THE PERSONALITY TYPES AND MOTIVATION

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Abstract

People's behaviour is influenced by their needs and aims in general. Similarly, the degree of people's motivation also has to do with their aims and their feelings. There are different motivation types such as intrinsic, extrinsic and physiological motivation. The degree of motivation largely influences people's performance at work: when a person has a job that brings him or her closer to their goals, the person will be motivated to a higher extent and perform better at work. Our paper deals with motivation, which has been there for thousands of years and has been researched for long. Yet, uniformly reassuring answers to the questions arising from its research still have not been found. There are even fewer cases where research findings have been successfully incorporated into everyday corporate practices. For that reason research into the relation between motivation and personality types is very important. The question is whether there is relation between the effects of motivation tools, personality types, and the purpose of the known and accepted goal of work, recognition and satisfaction. We also aim to find out what kind of relationship there is between these. Our research is based on a questionnaire survey (quantitative technique) conducted among the employees of a given corporation and on interviews with them (qualitative method).

Key words: personality type, motivation, employer, human behaviour

JEL Code: : J54, M12, M54

Introduction

When we talk about employment relations we are talking about the relationship between an employee and an organisation. If we want to conduct a research into employment relationships with a view to motivation, we need to understand an employee´s attitude towards the employment relationship and the situation that the organisation is in. The study of human behaviour and the peculiarities of motivation have been in the centre of people's interest for centuries. What is more, as a result of continuously appearing new research

findings the so called basic principles of motivation are also changing and developing. The age of people also influences the ways how they can be motivated. A marriage, the birth of a child, an illness and various personal difficulties can substantially change the attitudes of employees. It has been proven by research that one group of the factors triggering motivation come from inside us, and other factors are external. The Greek philosopher Epicurus followed a hedonistic point of view and said that people are motivated by their search for pleasure and by their efforts to avoid pain (Drellings, 1999). This approach prevailed more or less for thousands of years, but lately the study of extrinsic and intrinsic motivators has appeared as a new field of research.

On the basis of research into motivation and on the basis of the focus of attention of these studies we can distinguish between different groups. Motivation can be classified according to how it functions or according to its effects, or on the basis of what motivation tools can be used in a given situation. In this spirit, the content theories of motivation (Maslow, 1943; Herzberg et al., 1959; Mc Clelland, 1965; McGregor,) involve those individual factors, which motivate people to do something. They are theoretical frameworks, which suggest or presume actions that will be performed by our colleagues in order to meet their own needs (Vincze, 2012). What is more, personality traits just like cultural effects also have an influence on the working of the basic models of needs (Chapman-White, 2013). Thus, the validity of the basic models can be studied and evaluated only in a given social-economic context (Dobák-Antal, 2010; Cherry, 2014).

1 Motivation types

Plamínek (2010) describes the differences between personalities from a very interesting aspect. In his argumentation he seamlessly combines the effects of motivation factors and the characteristics of personality traits, which prevail at their presence. According to him people can be put into four groups from the aspect of motivation, which are the following:

Exploring people (objevovatelé) are mostly motivated by new challenges. They look at the world as a mass of problems, which are waiting to be solved. They perceive the overcoming of challenges as a competition with themselves or as an opportunity to reach new limits. Exploring people have excellent preconditions for doing scientific or creative work, mainly for those tasks, which do not require teamwork. A vast number of new ideas come from them. Employees belonging to this group like freedom, they do not like working in teams, and do not like it if their personal freedom is limited.

The objective of *directive people (usměrňovatelé)* is to influence others. They can convince others and set paths to be followed. Their world is a vertically arranged system of human relations. They observe the hierarchical social arrangement of the environment with great attention, and they also feel a need to put people around them into similar structures. In general, they look at the vast majority of the society as a group of people not in their interest and as a group of people who can be lead. However, there are also a few people they appreciate and respect and perceive them as interesting partners. They show a very fair and loyal attitude towards these people.

Harmonizing people (slaďovatelé) always try to create favourable living conditions for themselves. It is important for them to have peaceful and balanced relations with other people. People usually have pleasant conversations with them. It is not a problem for them to ask questions, they listen carefully and respond to others' views. It is not difficult for them to accept that others might have different opinions. They understand others' feelings very easily; they are highly empathic. In this respect they are the opposites of exploring people who excel in IQ while harmonizing people excel in EQ. People of this type build networks, not hierarchies. They aim to build a perfect living and working environment around them.

