

Impact Of Personality Traits On Employee's Job Satisfaction: A Study On Msmes Of Vadodara

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Abstract

This study investigates how various factors influence employee personality traits and job satisfaction within the manufacturing sector. Understanding these dynamics is crucial for enhancing workplace productivity and employee retention. Research Question - What is the relationship between factors (such as workplace environment, management styles, and peer relationships) and employee personality traits and job satisfaction in the manufacturing industry? Research Methodology This study employs a descriptive analysis research design to explore the impact of various factors on employee personality traits and job satisfaction within the manufacturing sector. The sampling method utilized is non-probability convenience sampling, allowing for selecting participants who are readily accessible and willing to participate. The target population comprises middle-level employees within manufacturing companies, and data is collected through an online survey, ensuring efficient reach and response. The survey instrument consists of a structured questionnaire designed to measure relevant personality traits and levels of job satisfaction. A sample size of 100 respondents is targeted to provide a robust analysis. Statistical analysis is conducted using SPSS software, which facilitates the evaluation of the collected data and the identification of significant patterns and correlations. This methodology is designed to yield insightful findings that can inform practices aimed at enhancing employee well-being and productivity in the manufacturing sector. Finding The findings of this study indicate a positive relationship between a supportive workplace environment, effective management practices, and enhanced employee personality traits, which in turn contribute to higher job satisfaction among middle-level employees in the manufacturing sector. Results - The results suggest that fostering a collaborative and encouraging atmosphere and sound management strategies can significantly improve employee morale and satisfaction.

Keywords: Employee Personality Traits, Job Satisfaction, Manufacturing Sector, Workplace Environment, Management Styles, Employee Retention.

Introduction

The manufacturing sector plays a pivotal role in the global economy, contributing significantly to employment and productivity. As organizations within this industry strive to enhance efficiency and competitiveness, understanding the psychological aspects of the workforce has become increasingly important. Employee personality traits, such as conscientiousness, openness, and emotional stability, significantly influence job performance, workplace behaviour, and overall job satisfaction. Job satisfaction, in turn, is a crucial determinant of employee retention, motivation, and productivity. High levels of job

satisfaction can lead to reduced turnover rates, increased employee engagement, and improved organizational performance. However, various factors, including workplace environment, management styles, and interpersonal relationships, can impact both personality traits and job satisfaction.

This study aims to explore the interplay between these factors within the manufacturing sector. By examining how specific elements contribute to employee personality development and satisfaction, the research seeks to provide valuable insights for organizational leaders. Ultimately, understanding these dynamics can help companies create more effective strategies to foster a positive workplace culture, enhance employee well-being, and drive overall success in a competitive industry.

Literature Review

(Fernando, 2023) The paper focuses on investigating the impact of organizational culture on employees' commitment within the Sri Lankan banking sector. It explores how organizational control, employee engagement, teamwork, innovativeness, and organizational values influence employee commitment. Findings suggest that excessive control adversely affects commitment, while the other factors have positive impacts. The study emphasizes the importance of promoting innovation, reinforcing shared values, and fostering employee involvement to enhance commitment levels in the state banking sector of Sri Lanka.

(Chan, 2017) The paper titled "Manufacturing Employees' Big Five Personality Dimensions and Their Relationship to Job Satisfaction" explores the correlation between the Big Five personality dimensions (extraversion, openness, conscientiousness, neuroticism, and agreeableness) and job satisfaction among employees in the manufacturing industry. The study involved 106 randomly selected employees in the manufacturing industry in Muar, Johor who completed the Big Five personality questionnaire (NEO-FFI-3) and the Minnesota Satisfaction Scale (MSQ). The paper's literature review provides a comprehensive overview of the existing research regarding the influence of personality dimensions on job satisfaction. It offers insights into the multifaceted nature of this relationship and emphasizes the importance of investigating these dynamics in specific industry contexts.

(Christiansen, 2014) The objective of the paper titled "What Employees Dislike About Their Jobs: Relationship Between Personality-Based Fit and Work Satisfaction" is to examine the effects of congruence between personality traits and job task demands on job satisfaction. The study investigates how employees experience distress when required to perform tasks that are incongruent with their personality traits, and how this distress impacts their overall job satisfaction. The research aims to highlight the importance of personality-based job fit in influencing work attitudes and stress outcomes, focusing on the relationship between individual traits, task demands, distress levels, and job satisfaction.

