



Personality Traits and Psychological Well-Being on Job Satisfaction

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ABSTRACT

This study examines the perceived influence of personality traits and psychological well-being as predictors of job satisfaction among employees of a multi-national company British American Tobacco (BAT) Ibadan. The study situates within the British American Tobacco (BAT) located in Ibadan Metropolis, Oyo State, Nigeria. Simple Random sampling technique was used to select the respondents for this study and a total of one hundred and sixty employees were chosen using the Conroy's sample size determination tables. Questionnaire was used to gather data. The data was analyzed using the using multiple regression analysis and t-test. Findings revealed; that personality traits (extroversion, agreeableness, conscientiousness, neuroticism and openness to experience) jointly predicted job satisfaction. It was also discovered that psychological well-being had a positive influence on job satisfaction. It was discovered that personality traits (extroversion, neuroticism, openness to experience, agreeableness and conscientiousness) and psychological well-being had significant joint influence on job satisfaction. It showed that there exists significant gender difference in job satisfaction. It was found that demographic factors (age, educational qualification and work experience) had neither joint nor independent influence on job satisfaction. This study concludes; that separately personality trait and psychological well-being predicted job satisfaction and jointly, personality traits and psychological well-being predicted job satisfaction. That male employees enjoyed more job satisfaction than female employees due to certain factors that were not captured by this study.

Keywords: Personality Traits, Psychological Well-being, Job Satisfaction.



Introduction

A remarkable development in psychological sciences is the study of organizational behavior. This development has emerged clearly in the field of organizational behavior and the study of human resources management, a study that focused on the employee's development. Managers as well as employers realize that for their organization to achieve effectiveness and optimal performance, it depends on the employee's level of job satisfaction. In all every organization, the employee's full potential is needed and that requires that the employees are being satisfied with their job.

Job satisfaction has been broadly studied and in the recent decades it has become an important objective for corporate as well as researchers. Locke defines job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. Valenri and Dessler (1978) on the other hand, describe job satisfaction as the degree of satisfaction that resulting from and or experienced on the job. According to Cranny, Smith and Stone (1992), job satisfaction is a reaction to a job that is stemmed from the assessment of a job occupant of actual outcomes with the required outcomes. Job satisfaction according to Wadhawan (2019) has been described as the degree to which individuals feel positively or negatively about their jobs. It includes the feelings and attributes of people towards their work.

According to some researchers job satisfaction is related with absenteeism and turnover intention. Likewise, De Witte and Buitendach (2005.) state that job satisfaction is associated with motivation and performance. In contrast, other researchers indicate that it has a correlation with organizational citizenship and commitment. The positive and meaningful attitudes towards one's job means satisfaction at work while negative attitudes indicates dissatisfaction at work. Satisfaction at work gives employees the motivation to accomplish the work tasks properly and more accurately in creative and innovative manner, which leads to better performance for organizations and increases in profit. Researchers have sought to explain job satisfaction and its predictors since it is related with other key factors of the organizational behavior such as turnover, absenteeism, performance, productivity, workplace and organizational citizenship behavior. In addition, it predicts employee's behavior and subjective wellbeing. One of such studies on job satisfaction was carried out by Spector (1997) where he listed 14 common facets which are the indicators of job satisfaction: appreciation, communication, co-workers, fringe benefits, job conditions, nature of the work, organization, personal growth, policies and procedures, promotion opportunities, recognition, security, and supervision. Hulin and Judge (2003) have noted that job satisfaction includes multidimensional psychological responses to an individual's job, and that these personal responses have cognitive (evaluative), affective (or emotional), and behavioral component.

Personality has been considered a popular area of study and an important factor when it comes to influencing the experience of job satisfaction. According to Locke (1976) personality has been considered as one among the many factors that act as a source of job satisfaction. According to Pervin (1989), personality is a pragmatic mechanism which is used to describe, explain, and understand the human behavior. Every individual is unique in the sense that no two people are exactly alike in terms of temperament, behavior and preferences. Goldberg (1992) suggests that every individual lies into five basic categories in term of personality. They are extraversion, agreeableness, consciousness, neuroticism and openness to experience.



