

The Relationship between Personality Traits and Job Satisfaction

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Abstract

The current study was conducted to investigate the relationship between Personality Traits and Job Satisfaction among employees of different organizations of Faisalabad. A sample of 120 employees (60 men and 60 women) was selected from the different Organizations (Textile mills, Telecommunication companies, Banks, Colleges and Universities) from the different areas of the Faisalabad city. In this study, Gordon Personal Inventory (1963) and Job Satisfaction scale by Wysocki and Kromm (1986) were used respectively to find out their Personality traits and level of Job Satisfaction. The result indicated a significant positive relationship between Personality Traits and Job Satisfaction. The relationship between cautiousness and job satisfaction was $r = -0.56$, relationship between original thinking and job satisfaction $r = 0.463$, relationship between personal relation and job satisfaction $r = 0.15$ and the relationship between vigor and job satisfaction is $r = 0.397$. Moreover, the value of t - test indicates that men employees have higher level of Job

satisfaction as compared to the women employees.

Key words: job satisfaction; personality traits; employees; organizations; Pearson's Correlation; t-test; Faisalabad.

Introduction

Pakistan is a developing country and due to socioeconomic structure of the country, quality enhancement and job satisfaction are general problems among workers. In order to solve this problem, which is not only related to the social setup of the country but also to the level of satisfaction of employees, the study attempts to find out the factors that may influence the performance of the employees in various organizations. In recent years, Professional Psychologists are taking much interest in finding out the relationship between personality and achievement of the individuals in different areas of life. People are different in their nature and they behave differently in different situations. So it is important to find out the personality factors that influence the job performance of workers in different work situations, this study will

be helpful in the process of personnel selection in organizations.

Lin, Chen and Li (2007) made an attempt to understand the relationship between job involvement, job satisfaction and Personality traits among health volunteers in one Taiwan Community. Survey was mailed to 317 health volunteers at Community health centers. Most respondents (94.8%) were female and their average age was 49.6 years. Most volunteers showed internal control orientation. Explainable variance for the prediction of job involvement from a combination of participation frequency, on job training, achievement orientation, and job satisfaction was 33.6 %.

A study conducted in Russia, Armenia and Kazakhstan to investigate the relationship between personality traits and work-related attitudes. To assess the influence personality traits on performance, in regression analysis used. Results indicated that personality has a positive effect on performance (Linz & Semykina, 2009).

Locke (1976) defined job satisfaction as a positive emotional state resulting from the appraisal of one's job experience. Personality also has been linked to job satisfaction. There are five personality factors which are directly related with job satisfaction of the employees in any organization. These factors include: (1) Negative emotionality, (2) Extraversion, (3) Openness, (4) Agreeableness, (5) Conscientiousness.

People begin to develop attitude towards work early in life. In fact, some people think that a predisposition to be satisfied may be inherited. Social Psychological research indicates that attitude can develop through early life experiences with the attitude object. Our Job attitude may change and as a result, midlife career changes. (Arvey et al. 1989).

According to Howard (1996), five traits of the personality work in different ways; negative emotionality is sometimes referred to as neuroticism in academics or clinical uses, but the name has been changed in the business world. Extraversion is a preference of social and lively activity and a need for stimulation. Openness is an acceptance of new ideas, experiences, and approaches. Agreeableness is the quality of personal interactions from antagonism to compassion. This is shown in thoughts, feelings and actions. Conscientiousness is the degree of organization, persistence, and motivation toward goals a person has. These measures show whether a person is dependable or spontaneous.

A study summarized the relationship between personality traits, job burnout dimensions and job performance. Meta-analytic path modeling indicated that the sequential ordering of job burnout dimensions was contingent on the focal outcome, supporting three different models of the burnout process. Finally, job burnout partially mediated the relationships between personality traits and job performance (Swider & Zimmerman, 2010). Job performance is linked with job satisfaction, if a person is satisfied with his job will perform well. On the other hand poor performance may lead to job burnout. This study indicates a relationship between job performance and personality traits.

A study examined the effects of personality traits on extrinsic and intrinsic indicators of career success, in a sample of 130 graduates who were in the early stages of their careers. Results from hierarchical regression analyses indicated that Personality traits are significantly associated with greater early career success and has incremental predictive validity (Castejon, Gilar, & Haro, 2013). Early career success is forecaster of job

satisfaction, if personality traits are linked with early career success in turn it would linked with job satisfaction. So we can say personality traits are linked with job satisfaction.

