

Factors Influencing Personality Trait On Job Satisfaction Towards Private Bank Employees In Tamilnadu

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ABSTRACT

This study investigates the personality traits and job satisfaction of banking industry personnel using the Big Five Model and this study falls under descriptive in nature. For this purpose, 415 private bank employees were approached to collect the data. A random sampling technique has been adopted to identify the respondents. Mean and Standard deviation, correlation and Regression statistics are used for the analysis using SPSS 26. From this analysis it is found that conscientiousness, emotional stability, agreeableness, openness experience, and extraversion are high level relationship with job satisfaction among the employees. The results that the Conscientiousness and Extraversion are positively influencing the job satisfaction.

Keywords: Personality Trait, Job Satisfaction, conscientiousness, emotional stability, agreeableness, openness experience and extraversion.

1.0 INTRODUCTION

In today's competitive world, the biggest challenge which the organizations are facing is to retain talented employees. In order to encourage productive employee behaviours within the company, job satisfaction is essential. For the company, having contented employees translates into a motivated workforce dedicated to doing top-notch work. Work satisfaction is a crucial measure of how happy workers are in their positions and a predictor of behaviours at work like turnover, absenteeism, and organisational citizenship. Furthermore, the association between deviant work behaviours and personality factors can be partially mediated by job satisfaction.

All organisations strive to accomplish their goals. In light of this, they need to focus on numerous areas. Since employees are regarded as an organization's most valuable resource, they want to retain competent and productive staff members. When workers are happy in their jobs, they may put in a lot of effort since employers want them to be productive and complete more work. The relationship between employees and the type and content of their occupations must be carefully considered in order to make the best use of people as a valuable resource for the company. The way jobs are organised and designed can have a big impact on employees. The standard of working life requires consideration. The manager must comprehend the greatest ways to increase employee satisfaction at work and remove roadblocks to productive work. There is a lot of competition these days. As such, all organisations must cooperate with one another. In this regard, the company has to retain workers in order to gain a competitive edge, and it anticipates that happy workers will perform better. As a result, in order for the company to accomplish its goals, its employees must be satisfied. From the perspective of the employee, job satisfaction has several advantages, including a decrease in moral stress, the development of fresh ideas and inventiveness that propels them to higher levels, positive relationships with co-workers, managers, and other employees, etc.

1.1 Personality Trait on Job Satisfaction

It is apparent that personality qualities and job satisfaction are related. To completely grasp this process's linkages with job satisfaction, further research is necessary as it is still in its infancy. BIG-FIVE (Digman, 1990) investigated it and connected it to contentment at work. Here, the researcher will also discuss the effects of the five popular personality traits - openness to experience, agreeableness, conscientiousness, emotional stability, and extraversion on job satisfaction. Emotional stability, extraversion, agreeableness, and conscientiousness are among the personality traits that often correlate with job satisfaction (Judge, Heller, & Mount, 2002). Furnham and Zacherl (1986) conducted a study on these personality traits to determine the nature of the association between personality traits and job satisfaction. Using a multi-dimensional scale, they came to the conclusion that there was a negative correlation between job satisfaction and emotional stability and psychoticism. However, there was a favourable correlation between extraversion and job satisfaction. Additionally, the study found that workers with high emotional stability scores were generally less satisfied with their workload, co-

