

Role of Personality Factors in Job Satisfaction: A study conducted among Bankers at Quetta, Pakistan

Psychology

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Abstract

It has been argued and supported by empirical research supporting to this perspective that there exists reciprocal relationship between job and life satisfaction. Adaptation of personality theories, provide a significant rationale and foundation to understand and hypothesizing establishing a link among personality traits and personal experiences of various spheres of life including the occupational life. Consequently, antecedents of job satisfaction are significant for research in organizational behavior. Research institutes and organizations realized quite before the association between work performance employees' satisfaction, staff turnover and, and on job psychological wellbeing. The present Study was aimed to explore the role of personality factors in job satisfaction among bankers. The sample consisted of 80 employees working in different banks of Quetta. Among them 26 were females and 54 were males. The instrument to assess the role of personality factors was the index of five factor inventory developed by (Finchman & Rhodes 2003.) and to measure the job satisfaction the index of job satisfaction scale developed by Schamptom was used. The results indicate that there is significant relationship between personality factors and job satisfaction among bankers. The findings of the results also show that different personality factors have different levels of job satisfaction. The findings of the study support the hypothesis of the study. Employees with different personality traits showed different levels of job satisfaction.

Key Words: Job Satisfaction, Personality Factors, personality traits, Five-Factor personality Model

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Introduction

Job satisfaction has emerged as an essential paradigm in organizational behavior, and job satisfaction is related with significant conclusions counting: organizational citizenship behaviors (LePine et al., 2002), job performance (Judge et al., 2001b), life satisfaction (Tait et al., 1989), absenteeism (Tharenou, 1993). It has been argued and supported by empirical research supporting to this perspective that there exists reciprocal relationship between job and life satisfaction.

Though the importance of personality in job satisfaction has been long known (e.g., Fisher & Hanna, 1931; Hoppock, 1935), yet, this area of research seriously started to be studied in the 1980s. Many of these studies indirectly focused upon this dispositional factor related to job satisfaction. Usually, the direct measurement of personality and its factors were not studied however on the basis of genetic evidences from twin studies; it was taken into consideration (Arvey et al., 1989) vice versa across times and situations, job satisfaction was viewed as a stable component (Staw & Ross, 1985). Studies involving these dispositional aspects regarding job satisfaction happen to face lot of criticism, yet these studies could be cumulated and taken as necessary component adding and renewing job satisfaction research inclination in the area (Davis-Blake & Pfeffer, 1989; Gerhart, 1987; Gutek & Winter, 1992). Though the detailed inter-relationship and theoretical reasoning have been missing (e.g., Judge & Hulin, 1993), yet added on research adopted a more direct approach focusing upon personality factors yet provided little integration or theoretical explanation.

However, serious criticism was raised by Judge et al. (2002) on the studies carried out without circumference a comprehensive and complete framework on personality models. Consequently they proposed that five-factor model of personality, consisting of personality dimension like agreeableness, conscientiousness, extraversion, openness to experience and neuroticism, may be used in future research to measure personality in relation to job satisfaction (Digman, 1990; Goldberg, 1990). They argued and supported their logic with the rationale that the five-factor model of personality and cultural settings are already being used in industrial and organizational psychology integrating personality job satisfaction literature.

Adaptation of personality theories, provide a significant rationale and foundation to understand and hypothesizing establishing a link among personality traits and personal experiences of various spheres of life including the occupational life (Hogan, 1991). More specifically big-five personality model suggests that a vibrant organization using mental structures

and coordinated mental processes governs individuals' behavioral in relation to emotions and their adjustments in their environments (Allport, 1937, 1961; James & Mazerolle, 2000). To designate the most prominent aspects of personality, for the last two decades, a mutual agreement has arisen that a five-factor model, usually labeled as the 'Big Five' (Goldberg, 1990), consequent upon, for the last 20 years, in the field of industrial and organizational behavior Five-Factor Model of personality (McCrae & Costa, 1987) has resulted into a widely studied personality typology (e.g. Barrick & Mount, 1991; Costa, 1996; Judge, Heller, & Klinger, 2008; Templer, 2011).

In industrial sociology, psychology and the area of organizational behavior, job satisfaction is a widely area of research (Herzberg, Mausner, & Snyderman, 1959; Oshagbemi, 1996; Spector, 1997). Research institutes and organizations realized quite before the association between work performance employees' satisfaction, staff turnover and, and on job psychological wellbeing. Similar associations have been stressed upon by many practical and theoretical researches (e.g. Hom, 2001; Crede et al., 2010; Nyberg, 2010; Ivancevich, 1978; Carsten & Spector, 1987).

An extensive pragmatic research have been done defining the factors and consequences related to job satisfaction; nevertheless, meager research has concentrated on establishing substantial measures (Stride, Wall, & Catley, 2007).

In industrial and organizational psychology, Job satisfaction is a fundamental paradigm. And that is linked with significant and general work-related outcomes resulting into turnover, lateness, and lower levels of absenteeism (Hulin & Judge, 2003; Johns, 2001; Judge, Parker, Colbert, Heller, & Ilies, 2001; Warr, 1999).

