Influence of Big Five Personality on Emotional Intelligence and Job Satisfaction

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ABSTRACT

The main purpose of the study is to find out the influence of the Big Five Personality traits namely, Neuroticism, Agreeableness, Conscientiousness, Extraversion, Openness on Emotional Intelligence and Job Satisfaction. For this purpose a sample size of 536 Executives who are working at a public sector power generating organization functioning in Tamil Nadu state is selected. Simple random sampling technique was used to select the samples. Big Five Personality inventory developed by John and Srivastava (1999); and Emotional Intelligence developed by Abdullah et al. (2013) were used for data collection. The study has found that there are significant relationship between the Big Five Personality Traits, Emotional Intelligence and Job Satisfaction. Suitable managerial implications are given in this study.

INTRODUCTION AND BACKGROUND

Today business organizations are facing multiple challenges in the rapidly changing business environments not only in increasing productivity but also maintaining and managing with different dispositional characteristics of human resources in recruitment, selection, training and development and retaining the skilled employees. In order to sustain, effective and efficient HR policies are essential for an organization and to surmount the challenges, to manage these organizations discovering of new avenues of executing effective and efficient HR policies.

In this regards, new dimensions of organizational behavior such as, understanding the personality factors, emotional intelligence of the employees, have gained rapid prominence on the strategic roadmap of the organization. It is well known that personality plays an important role in determining not only the behavior of an individual but also his overall success and prosperity in life. Allport (1937) has defined personality as, “Personality is the dynamic organization within the individual of those psychophysical systems that determine his or her unique adjustments to the environment.”

Our ancient philosophers and saints have wondered about how individuals are unique and why they are differed from each other in many aspects. Since, the years to go individuals, situations, activities and their important role are identified and developed in identifying an individual’s personality. Several researchers have done studies on dispositions in analysing individual personality traits, these lead to look forward in certain kinds of attitudes and job related behaviour.

Michele (1977) has described about individual behaviour and situations have been studies on dispositions. Studies on dispositions helped for the emergence of Big Five Personality traits models which was developed by Goldberg (1990). Big Five Personality traits model has divided the Personality into five broad traits, these are more useful in identifying different kinds of job related attitudes and behaviours. Hence, the researcher considers studying of the relationship between of Big Five Personality Traits, dimensions of Emotional Intelligence and Job Satisfaction.

Neuroticism: a personality trait shows the universal attitude to perceive negative dimension of normal personality indicating the general tendency to experience negative things such as, dread, sorrow, shame, irritation, guiltiness and revulsion. Individual who gets more scores may be at threat of some kinds of psychiatric issues, but low neuroticism score indicates of emotional stability.

Extraversion: a personality trait indicates such as, friendliness, ferociousness activity and loquaciousness. Extraversion has lively and positive, it is described by positive feelings and perception. Hence it is seen as an optimistic affect (Clark and Watson, 1991).

Openness: a personality trait comprises, thoughts, visual sensitivity, and thoughtfulness to inner feelings, favourite for alternative choices, academic interest and autonomy to judgement. Individuals who score low on openness have a propensity to be conservative in attitudes (Hamilton, 1988; Barrick and Mount, 1991; Vinchur et al., 1998; Horton, 1992; Raudsepp, 1990; Johnson, 1997, and Hayes, Roehm and Castellano, 1994).

Agreeableness: an individual who is basically humane, understanding to others and excited to extend help on them.
and treating others equally. Salgado (1997) identified that agreeableness is concerned to educating for achievement. 

**Conscientiousness:** is self-discipline and the energetic process in determining, arranging and implement the tasks (Barrick and Mount, 1993). An individual who has more conscientious is focused, strong-minded and resolute. Conscientiousness means obvious in accomplishment oriented, reliability, planful and organized.

In reviewing the previous studies and literature, researchers have identified various antecedents and outcomes between Big Five Personality and Emotional Intelligence. Since the last two decades, Emotional Intelligence (EI) was come into view universally among the eminent researchers in organizational behaviour and psychologists and these have known due credit by the industries. Recently, it has gained familiarity in many discussions, among researchers, scholars, academics and corporate leaders.

