

***Influence of Multiple Needs on the Individual Personality - An opinion survey of
Mysore Paper Mills, Bhadravathi.***

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Abstract:

In an organization, personality represents a unique approach to the needs of an individual. The approach combined access to fulfill the needs of individuals and also to reach the goals of the organization. Personality plays a vital role in bringing effectiveness in the organizational environment. Maslow's need hierarchy theory provides a proactive template for the appreciation of the question of why people act as they do or motivation? Maslow's theory accounts for interpersonal and intrapersonal variation in behaviour. Need priority model is useful because of its rich and comprehensive view of needs and these needs influence the personality of the individuals in developing their skills and job performing factors. Most of the employees are helped resourcefully to fulfill or to reach the level of hierarchy where they want to be by many means like encouragement, fringe benefits, fair salary, challenges in Job and many more. The study has dealt with various aspects of company programmes and its indulgent effect to examine the growth of individual in the organization.

Key Words: Personality , effectiveness, proactive, interpersonal variations, skill

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Introduction:

It is a complex subject to understand personality and the motivating factor that affects the personality of an individual. The introduction of an apparently favourably motivational device may not necessarily produce the desired ends if it brings opposing motives into play. Human behaviour is influenced by personal and environmental factors. It is essential to study the individual and his/her personality concepts. Personality can be defined as the study of basic traits of an individual, relationship between these traits and the way in which an individual person adjusts to other people and situation. It is the sum total of the ways in which an individual reacts and interacts with each other.

Human needs are so many that it always seems to be more than what we get. Here the gap between what we have and do not have will always have effects on the individual's personality to grow. How an individual handles the gap and responds to it, will make him great. Many of them will not even be knowing how to fulfill these needs. Here the companies help them in many forms to fill the gap.

- Develop mutual faith and confidence between company and employee.
- Making individual growth by helping them to get the needs
- They provide many programs to improve the confidence in them to move ahead.

When the individual's personality and organizational objectives are made to follow each other, the growth of both the individual and organization will be achieved.

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Samuel J Udoudoh (April 2012), "Impact of personality traits on career choice", International Journal of Library and Information Science, Vol 4(4), ISSN 2141-2537.

Statement of the problem: In today's challenging and competitive world everything is growing at frequent pace, the individuals also grow in their personal needs. The organizations are playing a major role in ensuring that the guidelines are provided at right point, right place and in a right way. Apart from providing them guidelines they also make them to know their potentialities, talents and capabilities by innovative activities. The training given to them and the workshop provided will motivate them. Thus, the individual personality will be grown and reach to the heights where it wants to be.

Literature Reviewed:

S Rothmann, E P Coetzer (2003) in the study reveals that the main objective of this research was to determine the relationship between personality dimensions and job performance. A cross-sectional survey design was used. The study population consisted of 159 employees of a pharmaceutical company. The NEO-Personality Inventory – Revised and Performance Appraisal Questionnaire were used as measuring instruments. The results showed that Emotional Stability, Extraversion, Openness to Experience and Conscientiousness were related to task performance and creativity. Three personality dimensions, namely Emotional Stability, Openness to Experience and Agreeableness, explained 28% of the variance in participants' management performance.

Anitha Sama and Andre Vander Hock (2004) in the study explains that Maslow created a hierarchy of needs for the individual. He placed the needs in a hierarchy such that only after the needs of a layer are satisfied would an individual care about the needs in the next layer. Using Maslow's insight we create a hierarchy of needs for the team. In this paper we map the needs of a software development team to the need layers that Maslow prescribed for the individual. In creating this mapping we come across an interesting observation that most collaborative tools focus on enhancing the efficiency of the team and depend on collocation to create team cohesiveness.

Samuel J. Udoudoh (April 2012) in the research survey tells that During the last decades, we have seen a growing demand on the capacity to handle information. It is encouraged to become an information literate life-long learner in order to meet the requirements of the fast-paced society. At a certain extent, this is something which can be learnt. It is however, plausible that certain persons match these requirements and adapt to the changing demands with less effort

than others. There is certainly not one single personality type which would form the "ideal" information literate citizen.

Davis Mkoji, Dr. Damary Sikalieh (2012) in the study brings out the fact that in today's global and competitive environment, the general consensus is that organizations that capitalize on diversity are likely to perform better than organizations without the advantages that diversity brings. Workforce diversity refers to employee's individual differences and similarities. It stands for individuality that includes personality, gender, race, nationality, ethnicity, region, sexual orientation, income, marital status, work experience and perceptions that uphold organizational core values. On the other hand, organizational performance can be defined as when an organization meets its set targets putting into consideration all other personality, external and internal dimensions that influence performance.