Psychological well-being (PWB) is defined as the overall effectiveness of an individual's psychological functioning as related to primary facets of one's life: work, family, community, and so on. It can also be described as how people evaluate their lives as a whole. A person is said to be with high positive psychological well-being when he or she is satisfied with his or her life and experiences (positive emotions) and avoids negative emotions such as anger, negativity, and depression. Psychological well-being is operationalized as a broader construct than job satisfaction, one that refers to aspects of one's life both on and off the job. Psychological well-being is operationalized as a subjective experience, the relative presence of positive emotions and the relative absence of negative emotions and, as the totality of individual's life.

Statement of the Problem

Ever since organizations have discovered the study of organizational science, scholars have investigated phenomenon that were related to organizational structure and effectiveness. This has translated into the study of concepts such as job satisfaction, organizational effectiveness, etc. The purpose for this has not been farfetched as it has been discovered that organizational leaderships have come to see the importance of studies like this to help achieve organizational goals. Several scholars have completed studies centered on job satisfaction and how this affects the achievement of organizational goals. Wadhawan (2019) studied psychological well-being in relation to job satisfaction and job performance in order to discover how psychological well-being affects both job satisfaction and job performance. Kring (2018) studied the relationship between job satisfaction and psychological well-being and the moderating effects of psychological capital and work centrality were examined. Isgor and Hapolat (2016) studied the relationship between job satisfaction and psychological well-being levels of different occupational employees carrying on their duties in different institutions and organizations.

Similarly, Steel, Schmidt, Bosco and Uggerslev (2018) studied the extent to which employee personality traits shape their perceptions of job and life satisfaction in order to understand the mechanics behind the concept of job satisfaction among employees. Also, Bui (2017) reexamined the relationship between the Big Five personality traits and job satisfaction to establish whether the findings may challenge current literature. So far, the conversation has revolved around how either personality or psychological well-being has affected job satisfaction but none has actually investigated the influence both variables would have on job satisfaction of employees.

Literature Review

Psychological Wellbeing

Psychological well-being (PWB) is defined as "the overall effectiveness of an individual's psychological functioning" as related to primary facets of one's life: work, family, community. A person is said to be with high positive psychological well-being when he or she is satisfied with his or her life and experiences. Psychological well-being has recently been discussed upon the happiness of individuals within the framework of several variables. Ryff (1989) mentions that psychological well-being was a concept to be evaluated within the scope of positive psychology. Ryff (1989) defines psychological well-being as individuals' having the power to struggle in order to establish the balance between their life anxiety and individual and social interests.



Being different from happiness, well-being has been discussed as individuals' effort to realize their own real potential. For that reason, he was influenced, especially in his studies related to psychological well-being, from development psychology, the concepts of self-realization, maturity, and functionality. In reference to this viewpoint, Ryff (1989) expressed that happiness was not the key message, and happiness could be as a result of a good life. The factors that can be expressed as good life or psychological well-being includes positive relationships with others, environmental domination, autonomy, life purpose, personal development, and self-acceptance. According to Ryff (1989), the concept of psychological well-being was a multi-dimensional structure including the life attitudes of individuals rather than a simple combination of positive-negative emotions and life satisfaction (subjective well-being). McGregor and Little (1998) expressed well-being as related to evaluating the meaning of life and purposes in life.

According to Ryan and Deci (2001), well-being could be explained with psychological need. Basic psychological needs are autonomy, competence, and establishing relationships; the skill of meeting these needs explains well-being. The concept of psychological well-being is defined as struggling for challenge, making efforts, personal development and growth by Waterman (1993). When the concept of psychological well-being is considered together with the occupational life, it can be defined as individuals' establishing positive relationships with the people around, occupational acceptance, personal development, meeting life and occupational needs. Professional life is a process creating the big part of individuals. Feelings, thoughts and behaviors of individuals during this process can remarkably lead to the levels of their well-being. It is possible to mention in reference to this aspect that the satisfaction level individuals obtain from their occupation could significantly affect their psychological well-being.

