THE RELATIONSHIP BETWEEN PERSONALITY TRAITS AND JOB SATISFACTION: SPECIAL REFERENCE TO WSO2 IT COMPANY IN WESTERN PROVINCE

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ABSTRACT

The purpose of this study to present the relationship between personality traits and job satisfaction among the Software developers and Engineers in WSO2 Information Technology (IT) Company in Western Province. Quantitative approach was utilized in this study. Variables namely; openness, conscientiousness, extroversion, agreeableness and neuroticism were used as the independent variables to predict the job satisfaction. Data were collected from a sample of 249 respondents using structured questionnaire. The results of the analysis show that the relationship between personality traits and job satisfaction is in the moderate level. Most of the employees believe that the job satisfaction depends on other factors too than the personality traits. Further, personality traits contributes significantly to job satisfaction (F= 53.432; P < 0.05) with the prediction of 37.8 percent of variation. Further openness, conscientiousness, extroversion and agreeableness contributes significantly to job satisfaction rather than neuroticism. This study is limited to the sample of IT employees and Engineers and the environmental factors, economic issues and fiscal and monitoring portfolio which are not examined in this research.

Keywords: Personality Traits, Openness, Conscientiousness, Extroversion, Agreeableness Neuroticism, Job Satisfaction

Introduction

Globalization is an emerging as predestined phenomenon for contemporary business. The consequence of globalization set in motion a high competition level in between all the organizations. In any organization, a key to the organizational success lies in its employees and in the contemporary business environment, human resources are considered as a capital asset of organizations. In the study of Martin et al., 2005 employees are the backbone of any organization, and studies show that happy employees are more motivated, productive and committed. The Information Technology (IT) industry is highly dependent on the cognitive skills of its workforce. Thus, skilled labor is an important and scarce resource in the aforesaid IT industry. In order to face the competitive challenges, the human resource has to be motivated, train, develop and made satisfy to attain organizational standards, and objectives, but also the organization has to understand the socio-psycho personality of employees in order to attain effectiveness when it comes to allocating to IT workers.

Thus, the personality traits help to identify action, attitude and behaviour that possess by employees to perform their jobs successfully. A human resource usually finds its personality and their meaning of life through work. In order to perform the knowledge work, worker should possess the personality characteristics. Most of the firms generally recruit employees based on the personality traits in order to expect their aptitude and knowledge to serve (Black, 1994; Henkoff, 1994). As per Hurley (1998), Disney hires employees based on the personality but trained them according to required job skills as per personality needed. Periatt, Chakrabarty, and Lemay (2007) reported that more than 40% of the 100 companies in UK use personality test to assess their job applications from front line workers to CEO. Further, above said 100 companies use personality test to hire the employees. Personality traits are significant not only for production and service side, but also it is more vital to knowledge workers. It is important to have satisfaction in the work in every sector and every people. It is vital to have the satisfaction in any work that we do. But as knowledge workers with high stress, it is question about their personality and satisfaction. Thus, it is still an argument to what extent the personality of a person leads to job satisfaction.

The purpose of this study is to investigate and explain how the fundamental individual characteristics such as sociable, responsible, tolerant of ambiguity, independent thinking, open-minded, organized etc and its relationship in the job satisfaction of IT employees.

Problem statement

As a result of work done by psychologist (Cattell,1973) personality is a combination of characteristics and qualities that form an individual distinctive character. Unfortunately, most of the organizations in Sri Lanka fail to identify the type of employee personality when they recruit. It is observed in selected organizations where employee turnover rate is high. While having preliminary investigation with the current employees and past employees, it is noticed that employees have different level of job satisfaction regardless of compensation and welfare facilities provided by the organization. IT based organizations as digital information and work shared though network anywhere and anytime that connect employees from different geographical locations. The contemporary software development model includes the use of distributed teams, which consist both users and system developers collaborate though virtual team working environment. In Sri Lanka, IT based organizations mostly work by outsourcing to foreign clients. Therefore, it tends to decentralize it decision making as less horizontal and less vertical differentiation and more personal and spatial differentiation with a higher capacity for information processing to complex and uncertain business organizations across the boundaries. Consequently, software companies tend to incorporate external resources, which develop outside the organizations' boundaries by outsource certain functions which is more difficult to become cohesive and to perform well in virtual teams. The organizations' success is mainly determined by the cognitive skills and the competence of its workforce. To enable effective project team performance, it is crucial to managing the skills and competencies effectively and efficiently. To perform the job in an effective way, the job satisfaction is much important. Satisfied employees are always motivated, proactive, high in self-efficacy, high enthusiastic. But the satisfaction varies person to person based on their personality characteristics.

