Do Big Five Personality Measures of Executives and Non-Executives affect their Job Satisfaction Similarity? 
Perspective of Sri Lankan Large Scale Apparel Industry

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Abstract: Many research studies on the topic of the relationship between Big Five Personality and job satisfaction concerned the single category of workers. However, there are no empirical findings about how Big Five Personality affect the job satisfaction of two different categories of employees in similar context. This study is to investigate the relationship between Big Five Personality on job satisfaction involving 293 executives and non-executives in the Sri Lankan apparel sector. Correlation and regression analyses were hired to analyses the data and the major finding of the study is that the relationship and correlation of the Big Five Personality and its dimensions on the job satisfaction are relied on different employee categories when they are working in similar organizational context.

Keywords: Job Satisfaction, Big Five Personality, Executives, Non-Executives

1. Introduction
The most important element of an organization is the employee (Fiorita, et al., 2007 Cited as Said, Abukraa & Rose, 2015) and they become a key factor of determining the success of an organization in a competitive environment (Fiorita, et al., 2007 Cited as Said, Abukraa & Rose, 2015). Usually employees are changing (Indermun & SaheedBayat, 2013) and lack of motivation or satisfaction urge to shorter stay in a job (Indermun & SaheedBayat, 2013). Job satisfaction plays a decisive factor in determining employees’ job performance (Perera, et al., 2014). As Eskildsen and Dahlgaard (2000), motivated and committed employees, effective and efficient work as well as product quality can be gained through employee satisfaction. Therefore, in the last few years, considerable attention has been given by researchers to the concept of employee satisfaction (1997), Big Five personality model appear to be germane to different culture. On the base of validity and wide acceptance, Barrick and Mount (1991), Hurtz and Donovan (2000), Judge, et al. (1999), Judge, et al. (2002), Salgado (1997) reported that this model has been comprehensively utilized to measure the individual personality by the researchers recently. (Heskett et al. 1997). Job of a person divulges person’s personality and it sways to determine the nature of interaction with others (Yahaya, n.d). Cattell in 1973 defined personality as cognitive and behavioural patterns showing the stability over time and across situations. As Allport in 1937, there were 18, 000 English terms to illustrate the personality. There are different and variety of theoretical perspectives to conceptualize the personality (John, Hampson & Goldberg, 1991). As Goldberg (1971), and number of personality traits and scales were developed to measure the personality of the individual. The personality traits mean the stable modes of individuals which remain fixed across their life cycles (Costa & McCrae, 1992). As the pioneer of the personality trait approach, Allport (1937) emphasized the traits as an organized mental structure. As Allport, personality traits were varying from individual to individual and those were the initiatives and guiding principles of an individual behavior (1937). In the past, there were different views for the personality traits and as a comprehensive classification of personality traits, the five factor model of personality, Big Five Model of personality has been recorded strong empirical support (Digman, 1990; Goldberg, 1993; Costa & McCrae, 1992). As Goldberg in 1990 and Hogan, et al. 1996, almost all personality measure could be classified into the Big Five personality facet. This model of personality presents to describe human personality sparingly and expansively (Yahaya et al. 2012). Therefore, there were empirical evidence to show the model validity to measure the human personality (Digman, 1990; Goldberg, 1993; McCrae & Costa, 1996; O’Connor, 2002; Tupes & Christal, 1992; Costa & McCrae, 1988). As McCrae and Costa Barrick and Mount (1991), Furnham et al. (2002), Judge et al. (2002) and Tokar et al. (1998) pointed out that there were strong relationship between personality traits and job-related attitudes and behavior considering the past research studies. Furnam and Zacherl (1986), Barrick and Mount (1991), Cannoly and Viswesvarans (2000) and Judge et al. (2002) underscored the positive relationship between personality traits and job...
satisfaction, job commitment, job performance and intentions to leave etc. Staw, Bell and Clausen (1986) found a link between job satisfaction with childhood personality in their study and as Lawler and Hall (1970), job satisfaction must relate to personality traits. Locke (1976) also underlined that among the other factors affecting job satisfaction, personality has been considered and Greenberg and Baron (1993) stressed that there are many different personality variables which could be associated with job satisfaction. As Connolly and Viswesvaran (2000), Hart (1999), Judge, et al. (1999), in the recent past there were number of studies which had investigated the correlation between personality traits and job satisfaction. Recently, Furnham et al. (2002), Judge Heller and Mount (2002) (3), Louksbury et al. (2007) and Shahamiri and Namdari (2013) found relationship between personality traits and job satisfaction. Tokar and Subich (1997) concluded that big five personality model was a good measure to predict the job satisfaction significantly after utilizing several and different measures to survey the job satisfaction. This model is associated with overall level of job satisfaction (Yahaya et al. 2012). Judge, Heller and Mount (2002) concluded that there was a multiple correlation of 0.41 of big five personality model with job satisfaction. Tokar and Subich (1997), Najaf Khani (2007), and Judge, Heller and Mount (2002) agreed that big five personality model has positive relationship with employee job satisfaction. Smith and Canger (2004) called attention to three important reasons of using big five personality model to measure personality of individual. Meaningfulness of categorizing the personality characteristics, common construction and common language for doing personality research and coverage of almost all of the personality space are the three important reasons for the big five personality measure to survey the personality of individual (Smith and Canger, 2004)). However, there are many studies done on the topic of big five personality and job satisfaction in the world and according to the Sri Lankan literature, there is an empirical gap of knowledge about the relationship between big five personality measures and job satisfaction. In other words, many studies regarding the relationship or impact of these two phenomena were done considering the single category of workers. It also creates a knowledge gap on how these two phenomena behave in the different categories of employees in similar milieu. This study is aimed to discuss the relationship between the big five personality measures and job satisfaction of executives and non-executives in Sri Lankan apparel sector based on the theoretical and empirical gaps.

