which basically focus on how people can be classified based on their profession/vocation and their personality have been discussed.

The Concept of Prakriti in Ayurveda

Ayurvedic concepts are applicable to all human beings irrespective of caste or creed. And they say that a comprehensive personality picture can be generated, which can have implications for health, career, education and many other dimensions of life. Shilpa& Murthy (2012) in their article "Understanding Personality Dynamics from Ayurveda" made theoretical attempt in developing such personality proposition which can be validated. Ayurveda has drawn many of its principles from Samkhya philosophy. Accordingly, the world is made up of the Panch Maha Bhutas, which are Akasa (ether), Vayu (air), Agni (fire), Ap (water) and Prithvi (earth). One of the basic tenets of Ayurveda is that man is a microcosm of the very world that he inhabits.This implies that whatever the world is made up of, man too is made up of those same things or Panch Maha Bhutas, but with different combinations and degrees. Infact Ayurveda postulates that all living beings on the earth including the non-living too are made up of these same Panch Maha Bhutas in varying degrees, specific to each form, matter and species, and according to a predetermined ratio that cannot be changed.

Further in (2012) they empirically investigated the interrelatedness of Tridoshas and Trigunas in personality. Tridoshas and Trigunas are composed of the Pancha Mahabhuta. One or the other Dosha and Guna is dominant singularly or in combination in man. There can

never be a state when one or the other Pancha Mahabhutas and consequently the Tridoshas and Trigunas are absent totally .They discussed in their study that ayurvedic literature does not indicate that doshas are physical and gunas are psychological aspects of human beings. Ayurveda also states that the body, mind and atma are like Tripod in beings, especially humans hence they both are significantly related. What affects the body, affects the mind and vice- versa.

Prakriti is formed by the Utkatata (predominance) of one, two or all three doshas at the time of union of Shukra (sperm) and Shonita (ovum) in the garbhashaya (uterus). For example, at time of birth if vata dosha is predominant as compare to pitta and kapha, then individual is having vataja prakriti Gupta, Pandey, Kar (2015) stated in their study. They also said that Predominant vata dosha affect anatomy, physiology, psychology & immunity of that person. Features are seen according to properties & functions of vata dosha. Shushruta had explained that: 'the insect born in the poison does not die due to its own poison similarly dosha that is dominant according to one's prakriti does not harm the individual.

Assessment of Prakriti

Assessment of Prakriti is a very important aspect of the Ayurveda discipline. This lays the foundation for all other things like understanding the person, suggesting prevention or cure for any health related problems or diseases. Usually this assessment was done by vaidya's by checking the pulse of the person, but nowadays other methods like self assessment questionnaires, softwares are also available in the market. A statistical study by Joshi (2004) reported as the first empirical test of the theoretical constructs of Ayurveda, used regression modeling with a sample of 117 healthy subjects to obtain a quantitative measure of the ayurvedic tri-dosha level for Vata, Pitta and Kapha. Joshi's analysis applied an algorithm heuristic approach to the qualitative diagnostic criteria used by ayurvedic doctors. There was 75% convergence significant at the $p < 0.05$ level.

In assessment of Prakriti, some researchers used the age old methods of pulse analysis, some borrowed the questionnaires used by other researchers and some developed questionnaires on their own using the basic ayurveda texts. Shilpa & Murthy (2011) developed a personality scale to assess tri-doshas, Vata, Pitta and Kapha from psychological perspective in human beings. The authors have tried to validate the application of Tri-doshas from the domain of psychology. The

scale developed assesses the psychological manifestation of Tri-doshas and with all this process they developed "The Mysore Tri-dosha scale. The Tri-dosha are composed of the Panch Maha Bhutas, There can never be a state when the Tri-doshas are absent totally but one or the other Dosha is dominant singularly or in combination. All five are the essential elements to sustain life. Vata Dosha is composed of Akasa and Vayu Mahabhuta.Pitta Dosha is composed of Tejas or Agni and Ap Mahabhuta. Kapha Dosha is composed of Ap and Prithvi Mahabhuta. Although Tridosha is studied, understood, and applied in Ayurveda, the present authors tried to validate the same from the domain of psychology. In this process the psychometric properties of the scale were established. The scale assessesed the psychological manifestation of the Tridoshas. The scale thus developed was a self rating scale, which had 157 items of the Vata, Kapha, Pitta, wherein there were 52 items assessing Vata, 52 items assessing Pitta and 53 items assessing kapha in an individual. The authors concluded that they had been able to develop a scale to assess vata, Kapha and Pitta- the concepts of ayurveda and validated in psychology using psychometric procedures. The developed scale had satisfactory reliability and validity indices. Thus, it could be used to assess psychological manifestation of Vata, Pitta and Kapha.

Several researches undertaken in the discipline of Ayurveda have used different methods for the assessment of Prakriti. Bhalerao et al. (2012) examined the relationship between Prakriti and variations in Platelet Aggregation and in their study they had assessed prakriti using a multiple choice questionnaire (TNMC- 2004) which was designed on the basis of literature in ayurvedic texts. It comprised of 37 objective type questions related to the person's physical characteristics, psychological makeup and physiological habits. Each of the questions had 3 options to choose from referring to a property attribute to Vata (V), Pitta (P) or Kapha (K).The scores obtained by the person for the answers in the Vata, Pitta and Kapha domain were summed up and the person was identified of having specific prakriti depending upon the scores obtained. Several studies like the one mentioned above had been done in the Ayurveda discipline and this questionnaire method of assessment had been used which shows the assessing prakriti by way of questionnaires gives a reasonably reliable score and have been prepared using the concepts for the basic ayurvedic texts.

Sanjeev Rastogi (2012) developed a prototype prakriti analysis tool and validated it by conducting a pilot study. His study aimed to develop a prototype prakriti analysis tool and its

evaluation on inter-rater validity grounds. The study observed the Pitta and Vata constructs of Prakriti. Identification in ayurveda has a significant inter-rater correlation, whereas Kapha has low correlation ($p \leq 0.02$). It is inferred that for less correlated variables like those of Kapha, a better understanding is required to reach a better consensus. It fundamentally explains the biological specificity operating at cellular and genomic level and is held largely responsible for distinctions among individuals in various arenas of functions and appearance. Due to its complex, yet perspective bearings upon preventive and curative decision making related to ayurvedic health care, prakriti examination has attracted significant attention since antiquity. The concept of prakriti has remained a subject of extensive exploration in the recent past. As a result, it is now better understood in terms of its genomic and biochemical correlations and subsequent clinical applications. It describes vividly about various physiological and behavioral features specific to Dosha types whose presence may give a clue to the dominance of some Dosha over the other. An observation of available features thereby indicates the dominance of specific Dosha, eventually helping Prakriti identification in an individual. As a result absence or presence of features specific to one Dosha has never been allowed to be used as clue to the presence or absence of another Dosha, this so called " inclusion approach" was found more realistic compared to an " exclusion approach" where dosha determination could also be made on the basis of absence of certain features. It is important to observe that in reference to prakriti determination, ancient ayurvedic scholars consistently stressed upon positive features of Dosha in their subtle details to reach at a prakriti determination through their direct observation in an individual. Considering the actual spirit of Prakriti examination elaborated in Charak Samhita and also considering the limitations observed in current methods employed in Prakriti determination, they developed a Prototype Prakriti Analysis Tool (PPAT) for a rapid, yet dependable diagnosis of prakriti, including the identification of specific gunas component of Dosha responsible for such dominance in an individual. To make this PPAT standardized, they screened it through validity and reliability tests.

Studies have been conducted to find out whether the assessment of prakriti by way of questionnaires and softwares give the results similar to assessment done by pulse analysis. Rotti et al. (2014) examined a large number of individuals in 3 different prakriti classes based on the conventional examination by experienced ayurvedic practitioners and independently, by software developed for the purpose. Significantly they found 80 % concordance between the

prakriti classifications obtained by 2 parameters. Such concordance although expected because the software would depend on the same parameters that the Ayurvedic practitioners would rely upon; show that the prakriti of an individual can indeed be determined objectively. They observed good correlation between the traditional description of each dosha- prakriti and the body mass index suggest that the ayurvedic classification of dosha-prakriti indeed has a biological basis.

Importance of Prakriti

The concept of prakriti is very vital in Ayurveda. Prakriti of any person governs his physical structure as well as his/her mental framework and based on the prakriti one can differentiate between people. It is responsible for the basic working of every individual's body. Hankey (2001) offered a framework, grounded in systems theory and chemical physics for validity of tridosha theory. The essence of it was that the dosha constitute biologically universal mechanism regulating those functions identified as fundamental systems theory. Input and output (Vata), Throughput or turnover (Pitta), and storage (Kapha) .As such, the doshas are identified as fundamental to living systems and as inheritable system attributes, are present in related forms in all organisms.

Ayurveda, India's natural health care tradition has a unique way of classifying human population based on individual constitution or prakriti. Ayurveda's tridosha theory identifies principles of motion (vata), metabolism (pitta), and structure (kapha) as discrete phenotypic groupings. Patwardhan et al. (2005) hypothesized in a paper published in this journal that there is a genetic connotation to prakriti and as proof of this concept showed a correlation between HLA alleles and prakriti type, establishing a rationale and preliminary experimental support for the concept of an association between HLA alleles and the Ayurvedic tridosha theory of individual prakriti types. This work was both part of and a catalyst for a wider revolution in the scientific investigation of Ayurveda in India, referred to as "Ayurvedic biology" and "Ayugenomics."

Subsequently, Chen et al. (2007) reported a similar study in this journal using a classification based on Traditional Chinese Medicine (TCM) theory. The findings of a genetic basis for both Ayurvedic and TCM classifications indicate a commonality between Asia's great medical traditions in their diagnostic typologies and a genetic basis for Asian traditional medicine's

theory of discrete and discernable groupings of psycho-physiologic differences. Accordingly, new horizons have opened for collaborative East-East research and for an individualized approach to disease management and activation of the full range of human potential, as articulated in Ayurveda and TCM.

According to Ayurveda, the native Indian system of healthcare, three Doshas, namely, Vata, Pitta, and Kapha, are the basic mutually reciprocal mechanisms that are responsible for the maintenance of homeostasis in human beings. Ayurveda classifies entire human population into seven constitutional types (Prakriti). Kumar, Patwardhan and Singh (2011) undertook a study on basic cardiovascular responses to postural changes, exercise and cold pressor test: do they vary in accordance with their constitutional types of Ayurveda. In this study they discussed that the scheme of dividing the population into specific constitutional types is not unique to Ayurveda and is prevalent in other traditional systems of healthcare like Traditional Chinese Medicine, Kampo (the traditional medicine of Japan) and Sasang Constitutional Medicine of Korea as well. The Hippocrates' model of four humours, the classification of human personality types by Kretschmer and Sheldon and the description of introversion–extroversion and neuroticism by Eysenck are all based on similar conceptual framework.

Prakriti is a function of many factors. These numerous factors play a role in the formation of the prakriti. And once a prakriti is formed it does not change lifelong. And on the other hand this Prakriti has influence on all the aspects of the individual's body and it's working. Dhiman and Dhiman (2012) studied which factors generally influence Prakriti and which variables can be influenced by Prakriti. They said that the complete psychosomatic architect of an individual is represented by his prakriti (constitution) which starts to take shape at the very first of conception in the mother's womb. Deeds of previous incarnation, physical and psychological state of mother and father during conception, nutrition and regimen of mother, social milieu , practice and of wholesomeness by mother (during pregnancy) and child in the postnatal period and many more factors are attributed in the prakriti formation. Thus generated prakriti helps in understanding, the health and disease state of an individual and facilitate in preventive and curative aspects. Not only this, inherited psycho constitution (Manasik Prakriti) is also very helpful in prediction and deciding of profession, effectiveness and efficiency evaluation too. Management education

sector, life and health insurance sector are now showing a keen interest in incorporating the concept of Prakriti in their business.

Every type of prakriti as classified in Ayurveda has a specific set of physical and mental characteristics. And these characteristics differentiate one person from the other individuals based on which prakriti make different choices in everything .Vocation or occupation is one of them. Hemangini Waghulade (2013) in her article "A Review on Role of Prakriti in Vocational Guidance" made an attempt to evaluate the interrelationship between prakriti & vocational guidance. From this study, she concluded that all the physiological processes are directly controlled by tridosha and thus by the predominant dosha in a particular type of prakriti. Vocational guidance is closely related with prakriti. This concept of Prakriti is helpful in various vocational guidance centers & also in assigning a particular designation to an employee based on his ability. Prakriti is an important concept of Ayurveda and plays a very important role in the designing lifestyle of a person for maintenance of health. By knowing the prakriti of a particular person, we can get an appropriate idea about his likings or the things he is comfortable with. So, we can guide the person in choosing appropriate profession which will be according to his liking or passion and also he will have the ability to become successful in that particular profession.

Dey and Pahwa (2014) reviewed evidences which show the association exists between prakriti and metabolism systems. Chronic diseases and genotypes with an objective to develop a case. They made an effort to integrate Ayurvedic theories with modern scientific findings and believed that it is quite likely that linking the tri-dosha theory of ayurveda with current medical practices can improve health outcomes. It can also be envisaged that in future newborns can be screened for various prakriti types which will open up possibilities of creating lifestyles and environment that lead to prevention of diseases that particular prakriti types are prone to.

Prakriti as Personality

The concept of personality as generally understood is taken from the discipline of psychology. And this concept has been developed and has evolved in west and not in India. In India understanding people and classifying them comes from the ancient science of Ayurveda. There is difference in how the concept of personality is viewed in west and in India.

Rudrani Mukherjee (2007) had examined the concept of personality type in west as well in Ayurveda and published the study in Indian Journal of Traditional Knowledge making a good theoretical comparison. The study discussed that in western psychology personality types has been widely discussed. This typology is but only one way of understanding personality whereas in Ayurveda, personality types have been discussed from two angles viz. physiological and psychological as body and mind is correlated. In this study they compared western and eastern approaches to identify the points of similarities and dissimilarities. They found that Cattle's 16 Personality Factors personality profile concept is made of experimental method whereas in Ayurveda, it has been made in non-experimental method i.e. to say a shy person can never venturesome and a venturesome person can never be shy at the same time. Both of the types cannot be true or false at the same time. But in Ayurveda, personality is made of contrary bias. Contrary means there is a lot of difference between 2 different types but in some cases a faint streak of similarity in one respect was observed. In Ayurveda personality types have been classified according to Vata, Kapha, Pitta, Satva, Rajas, and Tamas. They are the cause of difference in personality types. But Cattle's method is based on the effect or result on the basis of questionnaire. In Ayurveda, information of behavioral pattern may be obtained through observation of symptoms and the interview of patients.

Shilpa S and Murthy (2012) made efforts in understanding personality from ayurvedic perspective for psychological assessment. Personality as an area of study has grown so much that a wealth of literature is available. Today's contexts are provoking psychologists to develop a personality theory which can treat certain basic components of personality as invariant so that irrespective of culture, race and nativity could still be able to study personality which will have universal applicability and relevance. As an answer or solution to this universal applicability Ayurveda has a lot to contribute. Ayurvedic concepts are applicable to all humans irrespective of caste, colour, sex or race. In their study Shilpa and Murthy made a theoretical attempt to develop a personality proposition from an ayurvedic perspective which can later be validated.

They therefore proposed that by importing the knowledge systems of ayurveda and other ancient Indian scriptures which delineate the working of human behavior and mind in detail, psychology as a science would be enriched and be able to provide answers to many questions which are puzzling western scientists even today to a large extent.

The ancient texts name many other properties of the doshas. For example; all human beings can be classified according to the dominance of one or more Doshas in their physiology, their prakriti (literally 'nature'). The classification gives a good indication of physiologic strengths and weaknesses, mental tendencies and susceptibility to illness of different kinds. According to Ayurveda, the Prakriti, including its distortion by life history, is of fundamental importance in maintaining health: It provides a guide to lifestyle and ways of healthy living appropriately individualized for each person. Early pre-pathologic stages of the development of illness depend on the pressure on the functioning of the doshas.

"Personality" is a dynamic and organized set of characteristics possessed by a person that uniquely influences his or her cognitions, emotions, motivations, and behaviors in various situations. The study of personality in modern psychology dates back to ancient Greek, when Plato, Aristotle and Hippocrates suggested their theories on personality. Through the centuries, their theories have evolved, changed and have continued to be the base and foundation of modern psychology. As centuries progressed, many philosophers, psychologist and physicians have expanded this field. Personality theories such as type, trait, humanistic, behaviorist, psychoanalytic, cognitive and psychobiologist theories have emerged from ancient times and continue to be present in modern times. Ayurvedic system of medicine is one of the ancient systems of medicine, which recognizes the individuality of an individual by means of Prakriti. Prakriti can be correlated as psycho-somatic constitution, Because Ayurveda believes that human organism behaves in a wholesome and complex manner and physical and mental factors of personality cannot be isolated. Ayurveda gives elaborated description about prakriti in terms of predominance of body humor, nature of sperm and ovum, season and condition of the uterus, food and regimen of mother, composition of Panchamahabhuta and how it gets influenced by race/religion, caste/family, habitat, nature of the season, age or stages of life and basic instincts. This way Ayurveda provides a comprehensive, multiphasic and multidimensional theory of personality, which gives a complete picture of an individual. This explains how concept of prakriti in ayurveda gives a true and complete picture of the personality of an individual as stated by Prasuna, Sharma, Narayana (2014).

Major theories used in understanding personality are:

Many researches and studies have been conducted in Psychology as well as human resources management area to understand the personality of an individual. Psychologists like Sigmund Freud, Carl Jung, Erik Erikson, Alfred Adler etc. have given their contribution to this and many new researchers have studied these theories and built upon them. Out of these numerous theories a few theories are mostly referred as base in understanding the concept of personality. Three out of them have been discussed here.

MBTI -Meyer Briggs Type Indicator

MBTI measures how people prefer to focus their attention, collect information, process and evaluate information and orient themselves to the outer world. This is essentially a 100 questions personality test that asks people how they normally feel or act in a particular situation and based on the answers givens the individuals are classified as:

1. Extroverted or Introverted
2. Sensing and Intuitive
3. Thinking and Feeling
4. Judging and Perceiving

The 16 types of personalities are:

ISTJ

Quiet, serious, succeeds by being thorough and dependable. Practical, matter-of-fact, realistic, and responsible. Decide logically what should be done and work toward it steadily, regardless of distractions. Take pleasure in making everything orderly and organized—their work, their home, their life. Value traditions and loyalty.

ISFJ

Quiet, friendly, responsible, and conscientious. Committed and steady in meeting their obligations. Thorough, painstaking, and accurate. Loyal, considerate, notice and remember specifics about people who are important to them, concerned with how others feel. Strive to create an orderly and harmonious environment at work and at home.

INFJ

Seek meaning and connection in ideas, relationships, and material possessions. Want to understand what motivates people and are insightful about others. Conscientious and committed to their firm values. Develop a clear vision about how best to serve the common good. Organized and decisive in implementing their vision.

INTJ

Have original minds and great drive for implementing their ideas and achieving their goals. Quickly see patterns in external events and develop long-range explanatory perspectives. When committed, organize a job and carry it through. Skeptical and independent, have high standards of competence and performance—for themselves and others.

ISTP

Tolerant and flexible, quiet observers until a problem appears, then act quickly to find workable solutions. Analyze what makes things work and readily get through large amounts of data to isolate the core of practical problems. Interested in cause and effect, organize facts using logical principles, value efficiency.

ISFP

Quiet, friendly, sensitive, and kind. Enjoy the present moment, what's going on around them. Like to have their own space and to work within their own time frame. Loyal and committed to their values and to people who are important to them. Dislike disagreements and conflicts, don't force their opinions or values on others.

INFP

Idealistic, loyal to their values and to people who are important to them. Want to live a life that is congruent with their values. Curious, quick to see possibilities, can be catalysts for implementing ideas. Seek to understand people and to help them fulfill their potential. Adaptable, flexible, and accepting unless a value is threatened.