workers, and pay. In contrast to individuals with low psychoticism scores, employees with high psychoticism scores expressed lower levels of satisfaction with their co-workers, supervisors, and the nature of their work. Conversely, workers who scored highly on the extraversion trait were content, joyful, and valuable to the company. Regarding the same issue, Brief, Butcher, and Roberson found that there was a considerable negative association between neuroticism and job satisfaction. A meta-analysis of 163 independent samples led Judge et al. (2002) to the conclusion that knowledge of employees' personalities is crucial in determining job happiness. Judge also discovered that the correlations between personality qualities including extraversion, conscientiousness, and emotional stability were and respectively. Five main groups were identified in a meta-analysis that Barrick and Mount (2000) carefully evaluated. Police made up Group 1, professionals made up Group 2, managers made up Group 3, salespeople made up Group 4, and skilled/semiskilled staff made up Group 5. Three job performance criteria - personal records, training aptitude and expertise, and job aptitude and personality - were compared to these groups. Digman's personality terms and classifications were employed in this meta-analysis. Extraversion, emotional stability, agreeableness, conscientiousness, and openness to new experiences are the categories. The only goal of this meta-analysis study was to comprehend how the various aspects of the Big Five personality traits relate to one another. Moreover, an explanation of the many aspects of personality was provided in respect to the criteria and professional groups that were chosen. This makes the study distinct and different from earlier research. They concluded from their extensive research that conscientiousness was the most consistent and accurate predictor of effectiveness across all professional groups and standard types. In a different meta-analysis, Frei & McDaniel discovered the same outcome. Supervisors evaluated the same personality trait, "conscientiousness," as the main predictor of both desirable performance and job satisfaction (Frei & McDaniel, 1998). In a similar vein, the most reliable and consistent personality attribute that showed a strong correlation with the jobs of manager and salesperson was "extraversion." In a similar vein, the other criterion type, "training expertise," yielded the most reliable and consistent personality attribute that was found to be an effective predictor: openness to experience. According to this meta-analysis, employees with high ratings in this area are more likely to be open to learning new courses, programmes, etc. On this dimension, employees enjoy attending training sessions. According to a study by McCrae & Costa, the "success" that led the staff members to the training sessions is what ultimately determines whether or not they want to refresh themselves after attending the sessions. Moreover, workers with the traits that make them want trainings are closely associated with cognitive capacities (McCrae & Costa, 1987).

2.0 REVIEW OF LITERATURE

Many studies have been conducted on the OCEAN model and behavior and how these traits can somewhat predict a person's workplace social behavior and performance. Having a deeper understanding of these behaviors can help co-workers and managers create trust, better relate to one another, and cultivate a stronger workplace culture. Big Five Personality Traits has the biggest influence on Job satisfaction. According to Essentials of Organizational Behavior: 14th Edition, the big five personality dimension that has the biggest influence on job performance is conscientiousness. This trait is mostly seen in management people like CEO or entrepreneurs. Extroversion people are more assertive and able to interact well with others, this trait can have strongest relationship with Job satisfaction. Johnson (1997) found a positive relationship between Extraversion and job performance of police personnel and explained this relationship in terms of the high level of interaction in the police service. Agreeableness people are liked by others, trustworthiness, and are good in teamwork. This trait has a relationship with job satisfaction. In relation to job satisfaction, neuroticism is found to be negatively associated with job satisfaction (Furnham and Zacherl, 1986; Ilies and Judge, 2003; Judge et al., 2002). Openness to experience people is good at exploring new opportunity which is much needed in an organization to solve all the problems using different techniques. Individuals who openness to experience more tend to accept changes, and creative in finding solutions for problems (Chandrasekara 2019). People with High neuroticism are emotionally unstable, easily disappointed, tension and unable to handle work related emotions. This trait has negative influence on job satisfaction. According to literature, such characters may lead for more job stress, which decreases the level job satisfaction (Mercer, 1997; Stoeva, Chiu, & Greenhaus, 2002)

Each of the personality dimensions found in the Big Five Personality Model can be used as an indicator of traits in the workplace. Previous research shows correlations between certain personalities and job satisfaction. Adrian Furnham and Marion Zacherl (1986) Extraversion and emotional stability are both found to positively affect job and life satisfaction. In another study, conducted by Judge et al., the two personality dimensions that are found to have the largest effect on job satisfaction are neuroticism and conscientiousness. Extraversion was also a component to their study, but this study does not find correlation between extraversion and job satisfaction. They found conscientiousness to have a positive correlation with job satisfaction; however, neuroticism shows a negative association with job satisfaction. Heller et al. confirm Judge et al.'s research on the relationship between personality and job satisfaction. Heller et al.'s study also focuses on the effects of neuroticism, extraversion, and conscientiousness in workplace situations. Heller et al. hypothesizes that those who identify as neurotic generally have low job satisfaction. This should be relatively intuitive, because neuroticism is linked to negative feelings, depression and a pessimistic outlook on life. If individuals express negative feelings about life, they are likely to feel the same way in their occupation. Research by Furnham and Zacherl has confirmed this by also showing

a consistent negative correlation between neuroticism and job satisfaction. Conversely, extraverts are predisposed to exert positive emotions, known as positive affectivity, which is a significant predictor of high job satisfaction. Heller et al. conclusion that extraversion does positively correlate with job satisfaction, however, differs from Judge et al.'s findings ten years earlier, which did not find a correlation between the two. Other studies also find a positive correlation between extraversion and job performance, particularly in management and sales. Additionally, Heller et al. finds that because of a “general work-involvement tendency [that] characterizes conscientious individuals,” there is a positive relationship between conscientiousness and job satisfaction.

