



PERSONALITY AS A PREDICTOR OF JOB SATISFACTION AMONG THE EMPLOYEES OF AN NON-GOVERNMENT ORGANISATION

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Abstract

Background: The study predicts the relationship between Florence Littauer's personality and job satisfaction of the ICWO employees who are productive to the organization.

Design: In the cross sectional design, level of Florence Littauer's personality and job satisfaction, descriptive analysis - percent, mean, SD, inferential analysis - chi-square and predictive analysis -regression analysis were employed to measure the association of job satisfaction with demographic variables and the relationship between the personality and job satisfaction of the employees.

Sample: Thirty employees working in an NGO, named Indian community welfare organization (ICWO) were selected for this study.

Measures: Florence Littauer's personality test and Job satisfaction rating scale were administered to the employees and demographic variables such as age, marital status, etc. were also collected from the employees.

Main Findings: Results showed that there is a significant association of job satisfaction with demographic variables such as age and experience. It was observed that there is a significant relationship between the strengths of the personality types and job satisfaction. It was also observed that there is a significant relationship between total Florence Littauer's personality types and job satisfaction. But weakness of the personality types does not have significant relationship.

Conclusion: There is a significant association of job satisfaction with demographic variables- age and experience. The employees have different levels in over all Florence Littauer's personalities and job satisfaction. The study endorses that if the employees have more strengths in the personality; their job satisfaction is also high. The combination of the strengths and the weakness in the personality predicts high job satisfaction. The findings will help for the organizational development of the NGO.

Keywords: Florence Littauer's Personality, Job Satisfaction, NGO Employees.

Introduction

According to Watson (1930), people may be born with particular abilities and their personalities are not impervious to life experiences. Erikson (1978) states that childhood plays important role of more than 50% of personality development. Hart et al, (2003) identify three major personality types such as resilient, over controlled and under controlled children. Personality is a dispositional source of job satisfaction as employees have negative and positive affectivities. The primary goal is to find out the personality as predictor of job satisfaction and the association of job satisfaction with demographic variables. This idea of personality serves a predictor of job satisfaction which is relatively new and not accepted widely (Cleare, 2013). The earliest definition of job satisfaction (Hoppock, 1936; Locke, 1969) is the pleasurable emotional state resulting from the appraisal of one's job as achieving values. It is a positive feeling resulting from the evaluation of one's job characteristics (Robbins & Judge, 2007; Mathis & Jackson, 2008). Over the last decade there are a number of strikes, protests and industrial disputes indicating that workers are dissatisfied with their jobs (Missick, 2004; Saunders, 2005; Bahamas Press, 2008; Bahamas Local, 2011; Bahama Journal, 2012).

Happy workers are more satisfied and more productive to any organization. The most satisfied employees are more successful and dissatisfied employees are less productive, committed, supportive and cooperative and engage more in negative organizational behaviors like voluntary absenteeism, sabotage etc (Ostroff, 1992; Robbins & Judge, 2007). Some personality traits are strongly associated with satisfaction, whilst other traits do not strongly associate with dissatisfaction (Furnhama et al, 2002; Judge, Heller & Mount, 2002). Employees dislike their jobs due to less use of knowledge and experience, or voice their displeasure to their supervisors, allow conditions to worsen, reduce effort, and remain loyal and optimistic and patiently wait for conditions to improve. The latter is an ideal response to job dissatisfaction (Cleare, 2013).



The primary goal of the study is to determine the relationship between Florence Littauer's personality and job satisfaction. The level of satisfaction is dependent on the importance of the needs or wants and on the difference between expectation and reception. Robbins and Judge (2007) state that attitude consists of three components; a) affective aspect is an emotional or feeling segment of attitude; b) cognitive aspect is the opinion of belief segment and c) behavioral aspect is to behave certain way toward something.

Staw and Ross (1985) claim that job attitude reflects a biologically based trait that predisposes employees to see people and situations in their lives as either negative or positive attitude. Abraham et al, (1984) acknowledges that 30% of the variance for general satisfaction is due to genetic factors. But the interactions of gene-environment account for the unique differences amongst employees (Horwitz et al, 2003; Markon et al, 2002; Lykken et al, 1993). The present study is limited to the association of job satisfaction with demographic variables and relationship between Florence Littauer's personality and job satisfaction amongst workers in the NGO.

Objectives of the Study

1. To find out the level of the personality and job satisfaction of the employees
2. To study the association of job satisfaction with demographic variables
3. To predict the relationship between strengths and weakness in the Florence Littauer's personality types and job satisfaction amongst the workers in the ICWO.

