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## **Ans: The relationship between big five personality with work motivation, competitiveness and job satisfaction**

### **ABSTRACT**

In spite of its popularity, the Big Five Personality has been criticized for being too descriptive to provide a theoretical model of personality. The current study aims to investigate the extent to which personality and demographic variables contribute to motivation, competitiveness and job satisfaction as defined by measuring their personality, work motivation and satisfaction. This paper shows that conscientiousness and job status were both significant predictors of job satisfaction. All acknowledgement that individual differences can affect the success of an intervention, may contribute to the design of effective work reorganisation schemes that are better suited to the employees they seek to benefit. Originality. The value of this paper was that it looked at how personality and demographic factors may influence work motivation, level of competitiveness and work satisfaction.

### **Introduction :**

Personality can be refers to cognitive and behavioural patterns that show stability over time and across situations (Cattell, 1965). Therefore, it is reasonable to expect that personality traits influence personal valued and attitudes, as most recent empirical research has demonstrated (Olver and Mooradian, 2003). Job satisfaction reflects attitudes and values towards a particular aspect of life and, hence, it must relate to personality traits, as earlier (Lawler and Hall, 1970). The “big five” or five-factor model of personality represents a taxonomy to parsimoniously and comprehensively describe human personality, whose validity supported by empirical evidence (Digman, 1990;Goldberg, 1993;McCrae and Costa, 1996;O’Connor, 2002). The big five consists of the following traits: neuroticisms, extraversion, openness, agreeableness and conscientiousness (Digman, 1990). Because of its validity and wide acceptance the big five has been extensively utilized in recent organisational and other applied research (Barrick and Mount, 1991; Hertz and Donovan, 2000; Judge et al., 1999; Judge et al., 2002; Salgado, 1997). Therefore, it is important to establish the relationship between the big five and vital organisational behavior variables, including competitiveness, work motivation and job satisfaction. Personality has been conceptualized from a variety of theoretical perspectives, and at various levels of abstractions or breadth (John, Hampson & Goldberg, 1991; Mc Adams, 1995). Each of these levels has made unique contributions to our understanding of individual difference in behavior and experience. However, the number of personality traits and scales designed to measure them, escalated without an end in sight scales from whht (Goldberg, 1971). Researchers, as well as practitioners in the field of personality assessment, were need with a bewildering array of personality scales from which to choose, with little guidance and no overall rationale at hand.

What made matters worse was that scales with the same name often measure concepts that are not the same, and scales with different names often measure concept that are quite similar. Although diversity and scientific pluralism are useful, the systematic accumulation of findings and the communication among researchers became difficult amidst the Babel of concepts and scales

As known, manufacturing industry has begun to take the front seat in Malaysia is drive for development. However, the growth of the manufacturing industry has aroused concerns among practitioners and scholars about human resource management. For example, it is considered that the manufacturing industry is a technology and people oriented business to survive in such a competitive market, job satisfaction is an important attitude which organisation desire of their employees. A few of the early studies were criticisms of approach (Cropanzano & James, 1990; Gerhart, 1987; Gutek & Winter, 1992), their criticisms appear to have subsided and few agree with the basic conclusion that a significant part of the job satisfaction is rooted in individual's personalities. Though prior research on the dispositional source of job satisfaction, the big five (Goldberg, 1990) framework. Alternatively referred as the five-factor model of personality, provides a comprehensive taxonomy to organize traits relevevant to job satisfaction (Judge, Heller & Mount, 2002). The five-factor model comprises the dimensions of Neuroticism, Extraversion, Openness to Experience, Agreeableness and Conscientiousness.