Psychological well-being is usually defined in terms of the overall effectiveness of an individual's psychological functioning. Regarding the circumplex model of emotion, psychological wellbeing measures the hedonic or pleasantness dimension of individual feelings. Clinical psychologists have long recognized the role of the pleasantness dimension of well-being in the determination of various individual outcomes. For example, depressed individuals have very low self-esteem, tend to be pessimistic, and exhibit reduced motivation and slowed thought processes. Furthermore, unlike job satisfaction, which is centred on the work context, psychological well-being is a broader construct. Most typically, psychological well-being is considered as a primarily affective-based "context-free" or global construct. Unlike various measures of job satisfaction, well-being is not tied to any particular situation. Like their clinical psychology and public health counterparts, organizational theorists have also recognized the extensive costs in both human and financial terms attributed to employee's dysfunctional psychological well-being. For instance, depression, loss of self-esteem, hypertension, alcoholism, and drug consumption have all been shown to be related to work-related dysfunctional psychological well-being. Because these variables have been related to decline in work outcomes, it is possible that psychological well-being and employee's performance are related.

Generally speaking, definitions of PWB have at least three characteristics. First, PWB is a subjective experience. People are high in PWB to the extent that they believe themselves to be. Second, PWB includes both the relative presence of positive emotions and the relative absence of negative emotions. Specifically, PWB is typically operationalized as capturing both positive and negative emotional states on a single axis. In other words, the high or positive pole is anchored by such hedonic or pleasantness-based descriptors as joyous.



Alternatively, the low or negative pole is anchored by such unpleasantness descriptors as sadness and annoyance. Thus, to be high on well-being is to be simultaneously low on negative emotion and high on positive emotion. Third, PWB is a global judgment. It refers to one's life as a whole. Unlike job satisfaction, which is specific to one's job, PWB is not tied to any particular situation. Although PWB exhibits some measure of temporal stability, it has also been shown that PWB can be influenced by any number of environmental events.

Personality

John & Srivastava (1999) states that personality is a pragmatic mechanism which is used to describe, explain, and understand the human behaviour. Every individual is unique in terms of temperament, behaviour, and preferences. "Goldberg defines personality as "the dynamic organization within the individual psychophysical systems that determine his characteristic behaviour and thought". He also mentions that "a trait is a neuropsychic structure having the capacity to render many stimuli functionally equivalent to initiate and guide equivalent forms of adaptive and expressive behaviour". Cattell (1946) points out those traits cannot be measured only by verbal report and behavior in the laboratory. Real world actions must be assessed too. Goldberg (1992) explicitly states that any given trait may fail to predict behavior in a single situation. All behavioral aggregations have to be combined. The most important traits, such as extraversion and neuroticism are assumed by some to be related to some fundamental, core quality of the person, which may even be genetically influenced.

Wiggins proposed a big five factor structure of personality factors which appear to provide a set of highly replicable dimensions that parsimoniously and comprehensively describe most phenotypic individual differences. Given the variety of conceivable exclusion criteria for defining personality attributes, the Big Five are meaningful at all levels, but more comprehensive and parsimonious under narrower definitions of personality. The Big Five factors are not necessarily of equal importance and replicability. They do not form tight and discrete clusters of variables; rather, as a general rule, each factor represents a major concentration in a continuous distribution of attributes in descriptive space. A complete taxonomy of personality attributes must include both horizontal and vertical features of their meanings. Rather than the final chapter for personality research, the Big Five is but an important beginning. As a representation of phenotypes based on the natural language, the Big Five structure is indifferent and thus complementary to genotypic representations of causes, motivations, and internal personality dynamics. The five factor taxonomy of personality dimensions, in part due to the great amount of research that has contributed to establishing its validity now stands as a model of reference amongst the hierarchical models of personality.

Personality the Big Five

A framework for organizing individual differences into categories is the Five Factor model which also encompasses several hundred personality-traits, according to Goldberg (1990). Despite the disagreements among researchers, the Big Five still remains the most validated and used personality theory in science today. In the area of job satisfaction, Judge, Heller & Mount (2002) illuminated the research on predictions of job satisfaction in their meta-analysis, and concluded that there is a consensus in contemporary research that the Five Factor model is superior to other personality concepts in this area. The Big Five comprises the five comprehensive personality traits extraversion, agreeableness, conscientiousness, neuroticism, and openness. Also, the Five Factor model has proven to encompass other



dispositional traits such as positive and negative affectivity (PA and NA), and the type A personality as well as it is considered adequate compared to other trait-taxonomies.

