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## Original Research Article

## The influence of personality traits on johari window perception and self-disclosure in the workplace

Debhjit Mukherjee<sup>1,\*</sup>, Vaishali Pahwa<sup>1</sup>, Bhavika Moza<sup>1</sup>, Poorvi Ujjainia<sup>1</sup>, Kulwinder Kaur<sup>1</sup>, Kamaljeet Kaur<sup>1</sup>, Shantanu Pathak<sup>1</sup><sup>1</sup>Dept. of Forensic Science, Chandigarh University, Punjab, India

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## ABSTRACT

The Johari Window, developed by Luft and Ingham, is a cognitive tool for self-discovery and enhancing mutual understanding in teams. It consists of four quadrants: Arena (shared knowledge), Blindspot (unknown to self), Facade (known to self but not others), and Unknown (mutual lack of awareness). These quadrants reflect the dynamics of open communication, limited self-awareness, self-imposed barriers, and unexplored aspects that impact relationships. This research article aims to present data on Johari Window traits using bar graphs derived from Microsoft Excel and analyze gender-based differences within the Indian workplace. The study includes 420 participants from 14 states in India and utilizes a reliable questionnaire to assess Johari window formation. Data analysis and calculations are performed using Microsoft Excel to compute the E and F points representing self-disclosure and perception. The findings highlight the importance of self-awareness, open communication, and authenticity in fostering positive work environments and enhancing interpersonal relationships. The analysis of state-wise feedback reveals cultural influences on individuals' self-perception and communication patterns. Notably, the study finds no significant gender-based differences in the variability of the Johari window quadrants, indicating progress towards gender equality in Indian workplaces. Overall, this research contributes to understanding the role of personality traits in shaping interpersonal dynamics within organizations and provides practical implications for fostering self-awareness and improving workplace relationships.

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## 1. Introduction

The presence of healthy social relationships is a psychological requirement, and people's overall happiness is closely tied to the degree to which this need is fulfilled. Communication plays a vital role in establishing and nurturing these human connections. As individuals interact with others, they interpret the nonverbal cues and signals provided by their communication partners to discern their intentions. In this process, individuals heavily rely on the information shared by others about

themselves—specifically, the explanations they provide. These self-disclosures not only shape the level of social support individuals offer but also determine the direction and quality of the relationships they form (Kılıç, 2011)<sup>1</sup>

The combination of self-knowledge and disclosure gives rise to four distinct quadrants or panes, each representing different levels of knowledge about an individual known as Johari Window.

The Johari Window framework was conceptualized by Joseph Luft and Harry Ingham as a cognitive psychological tool for self-discovery. This model not only serves as a means of personal exploration but can also be applied to team building and group interactions to enhance mutual

\* Corresponding author.

E-mail address: [debhjit.mukherjee2018@gmail.com](mailto:debhjit.mukherjee2018@gmail.com) (D. Mukherjee).

understanding among members. The Johari Window model comprises four quadrants, offering a visual representation of the knowledge held by indigenous and scientific experts on a specific entity. The four quadrants are:

The Arena represents the domain where both the individual (self) and others possess knowledge about the individual. From a normative perspective, the Arena is considered the most desirable state for ongoing relationships. It signifies open and transparent communication, where information is shared and known by all parties involved. (Gaur, 2008).<sup>2</sup>

The Blindspot arises when there is information about the individual that is known by others but remains unknown to the individual. Having large Blind spots can limit one's interpersonal effectiveness as it hinders a comprehensive understanding of oneself. It can obscure potential contributions and factors that may impact the quality of interactions. (Bergquist, 2009)<sup>3</sup>

The Facade occurs when the individual possesses knowledge about oneself that is not accessible to others. Facades are often consciously constructed and maintained due to reasons such as vulnerability or a desire not to bias the other party. These self-imposed barriers can impede genuine and authentic connections by preventing a complete understanding of the individual. (Lowes, 2020)<sup>4</sup>

The Unknown represents a domain where both parties lack conscious awareness of relevant data about the individual. Even though the absence of awareness is mutual, it can still influence the overall quality of the relationship. Unexplored aspects or undisclosed information may have unintended consequences, shaping the dynamics between individuals. (Babu & Koduru, 2022; Mehta, 2011)<sup>5,6</sup>