Consequently, antecedents of job satisfaction are significant for research in organizational behavior. However, Theoretical constructs determining job satisfaction could be further distributed among dispositional approaches, integrationist approaches and situational approaches (Arvey, Carter, & Buerkley, 1991; Judge et al., 2001).

Rationale of the Study

The present study has been aimed to discover the relationship between personality factors and job satisfaction among bankers. The objective is to see the role of personality factors and job satisfaction are positively correlated. As a meta-analysis conclude individuals who are dependable, persistent, goal directed and organized tend to be higher satisfaction on virtually any job.

Objectives of the Study

The present study aim to find out the role of personality factors in job satisfaction among bankers. Most especially the present research has been planned to achieve.

Hypothesis

1. Employee with high income will be more satisfied their job.
2. Bankers with different personality traits show different levels of job satisfaction.
3. Employees who are married will more satisfied their jobs.
4. Different age group of employees will be different level of job satisfaction.
5. Employees with trait of conscientiousness score higher on job satisfaction.

Operational Definitions of Variables

Personality Factors

Personality is an individual's characteristic patterns of thought, emotion, and behavior, together with the psychological mechanisms--hidden or not--behind those patterns. The personality factor which was high will concede to dominate (Funder, 1997).

Job Satisfaction

Job satisfaction is defined as is the comprehensive attitude which one has towards their job; where job satisfaction consists of a person's positive attitude towards the job (Weiss 2002).

Method

Sample

Sample comprised of 80 employees working in different bankers, using purposive sampling technique from various bank officials of Quetta. Among them 26 were females and 54 were males ranging in age 20 to 55 years.

Instruments

Two instruments were used to achieve the objectives of the present study.

Sixteen Personality Factor Questionnaire

Sixteen Personality Factor Questionnaire was developed by Cattell et al (1970) to measure various dimensions of personality.

Minnesota Satisfaction Questionnaire

The Minnesota Satisfaction Questionnaire is design to measure the level of job satisfaction. The scale was developed by (Weiss et al., 1967).

Procedure

The data was collected from a sample was consisting of 80 bankers. They were approached at different bankers of Quetta.

Results

Table -1

Mean and f-value for the scores for the scores of employees between and within groups for the job satisfaction and income

<i>SOV</i>	<i>SS</i>	<i>Df</i>	<i>MS</i>	<i>F</i>	<i>P</i>
Between Groups	992.671	4	248.168	10.700	.000
Within Groups	1739.529	75	23.194		
Total	2732.200	79			

Results indicate that there is significant difference in the levels of their job satisfaction and income. It is implies that employees having the high income are more satisfied their jobs.

Table 2

Mean standard error and confidence interval of employees of different categories of income and job-satisfaction.

		Mean			95% Confidence Interval	
Income	Income	Difference	E or		Lower Bound	Upper Bound
	15000-25000	-4.39	1.255	.007*	-7.90	-.89
	25000-35000	-4.83	1.671	.039*	-9.50	-.16
	5000-15000					
	45000-55000	-7.8	2.901	.065	-15.91	.30
	Above 55000	-12.47	2.133	.000*	-18.43	-6.51
	25000-35000	-.441	1.732	.999	-5.28	4.40
15000-25000	45000-55000	-3.410	2.937	.773	-11.62	4.80
	Above 55000	-8.07	2.181	.004*	-14.17	-1.98
25000-35000	45000-55000	-2.970	3.137	.878	-11.74	5.80
	Above 55000	-7.63	2.444	.021 *	-14.47	-.80
45000-55000	Above 55000	-4.66	3.405	.648	-14.19	4.85

Table 2 Shows mean, standard error and confidence interval for multiple comparison for income with job satisfaction Results indicate that there is

significance different in the job satisfaction of employees with different categories of income. It implies that employees with income of 15000-25000 were score high on job satisfaction as compared to employees with the income of 5000- 15000. And the employees with income of 45000-55000 have high score of job satisfaction as compared to the employees with the income of 25000-35000.

Table 3
Mean standard deviation and t-value of scores for the job satisfaction on marital

<i>Group N</i>	<i>M</i>	<i>SD</i>	<i>t</i>	<i>P</i>
Un Married	16	44.19	7.414	-2.155
Married	62	47.68	5.294	0.017*

df = 98, P < 0.05

Table 4 Shows that there is significant difference between un-married and married with job satisfaction Results indicate that married employees are more satisfied with their jobs as compared to unmarried.

Table 4
Mean and f-value of scores of employees with different age level on job Satisfaction.

<i>SOV</i>	<i>SS</i>	<i>Df</i>	<i>MS</i>	<i>F</i>	<i>P</i>
Between Groups	1.695	2	.847	.024	.976
Within Groups	2730.505	77	35.461		
Total	2732.200	79			

The Table 5 Shows means and f-values for the employees with different age level. Three groups show equal level of job satisfaction.

