

## THE IMPACT OF INDIVIDUALITY ON ORGANIZATIONAL BEHAVIOR AND MOTIVATION

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**ABSTRACT:** This study does a literature evaluation on the relationship between organizational behavior and motivation as they relate to personality. The research focused on the interaction of personality and organizational behavior, as well as motivational responses. The literature review article mentioned journals such as the Journal of Applied Psychology, the Journal of Personality and Social Psychology, the Journal of Research in Personality, the Academy of Management Review, and the Journal of Organizational Behavior. The inquiry then examined personality theories, including humanistic theory, characteristics theory, psychoanalytic theory, and social cognitive theory. Employee motivation is influenced by personality factors such as aggression, emotional stability, extroversion, and introversion, according to the research. Personality has a significant impact on organizational behavior because it influences the work atmosphere, ethics, and tolerance. Personality testing was recognized an important subject for management to examine in order to improve organizational behavior and employee motivation.

**Keywords:** Motivation; Personality; Organisational behaviour; Management

### 1. INTRODUCTION

Personality is the unique set of features that distinguish one person from another and cause conflict within a group. Very few people are identical in every way. According to Barrick et al. , individuals can have diverse personality qualities despite having the same physical appearance. HR departments in modern firms have considerable challenges in inspiring and retaining employees. Identifying the relationship between motivation and personality, as well as establishing how personality influences motivation, are critical steps toward achieving this goal. The goal of this research is to identify and investigate in greater depth how personality and personal qualities influence organizational behavior..

#### Research Questions

- How much does an employee's manner influence their motivation?
- To what extent does personality influence organizational behavior?

### 2. METHODOLOGY

This paper provides a comprehensive review

of the existing body of research on motivation, individual variations, and personality. Wee recommends that literature review papers include topics guiding the review, databases used, keywords assessed, and primary sources investigated. Individual differences, motivation, and personality were identified as the most relevant topics. The majority of research has focused on the relationship between personality and motivation inside an organization. The Harvard style of citing literature sources was selected, as it follows the author-date-page format in citations.

The majority of the study material came from scientific journals that focused on human resources, motivation, organizational behavior, psychology, and management. Examples of such journals are the Journal of Applied Psychology, the Journal of Personality and Social Psychology, the Journal of Research in Personality, the Academy of Management Review, and the Journal of Organizational Behavior. The documents were identified using Google Scholar, a comprehensive database. Human resources,

motivation, personality, individual differences, and organizational behavior were the most commonly searched topics in the publications. The author wrote the paper between 2010 and 2018. The sources used in this study were selected based on the era and keywords.

### 3. THEORETICAL REVIEW

Experts regularly identify the relationship between employee motivation and personality, which has been extensively researched. Fleeson identifies the social cognitive, psychoanalytic, humanistic, and characteristics theories as the most well-known in this field.

#### The traits theory of personality

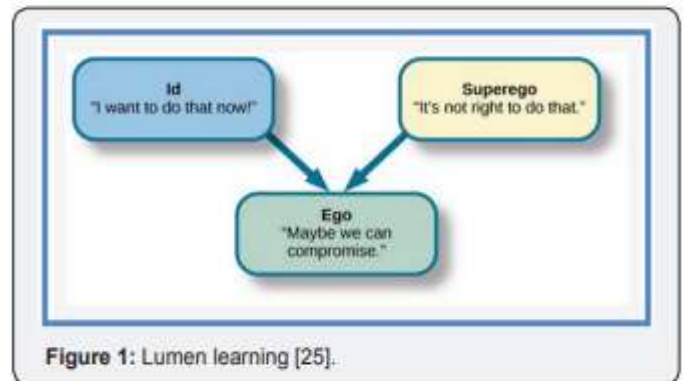
According to this view, people have different personalities because of their intrinsic qualities. Several researchers have sought to explain the workings of this idea. In his classification system, Gordon Allport categorizes qualities as secondary, central, or cardinal. Hans Eysenck proposed an alternative methodology based on the notion of characteristics, categorizing individuals into three distinct personality dimensions.

Dinger et al. demonstrate that there is a substantial relationship between workplace motivation and the features theory, as well as its numerous applications. Human resource management must analyze personnel attributes to obtain insight into their individual dispositions. Instead of jumping to the conclusion that an individual is utterly unproductive, an experienced human resources manager might investigate whether the person is introverted and performs best while working alone. Klotz believes that the presence of other employees would demotivate this individual rather than empower him.