## 2. Materials and Methods

A total of 420 participants from diverse backgrounds across 14 states in India were recruited for this study. Each state contributed 30 responses, encompassing a mix of employees and students from various universities, schools, and workplaces. The selected states included Jammu and Kashmir, Haryana, Punjab, Delhi, Himachal Pradesh, Rajasthan, Kerala, Bihar, West Bengal, Uttarakhand, Maharashtra, Madhya Pradesh, Andhra Pradesh, and Uttar Pradesh

To assess the Johari window formation, a reliable questionnaire was obtained from a reputable source. The questionnaire consisted of 20 statements, with each statement having its contradictory counterpart presented on the left and right sides. Participants were asked to rate their level of agreement with each statement using a 5-point scale. To indicate their agreement, participants chose options 1 and 2 for statements leaning towards the left side, options 4 and 5 for statements leaning towards the right side, and option 3 if they agreed equally with both statements.

Hard copies of the questionnaire were distributed among the participants, accompanied by clear instructions on how to complete it. Participants were requested to provide their responses by marking the appropriate options on the provided scale. Once the questionnaires were completed, they were collected and compiled for further analysis.

For efficient data management and analysis, Microsoft Excel was employed. It facilitated the organization and calculation of the total responses gathered from the 14 participating states. The responses and feedback provided by the participants were utilized to compute the E and F points, which respectively represent the level of self-disclosure and perception within the Johari window framework.

The E and F points obtained from the data analysis were utilized to construct the 4 Johari window quadrants known as Arena, Blindspot, Façade, Unknown providing a visual representation of participants' self-perception and the extent to which others perceive them.

To ensure the confidentiality and anonymity of the participants, no personal identifiers were collected during the data collection process. Moreover, informed consent was obtained from all participants, emphasizing their voluntary participation and the right to withdraw from the study at any time. These ethical considerations were carefully adhered to throughout the research process.

## 3. Result

Table 1 serves as a visual representation of the variations in personality traits and self-disclosure patterns across different states in India. It offers valuable information for understanding how individuals in these states perceive themselves, disclose information, and interact with others in the workplace. Analyzing the table can help identify trends, patterns, and potential areas of improvement in terms of communication and self-awareness within each state's workforce.

Table 2 provides a concise overview of the influence of gender on personality traits related to Johari Window perception and self-disclosure in the workplace. It highlights the distinct patterns and tendencies observed in males and females, offering insights into communication dynamics and self-awareness within each gender group.

Table 3 presents statistical results related to the influence of personality traits on Johari Window perception and self-disclosure in the workplace, specifically comparing the genders of males and females. The table includes various statistical measures and test results to assess the significance of any differences between the two groups.

According to Graph 1, Individuals in Andhra Pradesh demonstrate a relatively high level of self-awareness and open communication, as evident from the higher score in the Arena column. However, there is room for improvement in reducing the Blind Spot and Unknown aspects.

### How self-aware are you?...

This questionnaire contains 20 pairs of statements which give different views on certain things. Using a five-point rating scale, circle the number that most closely reflects your view depending on the extent to which you can relate to the opposing statements. Please try not to 'sit on the fence', unless you genuinely feel you do not lean either way.

1	I find the comments of others helpful in learning how to do things	1	2	3	4	5	Most times I can learn to do things for myself	F	E
2	I usually keep my views to myself if I disagree with someone	1	2	3	4	5	I usually tell someone if I disagree with them	F	E
3	It's up to my manager to tell me how I'm doing	1	2	3	4	5	From time to time I ask my manager how I'm doing	F	E
4	When I don something new, I judge myself by my own standards	1	2	3	4	5	When I do something new, I like to be told how I've done	F	E
5	In team meetings I seek the views of others	1	2	3	4	5	In team meetings it is up to others to state their views	F	E
6	I tend to control me behaviour when my teams are around	1	2	3	4	5	I tend to behave quite naturally in the presence of my team	F	E
7	I am interested in what others think of me	1	2	3	4	5	Other people's views are their concern	F	E
8	I tend to speak up for my view	1	2	3	4	5	I tend to listen to others	F	E
9	I like to seek the reactions of others to my work	1	2	3	4	5	At the end of the day, I'm paid to come up with my own ideas	F	E
10	I am generally quite self-sufficient	1	2	3	4	5	I like to know where I stand with others	F	E
11	Colleagues usually know where they stand with me	1	2	3	4	5	Sometimes my colleagues are uncertain about my position	F	E
12	Generally, I find it informative to hear what others say about me	1	2	3	4	5	I dislike to hear what others think of me	F	E
13	In relationships, I keep my feelings to myself	1	2	3	4	5	In relationships, I make my feelings known	F	E
14	Sometimes I openly express anger	1	2	3	4	5	People rarely see my angry	F	E
15	I tend to keep my shortcomings to myself	1	2	3	4	5	I sometimes talk to others about areas where I could improve	F	E