### The need for big five personality dimensions :

In psychology, the Big Five dimensions of personality traits found by empirical studies. It is more of a descriptive model of personality, not a theory, even a psychologist has given birth to the theories to explain the five major. According to Dr. John A. Jhonson, general characteristics of an individual's personality is divided in to five basic characteristics, within a concept known as OCEAN.5 properties mentioned above are as follows :

- (O) Openness to experience
  
- (C) Conscientiousness •
  
- (E) Extraversion
  
- (A) Agreeableness
  
- (N) Neuroticism

**Openness** Those who are in this group have the attitude or mindset that is open to any ideas or opinions. In addition, they are very vulnerable to something about new experience. For the world is a "Places of Learning", and for each of these. They have a curiosity (intellectually curious) that is so profound. They love the beautiful things and appreciate the arts. This group is also more sensitive to their emotions and love to compare themselves with those closest to them (Costa & McCrae 1985). They act and think in their own way (individualistic) and in a less

confrontational manner. People who lack capacity, who has the dominant power in this feature have a shallow perception and thinking in a particular case. They prefer in a frank and less complex. They assume (prejudice) or anxiety (skepticism) is one of the matters relating to the arts and science. This group is more conservative and did not like the changes, especially drastic. Openness (openness to experience) is the view of many sociologists are healthier and more mature thinking and actions they. However, it is useful in different situations or environments. The study also shows that closed-minded people who are more likely

to enter occupations such as police officers, marketing and sales and very good in these areas,(Robbins, 2001).

### **Conscientiousness:**

Conscientiousness is also a widely researched trait from the Big Five personality taxonomy. It is associated with adjectives such as efficient, organized, reliable, planful, responsible, achievement oriented and productive (Goldberg, 1990;McCrae & Costa, 1989;McCrae & John, 1992). Conscientiousness has two major facets, achievement and dependability (Mount & Brick, 1995), and people with high conscientiousness are dependable, risk averse, high need achievers and ordered and they can delay gratification (McCrae & John, 1992;Goldberg,1990). Gellatly (1996) reported that cognitive structure, order and low impulsivity showed the highest loadings and conscientiousness.

### **Extraversion**

Extraversion, like neuroticism and conscientiousness, it is a widely researched trait from the Big Five Taxonomy (Salgado, 1997). Ambition and sociability are the two primary components that characterize extraversion (Hogan, 1983). More recent research has, however, illustrated that is a multifaceted dimension comparing several other components (Goldberg, 1990;Watson & Clark, 1997). Extraverts are described as sociable, talkative, aggressive, energetic, enthusiastic, assertive and optimistic. They seek excitement (Costa & McCrae, 1992;Goldberg,1992). Extraversion is closely related to positive affectivity (Costa & McCrae, 1980 & Holland's 1973)

### **Agreeableness**

Agreeableness are described as flexible, forgiving, cooperative, friendly, trusting, good natured, generous and altruistic (Costa & McCrae, 1992; Goldberg, 1990;McCrae & John, 1992). Openness to experience is described by adjectives such as imaginative, cultured, curious, original, broad-minded, intelligent and artistic (Goldberg, 1990). Although there is a good reason to expect a relationship of agreeableness with organizational citizenship behaviors, existing research has failed to support such a relationship (Organ & Ryan, 1995). To resolve the problem, by focusing on the relationship between agreeableness and the interpersonal dimension of citizenship behaviors. As agreeableness is considered a socially-based trait and people high on this trait are described as friendly, cooperative, altruistic, helping and generous (Costa & McCrae, 1992). So this agreeableness will be positively related to job satisfaction. Neuroticism Neuroticism is one of the Big Five personality traits (Costa & McCrae, 1987), which has also been labeled as emotional stability, emotionality and stability (Goldberg, 1990;Tellegan, 1985). Neuroticism is associated with negative emotions (Penly & Tomaka, 2002) and is inversely related to self-esteem (Judge et al., 1997). People with high neuroticism are self-pitying, anxious, less trusting, depressed, nervous, lacking positive

psychological adjustment and feeling helpless and vulnerable (Costa & McCrae, 1988; McCrae & John, 1992). Neuroticism is very closely related to negative affectivity (NA) (Watson & Tellegan, 1985). In fact on many occasions researchers have used NA and neuroticism interchangeable (Erez & Judge, 2001). Neuroticism is socially expressed trait associated with poor social skills and lack of trust in others (Goldberg, 1992;McCrae & John, 1992). People with high neuroticism are vulnerable to situations that demand high social skills (Judge et al., 1997). It is expected that the social aspect of job will further enhance or reduce the effects of job scope. A cognitively demanding situation (i.e., high scope) will be particularly threatening to neurotic individuals if it also requires high social skills.

