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## Chapter 1: Introduction

### 1.1 Background of the Study:

Nepal, currently known as the Federal Democratic Republic, is a landlocked sovereign nation located in South Asia. With an area of 147,181 square kilometers (56,827 sq. miles) and having a population 26,49,4,504 (about 2 million absentee workers living abroad), Nepal is the world's 93rd largest by land mass and the 41st most populous country. Nepal is a country similar to Greece in area. It is located in the Himalayas and bordered to the north by the People's Republic of China, and to the south, east, and west by the Republic of India. Kathmandu is the nation's capital and the country's largest metropolis. Kathmandu Valley itself has estimated population of 5 million.

Nepal has a rich geography. The mountainous north has eight of the world's ten tallest mountains, including the highest point on Earth, Mount Everest, (*Sagarmatha* in Nepali). It contains more than 240 peaks over 20,000 ft. (6,096 m) above sea level. The fertile and humid south is heavily urbanised. Hinduism is practiced by about 81% of the Nepalese -making it the country with the highest percentage of Hindu followers. Buddhism, though a minority faith in the country, is linked historically with Nepal.

Before the major political parties reached the 12-point agreement on November 22, 2005, ending the decade-long Maoist insurgency and then first abolishing the monarchy and then establishing the federal multi-party representative democratic republic, Nepal was divided among into dozen small kingdoms before the then king Prithvi Narayan Shah unified them to a single unified state as early as 1768 AD. Jung Bahadur Rana came to power in 1816 AD after the Kot massacre, and started the family tradition of on ruling a hereditary basis, at that time there were no any rule the selection of personnel, who were in his surroundings. They were selected in low class basis on job (Subedi, 2012). The members of Rana families held the top posts in administration according to seniority. The other higher officials were recruited from a few noble families called *bharadars*. All appointments were made by the prime minister directly. The formal qualification prescribed for entering Government service was char pass ('char pass' meant schooling in four courses: Nepalese accounting system, Hand writing, Arithmetic and Nepali language skills).

However, loyalty to Ranas was considered the primary requirement. To show their loyalty to Ranas, non-Rana job aspirants had to visit Ranas' palaces, especially the commander-in-chief's residence every day. This practice was called *chakari*. When Ranas were pleased with the loyalty and devotion of a job aspirant, he was presented in front of the prime minister. While making the appointment, the Prime Minister used to decide the rank and the post taking into consideration of the candidates family background (Tiwari, 1984).

All Government officials, except Ranas, were appointed for a one-year term. Each year, there was a ceremony known as Pazani. At that ceremony the Prime Minister would announce the fate of all officials; it could be in the continuation for another year, promotion to the higher post, distribution of other rewards or dismissal from the service. Loyalty to Ranas was the obvious basis for such decisions. The officials had to continue *chakari* or flattery throughout their life (Tiwari, 1984). After the end of the 104-year Rana autocracy, the Interim Government of Nepal Act (1951) introduced the principle of competitions. Article 67(1) of the Act lay down that appointments to the civil service would be made only through competitive examinations.

Nepal belongs to Asia pacific region and a country where there are more than 125 castes/ethnic groups and also people speaking more than 90 languages. Nepal is one of the multifaceted countries with respect to social structure that involves multi-religious, multi-ethnic and multi-linguistic societies. The civil service according to Nepalese constitution comprises all employees of the government except army and police personnel. The employees of public enterprises and local government bodies are do not fall whether scope of the civil service. The civil service is considered as the core competence of public services because on the basis of professional competency it provides the ministries (the political bosses) with various alternating policy decisions. Once the decision is taken the employees monitor and supervise the implementation of the government decisions. From BS 2019 (AD 1962) without recommendation of public service commission government could not appoint any personnel (Malhotra, 1970). When government demanded the personnel to the public service commission, the commission had selected the candidates by screening or interview. At first from 1957 AD (BS 2014) public service



commission started the written examination and interview for the post of block development officer (Singh, BS 2059). From 1967 (BS 2024), the commission had established the psychology section and it started the objective questions examination system for non-gazetted class four to class two. It started the development of intelligence quotient (I.Q.) tests, curriculum, and group planning and group discussion, for several classes of civil servant (Subedi, 2012). From 2001 (BS 2058) for the Gazetted class third, commission changed or replaced I.Q. by abstract reasoning test, numerical reasoning test and verbal reasoning test. Psychological test were introduced for non-gazetted class 2nd from 2010 and non-gazetted class 1st from 2011. Overall, Public Service Commission (PSC) is applying written examination, interview, practical examination, group discussion, and psychological test.

In Nepal, PSC was established in 1951 A.D. The Civil Service Act of 1956 provides solid legal base made civil service as a formalized professional body. The act classified all the civil employees first into two major categories: gazetted (Officer level) and non-gazetted (Non-Officer level). The gazetted employees are those dealing with policies matters, e.g. formulating and supervising its implementation. As per Act of 1991, the categories of gazetted employees comprised of various functional groups called services which include judicial, administrative, education, engineering, agriculture, health, forest and miscellaneous categories. The gazetted posts were also vertically classified into ranks called classes I, II and III. Apart from these, non-gazetted services were also classified into classes. The history of modern civil service is relatively shorter. The foundation of modern civil service in Nepal was laid down after the democracy in 1951 A.D. Administrative experts from India helped to build some basic structure of civil service in Nepal. Nepal was re-structured into thirty-five administrative districts and also 150 blocks in order to deliver services. For the first time, Nepali employees (men/women) were selected from the urban rural settlement. After 1990, all the employees of civil service were recruited by the public service commission through open competitive examination. The public service commission must be consulted in all functions concerning laws which are related to the civil services such as, departmental punishment, transfer, promotion or appointment. Nijamati Kitab Khana (Department of Civil Personnel

Records), 2014 (Sept.) data shows that gazetted personnel (24%) and non-gazetted (76%) personnel. They were about eighty thousand in total.