Fig. 1: Questionnaire ofjohari window

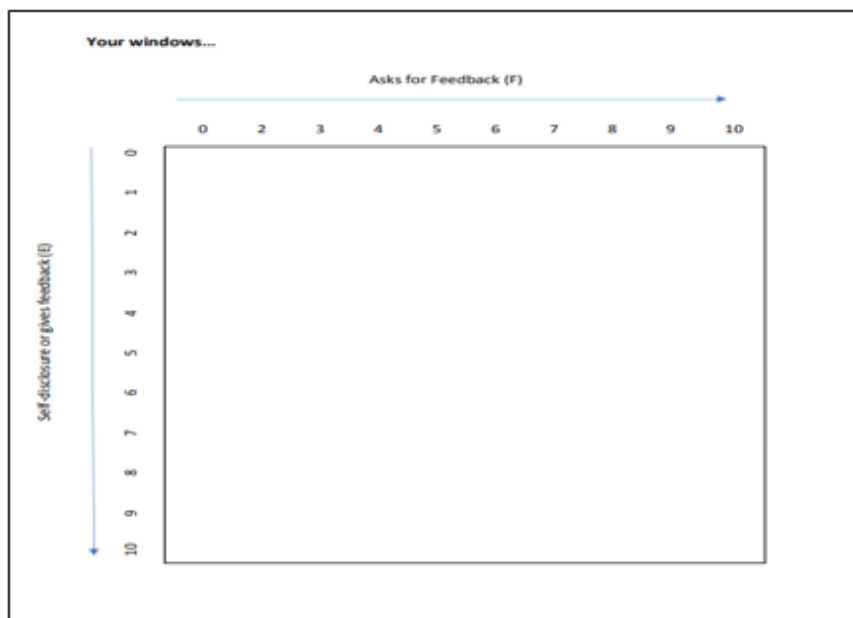
16	When a friend seeks my views, I usually give them	1	2	3	4	5	I am usually cautious about being too open, even with a friend	F	E
17	In relationships, there are some things people should keep to themselves	1	2	3	4	5	In relationships, it is best to be open and honest about everything	F	E
18	In a work group, I will disagree even if I oppose the majority	1	2	3	4	5	In a work group, I rarely oppose the common view	F	E
19	When writing something, I prefer to put my ideas down on paper first	1	2	3	4	5	When writing something, I prefer to bounce my ideas off someone	F	E
20	People I work with do not know my views on most things	1	2	3	4	5	People I work with know where I stand on most things	F	E

**Scoring your Johari Window questionnaire**

*Please mark your questionnaire using the instructions below:*

- If you have marked either a 1 or 2 on questions 1, 5, 7, 9 or 12, circle the F in the right-hand column
- If you have marked either 4 or 5 on questions 3, 4, 10, 17 or 19, circle the F in the right-hand column
- If you have marked either 1 or 2 on questions 8, 11, 14, 16 or 18, circle the E in the right-hand column
- If you have marked either a 4 or 5 on questions 2, 6, 13, 15 or 20 circle the E in the right hand column
- Now add up the number of Fs and Es you have circled. They should each total between 0-10
- Next plot your scores on the feedback model below. Draw a continuous vertical line down from your F score and a continuous horizontal line across from your E score, so that the model is divided into 4 quadrants. This gives an indication of your own 'windows'.