INTP

Seek to develop logical explanations for everything that interests them. Theoretical and abstract, interested more in ideas than in social interaction. Quiet, contained, flexible, and adaptable. Have unusual ability to focus in depth to solve problems in their area of interest. Skeptical, sometimes critical, always analytical.

ESTP

Flexible and tolerant, take a pragmatic approach focused on immediate results. Bored by theories and conceptual explanations; want to act energetically to solve the problem. Focus on the here and now, spontaneous, enjoy each moment that they can be active with others. Enjoy material comforts and style. Learn best through doing.

ESFP

Outgoing, friendly, and accepting. Exuberant lovers of life, people, and material comforts. Enjoy working with others to make things happen. Bring common sense and a realistic approach to their work, and make work fun. Flexible and spontaneous, adapt readily to new people and environments. Learn best by trying a new skill with other people.

ENFP

Warmly enthusiastic and imaginative. See life as full of possibilities. Make connections between events and information very quickly, and confidently proceed based on the patterns they see. Want a lot of affirmation from others, and readily give appreciation and support. Spontaneous and flexible, often rely on their ability to improvise and their verbal fluency.

ENTP

Quick, ingenious, stimulating, alert, and outspoken. Resourceful in solving new and challenging problems. Adept at generating conceptual possibilities and then analyzing them strategically. Good at reading other people. Bored by routine, will seldom do the same thing the same way, apt to turn to one new interest after another.

ESTJ

Practical, realistic, matter-of-fact. Decisive, quickly move to implement decisions. Organize projects and people to get things done, focus on getting results in the most efficient way possible. Take care of routine details. Have a clear set of logical standards, systematically follow them and want others to also. Forceful in implementing their plans.

ESFJ

Warmhearted, conscientious, and cooperative. Want harmony in their environment, work with determination to establish it. Like to work with others to complete tasks accurately and on time. Loyal, follow through even in small matters. Notice what others need in their day-to-day lives and try to provide it. Want to be appreciated for who they are and what they contribute.

ENFJ

Warm, empathetic, responsive, and responsible. Highly attuned to the emotions, needs, and motivations of others. Find potential in everyone, want to help others fulfill their potential. May act as catalysts for individual and group growth. Loyal, responsive to praise and criticism. Sociable, facilitate others in a group, and provide inspiring leadership.

ENTJ

Frank, decisive, assumes leadership readily. Quickly see illogical and inefficient procedures and policies, develop and implement comprehensive systems to solve organizational problems. Enjoy long-term planning and goal setting. Usually well informed, well read; enjoy expanding their knowledge and passing it on to others. Forceful in presenting their ideas.

BIG FIVE MODEL

Several independent sets of researchers discovered and defined the five broad factors based on empirical, data-driven research. Ernest Tupes and Raymond Christal advanced the initial model, based on work done at the U.S. Air Force Personnel Laboratory in the late 1950s. J.M. Digman proposed his five factor model of personality in 1990, and Goldman extended it to the highest

level of organizations in 1993. In a personality test, the Five Factor Model or FFM and the Global Factors of personality may also be used to reference the Big Five traits. Human resources professionals often use the Big Five personality dimensions to help place employees. That is because these dimensions are considered to be the underlying traits that make up an individual's overall personality.

BIG FIVE Models says that personality can be analyzed based on the following five variables:

- Openness - People who like to learn new things and enjoy new experiences usually score high in openness. Openness includes traits like being insightful and imaginative and having a wide variety of interests.

- Conscientiousness - People that have a high degree of conscientiousness are reliable and prompt. Traits include being organized, methodic, and thorough.

- Extraversion - Extraverts get their energy from interacting with others, while introverts get their energy from within themselves. Extraversion includes the traits of energetic, talkative, and assertive.

- Agreeableness - These individuals are friendly, cooperative, and compassionate. People with low agreeableness may be more distant. Traits include being kind, affectionate, and sympathetic.

- Neuroticism - Neuroticism is also sometimes called Emotional Stability. This dimension relates to one's emotional stability and degree of negative emotions. People that score high on neuroticism often experience emotional instability and negative emotions. Traits include being moody and tense

Literature Review on Performance

Concept of Performance, Performance Management and Factors Affecting Performance

According to Gibson (1990), Performance is measured in terms of productivity, job satisfaction, turnover and absenteeism." "It is the means by which managers ensure that employee's activities and outputs are in line with the business's goals" (Noe, Hollenbeck, Gerhart and Wright 1997). "It is a systematic approach to tracking individual performance against the targeted objectives of

the organisation, and identifying strengths and opportunities for improvement" (Smith and Mazin 2004). Performance measurement is the "Processes involving managers, individuals and teams based on shared understanding, which define performance and contribution expectations, assess performance against those expectations, provide for regular and constructive feedback and inform agreed plans for performance improvement, learning and personal development" (Armstrong and Murlis 2004).

Individual performance is highly important for an organization as a whole and for the individuals working in it. Performance comprises both a behavioral and an outcome aspect. It is a multi-dimensional and dynamic concept. Sabine Sonnentag, Michael Frese (2002) in their article present three perspectives on performance: an individual differences perspective with a focus on individual characteristics as sources for variation in performance; a situational perspective with a focus on situational aspects as facilitators and impediments for performance; and a performance regulation perspective with a focus on the performance process. It describes how current changes in the nature of work such as the focus on continuous learning and proactivity, increase in team work, improved technology, and trends toward globalization have an impact on the performance concept and future performance research. They described individual performance as an individual's measurable behavior which is relevant for organizational goals and characterized performance as multi-dimensional and dynamic in nature. They proposed three major perspectives within performance-related research, namely an individual differences perspective, a situational perspective, and a performance regulation perspective. Each of these perspectives is associated with specific performance enhancement interventions. Their review of the literature suggested that an integration of the three different perspectives on performance is needed. Particularly, linking the individual differences and the situational perspective to the performance relation perspective seems to be promising. Such integration is necessary for understanding why specific individual characteristics and situational factors result in high individual performance. Their analysis of meta-analyses on individual performance showed that most of the previous research conceptualized individual performance as the dependent variable. This makes perfect sense when aiming at the explanation of performance and developing practical interventions. At the same time, this finding implies that individual performance was only seldom conceptualized as the independent variable.

Understanding the application of role based performance assessment in better way and what results it gives in different situations, Welbourne, T.M, Johnson, D.E & Erez, A (1997) conducted a validity analysis of The Role Based Performance Scale. In this they first introduced a theory based measure of employee performance (Role Based Performance Scale, RBPS) and supported it with validation study, conducted using 10 data sets from 6 companies. In contrast to the traditional job related measures of employee performance they proposed an alternative measure of performance based on role theory and identity theory. Their results supported the validity of the scale .They think that the instruments can be used for future research that requires a generalized measure of performance. The scale demonstrates diagnostic properties that make it useful for practitioners as well as researchers. Applying role theories to performance measurement offers a unique approach to expanding prior work on performance measurement. The concept that roles are important for work has been there since years, however to date its specific theoretical implications for performance measurement and its link with identity theory have not been explored .The studies conducted for this research not only provide data to support the reliability and validity of RBPS but also suggests that it has face validity. In addition to promising to be more generalizable measure of performance that could be used in many research studies, the scale has high potential usefulness for organizations

In the Book "Human Resource Management 12 Edition, 1997" by Gary Dessler, Performance Appraisal has been defined as: A system of review and evaluation of an individual or team's job performance. An effective system assesses accomplishments and evolves plans for development. Performance management is a process that significantly affects organizational success by having managers and employees work together to set expectations, review results, and reward performance. For many organizations, the primary goal of an appraisal system is to improve performance. A system that is properly designed and communicated can help achieve organizational objectives and enhance employee performance. In fact, Performance Appraisal data are potentially valuable for use in numerous human resource functional areas. There are several methods by which Performance can be reviewed. The type of performance appraisal system utilized depends on its purpose. If the major emphasis is on selecting people for promotion, training, and merit pay increases, a traditional method such as rating scales may be most appropriate. Collaborative methods are designed to assist employees in developing and becoming more effective.

1. **360-Degree Feedback**—Involves input from multiple levels within the firm and external sources as well.
2. **Rating Scales**—Rates employees according to defined factors. The factors chosen for evaluation are typically of two types: job related and personal characteristics.
3. **Critical Incidents**— Requires written records be kept of highly favorable and highly unfavorable work actions.
4. **Essay**—The rater simply writes a brief narrative describing the employee's performance. This method tends to focus on extreme behavior in the employee's work rather than routine day-to-day performance.
5. **Work Standards**—Compares each employee's performance to a predetermined standard, or expected level of output.
6. **Ranking**— The rater simply places all employees in a given group in rank order on the basis of their overall performance. *Paired comparison* is a variation of the ranking method that involves comparing the performance of each employee with every other employee in the group.
7. **Forced Distribution**— Appraisals approach where the rater is required to assign individuals in the work group to a limited number of categories similar to a normal frequency distribution.
8. **Forced-Choice and Weighted Checklist Performance Reports**—The *forced-choice performance report* is a technique in which the appraiser is given a series of statements about an individual and the rater indicates which items are most or least descriptive of the employee. The *weighted checklist performance report* is a technique whereby the rater completes a form similar to the forced-choice performance report, but the various responses have been assigned different weights.
9. **Behaviorally Anchored Rating Scales**—A performance appraisal method that combines elements of the traditional rating scales and critical incidents methods.
10. **Results-Based Systems**—In a result-based system the superior and the subordinate jointly agree on objectives for the next appraisal period.
11. **Assessment Centers**—Recognizing the differences in purposes, and the difficulty that a Performance Appraisal system will have in achieving both aims, some firms opt to use an assessment center as an adjunct to their appraisal system.

Studies have been conducted on the role based performance scale, which talks about assessing the individuals performance based on the roles they perform rather than just on the basis of their job description. These studies were aimed at understanding the application of role based performance assessment in better way and what results does it give in different situations. Jawahar and Raghavendra (2013) examined empirically the perceptual relationship between the variables in Role based performance developed by Welbourne, Johnson and Amir Erez (1998) and also identify the difference between genders if any, in perceiving the relationship in their performance. This study was developed using multidimensional scaling (MDS) to bring out perception of one variable with others. They collected primary data from customer service personnel of government organization who interact with customers on a regular basis, through a structured questionnaire. Based on 304 responses they found that job role and organization role were perceived together for the male employees and it is distinctively away from career construct in the role based performance. With respect to female service personnel the constructs organizational role and job role are perceived together of which innovation role and organizational were perceived closer. The reason behind the above results could be that most Indian men consider employment as very important and is concerned about being continuously employed and may not be very concerned about growth in career whereas on the other hand the women are seen as a bit more flexible and hence exhibit new ways of performing the task. This study talks about how performance varies between two genders, how men and women take up their job responsibilities differently. Similarly other personality factors of individuals have a great role to play in how performance would be affected by those personality characteristics.

Performance Appraisal and its Methods:

Performance Appraisals is the assessment of individual's performance in a systematic way. It is a developmental tool used for all round development of the employee and the organization. The performance is measured against such factors as job knowledge, quality and quantity of output, initiative, leadership abilities, supervision, dependability, co-operation, judgment, versatility and health. Assessment should be confined to past as well as potential performance also. The second definition is more focused on behaviors as a part of assessment because behaviors do affect job results. Numerous methods have been devised to measure the quantity and quality of

performance appraisals. Each of the methods is effective for some purposes for some organizations only.

Broadly all methods of appraisals can be divided into two different categories.

- Past Oriented Methods
- Future Oriented Methods

Past Oriented Methods

1. Rating Scales:

Rating scales consists of several numerical scales representing job related performance criterions such as dependability, initiative, output, attendance, attitude etc. Each scales ranges from excellent to poor. The total numerical scores are computed and final conclusions are derived. Advantages – Adaptability, easy to use, low cost, every type of job can be evaluated, large number of employees covered, no formal training required. Disadvantages – Rater's biases

2. Checklist:

Under this method, checklist of statements of traits of employee in the form of Yes or No based questions is prepared. Here the rater only does the reporting or checking and HR department does the actual evaluation. Advantages – economy, ease of administration, limited training required, standardization. Disadvantages – Raters biases, use of improper weighs by HR, does not allow rater to give relative ratings

3. Forced Choice Method:

The series of statements arranged in the blocks of two or more are given and the rater indicates which statement is true or false. The rater is forced to make a choice. HR department does actual assessment. Advantages – Absence of personal biases because of forced choice. Disadvantages – Statements may be wrongly framed.

4. Forced Distribution Method:

Here employees are clustered around a high point on a rating scale. Rater is compelled to distribute the employees on all points on the scale. It is assumed that the performance is conformed to normal distribution. Advantages – Eliminates Disadvantages – Assumption of normal distribution, unrealistic, errors of central tendency.

5. Critical Incidents Method:

The approach is focused on certain critical behaviors of employee that makes all the difference in the performance. Supervisors as and when they occur record such incidents. Advantages – Evaluations are based on actual job behaviors, ratings are supported by descriptions, feedback is easy, reduces recency biases, chances of subordinate improvement are high. Disadvantages – Negative incidents can be prioritized, forgetting incidents, overly close supervision; feedback may be too much and may appear to be punishment.

6. Behaviorally Anchored Rating Scales:

Statements of effective and ineffective behaviors determine the points. They are said to be behaviorally anchored. The rater is supposed to say, which behavior describes the employee performance. Advantages – helps overcome rating errors. Disadvantages – Suffers from distortions inherent in most rating techniques.

7. Field Review Method:

This is an appraisal done by someone outside employees' own department usually from corporate or HR department. Advantages – Useful for managerial level promotions, when comparable information is needed, Disadvantages – Outsider is generally not familiar with employees work environment, Observation of actual behaviors not possible.

8. Performance Tests & Observations:

This is based on the test of knowledge or skills. The tests may be written or an actual presentation of skills. Tests must be reliable and validated to be useful. Advantage – Tests may be apt to measure potential more than actual performance. Disadvantages – Tests may suffer if costs of test development or administration are high.

9. Confidential Records:

Mostly used by government departments, however its application in industry is not ruled out. Here the report is given in the form of Annual Confidentiality Report (ACR) and may record ratings with respect to following items; attendance, self expression, team work, leadership, initiative, technical ability, reasoning ability, originality and resourcefulness etc. The system is highly secretive and confidential. Feedback to the assessee is given only in case of an adverse entry. Disadvantage is that it is highly subjective and ratings can be manipulated because the evaluations are linked to HR actions like promotions etc.

10. Essay Method:

In this method the rater writes down the employee description in detail within a number of broad categories like, overall impression of performance, promoteability of employee, existing capabilities and qualifications of performing jobs, strengths and weaknesses and training needs of the employee. Advantage – It is extremely useful in filing information gaps about the employees that often occur in a better-structured checklist. Disadvantages – It its highly dependent upon the writing skills of rater and most of them are not good writers. They may get confused success depends on the memory power of raters.

11. Cost Accounting Method:

Here performance is evaluated from the monetary returns yields to his or her organization. Cost to keep employee, and benefit the organization derives is ascertained. Hence it is more dependent upon cost and benefit analysis.

12. Comparative Evaluation Method (Ranking & Paired Comparisons):

These are collection of different methods that compare performance with that of other co-workers. The usual techniques used may be ranking methods and paired comparison method.

- Ranking Methods: Superior ranks his worker based on merit, from best to worst. However how best and why best are not elaborated in this method. It is easy to administer and explanation.

- Paired Comparison Methods: In this method each employee is rated with another employee in the form of pairs. The number of comparisons may be calculated with the help of a formula as under.

$$N \times (N-1) / 2$$

Future Oriented Methods

1. Management by Objectives:

It means management by objectives and the performance is rated against the achievement of objectives stated by the management. MBO process goes as under.

- Establish goals and desired outcomes for each subordinate
- Setting performance standards
- Comparison of actual goals with goals attained by the employee
- Establish new goals and new strategies for goals not achieved in previous year.

Advantage – It is more useful for managerial positions.

Disadvantages – Not applicable to all jobs, allocation of merit pay may result in setting short-term goals rather than important and long-term goals etc.

2. Psychological Appraisals:

These appraisals are more directed to assess employees' potential for future performance rather than the past one. It is done in the form of in-depth interviews, psychological tests, and discussion with supervisors and review of other evaluations. It is more focused on employees emotional, intellectual, and motivational and other personal characteristics affecting his performance. This approach is slow and costly and may be useful for bright young members who may have considerable potential. However quality of these appraisals largely depends upon the skills of psychologists who perform the evaluation.

3. Assessment Centers:

   This technique was first developed in USA and UK in 1943. An assessment center is a central location where managers may come together to have their participation in job related exercises evaluated by trained observers. It is more focused on observation of behaviors across a series of select exercises or work samples. Assesses are requested to participate in in-basket exercises, work groups, computer simulations, role playing and other similar activities which require same attributes for successful performance in actual job. The characteristics assessed in assessment center can be assertiveness, persuasive ability, communicating ability, planning and organizational ability, self confidence, resistance to stress, energy level, decision making, sensitivity to feelings, administrative ability, creativity and mental alertness etc. Disadvantages – Costs of employees traveling and lodging, psychologists, ratings strongly influenced by assessee's inter-personal skills. Solid performers may feel suffocated in simulated situations. Those who are not selected for this also may get affected.

   Advantages – well-conducted assessment center can achieve better forecasts of future performance and progress than other methods of appraisals. Also reliability, content validity and predictive ability are said to be high in assessment centers. The tests also make sure that the wrong people are not hired or promoted. Finally it clearly defines the criteria for selection and promotion

4. 360-Degree Feedback:

   It is a technique which is systematic collection of performance data on an individual group, derived from a number of stakeholders like immediate supervisors, team members, customers, peers and self. In fact anyone who has useful information on how an employee does a job may be one of the appraisers. This technique is highly useful in terms of broader perspective, greater self-development and multi-source feedback is useful. 360-degree appraisals are useful to measure inter-personal skills, customer satisfaction and team building skills. However on the negative side, receiving feedback from multiple sources can be intimidating, threatening etc. Multiple raters may be less adept at providing balanced and objective feedback.

Businesses use the 360 degree feedback performance appraisal process to evaluate the individual managers. This comprehensive performance appraisal system provides feedback on a manager's performance collected from a variety of people with whom he interacts regularly. Sources of feedback include the manager's direct supervisor, peers, customers, vendors and a self-assessment.

There are three general reasons as to why an organization would go in for a 360 degree appraisal.

- To get a better view of the performance and prospective of future leaders.
- To have a broad insight of developmental needs of manpower.
- To collect more feedback so as to ensure justice to the job performed by the employees.

In 360 degree appraisal system, the feedback is collected from managers, peers, subordinates, customers, team members etc. A survey is conducted to get close understanding of-on the job performance of the employees. A 360 degree appraisal has four stages in it:

1. Self Appraisal
2. Superior's Appraisal
3. Sub-ordinates Appraisal
4. Peer Appraisal

It is not an easy task to implement 360 degree appraisal. For this appraisal to be effective one needs to bear in mind the following:

→ Right skills to be assessed are determined.

→ Appraiser should be selected properly.

→ He should be well aware of the system, if proper training on the appraisal system is not given.

→ Elucidate the intention of this kind of appraisal system.

→ Ensure the process to be simple.

→ Follow up.

Potential Appraisal: In a competitive world, past achievements do not always guarantee future success. The risks of failure are high, especially for those who have been operating in a protected environment. Economic reforms are constantly exposing organizations to higher levels of competition. To face competition firms need to advance at a high speed in all areas: technology, processes, management, finances, quality, costs, new market creation, new product inventories and above all, increased efficiency, motivation and productivity on the part of employees. To achieve these, it is necessary to have competent managers in strategic roles. With competent managers organizations can gain strategic advantage; without them, they cannot survive long. Hence there is a need to constantly identify competent people. This is the need that makes potential appraisal very significant. Potential appraisal is an assessment of the extent to which a given employee has the competence to perform new tasks or new job.