In this research we are concerned with major three components- they are personality (traits), job involvement and job satisfaction. They are as follows:

### **1.2 Personality: Concept, Models and Theories**

The word personality originates from the Latin *persona*, which means "mask," indicating that early theorists regarded the personality as the outward expression of the internal nature of human beings. Personality can also be distinguished from the related concept of temperament, which is the aspect of personality concerned specifically with emotional dispositions and reactions, or the mood pattern of a person. In psychology, personality is a collection of emotional thought, and behavioral patterns unique to a person that is consistent over time. The idea that we can understand ourselves and others by categorizing the ways in which we experience, respond, and behave toward the physical and social world has a long tradition. With the advent of psychology as an academic discipline, theories of personality and techniques for measuring personality characteristics and individual differences developed significantly. No single model has been able to describe the totality of human personality. The inherent complexity of human nature and the infinite diversity among individuals may indeed preclude such a possibility. Even so, those who work to advance our understanding of ourselves and others enable us to build bridges and overcome barriers between people with different personalities. Understanding and appreciating our differences allows us to become one human family, where each person can fulfil his or her own potential and contribute to the whole, each individual's unique nature. Personality embraces moods, attitudes, and opinions and is most clearly expressed in interactions between and among humans. It includes behavioral characteristics, both inherent and acquired, that distinguish one person from another and that can be observed in people's relations to the environment and to the social group (Philips S. Holtzman (n. d.)).

#### **Brief Historical Background of Personality Theories:**

Greek philosopher and physician Hippocrates recorded the first known personality model, basing his four "types" on the amount of body fluids, or "humors," an individual possessed. Greek physician Galen expounded upon Hippocrates' theory

based on the four basic body fluids (humors): blood, phlegm, black bile and yellow bile. According to their relative predominance in an individual, they would produce, respectively, temperaments designated sanguine (warm, pleasant), phlegmatic (slow-moving, apathetic), melancholic (depressed, sad), and choleric (quick to react, hot-tempered).

German philosopher Immanuel Kant popularized these ideas by organizing the constructs along the two axes of feelings and activity.

The advent of the field of psychology led to more formalized categories and tests. Wilhelm Wundt proposed that the four temperaments fall along the axes of changeability and emotionality. As the field of psychology grew and matured, both the theoretical models of personality and the methods designed to assess personality differences have made significant advances.

### **Different models of personality:**

Modern personality models may generally be broken into three types: factorial models, typologies and circumflexes.

**Factorial models** posit that there are dimensions along which human personality differs. The main purpose of a personality model is thus to define the dimensions of personality. The statistical technique of factor analysis is a primary tool of theorists composing factorial models. Such models arise directly from a classical individual differences approach to the study of human personality. The "Big Five" model is the best-known example of this type of theory at present.

**Typologies or type models** arise naturally from some theories that posit "types" of people. For example, astrological signs represented a well-known, prescientific typological model. Typological models posit a relatively small number of modal types and possibly some interaction between the types. The Jungian typology implemented in the MBTI (Myers Briggs Type Indicator) represents the typology approach.

**Circumflex models** may resemble factorial or type models, but further specify a relationship between the different types or factors. Typically, some types or factors are more related than others and can be presented on a polygon. Correlations of personality scores should resemble a simplex form, where opposing types have low

correlation and close types have a high correlation. John L. Holland's RIASEC or "Holland Codes" is a typical example of this type of theory.

### **Personality theories:**

There are several theoretical perspectives on personality in psychology, which involve different ideas about the relationship between personality and other psychological constructs, as well as different theories about the way personality develops. Most theories can be grouped into one of the following classes:

#### **a) Behavioral-genetic theories (includes the trait theories):**

This school of thought was initiated by B. F. Skinner. According to these theories, people's behavior is formed by processes such as operant conditioning. Some psychologists take a biological view of personality and research temperaments in children and heritability in adult twins, hoping to find the genes underlying temperament. Individual differences in temperaments or manner of reacting to the environment emerge early in life and are an influence in later personality development.

**Trait theories:** According to the DSM Five (Diagnostic and Statistical Manual) of the American Psychiatric Association, personality traits are prominent aspects of personality that are exhibited in a wide range of important social and personal contexts. In other words, persons have certain characteristics which partly determine their behavior. According to the theory, a friendly person is likely to act in a friendly fashion in any situation because of the traits in his personality. The most common models of traits incorporate four or five broad dimensions or factors. The least controversial dimension, observed as far back as the ancient Greeks, is extroversion vs. introversion (outgoing and physical-stimulation- oriented vs. quiet and physical-stimulation-averse). Gordon Allport delineated different kinds of traits, which he also called dispositions. Central traits are basic to an individual's personality, while secondary traits are more peripheral. Common traits are those recognized within a culture and thus may vary from culture to culture. Cardinal traits are those by which an individual may be strongly recognized.

In 1936, Gordon Allport and H. S. Odbert hypothesized that those individual differences that are most salient and socially relevant in people's lives will eventually become encoded into their language; the more important such a

difference, the more likely is it to become expressed as a single word. This statement became known as the "Lexical Hypothesis." Allport and Odbert had worked through two of the most comprehensive dictionaries of the English language available at the time, and extracted 18,000 personality-describing words. From this gigantic list they extracted 4,500 personality-describing adjectives which they considered to describe observable and relatively permanent traits.

