

UNIVERSITY OF EDUCATION, WINNEBA
COLLEGE OF TECHNOLOGY EDUCATION, KUMASI

THE RELATIONSHIP BETWEEN PERSONALITY TYPE
AND EMPLOYEE JOB SATISFACTION



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AND EMPLOYEE JOB SATISFACTION



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fulfilment of the requirements for the award of the degree of Master of Business
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DECLARATION

STUDENT'S DECLARATION

I, GIFTY OSEI TONTO, declare that this thesis, with the exception of quotations and references contained in published works which have been identified and duly acknowledged, is entirely the result of my own original research work, and it has not been submitted, either in part or whole, for another degree elsewhere.

SIGNATURE.....

DATE.....

SUPERVISOR'S DECLARATION

I hereby declare that the preparation and presentation of this work was supervised in accordance with the guidelines for supervision of thesis as laid down by the University of Education, Winneba.

NAME OF SUPERVISOR: REV. DR JOHN POKU

SIGNATURE.....

DATE.....

DEDICATION

This research is dedicated to my parents, Mr Richard Osei Tonto and Madam Rose Braimah and to my siblings: Josephine Osei Tonto and Joycelyn Naana Pokuaa Tonto for their prayers, support and encouragement throughout my period of study.



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ABSTRACT

The purpose of the study was to investigate the relationship between personality types and employee job satisfaction. The specific objectives of the study were to examine; the relationship between agreeableness and employee job satisfaction; the relationship between extroversion and employee job satisfaction; the relationship between neuroticism and employee job satisfaction; the relationship between conscientiousness and employee job satisfaction and the relationship between openness to experience and employee job satisfaction. The sample size for the research was ninety (90) and the instrument for data collection was a well-designed questionnaire. Data was collected from employees of three service sectors organisations in Kumasi: the health, banking and the educational sector. The study concluded that Neuroticism, Openness and Conscientiousness are three personality types that mostly influence employees' job satisfaction than any other. It was further concluded that all the big five personality types significantly relate to employee job satisfaction. Based on the findings, the following recommendations were made; organisations should pay critical care and consider prospective employees personality types at the time of hiring so that they can place them at positions where their individual personality characteristics will correlate positively with their job satisfaction. It was also recommended that though the study revealed that all the big five personality dimensions used in the study are significantly related but human resource management must consider try to consider prospective employees who possesses conscientiousness, openness to experience personality types for positions in their organisations since they most significantly related to job satisfaction.

CHAPTER ONE

INTRODUCTION

1.1 Background of Study

Employees are the bedrock of every service organisation. To be a successful service delivery organisation requires the motivation, commitment and sacrifice of employees. The overall success of every organisation in achieving its strategic plans depends on the performance level of employees. Highly motivated employees give outstanding performance on their jobs. Improved productivity is driven by positively satisfied employees (Oosthuizen, 2007). According to Bolman and Deal (2008), when workers are dissatisfied with their work they withdraw and exhibit behaviours such as absenteeism, rebellion and attitude that affects their performance which leads to loss of productivity and effectiveness in the organization but if they are satisfied with their jobs they effectively utilize their skills and the organization benefits.

Job satisfaction is an important topic in organizational research because of its many effects on the overall well-being of the organization. Satisfied employees create a more positive working environment for organizations. According to Ellickson and Logsdon (2002), job satisfaction is the extent to which employees like their work. Job satisfaction and dissatisfaction not only depends on the nature of the job, it also depends on the expectations what the job supply to an employee (Hussami, 2008). Employees who are satisfied are employees who are motivated to convey his concern for others (Paul, 2013). Satisfied employees are employees who can be empowered. In other words, employees who are satisfied will have the resources and the responsibility to understand and meet the customer's demands and needs. Employees

who are satisfied assessed as having emotional resources sufficient to show empathy, understanding, respect, and attention to the customer.

Personality has been considered as one among the many factors, that act as sources of job satisfaction (Locke. 1976). Personality is the set of characteristics within an individual influencing his cognitions and behaviours in different contexts. Researchers have considered personality traits differently. Allport et al (1965) described different traits like central, secondary, common and cardinal traits while Cattell's (1966) research explored 16 primary and five secondary factors and Eysenck expressed that only three traits of extraversion, neuroticism and psychoticism are enough to explain the personality of individuals (Eysenck and Eysenck, 1975).

Most people's jobs are decided by looking outward to the influences of society and economic conditions, and not inward to their own personalities and preferences. That is, most people choose their jobs based on the vast unemployment situations in the country, influences and pressures put on them by society, and not considering what really fit their personality. People rarely choose job they do based on their personality type. They probably focus on demand in society, prestige and honour for that profession (which depends on the culture), educational path, working environment, and of course money. These have made a lot of persons unhappy on their jobs after realizing that the kind of persons they are does not make them fit on the job are doing. Therefore, it is against this background that this relevant study is conducted to investigate the relationship between personality types and employee job satisfaction.

1.2 Statement of the Problem

In nowadays, young people seek for any employment opportunity available to them satisfy their unemployment problems even at a small remuneration without considering the fit between their personality type and the job. After several months of employment, then they start complaining bitterly that this is not the job they are made to do. They wish to switch to occupations that are more compatible with their personality traits because they find their personality traits in conflict with values practiced in the area they originally chose to engage in. According to Robbins (2001) an individual personality is “the sum total of ways in which an individual reacts and interacts with others”. It is a compound of human characteristics and variables. For example, an employee considered to be “ambitious and smart” by his superior has a personality formed by the compound of these two characteristics.

Job satisfaction usually is directed around one’s immediate emotional reactions to one’s current job. Job satisfaction is the primary predictor of intent to leave a profession or organization (Coomber and Barriball, 2007; Mobley, et al, 1978). According to Mobley (1978), an individual with higher job satisfaction is less likely to depart from a profession than an individual with lower job satisfaction. Trivellas and Dargenidou’s (2009) found that employee job satisfaction caused by human relations and job enrichment, as well as the work environment and many other factors. Starting from the premise that personality can be related to numerous work-relevant outcomes, it is worth considering how an individual’s personality characters effect their job satisfaction. Therefore, this study conducted to investigate the relationship between personality types and employee job satisfaction.

1.3 Purpose of the Study

The main purpose of the study is to investigate the relationship between personality types and employee job satisfaction. The specific objectives of the study are the following:

1. To examine the relationship between agreeableness and employee job satisfaction.
2. To examine the relationship between extroversion and employee job satisfaction.
3. To examine the relationship between neuroticism and employee job satisfaction.
4. To examine the relationship between conscientiousness and employee job satisfaction.
5. To examine the relationship between openness to experience and employee job satisfaction.

1.4 Significance of Study

First the study will provide baseline information to improve our understanding of personality types that influence employees' job satisfaction the most. Second industries and organizations could see where, why, and when it could be beneficial for them to invest resources for the purpose of equipping students toward developing appropriate careers while still in schools.