#### The psychoanalytic theory of personality

Sigmund Freud developed the hypothesis. Spence defines an individual's personality as having three dimensions: id, ego, and super ego. The id is an individual's egocentric component that typically ignores the needs of others in favor of its own. The superego is the most moral and socially conscious part of a person's thinking; it keeps them from acting immorally simply because it's wrong. The ego acts as a mediator, connecting the previously listed parts. It seeks a more equitable settlement to the issue by facilitating a

compromise between the opposing forces. Individual changes in the levels of these three personality traits produce disparities, as proposed by McCann (Figure 1).



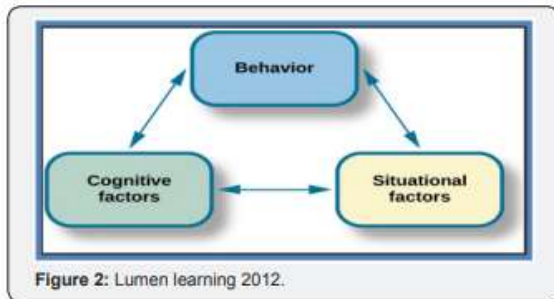
#### The humanistic theory of personality

This ideology challenged the shortcomings of previous attribute and psychoanalytic theories of personality. As a result, an alternate approach was developed to explain individual personality differences (Quinney, 9). Abraham Rogers and Maslow are two well-known scholars who advocated for the humanistic approach to personality. Using his hierarchy of needs theory, Abraham Maslow created a conceptual framework for analyzing personality. He believes that individuals are motivated by the goal of self-actualization, which shapes their personalities. In contrast, Carl Rogers developed the person-centered theory. His viewpoint is that personality is a combination of thoughts, feelings, and convictions. He says that people are always aware of their self-concept. He also introduced notions such as incongruence and congruence. Congruence is the state in which one's self-concept and reality are in agreement; incongruence is the opposite. Quinney says that congruence supports the development of positive personalities, but the opposite is also true.

#### The social cognitive theory of personality

Individuals can learn about the personalities of others and their surroundings through interactions and observations, according to social cognitive theory. According to Walter Mischel's theory, people are social animals who can tell what is right and wrong by observing their environment. This idea differs from the previous characteristics theory since

it refutes the intrinsic nature of personality. Mischel claims that the great majority of personality traits are acquired. According to Sherman et al. [10], person-situation factors have a stronger influence on an individual's personality than trait-state elements (Figure 2).



### Criticism of personality theories

Bettencourt et al. (2011) criticized trait theories for their perceived oversimplification. According to some experts, people may not always demonstrate the characteristics they claim to have. According to the source, a person's response to a stimulus can change depending on the conditions. Klotz contends that the psychoanalytic collection of personality theories is flawed due to its limited applicability, patriarchal roots, and lack of scientific foundation. Parks-Leduc claims that Freud's theory lacks empirical basis because no experiment can definitively validate it. The subjective nature of humanistic approaches has sparked criticism for the perceived inaccuracy of their conclusions. Klotz contends that the social cognitive theory of personality has been criticized for its insufficient research and explanation of the relationships between personality, conduct, and social cognition.

## 4. FINDINGS

### Impact of personality on motivation

#### Emotional stability and motivation

Personalities determine how people react to motivating techniques proposed or executed by management. According to Jaeggi, empirical research has indicated that people who are emotionally stable and have low degrees of psychoticism are more open to motivational techniques. Individuals with aggressive personalities may be hesitant to participate in control-related activities, even if they could benefit from them. For example, while management may discover that a work

rotation program effectively motivates employees, certain employees may oppose to this strategy because they see it as an attempt to promote "outsiders" to their jobs. According to Conway et al., a large majority of employees believe that monetary incentives are the primary approach to increase motivation.

### Level of aggression and motivation

Vroom's Expectancy Hypothesis states that numerous characteristics, including personality, experience, skills, and abilities, influence an employee's production and motivation. Avery's research suggests that valence is an important component to consider when studying the relationship between personality and motivation. This refers to how employees' emotive preferences influence their reward preferences. Employees with combative personalities are more likely to be driven by aggressive and physical incentives. Bettencourt contends that individuals with a lesser predisposition for violence are more likely to be lured by mild and qualitative features when deciding on their preferred rewards. The above research show a link between personality and motivation, implying that an individual's emotional orientations are influenced by their personality.

