

PERSONALITY JOB-FIT

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Abstract

The present study was conducted to investigate the relationship between traits of ascendancy and job satisfaction in three groups belonging to different professions. The trait of ascendancy of 75 personnel was measured with the help of Gordon personal Profile (Gordon, 1963) and the job satisfaction level of the same was measured with the help of the Ganguli scale of job satisfaction (Ganguli, 1954). The personnel included 25 faculty members, 25 insurance agents and 25 medical representatives. In order to assess the relationship of both the variables product moment correlation was calculated. In order to assess the level of difference in the level of ascendancy and job satisfaction of these three groups, one way analysis of variance was calculated for each variable. Results indicated that there was very weak inverse correlation between the two variables, $r = -.006$. F value for the variable of ascendancy is .196 $p > .05$ and the F value for the variable of job satisfaction is .077 $p > .05$.

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Introduction and Literature Review

Personality is reflection of behavior, whatever human beings do in a persistent fashion that is known as personality. Though behavior differs from situation to situation i.e., behavior at the workplace may differ from behavior at home, yet people do not differ in their dominating style. This means that people who tend to relate well with their families prefer to be in jobs which require them to have interaction with others, people who are less talkative prefer to be in jobs which require individual concentration on work. Different traits have been identified as conducive to success in different professions.

Researchers generally describe personality in terms of trait. A trait is a learned tendency of an individual to react as he has more or less successfully done in the past in similar situations, when similarly motivated. Motivation prompts all behavior in order to satisfy various needs (Shartle, 1953).

Researchers over different timeframes (Jenkins and Maslach 1994; Veroff and Feld 1971) have concluded that people with high power need reported more satisfaction in power related jobs.

Landy(1978) discovered that people with high power needs are likely to be found in managerial jobs and leadership positions, that require them to exert influence over others.

Similar results have been reported by McClelland (1961). According to him graduate students who showed a high need for achievement, after ten years of graduation, were more likely to be found in entrepreneurial occupations than those who had shown a low need for achievement.

Similarly, later researchers like Condly and Viswesvaran (2000) and Watson et al. (2002) concluded that people with the trait of conscientiousness, extraversion or emotional stability are happier at work. However, Maslach et al (2001) reported that

turnover was common among those who report more stress and burnout on their jobs.

Personality has been shown to influence career choices, job satisfaction, stress, leadership and some aspects of job performance. Individual differences seem to affect job satisfaction. When the specific job factors are related to one's makeup job satisfaction is possible. This conjecture is supported by the results of Hoppock (1963). The sample of this research was 500 teachers, those who reported more satisfaction were those who reported more emotional adjustment, more religiosity, and better human relations, felt more successful, selected their vocations and were on average 7.5 years older. One interesting finding in this research was that the difference in average salaries between the two groups was not statistically significant as determinant of job satisfaction.

Personality can be considered a determinant of job satisfaction. When selection procedures are based on personality in addition to ability, people may find job content more interesting. When people are dissatisfied with their working conditions, they are likely to move to a new job but with similar content which matches their needs (www.aabri.com).

Hulin (1991) argued that personality affects job satisfaction but through the mediation of working conditions. Job satisfaction is basically a reaction to working conditions. Working conditions could be improved to increase job satisfaction without manipulating the personality variables (Cook et al., 1995).

The results of metaanalysis of stabilities in job satisfaction done by Dormann and Zapf (2001) concluded that personality factors play an important role leading to job satisfaction.

Judge et al. (2002) maintained that job satisfaction is largely determined by personality traits. On the basis of disposition, people view their job characteristics differently, a

positively disposed person views his job as enriching and interesting and is more satisfied with his jobs, whereas, negatively disposed individuals generally focus on the negative aspects of the job and are less satisfied. This is supported by Weiss and Cropanzano, 1996).