### **Job Satisfaction**

According to Kovack (1997), job satisfaction is a component of organisational commitment. Spector (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 organisation with more satisfied workers are more affective than those with less satisfied workers ( Robbins, 1998). Buitendach and Witte (2005) proffer the view that job satisfaction relates to an individual's perceptions and evaluations of a job, and this perception is in turn influenced by their circumstances, including needs, values and expectations. Individuals therefore evaluate their jobs on the basis of factors which they regard as being important to them ( Sempene, & Roodt, 2002). According to Neuman, Reichel and Saad (1988), job satisfaction among workers can be expressed as their willingness and preparedness to stay in the industrial profession irrespective of the discomfort and the desire to leave industrial for a better job. Mwamwenda's (1995), research indicates that nearly 50% of rural workers are dissatisfied with their working conditions. The latter research revealed that industrial workers in these areas indicated that they would not choose working again as a career if given a second chance.

## **Relationship of the Big Five Personality With Job Satisfaction**

The five-factor model is correlated with the overall level of job satisfaction experienced by employees. In general satisfied employees are more likely to remain in a position and to avoid absences than those that are not satisfied. Initial research indicated that neuroticism is negatively correlated with job satisfaction while conscientiousness, extraversion and agreeableness are positively correlated. Openness to experience had a negligible impact on job satisfaction. Additional research, however, has only been able to replicate correlations among the factors of neuroticism and extraversion being positively correlated with job satisfaction and neuroticism being negatively correlated. This could be due to the social nature of the workplace (Judge, 2002). This is possibly due to the nominal level of arousal for extraverted individuals (Hebb's Theory). If the workplace is a social environment then extraverted employees are more likely to be at their nominal level of arousal while at work, whereas at their home there is a greater chance of few stimuli. Introverts, on the other hand, are more likely unsatisfied with the level of stimulation that they experience at their place of employment.

## **Factors influencing the big five personality of job satisfaction**

Work is an important phenomenon in human life. Most people spend most of their lives working in certain jobs that paid. They have the value of the work likely to affect work they do. In almost all cultures, the work is an essential part of the whole set of values. The value of work was defined by the Super and Sverko (1995) as a set of belief about what is good and desirable in connection with an employment role and is regarded as a stable. In addition, Isaacson and Brown (1997) states that the value is a standard of behavior that shape a person. The value of work is important in the life of every

employee. Studies conducted by Putti et al. (1989), for example, the value of work intrinsically have a significant relationship with commitment to the organization. The challenges of today industries have become so competitive and challenging. Organization of various industries and services are continuously looking for way to sustain their existence. Many strategies are being employed and tested to keep them relevant to the industries world from cost cutting, reinvention, innovation, technology, leadership, motivation and changing the attitudes of their employees, keeping their workforce happy and satisfied and getting the employees to be committed to the organization. There are some literatures that direct to the differentiation of job satisfactions among different nationals. Job Satisfaction levels not been found to be the same across countries. SousaPoza and Sousa-Poza (2000), in their study indicates that of 21 countries surveyed, employees in Denmark were the most satisfied and UK was ranked 14th. In another study of 13,832 employees in 23 countries by FDI international (FDS, 2007), employee in the UK and Ireland had the

highest levels of job satisfaction and Asia was considered among the lowest. The above are comparison between countries which showed difference in consistency from year to year.