All kinds of appraisals done be it performance appraisal i.e. of current performance or potential appraisal i.e. appraisal of potential for future performance both basically aim at finding a fit either between the person and the job or the person and the organisation. The concept of person job-fit and fit helps find the right match of the person with the job and with the organisation.

Person-job fit refers to compatibility of individual's characteristics with his or her job's demands it measures how individual characteristics meet the demands of work environment, particularly towards their job. Person-organization fit has been broadly defined as congruence between individual and organization. Person-organization fit refers to "compatibility between people and organizations that occurs when (a) at least one entity provides what the other needs, or (b) they share similar fundamental characteristics, or (c) both" The first part of definition refers to complementary fit, and it can be divided into two, which are demands-abilities (DA) fit and needs-supplies (NS) fit. Person-organization DA fit can be defined as the degree of match between individual abilities with the organization requirement. On the other hand, person-organization NS fit refers to the degree of employees psychological' needs are fulfilled by the organisation.

Role Based Performance Scale:

In contrast to traditional, job-related measures of employee performance, we propose an alternative measure of performance based on role theory and identity theory.

According to Bommer, Johnson, Rich, Podsakoff, and MacKenzie, "Job performance is the most widely studied criterion variable in the organizational behavior and human resource management literatures" (1995: 587). However, most performance measurement systems are limited in that they ignore dimensions of work behavior that lie beyond what has been traditionally included in the scope of a specific job itself. Job analysis, by design, ignores non-job related behaviors. However, excluding non-job dimensions creates problems for firms that intend to reward behaviors such as suggestion making, organizational citizenship, or even extraordinary customer service.

Performance appraisal systems have evolved over the last 60 years. One can characterize the change as a movement from an early emphasis on the person, to a sophisticated focus on the job, with a recent return to the person (Milkovich & Boudreau, 1997). Early performance appraisal was fairly simplistic and involved rankings and comparisons of individuals with other people (e.g. simple ranking methods). However, these early person-based measurement systems often exhibited a number of problems (Cardy & Dobbins, 1994). As a result, researchers made a transition to job-related performance assessments. These resulted in a need for accurate descriptions of jobs and an understanding of the performance appraisal process. Thus, performance measurement was modified from being person oriented to being behaviorally oriented, with the emphasis being on those tasks or behaviors that were associated with the job. Recently, both practitioners and academics have realized that an emphasis on the job, per se, may lead to the omission of other important components of overall performance .According to Milkovich and Boudreau (1997: 87), "organizations are replacing the notion of 'jobs' with considering what 'roles' or 'competencies' will be required for the 21st century.

The concept that roles are important for understanding work has been with us for years; however, to date, its specific theoretical implications for performance measurement and its link with identity theory have not been explored. RBPS provides an original contribution to solving an important piece of the performance measurement puzzle. From a business perspective, the RBPS

offers firms a user-friendly and face-valid method for evaluating employee performance. Furthermore, it is a concise measure, which makes it easy to implement. Our studies demonstrated that the RBPS has unique diagnostic abilities.

Personality and Performance:

Personality can be seen as the motor which drives behavior. It's consistent over time and across situations, and has been proven to predict our success at work over the course of 50 or more years. The most widely accepted model of personality – the 'Big Five' model – uses five distinct scales to describe personality: conscientiousness (the extent to which one is dependable and persistent), emotional stability (one's calmness and self-control), extraversion (a measure of sociability, ambition and narcissism), agreeableness (the extent to which one is cooperative and altruistic), and openness to experience (a measure of creativity and novelty-seeking).

An individual's unique combination of these five factors influences his or her success at work in three main ways. Firstly, it determines how and why we're motivated to achieve certain goals – for example, people who score high on extraversion are more motivated to achieve a goal if there's a reward involved. Secondly, personality affects our mood, which in turn affects the way we respond to people and situations at work. Studies have found that conscientiousness and agreeableness indirectly affect organizational citizenship behavior via their impact of job satisfaction – simply put, if we're happier in our jobs we're more likely to be better 'citizens' at work. Thirdly, our personality profile affects our interpersonal relationships, making it an important determinant of work success when that work involves getting along with other people. Sometimes when organizations get overenthusiastic about the idea that they can populate their staff with certain personalities and other "fit" factors, they forget that personality represents only one piece of a much bigger picture. If overall job performance was a cherry pie, it could be cut into several pieces that represent individual differences that contribute to job performance (e.g., cognitive ability, motivation, emotional intelligence, past experience, and various other skills and abilities). Personality does contribute to performance but only at a moderate level (it is because of this that most psychologists recommend using personality tests as a supplement to other selection tools such as structured interviews and reference checks)

Personality and Performance Relationship

Many studies have been done in the field of performance and personality and have come a long way from their origins in psychobiological research on personality. The (Eysenk 1957, 1967), they hypothesized that variations in basic attributes of the brain such as inhibition and arousal should influence performance of simple tasks such as choice reaction time and paired associate learning.

Understanding personality helps predict many other things of an individual. Personality affects the metabolism, the temperament as well as the choices of the individuals. And therefore in organizations personality of a person is used to predict his/her performance and fit in a job role. Hogan & Hogan and Roberts (1996) examined the use of personality measures in employment decisions their major conclusions were:

a) Well constructed measures of normal personality are valid predictors of performance in virtually all occupations.

b) They do not result in adverse impact for job applicants from minority group.

c) Using a well developed personality measures for pre-employment screening is a way to promote social justice and increase organisational productivity.

Finally they concluded that they believe the personality measurement is appropriate for most pre-employment decisions. It should always be used in conjunction with other information, particularly in regards to the applicant's technical skills, job experience and ability to learn.

In organizations, for achievement of individual goals as well as the organizational goals employees not only have to perform individually but they are also suppose to work in teams. A team may comprise of different personalities and how well they get along decides the performance of that group. Therefore understanding personality is also helpful in deciding the composition of a good performing team. Barrick, Stewart, Nubert and Mount (1998) studied 652 employees composing 51 work teams for examining the relationships among team compositions (ability and personality) and team outcomes with respect to composition variables, team higher in General Mental Ability , Conscientiousness , Agreeableness, Extraversion and Emotional Stability received higher supervisors ratings for team viability. Results also show that

extraversions and emotional stability were associated with team viability through social cohesion. Taken together, the results of this study highlight the importance of choosing appropriate methods of operationalising the composition variables, as different operationalisations lead to divergent conclusions.

The study conducted by Judge, Higgins, Thoresen, Barrick (1999**)** investigated the relationship of traits from the Five-factor model of personality (often termed the "Big Five") and general mental ability with career success. Career success was argued to be comprised of intrinsic success (job satisfaction) and extrinsic success (income and occupational status) dimensions. Data were obtained from the Intergenerational Studies, a set of three studies that followed participants from early childhood to retirement. The most general findings were that conscientiousness positively predicted intrinsic and extrinsic career success, neuroticism negatively predicted extrinsic success, and general mental ability positively predicted extrinsic career success. Personality was related to career success controlling for general mental ability and, though adulthood measures of the Big Five traits were more strongly related to career success than were childhood measures, both contributed unique variance in explaining career success.

The influence of personality on the performance of any individual has been studied many times. These studies focused on which personality variables improve the performance and which are the variables that deteriorate the performance. According to Barrick (2001) personality dimensions are most likely to affect job performance where the autonomy is high. The study in its recommendations says that effect of cultural differences and language on the relationship between personality dimensions and job performance should be also studied. Rothman and Coetzer (2003) determined the relationship between the Big Five personality dimensions and job performance using a cross-sectional study design. They studied 159 employees of a pharmaceutical company. The Neuroticism-Extraversion-Openness (NEO) Inventory personality inventory revised and performance appraisal questionnaire were used for measuring the two variables. The results showed that the emotional stability, extraversion, openness to experience and conscientiousness were related to tasks performance and creativity. Managers who are emotionally stable, open to experience and agreeable tend to perform better than those who measured low on these dimensions. The negative relationship between Neurotism and

Managerial performance is because the managers who score high on neuroticism are prone to have irrational ideas and less able to control their impulses and cope poorly with stress. There is possibility that there might not exist any relationship between personality dimensions and task performance where there is lack of autonomy.

Personality and Job Performance

Barrick and Mount (1991) investigated the relation of "Big Five" personality dimensions (Extraversion, Emotional stability, Agreeableness, Conscientiousness and Openness to Experience) to three performance criterias like Job Proficiency, Training proficiency and Personnel data for five occupational groups (Professionals , Police Managers, Sales, Skilled / Semi-Skilled). Results indicated that one dimension of personality, Conscientiousness showed consistent relations with all job performance criteria with all occupational groups. For remaining personality dimensions the result varied by occupational group and criterion type. And this finding had implications for practice in Personnel Selection, Training and Development and Performance Appraisal.

Joyce Hogan, researched into personality and cognitive performance. Much of his work was concerned with attention. He says that it seems reasonable that traits may influence whether the person can concentrate effectively, opposed to being easily distracted. A simple demonstration that selective attention varies with personality comes from studies of performance under distraction. Furnham and Strbac (2002) found that extraverts were more resistant to background noise than introverts across a range of tasks; extraverts may indeed prefer to study with music or other noise in background. Anxiety and neuroticism are also commonly found to be associated with selective attention deficits, a result that may reflect a more general attentional impairment related to these traits. Likewise several studies have been done in this line to depict this relationship or similar.

Many researches have been done in the area of personality and its effect on the performance of the employees' performance. Hogan and Shelton (2006) in a study pointed out that the personality theories examine the variances and similarities in a person. The similarities can be used to predict one's performance and behavior as they provide the collective attributes of

human nature whereas the variances provide the measure of individual's performance and are used to describe human performances and behaviors.

Personality represents a process of change and it relates to the psychological growth and development if individuals. The personality factors are extremely important in today's competitive organizational settings. Often the mismatches of personality and job have disastrous effects and cause undesirable tensions and worries in the organization as stated by Mitali Khosla (2009) in one of her article. She also said that an employee at any managerial cadre i.e. top, operative or middle or lower level will possess adjustment, sociability and conscientiousness, agreeableness and intellectual openness. Though the level of these characteristics may vary as per the personality definitely plays an imperative and critical role in the work performance and the progress of an employee or an individual.

Nate Regier (2011) in his article "How Personality Types May Affect Performance" referred the book written by Daniel Pink, in his book "Drive the surprising truth about what motivates us" describes three core drivers of human performance: Autonomy, Mastery and Purpose. Autonomy is freedom to determine how one goes about negotiating tasks, time, techniques and team. Mastery is the intrinsic energy and joy that comes from getting better at something, from pushing oneself to a personal best. Purpose is working in the service of a greater objective, something bigger than oneself. Each of the one is necessary but not alone sufficient, to drive maximum performance and these drivers look different for different personality types. Further this article also talks about classification of individuals into 6 personality types as given by Taibi Kahler (1992). They are:-

1. Dreamer – Imaginative
2. Funsters – Enjoy, keeps things light and perform.
3. Doer – highly motivated and take up challenges.
4. Believer – Are opinion holders, judgmental, they are dedicated and observant.
5. Thinker – Gives good input of ideas
6. Feeler – Relationship oriented. Their purpose is to help others rather than achievement of goals.

So it says that everybody can perform, everybody can contribute. How each person goes about it, is influenced by their Personality.

Along with the personality, there are other variables which influence the performance of employees at the organization. Influence of such factors moderate the impact of the personality on the performance of the employees. Some variables may be favorable and some unfavorable. Many studies have been done to understand the above phenomenon. Awadh, Ismail (2012) studied the impact of Personality traits and employee work related attitudes on employees' performance with the moderating effect of organizational culture. This study was conducted in Saudi Arabia. They say that personality has been considered as an important factor for predicting job performance. It is the behaviour that differentiates one person from another, and provides acumen whether a person will do some specific job, in comparison to others. Awadh and Ismail also hypothesized that personality traits and work related attitudes such as job involvement and organizational commitment have direct positive significant relationship with employees' work performance. With the moderating effect of organizational culture in the Saudi Arabian context.

Abdullah, Omar and Rashid (2013) investigated the impact of personality on Organizational Commitment and employees' performance. The model was empirically tested on employees of banking sector of Pakistan. It was found Extraversion, Agreeableness and Conscientiousness was found as significant and positive predictors of employees and commitment with organization, while organizational commitment is a significant predictor of task and contextual performance of employees.

Personality and Profession

This study is, based on Holland's theory. It examines the relationship between accountants' personality types and their commitment to work in various occupational settings and organizational levels. It was conducted by Aranya and Wheeler (1986) Empirical evidence on this subject has useful implications for personnel selection and job design in public accounting firms as well as in industry. The results show that conventional and enterprising types were the most frequent among the 1206 Canadian Chartered Accountants and 810 California Certified Public Accountants who participated in the study. In addition, a larger proportion of sole practitioners and partners in small firms tend to be of the conventional type, whereas the

enterprising type comprises the largest proportion of partners in large firms. Canonical correlations indicate that accountants' commitment to both profession and organization was essentially related to their scores as conventional and enterprising types. This showed that accountants of different personality type were showing different level of commitment which would indirectly affect the performance.

A lot of discussions go about whether or not following ones passion is the way to choose the career path. Several recent studies take a different approach by suggesting that understanding your personality traits and characteristics, rather than your passion, are what are key to career fulfillment and success. An article posted by the UK firm Adecco by Jenna Charlton (2012) reports that more employers are actively seeking personalities that fit their company environment in addition to skills and qualifications–that's not that surprising. But, recent "research has also]shown that choosing a job to which you are inherently suited –rather than just able to convince the interviewer you are interested in – will make you a happier, more productive employee". Understanding what roles you are best suited to based on your personality is what will make you the most happy at work. To further back up this premise, another study conducted at the University of Zurich found that people "who can apply their personal character strengths in their careers, experience more enjoyment, flow and meaning at work."The Zurich study calls these personal character strengths "signature strengths" that are "particularly distinctive for a person and which he or she likes to use frequently." Signature strengths can be regarded as friendliness, self-control, kindness–characteristics that you exhibit and practice daily. According to the study, people generally have three to seven signature strengths and the more strengths an employee can actually use the workplace, the more satisfied and productive he or she is.

In comparison, the Adecco report recommends using a Myers Briggs or Holland Code test to discover your strongest personality traits. These tests tend to define you as for example, a 'realistic' type or an 'artistic' type. Based on your tendency to lean to towards a certain type the tests then provide a list of careers that might suit you best.

The Myers Briggs personality types are made up of combinations of the following traits:

Extraversion (E)

Introversion (I)

Sensing (S),

Intuition (N),

Thinking (T),

Feeling (F),

Judging (J),

Perception (P)

The Adecco article and Zurich study points to that self-assessment and an understanding of your inherent characteristics are key to career satisfaction; good activities to undertake when assessing which direction to take your career, regardless of whether you're making a mid-career move, or just starting out. Taking stock of yourself and your traits will not only be helpful on a personal level, but doing so may also give you an advantage when applying to job postings and interviewing. Knowing what works for you, and also knowing that employers are increasingly assessing personality types, will allow you to showcase your best attributes and also ask appropriate questions concerning workplace environments.

Personality helps in making career choices. Personality of an individual derives his/her interests and based on their interests one chooses one career over the other. When the choice of career is made based on the interest, the performance of such person is better compared to the ones who are by force into that particular career. Kemboi , Kindiki and Misigo (2016) in their article "Relationship between Personality Types and Career Choices of Undergraduate Students" stated that a career choice that is compatible with one's personality type is believed to be reinforced and rewarded by an academic environment. According to Holland's (1997) theory, people seek environments that are aligned with their personality types and engage in activities that utilize their abilities. People with low vocational identity are more likely to make incompatible career choices and experience frequent career change than those with high vocational identity. In the context of this study, the study modeled Holland's theory of vocational personality and work

environment where students' personality types were surveyed according to RIASEC model and related to career choice. The theoretical preposition being tested in this study is congruence and satisfaction. Congruence refers to personality type and course of study (environment) that has similar characteristics. Holland stated that people resemble a combination of six personality types: Realistic, Investigative, Artistic, Social, Enterprising and Conventional (RIASEC). Personality types differ according to the activities that are related to abilities and competencies of an individual. Realistic personality types have practical, productive, and concrete values. These behaviours lead to competencies in the use of machines, tools, and materials. Investigative personality types are associated with analytical or intellectual activities aimed at the documentation of new knowledge and understanding solutions of common problems. Artistic personality type is associated with the acquisition of innovative and creative competencies such as language, art and music. Social types have a preference for activities involving working with people to train or help them. These result in competencies in areas such as teaching and counseling. Enterprising types are often attracted to pursuits that require influencing other. These behaviours results in the development of competencies in leadership and entrepreneurship. Lastly, Conventional types are attracted to activities such as data manipulation which result in clerical and business competencies. Studies that adopted Holland's theory have found that there is a relationship between personality types and career choice These studies have been done in other countries but the current study focused on Kenyan context. There is need to investigate the role played by personality types on career choice. Some researchers recommended that a study be done in post-secondary level of education to establish course satisfaction. It is on this note that this study was undertaken to establish the congruence between personality types and career choice as well as course satisfaction.

A similar study conducted by Hussain et al (2012), stated that Personality has been viewed as source of person's attitude exhibited on the job workplace over the years. In this paper, propositions have been made about different kind of personality traits having relevance with nature of job requirements. The study tried to argue that prominent feature of personality traits can be successful in aligning with the particular job requirements. Implications have been raised by giving propositions for future researchers to validate these propositions.

Here efforts were made to conceptulize the importance of personality trait for matching the career choices in new candidates. However, researchers need to validate these propositions for the futher usage and rectification of the proposed statements. Propositions presented in current paper will help new incumbents to excel in their careers, and before choosing their career, they will accurately assess their best match. For employers, these propositions will help them to find their optimal choice regarding their requirements so that can prevent their wrong choice to refrain from the future havocs (Carroll and Leavitt, 1984). They can use personality tests to recruit their incumbents to maximize their utility and to obtain best of their candidates (Howard and Howard, 1995) to run and attain the organizational competitive advantage.

Person-job Fit and Job Performance Link

June and Mahmood (2011) in their article "The Relationship between Person-job Fit and Job Performance: A Study among the Employees of the Service Sector Small and Medium Enterprises in Malaysia". Person-job fit can be a reasonable predictor of job performance because individuals with high person-job fit had found to have positive work outcome. Furthermore, the theory of congruence explained that person-job fit as the fit that may exists between individual preferences and the job requirements or the knowledge skills and ability (KSAs). Thus when congruency exists between one's preference and the KSAs, it will lead to motivational outcome and this is eminent in order to have greater job performance. Furthermore a large number of empirical researches have established that person-job fit is important for work outcome. Person-job fit had found to be positively related to job satisfaction, organizational commitment, task performance and contextual performance, acceptance of job offer, tension reduction as well as intention to leave. In a research it was established that fit was positively associated with satisfaction and performance. Additionally person-job-fit found to be associated with satisfaction, turnover and performance. In a separate studies, person-job fit found to be related to productivity and commitment, job performance and having positive effects on performance, job satisfaction, and reduction in job stress, motivation, attendance and retention. In a study it was also found that when person-job fit and person-organization fit were tested on job performance, the relationship tend to have a modest correlations which contradicts with the findings of another study where person-job fit found to be highly correlated with job performance. Nevertheless, in relations to other attitudinal outcome, person-job fit is still

demonstrating higher correlation than person-organization fit. Even though studies had found that person-job fit can have influence on job performance, the amount of research is still limited. In addition given the variations in results on the relationship between person-job fit and job performance, studies on the relationship between person-job fit and job performance has therefore yet to come to similar agreement. Similarly past studies on the link between person-job fit and performance have contained mixed results, thus there is a need to carry out further investigation in order to further explore the relationship that may exist between person-job fit and the job performance of those employees who are currently working in the service sector.