Emotional Intelligence is defined as ability both to know one’s own emotions and to read others’ emotions as well (Davies et al., 1998; Zadel, 2008). Goleman focused on the personal capabilities of the leaders that appeared to drive outstanding performance within these organizations. Individual capacities were bring together into three different types namely, technical skills, human skills and conceptual skills, these skills representing emotional intelligence namely, the potential to accomplish job with others and efficiency in importing changes. Results of several studies have demonstrated that as significant as technical and conceptual skills to the managerial job categories in different levels in an organization. Studies about sensation or emotion in the industries recommend that emotions can influence productivity, improvement and achievements of employees in groups and the entire organization (Cooper, 1997).

In certain conditions, some organizational environments are given where the employees can prove the attitudinal and behaviours adaption to the organization in maximum and who can adapt themselves with respect to the social system of the working climates and to be satisfied with their own perception and feelings of goodness pertinent to their personality characteristics. Otherwise, administration of the organizations would predictably be accountable on synchronization of activities of the employees, who are dissatisfied, worried, apprehensive and rejected. Job Satisfaction is an occurrence which should exceed in border of the organization and its special effects should also seen in employees personal life and outside organization. Because of certain job conditions it is probable to generate various statuses among the employees pertinent to significance of job satisfaction. Researchers aim to investigate it effective factors among of these the influence of personality and emotional kinds on job satisfaction is considered. When personnel are satisfied with their own job such condition may cause them to make effort for doing their job with more motivation and interest (Shirazi, 2003).

**REVIEW OF LITERATURE**

Esmaeil et al. (2013) determined the relationship between the Emotional Intelligence and Personality Features with the Islamshahr boy junior high school teachers’ job satisfaction. The statistical population of the current study included all teachers of boy junior high schools from Training and Education Organization at Islamshahr City in academic year 2011-12. 140 participants, who had been elected through multistage cluster sampling technique, were involved in the given research.

The research measurement tools comprised of Bradberry and Greaves’ Intelligence Questionnaire including four components (self-consciousness, self-management, social awareness, and relation management), NEO Personality Inventory with five components (psychoneurosis/neuroticism, extraversion, openness (to experience), agreeableness, and conscientiousness), and Herzberg’s Job Satisfaction Questionnaire with two components (hygienic factors and motivational factors). Through conducting Pearson’s correlation test and Regev seven multiple models, results of the statistical analysis showed that there is a significant relationship between three emotional intelligence and personality features with job satisfaction variables. Also, some components of emotional intelligence and personality features can predict the job satisfaction and its components.

Thiruvarasi and Kamaraj (2017) studied the influence of the Big Five Personality on Organizational Commitment, Emotional Intelligence and Job Satisfaction. For this purpose a sample size of 536 Executives from a public sector power generating organization in Tamil Nadu state is selected. Simple random sampling technique was used to select the samples. A well-structured and pre-tested questionnaire was used for survey. The study has found that Big Five Personality has significant influence with Emotional Intelligence, Organizational Commitment and Job Satisfaction.

**STATEMENT OF THE PROBLEM**

Several studies have been conducted world-wide on dispositions among the individuals especially in personality traits, it will guide different kinds of attitudes and job related behavior. Michele (1977) explained that individual attitude as a result of dispositional interaction. Studies on dispositions have been increased since the materialization of Big Five Personality traits model (Goldberg, 1990). Big Five Personality traits model resolute the broad five personality traits, those are important in predicting various kinds of job related attitudes and behaviours among employees. Though the concept of Big Five Personality traits, dimensions of Emotional Intelligence and Job Satisfaction have been considered as study variables. Studies on Influence of Big Five Personality on Emotional Intelligence and Job Satisfaction were found very few in literature. Few studies influence of the Big Five Personality Traits on Emotional Intelligence and Job Satisfaction have been done. Therefore, the researcher considers this as research gap and resulting in making an attempt to fill such a research gap. This research gap led the researcher to study the Big Five Personality traits and its influence on Emotional Intelligence and Job Satisfaction.