Third sources of influence, such as parents, educational institutions or mentors, could be brought into a circle of counselling and discussion to help the student form a

comprehensive career goals based on their personality types. With this, the student would help the student pick jobs that they will be more satisfied to do.

Finally, the findings of this study will add enough literature to the already existing literature on the relationship between personality types and employee job satisfaction. It will also serve as reference materials for future researchers and students.

1.5 Limitations of the Study

Limitations of this study include the relatively small sample size and the cross-sectional nature of the data in this exploratory study. As a result, generalize ability of the results may be limited. This research also relied on self-report surveys to measure employees' perceptions of their personality and career satisfaction, which raises the potential for common method variance. Future research could use supervisors, friends or co-workers to rate personality.

The study also faced the following are few limitations: The sample size was not large enough to give the image of all organizations or industries functioning in Ghana. The data collected was based on subjective productivity measurement; some other objective method of collecting data can also be used. Data was collected by employing the simple method of structured questionnaires; other methods could have been used for collecting data. The survey was conducted in English language so it was limited only to English speaking employees. The survey was bound to be completed in a certain time, so time limit was a barrier from investigating more employees and acquiring more information.

1.6 Delimitation of the Study

The study was restricted to only 90 employees who form the sample size of the study. The study was also delimited to answer the following specific objectives stated under the purpose of the study. To examine the relationship between agreeableness and employee job satisfaction, to examine the relationship between extroversion and employee job satisfaction, to examine the relationship between neuroticism and employee job satisfaction, to examine the relationship between conscientiousness and employee job satisfaction and to examine the relationship between openness to experience and employee job satisfaction.

1.7 Organization of the Study

This study is divided into five (5) chapters.

Chapter one contains the introduction of the study. It includes the background of the study, statement of the problem, objectives of the study, the purpose, research questions, the scope and limitations of the study, definition of terms and chapter organization.

Chapter two presents a comprehensive review of available relevant literature on the subject through text books, the internet, libraries, and journals. This chapter will encompass the use of theoretical and empirical literature that has been published in journals, text books and other academic documents. Literature was reviewed on personality types, job satisfaction, relationship between agreeableness, extroversion, neuroticism, conscientiousness and openness to experience and employee job satisfaction.

Chapter three deals with the methodology of the study. It describes the research design, population and sampling, data collection instruments, data collection procedure and data analysis. Chapter four focus on the results of the study. This

chapter describe the findings of the study and discussion of the results. Chapter five focuses on the summary, conclusions, recommendations and suggestions for further research.



CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The main purpose of the study is to investigate the relationship between personality types and job satisfaction. This chapter contains the review of relevant and related literature regarding personality types, job satisfaction, relationship between agreeableness, extroversion, neuroticism, consciousness and openness to experience and employee job satisfaction.

2.2 Concept of Personality

“Personality” derived from the Latin term “Persona” which means (1) a mask worn by theatre actors to represent their role and personality in the play; (2) the authentic self, which includes one’s intrinsic motivations, emotions, habits, and ideas (Chan, 1996). Allport (1974) described personality as a dynamic organization within the individual of those psychological systems that determine his unique adjustments to his environment. Robbins (2001) viewed personality as the sum total of ways in which an individual reacts and interacts with others. According to Splaver (1977), it is important for individuals to have a good understanding of themselves, their personality, if they are to make intelligent career plans. Personality is the set of characteristics within an individual influencing his cognitions and behaviors in different contexts.

Most of researchers have found that personality traits are related to certain style of behaviors a person prefers (Hussain et al, 2011). When considered individually these traits are certainly different and the outcomes of possessing certain traits could be

different for individuals as well. Allport et al (1965) described different traits like central, secondary, common and cardinal traits while Cattell's (1966) research explored 16 primary and five secondary factors and Eysenck expressed that only three traits of extraversion, neuroticism and psychoticism are enough to explain the personality of individuals (Eysenck and Eysenck, 1975). However, today Big Five of Goldberg (1992) is mostly accepted for the personality trait constructs which contain core dimensions of personality. Big five include openness to experience, conscientiousness, extraversion, agreeableness and neuroticism (Costa and McCrae, 1985). Though, some personality researchers argue that this list major trait is not exhaustive but their criticism is not well established (Saucier and Goldberg, 1998), however, the study adopted the "Big Five Personality Dimension".

2.3 The Big-Five Personality Dimensions

Thousands of different personality dimensions have been studied by psychologists for many years. However, it was hard to validate which dimensions the organizations should focus on. For the past two decades it has been widely accepted that all of these personality dimensions can be distributed into "Big Five Model". The Big Five Personality Model is a hierarchical model of personality traits having five broad factors, which represent personality at the broadest level of abstraction.

The model was captured through analyses of trait adjectives, factor analytic studies of existing personality inventories, and expert judges. This model is often referred to as the Big Five (Goldberg, 1990) and has been generalized across measures, cultures, and sources of rating (McCrae and John, 1992). These five dimensions are: neuroticism, extraversion, openness, agreeableness, and conscientiousness (). These 5

overarching domains have been found to contain all known personality traits and to provide the basic structure behind all personality traits.

2.3.1 Agreeableness

These individuals value getting along with others; therefore, they are considerate, friendly, generous, helpful, and willing to compromise their interests with others (Edwards, & Quinter, 2011). Some studies show that persons with high agreeableness and emotional stability prefer jobs with team work and customer relations that are dyadic (Mount, 2005). Persons with this trait are more pleasant and friendly (Peng, 1996). This trait helps one to negotiate to maintain balance (Chuenyane, ZN, 1983).

2.3.2 Conscientiousness

It deals with the way in which we control, regulate, and direct our impulses. These people are intelligent and try to avoid trouble and achieve success through purposeful planning and persistence (Cutler, 2006). These includes traits like reliability, perseverance, dependability and hard work (Peng, 1996) and persons with these traits are likely to perform better academically since they are motivated more, than vice versa (Singaravelu et al, 2005; Udoudoh et al, 2012). Furthermore, these persons are careful about the implementation of future plans (Carter, NM, 2003)

2.3.3 Extroversion

Extroverts enjoy the gathering of people, are full of energy, often experience positive emotions, assertive, talkative, more enthusiastic, action-oriented individuals (Cutler et al, 2006). A person high on extraversion has a tendency to be sociable (Besser & Shackelford 2007). This can be confirmed by studies which indicate that extraverted persons do select jobs which have an opportunity for social contact (Bryant, et al 2005). Another study indicates that extraverts are inclined to perform better in jobs

related to sales occupations and management (Barrick & Mount, 1991). Judge et al, 1999 believed extraversion can lead to career success as well. On the other hand, persons who are ambitious, achievement- oriented and did not care much for affection were likely to be choose Marketing according to (Mount et al, 2005).