Research Methodology

This study employs a descriptive analysis research design aimed at exploring the relationship between employee personality traits and job satisfaction, as well as the impact of various factors on these variables. The target population consists of middle-level management employees within the manufacturing MSME (Micro, Small, and Medium Enterprises) sector in Vadodara City, Gujarat. Utilizing a non-probability convenience sampling method, a sample size of 100 employees was selected to gather relevant data. Data collection was conducted through a structured questionnaire designed to assess both personality traits and levels of job satisfaction.

The primary objective of this research is to investigate how specific personality traits relate to job satisfaction and to identify the key factors influencing these variables. To analyze the collected data, SPSS software will be used as the statistical tool, enabling a comprehensive examination of the relationships and correlations within the data set. This approach aims to provide valuable insights that can inform organizational strategies aimed at enhancing employee well-being and overall productivity in the manufacturing sector.

Cronbach's alpha - reliability test

Cronbach's Alpha (α) is the most common metric used for measuring the internal consistency or reliability of the data. In this study the reliability of the data was assessed using Cronbach's alpha across various Personality traits and Job Satisfaction of Employees with the help of the Mediating variable Emotional Stability in MSMEs of Vadodara District of Gujarat State. The below table shows the overall and independent variables Cronbach's Alpha (α) of the data. The overall alpha is 0.971 and alpha of Job satisfaction is 0.950, which indicates excellent internal consistency and accuracy of the data. The study also

reveals that the internal consistency of each and every individual variable is very good with Cronbach's alpha of each variable more than 0.80 and even the Mediating variable is having acceptable internal consistency.

Variables	No of Items	Cronbach's Alpha (α)	Indication
Overall	86	0.971	Excellent Reliability
Extraversion	8	0.851	Very Good Reliability
Agreeableness	9	0.872	Very Good Reliability
Openness to Experience	10	0.872	Very Good Reliability
Neuroticism	8	0.814	Very Good Reliability
Conscientiousness	9	0.852	Very Good Reliability
Emotional Stability	6	0.657	Acceptable Reliability
Job Satisfaction	36	0.950	Excellent Reliability

Table 1: Cronbach's alpha - Reliability Test

Correlation Analysis

The below table shows the results of Pearson correlation analysis between five personality traits (Agreeableness, Conscientiousness, Extraversion, Neuroticism, Openness) and Job Satisfaction for a sample of 210 respondents of MSMEs in Gujarat. It measures the strength and direction of the linear relationship between the variables.

		Agreeableness	Conscientiousness	Extraversion	Neuroticism	Openness	Job Satisfaction
Job Satisfaction	Pearson Correlation	.590	.625	.606	.698	.676	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	210	210	210	210	210	210

. Correlation is significant at the 0.01 level (2-tailed).

Table 2 : Correlation

The study shows that each personality trait is significantly correlated with Job Satisfaction. The positive coefficients indicate that higher levels of Agreeableness, Conscientiousness, Extraversion, Neuroticism and Openness are associated with greater job satisfaction. There exists strongest positive correlations with Neuroticism ($r = .698$) and Openness ($r = .676$) followed by Conscientiousness. Since the P value i.e., 0.000 is less than the table value i.e., 0.01 at 99% level of significance the Null hypothesis is rejected and Alternate hypothesis is accepted. Hence the correlations of all variables have significant association at the 0.01 level, So we can confidently conclude that the Personality traits are closely associated to job satisfaction.

Regression Analysis

Table 3: Regression Model Summary^b									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.717 ^a	.514	.502	.421	.514	43.213	5	204	.000

a. Predictors: (Constant), Openness, Extraversion, Agreeableness, Neuroticism, Conscientiousness
b. Dependent Variable: Job Satisfaction

The above Regression Model Summary table presents the results of a multiple regression analysis where the independent variables (predictors) are Openness, Extraversion, Agreeableness, Neuroticism, and Conscientiousness and the dependent variable is Job Satisfaction.