The objective of *specifying people (zpřesňovatelé)* is to develop themselves. They attribute great importance to detail, and they always accomplish the tasks they started. They are reliable, thorough and demanding of themselves and their environment. They like systematic work and keep order in their things at work. They want goals to be set clearly, and following that they accomplish their tasks precisely. Norms and rules are important for them. Their behaviour tends to be standard, predictable and fair. They like to analyse data, to develop systems and to put objects in those systems. They are interested in numerical information, e.g. in the exact time of arrival, the consumption of a vehicle, or the degree of success. Their communication skills are not well-developed. They mainly communicate to clarify different situations, to acquire data and to check things. They may appear cold to others, as if they did not have feelings. Of course they do; they only do not show them. Since they express their feelings rarely, they tend not to be able to accomplish tasks if they are under great pressure and can become emotionally unstable. On occasions they might have emotional outbursts, which appear periodically. It is important for their superiors and colleagues to be able to tolerate these outbursts. These people are loyal to their company and their superiors even in those cases when others turn away from their bosses.

People can be put into the above described four groups on the basis of their behaviour in different situations such as when they are given appraisal or they are being criticised, when they are put under great pressure or when they have to face an unfair situation.

The identification of the personality profile of employees is important for employers in order to be able to assign appropriate tasks to each member of their staff. The dynamic types of people like challenge (heuristic tasks), and the stable types like algorithmic tasks (Plamínek, 2010).

Method of research

In our research we used qualitative (interview) and quantitative (questionnaire survey) research methods alike. In this paper we introduce the findings of our quantitative research. At the present paper we would like present the result for only one hypothesis:

Hypothesis

An attractive goal, which is motivating on its own, and satisfaction are related to each other (An employee who has attractive goals is more satisfied.).

We used questionnaires to conduct our quantitative research. The questionnaire comprised of 28 questions divided into three major parts. The first part was aimed to find out about the personality types of the employees, and the second one was designed to evaluate and rank motivation factors. While bearing in mind the previously elaborated hypotheses in the second part we surveyed the importance of feedback as a motivation factor. We also wanted to find out how important the goal of work itself is for employees, and to what extent it is important for them how easily goals can be reached, how clearly they are set and how difficult they are. In the third part the respondents could come up with suggestions how to develop positive atmosphere at the workplace and how to improve job performance. Thus, in the first two parts we used closed questions (with five-degree Likert scales), and in the third one open ones.

The research was carried out among the whole staff of a hotel in Slovakia. All 50 members of the hotel staff took part in the survey. This way, the sample can be considered representative for the researched business. Two questionnaires were not filled in correctly, so the final size of the research sample was 48.

Evaluation of the research and hypothesis

The data from the questionnaires were analysed by using basic and complex methods in Excel and in SPSS.

Testing of the hypothesis

An attractive goal, which is motivating on its own, and satisfaction are related to each other (An employee who has attractive goals is more satisfied.).

There were 42 respondents who circled 3, 4, or 5 when they had to indicate how much they are aware of the goal of their work. They made up 87.5% of all respondents. 21 persons out of the 42 think that the goal of their work is specific and clearly set. They amount to 50% of the above mentioned 42 respondents. The remaining 50% indicated the following: 7% think that their goals are complicated and difficult to reach. 5% claimed that their goals are not clearly set but they are challenging (Bring the best out of yourself.). 24% say that their goals are not clearly set and they are not a challenge either. 14% circled the "other" option as an answer.

On the basis of the results of our questionnaire survey it can be claimed that 87.5% of the hotel staff know what the goal of their work is, and 52% find those goals attractive. They also consider their goals important and want to reach them, even if they are a challenge for them.

We also used a five-degree Likert scale to find out how satisfied respondents were with their job, where 1 indicated the lowest degree of employee satisfaction and 5 the highest one. 42% of the employees are completely satisfied with their work; 25%, 27% and 2% circled 4, 3 and 2, respectively and 4% were not satisfied with their job at all. We assumed that those individuals who are aware of the objective and goals of their work and find them attractive are more satisfied with their work and consider their own work valuable.

