

Dispositional approach to job satisfaction: role of the big five personality taxonomy

Tanisha Ghosh^{1*}

ABSTRACT

Background and aims: The backbone of any organisation is its workers. They are the means to achieve success and the drivers to obtain goals. For this to be accomplished, an understanding of employee job satisfaction is of fundamental importance. This paper focuses on being able to predict whether personality serves as a determinant in job satisfaction within the Indian population. The literature concerning this dispositional approach is somewhat restricted and displays a western bias to it. The purpose of this study was to identify whether the data from the Indian population, which is so culturally distinct from the West, is consistent with the existing literature, and to report the cross-sectional differences in this relationship between job satisfaction and personality across various corporate occupations. **Method:** A quantitative study was conducted using two psychological inventories (Job Satisfaction Survey and Big Five Inventory), combined into a single survey, with 53% males and 47% females across seven different cities in India, aged 21-60 who were working in a corporate office. Statistical Package for the Social Sciences was used to perform various tests and analyse the results. **Results:** On examining the impact of the Big Five personality traits on job satisfaction levels, it was revealed that neuroticism had the strongest association with job satisfaction amongst all other personality dimensions. High levels of neuroticism lead to low levels of job satisfaction. Extraversion, agreeableness and conscientiousness displayed low levels of a positive relationship to job satisfaction, which implied that high levels of all these traits were linked to high levels of satisfaction at the workplace. Even though an analysis of variance did not reveal any significant variations in job satisfaction levels across different groups, analyses of cross-sectional data exhibited that occupational factors did play a role in altering the relationship between personality and job satisfaction. **Conclusion:** Personality is a relatively stable component throughout an individual's lifetime. This stability is the reason for its influence over all aspects of life, including work. Personality determines individual attitudes and behaviour at work that may be seen as predictors of satisfaction or failure. The understanding of this relationship needs a more in-depth investigation because a job-person fit within every organisation will ensure a happier staff and a smooth-running business. There are many gaps found within the literature that provides many opportunities for future researchers to explore this relationship further to remove the present scepticism surrounding the impact of personality on job satisfaction.

¹Msc, Organizational Psychology, King's College London, London

*Responding Author

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The organisation is, above all, social. This quote by Peter Drucker (smartbrief, 2017), encapsulates the essence of Organisational Psychology, where understanding the psyche of every individual is considered essential to run an organisation efficiently. It is people who create and run any business; thus, job satisfaction is a pivotal construct in Industrial/Organisational Psychology (Judge, Parker, Colbert, Heller & Ilies, 2002). Job satisfaction is positively associated with crucial topics in the workplace, for instance, organisational commitment (Cooper-Hakim & Viswesvaran, 2005), job performance and motivation (Judge, Thoresen, Bono & Patton, 2001) and organisational citizenship behaviour (Hoffman, Blair, & Meriac, 2007). Personality as a predictor of job satisfaction is a new phenomenon under investigation; thus, its novelty and shortage in literature has made some researchers sceptical about the existence of this dispositional affect. However, the studies that have taken place display a satisfactory amount of evidence about the consistency and existence of this relationship and provide ample insight into the different possible directions future researchers may want to dwell deeper within. Decades of studies have established the situational approach that highlights the importance of the work environment and characteristics, as the most popular and accepted perspective towards explaining job satisfaction. Conversely, several organisational psychologists have stated that personality can be an essential element in determining people's job attitudes and performance (Judge and Locke, 1993; Bui, 2017). In other words, job satisfaction is, in part, determined by personality variables (Judge and Larsen, 2001). The review of the literature suggested a severe cultural bias in the majority of the prior studies. Most studies have been representative of just western cultures, predominantly America (Templer, 2011). Organisational research aims for the cross-cultural generalisability of the results (Rousseau & Fried, 2001). Therefore, it is vital to replicate a study of the relationship between personality and job satisfaction to see whether any association exists within the working Indian population and to what extent the results are consistent with the existing literature. Culture-specific reviews are crucial as we know that culture influences every aspect of one's life, be it personality or the work environment. Triandis and Suh (2002), implicated that there could be traits which are related to increased satisfaction at the workplace in some culture but might not be in others. The study also aims to see whether differences in occupations that have considerably different job characteristics, produce differences in job satisfaction levels.

LITERATURE REVIEW

Understanding Job Satisfaction and Personality

Job satisfaction was first described by philosopher Robert Hoppock (1935) in his book, also called Job Satisfaction (Muchinsky, 1990; Smith, Kendall, & Hulin, 1969). Hoppock described job satisfaction as an amalgamation of biological, emotional and environmental circumstances that causes an individual to say and feel that they are satisfied with their jobs (Hoppock and Spiegler, 1938). The role of both genetic and environmental factors is acknowledged, which are the foremost determinants of personality, in the context of job satisfaction. Tewksbury and Higgins (2006), state that job satisfaction is an employee's collection of beliefs and feelings towards their job, how well the work environment meets the needs, expectations and values of the workers. The two-factor theory by Herzberg (1966), is amongst the most renowned models employed to describe satisfaction at work. This theory suggests that satisfaction and dissatisfaction at the workplace are not fixed in a continuum but are a result of separate and independent sets of causes. Motivator (intrinsic) factors include aspects such as such actual work, responsibility, recognition, achievements

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and advancements. These factors, when fulfilled, produce job satisfaction. Hygiene factors (extrinsic) result in job dissatisfaction when not adequately provided. These include elements such as salary, supervisors, benefits, fairness in policy, pleasant work environment and speedy administration. The two-factor theory draws inspiration from Maslow's needs hierarchy theory (Cleare, 2013; Stello, 2011).

Employees are the core of every organisation and a key element in its productivity. They determine the profit of a business in a competitive space (Fiorita, Bozeman, Young & Meurs, 2007). Thus, high satisfaction and employee retention at work are very crucial for the continuity and stability of any organisation (Benko & Weisberg, 2007; Becker, 2007). Optimistic and purposeful attitudes towards one's work lead to job satisfaction, as a corollary, pessimistic attitudes might lead to job dissatisfaction. Satisfied employees motivate workers to accomplish tasks proficiently and also use their creativity and innovation to help the organisation excel and profit. Dissatisfied workers in organisations are more prone to engage in harmful behaviours like sabotage, voluntary absenteeism, violence or even suffer from burnout (Robbins and Judge, 2007).

Personality refers to the consistent patterns in the way people think, feel and behave (Cervone & Pervin, 2008). These dispositional traits are found stable across time and situations. Judge, Heller & Mount (2002), in a study, revealed that certain characteristics of personality are linked with job satisfaction, while some associated with dissatisfaction. Research on the dispositional sources of job satisfaction has predominantly centred around three theoretical approaches (Judge and Bono, 2001); Positive and Negative Affectivity (PA and NA), Five- Factor Model of Personality (FFM) and Core Self-Evaluation (CSE) taxonomy. Each taxonomy has empirically proven its worth in the field of personality testing. Meta-analysis supported the predictive validity of all these methods (Judge and Bono, 2001). Personality models are increasingly being used to measure individual differences between employees in the workplace. The two-factor model by Eysenck (1987), was one of the first models on personality. This theory was based on factor analysis, where items were correlated with each other to assess if similarities existed between them - initially, this theory comprised two super factors; Introversion-Extraversion and Neuroticism. Later Eysenck added Psychoticism and it came to be known as the PEN model of personality. Taking this ahead Costa and McCrae (1991), developed the Five-Factor Model (FFM) that has proved to be the most popular and explored personality taxonomy (Cattell, 1996; Eysenck, 1991,1992; McCrae & Allik, 2002). FFM serves as a meaningful model used to understand individual differences in the workplace (SampathKappagoda, 2012).

Dispositional Determinant in Job satisfaction

Job satisfaction literature neglects the role of personality and individual differences as the existing literature predominantly explores situational determinants (Spector 2008). Nonetheless, several functional studies support and prove the idea that personality is one of the causes of individual differences in job satisfaction (Judge & Larsen, 2001; Staw & Cohen-Charash, 2004). The first mention of this relationship can be traced back to Munsterberg (1913), through his writings. Munsterberg described "the selection of those personalities which by their mental qualities are especially fit for a particular kind of economic work" as the goal of applied psychology. The field of Organisational psychology in the first half of the twentieth century witnessed an emphasis on individual differences in personality in the workplace, as seen in the works of prolific researchers like Gordon Allport, Edward Thorndike, L. L. Thurstone, and Fisher and Hanna. (Bui, 2017). Hawthorne

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studies revealed that certain people would continuously complain about their jobs, no matter what solution was provided to them. These individuals were termed as the 'chronic-kickers' (Roethlisberger 1941). Buitendach & Witte (2005), advocate that satisfaction in the workplace is related to a person's perception and evaluation of their job. One's circumstances, needs, values and expectations in turn influence this perception. People, therefore, evaluate their position based on those factors that are salient to them, that means something to them (Sempene et al., 2002). Higgs and Lichtenstein's (2010), revealed that the association between personality and organizational values on growth and performance is more interactive and complicated than assumed previously. This is the trend observed in most of the studies entailing personality. Therefore, organisations must understand this because their employees are their most valuable asset (Bui, 2017).

