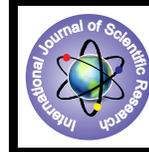


# An Empirical Study of Job Involvement and Personality Traits



## Commerce

**KEYWORDS :** Personality, job involvement.

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### ABSTRACT

*The purpose of this study was to investigate the relation of five factor model of personality and job involvement among employees of IT sector in Chandigarh. A sample of 120 employees was drawn by using a simple random sampling technique. Questionnaires were distributed to all the employees drawn. Among them, 90 were valid samples, a valid return rate of 75%. The questionnaire had two instruments which measured the participant's job involvement and five personality dimensions. To measure job involvement Lodahl and Kejner (1965) scale was used. Ten Item Personality Inventory (TIPI) was used to measure five dimensions of personality – Openness to experience, Conscientiousness, Extraversion, Agreeableness and Neuroticism. The collected data was analyzed using descriptive and inferential statistics. The empirical results of the study showed that (i) the personality types of openness to experience, extraversion and conscientiousness had significant positive relationships with their job involvement (ii) neuroticism had significant negative association with job involvement (iii) insignificant relationship was reported between agreeableness and job involvement.*

### 1. Introduction

Much progress has been made in the last 20 years in our understanding of the association of personality factors with job involvement. Lodahl and Kejner (1965) define job involvement as the degree of daily absorption a worker experiences in his or her work activity. Work involvement refers to the extent to which an individual is generally interested in, identifies with, and is pre-occupied with one's work in comparison to other aspects of one's life (Kanungo, 1982). It reflects the significance individuals attach to having and performing work (Elloy and Terpening, 1992). Considering the importance of employees' work involvement for organizations, research should focus on the identification of the various factors that affect job involvement.

Personality refers to cognitive and behavioural patterns that show stability over time and across situations (Cattell 1965). The "big five" or five-factor model of personality consists of the following traits: openness, conscientiousness, extroversion, agreeableness and neuroticism. (e.g. Digman, 1990). Because of its validity and wide acceptance the big five has been extensively utilized in recent organizational and other applied research (e.g. Barrick and Mount, 1991; Hertz and Donovan, 2000; Judge et al., 1999; Judge et al., 2002)

This study investigates the relationship between each personality dimension and job involvement, because the Big Five provide the best representation of a person's personality.

### 2. Objective of the Study

The primary purpose of the study was to investigate the relationship between five factor model of personality and job involvement among employees of IT sector in Chandigarh.

### 3. Literature Review and Hypothesis

Hypothesis were logically formulated by considering the characteristics associated with each of the big five traits and by using empirical reports on the relationship between work involvement and personality traits.

#### 3.1 Openness to experience

Openness includes curiosity, ability to be imaginative, broad-minded, receptivity of new ideas, flexibility of thought and inventiveness. Therefore, individuals who score high on openness should be more likely to report involvement in their work, because work enables these employees to satisfy their curiosity and explore new viewpoints. Empirical research reports a positive relationship between scores on openness and scores on work drive.

H1: There will be a positive relationship between openness to experience and job involvement among employees of IT sector.

#### 3.2 Conscientiousness

Conscientiousness is associated with industriousness, perseverance, self-discipline and sense of duty. Individuals who report high scores on conscientiousness should report more involvement in their work due to their sense of duty towards every role they assume. Meta-analytic studies also suggest that conscientiousness correlates with job involvement across all types of jobs and occupations (Mount and Barrick, 1991).

H2: There will be a positive relationship between conscientiousness and job involvement among employees of IT sector.

#### 3.3 Extroversion

Extroversion is characterized by sociability, assertiveness, social dominance, ambition and tendencies towards action. Therefore, those who report high scores on extroversion are more likely to report higher scores on work involvement as their work enables them to meet their aspirations and exhibit their talents (Hurley, 1998). Empirical research is in line with the above reasoning, as it suggests a positive relationship between extroversion and work involvement (Berthiaume et al., 1996).

H3: There will be a positive relationship between extraversion and job involvement among employees of IT sector.

#### 3.4 Agreeableness

Agreeableness suggests courtesy, flexibility, cooperation, forgiveness, trust, tolerance (Cooper, 2003). Because agreeable employees tend to regard their work as a platform to improve their personal value and earn respect, such employees should be more involved in their jobs. Empirical research also reports a positive relationship between agreeableness and job involvement.

H4: There will be a positive relationship between agreeableness and job involvement among employees of IT sector.

#### 3.5 Neuroticism

Neuroticism encompasses characteristics that include excessive worry, anger, depression pessimism, low confidence, which tend to create negative opinions. Because of neurotic employee's tendency to interpret experiences under negative light, individuals who score high on neuroticism should be less likely to develop positive attitudes towards their work.

H5: There will be a negative correlation between neuroticism and job involvement among employees of IT sector.

4. Research Design

4.1 Respondents

The population for the study consisted of a group of 300 full time working employees from three companies of IT sector. A sample of 120 employees was drawn by using a simple random sampling technique. Questionnaires were distributed to all the employees drawn. Among them, 90 were valid samples, a valid return rate of 75%. The sample is described in Table No.1.