Zhand Yan and Kong Liping (1986), the paper relates to the turnover intention of organizational members. Under the trend of the organizational structure diversity, member diversity and cultural diversity, as well as the various choices in the market, the members own more and more job opportunities and wills. At the same time, owing to the intensified competition, organizations increase their standards for manpower requirements. Therefore, it is necessary to research the turnover intention of the organizational members in order to predict the resign of employees and prepare for organizational human resource management and improve their competitiveness.

Objectives:

- To study the influence of various needs on individual Personality.
- To evaluate the efforts of the organization in improving the individual personality.
- To evaluate the performance of the individuals after fulfilling the different levels of needs.

Davis Mkoji, Dr. Damary sikilieh (2012), "Influence of personality Dimensions on organizational performance", International Journal of Humanities and Social Science, vol.2 no.17, september 2012.

Scope of the study: This paper will give an insight that will facilitate to understand that how many employees are satisfied with the present needs and individual personality of employees of Mysore Paper Mills (MPM) Ltd. in the existing system.

Sampling techniques adopted: Simple random sampling method is used by selecting 100 respondents who are working in MPM Ltd., Bhadravathi using structured questionnaire.

Sampling tool used for Analysis : Percentage analysis.

Limitations: The sample size collected for the survey is small due to time constraints and the study is limited to the organization level of employees of MPM Ltd. only. The qualitative response depends upon the mental framework of the respondents at the time of interview and hence it is only approximate.

An overview of Maslow's Hierarchy of need theory: Abraham Maslow (1943) provided the content perspective with a hierarchy of needs, which exist in a hierarchical order. He also stated that individuals are motivated to satisfy certain unsatisfied needs. He will not be motivated to the other needs till he fulfils the hierarchy one by one. In his theory he divides the hierarchy into five levels of needs.

Physiological needs: These are the basic physical needs of human beings such as food, water, clothing, shelter and others. These needs are required to preserve the human life. Until such needs are reasonably well satisfied, they remain strong, driving forces. They exert tremendous influence on behavior. They are most powerful of motivating stimuli, for we must satisfy most of them in order to exist. These take precedence over other needs when thwarted. Physiological needs dominated when all needs are unsatisfied.

Safety and security needs: When the physiological needs are adequately met, the next higher level of needs gets important safety and security need include needs for security and protection from physical emotional harm. Safety needs are primarily satisfied through economic behavior. Organization can influence these safety needs either positively through pension schemes, insurance plans or negatively by arousing fears of being fired or laid off.

Zhand Yan, Kong Liping (1986), “ A Research on organizational commitment, Job satisfaction, Personality Traits and Turnover Intention based on Gender Differences”.

Social needs: These needs are concerned with love, affection, belongingness, acceptance and friendship. Man is gregarious being and he wants to belong, to associate, to gain acceptance from associates, to give and receive friendship and affection. Social needs tend to be stronger in certain situation. Social needs are primarily satisfied through symbolic behavior of psychic and social content. Where they are not met, severe maladjustment is probable, where the hunger for companionship is assuaged, the mental health of the organism is once again on a better base.

Esteem needs: Esteem needs are two fold in nature; self esteem and esteem of others. Self esteem needs include those for self confidence, achievement, competence, self respect, knowledge and for independence and freedom. The second group of esteem needs is those that related to one's reputation, needs for status, for recognition, for appreciation and the deserved respect of one's fellows/associates. In organizational terms, people want to be good at their jobs, they want to feel that they are achieving something important when they perform their jobs.

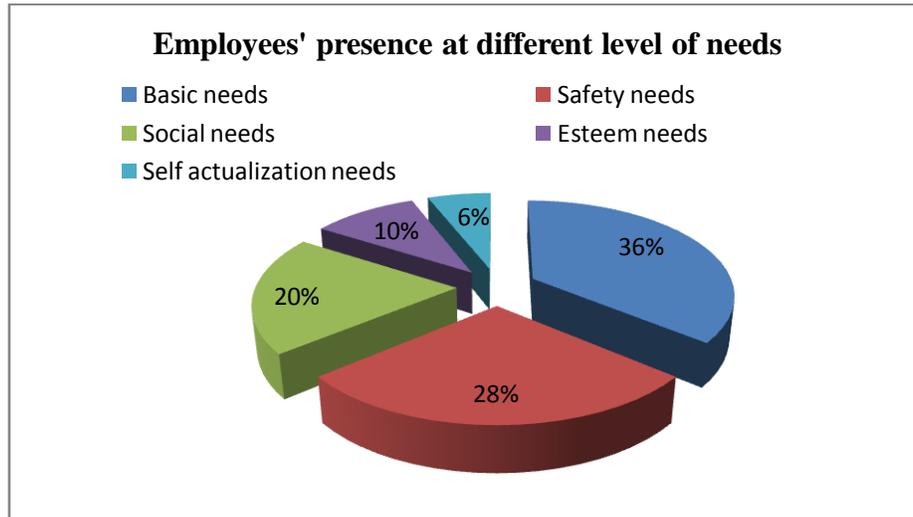
Self - actualization needs: These are the needs for realizing one's potential, for becoming what one is capable of becoming. A musician must make music, an artist must paint, a poet must write if he is to be ultimately happy. Maslow stresses that individual differences are greatest at this level. For some individuals, producing work of high quality may be a means for self actualization, while for others, developing useful ideas serves the same need.