Most of the recent researchers focus on matching individuals to organizations. For example, people high on openness to experience fit best in organizations with high emphasis on innovation, agreeable people work better in supportive environment (LePine et al, 2001). This congruence between personality and organization results in increased levels of well being and decreased levels of stress and turnover (Lovelace and Rosen, 1996).

The trait of self monitoring among sales people have been studied by Vilela & Vilela and Gonzalez (2010), in addition to high self monitors, they reported that sales people have enhanced interpersonal skills and communication skills. Moreover, Blakely, Andrews and Fuller(2003) also reported positive relationship between self monitoring and interpersonal skills.

Maslach et al (2001) found that people have a problem focused approach if they report more well being at the workplace. Similar results have been obtained by Houtman et al. (1999); Hallberg et al. (2007) and Shimizutani et al. (2008). They obtained the above mentioned results testing the statement that one's personal approach to work plays a decisive role in developing work stress.

Methodology:

Based on the literature review the present study aims to identify the relationship between ascendancy trait and job satisfaction.

The hypotheses tested are

1. There will be a positive correlation between the trait of ascendancy and job satisfaction.
2. There will be no difference in the level of job satisfaction of the three groups.

3. There will be no difference in the level of ascendancy of the three groups.

The sample comprised of 25 faculty members of private universities, 25 medical representatives and 25 insurance agents. Their ages ranged from 25 to 50 years, the sample comprised of married and unmarried people living in joint and nuclear family systems. Their educational level range from graduation to PhD.

The Ascendancy scale of Gordon Personal Profile (1963) was administered to gauge scores on Ascendancy whereas; job satisfaction was measured through Ganguli scale of job satisfaction (1954). Demographic information was collected through the standard Demographic Information Form.

In order to assess the relationship between ascendancy and job satisfaction Pearson Product Moment Correlation was calculated. In order to find the difference among the three groups in terms of their ascendancy level and job satisfaction level one way analysis of variance was calculated for each variable.

Ascendancy was defined as follows:

Those individuals who are verbally ascendant, who adopt an active role in the group who are self assured and assertive in their relationships with others, and who tend to make independent decisions, score high on this scale. Those who play a low role in the group who listen rather than talk, who lack self confidence, who let others take the lead and who tend to be overly dependent on others for advice, normally make low scores (Gordon 1963).

Job Satisfaction was defined as follows:

Job satisfaction is the collection of feelings and beliefs that people have about their current jobs (Ganguli, 1954).

Results and Analyses

Table No 1 shows correlation of Ascendancy and Job Satisfaction

Variables	Job Satisfaction & Ascendancy
r	-0.006
Sig	0.958
N	72

Job Satisfaction & Ascendancy have weak negative correlation, $r=-.006$, significant at .958 level, N= number of cases are 72.

Graph No 1 shows correlation of ascendancy and job satisfaction

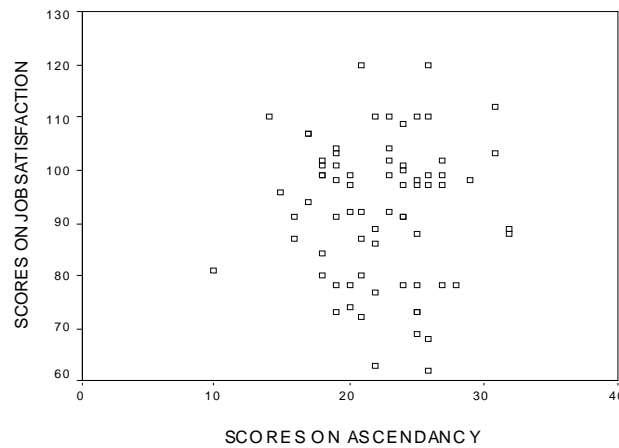


Figure 3 showing dispersion of cases as very weak correlation between ascendancy and job satisfaction.