Cattell (1946) went on to construct the 16 Personality Factors (16PF) questionnaire, which remains in use by universities and businesses for research, personnel selection and the like. Although subsequent research has failed to replicate his results, and it has been shown that he retained too many factors, the current 16PF takes these findings into account and is considered to be a very good test. In 1963, W.T. Norman replicated Cattell's work and suggested that five factors would be sufficient. The changing zeitgeist made the publication of personality research difficult. Social psychologists argued that behavior is not stable, but varies with context, so that predicting behavior by personality test was impossible. They further argued that character, or personality, is something humans impose on people in order to maintain an illusion of consistency in the world. Furthermore, Walter Mischel in his 1968 book *Psychological Assessment* asserted that personality tests could not predict behavior with a correlation of more than 0.3.

Around 1980, three developments brought personality research into the modern era: personal computers, statistical aggregation, and the "Big Five Factors." Before the advent of personal computers, psychologists wishing to conduct large scale statistical analysis needed to rent access to a mainframe. However, once personal computers become widely available, they could do this work on their desktops. Therefore anybody could easily re-examine the Allport-Odbert list. The question remained as to why they would do so, given that it had seemingly already been established that personality was an illusion. It was argued that personality psychologists had considered behavior from the wrong perspective. Instead of trying to predict single instances of behavior, which was unreliable, it was thought that researchers should try to predict patterns of behavior. As a result correlations soared from .3 to .8 and it seemed that "personality" did in fact exist. Social psychologists still argue that we impose consistency on the world, but with

statistical aggregation it could be shown that there was in fact more consistency than was once thought.

**The Big Five Factors:** In 1981, at a symposium in Honolulu, four prominent researchers (Lewis Goldberg, Naomi Takamoto-Chock, Andrew Comrey, and John M. Digman) reviewed the available personality tests of the day, and decided that most of the tests which held any promise seemed to measure a subset of five common factors, just as Norman had discovered in 1963. Following the discovery of the convergence of the Lexical Hypothesis with the findings of theoretical research, a model was developed which states that personality can be described in terms of five aggregate-level trait descriptors. Although many personality researchers have built their own models, when they talk to each other they usually translate their model into the one proposed by Norman in 1963.

Following are the descriptions of the five factors were adapted from the writings of John A. Johnson.

**Extroversion** (also sometimes "Extraversion") is marked by pronounced engagement with the external world. Extroverts enjoy being with people, are full of energy, and often experience positive emotions. They tend to be enthusiastic, action-oriented, individuals who are likely to say "Yes!" or "Let's go!" to opportunities for excitement. In groups they like to talk, assert themselves, and draw attention to themselves. Introverts lack the exuberance, energy, and activity levels of extroverts. They tend to be quiet, low-key, deliberate, and disengaged from the social world. Their lack of social involvement should not be interpreted as shyness or depression; the introvert simply needs less stimulation than an extrovert and prefers to be alone.

**Agreeableness** reflects individual differences in concern with cooperation and social harmony. Agreeable individuals' value getting along with others. They are therefore considerate, friendly, generous, helpful, and willing to compromise their interests with others'. Agreeable people also have an optimistic view of human nature. They believe people are basically honest, decent, and trustworthy. Disagreeable individuals place self-interest above getting along with others. They are generally unconcerned with others' well-being, and therefore are unlikely to extend themselves for other people. Sometimes their skepticism about others'

motives causes them to be suspicious, unfriendly, and uncooperative. Agreeableness is obviously advantageous for attaining and maintaining popularity. Agreeable people are better liked than disagreeable people. On the other hand, agreeableness is not useful in situations that require tough or absolute objective decisions. Disagreeable people can make excellent scientists, critics, or soldiers.

**Conscientiousness** concerns the way in which we control, regulate, and direct our impulses. Impulses are not inherently bad; occasionally time constraints require a snap decision, and acting on our first impulse can be an effective response. Also, in times of play rather than work, acting spontaneously and impulsively can be fun. Impulsive individuals can be seen by others as colorful, fun-to-be-with, and zany. Conscientiousness includes the factor known as Need for Achievement. The benefits of high conscientiousness are obvious. Conscientious individuals avoid trouble and achieve high levels of success through purposeful planning and persistence. They are also positively regarded by others as intelligent and reliable. On the negative side, they can be compulsive perfectionists and workaholics. Furthermore, extremely conscientious individuals might be regarded as stuffy and boring. Unconscientious people may be criticized for their unreliability, lack of ambition, and failure to stay within the lines, but they will experience many short-lived pleasures and they will never be called stuffy.

**Neuroticism** refers to the tendency to experience negative feelings. Those who score high on Neuroticism may experience primarily one specific negative feeling such as anxiety, anger, or depression, but are likely to experience several of these emotions. People high in Neuroticism are emotionally reactive. At the other end of the scale, individuals who score low in Neuroticism are less easily upset and are less emotionally reactive. They tend to be calm, emotionally stable, and free from persistent negative feelings. Freedom from negative feelings does not mean that low scorers experience a lot of positive feelings; frequency of positive emotions is a component of the Extroversion domain.

**Openness to Experience** describes a dimension of cognitive style that distinguishes imaginative, creative people from down-to-earth, conventional people. Open people are intellectually curious, appreciative of art, and sensitive to beauty. They tend to be, compared to closed people, more aware of their feelings.

They tend to think and act in individualistic and nonconforming ways. People with low scores on openness to experience tend to have narrow, common interests. They prefer the plain, straightforward, and obvious over the complex, ambiguous, and subtle. They may regard the arts and sciences with suspicion, regarding these endeavors as abstruse or of no practical use. Closed people prefer familiarity over novelty; they are conservative and resistant to change. Openness is often presented as healthier or more mature by psychologists, who are often themselves open to experience. However, open and closed styles of thinking are useful in different environments. The intellectual style of the open person may serve a professor well, but research has shown that closed thinking is related to superior job performance in police work, sales, and a number of service occupations.

