



## INFLUENCE OF PERSONALITY TRAITS ON JOB SATISFACTION AMONG TELECOM EMPLOYEES

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### Abstract

Job satisfaction of employees is an indicator of productivity of an organization and it can be determined by employees' personal and organizational factors. The aim of the research was to determine the relationship between personality traits and job satisfaction among telecom employees. A cross sectional study carried out to address the research objective. The sample consisted of 64 employees from public and private telecom sector in Coimbatore telecom region. The NEO-FFI 3 personality inventory and Job satisfaction questionnaire were used as measuring instruments. The findings showed that job satisfaction of both public, private sector telecom employees were 'high'. Also reveals that Extraversion, Agreeableness and Conscientiousness were positively correlated with Job satisfaction. On the other hand, Job satisfaction was negatively correlated with Neuroticism, and openness to new experience had not associated with job satisfaction. Personality traits explained 23% of the variance of job satisfaction of telecom employees.

**Keywords:** Personality traits, Job Satisfaction, Public and Private Telecom Employees.

### Introduction

Today, the telecom industry is growing rapidly and the transition between now and last five decades it is been magnificently developing that we could see and there are many advancement and affluent services in this sector. The end-users, all of us are using the technology, which plays a major role in our regular activities that we do. In this contemporary world, we cannot even visualize a second without this technology. Particularly the tribute goes to technology developers, stack holders and finally yet importantly, telecom employees play a pivotal role in this concern. However, every job requires the unique personality characteristics of employees respective to their relevant field specifically, the employees in telecom industry deals customers more frequently than any other field. On the one hand, the industry is facing lot of revolutions and rapid growth. On the other hand, the employees associated to this industry face lot of work pressures and stress problems due to the increasing competitions and forced to achieve their fixed targets which in turns may affects their job satisfaction.

### Personality and Job Satisfaction

According to Lofquist and Dawis (1969), job satisfaction is "the pleasurable emotional state resulting from the appraisal of the extent to which he work environment fulfills an individual's requirement". The dynamic organization with in the individual of those psychophysical systems that determine his or her characteristic behaviour and thought (Allport, 1964) and the traits are known us to be consistent enduring way of thinking, feeling and behaving. Five most commonly used personality traits such as openness to new experience, Extraversion, Neuroticism, Agreeableness and Conscientiousness (McCrae & Costa, 1985).

Most recently, the personality trait Conscientiousness associated on the cooperation with the other coworkers and Extraversion with overall job satisfaction and neuroticism plays significant influence in the job related factors on telecom employee's job satisfaction (Kavitha, M, 2014). Based on this study, the current study explored to understand the consistency of the findings and most influenced factor of personality trait as warranted.

Moreover, there are several researches has been conducted on personality variables, job satisfaction, and the results were showing some inconsistency which may be due to context of the study. Therefore, the present study has focused on telecom employees' job satisfaction and personality traits to understand the relationship and the most dominant influencing personality factor among telecom employees.

### Method

#### Problem of the Study

The problem of the study is to understand the role of personality traits on job satisfaction among telecom employees.

#### Objectives of the Study

- To assess telecom employees' job satisfaction.
- To find the relationship between the Big-five personality traits and job satisfaction.
- To assess the influence of personality traits on job satisfaction.
- To compare the job satisfactions on the basis of demographic variables like years of experience and monthly income.



### Hypotheses of the Study

- There will be a significant relationship between personality traits and job satisfaction of telecom employees.
- There will be a significant influence of personality traits on job satisfaction of telecom employees.
- There will be no significant difference in telecom employees' job satisfaction with respect to their Experience.
- There will be no significant difference in telecom employees' job satisfaction with respect to their Monthly Income.

### Research Design

A survey was conducted to address the research objectives. The specific design was cross sectional design, by means of which a sample is drawn from a population at a particular point of period.

### Samples

The samples of the study were selected from Coimbatore telecom region consisted employees of public (35) and from private (29) as totally 64 employees from both the organizations. The ages of the participants varied from 23 to 59, about 43% employees were aged less than thirty years, and 57% employees were above 30. Employee's income ranged from 7500 to 76000 per month and year of experiences from two to 37 years. The nature of employees includes senior executives (13), supervisors (21) and Customer care employees 30.

### Tools Administered

1. The big five factor inventory-3 by Paul T. Costa and Robert R. McCrae, 1985.
2. Job satisfaction scale by Dubey, et. al., 1989.
3. Demographic data and answer Sheet.

