

Role of Personality Traits on Job Satisfaction: A study among Telecom Employees in Tamil Nadu

Manikandaprabu Murugesan, Jeyavel Sundaramoorthy, Vijendra Pandey
Central University of Karnataka, Kalaburgi

The objective of this study was to describe the dominant personality traits of telecom employees. The measuring tools consist of NEO-FFI, Job Satisfaction Scale, and a Socio-demographic data sheet. The measurement was collected from 120 telecom employees of public and private telecom organization in the Coimbatore telecom region. The findings revealed that Extroversion, Agreeableness, and Conscientiousness have a significant and positive relation to Job Satisfaction. Of these three personality factors conscientiousness had a significant influence on job satisfaction. The employees who were highly experienced and received a high monthly income had better job satisfaction than the employees who were having less experience and monthly income. Moreover, public telecom employees had better job satisfaction than private telecom employees.

Keywords: Telecom Employees, Personality Traits, Job Satisfaction.

Today, telecom industries are showing intense growth with great impact on healthy competitions among service providers. One of the main reason behind telecom industries success are employees who consistently work for them may also, experience high job pressure to meet their short and long-term targets. Employees' working style could be determined by the personality that he/she possess for a longer period of time that may reflect on their work and job satisfaction. It has been assumed that personality can play a vital role in how people deal with work situations. By assuming this effectiveness, the main question to answer is whether the type of organization plays an important role in the organization or as noted earlier the personality trait could be a determinant of the job satisfaction (Ardakani et al. 2017).

Job satisfaction:

It is a vital topic amongst industrial researchers; especially in organizational/ industrial sectors. As we noted earlier, it made a great impact on the organizational culture and effectiveness. Moreover, employees' job satisfaction is a good indicator of organizational effectiveness. When the employees are less satisfied with the job ultimately it affects the effectiveness of the organization.

Job satisfaction is a central issue of an organization and an employer plays an important role in fulfilling their employee's needs. Keeping job satisfaction high among their employees could be an excellent benefit for the organization (Ardakani et al. 2017). The consistent definition of job satisfaction as defined by John Locke (1976) a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. Several organizational psychologists state that dispositions can be a vital determinant of people's job attitudes (Judge and Locke, 1993; Watson and Slack, 1993). Job satisfaction could be described by the specific type of organizations' supervision, autonomy, pay, rewards, and recognition.

Likewise, job satisfaction does determine the pay/compensation, trust between employees and senior management, job security, relationship with immediate supervisor and respectful treatment of employees at all levels (SHRM, 2017). There are several factors that may influence job satisfaction; personality is one of the many factors that proposed being as a base of job satisfaction since some individuals are a subject to negative affectivity, while others are predisposed to positive affectivity (Haliza M et al. 2015). As employees spend most of their time in their workplace, they would emulate

their personality there and it is all about the enduring characteristic of a person where he or she interacts regularly.

Personality: As above said dispositional factors, how an employee interacts with his environment (workplace, family and friends) may be determined by personality factors (Haliza M et al. 2015). The Allport definition of personality articulates the dynamic organization within the individual of those psychophysical systems that determine his characteristic behavior (Vollmer F, 1974). Hence, in order to enhance the employees level of satisfaction, the factors that influence job satisfaction should be identified. Although there are several types of research that have been done to identify the relationship between personality and job satisfaction, yet in this field, only very few attempts have been made (Irissappane D & Kavitha M, 2014).

Moreover, the extent of the relationship has not been investigated comprehensively in the context of the telecom employees. Each telecom organization has their own job characteristics, pay systems, and rewarding systems and promotions. Therefore, with this perspective, the present study was designed to explore the following key research questions.

- What is the level of job satisfaction among public and private telecom service providers?
- To what extent can personality traits predict job satisfaction of telecom employees?
- What would be the relationship between personality traits and job satisfaction in telecom employees?

Methods

Aim:

The purpose of this study was to analyze the relationship between personality traits and job satisfaction of telecom employees in Coimbatore telecom region.

Objectives:

The core objectives of this study are:

- to find out the personality traits and job satisfaction of telecom employees

- to find out the job satisfaction amongst public and private telecom employees
- to find out the most influencing and dominant personality trait on job satisfaction of telecom employees

Hypotheses:

- There will be a significant relationship between personality traits and job satisfaction of telecom employees
- There will be a significant difference between job satisfaction of public and private telecom employees
- There will be a significant difference between the telecom employees' years of experience and job satisfaction
- There will be a significant difference between the telecom employees' monthly income and job satisfaction

Tools Used

- NEO-Five Factor Inventory-3 by Paul T. Costa and Robert R. McCrae (1985)
- Job Satisfaction Scale (B.L. Dubey et al., 1989)
- A demographic data sheet includes age, gender, type of organization, monthly income and years of experience.

