

Impact of Personality and Values on Organisational Behaviour

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Abstract—Understanding of individual differences is important to understand the human behaviour. People are different because of different psychological and physiological factors. Personality is a dynamic concept affecting the behaviour of a person. It is the pattern of inner and outer traits of a person that describes the growth and development of whole psychological system. Milton Rokeach defines values “Values are global beliefs that guide actions and judgements across a variety of situations.” Values are tinged with morality and possess a judgemental element involving an idea to awake a person what can be right or good for him. This paper is an attempt to study the impact of Personality and Values on Organisational Behaviour. Right type of Personality and Right type of Values set the positive attitude of a person towards different aspects of life. Such type of attitude is really good for an organisation for achieving their goals. Organisations are made of people only. Good people are assets for an organisation. There is a need to understand the personality and Values of people to understand how they operate themselves. This research paper will explain the way personality and values affect the Organisational Behaviour. Development of an Organisation depends upon its people. Organisational Behaviour refers to the Behaviour of people in the Organisation. It is the Behavioural Approach to Management. Personality and Values has an important role to create the good employees. Unconscious and Conscious framework of people will be studied using three Psychoanalytical Concepts: The ID, the EGO, and the Super EGO. There are different theories of personality. Values affect the perception, attitudes and motivation of a person. It shapes the behaviour of a person. This research paper will highlight the way a person’s Value System affects his behaviour and performance in the organisation.

1. INTRODUCTION

Organisational Behaviour is the study of the behaviour of the people in the organisation. Development of an organisation depends upon its people. It becomes imperative to study the behaviour of the people in order to understand the real growth of the organisation in which they are working. Organisational Behaviour is concerned with the understanding of the behaviour, attitudes and performance of people in organisations. The study of Organisational Behaviour has gained much importance because of the increasing importance of the human resources in the organisations. It has main focus on applied psychology in organisations and it is predictive in

nature. Organisational Behaviour has different levels of analysis.

1. Organisation at the individual level
2. Organisation at the Group level
3. Organisation at the Organisational level

PERSONALITY- It affects human behaviour being one of the major psychological factors. It is a dynamic concept affecting performance and motivational level of an employee. Personality represents Inner and outer measurable traits, inner awareness of self, ability of the person to organise and integrate all the qualities and many more other things. Personality is developed through different determinants like Heredity, Environment, Social and Environment. There are different psychological and physiological stages that make up the personality. Many Psychologists like Freud, Erikson, Alfred Alder, Carl Jung, and Levinson have contributed to the stage approach. Sigmund Freud’s Psychoanalytical theory of personality explains about the unconscious framework of the personality. His theory talks beautifully about the unseen forces motivating human being. Three basic psychological concepts -The ID, The Ego, The Super ego help in studying the unconscious nature of the employees working in an organisation. This psychoanalytical theory can help in developing some techniques to improve the inter-personal communication skills in an organisation setting. And Behaviour of people such as daydreaming, alcoholism, absenteeism, forgetfulness etc. can be brought out with the help of psychoanalytical analysis. Erikson gave much importance to social factors describing eight developmental stages as we grow from childhood to adulthood. These stages have particular conflicts at each stage and till we resolve those conflicts, we cannot move to the next stage. If the conflicts are not resolved, problems carry over to the work place as well. Many of us get stuck with the problems of particular stage only and they struggle with them throughout life.

Values-Values are very important to study the organisational Behaviour. They are stable and long lasting beliefs affecting the perceptions, attitudes, needs and motives of the people at

work. Values are very powerful and they have a great impact on the personality of a person. . Milton Rokeach defines values “Values are global beliefs that guide actions and judgements across a variety of situations.”Values are tinged with morality and possess a judgemental element involving an idea to awake a person what can be right or good for him. Every person has a value system and it influences his decisions and solutions to various problems. A person learns values from the different sources like family. Society, Culture, Religion, Life Experiences etc.Psychological Milton Rokeach identifies two types of values

1. Terminal Values- an ultimate goal to be achieved
2. Instrumental Values-A mean for achieving ultimate goal.

Our Value System is the combination of terminal values and instrumental values.

Values and Organisational Behaviour

1. Decisions taken are people in the organisation are influenced by the Value system of a person.
2. Interpersonal relationships are also affected by Value system of the person.
3. Values shows the creditworthy and reliability of a person.
4. Values make the ways to achieve success fair.one can earn profits by fair means, not exploiting the people and by other unfair means.
5. Values guide the actions and judgements of people working in organisations.
6. Values set the standards of competence and morality.

2. PERSONALITY AND ORGANISATIONAL BEHAVIOUR

Personality has a great impact on Organisational Behaviour. People have different type of personalities like Authoritarian Personality, Bureaucratic Personality, Machiavellianism Personality, Introversion and Extroversion, Problem solving Style, Achievement Orientation, Locus of Control, Self Esteem, Self Monitoring, Risk Taking, Type A and Type B Personality.

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