Therefore, it has to be measured on how the individual characteristics and qualities of employees influence on their job satisfaction. As a result, this research intends to investigate the relationship between personality traits and job satisfaction among Information Technology based employees in selected organizations. Thus the research question is that what is the relationship between personality traits and Job satisfaction among the knowledge workers in the IT sector from WSO2.

Research Objectives

-To identify the relationship between the personality traits such as openness, agreeableness, extraversion, neuroticism & conscientiousness and Job satisfaction.

Research Questions

What is the relationship between the personality traits such as openness, agreeableness, extraversion, neuroticism & conscientiousness and Job satisfaction?

Literature review

This chapter analysis and discuss the background research done by many scholars relevant to the relationship between Personality traits and job satisfaction.

Personality Traits

The term Personality is a challenge that retains talented employees within the organization due to globalization in the context of rapid technological development and high international competition, and requires long-term survival of the concert and strong relationship between employer and employee. In ensuring a healthy and progressive relationship between employer and employee, ambiguity, adjustment and anxiety seem to be more important than ever. This relationship can be examined using the concept of psychological contract. Goyal (2009) reported that to achieve high productivity or big business success, a positive psychological contract becomes paramount. But the psychological contract differs from the employment contract because the psychological contract with employment contract is mostly implied. Due to the high global competition, most employees do not attempt to retain continuously in the same workplace. As there are so many growing job opportunities worldwide which provide high salary and more facilities. It is therefore very important to be careful to build a good relationship with the employees if the organization wants to keep those employees in the organization.

It was a debate that can explain personality why some people take leadership positions while others do not. Most research findings agree that leadership is the organization's key to effectiveness. Past few decades its examines both past and contemporary research and re-examinations of classical work by people trained in disciplines such as psychology, sociology, business administration, management, economics and political science to answer these questions regarding personality trait of employees and individuals. The goal is to draw conclusions about today's field status.

For some time, psychologists have known that cognitive and normal measurements of personality, structured interviews, simulations, and centers of evaluation predict reasonably well leadership success. Nonetheless, many organizations seem either ignorant or reluctant to use these psychological selection services. Try to figure out different type of personality models developed by different researches are beyond the scope of this study. For the purpose of undertaken study, big five personality traits such as Openness, Extraversion, Agreeable, Conscientiousness and Neuroticism is used which can be reliable and replicable. Further, this model provides a clear idea about dissimilarities of human nature and understand the individual's current and future expected action and results. According to Rothman & Coetzer (2002), briefed nature and characteristic of each personality traits are given below or otherwise known as Big Five Personality Traits:

Extraversion: Extraversion have the characteristics such as sociability, assertiveness, activity, talkativeness, friendly, gregarious (Clark & Watson, 1991). These people have the ability to make social network and gather necessary information that need to make decisions. Depue and Collins (1999) stated that extraversion mainly made of interpersonal engagement and agency. People who are Interpersonal engagement tend to value the relationship with others without feeling a external drive, whereas people who are agency be incline to be socially dominant but nonchalance of emotions of others.

Agreeableness: Individual who are agreeableness has high tendency to get along with others ideas and arguments. Individuals who gain highest score in agreeableness have characteristics such as altruistic, sympathetic, eager to help, friendliness, social conformity (Peabody & Goldberg, 1989). These people are highly agreeable and highly cooperative. They have high morals on solving problems and put effort to avoid conflicts in order to maintain coordinal relationship. Individual who posses high tendency of agreeableness traits are likely to be kind, gentle, trustworthiness and warm.. According to Tett, Jackson & Rothstein, 2006, acceptability is a significant predictor of job performance. Salgado (1998) found that acceptability was associated with successful training.).