**Fig. 2:** Questionnaire of johari window continued with instructions.



**Fig. 3:** Johari window graph including E (Self Disclosure) and F (Feedback) axis

**Table 1:** Representation of data on Johari window categories and statistical measures across 14 different states in India, indicating the influence of personality traits on self-disclosure and perception in the workplace.

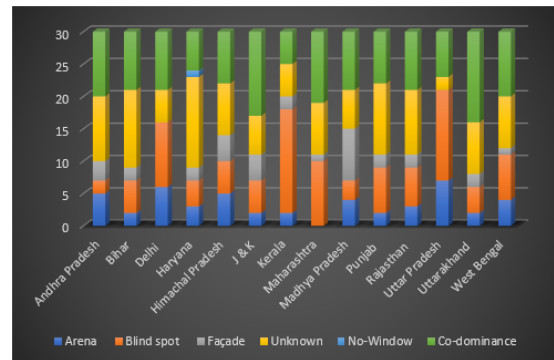
States	No. of Sample	Arena	Blind spot	Façade	Unknown	No-Window	Co-dominance	Mean	Standard Deviation
Andhra Pradesh	30	5	2	3	10	0	10	5	4.195235393
Bihar	30	2	5	2	12	0	9	5	4.647580015
Delhi	30	6	10	0	5	0	9	5	4.289522118
Haryana	30	3	4	2	14	1	6	5	4.732863826
Himachal Pradesh	30	5	5	4	8	0	8	5	2.966479395
J & K	30	2	5	4	6	0	13	5	4.082482905
Kerala	30	2	16	2	5	0	5	5	5.727128425
Maharashtra	30	0	10	1	8	0	11	5	5.215361924
Madhya Pradesh	30	4	3	8	6	0	9	5	3.346640106
Punjab	30	2	7	2	11	0	8	5	4.289522118
Rajasthan	30	3	6	2	10	0	9	5	4
Uttar Pradesh	30	7	14	0	2	0	7	5	5.440588203
Uttarakhand	30	2	4	2	8	0	14	5	5.176871642
West Bengal	30	4	7	1	8	0	10	5	4

**Table 2:** Representation of the descriptive statistics of the Johari Window quadrants for male and female respondents, including the number of samples, mean scores, and standard deviations.

Variable	No. of Sample	Arena	Blind spot	Façade	Unknown	Co-dominance	No-window	Mean	S. D.
Male	210	26.00	40.00	16.00	64.00	64.00	-	35.00	25.97691283
Female	210	21.00	58.00	17.00	49.00	64.00	1.00	35.00	25.46369965

**Table 3:** Result of t-Test for male and female employees based on the influence of personality traits on self-disclosure and perception in the workplace.

Result	Male	Female
Mean	35	35
Variance	674.8	648.4
Observations	6	6
Hypothesized Mean Difference	0	
df	10	
t Stat	0	
P(T<=t) one-tail	0.5	
t Critical one-tail	1.812461123	
P(T<=t) two-tail	1	
t Critical two-tail	2.228138852	



Graph 1: Variations in window traits among employees across 14 different states in India

Bihar shows a higher score in the Blind Spot column, indicating that others perceive information about individuals that they are unaware of themselves. This suggests potential challenges in self-perception and effective communication.

The individuals in Delhi exhibit a higher score in the Blind Spot column, indicating a need for greater self-awareness and mutual understanding in the workplace.

Haryana reflects a higher score in the Unknown column, suggesting a need for improved communication and feedback mechanisms to reduce ambiguity and increase awareness of individuals’ traits and characteristics.

Himachal Pradesh displays a balanced presence of information, as evident from the score in the Co-dominance column. However, attention can be given to reducing the Blind Spot and Unknown aspects.

J&K indicates a relatively higher score in the Co-dominance column, suggesting a healthy level of shared information and communication. However, efforts can be made to reduce the Blind Spot and Façade aspects.

Kerala shows a higher score in the Blind Spot column, indicating potential discrepancies between self-perception and how others perceive individuals. Addressing this can facilitate better understanding and communication among

individuals in the workplace.

Maharashtra reflects a higher score in the Blind Spot column, suggesting the presence of information about individuals that they are unaware of themselves. This highlights the importance of fostering open and transparent communication within the workplace.