Method

Design: Cross sectional study research methodology was used to collect data to assess the level and predictor of Florence littauer's personality and job satisfaction.

Sample: Thirty employees working for the Non-Governmental Organisation, ICWO were taken as sample for the study. The age of the participants was ranging from 18 to 55 years. The sampling technique used was convenient sample. In addition, demographic variables such as age, marital status, income, educational qualification, and work experience were also collected from the employees.

Measures:

- Generic Job Satisfaction Scale (GJSS): The 10 item scale used by Macdonald and MacIntyre (2003), is used to evaluate the low and high job satisfaction of ICWO employees. Each items is rated either on a 1-5 spectrum (strongly agree-5, agree-4, don't know 3 disagree-2and strongly disagree-1). It measures five major divisions of very low, low, average, high and very high job satisfaction. The total score of the job satisfaction is 50. The test-retest reliability value has been 0.82.
- Florence Littauer's personality: The personality test comprises 20 strengths and 20 weakness personalities of four core self-evaluation of personality such as sanguine, choleric, melancholic and phlegmatic personalities (Anon, Accessed 5 Jul. 2017). In each of the following rows of four words across, select one or two words that most often apply to the participants. This continues through all 40 test items. If an employee is not sure which word best applies to him, s/he is advised to ask parents, spouse or a close friend, or think of what his answer would have been when s/he was a child. ie, the answer that most applies to his natural personality. Kindly select the word that has definite definition to describe the accurate personality characteristics.

Statistical analysis: Descriptive method such as percentage, Mean, standard deviation, and inferential method like chi-square and regression were used for analyzing and interpreting the scores obtained from the employees, during the period of June and July, 2017.

Results

In the demographic characteristics of the respondents, majority of the employees belonged to the age group of 26-35 years (52.78%) followed by the age group of 36-35 years. 20% of them had the age of less than 25 years. Their marital status is 76.7% married and 26.3%.unmarried. The group had education 10th standard (30%) followed by more +2 level and above levels (23.3%) respectively. Majority of them had less than 10 year of work experience in ICWO (43.3%) and more than 11 year of work experience in ICWO (56.7%) respectively. Majority of them had additional work experience of less than 10 years (60%) followed by 43.3%.

After proving that the scales are reliable and sufficient to measure the required data, the descriptive analysis gives the level of personality and job satisfaction of the employees. Mean and standard deviation of the variables - strengths and weakness of



the personality types and job satisfaction of the employees are given in the table 1(see the table 1). Using Chi-square, the association of job satisfaction with demographic variables is given in the table 2 (see the table 2). The results show that there is a significant association with demographic variables such as age and experience.

Results of the Regression Analysis

As the other statistical tool, the regression analysis is used in this research. SPSS is to be used to calculate the 'total explained variance'. From the model summary table in the output of regression analysis (SPSS), the regression indicates the relationship between the dependent variable (employee satisfaction) and independent variables (strengths and weakness and combination of both strengths and weakness of the personality). Regression analysis is one of the important analyses of this research as it informs what percent of the employee satisfaction can be explained by strengths and weakness of the personality. Since the research questions have the capacity of measuring the variables, the analysis will be able to investigate the significance of the model. The ANOVA results of the regression analysis are shown in the tables. The ANOVA table informs that this model is significant (at the level of $p < 0.001$) for strengths, and the combination of both strengths and weakness but not the weakness.

The strengths can explain 70.6% of the total variance of employee satisfaction (see table 3). The strengths and weakness together can explain 54.1% of the total variance. These are the R square values that may be seen on model summary part of tables 3, 4 & 5. According to the results of model summary part of regression table since the significance value is lesser than 0.50 there is significant relationship.

Besides, by analyzing the coefficients part in (tables 3, 4 & 5), the equation is formed as:

Strengths

$$(\text{Employee Satisfaction}) = 26.972 + (0.469 * \text{Sanguine} + 0.566 * \text{Choleric} + 0.524 * \text{Melancholic} + 0.779 * \text{Phlegmatic})$$

Both Strengths and Weakness

$$(\text{Employee Satisfaction}) = -31.89 + (0.274 * \text{Sanguine} + 0.529 * \text{Choleric} + 0.642 * \text{Phlegmatic})$$

This equation informs the audiences about the importance level of the variables as how to maximize the employee satisfaction in work environment, depending on organizational strengths and weakness of the personality types.