Table-1: Presence of employees at different levels of needs:

Sl. No.	Level of Needs	No. of Respondents	Percentage
1	Basic needs	36	36
2	Safety needs	28	28
3	Social needs	20	20
4	Esteem needs	10	10
5	Self actualization needs	6	6
Total		100	100

Primary source



Level 1-2: In the above chart, it shows that most of the employees give focus on there basic and safety needs. As it fulfills their daily needs like food, shelter, clothing and other physical requirements. But here the progress of the personality will be dropped because the internal needs will be suppressed inside him as a result the performance resulted will be low. In this level the growth and scope will be less to improve one's personality. He will not go for any challenging jobs as he is made himself comfortable in this level.

Level 3: Here 20% of the employees are in the social need level. In this level they go a step forward than the other level to get others' love and affection, etc. In this level they want to be accepted by one's peers and to have satisfactory social relationships and friendship. This level

have its impact on personality where the employee in the organization will participate in a work group and to have positive relationship with both co-workers and supervisors.

Level-4: Its is an important level to any person to boosts one’s personality. But very less percentage of employee will reach the level where they have self-confidence and prestige which would lead them to get self- respect and achievements.

Level-5: Here only 3% of the employees are in the self-actualization need level which shows most of the employees are lacking the personal growth, development and also self respect.

Table-2: Analysis of various personality variables that influence the level of satisfaction of the Employees.

Sl.No.	Personality variables	Satisfaction level					Total
		Much satisfied	Satisfied to some extent	Niether satisfied nor dissatisfied	Dissatisfied to some extent	Much dissatisfied	
1	Role clarity	13	28	52	5	2	100
2	Communication policies	22	34	40	2	2	100
3	Training	52	8	23	12	5	100
4	Performance appraisal	60	8	23	07	02	100
5	Review, discussion and feedback	60	29	10	1	0	100
6	Counseling sessions	52	20	23	2	3	100
7	Competency development	42	35	20	2	1	100
8	Risk taking	71	15	5	5	4	100

9	Value generation	55	22	20	3	0	100
10	More objective rewards	55	40	5	0	0	100
11	Openness	35	35	27	1	2	100
12	Pro-active orientation	25	37	36	0	2	100
13	Collaboration and teamwork	72	15	09	3	1	100
14	Compensation standards.	75	20	1	4	0	100

The main objective of any organization must to develop newer capabilities in employees so as to tackle both present and future challenges while realising organizational goals. By analysing the above table it is very clear that the organization has concern for grass root development of the employees. The management of the organization is giving much importance in fulfilling the basic requirement of the employees by fixing good compensation policies which is associated with satisfying psychological needs given in Maslow's Hierarchical theory. This level talks of the organization's manpower planning, selection, training, performance appraisal, compensation, organizational development by increasing production by giving more stress to the physical work attitude of the employees. but it is clearly observed that the management giving poor importance for the personal growth of the individual and meeting their self actualization need level. It has to pave way for developing capabilities, skills attitudes of the employees which are more useful to the development of the nation as a whole. While calculating the national income and economic growth, it must examine the individuals' potentialities, their attitudes, aspirations, skills, knowledge, etc. and establish a concrete base for economic planning in meeting individual excellence.

Human needs satisfaction plays excellent role in building personality of an individual. These personalities in turn are related to job performance of the employees. Hence study of personality is very important in present situation of business world. The five dimensions of the five-factor

model of personality are Neuroticism, Extraversion, Openness to Experience, Agreeableness and Conscientiousness.

Neuroticism: Neuroticism is a dimension of normal personality indicating the general tendency to experience negative affects such as fear, sadness, embarrassment, anger, guilt and disgust. High scorers may be at risk of some kinds of psychiatric problems. A high Neuroticism score indicates that a person is prone to having irrational ideas, being less able to control impulses, and coping poorly with stress. A low Neuroticism score is indicative of emotional stability. These people are usually calm, even-tempered, relaxed and able to face stressful situations without becoming upset.

Extraversion: Extraversion includes traits such as sociability, assertiveness, activity and talkativeness. Extraverts are energetic and optimistic. Introverts are reserved rather than unfriendly, independent rather than followers, even-paced rather than sluggish. Extraversion is characterised by positive feelings and experiences and is therefore seen as a positive affect (Clark & Watson, 1991). It was found that Extraversion is a valid predictor of performance in jobs characterised by social interaction.