In order to see, whether personality traits and job satisfaction correlate with each other, Pearson Product Moment Correlation was calculated and results revealed that there is very weak inverse correlation $-.006$ between the two variables $p>.05$, showing that these two variables are inversely but also weakly related to each other (Table No.13 & Graph No. 1).

Table no 2 shows differences of the three groups on job satisfaction

Source of Variance	Sum of squares	Degree of freedom	Mean Square	F	Sig
Between groups	28.311	2	14.156	.077	.926
Within groups	12629.63	69	183.038		
Total	12657.94	71			

F=.077, df between group =2, df within group=69, significant at=.926 level

Graph No 2 shows differences of the three groups on job satisfaction

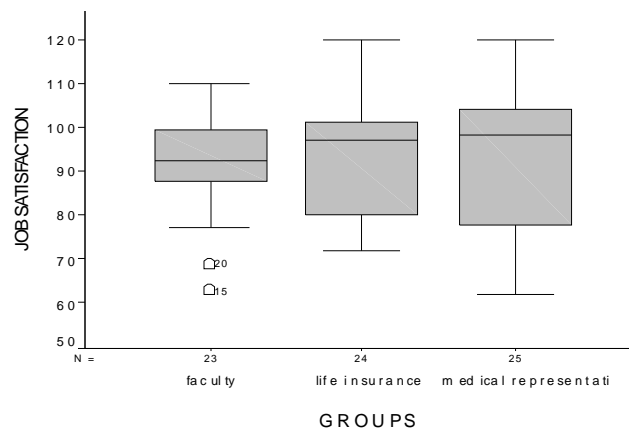


Figure 4 showing mean scores of faculty members, life insurance agents and medical representatives on the variable of job satisfaction.

In order to have a clearer picture of the results, one way analysis of variance was calculated to test the difference among these three groups in their level of job satisfaction. Again the results show no significant difference among these three groups as F value is .077, $p > .05$ (Table No.2 & Graph No. 2). However, the spread of scores on job satisfaction are different for all the groups. There is wide dispersion in the scores of medical representatives followed by insurance agents and faculty members. However, work of Furnham et al (2002) concluded that personality does not have a consistent influence on what

individuals perceive as important in the workplace, nor does it influence their levels of job satisfaction.

Table No 3 shows differences of the three groups on Ascendancy

Source of variance	Sum of Square	Degree of freedom	Mean Square	F	Sig
Between groups	7.503	2	3.75	0.196	0.822
Within groups	1320.497	69	19.13		
Total	1328	71			

F=.196, *df* between group =2, *df* within group=69, significant at=.822 level.

Graph No 3 shows differences of the three groups on Ascendancy

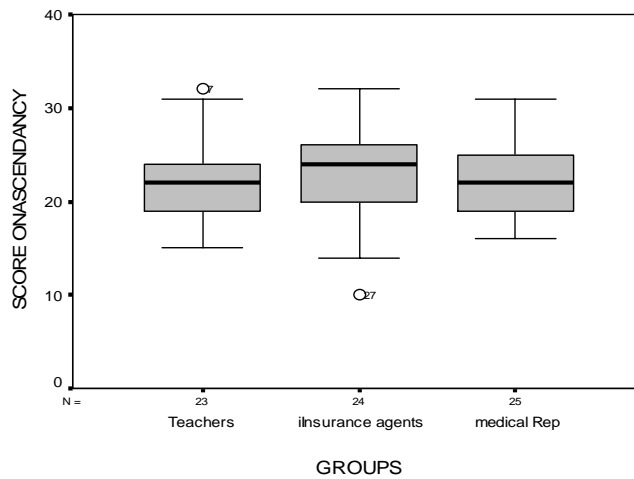


Figure 4 showing mean scores of faculty members, life insurance agents and medical representatives on the variable of job satisfaction

In order to find the difference in the level of ascendancy of the three groups, one way analysis of variance was calculated on the scores of ascendancy, again the results showed no significant difference among the means of these groups, $F .196, p > .05$. However, there are two outliers in the graph O 7 in faculty members falling outside the range of scores of all the members and O27 within the insurance agents groups, whose score is falling much lower than the range of scores of all the members.