**CONCEPTUAL FRAMEWORK OF THE STUDY**

The research measurement tools comprised of Bradberry and Greaves’ Intelligence Questionnaire including four components (self-consciousness, self-management, social awareness, and relation management), NEO Personality Inventory with five components (psychoneurosis/neuroticism, extraversion, openness (to experience), agreeableness, and conscientiousness), and Herzberg’s Job Satisfaction Questionnaire with two components (hygienic factors and motivational factors). Through conducting Pearson’s correlation test and Regev seven multiple models, results of the statistical analysis showed that there is a significant relationship between three emotional intelligence and personality features with job satisfaction variables. Also, some components of emotional intelligence and personality features can predict the job satisfaction and its components.

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**CONCEPTUAL FRAMEWORK OF THE STUDY**

![Conceptual Framework of the Study](image-url)
The present study is aimed to investigate the Influence of Big Five Personality on Emotional Intelligence and Job Satisfaction. Big Five Personality is independent variable, Emotional Intelligence and Job Satisfaction are dependent variables in this study. Hence, the researcher has framed this study on “Influence of Personality on Emotional Intelligence and Job Satisfaction”.

SCOPE OF THE STUDY

The present study is aimed to investigate the Influence of Big Five Personality on Emotional Intelligence and Job Satisfaction. Big Five Personality is independent variable, Emotional Intelligence and Job Satisfaction are dependent variables. The present study is undertaken in Neyveli Lignite Corporation Limited (NLC), a public sector power generation company, situated in Neyveli, Tamil Nadu. NLC is one of the leading mining and power companies, with social responsiveness which accelerates India’s growth, where merely about 12,000 people are employed. Hence, the researcher intended to know the influence of Big Five Personality Traits on Emotional Intelligence and Job Satisfaction.

OBJECTIVE OF THE STUDY

To find out the relationship between the Big Five Personality Traits, dimensions of Emotional Intelligence and Job Satisfaction.

HYPOTHESIS OF THE STUDY

Hypothesis: Big Five Personality Traits have significant relationship with the dimensions of Emotional Intelligence and Job Satisfaction.

RESEARCH METHODOLOGY

The type of study is descriptive in nature, which describes the Personality Traits and dimensions of Emotional Intelligence and Job Satisfaction among the sample. The population of the study is Executives of Public Sector Power Generating Organization in Tamil Nadu who work at different divisions are selected. A sample size of 536 Executives are selected in the study. The samples are selected by adopting simple random sampling technique. The researcher has used the Big Five Inventory (BFI) developed by John and Srivastava (1999) to collect the primary data, which consists of 100 statements about Big Five personality traits by adopting likert’s five point scale (Disagree strongly – 1 to Agree strongly – 5) to measure the responses. The Emotional Intelligence Inventory according to Abdullah Sani et al. (2013) by adopting Likert’s Seven Point Scale (Strongly Disagree Strongly– 1) was used to measure the responses. The Job Satisfaction according to 7 statements, developed by Cook et al. (1981) by adopting Likert’s Five Point Scale (Completely Satisfied – 5, Satisfied – 4, Neutral – 3, Unsatisfied – 2 and Completely Unsatisfied – 1) was used to measure the responses.

RESULTS AND DISCUSSION

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<th>Variables</th>
<th>Mean</th>
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<td>Extraversion</td>
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<td>.438**, .530**</td>
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<td>Openness</td>
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<td>Personality</td>
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<td>Social Awareness</td>
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<td>Relationship Management</td>
<td>5.70</td>
<td>.65</td>
<td>.072, .151**, .166, .137, .320, .214*, .710*, .832*, .635*, 1</td>
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<td>Emotional Intelligence</td>
<td>5.73</td>
<td>.57</td>
<td>.128*, .165*, .233, .209, .381, .284*, .884*, .914*, .832*, .898*, 1</td>
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<tr>
<td>Job Satisfaction</td>
<td>4.13</td>
<td>.61</td>
<td>.027, .039, .073, .050, .093, .045, .250*, .303*, .102, .255*, .255*, 1</td>
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*- Correlation is significant at the 0.05 level; **- Correlation is significant at the 0.01 level

FINDINGS

It is understood from the results of descriptive analysis that Big Five Personality traits namely, Conscientiousness (mean = 3.24; S.D. = 0.25) and Openness (mean = 3.37; S.D. = 0.27) are found to be higher than other traits. Emotional Intelligence are found to be higher for Self Management (mean = 5.86; S.D. = 0.61) and Social Awareness (mean = 5.56; S.D. = 0.69) and Job Satisfaction is also found to be high among the Executives in the study organization. Hence, it may be concluded that Executives in the study organization have higher Conscientiousness and Openness Personality pattern, favorable Self-Management and Social Awareness and Satisfied with their present Job situation.

