

**THE STUDY OF PERSONALITY TRAITS, JOB INVOLVEMENT AND  
JOB SATISFACTION OF THE CIVIL SERVICE EMPLOYEE OF NEPAL**

**A Dissertation**

**Submitted for the Award of the Ph. D. degree of  
PACIFIC ACADEMY OF HIGHER EDUCATION AND  
RESEARCH UNIVERSITY**

**BY**

**Khagendra Prasad Subedi**

**Under the Supervision of**

**Dr. Murari Prasad Regmi**

**Professor**

**And**

**Co - Supervision of**

**Dr. Ajay Kumar Chaudhary**



**FACULTY OF SOCIAL SCIENCE & HUMANITIES  
PACIFIC ACADEMY OF HIGHER EDUCATION AND RESEARCH UNIVERSITY  
Udaipur, India  
Year of submission 2015**

# DECLARATION

I **Mr.Khagendra Prasad Subedi** Son of **Dilli Ram Subedi** resident of **Damak-19, Jhapa, Nepal** hereby declare that the research work incorporated in the present thesis entitled “**The Study of Personality Traits, Job Involvement and Job Satisfaction of The Civil Service Employee of Nepal**” is my own work and is original. This work (in part or in full) has not been submitted to any University for the award of a Degree or a Diploma. I have properly acknowledged the material collected from secondary sources wherever required. I solely own the responsibility for the originality of the entire content.

**Date:** Oct-6, 2015

Signature of the Candidate

## CERTIFICATE

It gives me immense pleasure in certifying that the thesis entitled“

**The Study of Personality Traits, Job Involvement and Job Satisfaction of The Civil Service Employee of Nepal** and submitted by **Khagendra Prasad Subedi** is based on the work research carried out under my guidance. He has completed the following requirements as per Ph.D. regulations of the University;

- (i) Course work as per the university rules.
- (ii) Residential requirements of the university.
- (iii) Regularly submitted Half Yearly Progress Report.
- (iv) Published/accepted minimum of two research paper in a referred research journal. I recommend the submission of thesis.

**Date:** Oct-6, 2015

**Prof. Dr. Murari Prasad Regmi**

**Name and Designation of  
Supervisor**

## **COPYRIGHT**

I, **Khagendra Prasad Subedi** , hearby declare that the Pacific

Academy of Higher Education and Research University Udaipur, Rajasthan shall have the rights to preserve, use and disseminate this dissertation/thesis entitled **The Study of Personality Traits, Job Involvement and Job Satisfaction of The Civil Service Employee of Nepal** in print or electronic format for academic / research purpose.

Date: Oct-6, 2015

Signature of the Candidate

Place: Kathmandu, Nepal

## **PREFACE**

In Nepal, government service is delivered by the civil service employees. Civil service is given high priority by Nepalese youth as the platform of getting job and career development in general because of it is secure and valued by Nepalese Society.

Somehow good governance depends on these civil service employees but stake holders /costumers do not seem to praise them for their services, so this situation aroused curiosity in me to know about the status of civil employees' job satisfaction level, Job involvement level and the type of personality traits they possess. So I took the initiation for this study and Prof. M.P. Regmi inspired me to pursue Ph.D degree in this topic and motivated to carry out study in this area. I searched many universities through internet and finally came to know about the Pacific University in Udaipur, India and made contact with Prof Hemant Kothari, Dean P.G. studies who took me seriously and gave me hope that became a key source of success for my research study.

I collected two standardized tools from National Psychological Corporation, Agra, India, and one International Personality Inventory Pool (IPIP) from website of public open domain.

I collected data of three hundred participant employees' from five development region of fifteen districts of civil service that covered the mountain, hill and Terai area of Nepal.

I used SPSS 16 version for analysis of the data I think tests were useful to find out the status of Nepalese civil service employees level of job involvement, Job satisfaction and their personality traits. The study showed that civil service personnel's expressed low level of job satisfaction regarding salary and facilities they are getting. In other sectors also they did not show high level satisfaction but just crossed the low level or just achieved the average level of satisfaction and job involvement. This study opened up an opportunity to answer why civil employees' couldn't achieve high level of job involvement and job satisfaction by carrying out further research.

## **ACKNOWLEDGEMENTS**

First of all, I would like to express my sincere gratitude to my supervisor Prof. Dr. Murari Prasad Regmi, Department of Psychiatry and Mental Health Teaching Hospital, Kathmandu, Nepal; and co-supervisor Associate Professor Dr. Ajay Kumar Chaudhary, Department of Psychology, Government Meera Girls' College, Rajasthan, Udaipur India for their useful comments, remarks and continuous support to my PhD dissertation. I am also equally thankful to their time, motivation, and immense knowledge. Their guidance immensely helped complete this dissertation.