2.1 OBJECTIVES OF THE STUDY

- ✓ To study the Private bank employees’ opinion towards the Job satisfaction.
- ✓ To analyse the relationship between personality trait and job satisfaction.
- ✓ To examine the factors influencing personality trait on job satisfaction.

3.0 MATERIALS AND METHODS

The present study aimed to investigate the personality traits and job satisfaction among the employees of private banks located in Tamilnadu. This study falls under descriptive in nature. For this purpose, 415 private bank employees were approached to collect the data. A random sampling technique has been adopted to identify the respondents. A structured questionnaire was used to rate the responses on a five-point likert scale starting from strongly disagree to strongly agree. Out of 450 distributed questionnaires, A total of 415 questionnaires from disabled employee respondents are found valid and suitable to perform analysis. Mean and Standard deviation, correlation and Regression statistics are used for the analysis using SPSS 26.

4.0 ANALYSIS AND INTERPRETATION

Table-1: Employees’ opinion towards the Job satisfaction

S.NO	JOB SATISFACTION STATEMENTS	MEAN	SD
1.	I have job security.	3.18	1.24
2.	I received pay and fringe benefits.	3.26	1.30
3.	I gained my personal growth and development in doing my job.	3.52	1.30
4.	The people work with on my job.	3.37	1.33
5.	The degree of respect and fair treatment I receive from my supervisor.	3.29	1.30
6.	The feeling of worthwhile accomplishment I get from doing my job.	3.42	1.11
7.	The chance to get to know other people work while on the job.	3.63	1.27
8.	The support I receive from my higher officials.	3.33	1.34
9.	The guidance I receive from my supervisor.	3.30	1.22
10.	The degree to which I am fairly paid for what I contribute to this organization.	3.31	1.16
11.	The independent thought and action I can exercise in my job.	3.33	1.28
12.	The secure things look for me in the future in this organization.	3.54	1.32
13.	The chance to help other people while at work.	3.52	1.29
14.	The challenge in my job.	3.33	1.28
15.	The overall satisfaction level I receive in my work.	3.26	1.23

Source: Primary data computed.

Interpretation:

Table-1 explains the employees’ opinion towards the Job satisfaction. Here, they have job security, they received pay and fringe benefits, personal growth and development in doing their job, the people work with on their job, they receive respect and fair treatment from their supervisor, the feeling of worthwhile accomplishment they get from doing their job, the chance to get to know other people work while on the job, they receive from their higher officials, the guidance they receive from their supervisor, the degree to which they fairly paid for what they contribute to this organization, the independent thought and action they can exercise in their job, the secure things look for them in the future in this organization, the chance to help other people while at work, the challenge in their job, and the overall satisfaction receives in their work are considered as job satisfaction statements.

The mean values are observed that they have job security (3.18), they received pay and fringe benefits (3.26), personal growth and development in doing their job (3.52), the people work with on their job (3.37), they receive respect and fair

treatment from their supervisor (3.29), the feeling of worthwhile accomplishment they get from doing their job (3.42), the chance to get to know other people work while on the job (3.63), they receive from their higher officials (3.33), the guidance they receive from their supervisor (3.30), the degree to which they fairly paid for what they contribute to this organization (3.31), the independent thought and action they can exercise in their job (3.33), the secure things look for them in the future in this organization (3.54), the chance to help other people while at work (3.52), the challenge in their job (3.33) and overall satisfaction receives in their work (3.26).

The corresponding standard deviation value ranges from 1.11 to 1.34 and shows that there is a deviation within this group. It is found that secure things look for them in the future in this organization secures the high mean score value whereas job security receives a lowest mean score.

