

## The Impact of Personality on Job Satisfaction: A Study of Executive Employees in Selected Private Hospitals in Colombo East, Sri Lanka

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### Abstract

This study intends to investigate the impact of personality on job satisfaction among executives in the selected private hospitals in Colombo East, Sri Lanka. The independent variable is the types of personality with five major personality factors; extraversion, agreeableness, openness to experience, neuroticism and conscientiousness. The dependent variable is the job satisfaction. Data were collected from 175 executives in the selected private hospitals in Colombo East, Sri Lanka. For measuring study variables, the convenience sampling method is selected and the self-administered structured questionnaires are developed. Next data thus collected were analyzed under the statistical data analysis package of 16 using correlation and regression methods. The findings of the study suggested that the personality types of extraversion, agreeableness, openness to experience and conscientiousness of executive employees had significant positive impact and neuroticism type had significant negative impact on job satisfaction. Further, all hypotheses of the study are empirically accepted. Hence, 43.3% of the variation in job satisfaction can be explained by the big five personality factors.

**Keywords:** *Executives, Job Satisfaction, Big Five Personality, Private Hospitals*

### Introduction

Employees among other resources are the influential source of a company. It is accepted that employees' attitude and the behavior impact on the organizational success and the job satisfaction of employees and their personalities depend on employees' attitude and the behavior to a great extent. According to Pervin, (1989) personality is a pragmatic mechanism which is used to describe, explain, and understand the human behavior. Every individual is unique, in the sense that no two people are exactly alike in terms of temperament, behavior and preferences (Pandey and Kavitha 2015). Goldberg (1990) suggests that every individual

lies into five basic categories in term of personality. They are extraversion (E), agreeableness (A), consciousness (C), neuroticism (N) and openness to experience (O). Previous studies (Judge *et al.*,2002;Tariq, *et al.* 2014;Younes,2012) described the impact of big five personality factors (BFP) and job satisfaction (JS) in different work places. This study mainly pays attention on the impact of personality on job satisfaction among executives in the selected private hospitals in Colombo East, Sri Lanka.

### **Problem Background and Problem of the Study**

It is expected that the findings of the study will provide more theoretical evidence to fill the existing gap in the literature regarding the impact of BFP on job satisfaction. Recently, the few experimental studies (Rhodes & Hammer 2000; Judge et al. 2002; Ilies and Judge, 2003) concluded that personality has a clear influence on the job satisfaction. Lot of BFP and job satisfaction related studies conducted in western scenario. It seems that there is a gap in the Sri Lankan context with regard to the impact of BFP especially with executives in private hospitals. Therefore, the research problem is *'How big five personality impact on job satisfaction of executives in private hospitals in Colombo East, Sri Lanka?'*

### **Literature Review**

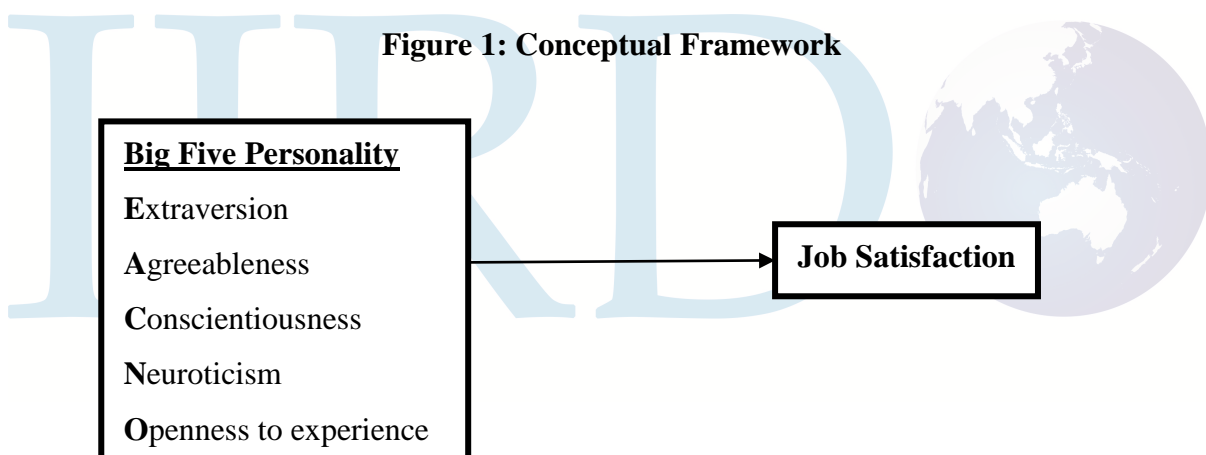
Digman (1990) and McCrae and Costa (1996)define the 'big five' or five-factor model of personality as a taxonomy that parsimoniously and comprehensively describe human personality, whose validity is strongly supported by empirical evidence. Personality traits refer to cognitive and behavioral patterns that show stability over time and across situations (Bozionelos 2004). Further, Goldberg (1990) suggests that BFP factors are extraversion, agreeableness, consciousness, neuroticism and openness to experience. Extraversion is comfort level of an individual and it assesses how much an individual is assertive, outgoing, sociable and active and wants to meet people (Goldberg, 1990).Further, he describes agreeableness that measures how much an individual tends to defer from others and are more cooperative, warming and trusting and also tries to avoid clashes and disagreements with others. Conscientiousness demonstrates the reliability of one's personality and highly conscious people are well organized, dependable, contain high standards and tend to complete their job according to plan (Goldberg, 1990).Further, he shows the neuroticism as the ability and intensity to cater stress situation of an individual. High neurotic individuals feel more insecure, nervous and depressed. Openness to experience is a psychological personality