Conscientiousness**:** Individuals who gain highest score in conscientiousness have characteristics such as Self-control, planning and organizations individual, purposeful, strong-willed, determined. These people are careful, planned and organized individual who can easy become expert in their task. Individuals are achievement oriented and dependable. Employees who are high conscientiousness has high job performance but difficult to cope up. This is supported by Behling (1998) as he found that employees who has trait of conscientiousness having high performance predictor of personality. Consciousness refers to self-control and the active planning, organization and performance of tasks (Barrick & Mount, 1993). The conscientious person is purposeful, willing and determined. Awareness is manifested in the orientation of achievement (hard-working and persistent), reliability (responsible and careful) and orderliness (planned and organized).

Openness: Individuals who gain highest score in openness have characteristics such as imagination, aesthetic, sensitivity, attentiveness to inner feeling, intellectual curiosity and independent of judgment. There people generally develop perception about themselves and avoid experience that challenge them. Individual who are high openness have high tendency of value of novel experience and likely to think out of box. McCrae & John (1992) argued that individual who has low in openness face the problem in traditional way. Individuals who has high score in Openness to Experience is only mildly correlated with high levels of intelligence as assessed by prominent measures of intelligence (McCrae & Costa, 1985).

Neuroticism: Individual of neuroticism mostly tags as emotional stability. Individuals who have highest score in neuroticism have characteristics such as fear, sadness, embarrassment, anger, guilt and anxious. It is observed that high neuroticism individuals are poor in adjustment with people and environment. Judge et al., (1999) found that high neuroticism has strong correlation with low self-esteem and low self-efficacy. Individuals who are low in Neuroticism are not necessarily mentally healthy, they are less susceptible to the effects of stress than their peers (McCrae and John, 1992). shows the general tendency to experience negative effects like fear, sadness, embarrassment, anger, guilt, and abhorrence. Some types of psychiatric problems for high scorers may be at risk.

Job Satisfaction

Job satisfaction can be defined as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (Locke, 1976) Job satisfaction is defined as the extent to which an employee feels self-motivated, content & satisfied with his/her job. Job satisfaction happens when an employee feels he or she is having job stability, career growth and a comfortable work life balance. This implies that the employee is having satisfaction at job as the work meets the expectations of the individual.

Personality Traits and Job Satisfaction

There is a relationship between personality traits and job satisfaction. According to Judge, Heller, and Mount (2002) a meta-analysis of relationships between personality and job satisfaction. Based on 334 correlations from 163 independent samples, their results showed that individuals' dispositions are important in understanding job satisfaction. The estimated true score correlations with overall job satisfaction for the three personality traits of interest in this study were Emotional Stability. 29(labeled Neuroticism in their study, reverse scored), Conscientiousness .26, and Agreeableness .17. (For each correlation, the 90% confidence interval did not include zero.) Thus, we expect that each of the three personality traits of interest in the study will have significant correlations with job satisfaction.

Conceptual framework of the study

Big Five personality traits such as openness, conscientiousness, agreeableness, extraversion, and neuroticism are selected to measure the relationship of job satisfaction of employees according to their individual personality.
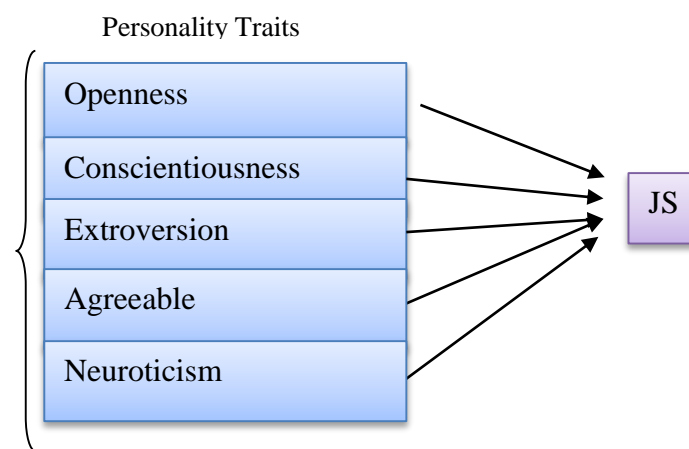

Figure 1: Conceptual Framework,
Sourced: Author Developed Based on (Ijaz, M. & Khan, A. 2015)

Hypothesis

H1: There is a significant relationship between employees' personality traits and job satisfaction.

$H1_a$: There is a positive relationship between employees with openness personality traits and job satisfaction".

$H1_b$: There is a positive relationship between employees with extroversion personality traits and job satisfaction.

$H1_c$: There is a positive relationship between employees with agreeableness personality traits and job satisfaction".