Judge, Heller & Mount (2002), suggested that certain factors drive an emotionally stable extrovert to be happy and satisfied in life. The same factors would also influence that same individual to be happy in their jobs. Urman and Ehrenfeld (2012), advocate that work affects one's self-identity and one's personal growth. Hence dissonance between one's personality and their job may cause diminished motivation, burnout or even force a person to quit. Their attitudes, personalities and values must be considered for prioritising employee happiness at work. Camgoz and Karapinar (2011), tested the mediated relationship amongst satisfaction at work and personality. They found behaviour to be an important variable connected with personality. Scholars who agree with this view advocate that an employee delivers an excellent performance only when they possess a pleasant personality with a high level of emotional intelligence (Barrick and Mount, 2012). Another study that investigated the relationship between personality, various job characteristics, team functioning and satisfaction; revealed that the teams highest on dispositional traits of agreeableness and conscientiousness were the ones that reported highest job satisfaction (Acuna, Gomez and Juristo, 2009). Lounsbury and colleagues (2007), found eight personality traits significantly correlated to job satisfaction in a sample of 1059 information technology professionals. These include 'assertiveness, emotional resilience, extraversion, openness, teamwork disposition, customer service orientation, optimism, and work drive' (Miles, 2012). Tesdimir, Asghar and Saeed (2012), looked at the same relationship amongst 450 sales representatives working in Turkish pharmaceutical companies. Age and gender were considered to be moderating variables in the study. They used the FFM and found that extraversion (.56), agreeableness (.65), conscientiousness (.71) and openness (.59) were positively correlated to job satisfaction, and neuroticism (-.47) was negatively correlated. Sampath Kappagoda (2012), research analysed the relationship between FFM and job satisfaction of non-academic staff in Srilankan universities. Regression analysis revealed positive relationships for 'extraversion ($\beta = .13$), agreeableness ($\beta = .21$) and conscientiousness ($\beta = .24$). A negative relationship was found for neuroticism ($\beta = -.13$). Openness showed no significant relationship.

Naz, Rehman & Saqib (2013), assessed the link between personality variables and job satisfaction for a sample of bank employees. They used the Ten-Item Personality Inventory to measure the big five personality traits (Rentfrow et al., 2011). Neuroticism displayed a high negative correlation with job satisfaction (-.65), extraversion (.82), conscientiousness (.65), agreeableness (.46) and openness to experience (.51), displayed a positive correlation with satisfaction at the workplace. Research states that people high on negative affectivity (NA) are likely to be in jobs that are less complex (Spector, Fox, and Van Katwyk, 1999). Srivastava, Locke, and Judge (2010) found that individuals who have positive self-evaluations were more likely to work on complex tasks; this was gratifying and associated

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with high levels of job satisfaction. In another experimental study, subjects were shown stimulated job interviews on screen, where the applicants displayed an array of emotions and gestures. The results demonstrated that interviewees who had shown positive affect during the interview were more prone to be titled as desirable future employees (Fox & Spector, 2000; Rasmussen et al., 1984). How a person thinks, feels and behaves is influenced by both dispositional and situational components. Therefore, importance must be given to both aspects to predict organisational behaviour. Employers should understand their employees' personalities and their abilities to motivate their employees to perform better, thereby increasing one's job satisfaction (Cohrs et al., 2006; Vijayabanu and Therasa, 2015).

Role of the Big Five Dimensions

The FFM model is based on the assumption that individuals are consistent in the way they think, feel or behave, and these enduring traits are measured via questionnaires. The five factors—neuroticism, openness to experience, agreeableness, conscientiousness and extraversion—were derived through factor analysis of numerous personality traits (McCrae & John, 1992). This model has successfully generalised across measures and cultures, and as a result, developed a robust consensus on its usefulness (Judge et al., 2002). Judge, Heller & Mount's (2002) meta-analysis found that the big five model is a reliable and sound tool for examining individual satisfaction at the workplace. Extraversion, neuroticism and conscientiousness were found to predict satisfaction at the workplace significantly. Together, the five dimensions displayed a multiple correlation of .41 with job satisfaction. Personality traits explained 17% of the variance in job satisfaction.

Extraverts are known to be socially oriented, outgoing and adventurous; however, their surgent quality enables them to be ambitious as well as assertive in nature (Costa and McCrea, 1992; Judge et al., 1999). Connolly and Viswesvaran (2000), suggest that people high in extraversion are considered high on positive affectivity, and people who possess high levels of positive affectivity have been reported to have higher job satisfaction levels. Experimental studies have shown, happier and optimistic moods formed better and more favourable impressions on other people and made more positive judgements (Forgas Bower, 1987). Judge et al. (2002), found an estimated true score correlation of .25 for extraversion. Studies also prove that extraverts tend to have more friends and are found to be in more social situations in comparison to introverts. This social facility enables them to find interpersonal interactions (such as those that occur at work) more rewarding (Watson & Clark, 1997). Existing literature, therefore, suggests the existence of a positive relationship between extraversion and job satisfaction.

McCrae and Costa (1991), define agreeable individuals as those are who "sensitivity to others, evade conflict and confrontation, are more helpful and are willing to compromise" (Taras, Kirkman, & Steel, 2010). Judge et al. (2002), reported a weak correlation of .17 between job satisfaction and agreeableness and did not find the trait to be significant to explain any variance in job satisfaction levels. Nevertheless, the correlations have been found extremely varied throughout its literature. In the context of Indian culture, agreeableness might predict higher levels of job satisfaction because preserving harmony and cooperating with others are rewarding behaviours in tight and collectivistic cultures (Triandis & Suh, 2002; Yamagishi et al., 2008). This may not, however, be relevant in western cultures such as America, which are individualistic societies (Templer, 2011). These cultures might reward someone for engaging in disagreement with others if that helps them succeed within their organization. Competition is encouraged as much as cooperation should be the underlying rule of behaviour. This western counterbalancing might result in highly

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unsteady results in the link between agreeableness and job satisfaction. The current literature might present an unclear association between agreeableness and job satisfaction because of this western bias in its data (Furnham et al., 2009; Ilies and Judge, 2003; Judge et al., 2002). Agreeableness is observed to be positively and significantly correlated with job satisfaction in some studies (Ilies et al., 2002), in a stable and collective Asian society (Templer, 2011) and the public sector (Cooper et al., 2014). Since this analysis has a completely Indian sample that may possess collectivistic traits, agreeableness might have played a significant role in predicting job satisfaction.

Conscientiousness indicates one's level of hard work, motivation, responsibility and organisation in the quest to establish goals (Zhao and Seibert, 2006). According to Barrick and Mount (2012), conscientiousness can predict overall performance at work; better working employees receive greater recognition and rewards, and this increases levels of job satisfaction (Judge et al., 2001). Organ and Lingl (1995), state that conscientiousness is related to overall work involvement tendency and therefore predicts job satisfaction. As a consequence, this leads to gratifying work rewards, both formal (e.g., pay, promotions) and informal (e.g., recognition, respect, awareness of personal achievement). Judge et al. (2002) discovered that conscientiousness had a true-score correlation of .26 with job satisfaction and explained significant variance in the meta-analytic regression analysis. Success at any job or occupation is most consistently predicted through conscientiousness (Barrick et al., 2001; Judge et al., 1999). Existing literature has an overwhelming amount of evidence illustrating its positive relationship with job satisfaction (Furnham et al., 2009; Ilies and Judge, 2002; Ilies et al., 2009; Judge et al., 2002).

Neuroticism explains low emotional stability that is described by decreased wellbeing, cynical emotions, anxiety, distress, resentment and vulnerability. This occurs because they manage to put themselves in situations that harm them (Judge et al., 1999; McCrae & Costa, 1991; Emmons et al., 1985). As a result of this, individuals high in neuroticism would, consequently, experience less gratifying and unpleasant interactions at work than emotionally steady people. Neuroticism that has also been identified as negative affectivity was negatively correlated to job satisfaction in Connolly and Viswesvaran's (2000) meta-analysis. According to Barrick and Mount (2012), similar to conscientiousness, emotional stability (low neuroticism) too serves as a predictor of performance at the workplace. In Judge et al.'s (2002) meta-analysis, neuroticism was negatively and most strongly correlated to job satisfaction (-.29). The reverse of neuroticism (emotional stability) has also been found to be strong yet positively correlated to job satisfaction (Ilies and Judge, 2002). Neurotic individuals have lower levels of rewards and recognition, and this, in turn, may lead to reduced levels of job satisfaction (Furnham and Zacherl, 1986; Ilies and Judge, 2002).

Openness to experience, commonly known as intellect, is identified by open-mindedness, artistic and scientific creativity, divergent thinking and unconventionality (Goldberg, 1990; Judge et al., 1999). Many creative professions see openness as a positive attribute of an employee, that makes them produce good quality work (Desimoni and Leone, 2014). This factor has been attributed to be an essential factor for more aged and active adults (Gregory et al., 2010). However, openness to experience can often be viewed as a 'double-edged sword', since individuals who are too open tend to be unhappy in routine jobs and have a tendency to continually switch jobs (Judge et al., 2002). Both meta-analysis and primary analysis reveal that openness to experience has no significant influence on job satisfaction (Furnham et al., 2009; Ilies and Judge, 2002; Nandi et al., 2012; Judge et al., 2002). Hence,

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present literature does not provide concrete evidence on the direction of this relationship, or whether any relationship even exists.

A fit between personality dimensions and job characteristics is the foundation of job satisfaction (Rimscha, 2015; Fiorita, Bozeman, Young & Meurs, 2007). Occupations differ on the levels of autonomy, challenge and responsibility, and should lead to varying degrees of job satisfaction (Schulz & Schultz, 2006). However, the literature suggests that job satisfaction levels are relatively stable through the span of one's life, irrespective of changes in professions (Judge, Bono and Locke, 2000; Staw et al., 1985). Researchers have implicated personality to be this stable component in determining job satisfaction (Liu and Campbell, 2017). However, without the availability of historical data, it is not possible to see any changes concerning a match between personality and job characteristics directly. A cross-sectional analysis of the different occupations may reveal how much of a difference exists across occupations in the context of job satisfaction (Newton and Keenan, 1991; Rimscha, 2015). The relationship between job satisfaction and personality has to be explored individually across different occupational groups to see whether personality influences all the groups in the same way or there is some disparity in this relationship across professional groups.