Work personality can be described as “the characteristic patterns of thoughts, feelings, and behaviours at work”, and has been operationalized through either an “at work”-tag at the end of each question in the personality-assessment.

Job Satisfaction

According to Locke(1976), job satisfaction is “a pleasurable or positive emotional state resulting from the appraisal of one’s job experiences”. Weiss, Davis, England, and Lofquist (1967) introduced two subtypes of actual job satisfaction: intrinsic, and extrinsic, but also assessed the general satisfaction. The intrinsic satisfaction is supposedly affected by the task itself whereas the extrinsic satisfaction has to do with external factors at work, not related to the specific task. The general satisfaction includes the intrinsic and extrinsic satisfaction, as well as satisfaction with managers. Job satisfaction has been thought to predict job performance, and so several researchers have put a lot of work into examining job satisfaction. A recent meta-analysis, however, points out that the relationship between job satisfaction and job performance may both be the result of personality.

Job satisfaction is one of the subdomains of the broader construct of life satisfaction, which itself is subsumed under subjective well-being (SWB). SWB has cognitive and affective components, with life satisfaction estimates more cognitive or calculated in nature, whereas happiness includes the affective or felt component. Consequently, job satisfaction emphasizes the cognitive evaluation of the well-being quality of one’s job, such as with pay, co-workers or supervisors. Beyond job satisfaction’s intrinsic worth, it has also been linked to other important workplace variables. For example, meta-analytic findings show that satisfied employees are more likely to be superior performers, less likely to participate in counterproductive work behaviours, and have lower absenteeism. Furthermore, several studies have documented negative relationships between job satisfaction, stress, drug use, as well as positive relationships with marital satisfaction and physical and mental health. Summarizing this research, Schulte and Vainio (2010) concluded that “the key to maintaining the effective functioning of the workforce is the concept of wellbeing, which encompasses more than just one’s state of health; it is also a reflection of one’s satisfaction with work and life’.

Job satisfaction has been broadly studied and in the recent decades it has become an important objective for corporate as well as researchers. According to Cranny, Smith & Stone (1992), job satisfaction is a reaction to a job that stemmed from the assessment of a job occupant of actual outcomes with the required outcomes. Valenri and Dessler(1978) on the other hand, described job satisfaction as the degree of needs satisfaction resulting from and or experienced on the job. Researchers have sought to explain job satisfaction and its predictors since it is related with other key factors of the organizational behaviour such as turnover, absenteeism, performance, productivity, workplace and organizational citizenship behaviour, in addition to its prediction of employees’ behaviour and subjective wellbeing.

Job Satisfaction and Personality

Personality has been considered as a popular area of study and an important factor when it comes to influencing the experience of job satisfaction. According to Locke (1968) personality has been considered as one among the many factors that act as a source of job satisfaction. Job satisfaction in the workplace has received a considerable attention due to its



association with many employees' attitudes and behaviours. It includes the feelings and attributes of people towards their work. Job satisfaction is related with absenteeism and turnover intention. Likewise, De Witte & Buitendach(2005) stated that job satisfaction is associated with motivation and performance. In contrast, other researchers indicated that it has a correlation with organizational citizenship and commitment. The positive and meaningful attitudes towards one's job means satisfaction at work while negative attitudes indicates dissatisfaction at work. Satisfaction at work gives employees the motivation to accomplish the work tasks properly and more accurately. Hence, in order to increase or improve employee's level of satisfaction, the factors that influence job satisfaction should be identified.

Many researchers pointed to various factors that affect job satisfaction. Studies have suggested that the differences in the level of satisfaction amongst employees could be a consequence of employee's personality, since some personality traits and job satisfaction were found to be strongly associated whilst others were strongly associated with dissatisfaction. Thousands of traits have been proposed in the history of personality research, and scores of traits have been studied in relation to job satisfaction. Scholars' investigations of the relationship between personality and job satisfaction have been interpreted in various ways. For example, Fumham and Zacherl (1986) examined the relationship between the dimensions of extraversion, neuroticism and psychoticism, and job satisfaction. They found that only extraversion significantly correlated with job satisfaction. Judge et al. (2008) investigated the relationship between core self-evaluation with dimensions of self-esteem, generalized self-efficacy, locus of control and neuroticism, and job satisfaction. In one case study, they found core self-evaluation to be positively associated with job satisfaction while it was not so in another study. In each of their two studies, neuroticism was negatively associated with core self-evaluation while self-esteem, self-efficacy, and locus of control were often positively linked with core self-evaluation.

