

## Relationship between Personality Traits and Job Satisfaction of Police Officers in Punjab, Pakistan

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### Abstract

*The present study investigated the correlation between personality traits and job satisfaction of police officers in Punjab, Pakistan. The sample consisted of 300 senior police officers. The sample was further divided on the basis of gender differences. The sample was selected from Punjab, Pakistan. Survey research method was used for data collection. Neo-Five Factor Inventory (NEO-FFI) was used for measuring the personality traits and job satisfaction was measured by Job Satisfaction Survey (JSS) scale. Results found that there is a negative correlation between personality traits, neuroticism, openness to experience and job satisfaction, while extraversion, agreeableness and conscientiousness are positively correlated with job satisfaction.*

**Keywords:** personality traits, job satisfaction

### Introduction

Personality is the set of mental abilities and frameworks inside the person that are made and moderately continuing and that affect his cooperation with, and adjustments to, the intra psychic, physical and social circumstances (Larsen & Buss, 2005). Funder (2004) defines personality as a singular's trademark example of thought, emotions, and behavior, together with the psychological components –concealed or not – behind those patterns. The personality of each of us grows through the years shows a persistent method for managing life challenges, a certain style of identifying with other individuals. One individual is reliant and another is testing and forceful, another is shy and avoid social contact and still another is concerned more with appearance and supporting his or her weak feeling of self than with relating truly and on a significant level with others (Davison, Neal, & Kring, 2003). Gordon All port characterized personality as "the dynamic association within the person of those psychophysical frameworks that focus his trademark conduct and thought". He likewise said "a trait is a neuro psychic structure being able to render numerous stimuli practically identical, and to start and aide equal (seriously steady) indications of versatile and expressive conduct" (All port, 1961).

Job satisfaction is the error between individuals' desires and needs related to the job, and what is truly offered to them. Job satisfaction is essential for workers as well as for the accomplishment of the organization (Lim, 2008) on the grounds that if a worker is not satisfied with his occupation, then loyalty level with the organization will be low and job dissatisfaction or lack of faithfulness to the organization, may search for other jobs. Job satisfaction is vital for physical and mental prosperity of employees. Psychologists in the field of industry directed an exhibit of studies on industry laborers trying to study worker's conduct at job and to focus the degree of job satisfaction. Subsequently, the discoveries from these studies delivered information applicable to particular job elements and to the employee's impression of these components. Within organizations is that this variable impacts employee's attitude toward their task and satisfaction of a job.

Specialists hold that job satisfaction is higher when personality and job are in understanding, not really, when employees get to be disappointed and their disappointment involves negative impacts and results to any organization. Therefore, job satisfaction is of exceptional importance in its own place, the purpose behind which is apparent (Ghazi & Shahzada, 2012).

### ***Problem Statement***

Police job is considered most challenging job in Pakistan because they have to face the threat of terrorism and conflicting demands from both public and administration. This demanding job requires specific personality attributes to handle specific working situations. Police officers are depending on their personality characteristics to react during stressful job situations. Personality plays an important role for adaptive responses of police officers. To manage highly stressful and challenging job situations, personality is an essential weapon for police officers. In this study personality of police officers was an important factor that was investigated due to its capability to influence the job satisfaction of police officers. Personality is one of the forerunners of job satisfaction. However, the degree of the relationship has not been examined completely in the context of police officers in Pakistan. Therefore, the aim of this study was to explore personality traits of police officers and the relationship of personality traits with job satisfaction of police officers in Pakistan. This study expanded the knowledge on personality of police officers in Punjab, Pakistan and psychology study in Pakistan.

### ***Research Questions***

- To what extent personality traits (Neuroticism, Extraversion, Openness to experience, Agreeableness, and Conscientiousness) relate to the job satisfaction of police officers?

### ***Research Hypotheses***

- H1: Neuroticism would be negatively correlated with job satisfaction.
- H2: Extraversion would be positively correlated with job satisfaction.
- H3: Openness would be positively correlated with job satisfaction.
- H4: Agreeableness would be positively correlated with job satisfaction.
- H5: Conscientiousness would be positively correlated with job satisfaction.