Many researchers have conducted studies that assessed the links between job satisfaction and certain demographic variables such as age and gender (Spector, 2012). According to Schultz and Schultz (2006), younger people display more dissatisfaction with their work; with increasing age, the level of job satisfaction will also increase (Kumar and Giri, 2009). Gender was also an accessible research variable, and the results suggest that women experience more job satisfaction because they have lower expectations from work (Bender et al., 2005; Carrillo-Garcia et al, 2013). However, a considerable amount of studies in the recent past have found no significant relationship between job satisfaction and these demographic variables in question (Tesdimir, Asghar and Saeed, 2010; Ghazzawi (2010). The association between job satisfaction and the variables like gender or age can be tested as moderators in the study to reveal whether they do impact job satisfaction in any way, thereby affecting the link between personality and job satisfaction.

Hypothesis Formulation

Following the review of literature, these research questions have emerged:

1. To what extent do the Five Big personality traits explain job satisfaction and what is the direction of their relationship?
2. To what extent do age, gender and occupation moderate the relationship between job satisfaction and personality?
3. To what extent do the personality traits differ in their expression on job satisfaction scores across occupations?

Hypothesis 1

Ho: There is no significant relationship between extraversion and job satisfaction

Ha: Extraversion is positively related to job satisfaction

Hypothesis 2

Ho: There is no significant relationship between agreeableness and job satisfaction

Ha: Agreeableness is positively related to job satisfaction

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Hypothesis 3

Ho: There is no significant relationship between conscientiousness and job satisfaction

Ha: Conscientiousness is positively related to job satisfaction.

Hypothesis 4

Ho: There is no significant relationship between neuroticism and job satisfaction

Ha: Neuroticism negatively related to job satisfaction.

Hypothesis 5

Ho: There is no significant relationship between openness to experience and job satisfaction

Ha: There is a significant relationship between openness to experience and job satisfaction

Hypothesis 6

Ho: There is no significant relationship between age and job satisfaction.

Ha: There is a significant relationship between age and job satisfaction.

Hypothesis 7

Ho: There is no significant relationship between gender and job satisfaction.

Ha: There is a significant relationship between gender and job satisfaction.

Hypothesis 8

Ho: There is no difference between job satisfaction scores across various occupational groups.

Ha: There is a difference between job satisfaction scores across various occupational groups.

Hypothesis 9

Ho: The relationship between personality and job satisfaction is the same across different occupational groups

Ha: The relationship between personality and job satisfaction is varied across the occupational groups.

METHODOLOGY

Participants

The sample of this study collated through the controlled convenience sampling method had participants who are a part of the corporate working population in India. A strict inclusion criterion was set to ensure that the participants were representative of the sample.

Criteria for Inclusion in the study -

1. The participant has to be of the minimum age of 21 and should not be more than 60 years of age.
2. The participant has to be working in their respective organisation for a minimum tenure of six months.
3. The participant should be working in a corporate industry where there is an involvement with team members and supervisors.

Two hundred forty-six (246) people responded to the online survey. Demographic information provided by them revealed that the participants belonged to different cities in India (Kolkata, Mumbai, Delhi, Bangalore, Pune, Hyderabad and Chennai). Even though the

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number of people who responded to the survey was 246, a few surveys were incomplete, some of them were filled by participants who do not fit the inclusion criteria of the study. A few of them were also removed during data cleaning. After subtracting invalid surveys, around 200 made it to the sample. The participants who responded belonged to different streams of work in the corporate field like marketing, finance, management, human resources, law and other such occupations to ensure that the sample represents people from different work backgrounds. This will help make the result of the study more conclusive and easier to generalise on a larger population.

Procedure

The quantitative data was collected through an online survey, and this was done using the platform survey monkey. The link of the survey shared on various social media platforms (Facebook /LinkedIn/ Instagram) had a post attached to that which mentioned the subject area and the topic of the study, the inclusion criteria to take part in the survey as well as the amount of time it would take to complete the survey. If the inclusion criteria were met, the participants voluntarily followed the attached link that opened up the information sheet (see appendix C). Voluntary participation insured randomisation in the sample formation. Following this, the consent form page opened (see appendix D), where the participants were required to read and then agree to all the conditions involved in the study. Once the participants gave their consent, they were asked for their demographic details anonymously, that included questions about their age, gender, city and occupation. After this, the actual measures opened up in the following order – The Big Five Inventory and Job Satisfaction Survey (see appendices A and B). Upon completion, the website redirected the participants to a page that thanked them for their participation in the study and also provided an email address and contact information where they could ask for their information sheet, consent form or contact for other queries. The entire process was anonymous and did not employ the use of any deception.

Measures

The constructs used in this study are published scales that demonstrate good reliability and validity. There was only one self-report survey that involved data collection in a single sitting, and it made use of two psychometric measures. The first part of the survey was about acquiring demographic information that included age, gender, city and occupation, gathered through a few questions at the beginning of the survey.

The second part made use of the Big Five Inventory (BFI) that was developed by Oliver P. John and S. Srivastava (1999). It is a 44-item personality inventory that measures a person on the five factors/dimensions of personality (Goldberg, 1993). Each of the five dimensions further divides into various personality facets (see table 1). This measure used a five-point Likert scale, with 1 being the response for 'strongly disagree' and 5 being the response for 'strongly agree'. In the inversely worded items, 5 stands for 'strongly disagree, and 1 stands for 'strongly agree'. The scale has high reliability coefficients (see table 2). This inventory is based on Costa and McCrae's (1992) Big-Five dimensions. The higher the average score in each dimension, the more inclined the respondent is towards that corresponding personality trait (John & Srivastava, 1999).

Table 1 *The Big Five Dimensions and its associated facets Dimensions Correlated Trait objectives*

Extraversion Vs. Introversion	Gregariousness (sociable) Assertiveness (forceful) Activity (energetic) Excitement-seeking (adventurous) Positive emotions (enthusiastic) Warmth (outgoing)
Agreeableness Vs. Antagonism	Trust (forgiving) Straightforwardness (not demanding) Altruism (warm) Compliance (not stubborn) Modesty (not show-off) Tender-mindedness (sympathetic) Competence (efficient)
Conscientiousness Vs. Lack of direction	Order (organized) Dutifulness (not careless) Achievement striving (thorough) Self-discipline (not lazy) Deliberation (not impulsive)
Neuroticism Vs. Emotional Stability	Anxiety (tense) Angry hostility (irritable) Depression (not contented) Self-consciousness (shy) Impulsiveness (moody) Vulnerability (not self-confident)
Openness Vs. Closedness to experience	Ideas (curious) Fantasy (imaginative) Aesthetics (artistic) Actions (wide interests) Feelings (excitable) Values (unconventional)

Note. Adapted from *The Big-Five trait taxonomy: History, measurement, and theoretical perspectives* by O. P John & S Srivastava, 1999, *Handbook of personality: Theory and research* (Vol. 2, pp. 102–138). New York: Guilford Press.

Table 2 *Reliability values for the five traits of the Big Five Inventory*

Trait	Mean	Standard Deviation	K-R 21 Reliability
Extraversion	3.13	.89	.90
Conscientiousness	3.44	.75	.85
Agreeableness	3.66	.72	.85
Neuroticism	3.23	.84	.88
Openness to experience	3.92	.66	.84

The final part made use of the Job Satisfaction Survey (JSS), developed by Paul E. Spector (1985). This questionnaire evaluates nine dimensions of job satisfaction that is related to overall satisfaction at one's job (see table 3). This scale is well established amongst other measures of job satisfaction. Each of the nine dimensions has four corresponding questions, making this scale comprise of 36 items. JSS also uses a 6 item Likert scale; for each item, there is a choice between 'strongly agree' to 'strongly disagree'. Since items are written in both directions, reverse scoring for around half the items are required. The nine dimensions or facets are pay, promotion, supervision, fringe benefits, contingent rewards (performance-based rewards), operating procedures (required rules and procedures), co-workers, nature of work and communication. Even though Job Satisfaction Survey was initially made for use in human service organisations, it has been proved to be applicable in all kinds of organisations (Spector, 1997).