The NEO FFI 3 inventory was used to assess the personality traits in five domains such as Openness to New experience, Extraversion, Neuroticism, Agreeableness and Conscientiousness as completely 60 items.

Job satisfaction scale introduced by Dubey et. al.,(1989) was used to measure the job satisfaction (25 items) five point Likert type scoring system i.e. strongly disagree (0) to strongly agree (4).

### Statistical Analysis

The data was been analyzed by using Pearson product moment correlation and linear regression analysis was done to find out the correlation and influence of personality traits in job satisfaction. Besides this, t-test was carried out to find out the socio demographic differences in job satisfaction.

### Results & Discussion

**Table 1: Shows the profile of telecom employees**

Personality traits	Dominant categories	Frequency (N=64)	Percent %	Majority were-
Neuroticism	Low	2	3.1	Average
	Average	41	64.1	
	High	21	32.8	
Extraversion	very low	1	1.6	Average
	Low	14	21.9	
	Average	43	67.2	
	High	6	9.4	
Openness	very low	2	3.1	Average
	Low	19	29.7	
	Average	39	60.9	
	High	4	6.3	
Agreeableness	very low	26	40.6	Low
	Low	29	45.3	
	Average	9	14.1	



Conscientiousness	very low	11	17.2	Low
	Low	39	60.9	
	Average	13	20.3	
	High	1	1.6	

The profile of the telecom employees described in the above table, which indicates, telecom employees' possess average level of personality characteristics such as Neuroticism, Extraversion and Openness. On the other side, Agreeableness and Conscientiousness were showed Low. It addition to that, the majority of the respondents 43 (67.2%) were satisfied with their job irrespective of their organization.

**Table 2: Shows the relationship between personality traits and job satisfaction of telecom employees**

Personality traits	Job satisfaction
Neuroticism	-0.208*
Extraversion	0.261*
Openness	0.081
Agreeableness	0.283*
Conscientiousness	0.425**

\*\*- Significant at the 0.01 level \*- Significant at the 0.05 level.

The Personality trait neuroticism was negatively correlated with their job satisfaction ( $r=-0.208, p<0.05$ ) which indicates the person's tendency to easily experience unpleasant emotions such as anxiety, anger, or depression would have inverse relation with their job satisfaction. Judge (2002) have also reported that neuroticism had significant negative correlation with job satisfaction and it was due to nature work of place. Therefore, the results shows that neuroticism persons likely to be dissatisfied peoples where they are playing in their respective jobs.

On the other side, extraversion had positively correlated ( $r=0.261, p<0.05$ ) with job satisfaction revealed that the telecom employees who has energy, surgency and the tendency to seek stimulation and the company of others. Harold, A.P. (2010) supported this finding and Kavitha, M. (2014) who reported that extraversion was positively correlated with job satisfaction. Extraversion peoples are looks to be active, and easily mingle with peoples. In telecom industries, the person with extravert characteristics has better chance to increase their subscribers' level, convey their tariff plan to dealers, customers, and all stakeholders. Being talkative will enable them to do their job effectively and it turns better job satisfaction.

However, there is no significant relationship between openness ( $r=0.081, p>0.05$ ) and telecom employee's job satisfaction. This finding was contrasting to the research done by Lewis Goldberg, Andrew C, and Digman (1981) who revealed that those who are having the closed mind, were successful in their job performance and job satisfaction too. Openness is having sense of appreciation for art, emotion, adventure, unusual ideas, being imaginative and curious. The openness to experience people they used to have creative mind. It may be due the mechanical way of doing their works.

Contrary to this, Agreeableness had positively correlated ( $r=0.283, p<0.01$ ) with the job satisfaction of telecom employees, which reveals that they may have a tendency to be compassionate and cooperative rather than suspicious and antagonistic towards others. This findings has been supported by Kavitha, M. (2014). The people with agreeableness trait seem to be adopted with their coworkers.

Furthermore, conscientiousness was positively correlated with the telecom employee's job satisfaction which reveals that employees would have a tendency to show self-discipline, act dutifully and aim for achievement this result is also been supported by the previous research of Kavitha, M. (2014). Contrary to this, Furnham et al (2002) found that personality did not have a strong or consistent influence either on what individuals perceive as important in their work environment or on their levels of job satisfaction. In the case of telecom employees' work used to have regular targets, which expected to be complete before deadline. The people with conscientiousness trait tend to achieve as it is expected.

