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Impact of Employer Authoritarianism on Employee Needs Achievement: With Special Reference to Harischandra Mills Plc

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Like people, organizations have personalities, but the traits or dimensions are not necessarily the same because of the differences between organizations and people. The organizational personality trait that is most relevant to organizations is authoritarianism. Authoritarianism which is one of five organizational personality traits is important to employers due to employee need achievement which is one of organizational performance outcomes have been associated with them. This study investigates the nature and extent of employer authoritarianism on employee needs achievement. The main focus of the study is to examine the impact of employer authoritarianism on employee needs achievement by giving the special priority to Harischandra Mills PLC; manufacturing company in Matara. Survey method was used as the main research method for the study and the sample consisted of 100 employees of the company. Sample was selected on systematical basis among employees of seven (07) key functions of the company. Data for the study was collected using a self-administered questionnaire and depth interviews. Questionnaire was developed mainly considering on variables of authoritarianism which included in organizational personality traits structure and dimensions of employee needs achievement (Maslow's Hierarchy of Needs).The correlation matrix was constructed to explore whether there are significant relationship between the variables of employer authoritarianism and dimensions of employee needs achievement. Spearman's rho was used to measure the significant of the relationships of each variables at two levels (0.05 and 0.01).Cronbach's alpha was used to evaluate the reliability of the study measures used. Survey results revealed that employer authoritarianism exert a significant positive impact on employee needs achievement.

Keywords: Authoritarianism, Needs achievement, Hierarchy of Needs, organizational personality traits.