### ***Literature Review***

Perception, the work evaluation and environment of the individual is affected by his personality. The continuous interaction between an individual's environment and other individuals in the environment shape his behavior. The environment of the individual affects his personality, in turn this environment is affected by the personality of the person. In other words a conforming link of the personality characteristics with the work is vital element that affects the job satisfaction. It is shown by the researches on the relationship of the personality structures of employees and job satisfaction that employees with flexible, intent and bold personalities have higher job satisfaction and those workers who are unrealistic when selecting their goals, inefficient, unable to handle the work related problems and have rigid personality structures have job dissatisfaction (Jackson, 2006; Loveland, et al., 2005).

The relationship between personality traits and both job satisfaction and career satisfaction gained recognition in recent years. A meta-analysis of 163 samples was performed by Judge, Heller, and Mount (2002). It was concluded that continuous predictors of job satisfaction were Neuroticism and Extraversion and personality traits explained 17% variation in job satisfaction. Also, Lansbury, Love land, Sandstorm, Gibson, Drost, and Hamrick (2003) with a sample of nearly 6000 individuals going through career transition, found that some personality traits of a person have relationship with career satisfaction.

Many researchers believe that a correlation exists between personality characteristics and job satisfaction (Hoppock, 1935; Judge, Locke, & Durham, 1997). Evidence exists about effects of personality on job satisfaction. In particular, the role of neuroticism and extraversion is important in job satisfaction (Tokar & Subich, 1997). The other three of the Big Five personality measurements have got less consideration and their impacts on job satisfaction are in general indistinct (Tokar, Fisher, & Subich, 1998). Police work involves a persistent relationship between contradictory goals (Lipsky, 1980). These contradictory goals of police work are protection of the property of civilians and grasp property as proof, or maintain law and order through the application of power.

The contradiction in police goals confuses efforts to give officers leadership on the best way to perform their employments.. A study on police officers was conducted by Mire (2005). He studied 235 sworn police officers of the Lafayette, Louisiana Police Department and found that neuroticism and extraversion were both significantly correlated to perceived levels of job satisfaction. Another research on police officers was done by When Ho (2006). The correlation between job stress, personality traits, and organizational commitment among police officers was scanned. A negative impact of job stress on officer's health was detected, thus resulting in low job satisfaction.

In a meta-analytic review Judge, Heller and Mount (2002) suggested that the five-factor model is a productive premise for investigating the natural source of job satisfaction. Especially, the traits of Neuroticism, Extraversion, and Conscientiousness displayed a moderate relationship with job satisfaction. Several researchers have brought up the relationship between the big five personality components and job satisfaction. Beginning examination showed that a positive correlation of conscientiousness, extraversion, and agreeableness with job satisfaction, while a negative correlation of neuroticism with job satisfaction. There was a negligible effect of openness to experience on job satisfaction. According to Judge, Heller, & Mount (2002) personality factors have most obvious connections to job satisfaction with extraversion have positive correlation with job satisfaction and neuroticism being negatively associated.

### ***Research Design***

This is a descriptive quantitative study that investigates the impact of personality traits, gender and occupational stress on job satisfaction among police officers in Punjab, Pakistan. A large number of participants are involved in quantitative research that help a researcher in generalization of results. Survey research design, methodology was used to collect quantitative data. It is a helpful method to utilize when researchers look to gather information rapidly and financially, study attitudes and assessments and review geologically scattered people (Creswell, 2003).

### ***Population and Sample***

The population of the study includes the senior police officers in Punjab, Pakistan. Police department in Pakistan has a large network with many police stations covering all districts of Punjab. In this study Punjab province was selected because this is a major province of Pakistan and has large population as compared to other provinces. To conduct the survey, a sample of 300 senior police officers was selected from Punjab, Pakistan.

