



## A Review of Personality and Motivation

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### Abstract

'The influence of personality on motivation and organisational behaviour,' is the subject of this review of the literature. Research topics included whether or not personality affects motivation and behaviour in the workplace as well as whether or not personal characteristics influence workplace behaviour. It consulted previously “published sources from popular journals like the Journal of Applied Psychology, Personality and Social Psychology, the Academy of Management Review, and Organizational Behaviour. Next, a review of personality theories was carried out, including the characteristics theory as well as ideas from psychoanalysis, the humanistic perspective and social cognition. Personality has an impact on motivation via emotional stability, degree of hostility, and the extrovert or introverted traits of employees. Organizational tolerance, work atmosphere, and work ethics are all influenced in part by an individual's personality. Managers should take personality into account when they are trying to motivate their employees and improve organisational behaviour in the workplace.

**Key words:** Motivation; Personality; Organisational behaviour; Management”

### Introduction

It is the unique blend of a person's attributes that give them their own distinct personality, and it serves as the foundation for the wide range of personalities found inside an organisation. There are no two people on the planet that are exactly alike. In spite of the fact that they may seem alike, individuals tend to have different personalities. Human resources departments throughout the world are still grappling with the challenge of inspiring and maintaining the motivation of their workforces. As they work to attain their goal, it is critical that they determine the degree to which personality and motivation are linked. It is the goal of this research to prove that personality and individual characteristics have a significant impact on the overall behaviour of an organisation.

### Review of literature



(Wach et al. 2016) studied "*University Students' Satisfaction with their Academic Studies: Personality and Motivation Matter*" Research on the contentment of workers with their employment has been considerable, but less is known about the same concept for students' lives: the satisfaction of students with their academic education (SAS). Subjective educational outcome variables such as stress tolerance, retention, and academic success are all linked to SAS. This makes SAS a significant educational outcome variable to examine. It's a fact that the importance of SAS as a subjective indication of academic performance has been overlooked quite a lot. The relevance of SAS and its antecedents is growing as colleges compete for high-achieving students and as improving the probability of students' perseverance in their studies is both a political and a social goal.

(Furnham, Eracleous, and Chamorro-Premuzic 2009) studied "*Personality, motivation and job satisfaction: Herzberg meets the Big Five*" discovered that "motivation" may be described as "an internal condition... giving birth to a desire or urge to act". "The amount to which individuals are content with their work" is the definition of job satisfaction. Both notions are often addressed together, since it is arguable that the amount to which a person feels fulfilled at work depends on variables and events that inspire him or her. As a matter of fact, in the early stages of psychology, motivation was conceptualised as a purpose to "maximise favourable outcomes and minimise bad outcomes."

(Judge and Ilies 2002) studied "*Relationship of Personality to Performance Motivation: A Meta-Analytic Review*" Work motivation research has had a mixed history when it comes to Personality. Individual variations in motivation may be linked to a person's dispositional characteristics, according to the majority of experts. Dispositional motivation has been studied sparingly and piecemeal up until this point, though. "Despite studies addressing individual variations within each of the viewpoints, a great lot of study is required before definite assertions can be made regarding their function" is the answer to the question of what we know about motivational disparities. There have been "inconsistent outcomes" in efforts to objectively correlate personality qualities with motivational factors

(Sunitha 2016) studied "*A Study on Employees Work Motivation and its Effect on their Performance and Business Productivity*" and discovered that employees were seen as just a source of raw materials for the company's operations. After conducting a study, researchers determined that workers are more than simply assets; rather, they are the primary contributors



and emotional determinants in a company's success. A recent research indicated that workers are not driven purely by money, and their conduct is tied to their views. Motivation may be described as a feature of the workplace that is addressed by all levels of employees, from the most senior to the most junior, up to and including all other workers and individuals in the business.

### **Theoretical Review**

“Personality has been extensively researched and most scholars have found a strong relationship between personality and motivation of workers. the most prominent theories used in this regard to be the traits theory, psychoanalytic, humanistic, and social cognitive theories.

#### **1. The traits theory of personality**

Numerous studies have examined the link between an individual's personality and the degree to which they are motivated at work. traits theory, psychoanalytic, humanistic, and social cognitive theories are among of the most often employed theories in this area.

#### **2. The psychoanalytic theory of personality**

Sigmund Freud is credited with developing the hypothesis. According to Spence, the id, ego, and super ego are the three aspects of one's personality. An individual's id is their self-centered nature, and it will go to any lengths to fulfil it, even if it means harming others in the process. That part of one's psyche that is most morally and socially sensitive works to keep them from doing anything bad simply because it is wrong. An individual's ego serves as a bridge between the various levels of consciousness described above. It aims to find a middle ground between the two sides, resulting in a more logical conclusion. Differences in a person's levels of these three aspects of personality appear as individual differences. It's McCann, not McCann

#### **3. The humanistic theory of personality**

Theories such as psychoanalytical personality theory and the previous trait theory failed to solve the problems identified by this school of thinking on personality. Consequently, they came up with a new theory to explain the variances in personality amongst persons Quinney. Abraham Maslow and Carl Rogers are two well-known researchers who advocated for a humanistic approach to personality theory. An approach to personality was developed by Abraham Maslow based on his needs hierarchy theory. According to him, everyone's personality is shaped by the desire to realise one's full potential. Carl Rogers, on the other hand, devised a strategy he dubbed people-cantered philosophy." According to this view, a person's personality is a composite of their thoughts, beliefs, and emotions. A person's self-concept is constantly on their mind,



according to him. Congruence and incongruence were also introduced by him. Incongruence occurs when the self-concept and reality do not match, while congruence occurs when they do. To be consistent with Quinney's theory, excellent personalities are born when there is harmony rather than when the polar opposite happens.

#### **4. The social cognitive theory of personality**

According to the social cognitive theory, one's personality may be shaped through their interactions with other people and their surroundings. In this idea, Walter Mischel said that humans are social creatures who can learn from their surroundings what is desirable and avoid accepting what is judged evil. In contrast to the previous theory of attributes, this one rejects the idea that one's personality is innate. Mischel is of the opinion that the majority of the characteristics associated with personality can be learned. People's personalities are mostly determined by the context in which they find themselves rather than their traits.

#### **5. Criticism of personality theories**

If one is supposed to have particular features, some experts contend that they don't always appear. According on the source, “one person's reaction to a specific stimulus now may be very different from how they react to the same stimulus later in life. For example, The psychoanalytical collection of personality theories is also criticised for having a restricted emphasis, seeming patriarchal, and lacking in scientific foundation. By the way, this is Klotz. There is no experiment that has effectively established Freud's hypothesis, hence its statements lack empirical support. Parks-Leduc Critics have also taken issue with humanistic techniques since they are not objective in nature, making their conclusions questionable. Social cognitive theory of personality has also been criticised for its inability to account for the complex interplay between social cognition, behavioural patterns, and personality”.

#### **Conclusion**

Personality has a huge impact on motivation and organisational behaviour, as has been shown throughout this article. Leadership groups today have several challenges in keeping employees motivated and engaged, and the insights presented here may help them do just that. Management may adopt a completely new approach to aligning the interests of employees and the business by recognising and appreciating how personality affects motivation of workers. Adopting appropriate ways that regard employees as distinct individuals and tailoring motivating tactics



that encourage good organisational behaviour is recommended. It is quite likely that these firms' human resources strategies and policies will be successful if they use this strategy.

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