Ahmad and Ismail's validation attempt (1972) with Gordon personal Inventory and profile indicates that this test can be given to the Pakistani population at the graduate level with a fair amount of predictability. Results also indicated that there was a high correlation of .90 for original thinking, followed by vigor (.72), emotional stability (.65), cautiousness (.65) and personal relations (.62). The correlation on sociability and ascendancy was low but positive.

Manojlovich and Laschinger (2002) made an attempt on a secondary data analysis to better understand the determinants of job satisfaction for hospital nurses. Both workplace and personal factors can contribute to job satisfaction. Structural and Psychological empowerment predicted 38 % of the variance in job satisfaction. Achievement and mastery needs were not significant.

Shell & Duncan (2000) conducted a study to examine the relationship of personality similarity between supervisor and subordinates, using the five factors of the personality and job satisfaction. Total personality differences scores for each supervisor – subordinate pair were figured from the big five Locator survey and were compared to the job satisfaction scores of the subordinate. A Pearson Correlation coefficient showed a moderate negative correlation $r(35) = -.343, p < .05$, indicating a significant linear relationship between the two variables.

Hypotheses

In the light of the above literature review, the following hypotheses are formulated for the current study;

1. Employees obtaining low scores

on cautiousness will show high level of job satisfaction.

2. Employees obtaining high scores on personal relations will show high level of job satisfaction.
3. Level of job satisfaction would be significantly different among male and female employees.

Method

Sample

A sample of 120 employees was selected for the current study. The data was divided into two categories 60 were selected out of which 30 men and 30 women from the industrial sector (textile mills, telecommunications, Banks) and 60 out of which 30 men and 30 women was selected from the educational sector (colleges and Universities). The Sample was selected of the administrative posts of different organizations from Faisalabad City.

Instruments

Following tools were used in current study;

1. Gordon Personal Inventory, (Gordon, 1963).
2. Job satisfaction scale (Wyssocki and Kromm, 1986).

Gordon Personal Inventory

Gordon (1963) has introduced four factors in his personal Inventory. The Gordon personal inventory provides simply obtained measures of four aspects of personality which measures four personality traits namely Cautiousness (C), Original thinking (O), Personal relations (P), and Vigor (V). The instrument is appropriate to determine the adjustment and effectiveness of individuals in many social, educational and industrial situations.

Job satisfaction Scale

The job satisfaction scale also called as job feeling scale (Wysocki, and Kromm, 1986) is a semantic differential measure of the attitudes of the individuals towards various facets of the job, such as nature of the job, co-workers, supervisor, pay and promotional opportunities. Nature of work facet has 10 positive and negative adjectives and the respondent has to mark between 1 to 5 points on each adjective. Number 5 indicating positive adjective and number 1 indicating its opposite adjective. Similarly the facet of supervisor and co-workers also has 10 positive and negative adjectives. The facet of promotion has 5 positive and negative adjectives and the facet of the pay has 6 opposite and opposite adjectives. The scale can be stored for each category as well as for the overall job satisfaction scale. There was no pre-testing for the scale since the scale has been used in Pakistan and the results of the pervious study showed high internal consistency of job satisfaction scale. The overall job satisfaction significantly correlated with nature of work ($r = .87$,

$p < .001$), supervision ($r = .8$, $p < .001$), Co-workers ($r = .77$, $p < .001$), promotion ($r = .82$, $p < .001$), and pay ($r = .82$, $p < .001$), respectively.

Procedure

In the current study 120 employees (60 men and 60 women) of different organizations (textile mills, banks, telecommunication companies, colleges and universities) was taken. Gordon Personal Inventory and Job satisfaction questionnaire were administered to find out their personality factors and level of job satisfaction. Scoring was done through process given in manuals. Pearson product Moment Correlation and t – test was used for statistical analysis with the help of SPSS. During this study, the researcher also faced some difficulties such as transport problems, hesitation and resistance from participants in providing information regarding Job satisfaction which was settled out accordingly.

Results

Table I

Table showing the Correlation between Personality Traits and Job Satisfaction.

	Job Satisfaction	P
Cautiousness	- .540**	0.000

$r = -0.54$, $n = 120$, $p < 0.01$

** Correlation is significant at the $p < 0.01$ level, which indicates a significant negative Correlation between Cautiousness and Job Satisfaction.