2. Literature Review

Job satisfaction is one of the job attitudes, which has volumes of widespread literature available all over the world (Arshar, 2014) and it is very difficult to define because of the highly subjective nature of one person from the other (Panday & Kavitha, 2015). Job satisfaction concept was introduced by Hoppock (1935) in the book of Job satisfaction and he opined that physiological and psychological feeling of the worker is the job satisfaction. It can be defined as the degree of happiness or positive emotional state/feeling that originates from one’s job experiences (Locke, 1976). As Cormie et al. in 2007 (as in Bilge & Kelecioglu, 2007), Job satisfaction can be examined through the amount of employees’ expectations on job characteristics. Different studies show that there is a close association between job satisfaction with job performance (Barrick & Mount, 1991; Buitendach & De Witte, 2005; Christen, Iyer & Soberman, 2006), employee motivation (Ostroff, 1992), efficiency in work (Hampson, 1988), absenteeism and turnover intention (Buck & Watson, 2002), organizational citizenship behaviour (Organ & Ryan, 1995) and organizational commitment (Cetin, 2006; Rayton, 2006), and health (Faragher, Cass & Cooper, 2005).

Personal attributes and environment are two major factors influencing job satisfaction (Seashore & J’aber in 1975 (as in Pandey & Kavitha, 2015) and there are three aspects of job satisfaction, which are presenting valuable outcomes of society, becoming a warning index of organizational problems and providing the organization/management an important variable (Seashore & J’aber in 1975 as in Pandey & Kavitha, 2015). As Aamodt (2010), Dormann and Zapf (2001), Ilies and Judge (2002) and Staw and Cohen-Charash (2005), personality and other dispositional characteristics determine the level of job satisfaction of an individual. According to dispositionalists, work attitudes and behavior are determined by or at least directly link to individual attributes (Rothma & Coetzer, 2002). According to situationists, world of work, job characteristics, organizational situations and economic conditions affect people stronger than individual differences (Rothma & Coetzer, 2002). Personality characteristics, needs, attitudes, preferences and motives which were resulted in a tendency to react to situations in a predetermined are the dispositional variables (House et al. 1996). The relationship between job satisfaction and personality dispositions of this study is examined.
from a trait perspective and distinctively big five personality measure is used.