Madhya Pradesh shows a relatively higher score in the Façade column, indicating a tendency among individuals to keep certain aspects of themselves undisclosed. Encouraging a culture of trust and open communication can promote a more authentic work environment.

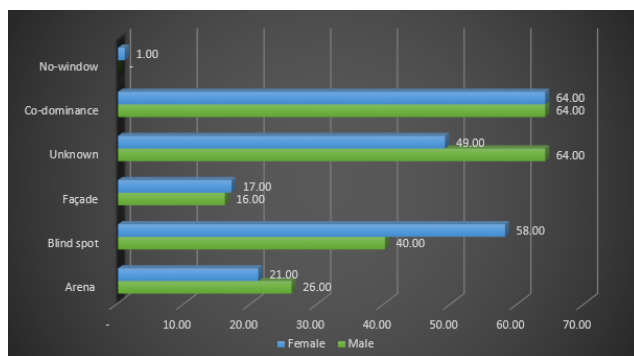
Punjab exhibits a higher score in the Blind Spot column, suggesting the need for individuals to become more aware of how they are perceived by others in the workplace. This awareness can enhance interpersonal dynamics and collaboration.

Rajasthan displays a relatively balanced presence of information, as indicated by the score in the Co-dominance column. However, efforts can be made to reduce the Blind Spot and Façade aspects to improve overall communication and self-awareness.

Individuals in Uttar Pradesh demonstrate a higher score in the Arena column, indicating a relatively higher level of self-awareness and open communication. However, reducing the Blind Spot and Unknown aspects can further enhance interpersonal relationships and understanding.

Uttarakhand shows a higher score in the Co-dominance column, suggesting a healthy balance of shared information and communication. However, attention can be given to reducing the Blind Spot and Unknown aspects to foster better self-disclosure.

Individuals in West Bengal demonstrate a moderate level of self-awareness and openness, there may be room for improvement in reducing blind spots and increasing awareness of how others perceive them. Enhancing effective communication and self-awareness can contribute to creating a more transparent and harmonious work environment in West Bengal.



Graph 2: Variations in window traits among males and female employees in total 420 samples collected from different parts of India.

Graph 2 presents data on the influence of personality traits on Johari Window perception and self-disclosure in the workplace, categorized by gender. Analyzing the scores provides insights into the differences observed between males and females in terms of these traits.

In terms of gender differences, the analysis indicates that males tend to have a higher level of self-awareness and information known to both themselves and others in the workplace, compared to females. However, both genders exhibit similar levels of information known only to themselves (Façade) and shared information (Co-dominance). Additionally, both males and females have a significant amount of information that is unknown to both themselves and others (Unknown).

It is important to note that the analysis is based solely on the provided scores and does not take into account other factors that may influence personality traits and self-disclosure, such as cultural or societal differences.

#### 4. Discussion

The analysis of the dataset in Table 1 reveals compelling findings regarding the influence of personality traits on Johari window perception and self-disclosure in the workplace. The following noteworthy observations were made:

1. Arena: Uttar Pradesh had the highest number of samples in the Arena category (7), indicating a significant level of self-awareness and open communication among employees in this region. (Prasad & Rao, 2022)<sup>7</sup> (Mehta, 2011)<sup>6</sup>(Mehta, 2012).<sup>8</sup>
2. Blind spot: Kerala exhibited the highest number of samples in the Blind spot category (16), suggesting that individuals in this state may have limited awareness of their own characteristics or blind spots in their self-perception. (Gallrein et al., 2013)<sup>9</sup>
3. Façade: Delhi and Maharashtra had the lowest number of samples in the Façade category (0 and 1, respectively), indicating a tendency for employees in these states to exhibit greater transparency and authenticity in their self-presentation at the workplace. (Lowes, 2020)
4. Unknown: Haryana had the highest number of samples in the Unknown category,<sup>10</sup> implying that employees in this region may possess aspects of themselves that remain unknown both to themselves and others. This suggests a potential lack of self-awareness or hesitancy in disclosing certain aspects of their personalities. (Travers, 2022)<sup>11</sup>
5. No-Window: The only No-Window category was exhibited in Haryana state.<sup>1</sup> This suggests that in some regions, employees may lack both self-awareness and awareness of others, potentially hindering effective

communication and interpersonal relationships. (Luft & Ingham, 1961)<sup>12</sup>

6. Co-dominance: Uttarakhand had the highest Co-dominance count (14), indicating a balanced distribution of known and unknown aspects of self among employees in this state. (Luft & Ingham, 1961)<sup>12</sup>
7. The mean and standard deviation values serve as measures of central tendency and dispersion, respectively, for the different categories across the 14 states in India. These statistical measures further inform the analysis by highlighting the average and variability of Johari window perceptions and self-disclosure tendencies in the workplace.