Table 3 Internal Consistency Reliabilities for the facets of Job satisfaction Survey and the total scale

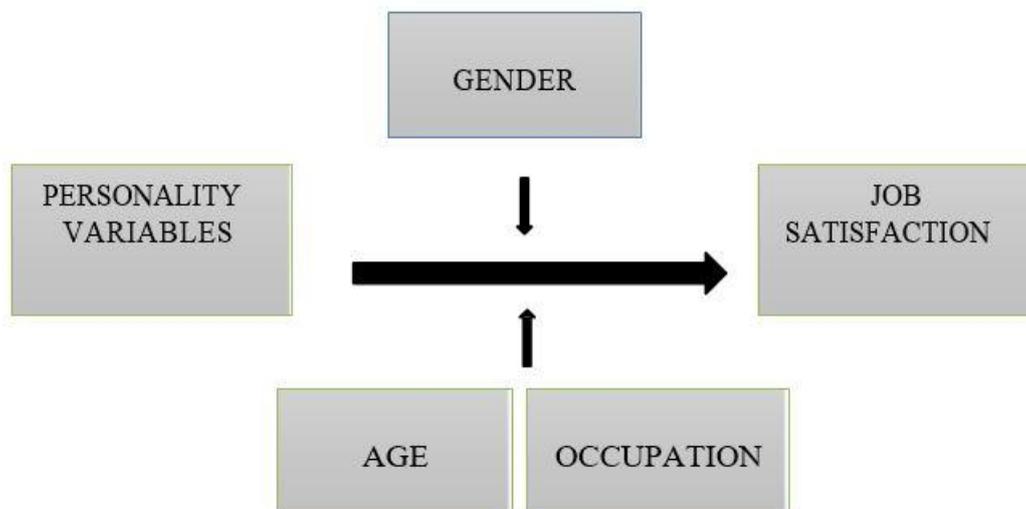
Scale	Alpha	Description
Pay	.75	Pay and remuneration
Promotion	.73	Promotion opportunities
Supervision	.82	Immediate supervisor
Fringe Benefits	.73	Monetary and nonmonetary fringe benefits
Contingent Rewards	.76	Appreciation, recognition, and rewards for good work
Operating Procedures	.62	Operating policies and procedures
Co-worker	.60	People you work with
Nature of work	.78	Job tasks themselves
Communication	.71	Communication within the organization
Total	.91	Total of all facets

Note. Adapted from Measurement of human service staff satisfaction: Development of the job satisfaction survey by P.E Spector, 1985, American Journal of Community Psychology, 13, 693-713.

Design

In this study, personality dimensions serve as the independent variable, that is hypothesised to cause an impact on job satisfaction, which serves as the dependent variable. In order to measure these latent constructs, the cross-sectional study design was appealing. This study required the assessment on an individual's personality and their job satisfaction level at the current time for a direct comparison against one another. Hence there would be no error caused by history effects (Cook, Campbell, & Day, 1979). Variables like gender, age and occupation served as the moderator variables (see figure 1). A time period of around five weeks was allotted for the surveys to be completed and submitted. The results of the completed surveys were then ready for data analysis.

Figure 1. Variables in this study



Data Analysis

The qualitative data collected through the online survey. The data was transferred onto excel and then analysed with the help of SPSS 25.0 (Statistical Package for the Social Sciences). After cleaning the raw data, and reverse scoring the negative items, descriptive statistics were used to report the participant characteristics.

In the first stage, correlation analysis was carried out to see whether the relationship between each facet of personality (Extraversion, Agreeableness, Neuroticism and Openness to Experience and Conscientiousness) and job satisfaction is significantly positive/negative or non-significant. The next stage involved a simple linear regression which helped illustrate whether each personality trait explains any variance in job satisfaction levels. Next, a Mann Whitney U test was used to assess whether any difference did exist between males and females in their scores of job satisfaction. One-way ANOVA (analysis of variance) was employed for two cases. First, in order to investigate whether job satisfaction levels were different across the four age groups. Second, to assess the existence of any difference in job satisfaction levels across the eleven occupational groups. Finally, regression analyses were performed on cross sectional data to assess whether personality had a similar impact on the levels of job satisfaction across various occupation groups.

Other than the use of these primary statistical analyses for testing the hypotheses, some more secondary analyses and descriptive statistics helped investigate the strength of the relationships to support the final results and also report unusual findings in the data that may contradict the findings and serve as a starting point for future research in this topic

Ethical Considerations

The quality and integrity of the research was upheld since the instruments are global (validated through cross-cultural studies) and of satisfactory validity and reliability. Both the questionnaires selected are a part of the public domain and authorised for non-commercial use. The research was independent and impartial in all ways. The participants were made aware of the purpose of the study, and they were asked for their informed consent. Recruitment procedures involving coercion were not used. The approximate length and difficulty of the task were specified; there was no scope of deception in collecting the data through the online survey. Participants voluntarily filled the online survey, nobody was approached, and neither was any personal information forced out of them. This makes their participation confidential. The data gathered is anonymous; they had only specified their age, gender, occupation and the city of residence and not their names or any other identifiable information. There was no sensitive or emotional material present in the surveys that the participants had to complete. They were simple questionnaires on their personality and job satisfaction that explores their dispositional traits and their feelings about their job. The survey was taken online, at a time convenient to the participant. There was no harm inflicted on the participants physically or psychologically and no violation of any human rights. Ethical approval form has been attached (appendix E).

RESULTS

Participant Characteristics

The sample of this study consisted of 200 participants. The sample was divided into two genders and four age groups in order to test for moderating effects of both these variables. The males accounted for 53% of the sample, while females accounted for 47% of the sample (see figures 2 and 3). The age of the respondents ranged from 21- 60 years (Mean = 40.14, SD= 10.36).

Figure 2 – Distribution of gender in the sample.

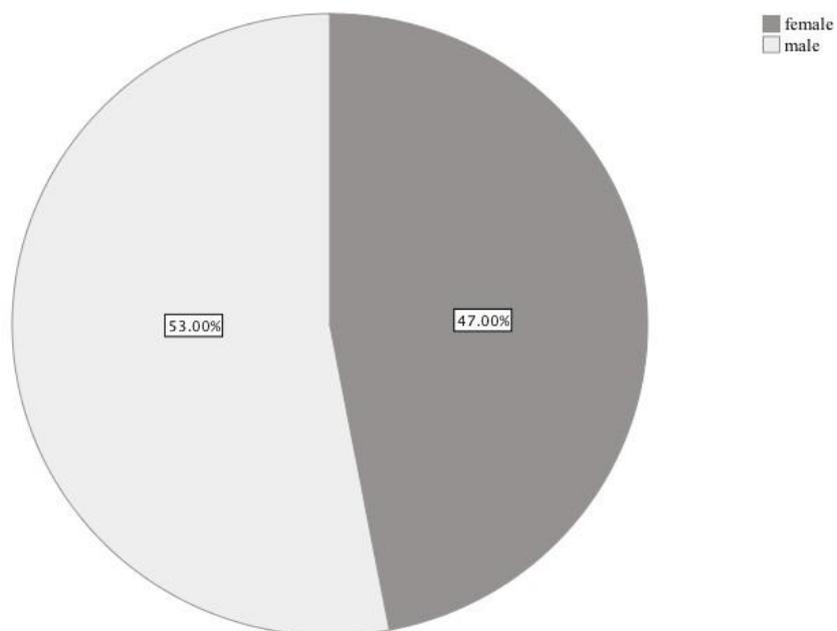
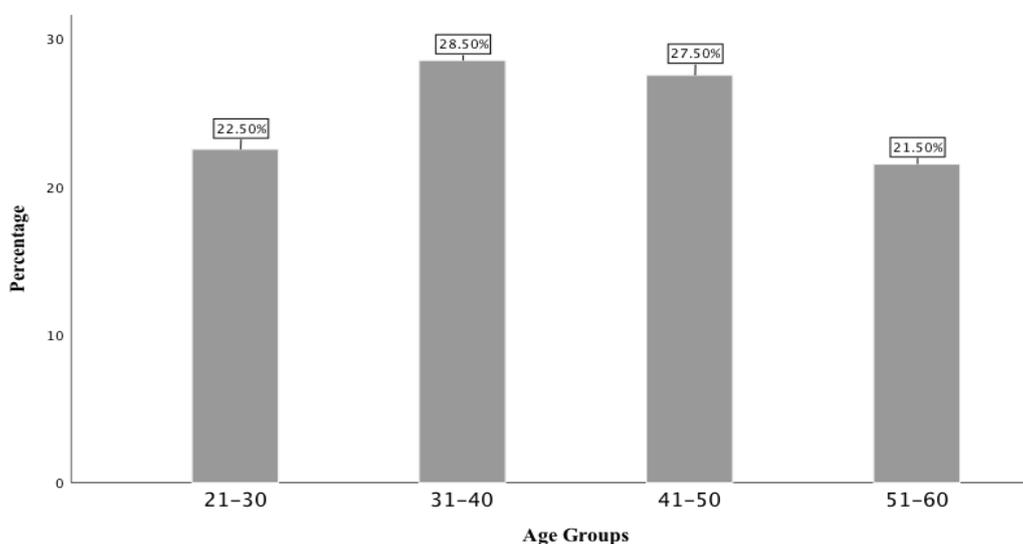


Figure 3 – Distribution of age in the sample.



Information about their occupation was taken to test for cross sectional differences within the population. Most of the participants who completed the survey worked in the Banking Industry (19%), followed by Corporate law (15.5%). With regards to its population distribution, the cities from which the responses have been obtained are within the top 8 most populated and developed cities in India, where the biggest corporate employers are located. The data is diverse and geographically representative of 6 different states and the Nation Capital Territory (see appendix K). The respondents mostly belonged to the cities of Kolkata and Mumbai making a total of 42% of the participants living there (see figures 4 and 5).

Figure 4. Distribution of the sample across occupations.