Table II

Table showing the Correlation between Personal Relations and Job satisfaction.

	Job satisfaction	P
Personal Relations	0.872	0.000

$r = 0.872$, $n = 120$, $p < 0.01$

** Correlation is Significant at the $p < 0.01$ level, which indicates a positive relationship between Personal Relations and Job Satisfaction.

Table III

Table showing the difference between Job Satisfaction level of men and women.

Gender	N	Mean	S.D	t	df	P
Men	60	170.17	11.06	4.12	59	0.000
Women	60	157.33	23.97			

Result of the table shows that men employees have high level of Job Satisfaction as compared to the women employees.

Discussion

The current study was designed to investigate the Relationship between Personality Traits and Job Satisfaction. A positive relationship between different traits of personality and job satisfaction was assumed. It was also hypothesized that there is significant difference between the level of Satisfaction of the men and the women. In this study Gordon Personal Inventory and Job Satisfaction Scale by Wysocki, and Kromm were used to measure the Personality Traits and Job Satisfaction of the workers. The Gordon Personality Inventory contains four different aspects of the Personality. The People with the different aspects shown in their personality show different levels of the job satisfaction. These four factors were Cautiousness, Original thinking, Personal relations and Vigor. These are the Personality factors which are relevant with the job satisfaction of the employees. Locke (1976) defined that Personality also has been linked to job satisfaction. There are five factors of Personality which are directly related with the issue of job satisfaction of the employees in any kind of Organization. These factors include, (1) Negative emotionality, (2) Extraversion, (3) Openness, (4) Agreeableness, (5) Conscientiousness. Job satisfaction very much depends upon the Personality of the employees.

Shell & Duncan (2000) designed a

study to investigate the relationship between the big five personality factors and the job satisfaction. The results of the study were found ($r(35) = -.343, p < .05$), indicating a significant linear relationship between the two variables.

Results supported the hypothesis which indicates that the $p < .01, r = -0.54$. So it is proved that the people obtaining low scores on cautiousness show high level of job satisfaction. According to Gordon (1963), Cautiousness means the individuals who are very cautious, who consider matters very carefully before making decisions and do not like to take chances or run risks, so people of this type hesitate to take any kind of step or risk even though it will go in their favor.

Result of the second hypothesis indicated that the relationship between the Personal Relations and Job satisfaction is present in positive direction but not in strong intensity. Results indicates that $p < .01$ and $r = 0.872$. According to Gordon (1963) personal relations means the individuals who have great faith trust in people, and tolerant, patient, and understanding. This thing is true some however that the Personal Relations proved beneficial in the work setting and cause to enhance the level of Job Satisfaction.

Weinstein (1994) found that extra version was related to supervisory ratings of personal relations, task orientation and

adopted capacity for a sample of sales and service of industry workers personal relations, however prove to be strong predictor of job performance and job satisfaction.

In the Pakistani society, people have wide Personal Relations but their relations are not proper and strong. Personal Relations of this type by which a person is not satisfied negatively affect the performance of the worker. With such relations, a person remains irritated and that's why he cannot concentrate on his task. Therefore, such people remain dissatisfied with their jobs.

On the other hand, persons have small Personal Relations but these relations are strong and proper, and they are satisfied with this social scenario. This thing positively affects the performance of the employees. They properly concentrate on their task and that's why their level of job satisfaction will also be high.

Results of the third hypothesis indicates that $p > .01$ and the t -value of both the men and the women is $t = 4.12$. It means that the men get high job satisfaction level as compared to the women employees.

According to Murry & Atkinson (1981) women are more satisfied with their jobs because they expect little. Working women as a group receive less from their job. If they do not expect much, their satisfaction level would be high. This goes in the favor that the women employees have high level of satisfaction as compared to the men employees.

Another study rejects this hypothesis by the same researcher that men and women are equally satisfied with jobs that are quite different as they have different values. So it is shown by the studies that the men employees and the women employees have the same level of Job Satisfaction.

According to Pakistani society men

are more satisfied with their jobs because in the working condition they get good posts and also get high salary packages as compared to the women.

Miller and Wheeler (1992) found that although women in their sample of managers did not report that they were dissatisfied. They more than twice left their job due to their men managers but they did not report. They argued that this reason is also highly responsible for the low satisfaction level among women regarding their job but this reason is missed from the national studies.

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