One of the most significant advances of the five factor model was the establishment of a taxonomy that demonstrates order in a previously scattered and disorganized field. For example, as an extremely heterogeneous collection of traits, research had found that "personality" (i.e., any of a large number of hypothesized personality traits) was not predictive of important criteria. However, using the five-factor model as a taxonomy to group the vast numbers of unlike personality traits, meta-analysis of previous research by Barrick and Mount showed that there were many significant correlations between the personality traits of the five-factor model and job performance in many jobs. Their strongest finding was that Conscientiousness was predictive of performance in all the job families studied. This makes perfect sense, insofar as it is very difficult to imagine any job where, all other things equal, being high in Conscientiousness is not an advantage. Ever since the 1990s, when the consensus of psychologists gradually came to support the Big Five, there has been a growing body of research surrounding these personality traits. The existence of each one has been verified by cross-cultural research demonstrating that they exist in individuals outside of Western nations, and all show an influence from both heredity and environment (in roughly equal proportion). A person's ratings on the five factors has been found to change with time, with Agreeableness and Conscientiousness increasing, while Extroversion, Neuroticism, and Openness generally decrease as a person ages. Sexes show differences in Big Five scores across cultures, with women scoring higher in both the Agreeableness and



Neuroticism domains. The mere fact that sex differences have been found does not by itself demonstrate that the sexes are innately different in personality. Relationships have also been discovered between Geert Hofstede's cultural factors (Individualism, Power Distance, Masculinity, and Uncertainty Avoidance) and the average Big Five scores in a country. For instance, the degree to which a country values individualism correlates with its average Extroversion, while people living in cultures which are accepting of large inequalities in their power structures tend to score somewhat higher on Conscientiousness.

In psychology, the Big Five personality traits are five broad domains or dimensions of personality that are used to describe human personality, the five-factor model (Costa, & McCrae, 1992). The five factors are Openness, Conscientiousness, Extraversion, Agreeableness, and Neuroticism. Acronyms commonly used to refer to the five traits collectively are OCEAN, NEOAC, or CANOE. Beneath each global factor, a cluster of correlated and more specific primary factors are found; for example, extraversion includes such related qualities as gregariousness, assertiveness, excitement seeking, warmth, activity, and positive emotions (Matthews, and Whiteman, 2003). The Big Five model is able to account for different traits in personality without overlapping. Empirical research has shown that the Big Five personality traits show consistency in interviews, self-descriptions and observations. Moreover, this five-factor structure seems to be found across a wide range of participants of different ages and of different cultures (Schacter, Gilbert, Wegner; 2011). A summary of the factors of the Big Five and their constituent traits, such that they form the acronym OCEAN (Atkinson et al; 2000).

**Openness to experience:** (inventive/curious vs. consistent/cautious)- Appreciation for art, emotion, adventure, unusual ideas, curiosity, and variety of experience. Openness reflects the degree of intellectual curiosity, creativity and a preference for novelty and variety a person has. It is also described as the extent to which a person is imaginative or independent, and depicts a personal preference for a variety of activities over a strict routine. Some disagreement remains about how to interpret the openness factor, which is sometimes called "intellect" rather than openness to experience.

**Conscientiousness:** (efficient/organized vs. easy-going/careless) - A tendency to be organized and dependable, show self-discipline, act dutifully, aim for achievement, and prefer planned rather than spontaneous behavior.

**Extraversion:** (outgoing/energetic vs. solitary/reserved)- Energy, positive emotions, surgency, assertiveness, sociability and the tendency to seek stimulation in the company of others, and talkativeness.

**Agreeableness:** (friendly/compassionate vs. analytical/detached)- A tendency to be compassionate and cooperative rather than suspicious and antagonistic towards others. It is also a measure of one's trusting and helpful nature, and whether a person is generally well tempered or not.

**Neuroticism:** (sensitive/nervous vs. secure/confident)- The tendency to experience unpleasant emotions easily, such as anger, anxiety, depression, and vulnerability. Neuroticism also refers to the degree of emotional stability and impulse control and is sometimes referred to by its low pole, "emotional stability".

The Big Five Model was defined by several independent sets of researchers (Digman, J. M., 1990). These researchers began by studying known personality traits and then factor-analyzing hundreds of measures of these traits (in self-report and questionnaire data, peer ratings, and objective measures from experimental settings) in order to find the underlying factors of personality. The Big Five personality traits was the model to comprehend the relationship between personality and academic behaviours (Poropat, A. E. 2009). The initial model was advanced by Ernest Tupes and Raymond Christal in 1961, but failed to reach an academic audience until the 1980s. In 1990, J.M. Digman advanced his five-factor model of personality, which Lewis Goldberg extended to the highest level of organization (Goldberg, L. R. (1993). These five overarching domains have been found to contain and subsume most known personality traits and are assumed to represent the basic structure behind all personality traits (O'Connor, Brian;2002). These five factors provide a rich conceptual framework for integrating all the research findings and theory in personality psychology. At least four sets of researchers have worked independently for decades on this problem and have identified generally the same five factors: Tupes and Cristal were first, followed by Goldberg at the Oregon Research Institute, Cattell at the University of Illinois, and

Costa and McCrae at the National Institutes of Health. These four sets of researchers used somewhat different methods in finding the five traits, and thus each set of five factors has somewhat different names and definitions. However, all have been found to be highly inter-correlated and factor-analytically aligned. (International Personality Item Pool; 2001) Studies indicate that the Big Five traits are not nearly as powerful in predicting and explaining actual behavior as are the more numerous Facet or primary traits (Mershon, Gorsuch; 1988). Each of the Big Five personality traits contains two separate, but correlated, aspects reflecting a level of personality below the broad domains but above the many facet scales that are also part of the Big Five. The aspects are labeled as follows: Volatility and Withdrawal for Neuroticism; Enthusiasm and Assertiveness for Extroversion; Intellect and Openness for Openness/Intellect; Industriousness and Orderliness for Conscientiousness; and Compassion and Politeness for Agreeableness (DeYoung, C. G., Quilty, L. C., and Peterson, J. B; 2007).