Discussion

The purpose of the study was to describe the association of job satisfaction with demographic variables and to study the relationship between different personalities and job satisfaction. Age and experience were associated with overall job satisfaction. The findings of this study are consistent with those of Judge and Bono (2001), where all personality traits had a significant relationship with job satisfaction. The levels of job satisfaction among the employees were- average, high and very high job satisfaction. None of them has low level of job satisfaction. The employees have high mean scores in sanguine, choleric and phlegmatic personalities.

High mean score in sanguine personality is fundamentally impulsive and pleasure-seeking. They enjoy social gatherings, make new friends and tend to be boisterous. Sanguine personalities generally struggle with tasks and tend to be forgetful and sometimes a little sarcastic. They are very much people persons. They are talkative and not shy and chronically late. Sanguine can also mean very sensitive, compassionate and thoughtful as well as emotional.

High mean score in choleric indicates a lot of aggression, energy, and/or passion, and try to instill it in others. They can dominate people of other temperaments. Most choleric are great charismatic military and political figures. They like to be in charge of everything and are fundamentally ambitious and leader-like.

High scorers in melancholic personality perceive as very pondering and considerate, getting rather worried if they are on time for events. Melancholics can be highly creative in activities and can become preoccupied with the tragedy. They are also often a perfectionist and fundamentally introverted and thoughtful. They are often self-reliant and independent; one negative part of being a melancholic is that sometimes they can get so involved in what they are doing.

High mean score in phlegmatic personality tends to be content with them and are very kind. They can be very accepting and affectionate. They may be very receptive and shy and often prefer stability to uncertainty and change. They are very consistent, relaxed, calm, rational, curious, and observant, making them good administrators. They can also be very passive-aggressive and be fundamentally relaxed and quiet (Judge et al, 2002). The order of high mean score of the employees is



choleric, phlegmatic, melancholic and sanguine personalities. But the group has low mean score in weakness personalities such as sanguine and melancholics.

There are four divisions such as popular sanguine, powerful choleric, perfect melancholic and peaceful phlegmatic. The strengths of the personality types are as follows: Popular Sanguine personalities are animated, playful, sociable, convincing, refreshing, spirited, promoter, spontaneous, optimistic, funny, delightful, cheerful, inspiring, demonstrative, mixes easily, talker, lively, cute, popular and bouncy. Powerful choleric include adventurous, persuasive, strong, competitive, resourceful, self-reliant, positive, sure, outspoken, forceful, daring, confident, independent, decisive, mover, tenacious, leader, chief, productive and bold. Perfect melancholics are analytical, persistent, self-sacrificing, considerate, respectful, sensitive, planner, scheduled, orderly, faithful, detailed, cultured, idealistic, deep, musical, thoughtful, loyal, chart-maker, perfectionist and behaved. Peaceful phlegmatics are adaptable, peaceful, submissive, controlled, reserved, satisfied, patient, shy, obliging, friendly, diplomatic, consistent, inoffensive, dry humour, mediator, tolerant, listener, contented, pleasant and balanced.

Weakness of the personality types are as follows: Popular sanguine are brassy, undisciplined, repetitious, forgetful, interrupts, unpredictable, haphazard, permissive, angered easily, naïve, wants credit, talkative, disorganized, inconsistent, messy, show-off, loud, scatterbrained, restless and changeable. Powerful choleric are bossy, unsympathetic, resistant, frank, impatient, unaffectionate, headstrong, proud, argumentative, nerdy, workaholic, tactless, domineering, intolerant, manipulative, stubborn, lord over others, short-tempered, rash and changeable. Perfect melancholics are bashful, unforgiving, resentful, fussy, insecure, unpopular, hard to please, pessimistic, alienated, negative attitude, withdrawn, too sensitive, depressed, Introvert, moody, skeptical, loner, suspicious, revengeful and crafty. Peaceful phlegmatics are blank, unenthusiastic, reticent, fearful, indecisive, uninvolved, hesitant, plain, aimless, nonchalant, worrier, timid, doubtful, indifferent, mumbles, slow, lazy, sluggish, reluctant and critical.

Over all inference is that the combined strengths and weakness of the personality such as sanguine, choleric, phlegmatic and personalities predict job satisfaction of the ICWO employees.

Conclusion

The findings indicate that there is a significant relationship between strengths of the personality types (sanguine, choleric, melancholic and phlegmatic personality) and job satisfaction and that there is no significant relationship between weakness of the personality types (sanguine, choleric, melancholic and phlegmatic personality) and job satisfaction. But the combined strengths and weakness of the personalities (total) predict high job satisfaction of the ICWO employees. The findings are consistent with the literature that was positively related to satisfaction with overall job and that individuals with lots of weakness are more likely to be less satisfied with their job.

