



Personality Traits and Psychological Capital as predictors of Job Satisfaction among Banking Executives

KEYWORDS

Personality Traits, Psychological Capital, job Satisfaction.

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ABSTRACT *The present study was carried out to identify significant predictors of job satisfaction among personality and psychological capital on a sample group of 55 banking executives working at various branches of J&K bank. Analysis of the collected data revealed a significant negative correlation between neuroticism & job satisfaction ($r = -0.29$); significant positive correlation between Extraversion & job satisfaction ($r = 0.44$) & significant positive correlation between openness & job satisfaction ($r = 0.35$). Hope, Efficacy, Resilience & overall Psychological Capital also showed significant positive correlation with job satisfaction ($r = 0.45, 0.48, 0.35$ & 0.55 respectively). Regression Analysis revealed neuroticism, efficacy & hope as significant predictors of job satisfaction ($t = 2.30, 2.39$ & 1.96 respectively). The R square value of 0.48 indicated that personality traits & psychological capital together explained 48% of variance in job satisfaction. It is hoped that the present study will add to the existing literature on the said variables, because in Indian context there is a dearth of studies which have studied the personality traits, psychological capital & job satisfaction together on a sample group of higher scale banking executives. The study will also provide an insight to the policy makers of J&K bank & other banking institutions to utilize the services of the employees properly.*

Introduction

Technology alone cannot lead to the growth and development of nation but it is the efficient committed and satisfied human resource that leads to effective exploitation and utilization of nation's natural, physical and financial resources by appropriate use of technology. Realizing the same, researchers in the field of organizational psychology have been studying different psychological constructs like personality traits, psychological capital & job satisfaction among employees. Job satisfaction is one of the most enduring yet elusive constructs used in the study of industrial relations (Locke, 1976; Yuzuk, 1961). For years researchers have attempted to define job satisfaction in different ways. Hoppock (1935) introduced the concept of job satisfaction in his book *Job Satisfaction* and stated that job satisfaction is a worker's physiological and psychological feeling. Job satisfaction has also been defined as the individual's affective response or feeling for work (e.g., Blum & Naylor, 1968; Muchinsky, 1990; Smith, Kendall, & Hulin, 1969). Some psychologists maintain that satisfaction is determined by the differences between the actual outcomes a person receives and some other outcome level (Lawler, 1973). Equity theory says people are concerned not only with the exact amount of reward they receive for their endeavors, but also with the relationship of this to what others receive. Adams (1963) was the earliest scholar who proposed this theory. He suggested that higher pay levels corresponding to higher performance can motivate workers to increase their input. Herzberg (1966) developed the two-factor theory in which he mentioned about hygiene factors (extrinsic factors) and motivational factors (intrinsic factors). The hygiene factors comprise of policy, administration, supervision, interpersonal relations, working conditions, status, security, salary, and personal life and are viewed as preventives and must be satisfied before motivation, otherwise motivation cannot be very effective. These factors are called as hygiene factors because they support the mental health of employees. The motivational factors are related to job content and comprise of the nature of work, achievement, responsibility, recognition, opportunity for advancement etc and it has been observed

that their existence leads to job satisfaction. These factors are called motivators because results indicate that they are related to improvement in the performance. Research evidences indicate that much focus has been given to exploration of relationships between personality traits, psychological capital & job satisfaction. In case of personality traits the five factor model of personality given by Lewis Goldberg (1993) has been focused. This model proposes five dimensions of personality namely neuroticism, extraversion, openness, agreeableness and conscientiousness. The research conducted by Fisher & Hanna (1931); Hoppok (1935); Locke (1976) and Judge, Locke, & Durham (1997) highlights the role of personality traits in job satisfaction. Greenberg and Baron (1993) pointed out that there are many different personality variables which could have been associated with job satisfaction. Barrick and Mount (1991) also supported the linkage between personality traits and job satisfaction. Psychological capital, which has been defined by Luthans (2007) as an individual's positive psychological state of development characterized by having confidence to take on and put in the necessary effort to succeed at challenging tasks (Self efficacy), making a positive attribution about succeeding now and in the future (optimism); persevering towards goals, and when necessary, redirecting paths to goals in order to succeed (Hope) and when beset by problems and adversity, sustaining and bouncing back and even beyond to attain success (Resiliency), also influences job satisfaction. The research carried out by Youssef and Luthans (2007) & Cetin and Basim (2011) found out a positive relationship between psychological capital and job satisfaction. In the backdrop of this discussion the present study entitled "Personality Traits and Psychological Capital as predictors of Job Satisfaction among Banking Executives" is carried with following objectives.

OBJECTIVES:

1. To assess the personality traits, psychological capital & job satisfaction among banking executives.
2. To study correlation between personality traits and job satisfaction of banking executives.