June and Mahmood (2011) their study revealed that that there is a significant positive relationship between person-job fit and job performance Thus the findings of their study suggested that when fit exists between employees and the job that they are doing, they tend to exert more effort in carrying out their duties which may lead to greater job performance. Demonstration of such behaviour is in accordance to Lewin's Field theory in which individuals will engage in good working behaviour if they are able to interact well their job environment. This finding further supported the fact that person-job fit is a good source of motivation to employee job performance that the congruence that exists between one's preference and the KSAs leads to motivational outcome. Since the nature of the service setting requires one constantly if not all the time to have engage in face to face contact with customers, the level of motivation would certainly be an important factor in determining the quality of service delivery. Hence if a person does not possess the right attitude toward the job, the possibility of rendering a good service is potentially minimal. Accordingly this study had shown that there person-job fit is a significant predictor to job performance, hence it would be necessary for owners and managers of the service sector SMEs to consider person-job fit in their attempt to hire employees very little evidence exist to understand the job performance of employees in the Malaysian context especially those working in the service sector SMEs.

Manu Smriti: Caste Systems Classification

Caste system was explained by Manu in his text Manu Smriti (1500 B C).Manu had explained the activities, roles and responsibilities of four different castes. He said that God had given these classifications and these should be followed in that order.

The four classifications given were:

1. Brahmin
2. Kshatriya
3. Vaishya
4. Shudra

The role of each and every classification was explained in detail. For he assigned teaching and studying the Veda, sacrificing for their own benefit and for others, giving and accepting of alms. To Kshatriya he commanded to protect the people, to bestow gifts, to offer sacrifices, to study the Veda, and to abstain from attaching himself to sensual pleasures. To Vaishya to tend cattle, to bestow gifts, to offer sacrifices, to study the Veda, to trade, to lend money, and to cultivate land. And the occupation the lord prescribed to the Shudra, was to serve meekly these other three castes. This shows that it was believed since ancient times that the people can be classified according to the nature of their work and their work was divided by the activities they were proficient in. So it can be said that prakriti i.e. the physical and mental characteristics of people guided them into selecting the activities they like and do and they became experts in performing them and then those activities were termed as their caste or classification.

John Holland's Typology

This theory of personality focuses on career and vocational choice. It groups people on the basis of their suitability for six different categories of occupations. The six types the Realistic, Investigative, Artistic, Social, Enterprising, Conventional yield acronym RIASEC, by which the theory is also commonly known. The theory was developed by John L. Holland (1985, 1997). The typology has come to dominate the field of career counseling and has been incorporated into most of the popular assessments used in the field.

Theory centers on the notion that most people fit into one of six personality types. They are:

1. Realistic (R)

   Likes to work with animals, tools, or machines, generally avoids social activities like teaching, healing, and informing others. Has a good skill in working with tools, mechanical or electrical drawings, machines, or plants and animals. Values practical

things you can see, touch, and use like plants and animals, tools, equipment, or machines Sees self as practical, mechanical, and realistic.

2. Investigative (I)

   Likes to study and solve math or science problems, generally avoids leading, selling, or persuading people. Is good at understanding and solving science and math problems Values science Sees self as precise, scientific, and intellectual.

3. Artistic (A)

   Likes to do creative activities like art, drama, crafts, dance, music, or creative writing, generally avoids highly ordered or repetitive activities. Has good artistic abilities -- in creative writing, drama, crafts, music, or art Values the creative arts -- like drama, music, art, or the works of creative writers. Sees self as expressive, original, and independent.

4. Social (S)

   Likes to do things to help people -- like, teaching, nursing, or giving first aid, providing information, generally avoids using machines, tools, or animals to achieve a goal. Is good at teaching, counseling, nursing, or giving information. Values helping people and solving social problems Sees self as helpful, friendly, and trustworthy

5. Enterprising (E)

   Likes to lead and persuade people, and to sell things and ideas, generally avoids activities that require careful observation and scientific, analytical thinking. Is good at leading people and selling things or ideas Values success in politics, leadership, or business Sees self as energetic, ambitious, and sociable.

6. Conventional (C)

   Likes to work with numbers, records, or machines in a set, orderly way, generally avoids ambiguous, unstructured activities. Is good at working with written records and numbers in a systematic, orderly way Values success in business Sees self as orderly, and good at following a set plan.

In his theory John Holland said that, Individuals are attracted to a given career because of personalities and numerous variables that constitute their backgrounds. Career choice is an expression of, or an extension of, personality into the world of work, followed by subsequent identification with specific occupational stereotypes. Most people can be categorized as one of six types. There are six kinds of environments. People search for environments that will let them exercise their skills and abilities, express their attitudes and values, and take on agreeable problems and roles. A person's behavior is determined by an interaction between his personality and the characteristics of his environment. Knowledge of both occupational environment and corresponding modal personal orientations is critical to appropriate career decision making. Stability of career choice depends primarily on the dominance of personal orientation.

John Holland has studied personalities and their occupational orientation from a psychological perspective. Similarly ayurveda also defines personality from a psychological and physical perspectives which can help individual identify in which vocation or occupation would the individual be able to fit himself well based on his physical and mental characteristics.

Sheldon's Personality Types

In the 1940's, William Herbert Sheldon associated body types with human temperament types. He claimed that a body type could be linked with the personality of that person. He says that a fat person with a large bone structure tends to have an outgoing and more relaxed personality while a more muscular body-typed person is more active and aggressive. A slim or scrawny person with thin muscles is usually characterized as quiet or fragile. He split up these body/personality types into three categories called ***somatotypes.***

An Endomorphic somatotype is also known as a viscerotonic. The characteristic traits of this somatotype usually include being relaxed, tolerant, comfortable, and sociable. Psychologically, they are also fun-loving, good humored,even-tempered, and they love food and affection. The Endomorph is physically "round". They have wide hips and narrow shoulders that give a pear-shape. They tend to have a lot of extra fat on their body and on their arms and thighs. They have skinny ankles and wrists that make the rest of their body look even bigger. The mesomorph is in between the endomorph and thin ectomorph. They have an attractive and desirable body. Physically, they tend to have a large head and broad shoulders with a narrow

waist. They have a strong muscular body and strong arms and legs and little fat on the body. They work for the body they have so that they could have an attractive body. Psychologically, the mesomorph is adventurous and courageous. They are not afraid to break out and do new things with new people. They are assertive. The original work of Sheldon was used to characterize criminals and he found that most of the criminals were mesomorphs because violent crimes were usually committed by big strong men. It makes sense because according to Sheldon's theory, people with a muscular and attractive body tend to be competitive and want power and dominance. This also proved that mesomorphic people are usually criminal in nature. An ectomorph is the complete opposite of the Endomorph. Physically, they have narrow shoulders, thin legs and arms, little fat on the body, a narrow face and a narrow chest. They may eat just as much as the endomorph but never seem to gain any weight. They always stay skinny. Personality wise, they tend to be self- conscious, socially anxious, artistic, thoughtful, quiet, and private. They always keep to themselves and are afraid to branch out.

The Early Bird Really Does Get the Worm

Biologist Christopher Randler (2009) in his article in Harvard Business Review surveyed 367 university students, asking what time of day they were most energetic and how willing and able they were to take action to change a situation into their advantage. A higher percentage of the morning people agreed with statements that indicate proactivity, such as “I will spend time identifying long-range goals for myself” and “I feel in charge of making things happen.”

The study revealed that though evening people have some advantages-other studies reveal that they tend to be smarter and more creative than morning types, have a better sense of humor, and are more outgoing- they are out of sync with the typical corporate schedule. When it comes to business success, morning people hold the important cards. His earlier research also showed that they tend to get better grades in school, which get them into better colleges which lead to better job opportunities. Morning people also anticipate problems and try to minimize them. They are proactive, with better job performance, greater career success and higher wages.

CHAPTER III

RESEARCH METHODOLOGY

Research Objective:

- To find the relationship of Prakriti of Professionals with his or her performance.
- To find out which professionals of what prakriti are performing better.
- To find out the difference in the performance of the professionals of different age groups belonging to different prakritis.
- To find out the difference in the performance of the professionals of different experience groups belonging to different prakritis
- To find out the difference in the performance of the professionals with different educational levels belonging to different prakritis

This research was aimed at understanding the relationship between the prakriti and performance of professionals. Prakriti is the concept of personality in Ayurveda .It classifies people on the basis of presence of three elements called Vata, Kapha and Pitta. Performance of any individual is the function of physical and mental capabilities and the concept of prakriti defines both the mental as well as physical characteristic of every individual based on the level of Vata, Kapha and Pitta present in their body. The level of each of these elements governs what kind of work can an individual do and in what kind of environment can they work so depending upon ones prakriti one can choose which profession they should go for in order to give best results.

Also Ayurveda says that when all these three elements are in balance the person is said to be healthy. When this balance gets disturbed the person is said to be unhealthy or bound to have some disease.

The level of Vata, Kapha and Pitta is also governed by the lifestyle, food habits and the environment in which they are living. In this study efforts have been made to find out which prakriti person should go for which profession in order to generate best results.

Hypothesis:

1. Ho: There was no relationship between Prakriti and Performance of Professionals
2. H_1: There was difference in the performance of the professionals of various prakritis with respect to the Age group.
3. H_2: There were differences in the performance of the professionals of various prakritis with respect to the experience level in the organisation
4. H_3: There were differences in the performance of the professionals of various prakritis with respect to the level of education they possess

Research Design:

Research Design can be defined as the systematic planning of research to permit valid conclusion. (Reis & Judd, 2000, p. 17). It engrosses the specifications of the population to be studied, the treatment to be administered, and the dependent variables to be measured. Polit, Hungler, & Beck, 2001, define a research design as "the overall plan for collecting and analysing data including specifications for enhancing the internal and external validity of the study". Burns & Grove, 2009 define a research design as "a blueprint for conducting a study with maximum control over factors that may interfere with the validity of the findings". Parahoo, 2006 describes a research design as "a plan that describes how, when and where data are to be collected and analysed". Polit& Beck, 2012 define a research design as "the researcher's overall for answering the research question or testing the research hypothesis". Research design is basically master plan of a research that focuses on how the study is to be conducted. It point out all of the major parts of the research study such as the samples or groups, measures, treatments or programs, etc and work together in order to address the research questions. Research design most fundamentally affects the internal validity of research, that is, the ability to draw conclusions about what actually causes any observable differences in a dependent measure. Research design is inextricably linked to data analysis (Miller &Salkind, 2002).

The research design that this study follows is Causal i.e. the two variables studied here have a cause and effect relationship. The two variables studied here are Prakriti and Performance of Professionals. Prakriti of any individual is determined at the time of their birth and it remains the same throughout their life. And therefore this is the Independent Variable which has the effect on the dependent variable i.e. Performance. There are some intervening variables like Age of the respondents, no. of years of experience, level of education, geographical area etc. some of which were controlled by building into research.

Population: All the professionals (as defined for this study) working in the manufacturing organizations located in Vapi, Valsad, Atul, Daman, Silvassa and Umbergaon in state of Gujarat.

Sample:

Sampling Unit: Professionals working in an industry

The professionals considered for this study are, Engineering, Human Resource / Marketing, Accounts/Finance, Research and Development and Quality. Engineers here are the ones who are working in production department and Engineering department doing core engineering activities having qualification of either diploma engineering, Graduate engineers and Post Graduate Engineers. Human Resource/ Marketing professionals are professionals working in Human Resource and Marketing department having qualification of B.Com, M.com, MBA Marketing, MBA HR, MSW, MLW and Diploma Industrial Relations. The nature of work of Human Resource Management and Marketing Management both differ from each other in terms of activities that are needed to be performed, the HR professionals are responsible for the functions like Recruitment, Selection, Training and Development, Performance Management, Compensation Management and labour Relations whereas marketing professionals are responsible for Sales, Marketing and Promotion of the products of the organisation .But the skills required for the performance of these activities is the peoples skills. In Marketing as well as HR the professionals need to possess good people skills to perform their duties efficiently and therefore based on this common specification required in case of both the professionals, they have been combined together for this study. Accounts/Finance professionals considered for this study are the ones working in the Accounts/Finance department of the organisation and having qualification of B.Com, M.Com, C.A, C.S and MBA. The Research and Development professionals working in the R & D department of the organisations in this region are mostly

B.Sc, MSc, PhD and a few were B.Pharm and M.Pharm belonging to the Pharmaceutical industry. And lastly the Quality professionals were mostly holding B.Sc, M.Sc ,B.Pharm and M.Pharma qualification and were working in the Quality Check and Quality Assurance department.

Sample Size: 330 professionals from different industries

Sampling Frame of respondents according to their profession:

Sr. No	Professional	No.
1	Accounts/Finance	49
2	Engineers	157
3	Human Resources/Marketing	39
4	Research & Development	29
5	Quality Assurance/ Quality Check	56
	Total	330

Sampling Procedure: Convenience Sampling

Convenience sampling (also known as availability sampling) is a specific type of non-probability sampling method that relies on data collection from population members who are conveniently available to participate in study. Face book polls or questions can be mentioned as a popular example for convenience sampling. Convenience sampling is a type of sampling where the first available primary data source will be used for the research without additional requirements. In other words, this sampling method involves getting participants wherever you can find them and typically wherever is convenient. In convenience sampling no

inclusion criteria identified prior to the selection of subjects. All subjects are invited to participate

This study has a total sample of 330 respondents who are professionals working in manufacturing organizations in and around Vapi region i.e. Vapi, Valsad, Silvassa, Atul, Daman and Umbergaon. The researcher has selected this region for study on the basis of convenience. It was interesting to find out whether one region makes a difference or different regions remain the same. The researcher was based out of this region and as this region had number of manufacturing organizations from where the data could be collected. These organizations were spread across different industries like pharmaceutical, chemical, dyes, food products, engineering, electronics, and medical equipment etc. the study is done on professionals like Engineering, Human Resources/Marketing, Accounts/Finance, Research and Development and Quality were available more in this location. There were total 330 respondents who were spread across the different professions.

Out of 330, 157 are Engineering professional, 39 are Human Resources/Marketing professional, 49 are Accounts/Finance professional, 29 are Research & Development professionals and 56 are Quality professionals.

Data Collection Instruments:

There were two main variables in my study and both were mapped using questionnaire

Prakriti:

Prakriti is personality as per Ayurveda which was in olden days usually clinically mapped by professional vaidyas by way of pulse analysis. But over period of time many researches and studies were done in the field of Ayurveda and instruments like questionnaires and softwares have been developed which can be administered by self and the prakriti can be found out. This study uses a self administering questionnaire which was developed by Dr. Kishor Patwardhan and Ms. Rashmi Sharma from Banaras Hindu University. This questionnaire was used as originally prepared for the pilot study conducted in this research. It was found that respondents were finding difficulty in understanding the scoring scheme and therefore for final data collection the original questionnaire was modified as per the need.

The original questionnaire asked the respondents to put scores which were already allotted to the questions .If their answers matched the answer in the questionnaire and if their answers did not match with the one given in the questionnaire they were supposed to put a zero in that particular question. This scheme of responding or putting scores was a bit confusing and difficult to understand for the respondents in the pilot study, so in order to make the questionnaire easy to answer. The pattern of responding was changed and the respondents were asked to just reply to the questions in 'Yes' or 'No'. Doing this it became very easy for the professionals to respond to the questionnaire.

Performance:

Performance variable has also been assessed by questionnaire. This questionnaire has been developed by the researcher. It maps the performance of the professionals on eight variables on likert scale, they are Job, Career, Innovator, Team, Organization, Communication and Interpersonal relations, Policy compliance and Attendance. This questionnaire was developed by taking the role based performance scale as the base and it was modified by adding a few more variables and changing the sentence formation of some of the statements for making it easier for the professionals to understand and respond. The original Role based performance scale had only five variables; they were Job, Career, Innovator, Team, Organization and three more variables i.e. Communication and Interpersonal relations, Policy compliance and Attendance were added as per the need of the study. The scale used in the original role based performance scale was 1 = Needs much Improvement, 2= Needs some improvement, 3 = Satisfactory, 4 = Good and 5 = excellent whereas the scale used for this study was 1 = Needs Improvement 2 = satisfactory, 3 = Meets expectations, 4 = Exceeds expectations and 5 = Out standing

Validity and Reliability of Prakriti Assessment Questionnaire

To verify the results of the prakriti assessment questionnaire, the questionnaire was correlated with another questionnaire that was already in use in the department of Kriya Sharir at Banaras Hindu University. The questionnaire that was already in use, required the physician-participant interaction and incorporated all the views expressed in different textbooks of Ayurveda. As this

questionnaire too, gave the results in terms of percentage dominance of *Doshas,* the researchers administered both the questionnaires to 50 volunteers randomly.

After this, the percentage scores recorded for *Vata, Pitta,* and *Kapha* were correlated using the software Statistical Package for Social Sciences (SPSS version 11.5), and the Pearson's Correlation Coefficient (*r*) was determined. At the end of this exercise, in all the three cases of *Vata, Pitta* and *Kapha*, we noted a positive correlation, and this correlation was significant as far as the measurement of *Vata* (r = 0.305, P = .015) and *Kapha* (r = 0.341, P = .031) was concerned. However, the correlation was not significant for *Pitta,* though the Pearson's Correlation Coefficient was positive (r = 0.237, P = .097).Moreover, a correlation coefficient of 0.30 is usually taken as medium effect size in power analysis and sample size determination. On these considerations the newly designed questionnaire has been treated to be validated.

Data Collection:

For this study the data has been collected by way of two questionnaires. The region of the study was Vapi, Valsad and nearby regions i.e. Atul, Daman, Silvassa and Umbergaon. In all there were 330 respondents. They were the professionals working in the organizations. Here professionals mean one of the following:

1) Engineers

2) Human Resources/Marketing Professionals,

3) Accounts/Finance People,

4) Research & Development professionals,

5) Quality professionals.

The data was collected by personally visiting each organisation, distributing the questionnaires among the respondents and collecting them once filled. After getting rejections at many organisations the researcher was able to get data from around 14 organisations and of 330 respondents. Attempt had been made to collect data by way of email too but the response rate was zero and therefore all data was collected by way of personal visit to the organizations. Many follow ups and requests eventually helped to collect data of

330 professionals. It was really a very enriching experience. The time and processes that went into the whole data collection gave a very good experience, a lot of learning and a good network and relationship building.

During data collection there were many experiences from which a lot of learnings were derived. A few experiences have been enumerated here.

In one organization, after the initial meeting, the Human Resources manager agreed to get the questionnaire filled and asked to collect them back after a week, but even after a number of follow ups and visits no data was received from them .In an another organization the Human Resources manager agreed to allow to collect data from their organization and asked the researcher to make a call to seek appointment for when the questionnaires can be filled. And later on calling, they refused to give data management is not permitting to do so.

Another experience was that from one organization the researcher was able to get data of only two people but the HR manager in that organization shared contacts of the Human Resources heads of few more organizations from where good amount of data was collected. Then in another organization where the researcher tried for the data collection, they asked to get a written permission from the university so as to be allowed to collect data from their organization.

In one small organization they asked the researcher to conduct a training session on the subject of their need against the data from their organization. Doing this was a good exposure and a great learning experience for the researcher. And lastly a few organizations that were contacted promised to send data by email, which never happened. No data for this study was received by email.

Data Analysis:

The data analysis functions of Microsoft excel 2007 has been used to analyze the data and derive conclusions. The following data analysis techniques have been used to understand the causal relationship between the two variables of the study:

- Frequency table
- Cross tabulation/ Contingency tables
- Mean
- t-tests
- ANOVA (Analysis of Variance)

Frequency Distribution:

Frequency table was made which showed how many respondents were there of the six types of prakritis and belonging to different professions. It showed how total 330 respondents were distributed across the six prakritis and five professions. The 6 prakritis are Vata, Kapha, Pitta, Vata-Kapha, Kapha-Pitta and Vata-Pitta and the 5 professions are Engineering, Human Resources/Marketing, Accounts/Finance, Research & Development and Quality.