2.3.4 Neuroticism

These individuals have the tendency to experience negative emotions have high-levels of anxiety, anger, depression, and they mostly interpret ordinary situations as threatening (Goldberg, 1999). Emotional stable persons are more likely to choose technical and business studies, math, economics and law compared to social sciences and humanities because they like structured rules and situations more (Peng, 1996). Chuenyane (1983) also pointed out that career indecisiveness is related to neuroticism because of negative thoughts and feelings. According to Singaravelu et al (2005), emotional stability is a trait that could be positively related to performance in all jobs.

2.3.5 Openness to Experience

They are imaginative, creative people from down-to-earth, conventional people, intellectually curious, appreciative of art, sensitive to beauty, and are more aware of their feelings (Goldberg, 1999). Persons with this trait have a deductive ability to analyze problems (Judge et al., 1999), also Consists of traits like being artistic, philosophical, broad-minded and curious (Hossain et al, 2012) and being open to experience has been found to have a positive relationship with intelligence (Besser & Shackelford 2007).

2.4 Job Satisfaction

Employee job satisfaction is an important and an attractive factor in the research, particularly related to resource management human. Kusku (2003) stated that employee satisfaction is important to achieving quality and accountability of the organization. Employees will be more productive if they are satisfied with the work and the environment in which employees work and can improve the quality of the organization. Job satisfaction has been defined as the degree to which an individual likes his or her job (Spector, 1997). Job satisfaction is the primary predictor of intent to leave a profession or organization (Coomber and Barriball, 2007; Mobley, et al, 1978).

An individual with higher job satisfaction is less likely to depart from a profession than an individual with lower job satisfaction (Mobley, 1978). Factors affecting job satisfaction exist in every profession and have been studied extensively in other health professions (Robinson, 2003). Trivellas and Dargenidou's (2009) research results showed that employee job satisfaction caused by human relations and job enrichment, as well as the work environment that is positively related to the quality of administration. Oh and Yoon (2011) also found that job satisfaction of employees in the service sector has a significant influence on the quality of service and concluded that job satisfaction also affects customer satisfaction.

In the view of Ellickson and Logsdon (2002), job satisfaction as the extent to which employees like their work. Job satisfaction and dissatisfaction not only depends on the nature of the job, it also depends on the expectations what the job supply to an employee (Hussami, 2008). Job satisfaction is complex phenomenon with multi facets and influenced by the factors like salary, working environment, autonomy,

communication, and organizational commitment (Vidal, Valle and Aragón, 2007). Trivellas and Dargenidou's (2009) research results showed that employee job satisfaction caused by human relations and job enrichment, as well as the work environment that is positively related to the quality of administration. Oh and Yoon (2011) also found that job satisfaction of employees in the service sector has a significant influence on the quality of service and concluded that job satisfaction also affects customer satisfaction.

Spector stated that employee satisfaction is employee satisfaction on the job or the extent to which state employees like his job (Sharma & Mani, 2013). Employee satisfaction indicates feelings of employees towards the work. Employee satisfaction is also defined as an overall evaluation of the work for the company. Employee satisfaction can be viewed as a machine that brings a change in the internal environment in the employee's performance and service quality required in the repair and improvement services to customers. Bulgarella states that employees who are satisfied are employees who are motivated to convey his concern for others (Paul, 2013). Satisfied employees are employees who can be empowered. In other words, employees who are satisfied will have the resources and the responsibility to understand and meet the customer's demands and needs. Employees who are satisfied assessed as having emotional resources sufficient to show empathy, understanding, respect, and attention to the customer.

2.5 The Relationship Between Personality Factors/Types and Job Satisfaction of Employees

Eason, Mazerolle, Monsma, and Mensch (2015) found in their study “The Role of Personality in Job Satisfaction Among Collegiate Athletic Trainers” that individual personality type influences the individual’s job satisfaction. The results of their study confirmed and expanded on the findings of Terranova and Henning (2011) who found out that there is personality may affect job satisfaction and potentially influence retention in the athletic training profession.

Harold (2010) also found in his study titled “Personality traits in relation to Job Satisfaction of Management Educators” using a survey method with a sample size of 175 management faculty members from 25 business schools there is a significant positive relationship between extroversion and job satisfaction ($r=.246, p<.05$) and a significant negative relationship between neuroticism and job satisfaction ($r=-.263, p<.01$). This means that individual personality traits have influence on their job satisfaction.

Honggang (2008), conducted a study on “the relationship between personality and intrinsic career success: the case of banking system in Beijing”. Data was collected from 175 managers from the banks located in Beijing through questionnaires and found that two of the five personality dimensions, namely neuroticism and conscientiousness, are significantly related to job satisfaction. The study further revealed that conscientiousness and extroversion were also found to be significantly related with life satisfaction. However, openness and agreeableness were not significantly related to job, career or life satisfaction.

Furnham et al (2002) in two studies investigated the relationships between personality traits and aspects of job satisfaction. They found that in both the studies personalities accounted for a small percentage of the total variance both in importance ratings and in levels of job satisfaction. They concluded that personality does not have a strong or consistent influence either on what individuals perceive as important in their work environment or on their levels of job satisfaction. Lounsbury et al (2009) found that business majors scored higher for conscientiousness, emotional stability, extraversion, assertiveness, and tough-mindedness, but they scored lower on agreeableness and openness. All of the traits except for agreeableness and tough-mindedness correlated significantly and positively with life satisfaction.

Lounsbury et al (2003) research revealed three personality traits consistently related to career satisfaction: emotional resilience, optimism, and work drive in initial and holdout samples as well occupational groups. Personality traits correlated with career satisfaction included the Big Five traits of conscientiousness, extraversion, and openness and other, narrower traits, such as assertiveness, customer service orientation, and human managerial relations orientation.

A study by Acuna, Gomez, Juristo (2009) analysed the relationships between personality, team processes, task characteristics, product quality and satisfaction in software development teams. They found that the teams with the highest job satisfaction were precisely the ones whose members scored highest for the personality factors agreeableness and conscientiousness. Lounsbury et al (2007) examined personality traits in relation to job satisfaction and career satisfaction for 1059 information technology (IT) professionals. As hypothesized, eight traits were significantly related to both job

and career satisfaction: Assertiveness, Emotional Resilience, Extraversion, Openness, Teamwork Disposition, Customer Service Orientation, Optimism, and Work Drive. Career satisfaction correlations were of generally higher magnitude than corresponding job satisfaction correlations.

Each of the Big Five has its own link to job satisfaction, except for openness. Openness predisposes individuals to both positive and negative effects, rendering its directional effect on job satisfaction uncertain (DeNeve and Cooper, 1998). Conscientiousness has been linked to job satisfaction because it represents a general tendency toward work involvement that leads to a greater likelihood of receiving both formal and informal satisfying work rewards, (Organ and Lingl, 1995) and the wellbeing literature suggests a positive relationship between job satisfaction and conscientiousness (DeNeve and Cooper, 1998).