- To study correlation between psychological capital and job satisfaction of banking executives.
- To identify significant predictors of job satisfaction among personality traits and psychological capital facets.

On the basis of objectives framed above, the following null hypotheses have been formulated:

H_{o1} There is no significant correlation between personality traits and job satisfaction of banking executives.

H_{o2} There is no significant correlation between psychological capital and job satisfaction of banking executives.

H_{o3} Personality traits and Psychological capital facets will not emerge as significant predictors of job satisfaction.

METHODOLOGY

Sample

Initially the questionnaires were distributed among 100 banking executives working at the major J&K Bank branches of Srinagar District but only 65 returned the questionnaires back and 55 out of them were found fit for subsequent analysis.

Tools Used

For the assessment of personality traits 60 item NEO-FFI3 (self report form) developed by Mcrae and Costa (1986) was used, for the assessment of Psychological Capital, 24 item Psychological Capital Questionnaire by Luthans et al.(2007) was used and for the assessment of Job Satisfaction, 10 item Generic Job Satisfaction Scale by MacDonalld (1997) was used. All the scales had good psychometric properties as indicated by coefficient alpha higher than 0.75.

Statistical techniques employed

For achieving the objectives of present study, the collected data was analyzed by using the appropriate statistical techniques with the help of SPSS-20.

Results and Interpretation

The results and their interpretation have been presented in the following tables:

Table 1 Showing descriptive statistics of the sample.

Construct	N	Range	Mean	S.D
Neuroticism	55	8-40	21.40	4.20
Extraversion	55	8-40	25.13	3.20
Openness	55	8-40	25.85	3.40
Agreeableness	55	8-40	28.71	3.80
Conscientiousness	55	8-40	30.91	3.32
Hope	55	6-36	23.58	2.60
Efficacy	55	6-36	22.91	2.90
Resilience	55	6-36	20.60	2.31
Optimism	55	6-36	20.67	1.86
Psychological Capital	55	24-144	87.76	6.37
Job Satisfaction	55	10-50	39.02	5.26

As per the above table, the mean scores of the sample group on the personality traits namely neuroticism, extraversion, openness, agreeableness and conscientiousness are 21.40, 25.13, 25.85, 28.71 and 30.91 respectively. In case of the psychological capital facets namely hope, efficacy, resilience and optimism, the mean scores are 23.58,

22.91, 20.60 and 20.67 respectively. On overall psychological capital, the mean score is 87.76 and lastly the mean score of job satisfaction is 39.02 .

Table 2: Showing frequency distribution of sample group on Personality Traits, Psychological Capital and Job Satisfaction.

Trait	Low			Average			High		
	f	Range	%	f	Range	%	f	Range	%
Neuroticism	9	8-16	18	46	17-32	82.00	0	33-40	0
Extraversion	0	8-16	0	54	17-32	98.18	1	33-40	1.82
Openness	0	8-16	0	53	17-32	96.36	2	33-40	3.64
Agreeableness	0	8-16	0	44	17-32	80.00	11	33-40	20.00
Conscientious	0	8-16	0	42	17-32	76.36	13	33-40	23.64
Hope	0	6-14	0	53	15-27	96.36	2	28-36	3.64
Efficacy	0	6-14	0	51	15-27	92.72	4	28-36	7.28
Resilience	0	6-14	0	55	15-27	100.0	0	28-36	0
Optimism	1	6-14	1.82	54	15-27	98.18	0	28-36	0
PsyCap	0	24-54	0	55	55-115	100.0	0	116-144	0
J. Satisfaction	0	10-20	0	32	21-40	58.20	23	41-50	41.80

The above table reveals that in case of the neuroticism trait of personality, 18 % scored low,82% scored average and 0 % scored high; in case of extraversion 0 % scored low,98.18% scored average and 1.82 % scored high; in case of openness 0 % scored low,96.36% scored average and 3.64 % scored high; in case of agreeableness 0 % scored low,80% scored average and 20 % scored high and in case of conscientiousness 0 % scored low,76.36% scored average and 23.64 % scored high. As far as the psychological capital is concerned, on the facet of hope , 0 % scored low,96.36% scored average & 3.64 % scored high; On efficacy 0 % scored low,92.72% scored average & 7.28 % scored high; On resilience all (100 %) scored average; On optimism 1.82 % scored low,98.18% scored average & 0 % scored high and on overall psychological capital all(100%) scored average. Finally, on job satisfaction 0% scored low, 58.20 % scored average & 41.80 scored high. The results thus indicate that in case of personality traits and psychological capital, the scores of majority fall in average category and in case of job satisfaction a significant number has indicated high satisfaction towards the job.

Table 3: Showing correlation of personality traits & psychological capital with job satisfaction.