In terms of personality, Goldberg (1990) suggested that every human being lies into five basic categories, which are Neuroticism, Extraversion, Openness, Agreeableness and Conscientiousness. It is the big five personality model and as Rothma & Coetzer (2002), it deputizes a structure of traits.

3. Relationship between Big Five Measures and Job Satisfaction


Judge, Heller and Mount (2002), McCrae and Costa (1997), Matzler and Renzl (2007), Kappagoda (2013), Acuna et al. (2009), and Jabari et al. (2013) pointed out that agreeableness had relationship with job satisfaction and positive correlation was found by Naz et al. (2013), Neubert (2004), and Tesdimir, Asghar and Saeed (2012). Rhodes and Hammer (2000) said that agreeableness is a reliable predictor of job satisfaction and Digman (1990) revealed that agreeableness has an association with job satisfaction. Goldrick (2014) showed a moderate correlation between agreeableness and job satisfaction. However, Nikolaou and Robertson (2001), Najaf Khani (2007), Patrick (2010), and Mhlanga (2012) pointed out that there is no relationship between these two phenomena. Fogarty et al. (1999) and Ali (2008) found no correlation between agreeableness and job satisfaction.


As Ali (2008), openness is a significant predictor of job satisfaction and positive and significant correlation with job satisfaction was found by Ijaz and Khan (2015). Mhlanga (2012) said that there is a positive relationship with job satisfaction and significant positive relationship with job satisfaction was found by Husin and Zaidi (2011). As Goldrick, (2014), moderate correlation with job satisfaction was identified and positive correlation with job satisfaction was identified by Tesdimir, Asghar and Saeed (2012). Significant positive correlation (Naz et al., 2013), significant relationship (Lounsbury et al., 2007), very weak correlation (Judge et al., 2002), negative correlation
(Nikolaou and Robertson, 2001), negative relationship (Najaf Khani, 2007), and negligible impact (Neubert, 2004) between openness and job satisfaction were found through their researches. Fogarty et al. (1999) reported that there is no significant correlation with job satisfaction and no significant relationship was found by Patrick (2010). As Pandey and Kavitha (2015), openness had not have significant relationship with job satisfaction.

4. Method

Quantitative research design was utilized to attain the objective of the study and sample of the study was limited to all executives and non-executives in the large scale apparel companies in Sri Lanka. The sample size was 293 (99 executives and 194 non-executives) and simple random sampling method was used to gather the primary data from the sample.

The instruments of data gathering were job satisfaction and big five personality traits. Job satisfaction was measured using popular standard questionnaire developed by Weiss et al. in 1967. It has two versions as Long-Form and Short-Form. For the convenience of the respondents, the short-form questionnaire was used as the instrument of job satisfaction. As mostly used model of personality, Big Five Inventory (BFI) (McCrae & John, 1992) was utilized to measure the personality traits of executives and non-executives. The BFI has consisted of 44 characteristics under 05 domain personality and five point scale from 1 (Strongly disagree) to 5 (Strongly agree) was used to measure the responses of the sample respondents.

5. Findings

The inter item consistency reliability was examined using Cronbach’s Alpha test and the Cronbach Alpha results are .87 of job satisfaction, .79 of extraversion, .84 of agreeableness, .83 of conscientiousness, .79 of neuroticism and .805 of openness. As Nunnally and Berstein in 1994, the Pearson correlation exhibits the association among all dependent and independent variables. The range of variation for correlation is between -1 and 1. As Hair et al. (2010), Kothari (2004) and Neuman (2007) p-value should be less than 0.05 to indicate significant relationships. The Person correlation coefficient between big five personality traits and job satisfaction of executives and non-executives of the sample is given in Table 01.