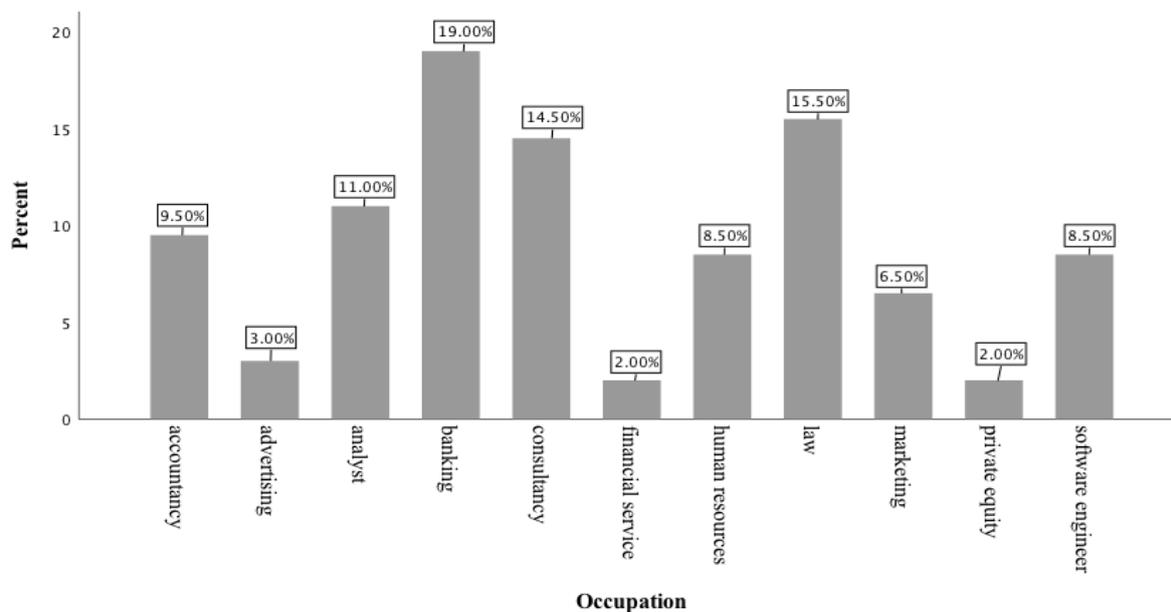
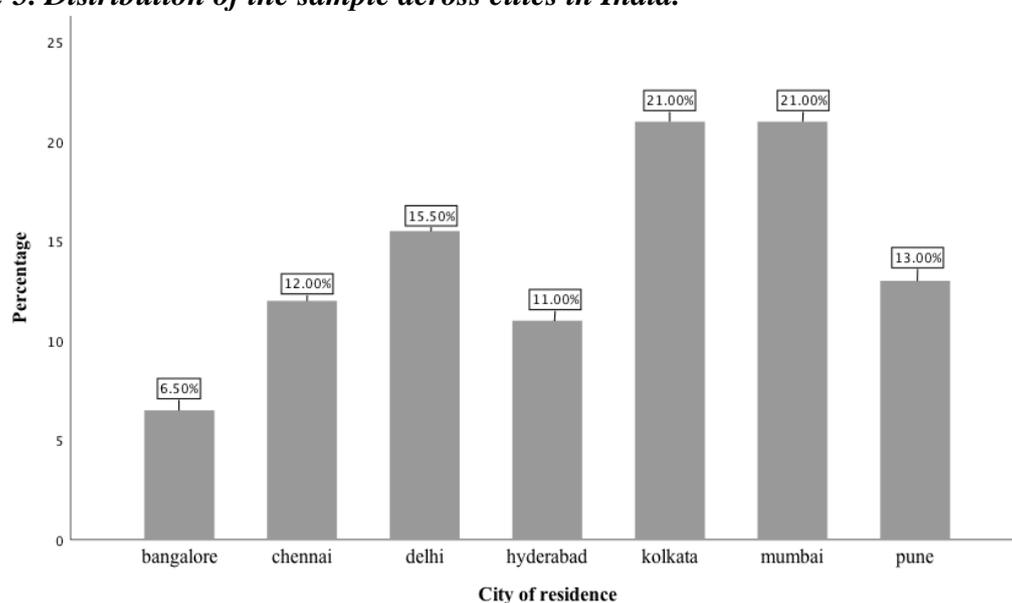


Figure 5. Distribution of the sample across cities in India.



Data Cleaning

All datasets potentially include errors and missing values; hence, data cleaning addresses these anomalies. The total number of responses received was 246; however, only 200 of those responses were coded for analysis. A total of 40 surveys were excluded due to incomplete responses. The survey recorded how much time was taken to finish it, and the average time of 8 minutes was roughly seen amongst the respondents. Those participants who took a significantly longer or shorter time than that, their data was removed as it did not fit the criteria of respondent engagement. This resulted in the elimination of 3 surveys. Descriptive statistics and charts on SPSS were used to identify data that seemed like outliers amongst the sample. This led to the removal of 3 more surveys, leaving the final sample strength to be 200, accounting for 18.6% loss in data.

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Data Summary

As mentioned before, the final dataset consists of 200 participants who are currently employed in a corporate job located within India. The Cronbach's alpha for both the questionnaires used within the survey has been illustrated (see table 4).

Table 4 Reliability values for the two questionnaires

	Cronbach's Alpha	Number of Items
Job Satisfaction Survey	.877	36
Big Five Inventory	.724	44

The first questionnaire used in this survey was the Big Five Inventory (BFI). This 44 item scale measures average scores on the big five traits of personality, and each item score can range from 1-5. In this scale, the scores of 1-2 can be interpreted as low scores, 3 as average and 4-5 as high scores on every dimension. Openness to experience displayed the highest mean score ($M= 3.85$, $SD = 0.47$) and neuroticism displayed the lowest mean score ($M= 3.23$, $SD= 0.53$). The scores on the remaining three dimensions of agreeableness ($M= 3.40$, $SD= 0.47$), extraversion ($M= 3.38$, $SD = 0.53$) and conscientiousness ($M=3.50$, $SD= 0.43$) also fell within the medium range. There is no combined score of all items on this scale as it measures every dimension of the BFI distinctly (see table 5).

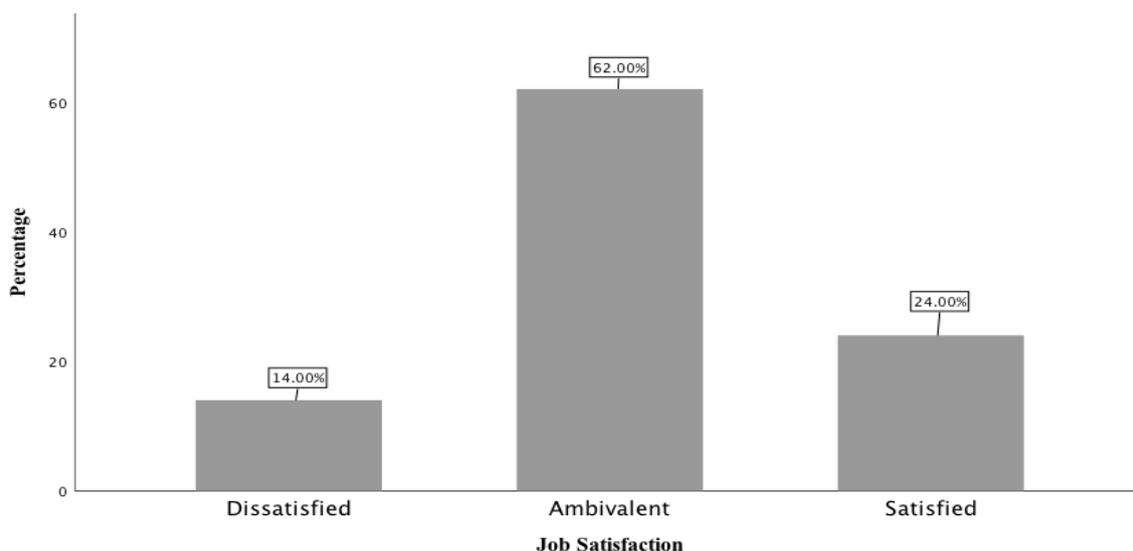
Table 5 Descriptive statistics for the five dimensions of the Big Five Inventory

	Neuroticism	Openness	Agreeableness	Extraversion	Conscientiousness
Valid	200	200	200	200	200
Missing	0	0	0	0	0
Mean	3.233	3.85	3.40	3.38	3.50
Median	3.25	3.900	3.44	3.50	3.47
Std. Deviation	.539	.47	.47	.53	.43
Skewness	.250	-.168	-.171	-.393	-.324
Std. Error of Skewness	.172	.172	.172	.172	.172
Range	3.83	2.70	2.56	2.85	2.41
Minimum	1.05	2.30	2.00	1.85	2.15
Maximum	4.88	5.00	4.56	4.70	4.56

The second questionnaire employed in this survey was the Job Satisfaction Survey (JSS). This questionnaire has nine subscale scores as well as a total score (see appendix H). The subscale scores can range from a score of 4-24. The scores between 4-12 are dissatisfied, 12-16 are ambivalent, and 16-24 are satisfied. The contingent reward facet displayed the highest mean score ($M= 16.15$, $SD= 3.98$), while operating conditions had the lowest mean score ($M= 12.92$, $SD= 4.05$).

The 36-item total score can range from 36- 216 where 36-108 accounts for job dissatisfaction, 144-216 accounts for satisfaction and the scores between 108 and 144 are ambivalent. The average result for the entire sample of 200 participants was that their job satisfaction level was ambivalent ($M = 133.05$, $SD= 22.58$). This implies that there was no inclination towards either job satisfaction or job dissatisfaction. The minimum score was 69 while the highest score observed was 177. The results showed that 62 % ($n= 124$) of the people were neither too satisfied or dissatisfied with their jobs (ambivalent), 14% ($n = 28$) were dissatisfied and 24 % ($n = 48$) were satisfied with their jobs (see figure 6).