Construct	Pearson's correlation (r)
Neuroticism	-0.29*
Extraversion	0.44*
Openness	0.35*
Agreeableness	-0.19
Conscientiousness	0.05
Hope	0.45*
Efficacy	0.48*
Resilience	0.35*
Optimism	0.08
PsyCap	0.55*

*= Correlation is significant at 0.05 level.

As per the above table neuroticism has significant negative correlation with job satisfaction while as Extraversion, Openness, Hope, Efficacy, Resilience and overall psychological capital have significant positive correlation with overall job satisfaction. Thus our null hypotheses H_{01} : There is no significant correlation between personality traits and job satisfaction of banking executives; and H_{02} : There is no significant correlation between psychological capital and job satisfaction of banking executives, stand rejected.

Table 4(a) Presenting the Multiple Regression Analysis (ANOVA Summary).

	Sum of Squares	df	Mean Square	F
Regression	713.59	9	79.28	
Residual	777.38	45	17.27	4.60*
Total	1490.98	54		

Predictors: Hope, Efficacy, Resilience, optimism, Neuroticism, Extraversion, Openness, Agreeableness, Conscientiousness; Dependent Variable: Job Satisfaction; * = significant at 0.01 level.

R Square = .48.

Table 4(b) Presenting the Multiple Regression Analysis (Summary of predictor variables).

Model	Unstandardised Coefficients		Standardised Coefficients	t-value
	B	Std. Error	Beta	
Constant	15.70	13.47	1.16	
Neuroticism	-0.34	0.15	-0.27	2.31*
Extraversion	-0.35	0.21	0.22	1.64
Openness	0.20	0.18	0.13	1.14
Agreeableness	-0.11	0.16	-0.08	0.69
Conscientiousness	0.24	0.20	0.15	1.21
Efficacy	0.56	0.23	0.31	2.39*
Hope	0.48	0.26	0.24	1.96*
Resilience	0.08	0.31	0.03	0.27
Optimism	0.23	0.32	0.08	0.73

(* $p < 0.05$) Dependent Variable: Job Satisfaction

The significance of F-value (4.60) from the table 4(a) indicates that certainly there are some psychological factors which emerge as significant predictors of job satisfaction. The R^2 value (.48) indicates that 48% of the variation in job satisfaction of banking executives can be explained by these predictor variables.

Analysis from table 4(b) shows the significance of predictors of job satisfaction. As is evident from the table only

the t-values of Neuroticism ($t=2.31$); Efficacy ($t=2.39$); and Hope ($t=1.96$); are significant which means that they have emerged as the only significant predictors of overall job satisfaction. The t-values of all other predictor variables are insignificant at ($p \leq 0.05$) level of significance. The negative beta value (-0.27) of neuroticism indicates that high neuroticism will lead to low job satisfaction; The positive beta value of Efficacy (0.31) indicates that high self efficacy will lead to high job satisfaction and the positive beta value of Hope (0.24) indicates that high hope levels will lead to high job satisfaction. Thus our null hypothesis H_{03} : Personality traits and Psychological capital facets will not emerge as significant predictors of job satisfaction stands rejected.

Conclusion:

After assessment of personality traits in the banking executives it was found that in case of personality traits majority scored average with only a meager percentage falling in high and low categories as highlighted in the results. In case of job satisfaction majority scored average and a significant number (41.80%) of executives showed high job satisfaction. A correlational analysis revealed that neuroticism has significant negative correlation with job satisfaction while as Extraversion, Openness, Hope, Efficacy, Resilience and overall psychological capital have significant positive correlation with overall job satisfaction. After a regression analysis it was found that among personality traits only neuroticism predicted job satisfaction and among facets of psychological capital only efficacy and hope were found to be the significant predictors of job satisfaction. Considering the nature of work at the various branches of J&K bank, the work schedule is very tight and it is very likely that the same may produce negative emotions in the employees towards the job and those who doesn't regulate their emotions well amidst such circumstances are going to have an influence on their overall job satisfaction. These findings are in line with research carried by Hoppock (1935); Judge, Locke, & Durham (1997); Locke (1976); Smith (1955); Greenberg and Baron (1993); Luthans (2002) and Youssef and Luthans (2007). In this context, policy makers of the J&K should take necessary steps to impart trainings to their employees regarding personality development with a special emphasis on how to have emotional stability (low levels of neuroticism). Trainings can be also imparted regarding psychological capital with an emphasis on hope and self efficacy. Psychological capital at individual level as per Luthans piles up and has significant impact on the organizational output. The present study highly recommends the banking institutions to invite psychological experts from time to time who can train them on how to maintain high levels of psychological capital along with the focus on personality development throughout their tenure in the organizations.

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