Table 5
Correlation of Job satisfaction with five Personality Factors

	Extroversion	Neuroticism	experience	Agreeable	Conscientiousness	Job Satisfaction
Extroversion	1	-.242(*)	.352(**)	-.190	.423(**)	.096
Neuroticism	-	1	.061	-.091	-.309(**)	.052
experience	-	-	1	-.051	.162	.162
Agreeable	-	-	-	1	-.337(**)	.013
Conscientiousness	-	-	-	-	1	.203
Job-Satisfaction	-	-	-	-	-	1

* Correlation is significant at the 0.05 level (2-tailed).

** Correlation is significant at the 0.01 level (2-tailed).

There is 16.2% relationship between experience and job satisfaction score, while 20.3% relation was found for conscientiousness and job satisfaction, both are positively correlated. Correlation for extroversion, Neuroticism and agreeable factors with job satisfaction is found very low which may be neglected. For other factors there is 42.3% relationship between extroversion and conscientiousness, 35.2% between extroversion and experience, and are positively related. While Extroversion and Neuroticism have 24.2% negative correlation and agreeable & conscientiousness are 33.7% negatively correlated.

Table 6
Descriptive Statistics of the Five Personality Factors and Job Satisfaction

	Extroversion	Neuroticism	experience	Agreeable	Conscientiousness	Job Satisfaction
Mean	28.66	21.04	26.33	23.66	33.92	46.85
Mode	28(13)	18(9)	25(14)	23(18)	32(10)	50(8)
Std. Deviation	3.755	3.689	2.929	2.454	4.443	5.881
Minimum	20	13	15	19	23	24
Maximum	42	33	34	31	47	57

The mean of extroversion is (M=28.66), Neuroticism (M = 21.04), Experience (M=26.33), Agreeable (23.66) and job-Satisfaction (46.85). There

were thirteen bankers whom got 28 score for extroversion, for Neuroticism there were nine bankers whom got 18 score, for experience there were fourteen whom got 25 score, for agreeable there were eighteen whom got 23 score, ten for conscientiousness whom got 32 score and for job satisfaction there were eight bankers whom got 50 score.

Discussion

This research was -undertaken to investigate the role of personality factors in job satisfaction among bankers Objectives of the study was to see the influence of personality factors on job satisfaction among employees from different banks. The findings suggest that employee having the personality traits score high on job satisfaction. As a meta-analysis concluded, that employees with high income are more satisfied with their job Results shows that both the sample re significant different in their job satisfaction. As (Weiner, 1980) Expectancy theory holds that satisfaction Is the result of what workers expect to get for their efforts compared to what they actually get. Factors relevant to determine level of effort include motivation, the utility of the money, and even the fairness of the pay administration system. Those proposing an expectancy theory usually regard overall job satisfaction with various elements of the job. So the null hypothesis is accepted study.

The second hypothesis of the present study stated that employee with different personality traits will tend to have different level of job-satisfaction. The finding of the study support the hypothesis as tables 1,2,3,4,5,6 suggest. Employees with different personality traits show different levels of job satisfaction. Chief Managers at high level of the personality factor of conscientiousness and more satisfied their job. Then the employees how have the personality factor of experiences are satisfied their jobs. Personality factor are co-related to job satisfaction.

As Brief & Roberson (1989) study concluded that the big five factors are related argued to affect their relationship with other variables on an exploratory base and also estimated the magnitude of the personality and job satisfaction correlation by job satisfaction measure.

The Third hypothesis of the study stated those employees who are married score high on job satisfaction as compared to employee who is unmarried. It is supported by the finding of present study. As table 4 suggested that the mean score is high in married employees and there is significant different in both samples. The fourth hypothesis of the present study stated that employee with different age group will tend to have different level of job satisfaction. The findings of the study have not supported the hypothesis as table 5 has

suggested. There are three age groups 1st for 20-29, 2nd for 30-39 and 3rd for above 40. As the table 5th shows that there is no significant difference. All groups are equally satisfied their job. Age could not effect on job satisfaction. The fifth hypothesis of the study stated that bankers with trait of conscientiousness score higher on job satisfaction. The present study has supported this hypothesis as graph 1 and 6 has suggested the employee with trait of conscientiousness score high and their job satisfaction level is also high.

As Organ & Linge, (1995) argued that conscientiousness should be related to job satisfaction becomes it represent a general work involvement tendency and thus leads to a greater likelihood of obtaining satisfying work reward both formal and informal. The subjective well-being literature also suggests a positive relationship between conscientiousness and job satisfaction. The findings of the study also support that the hypothesis that employee with the trait of conscientiousness are more satisfied their job.

Conclusion

The result of the present study concluded that there is relationship between personality factors and job satisfaction. Personality factors play an important role in job satisfaction. Our findings also show that employee with high income are more satisfied with his job. Marital status is also important. Married employee is more satisfied their job as compared to unmarried. Age group can't effect on job satisfaction. We could concluded that conscientiousness is correlated with cooperating with other and enjoying the overall workplace experience, which are the key component of long term job satisfaction. Personality is and indispensable consideration for employer looking for quality employees.

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