Figure 6. Job satisfaction levels within the sample



Hypotheses Testing Primary Data Analysis

Correlation Coefficients

In the first part of the analysis, correlational design was adopted to determine whether each dimension of the Big Five Personality Taxonomy; significantly correlates to job satisfaction levels amongst workers in India. Analysis of the correlation will help examine the strength and direction of the association between job satisfaction and the personality traits on an individual level (see table 6). Tests for normality were carried out to ensure that all the assumptions were met in order to carry out a Pearson correlation.

Linear Regression

Once the correlation coefficients were found, normality tests were carried out to meet the assumptions of regression analysis. Simple linear regression was employed in order to find the proportion of the total variation in job satisfaction that is explained by each personality trait to finally determine the nature of its relationship (see table 7). This sums up the second part of the analyses that enabled us to test the following hypothesis:

Hypothesis 1 –

Ho: There is no significant relationship between extraversion and job satisfaction

Ha: Extraversion is positively related to job satisfaction.

All the assumptions for carrying out a Pearson correlation were not met; hence a Spearman correlation was used. Spearman's rho correlation coefficient displayed a significant positive correlation between job satisfaction and extraversion [$r(198) = .30, p = .00$] at the $p < 0.01$ level.

A linear regression proved that extraversion could statistically explain job satisfaction, $F(1,198) = 52.98, p = .00$, at $p < 0.05$ level, resulting in 20.7 % of the variance in satisfaction at work.

Therefore, we reject the null hypothesis at 5% level of significance, and conclude, based on the given data, that extraversion and job satisfaction are significantly positively related.

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Hypothesis 2-

Ho: There is no significant relationship between agreeableness and job satisfaction

Ha: Agreeableness is positively related to job satisfaction.

The Pearson correlation coefficient displayed a significant positive relationship between job satisfaction and agreeableness [$r(198) = .39, p = .00$] at $p < 0.01$ level.

A linear regression proved that agreeableness could statistically explain job satisfaction, $F(1, 198) = 36.60, p = .00$ at $p < 0.05$ level, resulting in 15.2 % of the variance in satisfaction at work.

Therefore, we reject the null hypothesis at 5% level of significance, and conclude, based on the given data that agreeableness and job satisfaction are significantly positively related.

Hypothesis 3-

Ho: There is no significant relationship between conscientiousness and job satisfaction

Ha: Conscientiousness is positively related to job satisfaction.

The Pearson correlation coefficient displayed a weak however, significant and positive relationship between job satisfaction and conscientiousness [$r(198) = .27, p = .00$] at $p < 0.01$ level.

A linear regression proved that conscientiousness could statistically explain job satisfaction, $F(1, 198) = 16.64, p = .00$ at $p < 0.05$ level, resulting in 7.3 % of the variance in satisfaction at work.

Therefore, we reject the null hypothesis at 5% level of significance, and conclude, based on the given data that conscientiousness and job satisfaction are significantly positively related.

Hypothesis 4-

Ho: There is no significant relationship between neuroticism and job satisfaction

Ha: Neuroticism is negatively related to job satisfaction.

The Pearson correlation coefficient displayed a strong, significant and negative relationship between job satisfaction and neuroticism [$r(198) = -.44, p = .00$] at $p < 0.01$ level.

A linear regression proved that neuroticism could statistically explain job satisfaction, $F(1, 198) = 47.87, p = .00$ at $p < 0.05$ level, resulting in 19.1 % of the variance in satisfaction at work.

Therefore, we reject the null hypothesis at 5% level of significance, and conclude, based on the given data that neuroticism and job satisfaction are significantly negatively related.

Hypothesis 5-

Ho: There is no significant relationship between openness to experience and job satisfaction

Ha: There is a significant relationship between openness to experience and job satisfaction.

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The Pearson correlation coefficient displayed a negative relationship between job satisfaction and openness to experience that was not significant [$r(198) = -.60, p = .39$] at $p > 0.01$ level.

A linear regression proved that openness to experience could not statistically explain job satisfaction, $F(1, 198) = .71, p = .39$ at $p > 0.05$ level, resulting in 0.1% of the variance in satisfaction at work.

Therefore, we do not reject the null hypothesis as $p > 0.05$ and conclude, based on the given data that openness to experience and job satisfaction display no significant relationship in this sample.

Table 6 Correlation Coefficients between Job satisfaction and the Big five personality dimensions

	Neuroticism	Openness	Agreeable -ness	Extraversion	Conscientious-ness
Correlation	-.44	-.60	.39	.30	.27
Job Satisfaction coefficient					
Sig.(2-tailed)	.00	.39	.00	.00	.00
N	200	200	200	200	200

** . Correlation is significant at the 0.01 level (2-tailed).

Table 7 Regression Analyses between Individual Personality Dimensions and Job Satisfaction

	R	Rsquare	Adjusted R square	F value	p- value	Beta value	Lower 95% CI	Upper 95% C
Extraversion	.45	.211	.207	52.98	.00	19.25	14.03	24.46
Agreeableness	.39	.156	.152	36.60	.00	18.61	12.55	24.68
Conscientiousness	.27	.078	.073	16.64	.00	14.46	7.47	21.45
Neuroticism	.44	.195	.191	47.87	.00	-18.48	-23.75	-13.21
Openness to Experience	.06	.004	-.001	.718	.39	-2.84	-9.47	3.78

* significant at the 0.05 level.

Hypothesis 6-

Ho: There is no significant relationship between age and job satisfaction.

Ha: There is a significant relationship between age and job satisfaction.

One-way analysis of variance (ANOVA):

One-way ANOVA is a robust test. In other words, it is resistant to errors in the results produced by deviations in the assumptions. Histograms and Q-Q-plots were used to examine the distribution of the data graphically. To that effect, we concluded that the four age groups scores are within the normal distribution range and meet the assumptions of ANOVA.

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A one-way analysis of variance showed that there was no significant effect of age on job satisfaction, $F(3, 196) = .927, p = .429$.

Therefore, we do not reject the null hypothesis as $p > 0.05$ and conclude based on the given data, that the relationship between age and job satisfaction is not significant (see table 8).

Table 8 One-way Analysis of variance between age and job satisfaction

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1419.335	3	473.112	.927	.429
Within Groups	100077.260	196	510.598		
Total	101496.595	199			

Hypothesis 7 -

Ho: There is no significant relationship between gender and job satisfaction.

Ha: There is a significant relationship between gender and job satisfaction

Mann Whitney U Test:

The Shapiro Wilks test for normality showed that the scores on job satisfaction were not normally distributed between the two gender groups (see appendix I). Hence the assumptions for the two independent samples T-test was not met. A nonparametric test using the Mann Whitney U statistic was more suitable in this case (see table 9).

Job satisfaction scores were found to be the same across both the categories of gender as $p = .710$. Therefore, we do not reject the null hypothesis as $p > 0.05$, and it can be concluded based on the given data, that gender and job satisfaction have no significant relationship.

Table 9 Mann Whitney U test between gender and job satisfaction

Total N	Mann-Whitney U	Wilcoxon W	St. Test Statistic	Standard Error	Asymptotic sig.
200	5,134	9599	.372	408.36	.710

**Asymptotic significances are displayed. The significance level is .05

Hypothesis 8-

Ho: There is no difference between the job satisfaction scores across various occupational groups.

Ha: These is a difference between the job satisfaction scores across various occupational groups.

One-way analysis of variance (ANOVA):

After checking the graphical data, it was concluded that the occupational groups are within the normal distribution range and meet the assumptions of ANOVA. The analysis was run to see whether the job satisfaction scores were similar within every occupational group (see table 10)

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A one-way analysis of variance showed that there was no significant difference between job satisfaction scores across all the occupational groups, $F(10, 189) = 1.29, p = .23$. Therefore, we do not reject the null hypothesis as $p > 0.05$ and conclude based on the given data, that job satisfaction scores are similar across various occupational groups.

Table 10 One- way Analysis of Variance between occupational groups and job satisfaction

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	6528.807	10	652.881	1.299	.233
Within Groups	94967.788	189	502.475		
Total	101496.595	199			

Multiple Regression

A multiple regression analysis was conducted to see how the five personality traits had an impact on job satisfaction across the various occupational categories. A standard assumption of regression theory (Gauss Markov Model) is that the number of observations must be strictly greater than the number of independent variables. Hence the number of observations in each occupation had to be greater than the number of personality traits. Also, as a rule of thumb the minimum number of observations required to run a regression analysis should be 10. Three out of eleven of the occupations (advertising, financial service and private equity) did not meet the aforementioned criteria, hence this analysis was not conducted on these occupational groups. The results for the remaining eight occupations revealed that personality predicts job satisfaction in six out of eight occupational groups (See table 11). The highest impact of personality on job satisfaction was seen in consultants 64% [$F(5, 23) = 11.24, p = .1$] and the lowest was seen in bankers 22.5% [$F(5, 32) = 3.14, p = .02$].