### ***Research Instruments***

To gather data for the study, the research instruments were used are Demographic survey, Neo five factor inventory (NEO-FFI) and job satisfaction scale (JSS). The demographic survey sheet was created by researcher to collect information about name, gender, rank, age, educational qualification, marital status and duration of work experience.

### ***Results and Discussion***

Statistical package for social sciences (SPSS) was used for testing the hypothesis. Pearson moment correlation coefficient was used to assess the correlation among variables.

- H1: Neuroticism would be negatively correlated with job satisfaction.

In order to test this hypothesis, Pearson correlation was used. The results from the table showed that significance level was less than 0.01 ( $p < 0.01$ ). This hypothesis that there is a negative correlation between neuroticism and job satisfaction, is accepted as  $r = -.218$ ,  $p < 0.01$ . So, it led to the conclusion that the less neuroticism there was, the more satisfied the police officers were towards their job. The results confirm the findings of Connolly and Viswesvaran (2000). They concluded that individuals high in neuroticism are vulnerable to get affected by poor activities. They generally tend to show off tendencies like, worry, anger, melancholy, without problems willing to pressure, no longer able to control impulses.) asserted that neuroticism, which is a primary input of negative affectivity, badly influences job satisfaction.

- H2: Extraversion would be positively correlated with job satisfaction.

Pearson correlation was utilized to investigate this hypothesis in order to study the relationship between extraversion and job satisfaction. The results showed that extraversion has a positive correlation with job satisfaction as correlation coefficient was considered significant at the 0.01 level and  $r = .101$ . This hypothesis is accepted. People that are excessive on this trait tend to exhibit positive experiences in social situations (Hayesa & Joseph, 2002).

- H3: Openness would be positively correlated with job satisfaction.

In order to study the relationship between openness to experience and job satisfaction Pearson correlation was used. The results showed that this hypothesis is rejected. Openness has a negative correlation with job satisfaction. Correlation coefficient was considered significant at the  $p < 0.05$  level and  $r = -.119$ . This finding contradicted by previous research where researchers found that openness to experience was positively associated with job satisfaction (Cohrs et al., 2006).

- H4: Agreeableness would be positively correlated with job satisfaction.

Pearson correlation was utilized to test this hypothesis. It was found that there is a significant positive relationship between agreeableness and job satisfaction as  $r = .180$ ,  $p < 0.01$ . this hypothesis is accepted. A previous study conducted by Khan and Ijaz (2015) showed a relationship between agreeableness and job satisfaction.

- H5: Conscientiousness would be positively correlated with job satisfaction.

By Pearson correlation analysis, it was found that this hypothesis is accepted. Conscientiousness has a positive correlation with job satisfaction and correlation coefficient was considered significant at the  $p < 0.01$  level and  $r = .205$ . The results are consistent with previous research of Levy & Lounsbury (2010), as they concluded a noteworthy association of conscientiousness and job satisfaction.

**Table 1: Summary of correlation coefficient of variables**

|                   | JSS     | neuroticism | extraversion | openness | agreeableness | conscientiousness |
|-------------------|---------|-------------|--------------|----------|---------------|-------------------|
| JSS               | 1       |             |              |          |               |                   |
| neuroticism       | -.218** | 1           |              |          |               |                   |
| extraversion      | .101    | -.328**     | 1            |          |               |                   |
| openness          | -.119*  | .161**      | -.007        | 1        |               |                   |
| agreeableness     | .180**  | -.487**     | .283**       | .053     | 1             |                   |
| conscientiousness | .205**  | -.609**     | .474**       | -.110    | .409**        | 1                 |

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

\* . Correlation is significant at the 0.05 level (2-tailed).

### **Conclusion**

The first objective of the study was to investigate the correlation of personality traits (Neuroticism, Extraversion, Openness to experience, Agreeableness, Conscientiousness) with job satisfaction of police officers in Punjab, Pakistan. This study found a positive correlation of extraversion, agreeableness and conscientiousness with job satisfaction, while a negative correlation of neuroticism and openness to experience with job satisfaction was concluded.

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