Table-2: Relationship between personality trait and job satisfaction

PERSONALITY TRAIT	JOB SATISFACTION	
	R-Values	P-Values
Extraversion	0.795	0.001*
Agreeableness	0.862	0.001*
Conscientiousness	0.909	0.001*
Emotional stability	0.873	0.001*
Openness experience	0.856	0.001*

Source: Primary data computed; * Significant level at 1 %

Table-2 explains the relationship between personality trait and job satisfaction. Here, extraversion, agreeableness, conscientiousness, emotional stability, and openness experience are considered as independent variables and job satisfaction is considered as dependent variable.

H₀: There is no significant relationship between personality trait and job satisfaction.

In order to test the above stated hypothesis, Pearson correlation is executed. Further, correlation values conscientiousness (0.909), emotional stability (0.873), agreeableness (0.862), openness experience (0.856), and extraversion (0.795). Hence, P-values of extraversion, agreeableness, conscientiousness, emotional stability, and openness experience are significant at one percent level. Hence, hypothesis is rejected.

Table-3: Factors influencing personality trait on job satisfaction

R	R Square	Adjusted R Square	F	Sig.Value
0.925	0.856	0.854	486.910	0.001*

Coefficients					
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.Value
	B	Std. Error	Beta		
(Constant)	0.548	0.064		8.585	0.001*
Extraversion	0.253	0.045	0.268	5.592	0.001*
Agreeableness	-0.049	0.081	-0.052	-.605	0.546 (NS)
Conscientiousness	0.562	0.063	0.654	8.901	0.001*
Emotional stability	-0.026	0.059	-0.029	-0.445	0.657 (NS)
Openness experience	0.126	0.068	0.139	1.845	0.066 (NS)

Source: Primary data computed; * Significant level at 1 %; (NS) Non-significant

Table-3 shows that the factors influencing personality trait on job satisfaction. Here, the personality trait consists five dimensions like extraversion, agreeableness, conscientiousness, emotional stability, and openness experience, it is considered as independent variables. Job satisfaction is considered as dependent variable.

H₀: There is no factors influence the personality trait on job satisfaction

Regression analysis is applied to know the effect of exploratory variables on the dependent variable. The adjusted r-square value is found to be 0.854. It is inferred that the independent variable is influenced at 0.854 levels. It is found that the exploratory variables such as extraversion, agreeableness, conscientiousness, emotional stability, and openness experience are influenced at 85.4 per cent towards the job satisfaction. The p-value is 0.001. Hence, the hypothesis is rejected.

The unstandardized co-efficient beta value indicates the strength of relationship between dependent and exploratory variables. It is expressed by the equation as follows;

$$\text{Job satisfaction} = 0.548 + 0.562 (\text{Conscientiousness}) + 0.253 (\text{Extraversion})$$

The equation indicates Conscientiousness influence by the 0.562 levels, Extraversion influence by the 0.253 level on job satisfaction.

5.0 FINDINGS

- Secure things look for them in the future in this organization secures the high-level of employees' job satisfaction.
- It is found that conscientiousness, emotional stability, agreeableness, openness experience, and extraversion are high level relationship with job satisfaction among the employees.
- The results that the Conscientiousness and Extraversion are positively influencing the job satisfaction.

6.0 SUGGESTIONS

- ✓ Banks need to introduce special schemes related to pension, gratuity, retirement, and other related benefits to enhance the employee's sense of security.
- ✓ Employees should do the right things, produce creative alternatives, obtain result, increase profit and delegate themselves for betterment of the bank, available on time, answers promptly and good at public relations.
- ✓ The kindness of the leader is the most important for the employees. Employees will get encouraged and will copy as it is their leaders. But the results showed that moral leadership the one which has huge influence on the employees.
- ✓ Acknowledge and respect the importance of work-life balance for employees. Implement policies that support a healthy balance between professional and personal life.

7.0 CONCLUSION

Examining the correlation between personality traits and job satisfaction in private sector banks is a compelling avenue for research. By delving into this area, one can explore how individual characteristics such as conscientiousness, extraversion, emotional stability, and openness to experience impact employees' overall satisfaction within the unique context of banking institutions. Understanding the interplay between these personality traits and job satisfaction can provide valuable insights for human resource management practices, recruitment strategies, and employee retention efforts in the private banking sector. A nuanced investigation into the connection between personality traits and job satisfaction in this specific industry is essential for tailoring interventions and policies that enhance overall employee well-being and organizational success.

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