### Extrovert and introvert effects on motivation

Employee attitudes to management-implemented motivating tactics may be influenced by their personality dispositions, notably introversion or extroversion. According to research released in May 2016, extroverts are more susceptible to the motivators indicated in Frederick Herzberg's theory of motivation, whereas introverts are more receptive to hygiene concerns. Dinger et al. claim that assisting introverts involves less effort than interacting with extroverted persons. According to Avery, extroverts are more likely to engage in acts of civil disobedience in the workplace as a means of expressing their unhappiness in demotivating settings. Introverts are more likely to witness and participate in protests and demonstrations than to initiate them.

### Impact of personality on organizational behaviour

### **Personality effects of organisational tolerance**

Personalities and individual characteristics determine the level of cultural tolerance that the majority of an organization's members support, which influences the organization's behavior. According to Barrick, a group of people who share similar qualities are more prone to show intolerance and hatred toward those who have different personalities. According to the author, short-term disputes are almost unavoidable in an organization made up of people of various personalities. As proposed by Avery, this inclination stems from the need for individuals to develop interpersonal skills. Employees will gradually learn the ability to tolerate varied personalities, especially if human resources addresses concerns and creates a workplace that recognizes and celebrates these differences (Woehr, 17).

### **Personality and quality of work environment**

According to Muindi, personality influences the entire quality of the workplace. When management fails to assign like-minded people to departments, groups, and teams, disputes are likely to arise. Spector (19) believes that a division packed with antagonistic persons is unlikely to find an agreement. Conversely, productive talks occur between people with complementing personalities, and disputes are almost non-existent (10). This organization establishes an industry standard against which other businesses will be judged in terms of their ability to use variety and individuality to encourage employees. Most people believe that organizational harmony is one of the five most significant variables in determining workplace quality. It is well known that personality has a substantial impact on employee behavior within an organization because it is directly related to the quality of the work environment.

### **Personality and work ethics**

Individuals' work ethics are heavily influenced by their personality traits. Individuals with a positive perspective are more likely to be prompt, volunteer for additional jobs, and use efficient production methods (Swider, 20).

According to Tasa et al., individual attitudes can have an impact on team efficiency. Despite what Coglisier, Gardner, et al. claim, the source agrees that personality conflicts among team members can lead to a team's failure. This admission demonstrates that personality and organizational behavior are intricately intertwined. As Wilde points out, strong cooperative personalities are typically preferred; nonetheless, there are some jobs that are not ideal for teams and necessitate the presence of distinct persons.

### **Discussion**

#### **Implications of the effect of personality on motivation**

The findings section goes into great detail about the effects of personality on employee motivation. This indicates that it might be used throughout the recruitment process to ensure that the selected applicants have attributes that allow for simple motivating on the part of the firm. Gardner et al. explain why some organizations require candidates or interviewees to indicate their personality types. Another factor is the adaptation of motivational tactics to accommodate the varied personalities that exist within a business. This conclusion is consistent with the findings of Greguras and Diefendorff, who discovered that customizing motivating tactics to participants' dispositions can significantly boost their effectiveness.

#### **Implications of the effect of personality on organisational behaviour**

Personality factors, such as tolerance, work ethics, and overall workplace character, have a significant impact on organizational behavior. Individuals with complementary features can be used to capitalize on personality traits by strategically creating teams where tolerance is predicted to endure. Taking advantage of the relationship between sustainability and employee performance can be a useful method for improving the former. According to Swider, a supportive workplace that values diversity is vital for increasing employee excitement at work. Acceptance and tolerance of diversity promote positive conduct inside the workplace. Implementing this culture across the organization results in stability and harmony (Tasa, 21). The presence of a strong

relationship between work ethics and personality helped the selection of workers for a department or organization based on their reputation .

## 5. CONCLUSION

This subject demonstrates the critical role of personality in shaping motivation and organizational behavior. This information is critical for management teams aiming to provide counsel to modern firms on motivation-related organizational characteristics. Management may use a different strategy to reconcile the interests of the firm and its employees if it has a better understanding of how personality influences employee motivation. It is advised that relevant departments within firms create appropriate procedures that acknowledge the vast range of traits displayed by their personnel, as well as develop incentive schemes that encourage positive organizational behavior. Adopting this technique raises the likelihood of success for these firms' human resource plans and practices.

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