**b) Social-cognitive theories:**

In cognitivist behavior is explained as guided by cognitions (e.g., expectations) about the world, and especially those about other people. Albert Bandura, a social learning theorist suggested that the forces of memory and emotions worked in conjunction with environmental influences. Social-cognitive theorists emphasize the situation the person is in and the person's expectations, habits, and belief system. This approach claims that the environment, cognitions, and a person's behavior all have an influence on each other in a complex pattern called reciprocal determinism, which shapes one's distinctive personality.

A significant personality trait that illustrates reciprocal determinism is "self-efficacy," a sense of one's ability to achieve results and reach goals even in the face of overwhelming obstacles, having experiences in mastering new skills and overcoming obstacles, having successful and competent role models in one's life receiving feedback and encouragement from others self-awareness and management of one's inner state (thoughts and emotions).

Another example of how reciprocal determinism shapes personality is called "locus of control." This is the degree to which people believe they have control over their lives. One's expectations of success or failure, control over events, or lack of

control, may create a self-fulfilling prophecy; one's expectations can actually lead to behaviour that makes the expectation occur. Typically people with an internal locus of control believe they are responsible for what happens in their lives and that they control their own destiny. Those with an external locus of control tend to believe that the control is outside of them - luck, fate, or other people control their life circumstances. Julian Rotter developed an Internal/External Scale which has been used in research extensively. He has stated that an internal locus of control typically emerges at a very young age, but can change depending on later life experiences in society and one's perceptions of their life experiences.

**c) Cultural theories:**

Many qualities that are treated as personality traits are actually influenced by one's culture. For example, in "cultures of honor" men are more likely to react aggressively to restore their sense of honor than are men from other cultures. In "individualistic cultures" people define themselves in different terms than those in "collectivist cultures," as they see their "selves" as more stable cross-situational. Work by Geert Hofstede in over 64 countries has demonstrated that there are national and regional cultural groupings that affect the behavior of organizations, and that are very persistent across time. He identified five dimensions of culture in his study of national influences:

- Power Distance,
- Individualism,
- Masculinity versus Femininity,
- Uncertainty Avoidance, and
- Long-term versus Short-term Orientation

Hofstede's research revealed that country scores on the five dimensions were statistically correlated with a multitude of other data about the countries, pointing to some of the roots of cultural differences. In general, Nepal is a collectivistic country.

**d) Psychoanalytic theories:**

Psychoanalytic theories, based on the work of explain human behavior in terms of interaction between the various components of personality. Freud drew on the physics (thermodynamics) of his day to coin the term psychodynamics: based on

the popular ideas of conversion of heat into mechanical energy and vice versa, he proposed the conversion of psychic energy into behavior. He broke the human personality down to three significant components: the id, ego, and super ego. According to Freud, personality is shaped by the interactions of these three components. Psychoanalytic theories have been the source of subjective tests of personality called projective tests (including the Rorschach Inkblot Test). These are considered useful for therapy, but are considered to have poor reliability and validity and therefore not used in legal or employment settings.

**Jungian typology:** Carl Jung taught that the personality includes many archetypes, including the shadow, the anima and the animus. This is based on his theory that all people share a collective unconscious that consists of universal memories and images, which he called archetypes. Being inspired by Carl Jung, during World War II, Isabel Briggs Myers and her mother Katharine Cook Briggs delineated personality types by constructing the Myers-Briggs Type Indicator (MBTI). This model was later further elaborated on by David Keirsey. The model begins by accepting Extroversion vs. Introversion as basic, and adding an additional three dimensions:

Extroversion vs. Introversion (preferring the external world of events and people versus finding meaning within one's own thoughts and feelings)

Intuition vs. Sensing (trust in conceptual/abstract models of reality versus concrete sensory-oriented facts)

Thinking vs. Feeling (thinking as the prime-mover in decision-making vs. feelings as the prime-mover in decision-making)

Perceiving vs. Judging (desire to perceive events vs. desire to have things done so judgments can be made)

Although founded in the psychoanalytic approach stressing unconscious motives and memories, this personality typology has some aspects of a trait theory: it explains people's behavior in terms of opposite fixed characteristics. The intuition factor is considered the most basic, dividing people into "N" or "S" personality types. An "N" is further assumed to be guided by the thinking or Objectivation habit, or feelings, and be divided into "NT" (scientist, engineer) or "NF" (author, human-oriented leader) personality. An "S", by contrast, is assumed to be more

guided by the perception axis, and thus divided into "SP" (performer, craftsman, and artisan) and "SJ" (guardian, accountant, and bureaucrat) personality. These four are considered basic, with the other two factors in each case (including always extraversion) less important. Critics of this traditional view have observed that the types are quite strongly stereotyped by professions, and thus may arise more from the need to categorize people for purposes of guiding their career choice.

**e) Humanistic theories:**

This approach explores human potential and the strengths of the human being. Abraham Maslow, with his concept of peak experiences and self-actualization, and Carl Rogers, who stressed the importance of unconditional positive regard, were proponents of this view. In addition, Rollo May emphasized the search for meaning in life. While critics observe that these ideas are subjective and very difficult to measure, these theories add depth and balance to the study of personality, as well as foster a new appreciation of human resilience in the face of adversity.