Extroverts are predisposed to experience positive life emotions, and positive emotionality likely generalizes to job satisfaction (Connolly and Viswesvaran, 2000). Agreeable individuals have greater motivation to achieve interpersonal intimacy, leading to greater levels of wellbeing, (Organ and Lingl, 1995) which may translate into job satisfaction. Neurotic individuals, who have an essentially negative nature, experience more negative life events than other individuals, which can then negatively affect levels of job satisfaction (Organ and Lingl, 1995). Judge et al (2002) found in their meta-analysis that a 5-factor model was effective for examining the dispositional source of job satisfaction. Specifically, neuroticism, extroversion, and conscientiousness were moderately correlated with job satisfaction (Judge et al, 2002).

2.6 Statement of Hypotheses

Based on the above literature review, the following hypotheses are proposed for this study.

Summary of hypothesized Relationships between the Independents and dependent variables in this study

Independent variables

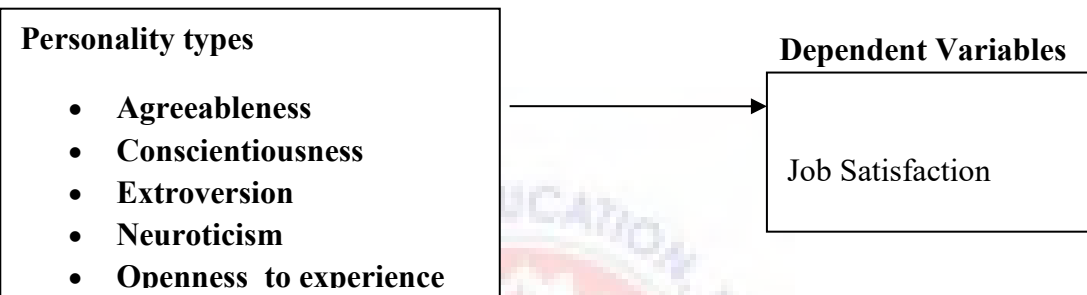


Figure 1: Summary of Hypothesized relationships between independent and dependent variables in this study

H1: There is a significant relationship between agreeableness and job satisfaction.

H2: There is a significant relationship between extroversion and job satisfaction.

H3: There is a significant relationship between nonconscious and job satisfaction.

H4: There is a significant relationship between neuroticism and job satisfaction.

H5: There is a significant relationship between openness to experience and job satisfaction.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

The main purpose of the study is to investigate the relationship between personality types and job satisfaction. The chapter is the methodology of the study and it addresses the research design, research approach, study population, sampling technique and sample size, data collection method, data collection instrument, data analysis and ethical consideration.

3.2 Research Design

The research approach of the study was both qualitative and quantitative approach under descriptive survey design. The descriptive survey research design was appropriate with the purpose of the study, which was to examine the relationship between personality types and job satisfaction. It was thought appropriate to use the survey method because it is the dominant form of collecting data in education and other social sciences (Fink, 2002). The descriptive survey was further considered the most appropriate design for conducting this study since it is the one that deals with things as they currently are (Creswell, 2003). Creswell (2002) also noted that a survey study can be done in a short time in which investigators administer a survey to a sample or to the entire population of people in order to describe the attitudes, opinions, behaviours or characteristics of the population. Creswell (2002), however noted that, survey data is self-reported information, reporting only what people think rather than what they do. Survey is also deemed appropriate for the study as the current views, attitudes and opinions of students and teachers will therefore be sampled. It also has the potentiality of providing a lot of information that will be

gathered from the respondents. In spite of these demerits, the descriptive survey seemed appropriate. This is because the breadth of coverage of many people or events means that it is more likely than some other approaches to obtain data based on a representative sample, and can therefore be generalisable to a population (Kelley, Clark, Brown & Sitzia, 2003). Also, it has the potentiality of providing a lot of information that could be gathered from the respondents.

3.2 Population

Population of a study is the entire aggregation of items, objects persons, or an institution that defines the objects of the investigation or from which samples can be drawn for a study (Patton, 2002). According to Ary, Jacobs and Rezavieh (2002), population is used to refer to the entire group of individuals to whom the findings of a study apply. It is whatever group the investigator wishes to make inferences about. According to Mungenda et al (Ibid), target population is the members of a real or hypothetical set of people, events or objects the researcher wishes to generalize the results of the research. The target population for this study was those individuals working in the service sector of Ghana. Three basic sectors that were selected for this study were educational, banking and health sector.

3.3 Sample and Sampling Procedure

The sampling frame for any probability sample is a complete list of all the cases in the population from which the sample is drawn (Saunders, Lewis, & Thornhill, 2007). A sample is a smaller and more accessible sub-set of the population that adequately represents the overall group, thus enabling one to give an accurate (within acceptable limits) picture of the population as a whole, with respect to the particular aspects of

interest of the study. A sample normally drawn in order to learn something about the aggregate or population (Tryfos, 1996).

Total sample size that was used in this study was 105 which is made up of 35 individual employees sampled from Ave Maria Junior High School, Barclays Bank – Tanoso Branch and Kumasi South Hospital. The sampling technique that was used for the study was purposive sampling. The researcher used purposive sampling to deliberately choose individuals who were available at that moment. The researcher used purposive sampling due to time and cost constraints and also to enable the researcher to have access to a wider population. The sample size was determined based on the sample determination table of Cohen, Manion and Morrison (2000). The sample techniques used for the study are purposive sampling and simple random sampling techniques. Purposive sampling technique was used to select the schools for the study. Cohen, Manion and Morrison (2003) cited in Avoke (2005) also assert that purposive sampling enables researchers to handpick the cases to be included in the sample on the basis of their judgment and typicality.

3.4 Data Collection Instrument

The data gathering instruments used in the study were questionnaires. This was necessary because the study sought to conduct an in-depth survey that would need probing to elicit the important responses for the objectives and research questions asked by the researcher. The questionnaires consisted of four sections. Section 1 includes the gender, age, educational qualification and working experience of the respondents and the other three sections comprised of questions on personality types and job satisfaction. According to Creswell (2002), a questionnaire is a form used in a

survey design that participants in a study complete and return to the researcher. The author further stated that, participants mark choices to questions and supply basic personal or demographic information.

According to Sommer & Sommer (2001), a questionnaire is a series of written question on a topic about which the subject's opinions are sought. Amedahe (2002), also posits that questionnaire administration involves sending or presenting the questionnaire to prospective respondents and following it up which involves two main ways, through mail-mail questionnaire and personally delivered questionnaire to the respondents. The questionnaire is a formally organized set of written items presented in a uniform manner to a number of persons or respondents to elicit response from them on a specific subject matter. One of the reasons why the questionnaire was used for this study was that the sample size was large and as a result the researcher cannot conduct one-on-one interview for all the respondents.