Table 11 Multiple regression between the Big Five traits and Occupational Groups

Occupation	Mode	R	R Square	Adjusted R Square	df	Std. Error of the Estimate	F	Sig.
accountancy	1	.788a	.621	.476	13	16.769	4.26	.01
analyst	1	.756c	.572	.438	16	18.487	4.26	.01
banking	1	.574d	.330	.225	32	20.706	3.14	.02
consultancy	1	.842a	.710	.646	23	15.146	11.24	.00
human resources	1	.683f	.467	.225	11	14.036	1.92	.16
law	1	.650g	.423	.308	25	16.428	3.66	.01
marketing	1	.687a	.472	.096	7	18.096	1.25	.37
software engineer	1	.854f	.729	.607	11	12.790	5.93	.00

Simple Linear Regression:

A regression analysis was further carried out in order to see the significance of personality on job satisfaction, in every occupational group (see appendix J). The personality traits explained a significant variance in the following occupations at a 5% significance level ($p < 0.05$)

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1. Openness to experience explained a variance of 19.1% in accountants [$F(1,17) = 5.25, p = 0.03$].
2. Neuroticism explained a variance of 77.8% in advertisers [$F(1,4)=18.51, p=0.01$], 11.2% in bankers [$F(1,36)=5.67, p=0.02$], 56.7% in consultants [$F(1,27)=37.70, p=0.00$], 12% in lawyers [$F(1, 29)= 5.07, p=0.03$] and 54.8% in software engineers [$F(1,15) = 20.42, p=0.00$].
3. Extraversion explained a variance of 49.3% in accountants [$F(1,17)=18.49, p=0.00$], 8.2% in bankers [$F(1,36)=5.67, p= 0.04$], 29.5% in consultants [$F(1,27)= 12.73, p= 0.00$], 22% in lawyers [$F(1,29)= 5.07, p=0.00$] and 37.6% in software engineers [$F(1,15)=10.65, p=0.00$].
4. Agreeableness explained a variance of 38.5% in accountants [$F(1,17) =12.27, p=0.00$], 17% in analysts [$F(1, 20)= 5.28, p=0.03$], 43% in consultants [$F(1, 27) = 22.10, p=0.00$] and 27.8% in human resource workers [$F(1,15) = 7.16, p=0.01$].
5. Conscientiousness explained a variance of 50% in accountants [$F(1,17) = 19.63, p=0.00$], 18.4% in analysts [$F(1,20)= 5.72, p=0.02$], 16.6% in consultants [$F(1,27) = 6.56, p=0.01$] and 40.7% in software engineers [$F(1, 15) =11.98, p=0.00$].

Based on the results of the multiple and single regression analyses, it is visible that personality shows a varied relationship across different occupations both as a whole taxonomy and as individual personality traits at a 5% significance level, therefore we reject the null hypothesis.

Secondary Data Analysis

Multiple regression:

Analysis was conducted to assess the relationship of all the five personality dimensions to each facet of job satisfaction, in order to understand this relationship better, multiple regression analysis was used (see appendix F). All facets of job satisfaction were significantly explained by the big five personality taxonomy at a 5% level of significance ($p < 0.05$). The five personality traits illustrated a variance of 22.7% in pay, 11% in promotion, 17.8% in supervision, 20.4% in fringe benefits, 30.2% in contingent rewards, 18% in operating procedures, 14.7% in co-workers, 16.1% in nature of work and 27.8% in communication.

Another multiple regression was carried out between the five personality traits and the total job satisfaction scores. The results suggested that the personality traits significantly predict levels of job satisfaction at the workplace (See appendix G). The five personality dimensions explained a variance of 31.4% in job satisfaction levels [$F(5, 194) = 19.25, p = .00$] at a 5% level of significance ($p < 0.05$).

DISCUSSION

Summary of the results

The goal of this research was to assess the association between job satisfaction and the Big Five personality traits among employees belonging to the corporate working population in India. The study utilised quantitative data collected with the help of an online survey. The dependent variable in this study was job satisfaction, while the predictor variables consisted of the five broad personality dimensions. The five personality dimensions collectively predicted 31.4% variance in satisfaction levels at one's job. There were nine hypotheses tested in this study, and the results suggested that extraversion was weakly positively correlated to job satisfaction ($r = .30$) and explained the variance of 20.7%. Agreeableness displayed a weak positive correlation to job satisfaction ($r = .39$) and explained the variance

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of 15.2 %. Conscientiousness was weakly positively correlated to job satisfaction ($r = .27$) and illustrated a 7.3% variance. A moderate negative correlation ($r = -.44$) observed between neuroticism and job satisfaction accounted for 19.1% of the variance in levels of job satisfaction. Openness to experience and job satisfaction displayed no significant correlation. Likewise, the moderator variables age and gender showed no effect on the levels of job satisfaction within the sample. The satisfaction levels at work were found similar across all occupational groups; however, analysis of cross-sectional data revealed that the expression and impact of personality on job satisfaction is different across all occupational groups. The job satisfaction scores of consultants were the most explained by personality (64.6%), while it was the least explained for banking (22.5%). The average rating for job satisfaction was seen to be the highest in Bangalore ($M=144.54$, $SD= 16.48$), and the lowest was in Chennai ($M= 130.13$, $SD = 24.30$). Furthermore, it was seen that the facet of job satisfaction that was most impacted by the big five traits was contingent rewards (30.2%) while the facet that was the least impacted was promotion (11%).

Discussion of the results

To test the first five hypotheses (1-5), correlation coefficients were obtained, and regression analyses were carried out between the total job satisfaction scores and scores on each of the five personality dimensions. Extraversion revealed a weak positive correlation ($r = .30$) to job satisfaction and explained the variance of 20.7% in the levels of job satisfaction. Extraversion accounted for the highest variation in accountants (49.3%) and the lowest in bankers (8.2%). Other than this extraversion explained a variance in job satisfaction among lawyers, consultants and software engineers. Extraverts find social interactions in the workplace, more fulfilling and rewarding (Lounsbury et al., 2007). Costa & McCrae (1992), postulate that extraverts are predisposed to experiencing positive emotions. Taking this ahead Liu et al., (2016), mentioned that positive emotionality correlates positively with job satisfaction; high levels of extraversion produces high levels of job satisfaction (Ilies and Judge, 2002; Judge et al., 2002). The results are consistent with the existing literature in this field (Tesdimir, Asghar & Saeed, 2012; Sampath Kappagoda, 2012; Patrick, 2010) even though its effect may not be as impactful.

A weak positive correlation ($r = .39$) between agreeableness and job satisfaction was found. Agreeableness explained a 15.2% variance in the levels of job satisfaction. It produced the highest variance in consultants (43%) and the lowest in analysts (17%), and it also displayed a variance among accountants and HR professionals. This is contradictory to the well-known studies of Judge et al. (2002) and Ilies and Judge (2002), where agreeableness was not a significant predictor of job satisfaction. The results suggest that teamwork and cooperation are regarded as necessary in Indian society, which is in line with the philosophy of a collectivistic culture (Templer, 2011). Agreeableness is essential, especially in occupations that require a high level of collaboration, even though some studies suggest that agreeableness comes in the way of learning or making decisions at work (Major et al., 2006; Zhao and Seibert, 2006). An agreeable personality helps an individual maintain positive relationships with other colleagues and supervisors, that leads to higher job satisfaction levels (Sampath Kappagoda, 2012; Judge, Heller & Mount, 2002; Ilies et al., 2009).

Conscientiousness revealed a low positive correlation ($r = .27$) with job satisfaction, explaining a total variance of only 7.3 %. Even though a significant effect on job satisfaction is seen, prior studies have displayed a much stronger relationship between job satisfaction and conscientiousness (Ilies and Judge, 2003; Judge et al., 2002). It accounted for the highest variance in job satisfaction amongst accountants (50%) and the lowest among consultants

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(16.6%), it also affected lawyers and analysts. People who display high levels of conscientiousness are well organised, hardworking and independent (Clarke et al., 2005; Goldberg, 1990). Conscientious individuals show a higher level of involvement in their work, and this may, in turn, lead to good performance outcomes and high job satisfaction levels (Barrick & Mount, 2012; Locke & Latham, 2002).

A moderate negative correlation ($r = -.44$) was seen between job satisfaction and neuroticism. This personality trait explained the variance of 19.1% in job satisfaction. Neuroticism produced the highest variance amongst advertisers (77.8%) and the lowest among bankers (11.2%), this trait produced a significant difference in job satisfaction levels across consultants, lawyers and software engineers as well. Neuroticism had the highest impact on job satisfaction compared to the other personality dimensions in the total level of job satisfaction. High levels of neuroticism indicate increased anger, anxiety and depression (Grant & Langan-Fox, 2007). Possessing a strong negative effect as a consequence, produces harmful effects that are unsuitable for a work environment (Naz, Rehman & Saqib, 2013; Tesdimir, Asghar & Saeed, 2012). The literature consistently reveals that neuroticism always produces a negative impact on the levels of job satisfaction (Ilies and Judge, 2002; Judge et al., 2000; Judge et al., 2002).

Openness to experience and job satisfaction displayed no significant correlation. Neither did openness to experience explain any variation in satisfaction at the workplace. This result is backed by Judge et al.'s meta-analysis (2002). According to Barrick and Mount (2012), openness is implicated in producing favourable attitudes towards one's job, as being of an open nature would enable a person to trust others and build good working relationships. Openness to experience did not correlate to job satisfaction in this study; however, this cross-sectional study revealed that it produced a 19.1% variance in accountancy. In both Judge, Heller & Mount's (2002) and Sampath Kappagoda's (2012) findings, openness revealed a weak positive correlation to job satisfaction. However, this study shows no such association and provides an avenue for future research to investigate this variable more in-depth (Patrick, 2010).

The next three hypotheses (6-8) assessed whether the demographic variables age, gender and occupation produced any moderating effects within the population. One-way Analysis of Variance and Mann Whitney U test were used for this purpose. However, there was no significant relationship found between job satisfaction and the moderator variables age, gender and occupations. This finding is contradictory to the findings of Kumar and Giri (2009) and Bender et al. (2005). However, there are a significant number of studies that confirm the results of this study and display no relationship with gender or age (Tesdimir, Asghar and Saeed, 2010; Ghazzawi 2010). This opens an avenue for future researchers to further examine this relationship to fill in the gap present in its literature. Even though it was seen that there was no significant difference between job satisfaction levels across occupational groups, cross-sectional analysis was carried out through a multiple regression between the five personality dimensions and job satisfaction to test the 9th and final hypothesis. It revealed that personality expresses itself differently across all the occupational groups. Personality explained the variance of 47.6% in accountants, 43.8% in analysts, 22.5% in bankers, 64.6% in consultants, 30.8% in lawyers and 60.7% in software engineers.