$H1_d$: There is a positive relationship between employees with conscientiousness personality traits and job satisfaction".

$H1_e$: There is a negative relationship between employees with neuroticism personality traits and job satisfaction".

Methodology
This part includes sample, data collection procedure, measures.

Sample and data collection procedure/method/design
This study has been carried out in organization that focuses on Information Technology based employees. The population of the organization is estimated 725. Among the population, 249 sample were selected in convenient way due to the availability of the IT employees who is working as Software Engineers and Software Developers. Method of data analysis was questionnaire survey as this is the easiest method than others.

Measures
Personality traits were examined by Zuckerman, Kuhlman Personality Questionnaire (ZKPQ-50-CC), a questionnaire that included 50 items with a binary format of answers. As per Spector, An instrument for the evaluation of job satisfaction, by which we evaluated nine aspects of job satisfaction was a scale called Job Satisfaction Survey (JSS). There are nine aspects of job satisfaction being measured by this scale: Pay, Promotion, Supervision, Fringe Benefits, Contingent Rewards, Operating Procedures, Co-workers, Nature of Work and Communication. JSS consisted of 36 items (contentions) that was scored by Likert scale from 1 (I disagree) to 6 (I completely agree). Collected data is analyze using SPSS software package.

Analysis
This chapter focuses on reliability, co-linearity statistics and person correlation analysis, regression analysis.

Reliability
Table 4.1: Reliability

Variables	Cronbach alpha value
Openness	0.872
Extroversion	0.774
Agreeableness	0.921
Conscientiousness	0.891
Neuroticism	0.954

Table 4.2: Co linearity Statistics

Model	Co linearity Statistics	
	Tolerance	VIF
Openness	.552	1.826
Extroversion	.342	2.589
Agreeableness	.623	1.920
Conscientiousness	.695	1.435
Neuroticism	.539	1.726

All the descriptive statistics have been done. Reliability of the data is acceptable range that is more than 0.7 as per Hair et al., (2010) which shows the internal consistency of all instruments.. Mulicollinearity is also in acceptable range that is all the VIF values are perfectly below 5 which shows no serious problem in independent variables.

Pearson Correlation Analysis

	Job Satisfaction	Openness	Extraversion	Agreeable	Conscientiousness	Neuroticism	PT
Job Satisfaction	1						
Openness	.752**	1					
Extraversion	.746**	.669**	1				
Agreeable	.630**	.491**	.661**	1			
Conscientiousness	.496**	.364**	.505**	.467**	1		
Neuroticism	-.373**	-.578*	-.465**	-.632**	-.438**	1	
Personality Trait	.614**	777**	.892**	.815**	736**	.732**	1

** denotes a significantly different from zero at the 1 % level
Table 4.3: Pearson Correlation Analysis

As already mentioned, Pearson correlation test is applied to find out the relationship between the dimensions of personality traits and job satisfaction. Based on table 4.3, it has shown that the correlation matrix for the examined variables which were Openness, Extroversion, Agreeableness, conscientiousness, Neuroticism and personality traits on job satisfaction.

It proved all the associations were found to be significant at 95% level and there were positive correlations among all the constructs such as openness, extroversion, agreeableness and conscientiousness except one of the constructs which is Neuroticism has negative sign on Job satisfaction. The results also illustrate that Personality Traits are positively associated with job satisfaction whereas positive association has been found that r= 0.614 which is also significant at 0.01 level (P < 0.05). It was followed by openness with r= 0.752, extroversion with r= 0.746, Agreeableness r= 0.630 Conscientiousness with r= 0.496 and Neuroticism with r=-373. All correlations were significant at 0.01 levels and had the strong positive relationship with Job Satisfaction. Thus, the result has shown that there is a significant positive relationship between independent variables (Openness, Extroversion, Agreeableness, Conscientiousness), and dependent variable (Job Satisfaction) and significant negative relationship between neuroticism and Job Satisfaction.