3.5 Data collection procedure

The questionnaire was administered personally in the three selected service organisations in the Kumasi Metropolis. At each institution permission was sought from the human resource managers and the purpose of the study is explained. After identifying the respondents, the purpose of the questionnaire administration was explained to them so that they fully understood the issues. In some instances, some of the respondents preferred to respond to the questionnaire at their own convenient time. To ensure that most of the questionnaires distributed were retrieved, its administration was done during workings hours. This did not only ensure easy and convenient distribution but also ensured easy identification of respondents. In all, out of the 105 questionnaires administered 90 of them were retrieved.

3.6 Reliability and Validity of data collection instruments

The credibility and validity of any study greatly depends on the data collection instruments hence considered as one of the most important aspects of any research. Cronbach's alpha of the questionnaire items is Agreeableness (.62), Extraversion (.68), Conscientiousness (.71), Neuroticism (.78), Openness to experience (.73) and Job satisfaction (.79). This indicates that the instrument was is reasonably reliable and valid because the alpha values were in line with the George and Mallery (2003) rule of thumb. George and Mallery (2003) provide the following rules of thumb: " $\geq .9$ – Excellent, $\geq .8$ – Good, $\geq .7$ – Acceptable, $\geq .6$ – Questionable, $\geq .5$ – Poor, and $\leq .5$ – Unacceptable".

3.7 Data Analysis

The data collected from respondents was edited, coded and analysed by the research by the researcher. Tabulation was done after analysis. This was where the researcher summarized the quantitative data into statistical tables for analysis. The collected data were statistically analysed using the Statistical Product for Service Solution (SPSS) computer software version 21. Frequency tables, Pearson's correlation and multiple regression were for the presentation of the findings of the study.

3.8 Study Area

Barclays Bank Ghana Limited is the second largest bank in the Republic of Ghana and has operated in the country for over eighty years (80). Barclays Bank Ghana Limited is a wholly owned subsidiary of Barclays Bank PLC of the United Kingdom, one of the largest global financial institutions. The bank provides services such as personal banking, business banking and securities service. Barclays Bank Ghana is physically present in all the ten regions of the country. Kumasi as the most populous

region in Ghana per the 2010 Housing and Population Census is second only to Accra with almost ten (10) branches. This research was restricted to the Tanoso Branch of Barclays Bank, Ghana Limited. The Barclays Bank Tanoso branch is situated on the main Kumasi-Sunyani highway near the Kumasi Campus of University of Education. It was set up to respond to the growing needs of clients and customers within the Metropolis especially those within the Tanoso-Asuoyeboa catchment zone. It has since its inception contributed significantly in profitability terms to the growth of Barclays Bank Ghana Limited and the economy of Ghana in general. The total number of employees at the Tanoso Branch of Barclays Bank is forty two (42). However; out of the thirty five questionnaires administered only thirty responded. The thirty (30) consisted of twenty four (24) full time and six (6) part time employees.

Kumasi south hospital (Regional hospital) is located in the Asokwa sub metro, one (1) of the five (5) sub Metros in the Kumasi metropolis. Kumasi south hospital (Regional hospital) is the only public hospital in the sub metro; it is centrally situated at the boundaries of three cities i.e. Atonsu, Agogo and Chirapatre, hence occupying lands belonging to all the cities. The Ashanti Regional Hospital, Kumasi South Hospital (KSH) has developed from the former Kumasi South Urban Health Centre, built in 1976. The KSH was upgraded into a regional hospital for the Ashanti Region in 2002. The sub metro in which the facility is located is made up of both urban and rural dwellers. The rural dwellers are mostly peasant farmers, petty traders, and others earn their living through constructional work. The key activities of Kumasi South Hospital are:

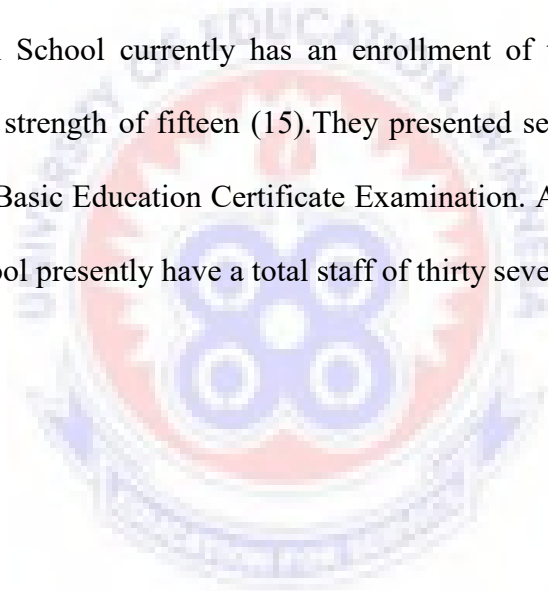
- ▶ Monitoring and supportive supervision in all units at KSH.
- ▶ In service training in clinical and PH.

- ▶ Public Health Activities(CWC,FP, H/EDU, School Health, Home visits, Nutritional Surveillance)
- ▶ Client satisfaction survey(analysis stage)
- ▶ Disease surveillance through records reviews @ wards, CRs, PH and other facilities and communities within the sub metro.

The hospital has a human resource of ten (10) specialists, eight (8) general practitioners, Sixteen (16) physician assistants, one hundred and fifty seven (157) nurses, fifty three (53) midwives, sixteen (16) house officers, thirty eight temporary staff and ninety five (95) rotation nurses and midwives.

Ave Maria Preparatory and Junior High School is located at the Manhyia Sub- Metro which constitutes Dichemso and Ash-Town and it is situated at Dichemso, adjacent the Latter Day Saint Church. The Catholic Women Council had sown a viable seed, Ave Maria Preparatory School which grew for years and bore the fruit Ave Maria Junior High School. The Preparatory school which started from Nursery to Class Six had for the past- years been feeding other schools with its products. Even though it was producing quality scholars, parents had to struggle in seeking admission in other schools for their wards to pursue the Junior High School. In 2010/2011 academic year, the Metro Education Directorate in collaboration with the Catholic Education Unit saw the need to establish the school to bring the dreams of the Women Council into reality. Really, the arduous work of the Women Council could not be better assessed without the establishment of the Junior High School. Ave Maria Junior High School believes that academic excellence without good morals is meaningless. There has always been the need for a holistic education and this the school provides for the youth. In 2010/2011 academic year when the school was in her first year, it competed

keenly with the sister Junior High Schools – both public and private numbering about sixty in the Sub – Metro Inter Schools Quiz Competition and was the overall winner. In recent competition the school is among the best four schools which are to compete at the finals. The mixed school had enrollment of one hundred and forty three (143) pupils as classified as form one – fifty nine (59). Form Two – fifty seven (57) and form three – twenty seven (27) with staff strength of eight (8) able teachers. The school presented twenty seven (27) candidates for the 2013 Basic Education Certificate Examination for the first time of the school's history and the results was remarkable. The school has since its inception achieved great academic successes. The Junior High School currently has an enrollment of two hundred and seventy pupils with staff strength of fifteen (15). They presented seventy (70) students in the just ended 2017 Basic Education Certificate Examination. Ave Maria Preparatory and Junior High School presently have a total staff of thirty seven (37).



CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

The main purpose of the study is to investigate the relationship between personality types and job satisfaction. This chapter is used to analyse the data collected from the respondents. The data was collected within the objectives of the study. The chapter contains respondents' demographic profiles and the relationship between agreeableness, extroversion, neuroticism, consciousness and openness to experience and employee job satisfaction.

4.2 Biographical Profile of the Respondents

The demographic profile of the respondents of the study describes the various relevant features the researcher collected about the respondents. This was to know the various age distributions, the ratio of males and females, their qualifications and status in the institution in order to understand the calibre of people in the institution. The Table 1 revealed the detail description of the respondents.

Table 1: The Biographical Profile of the Respondents

| Variables | Category | Frequency | Percentage (%) |
|------------------|-----------------|------------------|-----------------------|
| Gender | Male | 40 | 44.4 |
| | Female | 50 | 55.6 |
| Age | 18-25 years | 22 | 13.3 |
| | 26-35 years | 59 | 65.6 |
| | 36-45 years | 17 | 18.9 |
| | Above 45 years | 2 | 2.2 |
| | | | |
| Education | SHS | 0 | 0.0 |
| | Diploma | 27 | 30.0 |
| | Degree | 51 | 56.6 |
| | Professional | 6 | 6.7 |
| | Masters | 6 | 6.7 |

| | | | |
|------------------------|-------------------|----|------|
| Staff Position | Junior Staff | 49 | 54.4 |
| | Senior Staff | 35 | 38.9 |
| | Management | 6 | 6.7 |
| Length of years | Less than 5 years | 51 | 56.7 |
| | 5-10 years | 24 | 26.7 |
| | 11-15 years | 3 | 3.3 |
| | 16-20 | 5 | 5.5 |
| | Above 20 years | 7 | 7.8 |

Source: Author's Field work, 2017

Table 1 indicates that 55.6% of the respondents were females and 46.7% were males. This means that more women respondents took part of the study than men. The Table 1 also indicates that, 13.3% of the respondents were of 18-25 years old while a significant number of the respondents representing 65.6% were 26-35 years old as at the time of the study. It was revealed that, 18.9% and 2.2% of the remaining respondents were 36-45 years old and above 45 years old respectively. This means that majority of the respondents were between 26-45 years old.

On education, the Table 1 revealed that 30% of the respondents were Diploma holders, 56.6% were Degree holders, 6.7% were Professional Certificate holders and 6.7% were Masters degree holders. However, none of the respondents indicated that their highest education is Senior High School. The study further revealed that 54.4% of the respondents were Junior Staff, 38.9% were Senior Staff while the remaining 6.7% of them said they part of the management members of their organisation.

Finally, the Table 1 revealed that a significant majority of the respondents representing 56.7% have been with their organisations for less than five (5) years. 26.7% and 3.3% of the respondents respectively said they have been with their respective organisations for 5-10 years and 11-15 years. Finally, the remaining 5.5%

and 7.8% of the respondents indicated that they have been with their organisations for 16-20 and more than 20 years respectively.

4.3 Preliminary Regression Analysis

The preliminary regression analysis discussed the descriptive statistics, reliability, skewness, kurtosis analysis and correlations among the biographical profile of the respondents, independents and dependent variables.

Table 2: Summary of Descriptive Statistics, Reliability Analysis and Skewness and Kurtosis of the Variables in the Study

| <i>Variables</i> | <i>N</i> | <i>Mean</i> | <i>SD</i> | <i>Skewness</i> | <i>Kurtosis</i> | <i>Alpha</i> |
|------------------------|----------|-------------|-----------|-----------------|-----------------|--------------|
| Agreeableness | 90 | 17.83 | 1.82 | -2.07 | 8.80 | .62 |
| Extraversion | 90 | 17.28 | 1.49 | -.18 | .72 | .68 |
| Conscientiousness | 90 | 7.1000 | 2.31 | 2.35 | 9.17 | .71 |
| Neuroticism | 90 | 10.1889 | 2.57 | -.11 | .31 | .78 |
| Openness to experience | 90 | 16.8778 | 1.91 | -2.54 | 12.43 | .73 |
| Job satisfaction | 90 | 43.27 | 4.26 | -1.67 | 3.62 | .79 |

Source: Author's Field work, 2017

The assumptions underlying multivariate analysis (e.g. regression analysis) requires that some preliminary analyses are to be conducted to assess the fit between variable distributions and their reliability and acceptability in this kind of statistical analysis. In order to determine the fit of these variables, test of normality of the main variables; agreeableness, extroversion, conscientiousness, neuroticism, openness to experience and employee job satisfaction was conducted. Normality of a variable is established when skewness and kurtosis values fall within the acceptable values for psychometric purposes such as ± 2 (Gravetter & Wallnau, 2014). George & Mallery (2010) assert

that the values for asymmetry and kurtosis between -2 and +2 are considered acceptable in order to prove normal univariate distribution. The normality test conducted indicates that a lot of the variables are normally distributed but not all of them. Specifically, all the variables; agreeableness, extroversion, conscientiousness, neuroticism, openness to experience and employee job satisfaction were normally distributed. Thus, most of the variables in this study were normally distributed based on the assumption by George & Mallery (2010) and Gravetter & Wallnau (2014).

The descriptive statistics and reliability analysis of the variables in this study were conducted. According to Loewenthal (2004), scales with reliability values within the threshold of 0.6 are acceptable for statistical analysis. All the scales used in this analysis yielded acceptable reliability coefficients (i.e. alpha values) because none of them were below the threshold of 0.6. This means that all the construct of the data collection instrument is reliable.

4.4 Correlational Analysis of the Demographic, Independent and Dependent Variables in the Study

Additional preliminary analysis was conducted to test the relationship between demographic variables, independent variables and dependent variable using Pearson correlation. Correlation among variables was analysed in line with the assumption that at least there should be a relationship between the independent variables (personality types) and dependent variable (employee job satisfaction) before additional multiple regression analysis was performed. Below is a summary of the inter-correlation among the variables in the study.