Table 1  
Participants Characteristics

Variable	Categories	Frequency	Percentage
Age	20-30	48	53.3
	30-40	22	24.4
	40-50	14	15.6
	50 and above	6	6.7
	Total	90	100
Gender	Male	66	73.3
	Female	24	26.7
	Total	90	100
Qualification	Diploma	12	13.3
	Bachelor Degree	46	51.1
	Master Degree	32	35.6
	Total	90	100
Work Sector	Private	50	55.6
	Public	40	44.4
	Total	90	100
Managerial Level	Lower Level	24	26.7
	Middle Level	56	62.2
	Top Level	10	11.1
	Total	90	100

4.2 Instruments

Two standardized instruments were used to collect data and responses from the respondents. The instruments are:

4.2.1. Lodahl & Kejner's (1965) scale was used for measuring job involvement. Respondents were asked to indicate how strongly they agreed or disagreed with each of the twenty statements, using a five point Likert scale. Higher score implies higher level of job involvement, while low score implies lower level of job involvement of the respondent. The Cronbach's alpha value of the job involvement scale was 0.71. The mean and standard deviation for job involvement (N=90), were 3.69 and 0.43 respectively.

4.2.2. Ten Item Personality Inventory (TIPI) was used to measure five dimensions of personality- Openness to experience, Conscientiousness, Extraversion, Agreeableness and Neuroticism. Each personality dimension was measured using two descriptors. Cronbach's alpha for Openness, Conscientiousness, Extraversion, Agreeableness and Neuroticism were .69, .80, .74, .78 and .74 respectively.

These results proved that the hypothesis were true.

Hypothesis	Hypothesis Results
H1: positive relationship between openness to experience and job involvement.	Support
H2: positive relationship between conscientiousness and job involvement.	Support
H3: positive relationship between extraversion and job involvement.	Support
H4: positive relationship between agreeableness and job involvement.	Support
H5: negative correlation between neuroticism and job involvement.	Support

6. Conclusion

Based on the results of the study, it can be concluded that four dimensions of five factor model of personality correlate significantly with job involvement. Openness to experience, conscientiousness, extraversion and neuroticism are the strong predictors of job involvement. Openness to experience, conscientiousness and extraversion significantly and positively correlated to job involvement whereas neuroticism significantly and negatively correlated with job involvement. Agreeableness is not

5. Analysis and Results

The data were analyzed using Product Moment Correlation Coefficient to investigate the relationship among the variables and produce a correlation matrix that clarified the relationship patterns for the personality traits and job involvement. SPSS data analysis package of 16th version was used to analyze the data. Product-moment correlation coefficients are presented in Table II.

Table No. II  
Product-Moment Correlation Coefficients

		Job involvement	Openness	Conscientiousness	Extraversion	Agreeableness	Neuroticism
Job involvement	Pearson Correlation	1	.271**	.255*	.227*	.072	-.224*
	Sig. (2-tailed)		.010	.015	.032	.499	.033
Openness	Pearson Correlation	.271**	1	.563**	.259*	.437**	-.070
	Sig. (2-tailed)	.010		.000	.014	.000	.514
Conscientiousness	Pearson Correlation	.255*	.563**	1	.098	.432**	-.021
	Sig. (2-tailed)	.015	.000		.360	.000	.847
Extraversion	Pearson Correlation	.227*	.259*	.098	1	-.152	-.181
	Sig. (2-tailed)	.032	.014	.360		.154	.088
Agreeableness	Pearson Correlation	.072	.437**	.432**	-.152	1	.039
	Sig. (2-tailed)	.499	.000	.000	.154		.713
Neuroticism	Pearson Correlation	-.224*	-.070	-.021	-.181	.039	1
	Sig. (2-tailed)	.033	.514	.847	.088	.713	

\*\*Correlation is significant at the 0.01 level

\*Correlation is significant at the 0.05 level

According to the results, which are reported in Table No. II, the strongest significant positive correlation was found between openness to experience and job involvement ( $r = .27, p < 0.01$ ). Significant positive correlation was found between conscientiousness and job involvement ( $r = .26, p < 0.05$ ) and between extraversion and job involvement ( $r = 0.23, p < 0.05$ ). Weak positive correlation was found between agreeableness and job involvement ( $r = .07$ ). A significant negative relationship was found between neuroticism and job involvement ( $r = -0.22, p < 0.05$ ).

a significant predictor of job involvement according to the findings of this research.

Data analysis shows, an employee with higher openness, conscientiousness, extroversion and agreeableness tends to exhibit high levels of broadmindedness, flexibility, dutifulness, performance, sociability and cooperation, which lead to positive relationships with job involvement. This study also confirms that neuroticism relates negatively to job involvement, such that a

neurotic employee is less efficient in his or her work.

This study offers practical implications also. Organizations should establish a mechanism to identify the various aspects of personality. Because job involvement depends significantly on employees' personality and behaviors, organizations can predict how involved an employee would be on the basis of his personality.

### 7. Limitations and Directions for Future Research

Although the findings of this study are useful, it is limited by several factors. One limitation of this study is that it uses the self-reported data. If the data on personality and job involvement were collected from supervisors or peers of the respondents, the findings may have turned out to be different than the ones reported in this research.

Secondly, the major variables of interest in this study are five dimensions of personality and job involvement. However, exploration of how personality influences other areas in an organization like organizational commitment, job satisfaction, job performance, leadership styles and turnover intention may be worthwhile.

Thirdly, this research focused only on the IT sector in Chandigarh but other researchers can expand the sample to the other service organisations.

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