Table 1   Absolute frequency

degree of attractiveness of goals	1	2	3	4	5	total
employee satisfaction						
1	2					2
2	1					1
3	3	7	3			13
4	1	1	1	4	5	12
5					20	20
Total	7	8	4	4	25	48

Source: own research

Table 2   **Relative frequency**

degree of attractiveness of goals	1	2	3	4	5	total
employee satisfaction						
1	100.00%	0.00%	0.00%	0.00%	0.00%	100.00%
2	100.00%	0.00%	0.00%	0.00%	0.00%	100.00%
3	23.08%	53.85%	23.08%	0.00%	0.00%	100.00%
4	8.33%	8.33%	8.33%	33.33%	41.67%	100.00%
5	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%
Total	14.58%	16.67%	8.33%	8.33%	52.08%	100.00%

Source: own research

Table 3   **Assumed absolute frequency**

degree of attractiveness of goals	1	2	3	4	5	total
employee satisfaction						
1	0.29167	0.33333	0.16667	0.16667	1.04167	2
2	0.14583	0.16667	0.08333	0.08333	0.52083	1
3	1.89583	2.16667	1.08333	1.08333	6.77083	13
4	1.75	2	1	1	6.25	12
5	2.91667	3.33333	1.66667	1.66667	10.4167	20
Total	7	8	4	4	25	48

Source: own research

Table 4   **Assumed relative frequency**

degree of attractiveness of goals	1	2	3	4	5	total
employee satisfaction						
1	14.58%	16.67%	8.33%	8.33%	52.08%	100.00%
2	14.58%	16.67%	8.33%	8.33%	52.08%	100.00%
3	14.58%	16.67%	8.33%	8.33%	52.08%	100.00%
4	14.58%	16.67%	8.33%	8.33%	52.08%	100.00%
5	14.58%	16.67%	8.33%	8.33%	52.08%	100.00%
Total	14.58%	16.67%	8.33%	8.33%	52.08%	100.00%

Source: own research

Table 5   **Chi-square**

10.00595238	0.333333	0.166667	0.166667	1.041667
5.00297619	0.166667	0.083333	0.083333	0.520833
0.643086081	10.78205	3.391026	1.083333	6.770833
0.321428571	0.5	0	9	0.25
2.916666667	3.333333	1.666667	1.666667	8.816667

Source: own research

Chi-square   =   68.71319

Cramer's coefficient of association

C2   =   1.431525
C   =   1.196463

Chuprov's coefficient of association

T^2 =   0.357881
T   =   0.598232

For our *hypothesis* we obtained a Chi-square value of 68.71319, on the basis of which it can be claimed that there is relation between the degree of attractiveness of goals and employee satisfaction. The strength of this relation was examined with Cramer's and Chuprov's coefficients. Their values fell between 0.5 and 1.2, which proves that there is strong functional relation between the degree of attractiveness of goals and employee satisfaction.

On the basis of the above facts it can be concluded that our **hypothesis proved to be true**. Those individuals who find the goal of their work attractive show a higher degree of employee satisfaction and consider their own work valuable.

Conclusion

Employee satisfaction has recently been approached from a slightly different perspective than until now, and its relation to motivation has been reassessed. Intergenerational differences and the differentiated value judgement of multinational corporations have a significant role in this (Gursoy, et al., 2008). On the basis of theories related to employee satisfaction it can be claimed that there are factors which employers need to consider and deal with constantly if they aim to increase employee satisfaction. On the one hand, these are partly objective workplace factors such as the physical working environment, an employee's position and tasks, training, the development and performance of an employee, remuneration, the behaviour of the management and company structure, as well as the social environment and interpersonal relations. On the other hand, personal factors also have a considerable influence

on employee satisfaction (Séllei, 2014). The personality trait of agreeableness predicted interpersonal teamwork behaviour, while the personality traits of conscientiousness and core self-evaluation (CSE) predicted performance management behaviour. (Tasa et al., 2011) Hungarian research results show that the following factors have a significant influence on employee satisfaction: working groups, work-life balance, working environment, remuneration and allowances, organizational culture and opportunities for personal development (Barling et al., 2003). The results of our research are also in line with international research results. In the framework of our research project we have also conducted a qualitative research study.

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