Population and samples

The data was collected from Coimbatore telecom region, subjects were invited to participate, and informed consent was obtained from them. Of the 120 participants from both kinds of the organization – Public (60) and Private (60) – were included by using purposive sampling method. Age of the participants was ranging from 23 to 60 years with mean=35.40 & SD=11.59. The majority were female participants 62 (51.7%) and male employees were 58 (48.3%).

Statistical analysis:

The collected data were analyzed with the Pearson product moment correlation, t-test, and linear regression analysis.

Results

Table 1 shows the relationship between personality traits and job satisfaction of telecom employees.

Personality traits	Job satisfaction
Neuroticism	-0.160*
Extraversion	0.274**
Openness to experience	0.024
Agreeableness	0.257**
Conscientiousness	0.418**

**-Significant at 0.01 level; *- Significant at 0.05 level

Table 1 indicates that personality trait of neuroticism was negatively correlated (-0.160) with job satisfaction and openness to new experience did not have (r=-0.160; r= 0.024) correlation with job satisfaction. Extraversion, agreeableness, and conscientiousness were (r=0.274, 0.257, 0.418) positively correlated with job satisfaction at p<0.01 level. The alternative hypothesis stating that there will be a significant relationship between personality traits and job satisfaction of telecom employees is 'retained' at 0.01 level.

Table 2 shows the influence level

Table 2: Influence of Personality traits and Job satisfaction among Telecom Employees (model-1)

Personality Traits	Dependent variable	Unstandardized Coefficients 'β'	't'	Sig.	Model Summary
(Constant)	Job Satisfaction	45.806	3.673	.000	r ² = 0.233 F= 6.932 P = <0.01
Neuroticism		-0.150	-0.602	.548	
Extraversion		0.311	1.246	.215	
Openness to new experiences		-0.488	-1.764	.080	
Agreeableness		0.305	1.257	.211	
Conscientiousness		1.016	4.118	.000	

Table 2a: The Influence of Conscientiousness on Job satisfaction among telecom employees (model 2)

Personality Traits	Dependent variable	Unstandardized Coefficients 'β'	't'	Sig.	Model Summary
(Constant)	Job Satisfaction	43.807	7.725	.000	r ² =0.175 F=24.959 p= <0.01
Conscientiousness		1.065	4.996**	.000	

of personality traits on job satisfaction of telecom employees. Neuroticism, Extraversion, Openness to new experience and Agreeableness respectively, were shown as relatively less unstandardized coefficients 'β' such as -0.150; 0.311; -0.488; 0.305 and 1.016; and among the personality traits conscientiousness was the only trait which is having higher β=1.016 than any other personality traits. It is also indicated that personality traits as complete has explained the variance r²= 0.233 (23%) on job satisfaction

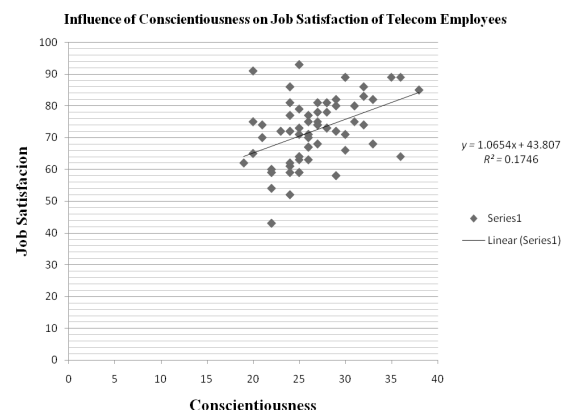


Figure 1: Graphical Representation of Influence of Conscientiousness on Job satisfaction among telecom employees (model-2)

Table 3 shows the job satisfaction of telecom employees with respect to their working organization

Personality Traits	Name of the organization	N	Mean	SD	't'- value
Job satisfaction	Public	60	73.92	11.63	2.294**
	Private	60	69.72	8.11	

** -Significant at 0.01 level

Table 4 shows the job satisfaction of telecom employees with respect to their Years of Experience and Monthly Income

Job Satisfaction		N	Mean	SD	't'- value
Year of Experience	≥ 5	66	75.17	11.091	4.251**
	< 5	54	67.72	7.210	
Monthly Income	≥ 24000.Rs	63	74.79	11.168	3.516**
	< 23999.Rs	57	68.53	7.892	

** -Significant at 0.01 level

From the table 2a and figure 1, it indicates that further analysis has been incorporated to check the exclusive influence of conscientiousness on the job satisfaction which showed $r^2=0.175$ (17%).