As the model has a strong overall correlation ($R = .717$) between the personality traits and job satisfaction, indicating a strong linear relationship. The model explains 51.4% of the variance in job satisfaction, meaning that about half of the differences in job satisfaction can be explained by these five personality traits. After adjusting for the number of predictors, the model explains 50.2% of the variance, which indicates that the model is still highly predictive even after accounting for the number of variables. Standard Error of the Estimate is .421, this is the average error between the predicted job satisfaction values and the actual values, with a value of 0.421. The F-statistic of 43.213 with a p-value $< .001$ indicates that the regression model is statistically significant. In other words, the combination of personality traits significantly predicts job satisfaction.

Anova

Table 4 : ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	38.349	5	7.670	43.213	.000 ^b
	Residual	36.208	204	.177		
	Total	74.557	209			
a. Dependent Variable: Job Satisfaction						
b. Predictors: (Constant), Openness, Extraversion, Agreeableness, Neuroticism, Conscientiousness						

This ANOVA table (Analysis of Variance) is part of a multiple regression analysis that examines the relationship between the five personality traits (Openness, Extraversion, Agreeableness, Neuroticism, and Conscientiousness) and Job Satisfaction. The ANOVA results show that the regression model is significant ($p < .001$), meaning that the five personality traits together explain a significant portion of the variance in job satisfaction. The high F-value (43.213) supports the conclusion that the model performs better than would be expected by chance. Therefore, personality traits like Openness, Extraversion, Agreeableness, Neuroticism, and Conscientiousness are important predictors of job satisfaction.

Figure: 1 - Histogram

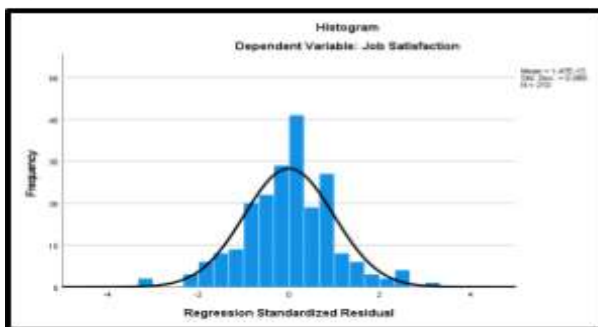
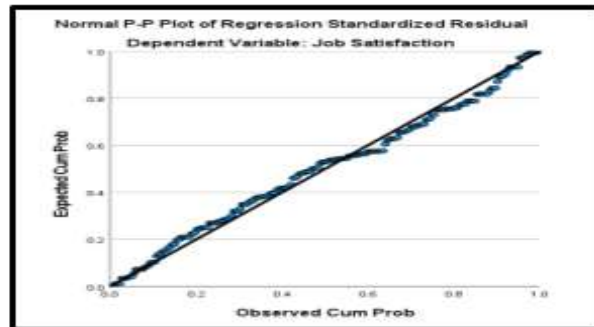


Figure: 2 – Normal P-P Plot



From the above figure 1 Histogram and Figure 2 Normal P-P Plot it is clear that the data is Normally Distributed though there is slight deviation is there that is negligible.

Table 4: Coefficients				
Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.

		B	Std. Error	Beta		
1	(Constant)	1.282	.177		7.224	.000
	Agreeableness	.033	.118	.037	.281	.779
	Conscientiousness	-.010	.123	-.011	-.080	.936
	Extraversion	.149	.099	.176	1.510	.133
	Neuroticism	.285	.113	.329	2.520	.013
	Openness	.202	.105	.242	1.934	.055

From the above table it is clear that the $B = 1.282$, $p < .001$, this is the intercept, meaning that when all personality traits are 0, job satisfaction would be 1.282. It is statistically significant ($p < .001$). If we consider the individual influence of each trait the personality traits Neuroticism is the only significant predictor of Job Satisfaction, with a positive relationship. Openness is nearly significant and also positively related to Job Satisfaction. Agreeableness, Conscientiousness, and Extraversion do not have significant effects on Job Satisfaction in this model.

Factor Analysis

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.883
Bartlett's Test of Sphericity	Approx. Chi-Square	7182.977
	df	946
	Sig.	.000

KMO = 0.854 suggests that the dataset is well-suited for factor analysis. Bartlett's Test is significant ($p < 0.001$), confirming that there are meaningful relationships between the variables, making factor analysis appropriate for this dataset.