Cross tabulation (Contingency Tables)

Cross tabulation helps to compare the relationship between two variables. The cross tabulation analysis, also known as contingency table analysis is most often used to analyze categorical (nominal measurement scale) data. A cross tabulation is a two (or more) dimensional table that records the number, percentage or means of respondents that have specific characteristics described in the cells of the table. The cross tabulation tables provide a wealth of information about the relationship between the variables. Here cross tabulations have been shown using three demographic variables they are Age group, Experience group and Level of education

Mean:

In data analysis the performance data of the professionals was collected on a likert scale which is a five point scale. For each respondent mean was found of the scores that they had allotted for every question. And this mean was used in all the other analyses also like to test the hypothesis, to make contingency tables and make inferences out of them.

t-test:

A t-test assesses whether the means of two groups are statistically different from each other. It is used to compare the means of two groups. Here t-test has been used to compare the mean performances of the respondents having three different prakritis for all the five professions. A t-test can be run only between two means at a time therefore to find whether the means of the respondents of Vata, Kapha and Pitta differ from each other, the test was run in 3 sets by taking mean scores of two prakritis at a time for each profession. For e.g. for engineering professionals, the test was run on mean scores of Kapha prakriti and Pitta prakriti, then on Vata prakriti and Pitta prakriti and on Vata prakriti and Kapha prakriti. The same procedure was followed for every profession like Human Resources/Marketing, Accounts/Finance, Research & Development and Quality.

Analysis of Variance (ANOVA):

ANOVA is used to analyze the differences among group means and their associated procedures (such as variation among and between the groups). Here ANOVA has been applied on all the 15 contingency tables prepared showing comparisons of the three demographic variables and the three prakritis. This was done to find out whether the mean performance scores of the respondents of three different prakritis and having different demographic variables are significantly different from each other or not.

Limitations of the Study:

- This study focuses on only five types of professionals i.e. Engineering, Human Resources/Marketing, Accounts/Finance, Research and Development and Quality. But apart from these profession medicines, Law, Doctors, Teachers etc could also be studied.
- The region of study was confined to Valsad district and places nearby i.e. Atul, Vapi, Daman, Silvassa and Umbergaon. The results may be same or different in other regions.
- The data for this study has been collected from manufacturing organizations The results could be different or same for service sector.

- In this study the method of data collection used was questionnaire where respondents might have difficulty in deciding number, qualitative data may give better results Using other methods like Interviews and observations may be helpful in better way.
- There were some engineers working for marketing or masters in science working for research and development department etc. and so classification was difficult.

CHAPTER IV

RESULTS AND DISCUSSION

This chapter is on analysis of the data collected and discussions based on the results obtained from the analysis done. Analysis of data is a process of inspecting, cleaning, transforming and modeling data with the goal of discovering useful information suggesting conclusions and supporting decision making. Data analysis has multiple facets and approaches encompassing diverse techniques under a variety of names. Various statistical packages like Microsoft Excel, SPSS, MINITAB, AMOS etc are available which makes the process of data analysis easier to a great extent for the users.

Results are the summary of data, without which data has no meaning. Analysis suggests the direction of results and the magnitude of the results .Each of the variables had been studied in detail where the data was collected. Analysis includes the method or tool which ever suits the data.

Statistical analysis of the data helps to understand the data in a better and more specific way. In every research the data analysis plays a very important role. Every research is done with a specific objective or to test a specific hypothesis. This data analysis helps to know and understand whether the study is giving the same output as expected or something else.

In this research, the basic objective was to study the relationship between Prakriti and Performance of Professionals working in the organizations. This understanding was derived by way of mapping the Prakriti of Professionals on one hand and performance on the other. The performance mean scores were calculated, which were used for the analysis. These mean scores were compared of the different professionals with respect to prakriti and were also analyzed from the perspective of demographic variables like age group, experience group and level of education.

This table shows number of respondents of various professionals having different Prakritis. This data has been generated from the responses given by the professionals on the Prakriti Assessment questionnaire

TABLE 3

Frequency of Different Professionals according to Prakriti

Sr. No	Prakriti	Profession					
		Engineers	Human Resource/Marketing	Accounts /Finance	Research and Development	Quality	Total
1.	Vata	0	1	0	0	0	1
2.	Kapha	2	0	1	0	1	4
3.	Pitta	0	0	0	0	0	0
4.	Vata-Kapha	75	15	23	21	25	159
5.	Kapha-Pitta	63	21	19	6	26	135
6.	Vata-Pitta	17	2	6	2	4	31
	Total	157	39	49	29	56	330

Based on the Prakriti identified with the help of the questionnaire, it was found that majority of the respondents fell into the Vata-Kapha and Kapha-Pitta Prakriti. This suggests that among all the elements present in all the respondents of region of study the presence of Kapha element was more. Out of 330 respondents 294 respondents fell into the category of either Vata-Kapha or Kapha-Pitta only one or two respondents had an Ekaja Prakriti i.e. with the dominance of only one element and there was no respondent who has all three elements equally present.

Looking at which professionals majorly fall into which category it was found that out of total 157 engineers 75 were of Vata-Kapha Prakriti and 63 were of Kapha-Pitta Prakriti and none of

them fall in Vata and Pitta alone, minimum number were in Kapha alone with a frequency of 2. Whereas in HR/Marketing professionals that were 39 in number which was only 9 % of the total population, 15 were of Vata-Kapha Prakriti and 21 were of Kapha-Pitta Prakriti. Here none of the respondents fall in either Kapha and Pitta prakriti alone and only one respondent was in Vata prakriti. In Accounts/Finance professionals 23 belonged to Vata-Kapha combination and 19 to Kapha-Pitta combination. In Research and Development (R&D) professionals out of 29, 21 were of Vata-Kapha Prakriti and only 6 belonged to Kapha-Pitta Prakriti. In the category of Vata-Pitta there were two respondents. In Quality professionals the numbers of professionals belonging to two Prakritis were nearly same i.e. out of total 56, 25 professionals were of Vata-Kapha combination and 26 belonged to Kapha-Pitta combination. This shows that the overall the presence of Kapha element was dominant in this region. One of the factors responsible for this may be the climatic conditions of this region. And secondly it is also that the professions selected for the study do require the element of Kapha at some or the other time in performance of their job.

In all the 330 respondents' majority were in of Vata-Kapha Prakriti which was135 in number. There were no respondents in Pitta alone. Putting both the category together i.e. Vata- Kapha and Kapha-Pitta there were almost 90% of the respondents.

Cross tabulation of performance of the respondents with respect to their profession and Prakriti has been shown in table no. 4. It shows the mean performance score of the respondents falling in each combination along with their frequency for e.g. respondents of Engineering profession and vata Prakriti, likewise. Here as the classification based on Prakriti only 3 categories are considered wherein the respondents are classified based on dominance of 3 basic of elements i.e. Vata, Kapha and Pitta. In finding out the Prakriti of the professionals, first on the basis of questionnaire filled, the percentage of each of the three element found in the individual was calculated. And the element with the highest percentage score was considered dominant and that element was taken as the prakriti of that individual. The reason behind classifying prakriti in only three categories is that though Ayurveda classifies people into seven categories, usually only three classifications are taken for the purpose of study so as to make things easy to understand.

TABLE 4

Mean scores of Professionals According to Dominant Prakriti

Sr. No	Prakriti		Profession					Total
			Engineering	Human Resource /Marketing	Accounts/ Finance	Research and Development	Quality	
1.	Vata	M	3.52	3.55	3.55	3.40	3.90	
		F	24	2	13	4	7	50
2.	Kapha	M	3.58	3.63	3.51	3.42	3.62	
		F	115	32	32	23	44	246
3.	Pitta	M	3.36	3.17	3.28	3.75	2.94	
		F	18	5	4	2	5	34

M = Mean; F = Frequency

Table no. 4 above shows that amongst Engineering professionals, majority of the engineers i.e. nearly 35 % were having Kapha Prakriti, these respondents having Kapha element dominant showed highest performance score of (3.58) and those having Pitta element dominant showed the least performance score of 3.36. Similarly in Human Resource / Marketing professionals the respondents having Kapha element dominant showed the highest performance of 3.63 and those having Pitta element dominant showed the least performance score (3.17) and only two professionals had Vata Prakriti. Amongst the Accounts/ Finance people the respondents having Vata element dominant showed the highest performance (3.55) whereas those having Pitta element showed least performance score (3.28). In Research and Development professional respondents having Pitta element dominant showed highest performance with a Score of 3.75 and respondents having Vata element dominant showed the least performance with a score of 3.40 and in case of Quality professionals, the highest performance was shown by the respondents

having vata element dominant (3.90) and the least performance was shown by the respondents having Pitta element dominant (2.94).The majority of the respondents fell in the category of Kapha followed by Vata and the lowest number of respondents were in the category of Pitta.

This table is in connection with table no. 4. This shows the analysis of variance between the group and within the group. This shows whether the mean performance score of all the professionals with respect to their dominant element i.e. Vata, Kapha, Pitta are significantly different from each other or not

TABLE 5

Analysis Of Variance of the Performance of Professionals with Their Dominant Prakriti

Source of Variation	*SS*	*df*	*MS*	*F*	*P-value*	*F crit*
Between Groups	0.01	4.00	0.00	0.04	1.00	3.48
Within Groups	0.75	10.00	0.08			
Total	0.77	14.00				

The result of the analysis of variance given in table no.5 shows that, there was no significant difference found in the means performances of the various professionals having different dominant element from vata, Kapha and Pitta. As the F value is 0.04 as compared to the F critic value which was 3.48.This shows the insignificant difference in all the mean score given in table 5.In India the choice of career or vocation is influenced by many other factors along with the interest of the candidate and many times it is seen that these other factors like trend, friend's recommendation, family pressure, location constraints, financial limitations, etc. play a major role over the interest of the candidate in the field or subject. And because of these above mentioned factors, the result is that the student/ person at times lands up in as profession which

does not match his/ her personality as result of which he/she is not able to perform at his/ her best. From the basis texts of Ayurveda on general analysis it was found that based on the nature of work the engineers should have Pitta element dominant, Accounts/ Finance people should have Kapha element dominant, Human Resources Management/ Marketing should have vata element dominant, Research & Development professionals should have Kapha element dominant with little of Pitta and Quality professionals should have vata element dominant with some amount of Kapha. But this study showed some different results. More number of Engineers were falling into Vata-Kapha category, Human Resources / Marketing professionals were falling into Kapha-Pitta category, Accounts/Finance and Research and Development professionals were found to have Vata/Kapha Prakriti and Quality professionals were falling in Vata-Kapha and Kapha-Pitta categories more or less equally in number.

Table 6 below shows the mean performance score of the respondents of various professionals classified in six Prakriti types. On one side it shows professionals and in the other side it shows Prakriti. Professionals considered here are Engineering, Human Resources Management/ Marketing, Accounts/ Finance, Research & Development and Quality. And the Prakriti are classified into Vata, Kapha, Pitta and the combination of Vata-Kapha, Kapha-Pitta and Vata-Pitta. Each cell shows the performance mean score of all the respondents falling in that combination.

TABLE 6

Mean Scores of Different Professionals according to Prakritis in Combination

Sr. No	Prakriti		Profession				
			Engineers	Human Resource /Marketing	Accounts/ Finance	Research & Development	Quality
1	Vata	M	_	4.3	_	_	_
		F	0	1	0	0	0
2	Kapha	M	3.65	_	3.04	_	2.96
		F	2	0	1	0	1
3	Pitta	M	_	_	_	_	_
		F	0	0	0	0	0
4	Vata-Kapha	M	3.55	3.76	3.49	3.44	3.65
		F	74	15	23	21	25
5	Kapha-Pitta	M	3.57	3.51	3.48	3.53	3.66
		F	63	21	19	6	26
6	Vata-Pitta	M	3.45	2.36	3.46	3.55	3.12
		F	17	2	6	2	4

M = Mean; F = Frequency

From the above table 6 , it was observed that Engineers of Kapha Prakriti have shown highest performance and those having Vata-Pitta Prakriti are showing the least performance. Human Resources Management/ Marketing professionals of vata Prakriti showed highest performance with a mean score of 4.30 but only one professional in this category.

On the other hand Human Resources Management/ Marketing professionals of Vata-Kapha Prakriti were showing the second best result with a performance mean of 3.76 and a frequency of 15. While those of Vata-Pitta showed the least performance with a mean score of 2.36.

In Accounts/ Finance professionals the least performance score was shown by Pitta Prakriti respondents and the performance mean score of Vata-Kapha Prakriti, Kapha-Pitta Prakriti and Vata-Pitta Prakriti was more or less the same with a score of 3.49, 3.48 and 3.46 respectively. Amongst the Research and Development professionals, the highest score of 3.55 was of Vata-Pitta people and least score of 3.44 was of Vata-Kapha people. And lastly in case of Quality professionals the least score of 2.34 was seen of Pitta Prakriti people and the Vata-Kapha and Kapha-Pitta people showed more or less the same performance with the mean scores of 3.65 and 3.66 respectively.

Result of the Analysis of Comparison between Table 2 and Table 4:

The below analysis was done in order to find out whether there is some difference in the mean scores of that particular category of professionals when it was seen from the perspective of the combination of the elements rather than only single element.

Prakriti of any individual is identified based on the dominance of one of the element from Vata, Kapha and Pitta and whichever element is dominant its characteristics are reflected in that individual. But generally it is difficult to find individuals with only one single element having dominance over the other two. Usually along with one element a second element may also be playing its role. And therefore in Ayurveda the individuals are not only classified based on three elements but also on the basis of their combination as each combination displays a different set of characteristics compared to the other. The below analysis is a comparison between the mean performance score of the respondents when looked from dominance of one single element compared to when seen in combination as well. It shows whether the mean performance score improves or diminishes when it is viewed from single element to when that element is seen with the combination with the other two.

Engineering

Engineers of Vata Prakriti, when only individual element was considered as dominant the performance score was 3.52 but when it was seen in combination to the Kapha element the performance score increased to 3.55 and with Pitta element the score reduced to 3.45. This shows that for engineers the Kapha element was important along with the Vata element gave better results or performance score. Engineers having Kapha Prakriti showing Kapha element dominant gives a performance score of 3.58 and when seen in combination with other two elements the combination of Kapha with vata and Pitta element the performance mean scores were 3.55 and 3.57 respectively. Concentrating on Engineers having only Pitta element dominant it was seen that their performance score was 3.36 which seems to be quiet lower compared to the engineers having only either Vata or Kapha element. But when Pitta element was seen in combination with Vata or Kapha element the performance score increased from 3.36 to 3.57 and 3.45 respectively. So it can be concluded that combination of Kapha-Pitta element in Engineers gives slightly better results than the combination of Vata and Kapha and absence of the element of Kapha lowers the performance of engineers.

Human Resources / Marketing Professionals

Professionals having only Vata element dominant the performance score was 3.55, with only Kapha element dominant with a mean score of 3.63 and with the dominance of Pitta element it was 3.36. But when seen in the combinations with other elements it was found that the performance of HR/Marketing professionals with vata-Kapha combination was better than the other two Kapha-Pitta and Vata-Pitta i.e. 3.76 in comparison to the mean score of 3.51 and 2.36 respectively. The above results show that the presence of Pitta element in these professionals reduces their performance. And for professionals having Pitta element to give good performance it has to be backed by Kapha element.

Accounts/ Finance Professionals

Accounts/ Finance professionals having vata element dominant had a performance mean score of 3.55, having Kapha element dominant had a performance score of 3.51 and with Pitta element dominant had a performance score of 3.28.This shows that vata element helps Accounts/ Finance professionals perform better compared to the Kapha and Pitta element. When seen in

combination of two elements the performance score of these professionals was seen to fall. When vata was seen in combination with Kapha the performance score fell to 3.49 from 3.55 and when Kapha element was seen in combination with Pitta element the performance score fell from 3.51 to 3.48 and lastly the performance score of vata-Pitta combination was 3.46.From the above data it can be said that among all the three combinations the vata and Kapha combination professionals perform better compared to the other two combinations.

Research & Development Professionals

In Research & Development professionals it was found that professionals having with Pitta element dominant showed a performance score of 3.55 which was greater than the professionals having the Kapha and Vata element dominant with the mean score of 3.53 and 3.44 respectively. When seen in combination of elements it was found that Vata-Pitta combination Research and Development professionals performed better than the Kapha-Pitta and Vata-Kapha with the scores of 3.75 in comparison to the scores of 3.42 and 3.40 of the other two respectively.

Quality Professionals

A unique trend was found in the quality professionals where when individual dominant element was seen the professionals with the vata element were seen to give the best performance score in comparison to the other two. The performance mean score of the professionals with Vata dominance was 3.90 compared to 3.62 and 2.94 of the Kapha and Pitta dominance respectively. But when performances were seen from a combination perspective the performance score of vata-Kapha combination was 3.65 and that of Kapha-Pitta combination was 3.12. This shows that any other element along with the Kapha element is good for the Quality professionals' performance but the absence of Kapha element altogether reduces the performance to a great extent.

The below table shows the summary of t-test run between the three different Prakritis with respect to every other Prakriti for every profession. The table shows the t-critical value, the degree of freedom, the table value of t at that given degree of freedom at 95% significant level

and resultant significance. I.e. Is there any significant difference in the performance of the respondents falling into different Prakritis for every profession?

TABLE 7

t-Test Between Prakritis and Profession

	t-test between	t-critical	df	Table t value at 95% significance level	Level of Significance
Engineering	Kapha-Pitta	1.62	21	2.079	No
	Vata-Pitta	0.5	30	2.044	No
	Vata-Kapha	1.52	36	2.028	No
Human Resource / Marketing	Kapha-Pitta	2.55	7	2.365	Yes
	Vata-Pitta	0.007	1	12.706	No
	Vata-Kapha	4.32	1	12.706	No
Accounts/Finance	Kapha-Pitta	1.3	5	2.57	No
	Vata-Pitta	1.52	4	2.776	No
	Vata-Kapha	0.26	40	2.021	No
Research & Development	Kapha-Pitta	0.61	1	12.706	No
	Vata-Pitta	0.85	1	12.706	No
	Vata-Kapha	0.81	4	2.776	No
Quality	Kapha-Pitta	1.16	5	2.57	No
	Vata-Pitta	2.77	7	2.365	Yes
	Vata-Kapha	2.89	10	2.228	Yes

From the above it was observed that amongst the Engineering, Accounts/ Finance and Research and Development professionals no significant difference was found between any of the two Prakritis.

As the t-critical value was less than value for t at 95% significance level for each of the test conducted between every two Prakriti. Whereas in Human Resources Management / Marketing professionals a significant difference in the performance mean was found between the Kapha Prakriti people and Pitta Prakriti people as the t-critical value was higher than t-table value (2.55> 2.365).Similarly, in quality professionals the significant difference was found between the means of vata Prakriti and Pitta Prakriti people (2.77 > 2.365) and vata Prakriti- Kapha Prakriti people (2.89 > 2.365). This shows that on Individually testing the difference in the mean scores with t-test for every professional for all 3 combinations to find out whether the performance changes with the change in Prakriti it was found that only in case of Human Resource / Marketing professionals and Quality professionals significant difference was found there, in rest of the cases though there was a difference was there, it was not significant enough to attribute it to the change in the Prakriti.

Where the difference was seen in case of Human Resources/Marketing professionals it was observed that the respondents having Kapha element were performing significant different from respondents having Pitta element dominant and from these two, the performance mean score of respondents having Kapha element dominant was much higher compared to those having Pitta element dominant. This means that Kapha Prakriti engineers and Vata Prakriti engineers perform more or less the same but the performance of Pitta Prakriti engineers differ from them and is comparatively lower. Similarly, for Quality professionals, the significant difference was found between the means of respondents having Vata element dominant and Pitta element dominant, and also Vata element dominant and Kapha element dominant, this shows that Quality professionals of Kapha Prakriti differ from these of Pitta Prakriti but the difference is not quite significant.