The reason for the uniformity of job satisfaction level seems to lie in the fact that although these professions require their persons to be ascendant the competence of job performance is equally important. The facilitation of the workplace and the management may also play an important role in person's job satisfaction level.

Table No. 4 showing Regression Analysis: Dependent Variable Job Satisfaction

Model	R	R.Square	Adjusted R Square	Std error of estimate
1	0.189	0.036	-0.022	13.496

a Predictors: (Constant), ASCENDANCY, SOCIABILITY, RESPONSIBILITY, EMOTIONAL STABILITY

Model		Unstandardized coefficient	Std Error	Standardized coefficient	t	Sig
		B		Beta		
1	(Constant)	95.98	13.06		7.35	0
	Sociability	8.97E-02	0.067	0.163	1.348	0.182
	Responsibility	-0.248	0.38	-0.079	-0.652	0.517
	Emotional Stability	7.78E-02	0.326	0.003	0.024	0.981
	Ascendancy	8.06E-04	0.376	0	0.002	0.998

In order to further ascertain the determinants of job satisfaction, some other traits of personality were rated by the same respondents namely, responsibility, emotional stability and sociability, the other three traits were measured by Gordon Personal Profile. In order to find out which of these variables is a determinant of job satisfaction, Regression analysis was undertaken. Results reveal that none of the factors are significant determinants of job satisfaction.

Results of exploratory factors reveal that mean scores on responsibility were highest followed by emotional stability and sociability.(Table No. 4).

People may report job satisfaction because they perform their job with responsibility, as has been reported by Kujawski (1963). While measuring predictive validity, he administered Gordon Personal Profile to 97 personnel in the sales department over the period of one year, and they were rated by their dealer salesmen. Scores reveal high correlation for responsibility and emotional stability i.e.,.43** and.33** respectively.

Though a group of researchers support personality and satisfaction relationship at work, another body of researches dispute this. Filan, et al (1986) related job satisfaction to psychological variables such as perception, responsibility and locus of control, whereas, Harnish and Creamer (1985, 1986) disregarded these variables. However, Eric digest (1988) reported that job satisfaction is related to both individual and work conditions. Different scales use different approaches to satisfaction.

With regard to the present research, it is suggested that if the obtained results are supplemented with some kind of performance rating, the conclusions would be different. The exploration of working conditions or hygienic factors should be looked into as a correlate of job satisfaction.

** highly significant correlation

Moreover, high scores on emotional stability also enable people to stick to their jobs despite difficulties their higher

emotional stability allows them to face problems at the workplace effectively.

In addition to having attitudes about their jobs as a whole, people can have attitudes about various aspects of their jobs such as their performance, however, the direction of influence between the personality and job satisfaction could be reversed: job performance may lead to job satisfaction.

Furthermore, other than these personal factors certain environmental factors like the unstable economy and extreme competitiveness in the market require workers to be more responsible.

Conclusion:

The study was conducted to assess the relationship between job satisfaction and personality traits. It was hypothesized that individuals scoring high on ascendancy would score high on job satisfaction as they belong to jobs which require them to be ascendant, like faculty members, insurance agents and medical representatives. Results revealed insignificant very weak and inverse correlation between the variables of ascendancy and job satisfaction ($p > .05$). Analysis of variance among all three groups for the variables of ascendancy and job satisfaction also appear insignificant ($p > .05$). In order to make the results conclusive, other variables, like working conditions or perception of work are to be incorporated into the future research.

Limitations:

1. The limitations of present research are that the study was conducted on a limited sample, since medical representatives and insurance agents are in the field; it was not possible to access them easily.
2. The study included only personality variables as a correlate of job satisfaction. If some other variables like working conditions, intrinsic factors and some positive psychological attributes had been studied, the resultant picture would have been clearer.

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