These reviewed studies have covered different aspects of the Big Five personality traits. The review includes most recognized way of interpreting personality in psychology, comprising extroversion, neuroticism, agreeableness, openness to experience and conscientiousness. The Big Five structure does not imply that personality differences can be reduced to only five traits, but these five traits represent personality at the broadest level of abstraction, and each dimension summarizes a large number of distinct and specific personality characteristics.

Job Satisfaction and Psychological Well-Being

Wright and Cropanzano (2000) observed that psychological well-being had a predictive effect upon job performance. However, psychological well-being had no predictive effect upon the job satisfaction. In their study carried out on 336 iron workers, Witte proved a strong relationship between unreliability against the job and psychological well-being of the workers. In another study, regarding unreliability against the job, Ashford, Lee and Bobko (1989) discovered that job satisfaction significantly decreased. In another research, Terry, Nielsen and Perchard (1993) carried out a study on 153 public workers, and they argued that job stress had a negative effect upon the psychological well-being and job satisfaction. It was revealed that there was a positive relationship between transformational leadership levels and job satisfaction and psychological well-being of the health employees. In a different study, it was discovered that one of the most important organizational factors affecting the job satisfaction was salary and the feeling of salary not being paid according to the workload and achievement caused dissatisfaction in individuals. In the study carried out by Hart, Wearing,



and Headey (1995) by investigating the effect of police officers' daily work experiences and personality traits upon their stress and well-being levels, they discovered that both negative work experiences and positive work experiences negatively affected their perceived life quality.

Furthermore, they also proved in the study that personality traits with neuroticism and extroversion were a strong predictor of police officers' perceived life qualities. Burke-Lee (2009) carried out a study on 828 police officers, and tested a model based upon 5 predictive variables (personal, demographical, and situational variables, stress experiences, work-family conflict, coping reactions and psychological burnout components) as defined in previous studies. Results revealed that the variables of work attitudes and psychological well-being variables were more strongly predicted than life style behaviors and physical health. Yiğit, Dilmaç, and Deniz (2011) investigated job and life satisfaction of security employees in terms of age, educational level, seniority, service period, and the department variables. They observed that job satisfaction score averages significantly differed according to age, but life satisfaction score averages did not significantly differ according to age. The variable of educational level, job and life satisfactions differed significantly.

A study carried out by Karababa (2012) on school counsellors' job satisfaction level revealed a significant predictor of life satisfaction. Also, Özel (2015) study on employees' working in 4 and 5 star hotels revealed that there was a positive significant relationship between life satisfaction and job satisfaction levels of the participants, and there were no significant differences in life and job satisfactions in terms of the work period variables. But there were significant differences in life and job satisfactions in terms of monthly income. Keser's (2005) study on employees working in the automotive sector revealed that satisfaction of employees related to work experience and their life satisfaction were mutually interacting with each other. Eren (2008) in his study on the working life satisfaction and life satisfaction of the oncology nurses observed that nurses' life and job satisfaction correlated with their salary satisfaction.

A study carried out by Mersin (2007) among religious officials revealed increase in the employment period of the religious officials lead to their occupational satisfaction. Also, as their monthly income increased, their job satisfaction increased. Another study carried out among teachers specified that teachers' salary did not commensurate the effort they made, thus decreasing their motivation and job satisfaction. Keskin's (2008) study proved that there was a negative relationship between employment periods and salary satisfaction of the teachers.