The results underscore the significant influence of personality traits on individuals' perception of the Johari window and their inclination for self-disclosure within the workplace. The observed variations across different states suggest that cultural, social, and organizational factors may contribute to the formation and development of Johari windows among employees. Further research is warranted to explore these factors in greater detail and comprehend their implications for enhancing self-awareness, interpersonal relationships, and communication strategies in work settings. (Adizes et al., 2017; Bergquist, 2009)<sup>13</sup>

Regarding the secondary objective of the article, contrary to the alternative hypothesis t-Test for male and female employees based on the influence of personality traits on self-disclosure and perception in the workplace has revealed no statistically significant differences in the variability of the Johari Window quadrants in Tables 2 and 3. These findings suggest that personality traits may exert a more prominent influence on shaping perceptions and self-disclosure tendencies represented by the Johari Window quadrants, rather than gender alone.

The absence of significant gender-based variations in the Johari Window quadrants supports the notion that workplace environments in India provide a relatively equal platform for self-awareness and self-disclosure among both male and female employees. These results align with previous research highlighting the growing emphasis on gender equality and inclusivity in Indian workplaces, where the expression of personality traits and self-disclosure are increasingly valued regardless of gender. (Munthe, 2022)<sup>14</sup>

The present study relied on a sample collected from various institutions in India, which may limit the generalizability of the findings to other cultural contexts or regions. It is crucial for future research to replicate this study in different countries and cultural settings to gain a more nuanced understanding of how gender and other factors interact within the Johari Window framework. Additionally, employing a larger sample size and incorporating qualitative measures, such as interviews or focus groups, could provide a more comprehensive understanding of the underlying

dynamics at play.

## 5. Conclusion

This research article provides valuable insights into how personality traits influence Johari window perception and self-disclosure in the workplace. The findings emphasize the significance of cultivating self-awareness, fostering open communication, and promoting authenticity to create positive work environments and enhance interpersonal relationships. (Prasad & Rao, 2022)<sup>7,13</sup> The study highlights the need for interventions and strategies that address blind spots, enhance self-awareness, and encourage transparency. The analysis of state-wise feedbacks reveals cultural and contextual influences on individuals' self-perception and communication patterns, with certain regions demonstrating higher levels of self-awareness and open communication. The absence of significant gender-based differences underscores the importance of personality traits in shaping perceptions and self-disclosure tendencies, indicating a move towards gender equality in Indian workplaces. However, the study's limitations, including its focus on the Indian context and the sample size, warrant further research in diverse cultural settings to enhance generalizability. Incorporating qualitative measures and expanding the sample size can provide a deeper understanding of the underlying dynamics. Overall, this research contributes to the existing literature by emphasizing the role of personality traits in interpersonal dynamics within organizations and highlights the practical implications for organizations to foster self-awareness, open communication, and authenticity to improve workplace relationships.

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## 7. Conflict of Interest


None.


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## Author biography


**Debhjit Mukherjee**, Post Graduate Student  <https://orcid.org/0009-0009-5673-2554>


**Vaishali Pahwa**, Post Graduate Student  <https://orcid.org/0009-0002-0266-7047>

**Bhavika Moza**, Post Graduate Student  <https://orcid.org/0009-0001-9019-6267>

**Poorvi Ujjainia**, Post Graduate Student  <https://orcid.org/0009-0000-1170-4589>

**Kulwinder Kaur**, Post Graduate Student  <https://orcid.org/0009-0001-1848-7510>

**Kamaljeet Kaur**, Post Graduate Student  <https://orcid.org/0009-0004-2579-0755>

**Shantanu Pathak**, Post Graduate Student  <https://orcid.org/0009-0008-9289-9768>

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