Neuroticism has significant correlation at the 0.01 level with the other factors namely, Self-Awareness (r = 0.123), Social Awareness (r = 0.159) and Emotional Intelligence (r = 0.128); and 0.05 level significant different is found with Self-Management (r = 0.093) and no correlation with Job Satisfaction. Agreeableness has significant correlation at the 0.01 level with the other factors namely, Self-Awareness (r = 0.151), Social Awareness (r = 0.171), Relationship Management (r = 0.151), Emotional Intelligence (r = 0.165), and 0.05 level significant difference is found with Self-Management (r = 0.105) and no correlation with Job satisfaction. Conscientiousness has significant correlation at the 0.01 level with the other factors namely, Self-Awareness (r = 0.252), Self-Management (r = 0.197), Social Awareness (r = 0.206), Relationship Management (r = 0.166), Emotional Intelligence (r = 0.233), and no correlation with Job Satisfaction. Extraversion has significant correlation at the 0.01 level with the other factors namely, Self-Awareness (r = 0.190), Self-Management (r = 0.154), Social Awareness (r = 0.248), Relationship Management (r = 0.137), Emotional Intelligence (r = 0.209) and no correlation with Job Satisfaction. Openness has significant correlation at the 0.01 level with the other factors namely, Self-Awareness (r = 0.341), Social Awareness (r = 0.316), Relationship Management (r = 0.320), Emotional Intelligence (r = 0.381), and 0.05 level significant difference is found with Job Satisfaction (r = 0.093). Findings of this study gains support from the study undertaken by Esmaeil et al.(2013).
The result of path analysis is shown in Figure 2. It is implied from the results that Personality has significant positive impact on Emotional Intelligence and negative impact on Job Satisfaction among the Executives. The Big Five Personality traits and other study variables show a very good fit of the sample data. All values of Chi-square, GFI, CFI, RMR, NFI, and RMSEA are in acceptable range. Chi-square = 146.495; Degrees of Freedom = 33; Probability level = 0.00; CMIN/DF = 4.439; GFI = 0.949; RMR = 0.012; NFI = 0.942; CFI = 0.954; RMSEA = 0.080. The value of β between Personality, Emotional Intelligence and Job Satisfaction are 0.81, 0.18 and 0.18, respectively indicating that Big Five Personality significantly predicts Emotional Intelligence and Job Satisfaction among the Executives. Thus the Hypothesis -1 is accepted.

MANAGERIAL IMPLICATION

The present study has attempted to investigate the influence of Big Five Personality on Emotional Intelligence and Job Satisfaction. The findings suggest that personality plays an important role in balancing Emotional Intelligence and Job Satisfaction. Hence it is suggested to their attitudes to be improved towards Organizational objectives. The present study will help them better understand how to retain valuable employees, understand emotional intelligence, and to have satisfaction with their work, reduce employee turnover and improve the performance of the employees.

CONCLUSION

The present study is undertaken to investigate the influence of Big Five Personality on Emotional Intelligence and Job Satisfaction. Big Five Personality is independent variable and Emotional Intelligence is mediating variable at the relationship between Personality and Job Satisfaction and Job Satisfaction is outcome variable. The results that that personality traits Conscientiousness and Openness are found to be higher among the executives, which is favorable sign in the study organization. Similarly other factors namely, Self-Management, Self-Awareness and Job Satisfaction are found to be higher. Openness has significant positive correlation in the study. Further Personality and Emotional Intelligence has better mediation between Big Five Personality and Job Satisfaction. Moreover, hypothesis of the study is accepted since the proposed model has good fit with the variables. Thus the study is concluded that Big Five Personality traits have significant with Emotional Intelligence and Job Satisfaction.

REFERENCES