Here it is seen that though the Prakriti of the respondents is not matching their performance, it is not influencing their performance much. This means other than their Personality/ Prakriti there

are other factors which are driving the performance of the respondents. These factors could be positive as well as negative for e.g. monetary rewards, promotion, status, self-esteem are the positive factors and fear of losing jobs, demotion, transfer, etc. are the negative factors that are pushing the professionals to perform irrespective of the mismatch between their Prakriti and profession. Carrot and stick both approaches are used by management to increase the performance of employees and these have strong influence which at times negate the influence of any other factor.

AGE WISE ANALYSIS OF PERFORMANCE OF PROFESSIONALS OF VARIOUS PRAKRITIS

Age of the respondents is an intervening variable that influences the performance and Prakriti relationship. Therefore to understand the relationship of prakriti and performance, it is important to consider this intervening variable, also to find out how does it affect the relationship between the two main variables. The basic age or entry level in the organisation of a professional is usually around 20 to 25 years so the age groups have been made accordingly.

The below table shows the mean performance of Engineers of Vata, Kapha and Pitta Prakriti in different age groups. Here the age group categories are up to 25, 26 to 30, and 31 to 36 years, 36 to 40, 41 to 45 and 46 and above. This table is to understand whether the performance of the respondents change with respect to their age and Prakriti for e.g. whether the performance of the engineers in the age group of up to 25 change with the change in Prakriti, that means is there a significant difference in the performance of engineers of Vata, Kapha and Pitta Prakriti in age group of up to 25. Similar data is shown for other age group also as mentioned above.

TABLE 8

Performance Mean Scores of Engineers Based On Age Group

Age		Prakriti			
		Vata	Kapha	Pitta	Total
Upto 25	M	4.8	3.42	2.82	
	F	5	18	5	28
26 to 30	M	3.57	3.54	3.04	
	F	7	29	2	38
31 to 35	M	3.41	3.65	3.46	
	F	2	28	6	36
36 to 40	M	3.32	3.7	3.41	
	F	7	21	2	30
41 to 45	M	3.35	3.47	4.22	
	F	2	12	1	15
46 and above	M	4.78	4.18	4.17	
	F	1	7	2	10
Total		24	115	18	157

M = Mean; F = Frequency

The table 8 shows that in age group of Upto 25 years Vata Prakriti respondents have shown highest performance with a score of 4.8 and Pitta Prakriti respondents have shown the lowest performance with a score of 2.82.

In age group of 26 to 30 years the Vata and Kapha Prakriti professionals showed similar performance with the scores of 3.57 and 3.54 respectively which was higher compared to Pitta Prakriti professionals who had a score of 3.04.In the age group of 31 to 35 the Kapha Prakriti professionals showed highest performance with a score of 3.65.Similarly in age group of 36 to

40 years also the Kapha Prakriti professionals showed better performance compared to the other two Prakritis. In age group of 41 to 45 years the Pitta Prakriti professionals showed a performance score of 4.22 which was higher compared to the other two. And lastly in case of the age group of 46 years and above the Vata Prakriti professionals showed performance higher with a score of 4.78 compared to the other two.

The frequencies given in the above table shows that out of total 157 engineering professionals majority of them i.e. 115 had Kapha Prakriti while only 18 had Pitta Prakriti. The above table also states that the performance of engineers is varying with respect to the Prakriti in different age groups. In age group of Upto 25 years there were total 28 engineers and out of this total 28 majority i.e. 18 had Kapha Prakriti and out of remaining 5 were of Vata Prakriti and 5 of Pitta Prakriti. On the other hand considering the performance results it showed that the average performance score of Vata Prakriti engineers was better than the rest two Prakritis. The reason behind being that in this age group the presence of Vata characteristic like Creativity, Energy and Speed are the important factors responsible for good performance.

In age group of 26 to 30 years out of 38 respondents, 29 were of Kapha Prakriti, 7 were of Vata Prakriti and only 2 were of Pitta Prakriti. But the performance of Vata Prakriti engineers was similar to Kapha Prakriti engineers. This shows that professionals in the age group of Upto 25 years are fresher in their career and as they move into the next age group their work role enhances which means increased responsibility and demands of this new role. The nature of work here not only demands creativity but also some amount of stability which is the characteristic of Kapha element. And therefore at this new age group the professionals of Vata Prakriti as well as Kapha Prakriti perform better.

This table is in connection with table no. 8. This shows the analysis of variance between the group and within the group. It shows whether the mean performance score of engineering professionals with respect to their dominant element i.e. Vata, Kapha, Pitta and the age group to which they belong are significantly different from each other or not

TABLE 9

Analysis Of Variance of the Performance of Engineering Professionals With Respect To Their Prakriti, And Age Group

Source of Variation	*SS*	*Df*	*MS*	*F*	*P-value*	*F crit*
Prakriti	1.93	5.00	0.39	1.45	0.29	3.33
Age Groups	0.38	2.00	0.19	0.71	0.52	4.10
Error	2.66	10.00	0.27			
Total	4.97	17.00				

The result of the analysis of variance given in table no. 9 above show that the F value is 1.45 and 0.71 as compared to the F critic value which was 3.33 and 4.10 respectively. It depicts that no significant difference was found in the means of the engineering professionals having different dominant element from Vata, Kapha and Pitta and belonging to different age groups as shown in the table above. Though there was some difference in the performance scores of Engineers of the three different Prakritis in the different age groups, this difference is not very significant. This significance is shown by the Analysis of Variance (ANOVA) test result. This is because the respondent Engineers belong to different industries, due to which their nature of work and the career path followed in their organizations are quite different which dilute the effect of the change in age group. Their qualifications also have effect on the relationship between their age and the position they hold in their organization.

The mean performance of Human Resource Management/Marketing professionals of Vata, Kapha and Pitta Prakriti in different age groups have been shown in table below. Here the age group categories are up to 25, 26 to 30, and 31 to 36 years, 36 to 40, 41 to 45 and 46 and above. This table is to understand whether the performance of the respondents change with respect to their age and Prakriti for e.g. whether the performance of the Human Resources Management/Marketing professionals in the age group of up to 25 change with the change in Prakriti, that means is there a significant difference in the performance of Human Resource

Management /Marketing professionals of Vata, Kapha and Pitta Prakriti in age group of up to 25. Similar data is also shown for other age groups as mentioned above.

TABLE 10

Performance Mean scores of Human Resources /Marketing based on Age Group

Age		Prakriti			
		Vata	Kapha	Pitta	Total
Upto 25	M	-	3.45	2.87	
	F	0	3	2	5
26 to 30	M	2.04	3.5	-	
	F	1	5	0	6
31 to 35	M	-	3.73	3.74	
	F	0	8	1	9
36 to 40	M	-	3.59	3.22	
	F	0	7	2	9
41 to 45	M	4.3	3.91	-	
	F	1	6	0	7
46 and above	M	-	4.04	-	
	F	0	3	0	3
Total		2	32	5	39

M = Mean; F = Frequency

It was observed from the table no. 10 that in the age group of Upto 25 years the performance of Human Resources / Marketing professionals of Kapha Prakriti were good compared to the Pitta Prakriti with a score of 3.45 and there were 3 professionals out of 5 falling in this category and

the remaining 2 were of Pitta Prakriti. No respondents in this age group were having Vata Prakriti.

In age group of 26 to 30 there were in all 6 respondents out of which 5 had Kapha Prakriti and one had Vata Prakriti. The respondents having Kapha Prakriti had an average performance score of 3.5 which was much higher compared to the one of Vata Prakriti with a mean score of 2.04.

This depicts that the Kapha Prakritis characteristics like organization, planning, reliability, steadiness and stability were helpful in performing the Human Resources Management /Marketing role in this age group. In the next two age groups i.e. 31 to 35 and 36 to 40 years along with the Kapha Prakriti the Pitta Prakriti respondents also showed similar performance which means that the Pitta element qualities like competitiveness, good management and Leadership were also required for good performance. And lastly in the age groups of 41 to 45 and 46 years and above almost all the respondents were having Kapha Prakriti and were performing well. This shows that there are certain Kapha qualities that are required by the Human Resources Management/ Marketing professionals irrespective of their age, they are Being affectionate, Loving, having cool temperament, not getting upset easily , enduring energy, non- judgmental and having a pleasant appearance .

The table no. 11 shows the analysis of variance between the group and within the group, it is in connection with table no. 10 It shows whether the mean performance score of Human Resources Management/Marketing professionals with respect to their dominant element i.e. Vata, Kapha, Pitta and the age group to which they belong are significantly different from each other or not

TABLE 11

Analysis of Variance of the Performance of Human Resources /Marketing Professionals with respect to their Prakriti, and Age Group

Source of Variation	*SS*	*Df*	*MS*	*F*	*P-value*	*F crit*
Prakriti	7.12	5.00	1.42	0.38	0.85	3.33
Age Group	13.70	2.00	6.85	1.84	0.21	4.10
Error	37.26	10.00	3.73			
Total	58.08	17.00				

The F value shown in table no. 11 above is 0.38 and 1.84 as compared to the F critic value which was 3.33 and 4.10 respectively. This means that no significant difference was found in the means of the Human Resources Management/Marketing professionals having different dominant element from Vata, Kapha and Pitta and belonging to different age groups.

In performing the role of Human Resources Management /Marketing there are certain qualities of Kapha element which are required irrespective of the age group in which the respondent falls. Due to these Kapha characteristics Human Resources Management /Marketing professional can perform good and therefore among the different age groups of these professionals the performance mean scores is not significantly different.

Table no. 12 shows the mean performance of Accounts/Finance professionals of Vata, Kapha and Pitta Prakriti in different age groups. Here the age group categories are up to 25, 26 to 30, and 31 to 36 years, 36 to 40, 41 to 45 and 46 and above. This table is to understand whether the performance of the respondents change with respect to their age and Prakriti for e.g. whether the performance of the Accounts/Finance professionals in the age group of up to 25 change with the change in Prakriti, that means is there a significant difference in the performance of

Accounts/Finance professionals of Vata, Kapha and Pitta Prakriti in age group of up to 25. Similar data is shown for other age group also as mentioned above.

TABLE 12

Performance Mean Scores of Accounts/Finance Based On Age Group

Age		Prakriti			
		Vata	Kapha	Pitta	Total
Upto 25	M	3.43	3.52	-	
	F	2	1	0	3
26 to 30	M	4.17	2.5	3.18	
	F	4	1	4	9
31 to 35	M	3.55	3.5	-	
	F	4	9	0	13
36 to 40	M	-	3.42	-	
	F	0	4	0	4
41 to 45	M	3.91	3.81	-	
	F	1	3	0	4
46 and above	M	3.57	3.8	-	
	F	5	11	0	16
Total		16	29	4	49

M = Mean; F = Frequency

The above table shows that out of 49 Accounts/Finance professionals the highest numbers of respondents were from 46 years and above age group with a count of 16, 13 were from 31 to 35 years age group and only 3 respondents were from the age group of Upto 25 years.

In the age group of Upto 25 years, 2 were having Vata Prakriti and one was having Kapha Prakriti. And the respondent who was having Kapha Prakriti has a better performance score compared to the others who had Vata Prakriti.

The Kapha characteristics of Reliability, Loyalty, Love for routine and Systematic nature of work, Steadiness were playing role in making the performance of the Accounts/Finance professional better compared to the others. Then in the rest of the age groups i.e. 31 to 35, 36 to 40 , 41 to 45 and 46 and above the accounts/Finance professionals with element of Vata along with Kapha were performing good which shows that at these age groups along with steadiness, stability and loyalty, some amount of creativity, imagination and flexibility is also required. The performance score of respondents belonging to both Vata and Kapha Prakriti was quite similar. For e.g. in the age group of 31 to 35 the average performance score of respondents of Vata Prakriti was 3.55 which was very close to the performance mean score of respondents having Kapha Prakriti who had a score of 3.50.

Table no. 13 showing the analysis of variance between the group and within the group of Accounts/Finance professionals is in connection with table no. 12. This It shows whether the mean performance score of Accounts/Finance professionals with respect to their dominant element i.e. Vata, Kapha, Pitta and the age group to which they belong are significantly different from each other or not.

TABLE 13

Analysis Of Variance of the Performance of Accounts/Finance Professionals With Respect To Their Prakriti, And Age Group

Source of Variation	*SS*	*Df*	*MS*	*F*	*P-value*	*F crit*
Prakriti	9.99	5.00	2.00	1.06	0.44	3.33
Age Groups	26.28	2.00	13.14	6.98	0.01	4.10
Error	18.83	10.00	1.88			
Total	55.11	17.00				

F value shown in table no. 13 is 1.06 and 6.98 as compared to the F critic value which was 3.33 and 4.10 respectively. This shows that there is no significant difference in the mean scores of the respondents of the same Prakriti falling in different age groups. But when looked from the perspective of a single age group the performance means of the respondents in the same age group but having different Prakritis was found significantly different from one another. The reason behind this was that, the majority of the respondents in this profession were of Kapha Prakriti and Vata Prakriti. So this trend shows that to have interest in this profession one should have dominance of Kapha with some amount of Vata and very less amount of Pitta. Kapha qualities along with a few qualities of Vata boost the performance of Accounts/finance professionals.

The below table shows the mean performance of Research & Development professionals of Vata, Kapha and Pitta Prakriti in different age groups. Here the age group categories are up to 25, 26 to 30, and 31 to 36 years, 36 to 40, 41 to 45 and 46 and above. This table is to understand whether the performance of the respondents change with respect to their age and Prakriti for e.g. whether the performance of the Research & Development professional in the age group of up to 25 change with the change in Prakriti, that means is there a significant difference in the

performance of Research & Development professional of Vata, Kapha and Pitta Prakriti in age group of up to 25. Similar data is shown for other age group also as mentioned above.

TABLE 14

Performance Mean Scores of Research and Development Based On Age Group

Age		Vata	Kapha	Pitta	Total
Upto 25	M	2.91	3.41	3.22	
	F	1	7	1	9
26 to 30	M	4	3.02	-	
	F	1	4	0	5
31 to 35	M	-	3.15	-	
	F	0	2	0	2
36 to 40	M	-	3.57	4.83	
	F	0	1	1	2
41 to 45	M	3.35	4.43	-	
	F	1	1	0	2
46 and above	M	2.96	3.85	-	
	F	1	8	0	9
Total		4	23	2	29

M = Mean; F = Frequency

The table above, shows that there are 9 Research & Development professionals in the age group of Upto 25 years and out of these 7 of them have Kapha Prakriti and out of remaining two one had Vata and other had Pitta Prakriti. Looking at the performance of these professionals, those having Kapha element and Pitta element dominant were showing similar performance compared to the one having Vata element dominant.

So in this age group, characteristics of Kapha and Pitta that are responsible for the better performance are reliability, steadiness long-term memory, planning, and execution of novel ideas, leadership, competitive spirit and love for challenges. Moving higher in age i.e. in the age group of 46 and above the respondents having Kapha element dominant were showing good performance. As the industries from where the data was collected were small and medium in size, therefore the Research & Development function was not so developed and so the numbers of respondents belonging to this profession are less compared to the others.

This table is in connection with table no. 14. This shows the analysis of variance between the group and within the group. It shows whether the mean performance score of Research & Development professionals with respect to their dominant element i.e. Vata, Kapha, Pitta and the age group to which they belong are significantly different from each other or not.

TABLE 15

Analysis Of Variance of the Performance of Research and Development Professionals With Respect To Their Prakriti, And Age Group

Source of Variation	*SS*	*Df*	*MS*	*F*	*P-value*	*F crit*
Prakriti	7.93	5.00	1.59	0.50	0.77	3.33
Age Group	15.18	2.00	7.59	2.40	0.14	4.10
Error	31.61	10.00	3.16			
Total	54.72	17.00				

F value shown in table above is 0.50 and 2.40 as compared to the F critic value which was 3.33 and 4.10 respectively. The performance of the Research & Development professionals in different age group of different Prakritis does not differ from one another significantly. The

reason being that in Research & Development professional's dominance of Kapha element has been observed in all the age groups and its presence is consistent with their performance too.

Table No.16 shows the mean performance of Quality professionals of Vata, Kapha and Pitta Prakriti in different age groups. Here the age group categories are up to 25, 26 to 30, and 31 to 36 years, 36 to 40, 41 to 45 and 46 and above. This table is to understand whether the performance of the respondents change with respect to their age and Prakriti for e.g. whether the performance of the Quality professional in the age group of up to 25 change with the change in Prakriti, that means is there a significant difference in the performance of Quality professionals of Vata, Kapha and Pitta Prakriti in age group of up to 25. Similar data is shown for other age group also as mentioned above.

TABLE 16

Performance Mean Scores of Quality Professionals of different Prakritis Based on Age Group

		Prakriti			
Age		Vata	Kapha	Pitta	Total
Upto 25	M	3.3	2.86	-	
	F	1	3	0	4
26 to 30	M	-	3.44	2.61	
	F	0	7	1	8
31 to 35	M	4.41	3.5	-	
	F	2	10	0	12
36 to 40	M	4.39	3.55	2.91	
	F	1	5	1	7
41 to 45	M	4.13	3.78	3.83	
	F	2	7	1	10
46 and above	M	3.96	3.61	2.78	
	F	2	12	1	15
Total		8	44	4	56

M = Mean; F = Frequency

In Quality professionals it was seen that out of total 56 respondents the highest (15) were from the age group of 46 and above, 12 were from the age group of 31 to 35 and 10 from the age group of 41 to 45. In almost all age groups the good performance was shown by the respondents having Vata element dominant. This was seconded by Kapha element and the Pitta element has very little role to play.

The highest performance average was observed in the age group of 31 to 35 years with a score of 4.41.This score was of the respondents having dominance of Vata element along with Kapha element. The characteristics of Vata element that are responsible for the good performance of Quality professionals are creativity, high energy level, speed, flexibility and Kapha characteristics that are responsible for the same are organizing, planning, being systematic, focused and detailing.

Analysis of variance between the group and within the group for Quality professionals has been shown in table no. 17 It shows whether the mean performance score of Quality professionals with respect to their dominant element i.e. Vata, Kapha, Pitta and the age group to which they belong are significantly different from each other or not.

TABLE 17

Analysis Of Variance of the Performance of Quality Professionals With Respect To Their Prakriti, And Age Group

Source of Variation	*SS*	*Df*	*MS*	*F*	*P-value*	*F crit*
Prakriti	10.19	5.00	2.04	1.14	0.40	3.33
Age Groups	7.74	2.00	3.87	2.17	0.17	4.10
Error	17.87	10.00	1.79			
Total	35.80	17.00				

The table above shows that the F value is 1.14 and 2.17 as compared to the F critic value which was 3.33 and 4.4 respectively. Looking from the perspective of Prakriti and level of experience, in both cases, the F value is less than the F critic value. This shows that the performance of the Quality professionals does not change much with the change in the age of the respondents or their Prakriti. The relationship between the above mentioned variables is very weak.

EXPERIENCE WISE ANALYSIS OF PERFORMANCE OF PROFESSIONALS OF VARIOUS PRAKRITIS

Table No. 18 below shows the mean performance of Engineering professionals of Vata, Kapha and Pitta Prakriti in different experience groups. Here the experience groups are up to 5, 6 to 10, and 11 to 15 years, 16 to 20, 20 and more. This table is to understand whether the performance of the respondents change with respect to their experience and Prakriti for e.g. whether the performance of the Engineering professional in the experience group of up to 5 change with the change in Prakriti, that means is there a significant difference in the performance of Engineering professionals of Vata, Kapha and Pitta Prakriti in Experience group of up to 5 years. Similar data is also shown for other experience groups as mentioned above.