Table 01: Correlation Coefficient between Big Five Personality Traits and Job Satisfaction

<table>
<thead>
<tr>
<th>Personality Traits</th>
<th>Executives</th>
<th>Non-executives</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Person correlation</td>
<td>Sig (2-tails)</td>
</tr>
<tr>
<td>Extraversion</td>
<td>.771</td>
<td>.000</td>
</tr>
<tr>
<td>Agreeableness</td>
<td>.591</td>
<td>.000</td>
</tr>
<tr>
<td>Conscientiousness</td>
<td>.663</td>
<td>.000</td>
</tr>
<tr>
<td>Neuroticism</td>
<td>-.163</td>
<td>.098</td>
</tr>
<tr>
<td>Openness</td>
<td>.500</td>
<td>.000</td>
</tr>
<tr>
<td>Big Five Personality</td>
<td>.519</td>
<td>.000</td>
</tr>
</tbody>
</table>

The correlations coefficient between big five personality traits and job satisfaction of executives recorded as averagely positive (r is .519) and big five personality explains 26.94% variance of job satisfaction. However, the relationship between big five personality and job satisfaction of the non-executive employees is weakly positive. The big five personality of non-executives explains 2.59% of variance of their job satisfaction. Extraversion on job satisfaction of executives is significantly positive (r is .771, variance is 59%) while neuroticism on job satisfaction of executives recorded as weakly negative association (r is -.163). Agreeableness (r is .591), conscientiousness (r is .663) and openness (r is .5) on the job satisfaction of the executives are averagely positive. All traits of big five personality traits on job satisfaction averagely positive except neuroticism (r is -.260).

Table 04 (a) and (b) presents the simple regression analysis about the big five personality and job satisfaction to find out the impact of big five personality on the job satisfaction of executives and non-executives.

Table 04 (a): Regression Analysis about Big Five Dimensions and Job Satisfaction

<table>
<thead>
<tr>
<th>Personality Traits</th>
<th>Extraversion</th>
<th>Agreeableness</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executives</td>
<td>R</td>
<td>.519</td>
</tr>
<tr>
<td>Non-executives</td>
<td>R²</td>
<td>.269</td>
</tr>
<tr>
<td>Adjusted R²</td>
<td>.262</td>
<td>.590</td>
</tr>
</tbody>
</table>
The simple regression analysis about the big five personality on job satisfaction illustrates that 26.9% (R is .519) variance job satisfaction of executives and 2.6% (R is .026) variance of job satisfaction of non-executives explained by the big five personality. There are 59.4% variance and 20.5% variance of job satisfaction explained by extraversion of executives and non-executives respectively. 34.9% of job satisfaction of executives is explained by agreeableness while agreeableness on job satisfaction of non-executives is explained by 8.9%. Further 44% variance of job satisfaction was explained by conscientious of executives and 6.6% of job satisfaction is explained by non-executives’ conscientiousness. 2.7% variance of job satisfaction is explained by neuroticism of executives and 6.7% of job satisfaction is explained by neuroticism of non-executives. 25% variance of job satisfaction is explained by openness of executives and 15.6% variance of job satisfaction is explained by non-executives' openness.

Table 05 presents the multiple regression analysis about the big five personality and job satisfaction of both categories of employees.

Table 05: Multiple Regression Analysis about Big Five Personality and Job Satisfaction

<table>
<thead>
<tr>
<th>Conscientiousness</th>
<th>Neuroticism</th>
<th>Openness</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Executives</strong></td>
<td>Executives</td>
<td>Executives</td>
</tr>
<tr>
<td>R</td>
<td>.663</td>
<td>.163</td>
</tr>
<tr>
<td>R²</td>
<td>.440</td>
<td>.027</td>
</tr>
<tr>
<td>Adjusted R²</td>
<td>.435</td>
<td>.017</td>
</tr>
<tr>
<td>F</td>
<td>80.190</td>
<td>2.795</td>
</tr>
<tr>
<td>Sig</td>
<td>.000</td>
<td>.098</td>
</tr>
<tr>
<td>Constant</td>
<td>1.278</td>
<td>3.529</td>
</tr>
<tr>
<td>B</td>
<td>.631</td>
<td>.049</td>
</tr>
<tr>
<td><strong>Non-executives</strong></td>
<td>Non-executives</td>
<td>Non-executives</td>
</tr>
<tr>
<td>R</td>
<td>.564</td>
<td>.256</td>
</tr>
<tr>
<td>R²</td>
<td>.318</td>
<td>.066</td>
</tr>
<tr>
<td>Adjusted R²</td>
<td>.301</td>
<td>.061</td>
</tr>
<tr>
<td>F</td>
<td>17.078</td>
<td>2.420</td>
</tr>
<tr>
<td>Sig</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td>Constant</td>
<td>1.641</td>
<td>300</td>
</tr>
<tr>
<td>B</td>
<td>.122</td>
<td>.042</td>
</tr>
</tbody>
</table>