Predictors of Job Satisfaction– Model summary
Table 4.4 Model summary

	Job Satisfaction
R	.439
R^2	.378
R^2 Adjusted	.368
Standard Error	.36451
Durbin-Waston	1.646
F-Statistics	53.432
Sig.	.000

Table 4.4 displays the results of the coefficient estimation for Job Satisfaction measure of the study. The regression model variables listed in Table statistically significant impact Job Satisfaction—i.e. Openness (B=.422 and P=.000), Extroversion (B=-.342 and P=.000), Agreeableness (B= .234 and P=.005) conscientiousness (B=.107and P=.047) and Neuroticism (B=-.231and P=.036). It is interesting to note that the Beta value between Job satisfaction and openness is the highest with 0.422 and Job satisfaction and neuroticism has the lowest value with -.231 which

shows the significant negative relationship. 37.2% of the job satisfaction is determined by the personality traits. But other 62.8 % is determined by other variables.

Table 0.5 Coefficients for predictors of Job Satisfaction

	Job Satisfaction
Constant	-.135
	(.555)
Openness	.422
	(.000)
Extroversion	.342
	(.000)
Agreeableness	.234
	(.005)
Conscientiousness	.107
	(.047)
Neuroticism	-.231
	(.036)

In terms of the multiple regression analysis, the study reveals that the predictor power of the Personality Traits is in the higher level. As a whole, it can be concluded that all these five proxies have significant contribution to become a satisfied person in the job as well as to have the high satisfaction by the regression analysis. This confirms the openness perspective of the relationship between personality traits and job satisfaction.

Conclusion

The main objective of the study is to investigate the relationship between personality traits and job satisfaction among the WSO2 IT company software engineers in western province. Research results (JSS) have shown that there is a moderate level of job satisfaction among IT employees in WSO2 with r=0.614. The results on a specific subscale show that this group of educators is displeased with pay, middle pleased (ambivalent) according to aspects of "Promotion", "Fringe Benefits", "Contingent Rewards" and "Operating Procedures". They seem to be satisfied with aspects of "Supervision", "Coworkers", "Nature of Work" and "Communication". They are most satisfied with "Nature of Work". Surprisingly all the hypotheses were accepted.

The four personality traits are positively associated with job satisfaction whereas positive association has been found in that r= 0.614. The openness with r= 0.752, extroversion with r= 0.746, Agreeableness r= 0.630 Conscientiousness with r= 0.496 and Neuroticism with r=-373. Thus it is obvious that there is a relationship between personality trait and job satisfaction among the IT workers in WSO2. As per Judge & Mount (2002) there is a negative correlation between personality dimensions Aggression-Hostility, Impulsive Seeking Sensation, Neuroticism, and a positive direction between Sociability, and job satisfaction in wesern countries. When we talk about Activity dimension, there is a negative correlation according to three aspects of job satisfaction: "Supervision", "Contingent Rewards" and "Coworkers" and for the rest of six aspects the correlation is positive (Judge & Mount, 2002).

But in regression analysis the same results have been replicated in impact form. Except neuroticism, other constructs have the positive impact on JS. The reason behind the negative relationship between neuroticism and JS is that persons with high score on a subscale of Neuroticism are disposed to experience negative emotions in all spheres of life, including a workplace. They get mad very often, get involved in disputes with others, they have violent reactions and probably have lots of conflicts on their workplace and this is the reason for developing job dissatisfaction (DeNeve, 1999).

Further, his study provides the route for the non western country employees personality traits and job satisfaction as the neuroticism gave the negative relationship with job satisfaction and this is the first study which has been done in IT sector in this title in western Province according to reviewing of literature.

Directions for further study and limitations

The current study can be expanded in a number of ways. These would also address some of the limitations of this study identified in previous chapters. This research focuses on the teachers IT sector top level employees particularly in one IT company. Therefore this sample is not adequate for generalization. There should be more sampling as well as proper sampling technique may be necessary before generalization and also can be made on the personality traits and Job satisfaction in the entire Sri-Lanka and world.

Findings of the research will not be generalized to whole Sri Lanka's as it consists of one company in one province. Thus future researchers can focus on all IT companies in whole Sri-lanka. In this study, personality traits contributed significantly to job satisfaction and predicts with 37.8 percent of the variation found. Remaining 62.2 percent of the variation should be found by the future researchers. A primary goal of future research should be to observe the predictors of job satisfaction in the IT Industry.

Finally, The study is only done in the Western Province. And the important limitation is that, the organizational cultures are interrelated with environmental factors, economic issues and etc. which were not being examined in this research. These are the limitations need to be considered by the future researchers. Other industries such as banking, universities, and hotel industries can be taken into account for future researches as it focused only on IT sector.

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