**Personality tests and assessment:**

**Personality tests** aim to assess aspects of a person's character that remain stable across a variety of situations. Various approaches are taken to this type of assessment, based on the different theoretical models of personality and on various methodologies. Some tests involve long self-assessment questionnaires in which the subjects rate themselves on a series of attitudes or responses to situations. Others, known as projective tests, involve having people respond to ambiguous pictures, revealing their feelings and underlying needs or conflicts.

**Brain Research:** In 1990s, the role of Neuroscience entered the domain of personality psychology. Whereas previous efforts for identifying personality differences relied upon simple, direct, human observation, neuroscience introduced powerful analysis tools like Electroencephalography (EEG), Positron Emission Tomography (PET), and Functional Magnetic Resonance Imaging (fMRI) to this study.

Research in this area by Richard Davidson at the University of Wisconsin Madison, has focused on the role of the prefrontal cortex and amygdala in manifesting human personality. In particular, this research has looked at hemispheric asymmetry of

activity in these regions. A major focus of their research concerns individual differences in affective style: how and why individuals differ in how they respond to emotional challenges. Research on brain processes has provided substantial support for personality models involving the extroversion-introversion dimension, such as the model of personality. Research reported by Kahn and Radcliffe (2005) has identified 16 different ways in which people process information and their corresponding brain mechanisms.

### **1.3 Job Involvement: Concept and Theories**

Job involvement has been defined and described in a number of different ways by different scholars. Some of them are listed below:

It involves the internalization of values and importance of work in the life of an individual employee. It is manifested in the following ways in the response of an employee with high job involvement: the extent to which the employee's expectations about work are met; the way in which an employee expresses job involvement varies from person to person; feeling a high sense of duty; and avoiding being absent from work and feeling guilty about unfinished work (Lodahl & Kejner, 1965).

Job involvement refers to an employee's identification to his/her job in terms of the degree to which one is cognitively preoccupied with, engaged in, and concerned with the job in hand (Kanungo, 1982).

People with high job involvement focus most of their attention on their job (Hackett et al., 2001).

Job involvement refers to the extent to which individuals are preoccupied with and immersed in or absorbed by their work activity (Diendorff, Brown, Kamin & Lord, 2002).

Job involvement refers to the degree to which an employee psychologically relates to his or her job and the work performed therein (Cooper-Hakim & Visweswaran, 2005).

Individuals who identify most strongly with their jobs focus their thoughts on work and interpret more situations as opportunities to perform work role activities (Kreiner et al. (2006).

Job involvement refers to the extent to which individuals identified the importance of the job to their total self-image and self-esteem; Chughtai (2008).

Implicit in the foregoing definitions of job involvement are two basic principles, namely, (a) internalization of a positive work ethics that is reflected in a high sense of duty towards one's work; and (b) the job is so designed that it satisfies the intrinsic needs of the worker. When these two conditions are met, the worker is likely to identify himself with the job both cognitively and emotionally. The job performance of such workers contributes not only to the growth of the organization but also to the enhancement of their level of satisfaction, sense the pride, and self-esteem.

### **Job Involvement Theories:**

A conceptual model for understanding job involvement is dependent on the level of one's motivation; hence motivation theories are in the best position to explain job involvement.

**Hierarchy of Needs Theory:** Abraham Maslow hypothesized that within every individual there exists a hierarchy of five needs which include physiological, safety, social, esteem and self-actualization needs. Maslow separated the five needs into higher and lower order, physiological needs and safety needs were described as lower-order while social, esteem, and self-actualization were described as higher order needs. The differentiation between the two orders was made on the premise that higher- order needs are satisfied internally whereas lower order needs are predominately satisfied externally by those things like money, wages, union contracts and tenure. From the stand point of motivation, the theory would say that although no need is ever fully gratified, a sub sequentially gratified need no longer motivates. To motivate someone, you need to understand what level of the hierarchy that the person is currently on and focus on satisfying those needs at or above that level.

**Cognitive Evaluation Theory:** Historically motivation theorists have generally assumed that intrinsic motivations such as achievement, responsibility and competence are independent of extrinsic motivator like high pay, promotion, good supervisor relationship and pleasant working conditions. This is the stimulation of the will not affect the other. The cognitive theory suggests otherwise and argues



that when extrinsic rewards which are derived from individuals are reduced, in other words, when extrinsic rewards are given to someone for performing an interesting task; it causes intrinsic interest on the task itself to decline.

**Vroom's Expectancy Theory :** It argues that the strength of a tendency to act in a certain way depend on the strength of an expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the individual. It includes three variables or relationships. They are activeness, performance- reward linkage and effort-performance linkage.

Whether one has the desire to produce at any given time depend on one's particular goal and one's perception of the relative performance as a path to the attainment of these goals.

**Reinforcement Theory:** This is not purely a theory of motivation but it does provide a powerful means of analysis of what controls behaviour. Reinforcement theorists see behaviour as being environmentally caused. You need not to be concerned, they will argue with internal cognitive events, what controls behaviour are reinforcers, any consequences that when immediately followed by a response increases the probability that the behaviour will be repeated. Reinforcement is undoubtedly an important influence on behaviour. The behaviour you engage in at work and the amount of effort you allocate to each task are expected by the consequences that followed from your behaviour.