The regression analysis results indicate that the strengths of the personality get more importance than the weakness of the personality in satisfying the employees. This means that weakness of the personality do not have as much considerable effects as the strengths of the personality on employee satisfaction in NGO area. There may be many factors causing this result. This is an important discussion area. The results of this study may be useful for the NGO as well as other social service organizations in planning their strategic maps and increasing their effectiveness. Nevertheless, as another discussion area, it is suggested that the researchers are to study in the other areas of job satisfaction to compare the results and reach a detailed conclusion.

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Table 1: Shows Mean, standard deviation of personality and job satisfaction

S. No	Scale	Variable	Statistics		
			N	Mean	SD
1	Job satisfaction	High satisfaction	30	41.37	2.110
2	Florence personality- strengths	Sanguine	30	4.9667	1.3257
		Choleric	30	7.7667	1.1043
		Melancholic	30	5.7000	0.9879
	Florence personality- weaks	Phlegmatic	30	6.1333	0.6815
		Sanguine	30	3.1333	0.8193
		Choleric	30	6.8000	1.0955
		Melancholic	30	3.9333	1.1427
		Phlegmatic	30	6.2000	1.3235

Mean, standard deviation shows the level of Florence personality and job satisfaction



Table 2: Chi-square Analysis Results- Association of job satisfaction with demographic variables

Test Statistics							
Chi-Square	JS	Age	Marital status	Designation	Education	Experience	Additional experience
Test variable	1.400a	.400b	8.533c	8.667b	8.600a	.600a	3.400a
Df	2	3	1	3	2	2	2
P value.	.497	.940*	.003	.034	.014	.773*	.167

Chi-square table informs about association of dependent variable with demographic variables. Age and experience are significant in the dependent variable

Table 3: Regression Analysis Results- Strengths of Florence Littauer’s Personality

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.864a	.747	.706	1.14526

a. Predictors: (Constant)sanguine, choleric, melancholic and phlegmatic personality (strengths)

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	96.676	4	24.169	18.427	.000a
	Residual	32.791	25	1.312		
	Total	129.467	29			

a. Predictors: (Constant) sanguine, choleric, melancholic and phlegmatic personality (strengths)
 b. Dependent Variable: Job satisfaction

The regression table informs about the explained total variance of employee satisfaction, significance of the model and coefficients of the variables.

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	26.972	2.194		12.292	.000
	Sanguine	.469	.237	.294	1.980	.044
	Choleric	.566	.279	.295	2.030	.049
	Melancholic	.524	.251	.245	2.089	.047
	Phlegmatic	.779	.398	.251	1.957	.041

a. Dependent Variable: Job satisfaction

Table 4: Regression Analysis Results- Weakness of Florence Littauer’s Personality

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.715a	.511	.433	1.48827

a. Predictors: (Constant) sanguine, choleric, melancholic and phlegmatic personality (weakness)



ANOVA ^b			
Model		Sum of Squares	df
1	Regression	57.826	4
	Residual	55.374	25
	Total	113.200	29
a. Predictors: (Constant), sanguine, choleric, melancholic and phlegmatic personality			
b. Dependent Variable: Job satisfaction			

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	29.138	2.738		10.643	.000
	Sanguine	.377	.713	.182	0.528	.602
	Choleric	.618	.174	.522	3.561	.102
	Melancholic	.453	.354	.203	1.281	.212
	Phlegmatic	-.300	.395	-.165	-.761	.132

a. Dependent Variable: Job satisfaction

The regression table informs about the explained total variance of employee satisfaction, significance of the model and coefficients of the variables.

Table 5: Regression Analysis Results- Strengths+ Weakness of Florence Personality

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.757a	.572	.541	1.33948
a. Predictors: (Constant), sanguine, choleric, melancholic and phlegmatic personality (strengths+weaks)				

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.757a	.572	.541	1.33948
a. Predictors: (Constant), sanguine, choleric, melancholic and phlegmatic personality (strengths+weaks)				

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	132.052	4	33.013	18.400	.000a
	Residual	98.681	55	1.794		
	Total	230.733	59			
a. Predictors: (Constant), sanguine, choleric, melancholic and phlegmatic personality (strengths+weaks)						
b. Dependent Variable: Job satisfaction						



Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	31.887	1.146		27.818	.000
	Sanguine	.274	.140	.186	1.960	.045
	Choleric	.529	.130	.401	4.082	.000
	Melancholic	.180	.131	.133	1.381	.173
	Phlegmatic	.642	.152	.406	4.219	.000

a. Dependent Variable: Job satisfaction

The regression table informs about the explained total variance of employee satisfaction, significance of the model and coefficients of the variables.