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	17.486	39.741	39.741	17.486	39.741	39.741	8.08	18.364	18.364
2	4.225	9.603	49.344	4.225	9.603	49.344	5.441	12.365	30.729
3	1.749	3.975	53.319	1.749	3.975	53.319	5.312	12.072	42.801
4	1.528	3.472	56.791	1.528	3.472	56.791	3.848	8.746	51.547
5	1.38	3.137	59.928	1.38	3.137	59.928	3.688	8.381	59.928
6	1.236	2.808	62.736	83.76	114.51	145.26	176.01	206.76	237.51
7	1.153	2.62	65.356	87.246	119.3475	151.449	183.5505	215.652	247.7535
8	1.098	2.496	67.852	65.1	83.1954	101.2908	119.3862	137.4816	155.577
9	1.027	2.334	70.186	66.853	85.3395	103.826	122.3125	140.799	159.2855
10	0.969	2.202	72.387	68.488	87.3274	106.1668	125.0062	143.8456	162.685
11	0.861	1.958	74.345	99.20	135.947333	172.6893333	209.431	246.1733333	282.9153333

12	0.774	1.76	76.106	101.5453	139.2113333	176.8773333	214.543	252.2093333	289.8753333
13	0.736	1.672	77.778	103.77	142.2916667	180.8126667	219.3336	257.8546667	296.3756667
14	0.724	1.646	79.424	105.964	145.3146667	184.6646667	224.014	263.3646667	302.7146667
15	0.667	1.516	80.94	107.98	148.1171667	188.2536667	228.390	268.5266667	308.6631667
16	0.593	1.349	82.288	109.77	150.6191667	191.4666667	232.314	273.1616667	314.0091667
17	0.579	1.316	83.605	111.526	153.039	194.552	236.065	277.578	319.091
18	0.557	1.265	84.87	113.2103	155.3668333	197.5233333	239.6798	281.8363333	323.9928333
19	0.52	1.183	86.053	114.785	157.5515	200.318	243.0845	285.851	328.6175
20	0.501	1.139	87.191	116.300	159.6453333	202.9903333	246.3353	289.6803333	333.0253333
21	0.479	1.089	88.28	117.7503	161.6508333	205.5513333	249.4518	293.3523333	337.2528333
22	0.433	0.984	89.264	119.058	163.4735	207.889	252.3045	296.72	341.1355
23	0.427	0.969	90.233	120.349	165.252	210.155	255.058	299.961	344.864
24	0.394	0.895	91.128	121.5396	166.9066667	212.2736667	257.6406	303.0076667	348.3746667
25	0.37	0.84	91.968	122.657	168.4563333	214.2553333	260.054	305.8533333	351.6523333
26	0.355	0.806	92.774	123.7306	169.9401667	216.1496667	262.3591	308.5686667	354.7781667
27	0.311	0.708	93.482	124.6713	171.2568333	217.8423333	264.4278	311.0133333	357.5988333
28	0.298	0.676	94.159	125.572	172.5025	219.433	266.3635	313.294	360.2245
29	0.292	0.664	94.822	126.456	173.721	220.986	268.251	315.516	362.781
30	0.275	0.625	95.447	127.2876	174.8736667	222.4596667	270.0456	317.6316667	365.2176667
31	0.246	0.559	96.006	128.0303	175.9103333	223.7903333	271.6703	319.5503333	367.4303333
32	0.229	0.52	96.526	128.722	176.8705	225.019	273.1675	321.316	369.4645
33	0.191	0.435	96.961	129.299	177.684	226.069	274.454	322.839	371.224
34	0.188	0.427	97.388	129.8676	178.4676667	227.0676667	275.6676	324.2676667	372.8676667
35	0.171	0.388	97.777	130.3846	179.1876667	227.9906667	276.7936	325.5966667	374.3996667
36	0.168	0.381	98.158	130.8923	179.8873333	228.8823333	277.8773	326.8723333	375.8673333
37	0.161	0.367	98.525	131.3816	180.5636667	229.7456667	278.9276	328.1096667	377.2916667
38	0.139	0.316	98.841	131.8066	181.1516667	230.5026667	279.8536	329.2046667	378.5556667
39	0.109	0.249	99.09	132.1303	181.6208333	231.1113333	280.6018	330.0923333	379.5828333
40	0.103	0.235	99.325	132.443	182.054	231.665	281.276	330.887	380.498
41	0.082	0.186	99.51	132.6873	182.4013333	232.1153333	281.8293	331.5433333	381.2573333
42	0.078	0.178	99.689	132.926	182.7315	232.537	282.3425	332.148	381.9535