**Equity Theory:** This theory recognizes that individuals are concerned not only with the absolute amount of reward they receive for their efforts but also with the relationship of this amount to what others receive. They make judgment as to the relationship between their input and outcomes and the input outcomes of others. Based on the input such as efforts, experience, education and competence, one compares outcomes such as salary level, raises, recognitions and other factors. When people receive an imbalance in their outcomes- input ratio relative to others, tension is created. This tension provides the basis for motivation, as people strive for how they perceive as equity and fairness.

Job involvement is one of the factors influenced by the job satisfaction. Job involvement describes about the involvement of employee in a work after realizing the importance of a work. Job involvement also based on the attitude of employee

and their intention towards their career and also it depicts the level of satisfaction. Highly job involved employees make job as their part of their personal character. Hackett, Lapierre, & Hausdorf (2001) also have stated that employees with high job involvement focuses more on the job. Job involvement is the consequence of individual employee differences and work situations. Apart from these, highly motivated employees have stronger attitudes which reflect in high level of job involvement. Motivation is considered as one of the important variables in Human Resource Management (HRM) for the overall development of any organization and also it helps to achieve the desired goals in both the public and the private sector. In general, there are various forms of motivation which includes physiological, intrinsic, and extrinsic and achievement motivation. Apart from these, there are also some negative forms of motivation. Hoddell, Street and Wildblood (2002) have stated factors that influencing motivation may vary based on cultural identity, gender, and environmental factors. Psychological and socio demographic variables may also have capacity to affect the job involvement of the employees in various ways. Juárez & Contreras (2008) have stated that self-efficacy is also one of the factors that help employees to face various difficulties, challenges, and conditions in life. Self-efficacy determines the confidence level of the individual employee in order to overcome certain obstacles or challenges related to the job. Shih, Hsieh & Lin (2009) have stated that there is a positive correlation between job involvement and self-efficacy of the individuals.

#### **1.4 Job Satisfaction: Concept and Theories**

The concept of job satisfaction has been developed in many ways by many different researchers and practitioners. One of the most widely used definitions in organizational research is that of E. A. Locke (1976), who defines job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". Others have defined it as simply how content an individual is with his or her job; whether he or she likes the job or not (Spector, P.E., 1997). It is assessed at both the global level (whether or not the individual is satisfied with the job overall), or at the facet level (whether or not the individual is satisfied with different aspects of the job). Spector (1997) listed 14 common facets: Appreciation, Communication, Coworkers, Fringe benefits, Job conditions, Nature of the work,

Organization, Personal growth, Policies and procedures, Promotion opportunities, Recognition, Security, and Supervision.

Job satisfaction or employee satisfaction has been defined in many different ways. Some believe it is simply how content an individual is with his or her job, in other words, whether or not they like the job or individual aspects or facets of jobs, such as nature of work or supervision (Spector, P.E., 1997). Others believe it is not as simplistic as this definition suggests and instead that multidimensional responses to one's job are involved (Hulin, C. L., & Judge, T. A., 2003). Researchers have also noted that job satisfaction measures vary in the extent to which they measure feelings about the job i.e. affective job satisfaction (Thompson, E.R.; Phua F.T.T., 2012), or cognitions about the job i.e. cognitive job satisfaction (Moorman, R.H., 1993).

A more recent definition of the concept of job satisfaction is from C. L. Hulin and T. A. Judge (2003), who have noted that job satisfaction includes multidimensional responses to an individual's job, and that these personal responses have cognitive (evaluative), affective (or emotional), and behavioral components. Job satisfaction scales vary in the extent to which they assess the affective feelings about the job or the cognitive assessment of the job. Affective job satisfaction is a subjective construct representing an emotional feeling individuals have about their job. Hence, affective job satisfaction for individuals reflects the degree of pleasure or happiness their job in general induces. Cognitive job satisfaction is a more objective and logical evaluation of various facets of a job. Cognitive job satisfaction can be one-dimensional if it comprises evaluation of just one facet of a job, such as pay or maternity leave, or multidimensional if two or more facets of a job are simultaneously evaluated. Cognitive job satisfaction does not assess the degree of pleasure or happiness that arises from specific job facets, but rather gauges the extent to which those job facets are judged by the job holder to be satisfactory in comparison with objectives they themselves set or with other jobs. While cognitive job satisfaction might help to bring about affective job satisfaction, the two constructs are distinct, not necessarily directly related, and have different antecedents and consequences (Moorman, R. H., 1993).

Job satisfaction is a critical issue for every private and public organization and this is because the satisfied employees are commonly known for the good performance, whereas those dissatisfied are not. Shah and Jalees, (2004) Sattar et al., (2009) and Sattar et al. (2010) have stated that many factors come together in order to determine the job satisfaction of employees including the basic factor (work, supervision, pay, promotion, work environment and also co-workers), broader human, organizational and social contexts that constitutes totality of work environment and the demographic attributes of the employees. Job satisfaction has capacity to establish the health of private or public organizations because it has ability to affect the quality of its service. Crossman and Abou-Zaki (2003) have stated that job satisfaction is the positive emotional condition that stems from pleasure.

Job satisfaction is a general expression of workers' positive attitudes built up towards their jobs. Workers maintain an attitude towards their jobs as a result of diverse features of their job, social status that they have gained about their jobs and experiences in their job environment. This attitude can be also negative towards work. If the economic benefits, the social status, the job's own specific characteristics and the job expectation employees hoped are appropriate for employees' desires, there is job satisfaction. Positive attitudes of employees towards the whole business environment as a result their experiences of work environment are called job satisfaction.

Besides its answering the individual needs of physiology and security, if job also affects the person's feelings and values in positive way, then it can be said that there is a job satisfaction. As it is known, job satisfaction has been a subject to scientific researches with "Hawthorne" studies in 20th centuries. Job satisfaction is described as pleasurable or positive emotional state as a result of evaluation of the job or job experiences (Locke, E. A., 1990). Churchill, Ford & Walker (1974) describe the term of "job satisfaction" for salesmen as a state relating with being satisfied with the emotional devotion, conferment (rewarding), all characteristic features constituting the job environment and the job itself (Turner and Brown, 2004).