Hence it was possible to identify the differences in job satisfaction levels in corporate occupations and see that the characteristics of every profession moderate the relationship between job satisfaction and personality (Rimscha, 2015). The results revealed each

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personality trait influences job satisfaction levels in every occupational group in a different way. None of the five personality traits illustrated a significant variance in job satisfaction levels across all the occupations mentioned in this study. The highest variance in job satisfaction levels was seen in advertisers (77.8%) and this was explained by neuroticism. On the other hand, the lowest variance in job satisfaction was seen in bankers (8.2%) and this was explained by extraversion. These results implicate that the relationship between job satisfaction and personality is different across various occupational groups. Another interesting finding in this study was, the facet that seemed to be the most impacted by the five personality traits was contingent rewards. Contingent rewards are a motivation-based rewards system often used in big corporate to ensure that the employees work hard towards meeting organisational goals. On the other hand, the facet of job satisfaction least impacted by personality was getting promoted at work. Even though this finding was not further explored, it does open up an interesting area to look deeper into and provide opportunities for further studies.

IMPLICATIONS OF THE STUDY

Methodological Implications:

In this study, the difference of job satisfaction levels across occupations was assessed. However, the diversity of the organisational characteristics was not controlled. The corporate structure or climate of the workplace of each participant differed significantly even when they belonged to the same occupational category; and moreover, these were unexamined. Each of these factors may influence one's role within the organisation, thereby affecting their job satisfaction levels. This limitation may become the starting point of future studies (Terranova and Henning, 2011). A quantitative method of data analysis was employed in this study. However, future researchers should try incorporating a mixed-method approach to understand this association between personality and job satisfaction deeper (Eason et al., 2015).

This research used a cross-sectional design, where this relationship between personality and satisfaction levels at the workplace, was assessed at a certain point in time. Future researchers may want to look at the longitudinal effects of this study as time plays an essential role in the assessment of job satisfaction. There is ample scope to delve deeper into different components that affect job satisfaction such as time, conflict, bullying and even burnout. The Big Five Inventory has been used in this study because of the cultural applicability of this scale. However, different types of scales on personality and job satisfaction are available for use, which will provide a new perspective on the same approach. Future studies can look at more specific personality variables and enhance the already existing literature; for instance, looking at the relationship between assertiveness and job satisfaction. The sample of the data was homogeneous and represented a national sample. However, it was carried out on a small scale. To generalise these results on the broader population, future researchers should try to replicate this research on a larger sample, especially if it is in a geographically large and diverse nation like India (Costa et al., 2001). Exploring these differences is a useful contribution of this study towards the existing literature. However, because the sample size is relatively small, coming up with conclusive findings was difficult, even though a distinct pattern was revealed that the future researchers may want to take forward.

This paper tries to assess the moderating effects of age, gender and occupation on job satisfaction, but no significant relationship was found, thus highlighting the need for more research to remove all inconsistencies within the literature. A possible way to look deeper

into this may involve using different methods for data collection. The use of self-report tests may lead to a common method bias since the research design does not dismiss the influence of common- method variance. Researchers should try collecting data from alternative sources, for instance, co-workers' ratings of the job attitudes or objective job performance measures, or additional and more subtle assessment approaches to work personality (Heller, Watson et al., 2007). In context to the relationship between the moderating effect of job characteristics over the relationship between job satisfaction and personality, it should be made sure that historical data is collected in order to assess the association between personality and job characteristics. Not knowing much about the job characteristics poses a limitation on the conclusiveness of the results.

Theoretical Implications

The first few influential studies on the dispositional source of job satisfaction were conducted by Staw and Ross (1985) and Shaw, Bell and Clausen (1986). Since the publication of this research, the association between personality and job satisfaction has been under constant scrutiny. One of the main limitations within this topic, highlighted in almost every paper was the dearth of literature present on this relationship. Compared to the situational determinant of job satisfaction, this dispositional determinant still has a long way to go in terms of research because the inconsistencies within its literature have to be removed. More research is deemed vital on this subject to establish its theoretical grounding (Brief, 1998). In harmony with current literature, this study does reveal the presence of a relationship between job satisfaction and personality (Spagnoli and Caetano, 2012; Templer, 2011). All the domains of personality except for openness to experience explained variation in job satisfaction levels. However, the major meta-analytical studies on this relationship conducted by Judge et al. (2002), and Ilies and Judge (2002) propose that neuroticism, extraversion and conscientiousness exhibit correlations with job satisfaction. This study suggests that job satisfaction shows medium correlations with the three aforementioned traits along with agreeableness. These four dimensions significantly explain variance in job satisfaction.

This finding is important because it might be indicative of cultural differences between the samples of the two studies. Judge et al. 's (2002) study was based on an American sample, while this study had an all Indian sample. Therefore, it is essential to understand why one personality variable like agreeableness influences job satisfaction in a composite Asian society like India but not in an individualistic culture like America (Templer, 2011). The difference in rewards systems between the two cultures may play an essential role in this. In western societies, employees get rewarded for succeeding more than others; competition is encouraged and considered healthy. There is an aggressive and often non-cooperative work environment that arises as an outcome of this. However, Asian societies condemn any non-cooperative or competitive behaviour within the workplace. People are rewarded for being helpful and cooperative. Hence, this might explain why agreeableness may be an essential component for job satisfaction in the Indian society. Having the ability to maintain harmonious relationships at work will lead to greater job satisfaction, but this trait may not be as crucial in a community like America. (Templer, 2011; Steel et al., 2008; Zhang and Sternberg, 2005). This study advances the literature because there is a shortage of research that have employed direct measures of the five big personality traits for investigating this relationship between personality and job satisfaction. Gelfand et al. (2006) stated, "cross-cultural research is critical to making the science of psychology universally applicable and to helping organisations manage cultural differences as they continue to globalise". This

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research helps expand on our knowledge of how culture can be an important determinant in the relationship between two variables.

Applied Implications

The study makes a clear indication that a relationship does exist between job satisfaction and personality. Any study aims to apply its findings in real situations ultimately. This study has the potential to help the corporate environment function more smoothly by recognising individual differences at work and use that knowledge to improve performance and motivate their employees. Satisfied employees produce better quality output at work, and as a result, the entire organisation thrives because of an employee's excellent performance. This study will establish a meaningful framework that will help managers within organisations formulate policies, make strategies and initiate remedial actions to strengthen an employee's relationship with their jobs. Finding a job and a work environment that suits a person's needs and values is integral to bolster job satisfaction and retention in the workplace, and the findings of this study support this.

The Big Five personality traits show a significant impact on job satisfaction. Based on the findings of this study, it can be implied that a person with high extraversion, conscientiousness, agreeableness and low neuroticism are predisposed to feel satisfied with their jobs. Low levels of neuroticism were found to be the most important determinant. Job-person fit is crucial because it creates congruence between personal and organisational goals and motivates employees to perform (Zheng and Lamond, 2009). Since we have established that personality plays a vital role in determining job satisfaction, this may be used during the recruitment process itself. An evaluation of one's personality can be critical in understanding how they might handle work, which position they might be well suited for, and whether their values coincide with organisational values. For example, people low on agreeableness may not be well fit for work that involves a lot of team initiative.

Personality traits have been associated with many different aspects of work such as training proficiency, counterproductive work behaviour, citizenship behaviour and accident involvement. (Vasilopoulos et al., 2007; Penney et al., 2011; Bjørkelo et al., 2010; Clark et al., 2010; Clarke and Robertson 2005). Therefore, managers should keep in mind both their employee's personality, as well as the various aspects of the job to be able to obtain a well-rounded view of the employee. Also, through a literature search, it was found that there is a lack of investigations carried on this on Asian samples. The United Kingdom happens to be India's largest trading partner in the European Union. Consequently, with the issue of globalisation growing in importance across all organisations, hundreds of Indians and other Asian's migrate to UK based companies every year. With the workforce of a company having such a heavily influenced Asian population, this research will be significant in strengthening the cause of globalisation and the United Kingdom's economic ties with India.

CONCLUSION

A meaningful framework is established through this study. This will enhance existing knowledge on the dispositional element in job satisfaction and will facilitate a reduction in the scepticism regarding this area of research. An interaction does exist between personality and job satisfaction, where personality has been seen to be responsible for 31.4% of the variance in job satisfaction levels. The relationship is extremely complex as the dispositional traits affect satisfaction at the workplace in different levels. Moreover, different occupations are characterised by their unique environment, which further complicates this relationship. However, this study in harmony with the existing literature proves that personality is a stable

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component that predicts job satisfaction in every individual. This information can be crucial within organisations as a job-person fit is considered vital for a satisfying work-life, and as an extension, a flourishing organisation. A small sample is taken into consideration in this study; however, it is an all Indian sample consisting of respondents from all the metropolitan cities within the nation. This upholds the authenticity of the cross-cultural value of this investigation that was a dire need as the current literature on this topic is skewed towards Western cultures. The purpose of this study will be accomplished if this aids to further research in the field of Industrial/Organisational psychology and improve employee wellbeing.

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Conflict of Interest

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