The five dimensions of big five personality on the job satisfaction of executives explain the 77.9% (R is .883) while non-executives' job satisfaction is explained 31.8% (R is .564) by the five dimensions of big five personality together.

Table 06 presents the independent T sample results about the comparison of the two different groups.

Table 06: Independent T Sample Analysis

<table>
<thead>
<tr>
<th></th>
<th>Levene's Test for Equality of Variances</th>
<th>t-test for Equality of Means</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>F</td>
<td>Sig.</td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td>Equal variances assumed</td>
<td>2.593</td>
</tr>
<tr>
<td></td>
<td>Equal variances not assumed</td>
<td>48.302</td>
</tr>
<tr>
<td>Big five personality</td>
<td>Equal variances assumed</td>
<td>27.387</td>
</tr>
</tbody>
</table>
As Table 06, there are inequity of the overall job satisfaction of executives and non-executives and overall big five personality is also divergent in nature between these two groups. When considering the five dimensions of the big five personality, except the neuroticism, other four dimensions are not resemblance in nature between these two groups.

### 6. Conclusion and Recommendation

Different findings were derived from the statistical analysis of the primary data. The major findings of the study are summarized below.

1. Overall job satisfaction between executives and non-executives is not similar.
2. Personality traits (big five model) of executives and non-executives are not similar.
3. Extraversion, agreeableness, conscientiousness and openness of executives and non-executives are dissimilar.
4. Neuroticism of executives and non-executives is similar.
5. Association between personality (big five personality) and job satisfaction
   i. Executives: Averagely positive ($r = .519$, sig = .000)
   ii. Non-executives: Weakly positive ($r = .161$, sig = .027)
6. Impact of personality (big five personality) on overall job satisfaction
   i. Executives: 77.9% of big five personality variance explained by job satisfaction
   ii. Non-executives: 31.8% of big five personality variance explained by job satisfaction
7. Association between extraversion and job satisfaction
   i. Executives: Strongly positive ($r = .771$, sig = .000)
   ii. No-executives: Weakly positive ($r = .205$, sig = .005)
8. Impact of extraversion on job satisfaction
   i. Executives: 59.4% of extraversion variance explained by job satisfaction
   ii. Non-executives: 4.2% of extraversion variance explained by job satisfaction
9. Association between agreeableness and job satisfaction
   i. Executives: Averagely positive ($r = .591$, sig = .000)
   ii. Non-executives: Weakly positive ($r = .299$, sig = .000)
10. Impact of agreeableness on job satisfaction
   i. Executives: 34.9% of conscientiousness variance explained by job satisfaction
   ii. Non-executives: 8.9% of conscientiousness variance explained by job satisfaction
11. Association between conscientiousness and job satisfaction
   i. Executives: Strongly positive ($r = .663$, sig = .000)
   ii. Non-executives: Weakly positive ($r = .259$, sig = .000)
12. Impact of conscientiousness on job satisfaction
   i. Executives: 44% of conscientiousness variance explained by job satisfaction
   ii. Non-executives: 6.6% of conscientiousness variance explained by job satisfaction
13. Association between neuroticism and job satisfaction
   i. Executives: Weakly negative ($r = -.163$, sig = .098 (not statistically significant))
   ii. Non-executives: Weakly negative ($r = -.260$, sig = .000)
14. Impact of neuroticism on job satisfaction
   i. Executives: 2.7% of neuroticism variance explained by job satisfaction
   ii. Non-executives: 6.2% of neuroticism variance explained by job satisfaction
15. Association between openness and job satisfaction
i. Executives: Averagely positive (r is .500, sig is .000)
ii. Non-executives: Averagely positive (r is .395, sig is .000)