traits dealing with one's intentions to creativity, innovation and interests with originality (Goldberg, 1990).

According to Tariq et al. (2014), job satisfaction is a constructive or positive thought about work and the work environment and Locke (1976) defines it as an action of the apparent relationship between what one expects from one's job and what one perceives its offering. This definition points out the importance of both dispositional and situational factors as determinants of job satisfaction.

### Conceptual Framework

The conceptual framework of this study has been exposed in Figure 1. The dependent variable, job satisfaction is inclined by big five personality traits, the independent variable. The big five personality is of five sub variables. Then, the job satisfaction is measured using seven factors.



The following is the hypotheses developed for this study in line with the above research framework and appraising the prevailing literature.

According to the Arian and Marion (1986), there are relationships between personality traits and aspects of job satisfaction. They conclude that the personality does not have a strong or consistent influence either on what individuals perceives as important in their work environment or on their levels of job satisfaction. David and Linda (1997) have found that the BFP dimensions contribute significantly to the prediction of job satisfaction. Thus, the first hypothesis is as follows:

**Hypothesis 1 (H<sub>1</sub>): The big five personality has an impact on job satisfaction.**

Tokar and Subich (1997) have proposed that, when there is a stronger extraversion, there is greater job satisfaction. In empirical data presented by Watson and Clark (1997) in their study, they suggest that individuals extravert tend to have more friends than the introvert and are more inclined to spend time socializing creating a good working environment and enhancing job satisfaction. Hence, the second hypothesis is:

**Hypothesis 2 (H<sub>2</sub>): Extraversion has a positive impact on job satisfaction.**

Organ and Lingl (1995) indicate that agreeableness contributes significantly to explain variance in job satisfaction and the results indicate that there is a significant positive correlation between agreeableness and job satisfaction ( $r=.649, p<.01$ ). However, Tesdimir *et al.* (2012) and Schneider (1999) explain that agreeableness is not related to job satisfaction. So, third hypothesis is:

**Hypothesis 3 (H<sub>3</sub>): Agreeableness has a positive impact on job satisfaction.**

Organ and Lingl (1995) show that individuals with conscientiousness traits are more deeply involved in work and have greater chances of being rewarded and getting greater job satisfaction. Hence, forth hypothesis is as follows:

**Hypothesis 4 (H<sub>4</sub>): Conscientiousness has positive impact on job satisfaction.**

Tokar and Subich (1997) reckon that when there is a lower the neuroticism, there is a higher job satisfaction. Further, Judge *et al.*, (2002); Bowling, *et al.*, (2006) also identify that neuroticism has a negative impact on job satisfaction. Therefore, fifth hypothesis is:

**Hypothesis 5 (H<sub>5</sub>): Neuroticism has negative impact on job satisfaction**

The result of Tesdimir *et al.* (2012) show there is significant positive correlation between openness and job satisfaction ( $r=.585, p<.01$ ). Further, Ijaz and Khan (2015) also recognize that openness has positively impact on job satisfaction. Thus, the sixth hypothesis is:

**Hypothesis 6 (H<sub>6</sub>): Openness to experience is a positive impact on job satisfaction.**

## Methodology

This is an analytical and quantitative study as it intends to find out and measure the impact of personality on job satisfaction. It is conducted in a non – contrived work setting which provides the actual situation of the organization for the use survey technique to gather cross sectional data using a questionnaire. The target population is 320 executive employees

selected from private hospitals in Colombo East, Sri Lanka. The sample consists of 175( Krejice and Morgan table,1970) executive employees in the selected from private hospitals in Colombo East under the convenient sampling method. Finally, questionnaires were distributed among selected executive employees and 135 responses were received as completed questionnaires amounting to a 67.5% response rate.