TABLE 18

Performance Mean Scores of Engineers of different Prakriti Based on Experience

Sr. No.			Prakriti			
	Experience		Vata	Kapha	Pitta	Total
1.	Upto 5	M	3.34	3.53	2.85	
		F	8	34	6	48
2.	6 to 10	M	3.41	3.63	3.27	
		F	6	34	5	45
3.	11 to 15	M	3.59	3.49	3.58	
		F	5	23	4	32
4.	16 to 20	M	3.16	3.79	-	
		F	3	15	0	18
5.	20 and More	M	3.64	3.91	4.19	
		F	2	9	3	14
	Total		24	112	18	157

M = Mean; F = Frequency

The above table shows that in group of Upto 5 years there are in all 48 respondents. Out of these 48, 34 have Kapha element dominant. From performance perspective also the respondents having the Kapha element dominant displayed better performance compared to others. In the experience group of 6 to 10 years and 11 to 15 years, along with the Kapha Prakriti respondents, the Pitta Prakriti respondents were also found to have similar performance scores.

And in the experience group of 20 years and more along with the Kapha Prakriti respondents, the Pitta Prakriti respondents were found to show good results. Therefore from the above results it can be interpreted that in the initial years of job Kapha qualities like steadiness, focus, organizing, systematic working were more affecting the performance of Engineering professionals as that was the demand of the job. In the middle phase of the career of these professionals along with the element of Kapha the Vata qualities were also required in order to give good performance. The Vata qualities like creativity, generation of ideas and high energy help in accelerating the performance of these professionals. Lastly in the later stage of the career of engineering professionals , when they are mostly in the higher management position the Pitta element was also seen to play its role. Qualities of Pitta like Leadership, Good management, Good Communication were required for the performance of the job role at this position.

Table no. 19 is in connection with table no. 18. This shows the analysis of variance between the group and within the group. It shows whether the mean performance score of Engineering professionals with respect to their dominant element i.e. Vata, Kapha, Pitta and the experience group to which they belong are significantly different from each other or not.

TABLE 19

Analysis Of Variance of the Performance of Engineering Professionals With Respect To Their Prakriti, And Experience Group

Source of Variation	*SS*	*Df*	*MS*	*F*	*P-value*	*F crit*
Prakriti	4.29	4.00	1.07	1.30	0.35	3.84
Experience	2.13	2.00	1.06	1.29	0.33	4.46
Error	6.59	8.00	0.82			
Total	13.01	14.00				

Table no. 19 shows that the F value is 0.33 and 2.65 as compared to the F critic value which was 3.84 and 4.46 respectively. The Analysis of Variance (ANOVA) output table shows that though there is an apparent difference in the mean scores of the Engineers having different Prakritis and belonging to different experience group, on testing it was found that the difference is not very significant. This means that all three elements the Vata, Kapha and Pitta having similar effect in all three experience groups. In the initial experience years the Kapha element was responsible for good performance, then in the mid years of experience it was Vata element and in the later years the Pitta element was found to be the reason of good performance.

The below table shows the mean performance of Human Resources Management/Marketing professionals of Vata, Kapha and Pitta Prakriti in different experience groups. Here the experience groups are up to 5, 6 to 10, and 11 to 15 years, 16 to 20, 20 and more. This table is to understand whether the performance of the respondents change with respect to their experience and Prakriti for e.g. whether the performance of the HR/Marketing professionals in the experience group of up to 5 change with the change in Prakriti, that means is there a significant difference in the performance HR/Marketing professionals of Vata, Kapha and Pitta Prakriti in Experience group of up to 5 years. Similar data is shown for other experience groups also as mentioned above.

TABLE 20

Performance Mean Scores of Human Resources Management/Marketing Professionals Based On Experience

Sr. No			Prakriti			
	Experience		Vata	Kapha	Pitta	Total
1.	Upto 5	M	2.04	3.37	2.87	
		F	1	6	2	9
2.	6 to 10	M	-	3.75	3.74	
		F	0	7	1	8
3.	11 to 15	M	-	3.59	3.22	
		F	0	9	2	11
4.	16 to 20	M	4.3	3.87	-	
		F	1	6	0	7
5.	20 and More	M	-	4.03	-	
		F	0	4	0	4
	Total		2	32	5	39

M = Mean; F = Frequency

In Human Resources Management/Marketing professionals out of total 39, 9 were in the experience group of Upto 5 years, 8 were in the group of 6 to 10 years, 11 were in 11 to 15 years group, 7 were in 16 to 20 years category and only 4 were in 20 years and above group.

Based on the nature of job and the demands of the job role in the initial years of career the qualities of Kapha element like steadiness, focus, systematic, planning were the demand of the job. And therefore it can be observed from the table above that in the first two experience groups the respondents having Kapha Prakriti were displaying better results.

In the second phase when the professionals are in the experience group of 11 to 15 years, along with the Kapha element, Pitta element also becomes equally important and its qualities like execution of new ideas, leadership, and good communication are required in HR/ Marketing professionals. And finally in the last phase of 16 years and above along with Kapha element Vata element becomes important. The qualities of Vata like creativity, generation of new ideas; high energy becomes the demand of the job.

The table given below is in connection with table no. 20. This shows the analysis of variance between the group and within the group. It shows whether the mean performance score of HR/Marketing professionals of different Prakriti i.e. Vata, Kapha, Pitta and of the different the experience group to which they belong are significantly different from each other or not.

TABLE 21

Analysis Of Variance of the Performance of Human Resources /Marketing Professionals With Respect To Their Prakriti, And Experience Group

Source of Variation	*SS*	*df*	*MS*	*F*	*P-value*	*F crit*
Prakriti	4.03	4.00	1.01	0.33	0.85	3.84
Experience	15.99	2.00	7.99	2.65	0.13	4.46
Error	24.11	8.00	3.01			
Total	44.13	14.00				

F value shown in table above is 0.33 and 2.65 as compared to the F critic value which was 3.84 and 4.46 respectively. This Analysis of Variance (ANOVA) table shows that in both cases i.e. either from Prakriti perspective or experience perspective the difference in the mean is not very significant which means that the performance of the professionals having different years of experience does not differ from each other with the difference in their Prakriti. This shows that in case of Human Resources Management/ Marketing professionals the relationship between the Prakriti and Performance is not so strong.

The below table shows the mean performance of Accounts/Finance professionals of Vata, Kapha and Pitta Prakriti in different experience groups. Here the experience groups are up to 5, 6 to 10, and 11 to 15 years, 16 to 20, 20 and more. This table is to understand whether the performance of the respondents change with respect to their experience and Prakriti for e.g. whether the performance of the Accounts/Finance professionals in the experience group of up to 5 change with the change in Prakriti, that means is there a significant difference in the performance Accounts/Finance professionals of Vata, Kapha and Pitta Prakriti in Experience group of up to 5 years. Similar data is shown for other experience groups also as mentioned above.

TABLE 22

Performance Mean Scores of Accounts/Finance Professionals of Different Prakriti Based on Experience

		Prakriti			
Experience		Vata	Kapha	Pitta	Total
Upto 5	M	3.76	-	3.91	
	F	4	2	3	9
6 to 10	M	3.33	3.34	3.17	
	F	2	9	1	12
11 to 15	M	3.57	3.61	-	
	F	1	10	0	11
16 to 20	M	3.57	4.26	-	
	F	1	1	0	2
20 and More	M	3.43	3.72	-	
	F	5	10	0	15
Total		13	32	4	49

M = Mean; F = Frequency

Table no. 22 shows that in the first experience group of Upto 5 years, the Accounts/Finance professionals who were having Vata element and Pitta element dominant were showing better performance with the scores of 3.76 and 3.91 respectively. As the level of experience increased from 6 to 10 years to 11to 15 years, to 16 to 20 years and then to 20 years and more the good performers' Prakriti shifted from Vata to Kapha. This show that in the initial stages of the career of Accounts/ Finance professionals Vata and Pitta element qualities like High energy, Competitiveness, Enjoying challenges, Flexibility etc were governing the performance but as the level of experience rises so does the position of the professionals in the organizations which

demands Stability, Reliability, Steadiness, Planning, Focus etc which are the qualities of Kapha Prakriti.

This table is in connection with table no. 22. This shows the analysis of variance between the group and within the group. It shows whether the mean performance score of Accounts/Finance professionals of different Prakriti i.e. Vata, Kapha, Pitta and of the different the experience group to which they belong are significantly different from each other or not.

TABLE 23

Analysis Of Variance of the Performance of Accounts/Finance Professionals With Respect To Their Prakriti, And Experience Group

Source of Variation	*SS*	*df*	*MS*	*F*	*P-value*	*F crit*
Prakriti	1.63	4.00	0.41	0.13	0.97	3.84
Experience	12.07	2.00	6.03	1.90	0.21	4.46
Error	25.38	8.00	3.17			
Total	39.08	14.00				

The table above shows that the F value is 0.13 and 1.90 as compared to the F critic value which was 3.84 and 4.46 respectively. From the result shown in the above table it is observed that in Accounts/Finance profession, neither the Prakriti nor the level of experience has much impact on the performance of the professionals. In table no. 20, the means shown foe each category of Prakriti as well as experience does differ from each other, but the difference is not very significant .Therefore it can be said that the Prakriti or the experience are not very strong factors that affect the performance of the Accounts/Finance professionals.

The below table shows the mean performance of Research and Development professionals of Vata, Kapha and Pitta Prakriti in different experience groups. Here the experience groups are up to 5, 6 to 10, and 11 to 15 years, 16 to 20, 20 and more. This table is to understand whether the performance of the respondents change with respect to their experience and Prakriti for e.g. whether the performance of the Research & Development professionals in the experience group of up to 5 change with the change in Prakriti, that means is there a significant difference in the performance Research & Development professionals of Vata, Kapha and Pitta Prakriti in Experience group of up to 5 years. Similar data is shown for other experience groups also as mentioned above.

TABLE 24

Performance Mean Scores of Research and Development Professionals of Different Prakriti Based On Experience

Sr.No.			Prakriti			
	Experience		Vata	Kapha	Pitta	Total
1.	Upto 5	M	3.46	3.24	3.22	
		F	2	12	1	15
2.	6 to 10	M	2.96	3.39	-	
		F	1	1	0	2
3.	11 to 15	M	3.35	4	4.83	
		F	1	2	1	4
4.	16 to 20	M	-	4.26	-	
		F	0	2	0	2
5.	20 and More	M	-	3.72	-	
		F	0	6	0	6
	Total		4	23	2	29

M = Mean; F = Frequency

The table above shows that out of total 29 Research and Development professionals 15 have experience of Upto 5 years i.e. the majority of them fall into this category.6 respondents have 20 or more years of experience which means they belong to the higher management group. Looking from the performance perspective it was observed that in the initial years experience when the professionals are in first phase of their career, those having Vata dominant perform better compared to others. And as they move from the first phase to the second the respondents having Kapha element dominant have shown good performance with score of 3.39.

In the next phase of 11 to 15 years of experience and above that along with the Kapha Prakriti professionals, Pitta Prakriti professionals were also showing good performance with a score of 4.83. The reason behind the trend observed above is that in the initial stage of the career of Research & Development professionals the qualities of Vata like High energy, creativity, generation of ideas and flexibility are required to perform well. As the experience increases the qualities of Kapha like stability, Calmness, Focus, Planning, Attachment become the demand of the new role. And later in the career cycle along with Kapha qualities, the Pitta qualities like Leadership, Execution of Ideas, Communication and Good management become important in the Research & Development profession.

This table is in connection with table no. 24. This shows the analysis of variance between the group and within the group. It shows whether the mean performance score of Research & Development professionals of different Prakriti i.e. Vata, Kapha, Pitta and of the different the experience group to which they belong are significantly different from each other or not.

TABLE 25

Analysis Of Variance of the Performance of Research and Development Professionals With Respect To Their Prakriti, And Experience Group

Source of Variation	*SS*	*Df*	*MS*	*F*	*P-value*	*F crit*
Prakriti	17.88	4.00	4.47	2.18	0.16	3.84
Experience	12.84	2.00	6.42	3.13	0.10	4.46
Error	16.43	8.00	2.05			
Total	47.15	14.00				

The table above shows that the F value is 2.18 and 3.13 as compared to the F critic value which was 3.84 and 4.46 respectively. The F value 2.18 and 3.13 are less than the F critic value 3.84 and 4.46 respectively .This depicts that in Research & Development professionals neither change in experience level not the Prakriti has much effect on the performance of the professionals.

Therefore though there is difference in the mean scores of performance of professionals with respect to their Prakriti and level of education, it is not so significant to say that the cause of such differences the Prakriti of the respondent professionals.

The below table shows the mean performance of Quality professionals of Vata, Kapha and Pitta Prakriti in different experience groups. Here the experience groups are up to 5, 6 to 10, and 11 to 15 years, 16 to 20, 20 and more. This table is to understand whether the performance of the respondents change with respect to their experience and Prakriti for e.g. whether the performance of the Quality professionals in the experience group of up to 5 change with the change in Prakriti, that means is there a significant difference in the performance Quality professionals of Vata, Kapha and Pitta Prakriti in Experience group of up to 5 years. Similar data is shown for other experience groups also as mentioned above.

TABLE 26

Performance Mean Scores of Quality Professionals Based On Experience

Sr.No.			Prakriti			
	Experience		Vata	Kapha	Pitta	Total
1.	Upto 5	M	3.3	3.04	2.61	
		F	1	8	1	10
2.	6 to 10	M	4.41	3.6	-	
		F	2	10	0	12
3.	11 to 15	M	4.39	3.52	-	
		F	1	6	0	7
4.	16 to 20	M	4.13	3.91	3.48	
		F	1	5	2	8
5.	20 and More	M	3.96	3.6	3.2	
		F	2	15	2	19
	Total		7	44	5	56

M = Mean; F = Frequency

Table no. 26 shows that from the Quality professionals having experience of Upto 5 years, majority of them have Kapha element dominant. Out of 10 professionals 8 fall into this category which have a performance score of 3.04. In the experience group of 6 to 10 and 11 to 15 years along with the professionals having Kapha dominant, those having Vata dominant were also showing good performance with scores of 4.41 and 4.39 respectively .And in case of the professionals who were having experience of more than 11 years , all three element seem to become equally important. In this case the performance scores of professionals of all three Prakritis were more or less same. This depicts that in the initial stage of the career path of Quality professionals, Vata qualities like creativity, generation of new ideas, High energy, quick to learn and grasp new knowledge and flexibility was required for the performance and in the

second phase the Kapha qualities like Focus, reliability, stability, loyalty and attachment are the demand of the position. In the last phase along with Vata and Kapha qualities like Leadership, Good management and Communication also become important.

This table is in connection with table no. 26. This shows the analysis of variance between the group and within the group. It shows whether the mean performance score of Quality professionals of different Prakriti i.e. Vata, Kapha, Pitta and of the different the experience group to which they belong are significantly different from each other or not.

TABLE 27

Analysis Of Variance of the Performance of Quality Professionals With Respect To Their Prakriti, And Experience Group

Source of Variation	*SS*	*Df*	*MS*	*F*	*P-value*	*F crit*
Prakriti	3.56	4.00	0.89	0.75	0.59	3.84
Experience	13.03	2.00	6.51	5.45	0.03	4.46
Error	9.55	8.00	1.19			
Total	26.14	14.00				

The table above shows that the F value is 0.75 and 5.45 as compared to the F critic value which was 3.84 and 4.46 respectively. This shows that the difference in the mean scores of respondents falling into same experience group but having different Prakritis is not very significant as the F value 0.75 is less than the F critic value 3.84.

Whereas in case of the respondents having same Prakriti but belonging to different experience groups, their performance scores differ from one another significantly. This is because the F value in here is 5.4 which is greater than the F critic value 4.46.The reason for the above result is that the performance if the Quality professionals differ from one another based on the number of

years of experience they have but not by the Prakriti of the professionals. This portrays a weak relationship between the performance and Prakriti of professionals.

QUALIFICATION WISE ANALYSIS OF PERFORMANCE OF PROFESSIONALS OF VARIOUS PRAKRITIS

Table no. 28 below shows the mean performance of Engineering professionals of Vata, Kapha and Pitta Prakriti having different educational qualifications. Here the educational qualifications are classified into three categories, they are under graduates, graduates and post graduates groups. This table is to understand whether the performance of the respondents change with respect to their level of education and Prakriti for e.g. whether the performance of the Engineering professionals who are under graduates change with the change in Prakriti, that means is there a significant difference in the performance Engineering professionals of Vata, Kapha and Pitta Prakriti in under graduates category. Similar data is also shown for other level of education, as mentioned above.

TABLE 28

Performance Mean scores of Engineering Professionals of Different Prakriti based on Level of Education

	Level of Education		Prakriti			Total
			Vata	Kapha	Pitta	
1.	Under Graduates	M	3.34	3.58	3.46	
		F	13	44	8	65
2.	Graduates	M	3.57	3.61	3.27	
		F	11	55	10	76
3.	Post Graduates	M	-	3.74	-	
		F	0	16	0	16
	Total		24	115	18	157

M = Mean; F = Frequency

The above table shows that out of 157 Engineering professionals 65 were under graduates, 76 were graduates and only 16 were post graduates. Out of 65 undergraduates 44 had Kapha Prakriti and their average performance score was 3.58 which was higher compared to the Engineering professionals having Vata Prakriti or Pitta Prakriti. Amongst the 76 graduate engineers 55 had Kapha Prakriti, 11 had Vata and 10 had Pitta Prakriti.

The performance score of Kapha Prakriti graduate engineers was 3.61 was the highest among the three. And from the 16 post graduate engineers all of the 16 had Kapha Prakriti and they had a performance score of 3.74. This shows that there is no effect of level of education on the relationship of Prakriti and performance of the professionals. The table above shows that the engineering professionals having Kapha Prakriti are giving similar result in all the three levels of education. This depicts that any engineering professional irrespective of his/her level of education will perform well if he/she has the Kapha element dominant in them. The qualities of

Kapha element that are required in the engineering professionals will produce same result even if the engineer is undergraduate, graduate or post graduate.

This table is in connection with table no. 28. This shows the analysis of variance between the group and within the group. It shows whether the mean performance score of Engineering professionals of different Prakriti i.e. Vata, Kapha, Pitta and having different educational qualification are significantly different from each other or not.

TABLE 29

Analysis Of Variance of the Performance of Engineering Professionals With Respect To Their Prakriti, And Level of Education

Source of Variation	*SS*	*df*	*MS*	*F*	*P-value*	*F crit*
Prakriti	9.90	2.00	4.95	3.50	0.13	6.94
Level of Education	3.76	2.00	1.88	1.33	0.36	6.94
Error	5.66	4.00	1.42			
Total	19.33	8.00				

The table above shows that the F value is 3.50 and 1.33 as compared to the F critic value which was 6.94 and 6.94 respectively. It can be observed from the table that both the F values are less than the F critic value which means that performance score of professionals across the different Prakritis as well as having different level of education does not have a great impact on the performance of the engineering professionals.

The mean performance of Human Resource/Marketing professionals of Vata, Kapha and Pitta Prakriti having different educational qualifications have been shown in table no. 30 below. Here the educational qualifications are classified into three categories, they are under graduates, graduates and post graduates groups. This table is to understand whether the performance of the

respondents change with respect to their level of education and Prakriti for e.g. whether the performance of the Human Resource Management/Marketing professionals who are under graduates change with the change in Prakriti, that means is there a significant difference in the performance Human Resource Management/Marketing professionals of Vata, Kapha and Pitta Prakriti in under graduates category. Similar data is also shown for other level of education, as mentioned above.