I am also grateful to Prof. Dr. Hemant Kothari, Dean PG Study, Pacific University, Rajasthan. He inspired and helped me to join PhD at this university. I am also very grateful to Dr. Madhu Nidhi Tiwari, former honorable member of Public Service Commission, Nepal and expert of Public Administration who provided me with his invaluable time and suggestions throughout the research. His inspiration eventually made me get achieve my goal.

I am grateful to my senior officers Dr. Nirajan Prasad Upadhyay, Former Chief Psychologist, Public Service Commission, Nepal and Mr. Ashok Kumar Jha, Honorable Member, Public Service Commission, Nepal.

I give special thanks to Under-Secretaries Mr. Krishna G.C., Mr. Sarman Lal Shakya, PSC Nepal and the computer operators Mr. Prakash Timalina, and Ms. Sunita Roka. Similarly, I would like to thank Mr. Sanjesh Shrestha, Lecturer, Department of Psychology, Trivhuwan University, Nepal; Mr. Badri Prasad Pokharel, Lecturer, Central Department of English, TU, Nepal; and Kristie Drucca, PhD candidate, Deakin University, Australia who helped me more to proceed my thesis in various stages. I would like to express my sincere thanks to all government officials of Nepal who gave me their valuable time as respondents. It is a fact that without their precious support it would not be possible to conduct this research.

I am also indebted to Mr. Maheswor Paudel, Lecturer, Central Department of English, TU, Nepal, for rigorously editing this dissertation. His labour in amending grammar and syntax of my work is commendable.

I am grateful to those scholars who have written books and research papers that I have used in my literature review, references and study. I am really grateful to Lewis R. Goldberg, Oregon Research Institute, for developing **International Personality Item Pool (IPIP)** standardized questionnaire and providing access through website for all in the public domain. Furthermore, I thank the developer of **Job Involvement Scale**, Professor Santosh Dhar, Director Upinder Dhar, Prestige Inst. of Management; and Research, Indore, India; and Associate Professor D.K.Srivastava, National Institute of Industrial Engineering, Mumbai. I also thank developer of **Asha Job satisfaction Scale**, Professor Asha Hingar; Dr. Uma Mittal, University of Rajasthan, Dr. Vinita Mathur, Amity University, Rajasthan; and Ms. Mansi Parnami, Department of Psychology, International College for Girls, Jaipur, India, who developed the standardized questionnaires that I utilized in my data collection for my dissertation in the Nepali context.

Finally, I would like to thank my beloved wife Mrs. Sangita Subedi Ghimire, my lovely daughters Sadiksha and Sushiksha , my brothers Rudra, Dr. Kamal, and Dr. Ghanashyam, sisters. I also thank my father-in-law Mr.Narendra Ghimire and mother-in-law Mrs. Manju Ghimire for supporting me emotionally throughout writing this thesis.

Khagendra Prasad Subedi

## **ABSTRACT**

Nepal, the nation of Mt Everest, is well-known all over the globe for its ethnic, cultural, linguistic, social, geographical and ecological variations. There is the reflection of the variations as such on the employees in Nepal. Many researchers have analysed job satisfaction and job involvement in relation to personality. Both of these aspects make an impact on the personality characteristics of the employees. Hence, the current research chiefly aims at analysing the characteristics of personality traits and also the degree of job involvement and job satisfaction of the civil service employees of Nepal. The objective of the study is to expand the comprehension pertaining to the degree of job satisfaction of the personnel employed in the civil service in Nepal. For those employed in the government service, it is work contentment that has a robust and direct effect on the quality of services provided to the citizens. Thus, it is crucial for the government to identify the aspects that ascertain the job contentment to ensure that the government to successfully implement the contemporary policies that can retain the employees and also draw the attention of others to the profession. Furthermore, the employees' personality needs to be considered to successfully tackle the issues that the employees themselves may lift.

This study employed the positivist research paradigm. The sample population for the current study included a total of 300 officials belonging to civil service group in five development regions of Nepal. The researcher conducted the study with standardized questionnaires containing closed-ended statements. The research design adapted in this study was descriptive in nature. The purposive sampling technique was executed. Following were the primary and secondary objectives of this research:

The primary objective of this study was to investigate about the personality traits, job involvement and job satisfaction level of the civil service employees of Nepal. Based on the data, it can be stated that the male respondents were more than females and respondents above forty years were more than those below forty. Among the respondents the graduates were more than the undergraduates.



In order to find out the Big Five personality traits, job satisfaction level and job involvement of the civil service employees of Nepal, the descriptive statistics in the form of arithmetic means, Pearson's 'r' and standard deviations were computed by using SPSS version 16. F ratio and model of summary were also computed.