Table 3 shows that Public telecom employees were highly (M=73.92; SD=11.63) satisfied with their jobs than private telecom employees (M= 69.72; SD=08.11) with the 't' value of 2.294 signifying at 0.01 level. The alternative hypothesis stated that 'there will be a significant difference between job satisfaction of public and private telecom employees which is been 'retained' at 0.01 level.

Table 4 shows that the employees who were having five and above years of experience (M=75.17; SD=11.091) had a better job satisfaction than employees with less than five years of experience (M=67.72; SD=7.210). The alternative-hypothesis stated 'There will be a significant difference between the telecom employees' years of experience and job satisfaction' which is been 'retained' at 0.01 level.

In addition to that it also reveals that the telecom employees who are getting a salary of Rs. 24000 and above were tending to have better job satisfaction (M= 74.79; SD=11.168)

than people who were getting less than Rs. 24000 as salary (M=68.53; SD= 7.892). The alternative hypothesis stating that 'there will be a significant difference between the telecom employees' monthly income and job satisfaction is 'retained' at 0.01 level.

Discussion

In this study, all the key research questions had been tested statistically and the explanations for the present study's findings are discussed within the light of previous studies inputs and theoretical paradigm of personality and job satisfaction are as follows.

It has identified that neuroticism was inversely related to job satisfaction. Similarly, the past studies also revealed that neuroticism was associated with less job satisfaction (Adrakani, 2017; Furnhum and Zacherl, 1986; Ilies and Judge, 2003; Judge et al., 2002). It can be explained that when employees are emotionally unstable and anxious towards their work it further decreases their job satisfaction level. However, a certain amount of stability is required to perform the given jobs in telecom sector although the pressure is high on the job. When the employees learn to understand the jobs' nature and dealing effectively with work calmly it may enhance their job satisfaction level.

Extraversion has a significant relationship with job satisfaction and as a trait it would be beneficial especially for the telecom employees in order to be active in helping their customers and up their own job performance. Similarly, a research on the diverse population by Furnham and Zacherl (1986) and the other study on farmers by Brayfield and Marsh (1957); by Patrick, 2015 on teachers; on the bank, employees by Ijaz and Khan (2015) reported that extraversion had a strong association with job satisfaction. It can be noted that though the job title and nature is different in previous studies the extraversion is a much-needed character for the effective job performance and satisfaction i.e. teachers vs students, bank employees with customers and farmers with consumers and so on.

Openness to new experience did not relate with job satisfaction of telecom employees since most of the participated employees deal with what has been assigned to them to complete it and several times they are not encouraged to think out of the box hence their job is may be mechanical in nature. Similarly, a recent study investigated among bank employees in Pakistan by Ijaz and Khan (2015) reported that an openness to new experience did not relate to job satisfaction of employees.

Conversely, agreeableness was positively correlated with job satisfaction which indicates that cooperativeness among each other and ensures to serve the customers need. It also supported recent studies findings of Adrakani (2017). Moreover, conscientiousness has a significant relationship to job satisfaction, which clearly indicates that the employees who possess the characteristics of being punctual, dutiful and goal-oriented nature tend to have better job satisfaction. This finding supports the study conducted by Adrakani (2017) among engineers in Iran. From this, we could infer that conscientiousness as personality trait has a potential role irrespective of any jobs.

In this present study analysis when considered all the five personality domains in the multiple regression, (Neuroticism, Openness to new experience, Agreeableness, Extraversion, and Conscientiousness) it has

predicted considerable amount of variance in job satisfaction. However, in which only conscientiousness had a significant influence on job satisfaction. Likewise, in previous studies, Conscientiousness is been the most consistent personality predictor of success of the work sectors and occupation that would lead to having a better job satisfaction of employees (Barrick et al., 2001; Judge et al., 1999). In the present study, it is revealed that conscientiousness alone predicted better job satisfaction.

As indicated above in the results the public telecom employees who were getting higher salary tend to perceive a higher job satisfaction than the people who get less salary. This discrepancy can be attributed to the pay, which had given to employees in the public organization. However, in private telecom sector if an employee desires to get a high incentive and gets promoted he/she has to give the result in terms of maximizing the number of network materials sold-out based on short-term (monthly target) and long-term targets (a half yearly/ an accounting year).