TABLE 30

Performance Mean Scores of Human Resource /Marketing Professionals Based On Level of Education

Sr. No	Level of Education		Prakriti			Total
			Vata	Kapha	Pitta	
1.	Under Graduates	M	-	3.26	3	
		F	0	1	1	2
2.	Graduates	M	-	3.89	3.22	
		F	0	8	2	10
3.	Post Graduates	M	3.17	3.65	3.24	
		F	2	23	2	27
	Total		2	32	5	39

M = Mean; F = Frequency

In Human Resources Management/Marketing professionals out of 39 respondents, 27 were post graduates, 10 were graduates and only 2 were undergraduates. Similar to the engineering professionals in Human Resource Management/Marketing professionals the Kapha Prakriti respondents were showing good performance in all three levels of education i.e. in Under Graduates, Graduates, and Post Graduates. In under graduates the performance score of Kapha Prakriti respondents was 3.25, in Graduates it was 3.89 and in Post Graduates it was 3.65.This showed that the difference in the education had no effect.

Table no. 31, shown below is in connection with table no. 30. This shows the analysis of variance between the group and within the group. It shows whether the mean performance score of Human Resources Management/Marketing professionals of different Prakriti i.e. Vata, Kapha, Pitta and having different educational qualification are significantly different from each other or not.

TABLE 31

Analysis of Variance of the Performance of Human Resources /Marketing Professionals With Respect to Their Prakriti, And Level of Education

Source of Variation	*SS*	*df*	*MS*	*F*	*P-value*	*F crit*
Prakriti	2.65	2.00	1.33	1.24	0.38	6.94
Level of Education	11.06	2.00	5.53	5.16	0.08	6.94
Error	4.29	4.00	1.07			
Total	18.00	8.00				

M = Mean; F = Frequency

The table above shows that the F value is 1.24 and 5.16 as compared to the F critic value which was 6.94 and 6.94 respectively. In Human Resources Management/ Marketing also like the Engineering professionals the two F values are less than the F critic values which means that the performance scores of these professionals do not get much affected by the level of education or type of Prakriti of the respondent professionals. Though the, mean scores of the different Prakritis and having different educational qualification differ in measure, the difference is not so significant to say that such difference is due to the effect of change of Prakriti and level of education.

The below table shows the mean performance of Accounts/Finance professionals of Vata, Kapha and Pitta Prakriti having different educational qualifications. Here the educational qualifications are classified into three categories, they are under graduates, graduates and post graduates groups. This table is to understand whether the performance of the respondents change with respect to their level of education and Prakriti for e.g. whether the performance of the Accounts/Finance professionals who are under graduates change with the change in Prakriti, that means is there a significant difference in the performance Accounts/Finance professionals of Vata, Kapha and Pitta Prakriti in under graduates category. Similar data is also shown for other level of education, as mentioned above.

TABLE 32

Performance Mean Scores of Accounts/Finance Professionals Based On Level of Education

Sr.No	Level of Education		Prakriti			Total
			Vata	Kapha	Pitta	
1.	Under Graduates	M	-	-	-	
		F	0	0	0	0
2.	Graduates	M	3.53	3.47	3.13	
		F	7	17	1	25
3.	Post Graduates	M	3.54	3.54	3.2	
		F	6	15	3	24
	Total		13	32	4	49

M = Mean; F = Frequency

From the table no. 32 shown above it was observed that there were in all 49 Accounts/Finance respondents out of which 25 were Graduates and 24 were Post Graduates but none of the respondents were Under Graduate. In the professionals who were Graduates, the one with Vata element dominant showed better performance compared to the others with a score of 3.35, and

amongst the Post Graduates those having the Vata element and Kapha element dominant showed similar performance with the score of 3.54 in both the cases. This means that the Accounts/Finance professionals who are just Graduates perform better with Vata qualities in them and those who are Post Graduates, along with Vata dominant respondents were also performing well. This shows that as the level of education rises. It raises the level of knowledge as well as the overall maturity of the individual due to which people become more balanced and this affects their performance.

The below table is in connection with table no. 32. This shows the analysis of variance between the group and within the group. It shows whether the mean performance score of Accounts/Finance professionals of different Prakriti i.e. Vata, Kapha, Pitta and having different educational qualification are significantly different from each other or not.

TABLE 33

Analysis Of Variance of the Performance of Accounts/Finance Professionals With Respect To Their Prakriti, And Level of Education

Source of Variation	*SS*	*df*	*MS*	*F*	*P-value*	*F crit*
Prakriti	0.00	1.00	0.00	6.25	0.13	18.51
Level of Education	0.17	2.00	0.08	140.78	0.01	19.00
Error	0.00	2.00	0.00			
Total	0.17	5.00				

The table above shows that the F value is 6.25 and 140.78 as compared to the F critic value which was 18.51 and 19.00 respectively. Here the F value for Prakriti variable is less than the F critic value. This depicts that the performance of professionals across the three different Prakriti does not have significant difference. Whereas in case of the other Variable i.e. level of education the F value is much higher compared to the F critic value. The reason behind such result is that

across the different Prakritis being in same level of education the performance of the professionals is much different from each other.

This means that in the same educational qualification category the respondents of different Prakritis were also showing similar performance. But the ones having the same Prakriti but different educational qualification their performance score was different from one another significantly. This shows that the performance of the respondents who are graduates is different from the ones who are post graduates irrespective of whichever Prakriti they have.

Table no. 34 below shows the mean performance of Research &Development professionals of Vata, Kapha and Pitta Prakriti having different educational qualifications. Here the educational qualifications are classified into three categories, they are under graduates, graduates and post graduates groups. This table is to understand whether the performance of the respondents change with respect to their level of education and Prakriti for e.g. whether the performance of the Research & Development professionals who are under graduates change with the change in Prakriti, that means is there a significant difference in the performance Research & Development professionals of Vata, Kapha and Pitta Prakriti in under graduates category. Similar data is also shown for other level of education, as mentioned above.

TABLE 34

Performance Mean Scores of Research & Development Professionals Based On Level of Education

Level of Education		Prakriti			Total
		Vata	Kapha	Pitta	
Under Graduates	M	-	-	-	
	F	0	0	0	0
Graduates	M	2.93	3.54	3.22	
	F	2	4	1	7
Post Graduates	M	3.67	3.52	4.83	
	F	2	19	1	22
Total		4	23	2	29

M = Mean; F = Frequency

Kapha Prakriti Research & Development professionals showed high performance compared to Vata and Pitta Prakriti respondents who were having only Graduation qualification with a score of 3.54. But in the professionals who were holding Post Graduation degree it was observed that the respondents having Pitta element dominant were performing better compared to others.

This table is in connection with table no. 34. This shows the analysis of variance between the group and within the group. It shows whether the mean performance score of Research & Development professionals of different Prakriti i.e. Vata, Kapha, Pitta and having different educational qualification are significantly different from each other or not.

TABLE 35

Analysis Of Variance of the Performance of Research & Development Professionals With Respect To Their Prakriti, And Level of Education

Source of Variation	*SS*	*df*	*MS*	*F*	*P-value*	*F crit*
Prakriti	0.90	1.00	0.90	2.72	0.24	18.51
Level of Education	0.55	2.00	0.27	0.83	0.55	19.00
Error	0.67	2.00	0.33			
Total	2.12	5.00				

The table above shows that the F value is 2.72 and 0.83 as compared to the F critic value which was 18.51 and 19.00 respectively. From this it can be observed that the F value in both cases is less than the F critic value. This states that the difference in the performance of R&D professionals across the three different Prakritis as well as across the three levels of education is not very significant. This result implies that there is a very weak relationship between the Prakriti the level of education and performance of the professionals. Therefore it is understood that whatever be the Prakriti and level of education of the Research & Development professionals their performance would not be significantly different from one another.

The below table shows the mean performance of Quality professionals of Vata, Kapha and Pitta Prakriti having different educational qualifications. Here the educational qualifications are classified into three categories, they are under graduates, graduates and post graduates groups. This table is to understand whether the performance of the respondents change with respect to their level of education and Prakriti for e.g. whether the performance of the Quality professionals who are under graduates change with the change in Prakriti, that means is there a significant difference in the performance Quality professionals of Vata, Kapha and Pitta Prakriti in under graduates category. Similar data is also shown for other level of education, as mentioned above.

TABLE 36

Performance Mean Scores of Quality Professionals Based On Level of Education

Level of Education		Prakriti			Total
		Vata	Kapha	Pitta	
Under Graduates	M	-	3.22	-	
	F	0	2	0	2
Graduates	M	4.03	3.54	3.34	
	F	3	24	4	31
Post Graduates	M	4.12	3.54	2.61	
	F	4	18	1	23
Total		7	44	5	56

M = Mean; F = Frequency

The above table shows that out of 56 Quality professionals 31 were Graduates, 23 were Post Graduates and only 2 were Under Graduates. Out of 31 Graduates, 24 had Kapha element dominant, 3 had Vata element dominant and 4 had Pitta element dominant, but out of all these three Prakriti respondents, the Vata Prakriti Quality professionals who had Graduation degree were performing better than the other two with a score of 4.03. And similarly in the Quality professionals who were holding Post Graduation degrees the one having Vata element dominant were performing better compared to the other two Prakritis.

This table is in connection with table no. 36. This shows the analysis of variance between the group and within the group. It shows whether the mean performance score of Quality professionals of different Prakriti i.e. Vata, Kapha, Pitta and having different educational qualification are significantly different from each other or not.

TABLE 37

Analysis Of Variance of the Performance of Quality Professionals With Respect To Their Prakriti, And Level of Education

Source of Variation	*SS*	*df*	*MS*	*F*	*P-value*	*F crit*
Prakriti	12.14	2.00	6.07	4.69	0.09	6.94
Level of Education	3.15	2.00	1.58	1.22	0.39	6.94
Error	5.17	4.00	1.29			
Total	20.46	8.00				

The table above shows that the F value is 4.69 and 1.22 as compared to the F critic value which was 6.94 and 6.94 respectively. Here the F value is less than the F critic value in both cases. This signifies that the performance of Quality professionals of Vata, Kapha or Pitta Prakriti with respect to their level of education does not differ from one another significantly. The two variables Prakriti and level of education do have much impact on the performance of these professionals.

CHAPTER V

CONCLUSION AND RECOMMENDATIONS

CONCLUSION

Performance of the employees at the organization has been an area of concern for management since ages. And across the ages many studies have been done to find out ways and means to improve the performance of the employees at the organizations. Training and Development, Recruitment and Selection, Performance Management all these functions done by human resource department at any organization ultimately aim at the same results and i.e. the performance of its people. If the performance of its people is good it leads to better organizational results in terms of profit.

Attaining competitive advantage by way of people is sustainable and non- imitable. In this study the performance of the professionals was mapped and simultaneously their prakriti was also identified. And from the results obtained analysis was done to find out whether there is any relationship between Prakriti and Performance of professionals, the performance of each professional was compared for different prakritis which was aimed at finding out whether the mean performance score of each profession differs for every Prakriti or not and if there is a difference, to what extent and the reasons behind the same.

From the results obtained it was found that in the region of study (i.e. Valsad, Vapi, Atul, Silvassa, Umbergaon, and Daman) the majority of the respondent professionals were having Kapha element dominant. The reason behind such result is the climatic conditions of this region. This region lies close to sea and is also known for heavy rains. This type of climatic conditions aggravates Vata.

Looking at the performance aspect of these professionals it was found that amongst the Engineering and Human Resource Management/ Marketing professionals, the respondents having Kapha element dominant showed the highest performance, followed by the professionals having Vata prakriti. Then amongst the Accounts/Finance and Quality professionals respondents having Vata element dominant were performing better compared to those having Kapha and Pitta element dominant. And amongst the Research and Development professionals those having Pitta element dominant performed better compared to the others.

Performance of an employee is a function of many variables i.e. there are a large number of factors that affects performance of an employee in the organization. And therefore the change in the Performance cannot be attributed to Prakriti (Personality) alone. The showed that though the mean performance score of the respondent professionals of different prakritis is different but this difference is not very significant. It shows that the change in the performance of the professionals with respect to the Prakriti they belong to is not very high in magnitude.

A similar result was observed in case of respondent professionals of different age groups belonging to three different Prakritis, which means that age does not have much role to play in the relationship between Prakriti and Performance of various professionals.

Based on level of experience of the respondent professionals when their performance was measured with reference to the three different Prakritis, it was observed that only in case of Quality professionals a significant difference was found in performance scores which means that in case of Quality professionals experience has a role to play and in rest of the cases the performance does not change much with the change in the experience level. And Lastly when the relationship between Prakriti and Performance of professionals was observed with reference to the level of education, it was found that only in case of Finance professionals the level of education was affecting the performance and in rest of the cases the difference in the performance mean scores of the professionals were not significant enough to attribute it to either the change in the level of education or type of Prakriti.

So from the overall study it can be concluded that though there exits a relationship between Prakriti and Performance of the professionals , this relationship is not very strong.As the performance has many factors influencing it, Prakriti can be considered one of them but it cannot be taken as the strong predictor of performance.

RECOMMENDATIONS

This study had some limitations and there is a further scope of research in this area by overcoming those limitations .One of the limitation of the study was, that it was done in specific location (i.e. Valsad, Vapi, Atul, Silvassa, Umbergaon, and Daman) so extending the same research to different location would give different results. The climatic condition is also one of the factors that moderate the relationship between the Prakriti and Performance of any individual therefore this gives a wide scope to the researchers to study further. Another limitation was, that only manufacturing sector had been covered in this study. The nature of work of professionals in manufacturing sector is quite different from the service sector and this difference may give different results it this similar study is conducted in service sector. And lastly this study focuses on only five types of professionals they are Engineering, Human Resource Management/ Marketing, Accounts/Finance, Research and Development and Quality. So considering other professions like Doctors, Lawyers, Teachers etc give a scope for further research.

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ANNEXURES

General Information

Name (Optional): _____

Age: _____

Gender: _____

Qualification: _____

Designation: _____

_____

Organisation: _____

_____

Experience: _____

The self-assessment questionnaire to assess *Prakriti

Kindly read the questions and tick (√) your responses in the column given.

		Yes	No
	KAPHA		
1	Whether your skin remains oily throughout the year in comparison to others?		
2	Are your body-hairs & skin shiny, even when no oil or moisturizer is used?		
3A	Are you considered attractive among your friends?		
3B	Do even mild or trivial injuries on your body make you upset?		
3C	Among your family members, is your complexion considered fairer?		
4	Do you think you have intense sexual desire?		
5A	Have you got well built muscles?		
5B	Do you change your body posture frequently? (You cannot manage yourself in a stable posture for a long duration.)		
6	Do you have a well-nourished & normally developed body? (You are neither malnourished nor obese.)		
7A	Are you lazy and disinterested in activities like morning walk/ jogging, swimming or any type of outdoor games?		
7B	Are you slow in consuming the food?(Even after all have left the dining hall, you are still consuming the same amount of food).		
7C	When you go to morning walk or college or office, do you walk slowly in comparison to others?		
8A	If you are assigned any work, do you take some extra time to start it?		
8B	Do you get irritated easily? (For example, when you , when you don't get breakfast on time in your hostel or when the power goes off while watching a cricket match or your favorite movie on television).		

8C	Are you late to develop/suffer from symptoms after exposure to common causative factors? (For example, during seasonal changes, when your friends are easily caught up with flu etc., you are still healthy among them).		
9	Does your gait (style of walking) change with respect to speed or manner frequently?		
10A	Do you feel hungry more frequently and do you consume more food in comparison to others?		
10B	Do you tolerate heat easily?		
10C	Do you consume liquids in more quantity and frequency in comparison to others?		
10D	Do you perspire less in comparison to others?		
11	Are sounds produced frequently in your joints on movement?		
12A	Have you got a good/ attractive complexion?		
12B	Have you got sweet & pleasant voice?		

	PITTA	Yes	No
1A	Are you more comfortable in winter than summer?		
1B	Among your family members, is your complexion considered fairer?		
1C	Does your temperature of oral cavity remain towards upper limit of normal range?		
1D	Do you have excessive black moles, Freckles etc on your skin? Or Have you noticed new appearance of black moles often on your skin?		
1E	Do you feel excessive hunger & thirst in comparison to others?		
1F	Have you experienced premature graying, wrinkling of skin & early baldness?		
1G	Do you have soft, scanty, brown hair on your face,body & head?		
2A	Do you involve yourself in risky & heroic activities requiring physical strength often?		
2B	Do you have ability to digest large quantities of food easily?		
2C	Do you take large quantities of food & drink in comparison to others?		
2D	Do you get easily irritated for small/negligible problem in day-to-day life?		
2E	Do you consume food more frequently than others? (5-6 times/day)		
3A	Do you have soft & loose muscle bulk especially around the joints?		
3B	In comparison to others do you pass urine & stool in large quantities and do you perspire more?		
4	Do your friends complain of bad smell being emitted from your body & mouth?		
5	Do you think you have intense sexual desire?		

	VATA	YES	NO
1A	Whether your skin remains dry throughout the year in comparison to others?		
1B	Is your body undernourished/ emaciated?		
1C	Have you got rough, low, broken or obstructed voice?		
1D	Does Your sleep last less than 6 hours per day? Or Can your sleep be disturbed easily?		
2A	Do you change walking speed & style from time to time?		
2B	Do you keep changing your food habits from time to time?		
2C	Do you keep changing your walking / jogging habit from time to time?		
3	Do you keep your joints, eyes, eyebrows, jaw, lips, tongue, head, Shoulder, hands & feet frequently moving?		
4A	Are you considered a talkative among your friends?		
4B	Do you have prominent veins & tendons all over the body?		
5A	Do you generally start the work assigned to you immediately?		
5B	Do you get irritated easily? (E.g., when you do not get breakfast on time in your hostel or when the power goes off while watching a cricket match or your favorite movie over television)		
5C	Do you get frightened easily?		
5D	Do you make friends easily & also lose them easily?		
5E	Do you generally learn things quickly? Or Do you have a good grasping power?		
5F	Is your long term memory weak? (E.g., you can remember only few names of your friends at your primary school).		
5G	Are you more comfortable in summer? Or Do you prefer hot/warm drinks		
5H	Do you generally develop symptoms immediately after exposure to common causative factors? (You are easily caught by diseases like		

	flu, allergy during seasonal changes).		
6A	Do you shiver in winter season more than your friends?		
6B	Do you often feel stiffness in your body after exercise, traveling11?		
7	Are your nails, teeth, hands, feet and hairs on your body and face rough?		
8A	Do you have cracks on the body especially on the heels?		
8B	Are some crackling sounds produced in your joints during movements?		

Performance Measurement Scale

Please place a tick (√) in the column which most closely reflects your view about the statement

Variables	Items	Outstanding	Exceeds Expectations	Meets Expectations	Needs Improvement	Unsatisfactory
JOB(doing things specifically related to one's job description)	Meet the standards of output in terms of Quality and Accuracy					
CAREER **(obtaining the necessary skills to progress through one's organization)**	Obtaining personal career goals in the organisation					
	Developing skills needed for his/her future career					
	Seeking out career opportunities in the organisation					
INNOVATOR**(creativity and innovation in one's job and the organization as a whole)**	Coming up with new ideas					
	Working to implement new ideas					
	Finding improved ways to do things					
	Creating better processes and routines					
	Adaptability to new processes and innovations					
TEAM **(working with coworkers and team members, toward success of the firm)**	Working as part of a team or work group					
	Seeking and sharing information with others in his/her work group					

	Making sure his/her work group succeeds					
	Responding to the needs of others in his/her work group					
ORGANIZATION **(going above the call of duty in one's concern for the firm)**	Doing things that helps others when it's not part of his/her job					
	Working for the overall good of the company					
	Doing things to promote the company					
	Helping so that the company is a good place to be					
Communication and Interpersonal Relations	Understands clearly and quickly when communications are received					
	Communicates effectively orally as well as in writing					
	Is able to establish and maintain positive and productive working relations					
	Is able to work closely and effectively with Co-workers,Supervisors,Clients ,Suppliers etc					
Policy Compliance	Has awareness of policies and practices of the organizations plus the willingness to comply with all reasonable requirements					
Attendance	Shows consistency in turning up for work and completing their normal work hours					