Researchers have also used these meta-analytically derived correlations to build structural models of employee turnover. These studies found evidence consistent with the possibility that (the lack of) job satisfaction causes turnover. Such findings should provide researchers and practitioners with considerable encouragement. Certainly, job satisfaction remains a key variable in the prediction of employee's turnover. Nevertheless, there remain some critical questions. For example, Griffeth and his colleagues' (2000) meta-analysis of 42 studies in the 1990s revealed that the average correlation between job satisfaction and turnover was modest. In addition, among reported facet measures of job satisfaction, the "work itself" facet displayed the strongest correlation with turnover, similarly modest. Furthermore, it is very disturbing that the correlations between job satisfaction and turnover tend to substantially vary across sampled studies in a number of meta-analyses. For example, Carsten and Spector's (1987) review reported that single-study correlations ranged from $-.51$ to $+.09$. Carsten and Spector suggested that a number of alternative explanations existed for



these disparate findings, such as inconsistencies across studies in the operationalization of the independent and dependent variables, differences in sample occupations, and temporal differences in when the turnover data were actually collected. In addition, Judge (1993) proposed that the relationship of job satisfaction to turnover may be moderated by another variable or variables. This article will propose and evaluate one such moderator variable: employee psychological well-being (PWB).

Aim and Objectives

This study intends to achieve the following objectives:

1. To identify the relationship between personality, psychological well-being and job satisfaction
2. To examine personality and psychological well-being as predictors of job satisfaction.
3. To examine the perceived influence of personality and psychological well-being on job satisfaction.

Research Questions

1. What is the relationship between personality, psychological well-being and job satisfaction?
2. How has personality and psychological well-being served as predictors of job satisfaction?
3. What is the perceived influence of personality, psychological well-being on job satisfaction?

Hypotheses of the Study

1. There is a positive relationship between personality, psychological well-being and job satisfaction.
2. Workers personality and psychological well-being leads to job satisfaction among workers.
3. There is a positive influence of workers personality and psychological well-being on job satisfaction.

Research Methodology

This study adopted the cross sectional survey design which was together responses from the sampled population to test analyze or verify the formulated hypothesis. This study focused on the British American Tobacco company in Ibadan. The entire population of this study was 2,700. However, the population pattern focused on employees from the marketing and distribution, human resources, corporate and regulatory affairs, and manufacturing operations of British American Tobacco in Ibadan. A total of one hundred and sixty (160) employees of British American Tobacco, Nigeria were involved. The sample size was determined using Conroy's sample size determination tables. 92.5% confidence level and 7.5% level of significance as margin error were used. The sampling technique employed was simple random sampling technique.

Questionnaire was used as the data collection instrument. It comprised the following: Section contained demographic information such as gender, age, educational qualification, work experience, job position and job status. Section B contained the eight (8) item Index of Psychological Well-Being developed by Berkman. The Berkman scale was designed to assess people's well-being on a single affective index. The Berkman scale uses many of the same items as Bradburn and Caplovitz's earlier measure but with a more general time horizon. Respondents were asked such questions as how often they felt "very lonely or



remote from other people,” “depressed or very unhappy,” and “on top of the world, and these were measured using never, sometimes and often. The items had a reliability score of $\alpha=0.70$. Section C contained 44 items measuring the Big Five personality traits (Neuroticism, Extraversion, Openness, Agreeableness, & Conscientiousness). A total of 20 items were chosen for this section of the questionnaire. Participants indicated their level of agreement for each item on a 5-point Likert scale (from 1 =strongly disagree to 5 strongly agree). This scale has been reported to have a high internal consistency ($\alpha = .83$).Section C deals with the job satisfaction variable and it was developed by using The Job Satisfaction Questionnaire (JSQ). This questionnaire consists of 37 items about work-related facets that are believed to contribute to work satisfaction. However for this section, 10 items were chosen for this section.

The researcher obtained approval from the British American Tobacco in Ibadan to conduct the research scheduled on particular days. Thereafter, in their various area commands the researcher met with the respondents and explained the purpose of the study to them so as to seek their permission to participate in the study. The participants were duly informed about the research. To back up the assurance, the respondents were asked not to give any personal information on the questionnaire. Copies of questionnaire were given to the respondents after creating a rapport with them so as to input their responses. The researcher ensured that the copies of questionnaire were properly filled and completed before collecting them. Thereafter, copies of the questionnaire were scored according to the manual of scale.

Data presentation involved the use of tables of frequency distributions and percentages as descriptive statistics. Data presented were accompanied with the interpretation of the associations and relationships among the data groups with the appropriate implication to this study. Pearson and Correlation tool was utilized in analyzing data to test hypotheses of the study with the aid of Statistical Package for Social Science (SPSS) Version 26.0.