In all the personality traits (Extraversion, Agreeableness, Conscientiousness, Emotional stability and Intellect), mean scores of the group of the younger (below 40 years) excelled and the non-gazetted employees' mean scores were higher than that of the group of the elder (above 40 years) gazetted employees. In terms of job satisfaction, score of civil service employees showed low level of satisfaction only in the first dimension (salary and facilities) and in all other four dimensions the scores were at the average level. The gazetted employees were comparatively lesser satisfied in their job than the non-gazetted class employees. In other four dimensions, the non-gazetted employees excelled the gazetted employees in supervision, promotion, work opportunities and human relations.

Similarly, data showed that job involvement level of civil service employees was average for gazetted and non-gazetted employees. Both the groups showed similar tendencies in job involvement.

The hypotheses tested in this research are as follows:

**Hypothesis 1** - High Extravert employees will excel in job satisfaction.

It was concluded that employees with high extraversion exhibited high job satisfaction. The research finding reaches the conclusion similar to that of the studies of Smitkrai (2007) and Naeem et al. (2011).

**Hypothesis 2** - High Neurotic employees will be low in job satisfaction.

This hypothesis refuted the claim that the high neurotic employees will be low in job satisfaction. Thus, the civil service employees who were neurotics were satisfied with their jobs.

**Hypothesis 3** - Employees higher on openness will exhibit high job involvement.

The result showed that employees with higher score on openness did not exhibit greater job involvement. Thus our study showed similarity with that of Eswaran, Islam and Yusuf (2011).

**Hypothesis 4** - Employees with High Agreeableness will exhibit high job involvement.

The result showed that employees with high agreeableness did not exhibit the high job involvement. Our result inferred quite opposite to that of Mount and Barrick (1991).

**Hypothesis 5** - Employees with High Conscientiousness will exhibit high job involvement.

In sum, this result showed that employees with high conscientiousness exhibited the high job involvement. Thus our study showed similarity with the study of Anderson and Burch (2004).

**Hypothesis 6** - There is no significant relation between Big Five personality traits and job involvement.

The null hypothesis as well as research hypothesis was rejected. This means there was relationship between Big Five personality traits and job involvement. Similar is our result compared to that of Eswaran, Islam and Yusuf (2011).

**Hypothesis 7** - There is no significant relation between Big Five personality traits and job satisfaction.

The null hypothesis and research hypothesis was rejected. This result showed that there was relationship between Big Five personality traits and job satisfaction. Our result showed similar result in extraversion and emotional stability with that of Tesdimir, Asghar and Saeed (2012) and Furnham et al. (2002).

**Hypothesis 8** - Employees of high job involvement will show high job satisfaction

The null hypothesis was accepted and research hypothesis is not retained. This showed job involvement and job satisfaction are not related. Our study showed similar result to that of Nwibere (2014).

It was observed that all the Big Five factors of IPIP had significant and positive correlations with each other.

It was also showed that extraversion, conscientiousness and emotional stability factors of IPIP had significant and positive correlations with the job involvement; and agreeableness and intellect factors of IPIP had positive but insignificant correlation with the job involvement.

It was also observed that except emotional stability factor of IPIP, all other factors had significant and positive correlation with the job satisfaction.

It was also found that job involvement had negative ( $r=-.014$ ) correlation value and non-significant relation with the job satisfaction.

The total mean item inter-correlations of international personality item pool (IPIP) was 0.28 and total Cronbach's Alpha 0.82 was computed (Table 49). In Nepali context, the mean item inter-correlation was .28 and the Goldberg (1992) mean scale Big Five domain mean was .31. Similarly, Cronbach's Alphas were found to be .82 and .90. The result showed similarities in Cronbach's Alpha.

All future studies should be depth-oriented and modified to identify the actual factors impacting the job satisfaction and job involvement. It is also recommended that the scope of future studies like the gender difference in personality traits need to be extended to ensure that they also include the perspective of the government and Nepali residents who actually interact with the civil employees as civil service is an authentic service industry that has been playing a crucial role in the service arena. Also, future research studies could also be extended to other segments including other public sectors like the employees of public enterprises, army and police personnel, school teachers, medical doctors, judicial officials, etc. and the private sector employees for the welfare of people suitable to accelerate the overall development of Nepal.

**Key words:**

Personality traits, Job involvement, Job satisfaction, Model summary, Gazzeted and non-Gazzeted, Civil Service Employee, Openness, Extraversion, Intellect, Neuroticism, Conscientiousness, Agreeableness.

DECLARATION .....	ii
CERTIFICATE.....	iii
COPYRIGHT.....	iv
PREFACE.....	v
ACKNOWLEDGEMENTS .....	vi
ABSTRACT.....	viii