16. Impact of openness of job satisfaction
   i. Executives: 25% of openness variance explained by job satisfaction
   ii. Non-executives: 15.6% of openness variance explained by job satisfaction

17. Impact of all five dimensions of big five personality on job satisfaction
   i. Executives: 77.9% of big five dimensions variance explained by job satisfaction
   ii. Non-executives: 31.8% of big five dimensions variance explained by job satisfaction

The study done by Connolly and Viswesvaran (2000), Hart (1999) and Judge et al. (1999) concluded based on their research findings; there was a correlation between personality traits and job satisfaction. The major findings of the study reveal that there is positive and considerable relationship between personality traits and job satisfaction of executives and weakly positive relationship between personality traits and job satisfaction of non-executives. The results of these findings make contradictory situation. The relationship between big five personality and job satisfaction of executives can be confirmed based on the findings of Tokar and Subich (1997), Najaf Khani (2007) and Judge, Heller and Mount (2002). However, the relationship between big five personality and job satisfaction of non-executives does not confirm the findings of Tokar and Subich (1997), Najaf Khani (2007) and Judge, Heller and Mount (2002). As independent T sample statistics, there is no similarity of the job satisfaction and big five personality traits of executives and non-executives in this industry.

As Day et al. (1998), Fogarty et al. (1999), Furnham and Zacherl (1986), House, Shane and Herold (1996), Husin and Zaidi, (2011), Judge, Heller and Mount (2002), Kappagoda (2013), Lounsbury et al. (2007), Najaf Khani (2007), Nikolaou and Robertson (2001), Patrick (2010), Watson and Clark (1997), Zhai et al. (2013), there is a positive relationship between extraversion and job satisfaction of the workers. These findings of this study prove that there is a positive relationship and correlation between extraversion and job satisfaction of executives. However, there is weak positive relationship between these two variables in the non-executives.

Judge, Heller and Mount (2002), McCrae and Costa (1991), Matzler and Renzl (2007), Kappagoda (2013), Acuna et al. (2009), Jabari et al. (2013) concluded that there is a relationship between agreeableness and job satisfaction of workers and Naz et al. (2013), Neubert (2004), Tesdimir, Asghar and Saeed (2012) concluded that there is a correlation of agreeableness and job satisfaction of workers. The findings of this study concluded that there is a relationship between these two variables, but it is weak in the non-executives.

This study found that there is a positive relationship and correlation between conscientiousness and job satisfaction of executives and the finding is confirmed by Nikolaou and Robertson (2001), Judge and Ilies (2002), Nikolaou and Robertson (2001), Jabari et al. (2013), Naz et al. (2013), Neubert (2004), Tesdimir, Asghar and Saeed (2012), Goldrick, (2014), Fogarty et al. (1999), Mhlanga (2012), Acuna et al. (2009), Kappagoda (2013), Judge, Heller and Mount (2002), DeNeve and Cooper (1998), Organ and Lingl (1995), through their research studies. However, there is weak positive relationship between these two variables of non-executives.

Both categories of employees show that there is an averagely positive relationship and correlation between openness and job satisfaction and it is confirmed by Mhlanga (2012), Husin and Zaidi (2011), Tesdimir, Asghar and Saeed (2012), and Naz et al. (2013) through their studies.


The conclusion of the study based on the above statistical evidence is that the relationship and correlation of the personality traits (big five personality model) and its dimensions on the job satisfaction are relied on the different employee categories. In the literature, there are many research studies undertaken to discuss the relationship and impact of the big five personality traits and the job satisfaction considering single category of employees. Therefore, their conclusions of the studies reveal the single worker context. However, when analyzing the relationship and impact of these two variables using two employee groups in a similar context, the different findings can be found to redirect the studies in this area. This is confirmed by the statistical findings of independent T sample of this study. It concludes that there is dissimilarity of job satisfaction, big five personality traits and dimensions of big five personality
between executives and non-executives on the relationship of this study.

Reference


[27] Fogarty, G. J., Machin, M. A., Albion, M. J., Sutherland, L., Lalor, G. I., and Revitt, S.,