RESULTS AND DISCUSSION OF FINDINGS

A presentation of the data analysis and discussion is done in this section. Five hypotheses were tested using multiple regression analysis and t-test for independent samples.

Hypothesis One: Personality traits (extroversion, neuroticism, openness to experience, agreeableness and conscientiousness) will jointly and independently predict job satisfaction. This was tested using multiple regression analysis and the result is presented on Table 4.1.



Table 4.1: Multiple Regression Summary Table Showing Personality Traits as Predictors of Job satisfaction

Predictors	β	t	P	R	R ²	F	P
Extroversion	.11	1.04	>.05				
Agreeableness	-.02	-.20	>.05				
Conscientiousness	.20	2.09	<.05	.29	.09	4.36	<.01
Neuroticism	-.12	-1.41	>.05				
Openness to experience	.13	1.89	>.05				

Table 4.1 shows that personality traits jointly predicted job satisfaction {R = .29; R2 = .09; F (5, 117) = 4.36; P<.01}. Collectively, personality traits accounted for about 9% variance in job satisfaction. However, only conscientiousness ($\beta = .20$; t = 2.09; P<.05) independently predicted job satisfaction. This partially confirmed the stated hypothesis.

Hypothesis Two: Respondents with high level of psychological well-being will significantly report higher on job satisfaction than those with low level of psychological well-being. This was tested using t-test for independent samples and the result is presented on Table 4.2.

Table 4.2: Summary of T-test Table Showing the Influence of Psychological Well-Being on Job Satisfaction

Dependent	Psychological well-being	N	Mean	SD	T	df	P
Job Satisfaction	High	72	56.71	11.18	2.38	120	<.05
	Low	50	53.06	12.55			

Table 4.2 shows that psychological well-being had significant influence on job satisfaction [t (120) = 2.38; P<.05]. Further analysis revealed that respondents with high psychological well-being (Mean = 56.71; SD = 11.18) reported higher on job satisfaction compared to those with low level of psychological well-being (Mean = 53.06; SD = 12.55). This confirmed the stated hypothesis, and hence was accepted.

Hypothesis Three: Personality traits and psychological well-being will jointly and independently predict job satisfaction. This was tested using multiple regression analysis and the result is presented on Table 4.3.



Table 4.3: Multiple Regression Summary Table Showing Personality Traits and Psychological Well-being as Predictors of Job satisfaction

Criterion	B	t	P	R	R ²	F	P
Extroversion	.05	.73	>.05				
Conscientiousness	.23	3.21	<.05				
Openness to experience	.12	1.21	>.05	.35	.12	3.44	<.05
Agreeableness	-.11	-1.44	>.05				
Neuroticism	.09	1.12	>.05				
Psychological well-being	.24	2.33	<.05				

Table 4.3 shows that personality traits and psychological well-being had significant joint influence on job satisfaction [R = .35; R² = .12; F (6, 116) = 3.44; P<.05]. Only conscientiousness ($\beta = .23$; $t = 3.21$; P<.05) and psychological well-being ($\beta = .24$; $t = 2.33$; P<.05) independently predicted job satisfaction. This confirmed the stated hypothesis, and hence was retained.

Hypothesis Four: Male respondents will significantly report higher on job satisfaction than their female counterparts. This was tested using t-test for independent samples and the result is presented on Table 4.4;

Table 4.4: Summary of T-test Table Showing the Influence of Psychological Well-Being on Job Satisfaction

Dependent	Gender	N	Mean	SD	T	Df	P
	Male	77	58.34	13.21			
Job Satisfaction					4.87	120	<.01
	Female	45	50.23	10.98			

Table 4.4 shows that there existed significant gender difference in job satisfaction [$t(120) = 4.87$; P<.01]. Furthermore, male respondents significantly reported higher on job satisfaction (Mean = 58.34; SD = 13.21) compared to their female counterparts. This confirmed the stated hypothesis, and hence was retained.

Hypothesis Five: Age, educational qualification and work experience will jointly and independently predict job satisfaction. This was tested using multiple regression analysis and the result is presented on Table 4.5.