There may not be many employees that keep changing their workplace as much turnover and pressure which is being experienced by public telecom employees than private telecom employees. In the present study, the public telecom employees' years of experience are higher than private telecom employees. This may be due to the discrepancy among telecommunication companies pay systems, incentives schemes, and work pressures which would force them to change their companies where they feel comfortable and get a reasonable pay. Therefore, the employees who were relatively had more years of experience had a better job satisfaction than people who have fewer years of experience.

Conclusion

To conclude, the present study, found a positive and negative relationship to job satisfaction. It has been inferred that personality profiles would get changed based on the type of the organization they work and the nature of work they do. Conscientiousness has been the significant predictors of job satisfaction amongst

telecom employees. Besides personality traits, dispositional factors such as the type of the organization, monthly income and year of experience play a vital role in the job satisfaction of employees. This study has provided additional insights into the dominant personality trait with job satisfaction of telecom employees.

Acknowledgment: The author(s) thank the telecom employees who have actively participated in this study. Their support was vital for this study to complete it.

Declaration of conflict of interest: The author(s) declare no potential conflicts of interest with respect to the study, authorship, and publication of this article.

Funding: The authors did not receive any fund for this study.

References

- Ardakani H. Mirabzadeh., Heidar, S., Sefidgaran, B.(2017). The study of the relationship between personality traits and job satisfaction in Iran Khodro Company experts in Iran. 25th European Congress of Psychiatry/ *European Psychiatry*, 41S (2017), S710–S771. <http://dx.doi.org/10.1016/j.eurpsy.2017.01.1280>.
- Furnham A. and Cheng H. (2015). Early indicators of adult trait Agreeableness. *Personality and Individual Differences*, 73, 67–71.
- Furnham A. and Zacherl M. (1986). Personality and job satisfaction. *Personality and Individual Differences*, 7(4), 453–459.
- Hoppock, R. (1935). *Job Satisfaction*, Harper and Brothers, New York, p. 47.
- Ilies R. and Judge T. A. (2003). On the heritability of job satisfaction: The mediating role of personality. *Journal of Applied Psychology*, 88(4) 750–759.
- Irissappane, D. Aravazhi; Kavitha, M. (2014). Big five personality traits and job satisfaction: A comprehensive study between private and public sector telecom employees. *CLEAR International Journal of Research in Commerce & Management*. July 2014, Vol. 5, Issue 7, p16-21. 6p.
- Judge T. A., Heller, D. and Mount, M. K. (2002). Five-factor model of personality and job satisfaction: A meta-analysis. *Journal of Applied Psychology*, 87(3), 530–541.
- Muhammad Ijaz and Azhar Khan (2015). The Relationship of Big Five Personality Traits with Job Satisfaction among Banking Employees (A Case Study of Askari Bank in District Peshawar).
- Najari R., Rafiyi M., Habibian S., Chubasti M. J. The Relationship Between Personality Characters of Managers with Organizational Behavior. The First National Conference of Management and Creative Working. Payam Noor University of Khansar. 2012. Available from: <http://www.civilica.com/Paper-NCMANENTER01008.html>.
- Patrick A. Harold(2015). Personality traits in relation to Job satisfaction of Management Educators. *Asian Journal of Management Research*.p239-249.
- Society for Human Resource Management (2017). Employees Job satisfaction and engagement: Revitalizing workforce. Available from: <https://www.shrm.org/hr-today/trends-and-forecasting/research-and-surveys/Documents/2016-Employee-Job-Satisfaction-and-Engagement-Report.pdf> accessed on 05.05.2018
- Timothy A. Judge., Ryan Klinger: Job Satisfaction subjective wellbeing at work. Available from: <http://www.timothy-judge.com/Job%20Satisfaction%20and%20Subjective%20Well-Being-Judge%20&%20Klinger.pdf>. Accessed on 05.05.2018.
- Vollmer, F. (1974). Gordon Allport on the definition of personality. *Scandinavian Journal of Psychology*, 15(1), 1-3. <http://dx.doi.org/10.1111/j.1467-9450.1974.tb00548.x>

Manikandaprabu Murugesan, Research Scholar, Department of Psychology, School of Social and Behavioral Sciences, Central University of Karnataka, Kalaburgi, Email:manikandaprabhu@cuk.ac.in

Corresponding Author: **Jeyavel Sundaramoorthy**, Assistant Professor, Department of Psychology, School of Social and Behavioral Sciences, Central University of Karnataka, Kalaburgi - 585 367. Email:sjeyavel@cuk.ac.in; Phone: +91-7411663685.

Vijendra Pandey, Assistant Professor, Department of Psychology, School of Social and Behavioral Sciences, Central University of Karnataka, Kalaburgi- 585367. Email:vijendrapandey@cuk.ac.in