Openness to Experience: Openness to Experience includes active imagination, aesthetic sensitivity, attentiveness to inner feelings, a preference for variety, intellectual curiosity and independence of judgement. People scoring low on Openness tend to be conventional in behaviour and conservative in outlook. They prefer the familiar to the novel, and their emotional responses are somewhat muted. People scoring high on Openness tend to be unconventional, willing to question authority and prepared to entertain new ethical, social and political ideas. Open individuals are curious about both inner and outer worlds, and their lives are experientially richer. They are willing to entertain novel ideas and unconventional values, and they experience both positive and negative emotions more keenly than do closed individuals.

Agreeableness: An agreeable person is fundamentally altruistic, sympathetic to others and eager to help them, and in return believes that others will be equally helpful. The disagreeable/antagonistic person is egocentric, sceptical of others' intentions, and competitive rather than co-operative. According to Tett et al. (1991), Agreeableness is a significant predictor of job performance. Salgado (1997) found that Agreeableness is related to training success. The co-operative nature of agreeable individuals may lead to success in occupations where teamwork and customer service are relevant (Judge et al., 1999).

Conscientiousness: Conscientiousness refers to self-control and the active process of planning, organising and carrying out tasks (Barrick & Mount, 1993). The conscientious person is purposeful, strong-willed and determined. Conscientiousness is manifested in achievement orientation (hardworking and persistent), dependability (responsible and careful) and orderliness (planful and organised). On the negative side, high Conscientiousness may lead to annoying fastidiousness, compulsive neatness or workaholic behaviour. Low scorers may not necessarily lack moral principles, but they are less exacting in applying them.

Influence of personality variables on the organizational growth: The following factors are identified which have high influence on bringing changes in the individual performance and on the organizational growth.

Risk taking: Individuals differ in taking risks. The propensity to assume or avoid risks affects a manager's behaviour in making decisions. The managers with high risk taking make more rapid decisions and collect more information in making choices very frequently which is very much necessary in the present dynamic business environment.

Self monitoring: It is a personality trait which is receiving high attention in the recent days. Self monitoring is an individual's ability to adjust his/her behaviour to the external factors. Individuals with high self monitoring trait shows greater adaptability to adjust themselves with external situations. The individuals with high self monitoring are likely to be more successful managers who at times are required to play multiple and even contradicting roles to perform their managerial activities.

Self esteem: The self esteem is related to the aspect that individuals regard themselves as capable to achieve success. The individuals with high self esteem tend to take on more challenging assignments and of unconventional nature. As regards job satisfaction, the individuals with high self esteem are found to be more satisfied with their jobs than those with low self esteem. High self esteemed individuals are more satisfied with the fulfillment of their need hierarchy. Hence they could concentrate on their career development through the personality growth.

Locus of control: It refers to one's belief that what happens is either within one's control or beyond one's control. Internal locus refers to the state at which individuals believe that they are masters of their own fate whereas external locus of control refers to the state at which the individuals believe that what happens to them in their lives is due to luck or factors beyond them.

control. Externals are less satisfied with their jobs and have high absenteeism rates than internals. Hence it would be the responsibility of the organization to create such an environment which makes the employee.

Conclusion

Employees are not homogenous in nature. They have different needs. They also differ in terms of attitudes, personalities and other important variables. So recognizing these differences and handling the motivational issues carefully is an important task of any organization. People with high growth needs perform better on challenging jobs. Achievers will do best when the job provides opportunities to participatively set goals and when there is autonomy and feedback. Not everybody is motivated in jobs with increased autonomy, variety and responsibility. When the right job is given to the person, the organization benefits in innumerable ways. By providing specific goals, employees will come to know what they are doing and let employees know what the organization is expecting from them. It is very essential to make the employees understand that they can achieve the goals in a smooth way and along with that using rewards selectively, keeping the individual requirements in mind. Some employees have different needs, what acts as a motivator for one may not work for another. So rewards such as pay, promotion, autonomy, challenging jobs, participative management must be used keeping the mental make-up of the employee. Employees should be rewarded immediately after attaining the goals through making the rewards contingent on performance. At the same time employees should look for ways to increase the visibility of rewards by publicising awards of performance bonus, lumpsum payments for showing excellent reward structure with people openly. These will go a long way in increasing the awareness of people regarding reward-performance linkage. The input for each job in the form of experience, abilities, efforts, special skills must be weighed carefully before arriving at the compensation package for employees. Employees must see equity between the rewards or recognition obtained from the organization and the efforts put in by them. Finally money is the major basic need of an individual and the main reason why people work. Money is not only a means of satisfying the economic needs but also a measure of one's power, prestige, independence, happiness and so on.

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