**Table 3: Influence of Personality traits and Job satisfaction among Telecom Employees (model-1)**

Personality Traits	Dependent variable	Unstandardized Coefficientsβ	't'	sig.	Model Summery
(Constant)	Job	48.095	2.748	0.008	F= 3.363
Neocriticism	Satisfaction	-0.160	-0.473	0.638	



Extraversion		0.221	0.614	0.541	p <0.01 r <sup>2</sup> =0.225
Openness		-0.445	-1.139	0.259	
Agreeableness		0.305	0.894	0.375	
Conscientiousness		0.978	2.751	0.008	

As the result of R- Square, it articulates us that the obtained R- Square was 0.225, which means that Personality traits shares 22 percent of the variability in job satisfaction. The computed F = 3.363 with 'p' value is 0.01, which is less than 0.05, critical alpha level. This shows there is a significant influence of personality traits on Job satisfaction. Among the five dimensions, conscientiousness shows the significance influence on the job satisfaction but other personality traits were not showing any significance. Hence, further trimming of model was attempted and results given in table 3a.

**Table 3a: 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	44.019	5.765	.259	F=13.649
Conscientiousness		0.305	3.694	.000	p <0.00 r <sup>2</sup> = 0.180

From table 3a, it was found that r<sup>2</sup>=0.180, which means conscientiousness have influenced 18 percent variations in the job satisfaction. In the case of 'F' value (F=13.649; p<0.00) had a significant rise from F= 3.363 at 0.01(model-1) significant level which clearly indicates that conscientiousness had a significance influence on the job satisfaction telecom employees.

**Table 4: Shows the job satisfaction of telecom employees with respect to their Experience**

Job satisfaction	Below 5 years (n=27)		Above 6 years (n=37)		't'-value
	Mean	SD	Mean	SD	
		67.56	7.282	75.05	11.09

\*-Significant at 0.05 level

From this, it was inferred that there is a significant difference (t=3.060, p<0.05) in telecom employee's job satisfaction with their year of work experience. Generally, we can observe that those who are in public or government sector their job would be secured and in the case of private sector employees' job turn over would be high and their job satisfaction may get affected. Employees' who were working in public telecom service providers have relatively higher experience than private service provider's workers do. The reason is that, employees' job security is less in private organizations; therefore, the present study revealed that there is a difference in the employee's job satisfaction respect to their employed organization.

**Table 5: Shows the job satisfaction of telecom employees with respect to their Monthly income**

Job satisfaction	Below 24500 (n=30)		Above 24501 (n=34)		't'-value
	Mean	SD	Mean	SD	
		68.67	7.923	74.74	11.392

\*-Significant at 0.05 level

It was found that, there is a significant difference (t=2.442, p<0.05) in telecom employee's job satisfaction with their monthly income. Because generally we could perceive that, those who are in public or government sector their pay is higher than private sector employees in Indian contexts. Therefore, it would be gets effect on the private telecom employee's job satisfaction. Salary of the government organizations is higher than the private organization mean salary, which played a big role in their job satisfaction level. The government organization employees were getting the increment on the basis of their experience, age, and the governments pay commission policies. However, in the case of employees who working in private organization more than the increment, which they are getting incentives are likely to be high. Therefore, there is a significant difference in the job satisfaction of telecom employees based on their monthly income.

### Major Findings of the Study

- Sixty-seven percent of the telecom employees were highly satisfied with their job irrespective of the organization they work.



- Personality traits Conscientiousness, Extraversion, and Agreeableness have significant positive relation with telecom employee's job satisfaction.
- Conscientiousness has significant influence on job satisfaction.
- Personality trait openness to experience does not have relationship with telecom employee's job satisfaction.
- The personality trait neuroticism has a significant negative relation with telecom employee's job satisfaction.
- It was found that the employees who get higher salary and more than five years of experience tend to have a better job satisfaction as compare to the low income and less experienced employees.

### **Limitations of the Study**

The current study attempted to explore a small region with a small size of samples. Only one private telecom company employees were been included in the study that limits generalization of the findings.

### **Conclusion**

The present study was an attempt to examine the relationship between personality traits and job satisfaction among telecom employees in public and private service providers. The findings of this study provide positive implications towards the telecom employees and telecom industry. Particularly, Conscientiousness plays a significant role on the telecom employees' job satisfaction. On the other side, the employees with inability to handle their emotions found to have fewer job satisfactions. Therefore, the personality assessment could also be one of the assessment tool in recruitment, selection process in the telecom industries which can help on the enhancement of job satisfaction, and it turns originations effectiveness.

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