### **Measures**

In this study, BFP is measured through the big five inventory developed by John et al. (1991) instrument with 44 statements including reversed questions. Weiss et al. (1967) Minnesota Satisfaction Questionnaire (MSQ) was used to measure job satisfaction with 20 statements .All statements are measured with five point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

### **Data Analysis**

The objectives of this study analysis were achieved through the computer based statistical data analysis package of SPSS 16.0. The data analysis included both univariate and bivariate analysis. The results of Cronbach's alpha test given in Table 1 suggest that the reliability of each instrument was satisfactory. The content validity of the instruments was identified through the conceptualization and operationalization of the relevant variables based on existing literature.

**Table 1: Reliability Statistics**

Instrument	Cronbach's Alpha
Big five Personality	0.832
Job Satisfaction	0.911

The results of simple regression analysis of the variables of big five personality and job satisfaction are in the Table 2.

**Table 2: Results of Simple Regression Analysis**

Variables	BFP with JS	E with JS	A with JS	C with JS	N with JS	O with JS
R Square	.782	.625	.678	.754	.531	.737
Adjusted R square	.762	.615	.515	.743	.019	.626
F	65.423	31.29	32.29	34.97	2.739	31.37
Significance	.000	.000	.000	.000	.001	.000
B -constant	7.681	3.433	3.758	2.92	4.003	3.18

B -Value	.762	.778	.833	.784	-.175	.794
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In accordance with the Table 2, 78.2% of the total variation of job satisfaction is explained by BFP, 62.5% of job satisfaction by extraversion (E) and 67.8% of the total variation by agreeableness (A). 75.4% and 53.1% of the total variation of job satisfaction by conscientiousness (C) and neuroticism (N) in sequence. 73.7% of the total variation of job satisfaction is explained by openness to experience factor.

Summary of hypotheses testing is given in Table 3 and there is a significant impact of BFP and job satisfaction. However, except neuroticism factor, all other factors are positively related to job satisfaction.

**Table 3: Summary of Hypotheses Testing**

	Hypotheses	Value	Sig.(2-tailed)	Remarks
H <sub>1</sub>	BFP and Job Satisfaction	.762	.000	Accepted
H <sub>2</sub>	Extraversion and Job Satisfaction	.778	.000	Accepted
H <sub>3</sub>	Agreeableness and Job Satisfaction	.833	.000	Accepted
H <sub>4</sub>	Conscientiousness and Job Satisfaction	.784	.000	Accepted
H <sub>5</sub>	Neuroticism and Job Satisfaction	-.175	.001	Accepted
H <sub>6</sub>	Openness to Experience and Job Satisfaction	.794	.000	Accepted

**Table 4: Combined Impact of the five determinants on Job Satisfaction**

R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
			R Square Change	F Change	df1	df2	Sig. F Change	
.466	.433	.45784	.042	13.020	1	165	.000	1.887

As the Table 4 indicates, the adjusted R-Square value is 0.433. It means that it is able to explain 43.3% of variation in JS with the model. The Durbin-Watson statistic is 1.887.

### Discussion and Conclusion

It was found that, among executive level employees, the extraversion, agreeableness, conscientiousness and openness to experience are positively impact with job satisfaction and neuroticism is negatively impact with job satisfaction (refer Table 3). Further, there are statistical

confirmations to accept all the hypotheses formulated and the findings of the study aligned with Tesdimiret *al.* (2012);Topolinskiand Hertel (2007).

According to the results of regression analysis (Table 4), BFP is a positive variance on job satisfaction. It shows that the variables are in a strong linearly relationship. In addition to that, the dimensions of BFP also have impact on the job satisfaction of the executive employees and that too has been under the confirmatory support of Tokar and Subich (1997); Watson and Clark (1997).

The results of this study shall be significant both in the theoretical and practical scenario as well in order to expand the job satisfaction of executive employees in private hospitals. To enhance the job satisfaction of the executive employees, the programs for personality development are to be successfully implemented. It is the responsibility of the management of the private hospitals to consider the BFP factors and enhance the job satisfaction of the executive employees in their attempt to achieve the target of maximum contribution toward the organizational growth and success.

Further, it is recommended to pay attention on some other factors that effect on job satisfaction of executive employees in private hospitals and other professionals in other organizations as well. In such an attempt, it is suggested to upsurge the sample size for the future studies if a similar study is conducted for the other private hospitals and as well as other professions.

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