43	0.069	0.156	99.844	133.1313 3	183.018833 3	232.9063333	282.7938 3	332.6813333	382.5688333
44	0.069	0.156	100	133.3393 3	183.304833 3	233.2703333	283.2358 3	333.2013333	383.1668333
Extraction Method: Principal Component Analysis.									

I tend to be lazy. (R)	.787				
Table 7 : Rotated Component Matrix^a					
I am easily distracted. (R)					
I tend to be disorganized. (R)	.758				
I am depressed and blue.	.740	-	-	-	-
I tend to start quarrels with others. (R)	.715	-	-	-	-
I get nervous easily.	.672	-	-	-	-
I tend to find fault with others. (R)	.660	-	-	-	-
I worry a lot.	.659	-	-	-	-
I can be somewhat careless. (R)	.642	-	-	-	-
I am sometimes rude to others. (R)	.640	-	-	-	-
I can be tense & worry a lot.	.634	-	-	-	-
I can be moody.	.569	-	-	-	-
I can be cold and isolated. (R)	.528	-	-	-	-
I am advanced in art, music and literature.	.502	-	-	-	-
I am sometimes shy and inhibited. (R)	-	-	-	-	-
I tend to be quiet.(R)	-	-	-	-	-
I am outgoing and sociable.	-	.708	-	-	-
I have a forgiving nature	-	.625	-	-	-
I carry out my job thoroughly.	-	.614	-	-	-
I am a reliable worker.	-	.578	-	-	-
I am helpful and unselfish with others.	-	.542	-	-	-
I am talkative	-	.523	-	-	-
I am full of energy	-	.520	.516	-	-
I value artistic experiences.	-	.515	-	-	-
I prefer work that is routine. (R)	-	-	-	-	-
I like to cooperate with others.	-	-	.691	-	-
I am generally trusting.	-	-	.676	-	-
I am considerate and kind to almost everyone.	-	-	.667	-	-
I am emotionally stable and not easily upset. (R)	-	-	.627	-	-
I remain calm in tense situation. (R)	-	-	.550	-	-
I make plans and follow through with them.	-	-	-	-	-
I am passionate and spirited.	-	-	-	-	-
I have an active imagination.	-	-	-	.651	-
I am inventive.	-	-	-	.625	-
I see myself as someone who is reserved.(R)	-	-	-	.567	-

I have an assertive personality.	-	-	-	.542	-
I am creative and a deep thinker.	-	-	-	.535	-
I am relaxed and can handle stress well.(R)	-	-	-	-	-
I like to reflect and play with ideas.	-	-	-	-	-
I have few artistic interests. (R)	-	-	-	-	.710
I am curious about many things.	-	-	-	-	.561
I always come up with new ideas.	-	-	-	-	.522
I do things efficiently.	-	-	-	-	.510
I persevere until the task is finished	-	-	-	-	.506
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.					
a. Rotation converged in 25 iterations.					

The above Rotated Component Matrix table presents the factor loadings of items on different components (or factors) after Principal Component Analysis (PCA) with Varimax Rotation. The goal of this analysis is to group variables (survey items) into underlying factors, helping to identify clusters of related traits. The rotated component matrix shows that the 44 items in the survey are clustered into five distinct factors,

Component 1: Likely represents Neuroticism

Component 2: Associated with Extraversion.

Component 3: Relates to Agreeableness.

Component 4: Linked to Openness to Experience.

