

ONLINE ASSIGNMENT
ORGANIZATIONAL BEHAVIORS

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Assignment 2:

The Relationship between the Five-factor Personality Traits of Workers and their Job Satisfaction.

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Relationships of the Big Five Traits of workers With their Job Satisfaction:

the five-factor model has been researched in many areas of industrial-organizational psychology, most notably with respect to job performance (Barrick & Mount, 1991), the relationship of the five-factor model to job satisfaction is much less studied. A number of studies have investigated relations between an isolated facet of the five-factor model (especially Neuroticism) and job satisfaction. However, there is a virtual dearth of research that has linked the complete taxonomy to job satisfaction. Furthermore, unlike job performance, where more than a half-dozen meta-analyses have been conducted using the Big Five framework, we are aware of no prior meta-analysis of the relationship of the Big Five traits to job satisfaction. This is unfortunate because the five-factor model may provide needed integration to this literature.

Accordingly, the purpose of this study is to investigate the

relationship between the five-factor model of personality and job satisfaction. In conducting a meta-analysis of the relationship between the Big Five traits and job satisfaction, we use the Barrick and Mount (1991) meta-analysis of the relationship of the Big Five traits to job performance to guide our investigation. Before describing the meta-analysis, we discuss potential linkages between the Big Five traits and job satisfaction.

Neuroticism.

Because of their essentially negative nature, neurotic individuals experience more negative life events than other individuals (Magnus, Denier, Fajita, & Pivot, 1993) in part, because they select themselves into situations that foster negative affect (Emmons, Denier, & Larsen, 1985). To the extent that such situations occur on or with respect to the job, they would lead to diminished levels of job satisfaction. Neuroticism has been described as the primary source of NA, and the link between NA and job satisfaction was documented in Connolly and Viswesvaran's (2000) meta-analysis.

Extraversion

Whereas Neuroticism is related to the experience of negative life events, extraverts are predisposed to experience positive emotions (Costa & McCrae, 1992), and positive emotions are likely to generalize to job satisfaction, as demonstrated by Connolly and Viswesvaran's (2000) meta-analysis of PA–job satisfaction Relationships. Evidence also indicates that extraverts have more friends and spend more time in social situations than do introverts and, because of their social facility, are likely to find interpersonal interactions (such as those that occur at work) more rewarding (D. Watson & Clark, 1997).

Openness to Experience

Openness to Experience is related to scientific and artistic creativity (Feist, 1998), divergent thinking, low religiosity, and political liberalism (see McCrae, 1996, for a review). None of

these psychological states seem to be closely related to job satisfaction. Furthermore, DeNeve and Cooper (1998) noted that "Openness to Experience is a 'double-edged sword' that predisposes individuals to feel both the good and the bad more deeply" (p. 199), rendering its directional influence on affective reactions like subjective well-being or job satisfaction unclear.

Agreeableness

McCrae and Costa (1991) argued that Agreeableness should be related to happiness because agreeable individuals have greater motivation to achieve interpersonal intimacy, which should lead to greater levels of well-being. Indeed, they found that Agreeableness was positively related to life satisfaction, although at a relatively low level (mean $r = .16$). Assuming these same communal motivations exist on the job, then the same process should operate with respect to job satisfaction. Organ and Lingl (1995) apparently agreed, commenting that Agreeableness "involves getting along

with others in pleasant, satisfying relationships” (p. 340).

Conscientiousness

Organ and Ling I (1995) argued that Conscientiousness should be related to job satisfaction because it represents a general work-involvement tendency and thus leads to a greater likelihood of obtaining satisfying work rewards, both formal (e.g., pay, promotions) and informal (e.g., recognition, respect, feelings of personal accomplishment). Indirectly, the subjective well-being literature also suggests a positive relationship between Conscientiousness and job satisfaction (DeNeve & Cooper, 1998).

JAB SATISFACTION:

According to Kovack (1997), job satisfaction is a component of organizational commitment. Specter (1997), states that job satisfaction can be considered as a global feeling about the job or as a related constellation of attitudes about various aspects or facets of the job.

Research (Strumpfer, Danana, Gouws & Viviers, 1998), indicates an encouraging but complex correlation between positive or negative dispositions and the various components of job satisfaction. When satisfaction is measured at a broader level, research has shown those organization with more satisfied workers are more affective than those with less satisfied workers.

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