Table 4.5: Multiple Regression Summary Table Showing Demographic Factors as Predictors of Job satisfaction

Criterion	B	T	P	R	R ²	F	P
Age	.15	1.87	>.05				
Educational qualification	.12	1.04	>.05	.09	.01	1.11	>.05
Work experience	.13	.99	>.05				



Table 4.5 shows that demographic factors (age, educational qualification and work experience) had neither joint nor independent influence on job satisfaction [$R = .09$; $R^2 = .01$; $F(3, 118) = 1.11$; $P > .05$]. This negated the stated hypothesis, and hence was rejected.

CONCLUSION, SUMMARY OF FINDINGS AND RECOMMENDATIONS

Summary of Findings

The study intended to investigate the role of personality factors and psychological well-being on job satisfaction. Earlier studies have laid more emphasis on the objective and subjective indicators of job satisfaction among Nigerian workers and workers in the world generally while under playing the influence of personality and psychological well-being factors on organizations' and employees' job satisfaction.

Results revealed that adequate relevant personality factors and improved psychological well-being are related to high satisfaction. This corresponds with the work of Burch, et al. (2011) who disclosed that, the more workers experienced job insecurity, the more it caused job dissatisfaction. The first hypothesis revealed that personality traits jointly predicted job satisfaction and the likely implication. This is in consonance with Said, Abukraa and Rose (2015) and Balasuriya and Perera (2016) findings that the personality dimensions of openness to experience, conscientiousness, extraversion, agreeableness had significant positive relationships with job satisfaction but neuroticism of employees in the company had significant negative impact on job satisfaction.

The second hypothesis revealed that respondents with high level of psychological well-being significantly reported higher job satisfaction than those with low level of psychological well-being and the likely implication. This is in consonance with Alvi's (2017) study that found that higher psychological well-being is useful for increasing employees' job performance. Also, Isgor and Haspolat (2016) found that there was a positive mid-level relationship between psychological well-being and job satisfaction levels of employees.

The third hypothesis revealed that personality traits and psychological well-being had influence on job satisfaction and the likely implication. This is in consonance with the work of Choi and Lee (2014) who found that employees' psychological capital was related to their perceived performance, turnover intention, work happiness, and subjective well-being, even after controlling for the Big Five personality traits. Also, Steel, Schmidt and Shultz (2008) found that there was a large relationship between personality traits and subjective well-being.

The fourth hypothesis revealed that male respondents significantly reported higher job satisfaction than their female counterparts and the likely implication. This corresponds with Mabekeje's (2009) finding that there was a disparity between how gender responded to job satisfaction and that the male gender responded positively to job satisfaction than the female gender. This was also confirmed by Metle and Alali (2018) who found that there was a disparity between gender and job satisfaction. The fifth hypothesis revealed that age, educational qualification and work experience did not independently predict job satisfaction and the likely implication. This aligns with Chirchir's (2016) finding that demographic variables such as age, educational qualification and work experience did not influence job satisfaction of workers. Another study by Neelam (2014) found that there was no connection between the demographic variables of the respondents and job satisfaction.



Conclusion

Based on the findings of the study, it can therefore be concluded that personality traits and psychological wellbeing jointly predicted job satisfaction. Respondents with high level of psychological well-being significantly report higher job satisfaction than those with low level of psychological well-being. It is important to note that psychological well-being has a positive influence on job satisfaction. This therefore means that organizations are encouraged to invest more in understanding the personality trait of employees so as to design programmes that will help employees to better exude their personality traits. Also, since psychological well-being has been heavily linked with a positive influence on job satisfaction, any psychological challenge of workers will negatively affect the output of such work force ultimately.

Recommendation

Based on the findings and conclusion of this study, the following recommendations are made: Organizations are expected to adequately profile their employees' personality traits to identify how programmes those encourage employees to explore their personality trait. Since businesses are created to make profit, it is important that an organization understand the personality of the employees so as to place them in the right positions for optimum performance. Human resource managers are expected to profile the personality traits of potential employees so as to get a better understanding of the people about to be employed and ensure that employees with the right personality traits that fit with the organization's goals are employed.

The psychological well-being of the employees also should interest human resource managers as it has been established that psychological well-being positively influences job satisfaction. This therefore means that human resource managers are expected to design programmes that ensure that employees' psychological health is well managed.

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