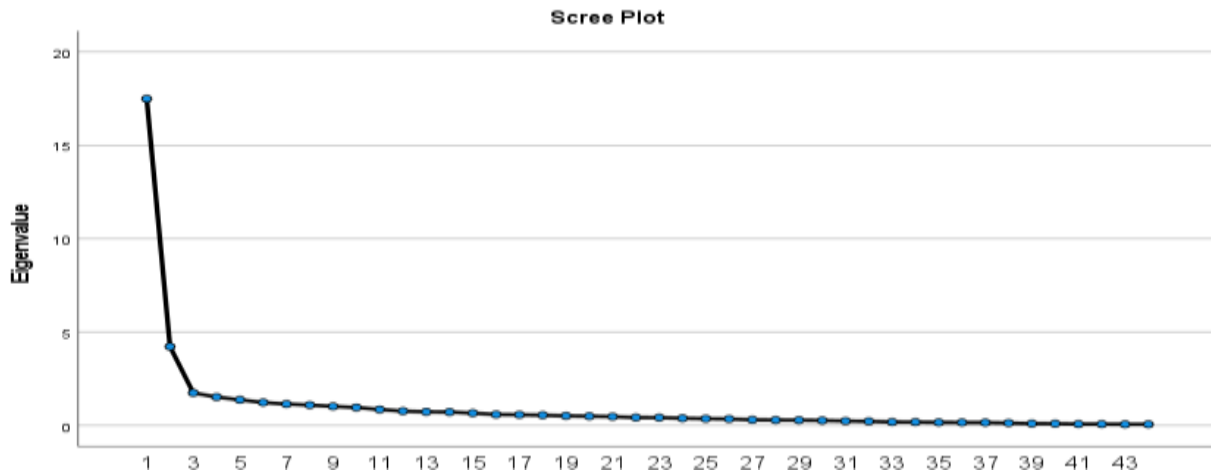
Component 5: relates to aspects of Conscientiousness, particularly in creativity and new ideas.

The analysis successfully groups items into components that capture different dimensions of personality, making it easier to understand how these items relate to broader personality traits

RESULTS AND DISCUSSION

This study explores the relationship between personality traits and job satisfaction among employees in Micro, Small, and Medium Enterprises (MSMEs) in Vadodara. Job satisfaction is a critical factor influencing employee performance and organizational success. Our research highlights how specific personality traits, particularly those outlined in the Big Five model, correlate positively with job satisfaction levels among employees. The methodology involved surveying a representative sample of MSME employees, utilizing established scales to measure both personality traits and job satisfaction, analyzed through correlation methods. The results indicate significant positive correlations, suggesting that traits such as extraversion and emotional stability are strong predictors of higher job satisfaction. Despite these findings, the research identifies several gaps in the existing literature. Notably, there is a scarcity of studies focusing specifically on the MSME sector in Vadodara. Additionally, previous research has often overlooked moderating factors like work environment and organizational culture, which could influence the relationship between personality traits and job satisfaction. Future research should aim to address these gaps by investigating these factors and considering longitudinal approaches to assess changes over time.

Based on our findings, we recommend that MSMEs implement personality assessments during hiring to align employee roles with their traits, thereby enhancing job satisfaction. Furthermore, training programs tailored to different personality types could foster a more satisfying work environment.



Future Implementation

To enhance employee job satisfaction in MSMEs in Vadodara, several actionable steps can be undertaken based on the findings of this study. First, MSMEs should incorporate personality assessments into their recruitment processes. This approach would help identify candidates whose personality traits align with the demands of specific roles, ensuring better job fit and, consequently, higher satisfaction levels.

Additionally, tailored training and development programs can be implemented to cater to different personality types. For instance, employees with high extraversion might benefit from collaborative projects and team-building activities, while those with high conscientiousness could thrive in roles with structured tasks and clear goals. Creating an environment that recognizes and leverages these differences can significantly boost job satisfaction.

Furthermore, it is essential to foster a supportive organizational culture that encourages open communication and feedback. Implementing regular check-ins and satisfaction surveys can help management stay attuned to employee needs and address any issues promptly. This proactive approach can cultivate a positive work environment that enhances overall job satisfaction.

Finally, MSMEs should consider the integration of wellness programs that support emotional stability and resilience. Workshops focusing on stress management, emotional intelligence, and work-life balance can equip employees with tools to navigate workplace challenges, thereby improving their overall job satisfaction.

By adopting these strategies, MSMEs in Vadodara can create a more fulfilling work environment that not only enhances employee satisfaction but also drives organizational success.

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