Table 3: Correlation among the Demographic, Independent and Dependent Variables in this Study

| Variable | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 |
|-------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|----|
| Demographics | | | | | | | | | | | |
| 1. Gender | - | | | | | | | | | | |
| 2. Length of service | .60** | - | | | | | | | | | |
| 3. Education | .65** | .86** | - | | | | | | | | |
| 4. Age | .57** | .77** | .78** | - | | | | | | | |
| 5. Position | .76** | .87** | .79** | .69** | - | | | | | | |
| Independent variables | | | | | | | | | | | |
| 6. Agreeableness | .63** | .83** | .89** | .74** | .82** | - | | | | | |
| 7. Extraversion | .61** | .83** | .75** | .67** | .78** | .73** | - | | | | |
| 8. Conscientiousness | .56** | .48** | .65** | .71** | .64** | .66** | .51** | - | | | |
| 9. Neuroticism | .64** | .23* | .46** | .33* | .56** | .62** | .60** | .71** | - | | |
| 10. Openness to experience | .68** | .71** | .62** | .73** | .74** | .75** | .33** | .33** | .81** | - | |
| Dependent variable | | | | | | | | | | | |
| 11. Job satisfaction | .65** | .75** | .33** | .71** | .84** | .76** | .64** | .81** | .77** | .76** | - |

*p<.05, & **p<.001

The Table 3 indicates that there is a significant relationship between gender difference and employee job satisfaction ($r = .65, p < .01$). It also revealed that gender relate significantly with Agreeableness ($r = .63, p < .01$), Extraversion ($r = .61, p < .01$), Conscientiousness ($r = .56, p < .01$), Neuroticism ($r = .68, p < .01$), openness to experience ($r = .68, p < .01$), and employee job satisfaction ($r = .65, p < .01$). This means that differences in sex does account for differences individuals personality types and job satisfaction.

Also, length of service did relate significantly with employee job satisfaction ($r = .75, p < .01$), Agreeableness ($r = .83, p < .01$), Extraversion ($r = .83, p < .01$), Conscientiousness ($r = .48, p < .01$), Neuroticism ($r = .23, p < .05$), openness to experience ($r = .71, p < .01$). This means that employees length of service relates to all the variables of the study.

In addition to length of service and gender, it was revealed that there is a significant relationship between education and Agreeableness ($r = .89, p < .01$), Extraversion ($r = .75, p < .01$), Conscientiousness ($r = .65, p < .01$), Neuroticism ($r = .46, p < .01$), openness to experience ($r = .63, p < .01$) and employee job satisfaction ($r = .33, p < .01$). This implies that the higher an employee's level of education the higher would be his or her personality type favour him or her on their job and also the higher would be their job satisfaction and vice versa.

Again, Correlational analysis using Pearson revealed that age relate significantly with Agreeableness ($r = .74, p < .01$), Extraversion ($r = .67, p < .01$), Conscientiousness ($r = .71, p < .01$), Neuroticism ($r = .33, p < .05$), openness to experience ($r = .73, p < .01$) and

employee job satisfaction ($r = .71, p < .01$). The employees current position significantly related to Agreeableness ($r = .82, p < .01$), Extraversion ($r = .78, p < .01$), Conscientiousness ($r = .64, p < .01$), Neuroticism ($r = .56, p < .01$), openness to experience ($r = .74, p < .01$) and employee job satisfaction ($r = .84, p < .01$). Further, employee job satisfaction was found to relate significantly positive to Agreeableness ($r = .76, p < .01$), Extraversion ($r = .64, p < .01$), Conscientiousness ($r = .81, p < .01$), Neuroticism ($r = .77, p < .05$) and openness to experience ($r = .76, p < .01$).

The above results indicate that the demographic data did relate significantly with all the independent variables and the dependent in this study. Also, the dependent variable (job satisfaction) positively relate significantly with the independent variables (agreeableness, extraversion, conscientiousness, neuroticism and openness to experience).

4.5 Multiple Regression Analysis of the Relationship between the Independent and Dependent Variables in the Study

In order to test for hypothesis a further multiple regression analysis was done to validate the relationship between job satisfaction and personality types (Agreeableness, Extraversion, Conscientiousness, Neuroticism and openness to experience). The results of the multiple analysis are shown in the Table 4.

Table 4: Summary of Multiple Regression Analysis of the Relationship between Performance Type and Employee Job Satisfaction

| <i>Variables</i> | Unstandardized | | Standardized | <i>t</i> | Sig. |
|------------------------|----------------|-----------------------|--------------------------------|------------|----------------------|
| | Coefficients | | Coefficients | | |
| | B | <i>Std. Error</i> | <i>Beta</i> | | |
| (Constant) | 4.21 | .895 | | 4.703 | .000 |
| Agreeableness | .065 | .028 | .033 | 2.360 | .019 |
| Extraversion | .131 | .043 | .063 | 3.032 | .003 |
| Conscientiousness | .290 | .049 | .147 | 5.876 | .000 |
| Neuroticism | .764 | .095 | .296 | 8.012 | .000 |
| Openness to experience | .948 | .122 | .270 | 7.798 | .000 |
| R = .75 | | R ² = .364 | Adjusted R ² = .358 | F = 14.723 | F significant = .000 |

Source: Field Work, 2017.

The Table 4 shows that correlation of the independent variables against the dependent variable is 0.270 with R square are 0.75. The F statistic is 14.723 and is significant at the significant (.000) level. This means that 27% of the variance in employee job satisfaction is significantly explained and influenced by the independent variables. Beta value in the table is used to determine which of five independent variables is more important and dominant in explaining the variance in employee job satisfaction. As the result in the table 4 indicates that Neuroticism exerted the strongest influence on employees' job satisfaction with the higher p-value, ($r=.296$), which is significant at the ($p=.01$) level, followed by Openness to experience ($r=.270$) which is also significant at the ($p=.01$) level, conscientiousness ($r=.147$) which is significant at the ($p=.01$), extraversion ($r=.063$) which is also significant at the ($p=.05$) and agreeableness ($r=.033$) which is significant at the ($p=.05$).

The overall result shown that although the five personality types are significantly related to job satisfaction but Neuroticism personality type have the highest significant level of ($r=.296$, $p<.01$) and followed by Openness to experience at the significant level of ($r=.270$, $p<.01$) and Conscientiousness at the significant level of ($r=.147$, $p<.01$).

These findings are consistent with the following previous studies on the relationship between the variables. According to DeNeve and Cooper (1998), each of the Big Five Personality Type has its own link to job satisfaction. Honggang (2008), conducted a study on “the relationship between personality and intrinsic career success: the case of banking system in Beijing”. Data was collected from 175 managers from the banks located in Beijing through questionnaires and found that two of the five personality dimensions, namely neuroticism and conscientiousness, are significantly related to job satisfaction.

Conscientiousness has been linked to job satisfaction because it represents a general tendency toward work involvement that leads to a greater likelihood of receiving both formal and informal satisfying work rewards, (Organ and Lingl, 1995) and the wellbeing literature suggests a positive relationship between job satisfaction and conscientiousness (DeNeve and Cooper, 1998). Agreeable individuals have greater motivation to achieve interpersonal intimacy, leading to greater levels of wellbeing, (Organ and Lingl, 1995) which may translate into job satisfaction. Neurotic individuals, who have an essentially negative nature, experience more negative life events than other individuals, which can then affect levels of job satisfaction (Organ and Lingl, 1995). Judge et al (2002) found in their meta-analysis that a 5-factor model

was effective for examining the dispositional source of job satisfaction. Specifically, neuroticism, openness and conscientiousness were moderately correlated with job satisfaction.



CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The main purpose of the study is to investigate the relationship between personality types and employee job satisfaction. This chapter of the study cover the summary, conclusions and recommendations of the study.

5.2 Summary of the Study

This section of the study summarizes the overall research procedures and the key findings of the study. The purpose of the study was to investigate the relationship between personality types and employee job satisfaction. The specific objectives of the study were to examine; the relationship between agreeableness and employee job satisfaction; the relationship between extroversion and employee job satisfaction; the relationship between neuroticism and employee job satisfaction; the relationship between consciousness and employee job satisfaction and the relationship between openness to experience and employee job satisfaction. The literature reviewed indicated that there is a positive relationship between individuals' personality and job satisfaction (DeNeve and Cooper, 1998; Honggang, 2008; Organ and Lingl, 1995; etc.). The researcher used close ended questionnaire was used for the data collection. A total of hundred questionnaires were distributed to the respondents but 90 were retrieved personally by the researcher. This represents 90% response rate. Pearson's correlation and multiple regression are the main statistical tests employed to examine the hypotheses. Also, the descriptive analysis, presentation and interpretation was done using frequencies tables. The data was analyzed with the aid of Statistical Package for Social Sciences (SPSS) version 21.0.

5.1.2 The Relationship between Personality Types (Agreeableness, Extroversion, Conscientiousness, Neuroticism and Openness) and Employee Job Satisfaction

The correlation and multiple regression analyses result revealed that the relationship between Agreeableness, Extroversion, Conscientiousness, Neuroticism and Openness) and Employee Job Satisfaction were all statistically significant. When multiple regression was analysed to determine which of five independent variables is more significantly to and dominant in explaining the variance in employee job satisfaction, it was revealed that Neuroticism, Openness and Conscientiousness are the three personality types that exert the strong influence on employees' job satisfaction in orderly. The overall result shown that although the five personality types are significantly related to job satisfaction but Neuroticism personality type have the highest significant level of ($r=.296, p<.01$) and followed by Openness to experience at the significant level of ($r=.270, p<.01$) and Conscientiousness at the significant level of ($r=.147, p<.01$).

5.3 Conclusion

The study concludes that Neuroticism, Openness and Conscientiousness are three personality types that mostly influence employees' job satisfaction than any other. This means that employees who are persevere until the task is finished, do things efficiently, not tense and worries a lot, original, comes up with new ideas, curious about many different things, ingenious, deep thinkers, etc. are highly satisfied with their jobs. In the same vain, it is concluded that all the big five personality types significantly relate to higher job satisfaction. The study suggests that individuals who want to be satisfied with their job should consider their personality types whenever they are choosing job at the time of employment.

5.4 Recommendations

From the findings and conclusions of this study, the following recommendations were made;

1. Organisations should pay critical care and consider prospective employees personality types at the time of hiring so that they can place them at positions where their individual personality characteristics will correlate positively with their job satisfaction.
2. Also, though the study revealed that all the big five personality dimensions used in the study are significantly related but human resource management must consider try to consider prospective employees who possesses conscientiousness, openness to experience personality types for positions in their organisations since they most significantly related to job satisfaction.

5.5 Areas of Further Studies

It is suggested that future studies should be extended to cover the relationship the between personality types and career choices since the study could not cover that aspect. Also, the conceptual framework developed should be tested in future studies will cover larger sample size.

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APPENDIX

QUESTIONNAIRE

Here are a number of characteristics that may or may not apply to you. For example, do you agree that you are someone who likes to spend time with others? Please tick next to each statement to indicate the extent to which you agree or disagree with that statement.

Instructions: Please fill out completely or tick the appropriate response.

SECTION A: BIOGRAPHICAL DATA

1. Gender of respondent: (a) Male (b) Female
2. Age of respondent: (a) 18-25 years (b) 26-35 years
(c) 36-45 years (d) 45 years and above
3. Educational status: (a) Secondary Level (b) Diploma Degree
 (c) Professional (d) Others, Specify
4. Length of service with the organization: (a) below 5 years
(b) 5-10 years (c) 11-15 years (d) 15-20 years
(e) above 20 years
5. Staff Level (a) Junior Staff (b) Senior Staff (c) Management

SECTION B:

**1 – Strongly Disagree 2 - Disagree 3 – Neutral 4 - Agree 5 –
Strongly Agree**

| I see myself as someone who.... | RESPONSES | | | | |
|---|------------------|---|---|---|---|
| 1. Is helpful and unselfish with others | 1 | 2 | 3 | 4 | 5 |
| 2. Likes to cooperate with others | 1 | 2 | 3 | 4 | 5 |
| 3. Is generally trusting | 1 | 2 | 3 | 4 | 5 |
| 4. Is considerate and kind to almost everyone | 1 | 2 | 3 | 4 | 5 |
| 5. Is talkative | 1 | 2 | 3 | 4 | 5 |
| 6. Is full of energy | 1 | 2 | 3 | 4 | 5 |
| 7. Generates a lot of enthusiasm | 1 | 2 | 3 | 4 | 5 |
| 8. Is outgoing, sociable | 1 | 2 | 3 | 4 | 5 |
| 9. Does a thorough job | 1 | 2 | 3 | 4 | 5 |
| 10. Is a reliable worker | 1 | 2 | 3 | 4 | 5 |
| 11. Perseveres until the task is finished | 1 | 2 | 3 | 4 | 5 |
| 12. Does things efficiently | 1 | 2 | 3 | 4 | 5 |
| 13. Is depressed, blue | 1 | 2 | 3 | 4 | 5 |
| 14. Can be tense | 1 | 2 | 3 | 4 | 5 |
| 15. Worries a lot | 1 | 2 | 3 | 4 | 5 |
| 16. Can be moody | 1 | 2 | 3 | 4 | 5 |
| 17. Is original, comes up with new ideas | 1 | 2 | 3 | 4 | 5 |
| 18. Is curious about many different things | 1 | 2 | 3 | 4 | 5 |
| 19. Is ingenious, a deep thinker | 1 | 2 | 3 | 4 | 5 |
| 20. Has an active imagination | 1 | 2 | 3 | 4 | 5 |

| | | | | | |
|---|--|--|--|--|--|
| 21. My job is appreciated | | | | | |
| 22. I am recognized as an individual | | | | | |
| 23. I get support and teamwork from my colleges | | | | | |
| 24. My view and participation are valued | | | | | |
| 25. I get the chance to do innovative task | | | | | |
| 26. I feel secure about my job | | | | | |
| 27. I am satisfied with the company work and compensation policy | | | | | |
| 28. The working conditions are good and safe | | | | | |
| 29. My senior communicates to me the improvement in my work | | | | | |
| 30. The compensation is satisfactorily reviewed from time to time | | | | | |