Job satisfaction can also be seen within the broader context of the range of issues which affect an individual's experience of work, or their Job satisfaction can be

understood in terms of its relationships with other key factors, such as general well-being, stress at work, control at work, home-work interface, and working conditions (Tomažević, N., Seljak, J., Aristovnik, A., 2014). A study title "Analysis of Factors Affecting Job Satisfaction of the Employees in Public and Private Sector" in India by Kumari, G., Joshi, G., and Pandey, K. M. in 2014 concluded that in India Employees tend to love their job if they get what they believe is an important attribute of a good job. Weightage factor of each such attribute based on exhaustive survey has been calculated. Region, sector and gender-wise study of job satisfaction has provided consistent picture with respect to distribution of data set analyzed showed that most of the employees in Indian industry are not satisfied with their job except for a few like male in commerce sector and female in education sector. Total job satisfaction level of males is found to be higher than that of females. Total job satisfaction level in manufacturing sector is found to be very low.

#### **Theories of Job satisfaction:**

Many models or theories are proposed by various researchers in order to measure the job satisfaction of the employees in the work environment. These models are summarized as follows:

**Affect theory:** The most famous model of job satisfaction is the affect theory and it was proposed by Edwin A Locke in 1976. The principle behind this model is the determination of satisfaction from the difference between what an employee wants and what he/she receives in a job. The main premise of this theory is that satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job. Further, the theory states that how much one values a given facet of work (e. g. the degree of autonomy in a position) moderates how satisfied/dissatisfied one becomes when expectations are/aren't met. When a person values a particular facet of a job, his satisfaction is more greatly impacted both positively (when expectations are met) and negatively (when expectations are not met), compared to one who does not value that facet. To illustrate, if Employee A values autonomy in the workplace and Employee B is indifferent about autonomy, then Employee A would be more satisfied in a position that offers a high degree of autonomy and less satisfied in a position with little or no autonomy compared to Employee B. This theory also states that too much of a particular facet

will produce stronger feelings of dissatisfaction the more a worker values that facet. The model also states that an employee has positive or negative impacts when he/she values the particular aspect of job.

**Dispositional approach:** The dispositional approach suggests that individuals vary in their tendency to be satisfied with their jobs. In other words, job satisfaction is to some extent an individual trait (Staw, B. M.; Bell, N. E.; Clausen, J. A.; 1986). This approach became a notable explanation of job satisfaction in light of evidence that job satisfaction tends to be stable over time and across careers and jobs (Staw, B.M.; Cohen-Charash, Y.; 2005). A significant model that narrowed the scope of the dispositional approach was the Core Self evaluations Model, proposed by Timothy A. Judge, Edwin A. Locke, and Cathy C. Durham in 1997. Judge et al. argued that there are four Core Self evaluations that determine one's disposition towards job satisfaction: general self-efficacy, locus of control and neuroticism. This model states that higher levels of self-esteem (the value one places on his/her self) and general self-efficacy (the belief in one's own competence) lead to higher work satisfaction. Having an internal locus of control (believing one has control over her\his own life, as opposed to outside forces having control) leads to higher job satisfaction. Finally, lower levels of neuroticism lead to higher job satisfaction (Judge, T. A.; Locke, E. A.; Durham, C. C.: 1997).

**Equity theory:** This theory shows how a person views fairness in regard to social relationships such as with an employer. A person identifies the amount of input (things gained) from a relationship compared to the output (things given) to produce an input/output ratio. They then compare this ratio to the ratio of other people in deciding whether or not they have an equitable relationship (Adams, J. S.; 1965). Equity Theory suggests that if an individual thinks there is an inequality between two social groups or individuals, the person is likely to be distressed because the ratio between the input and the output is not equal. For example, consider two employees who work the same job and receive the same pay and benefits. If one individual gets a pay raise for doing the same work as the other, then the less benefited individual will become distressed in his workplace. If, on the other hand, both individuals get pay raises and new responsibilities, then the feeling of equity will be maintained (Huseman, R.; Hatfield, J.; Miles, E.; 1987). Other psychologists

have extended the equity theory, suggesting three behavioral response patterns to situations of perceived equity or inequity (Huseman, Hatfield, & Mile, 1987; O'Neil & Mone, 1998). These three types are benevolent, equity sensitive, and entitled. The level of each type affects job satisfaction, and job performance. Benevolent - Satisfied when they are under-rewarded compared to co-workers. Equity sensitive - Believe everyone should be fairly rewarded, and Entitled - People believe that everything they receive is their just due (Schultz, Duane P. Schultz, Sydney Ellen, 2010).

**Discrepancy theory:** The concept of discrepancy theory explains the ultimate source of anxiety and dejection (Higgins, E. T.; 1999). An individual, who has not fulfilled his responsibility, feels the sense of anxiety and regret for not performing well, they will also feel dejection due to not being able to achieve their hopes and aspirations. According to this theory, all individuals will learn what their obligations and responsibilities for a particular function, over a time period, and if they fail to fulfill those obligations then they are punished. Over time, these duties and obligations consolidate to form an abstracted set of principles, designated as a self-guide (Higgins, E. T.; 1987). Agitation and anxiety are the main responses when an individual fails to achieve the obligation or responsibility (Strauman, T. J.; 1989). This theory also explains that if achievement of the obligations is obtained then the reward can be praise, approval, or love. These achievements and aspirations also form an abstracted set of principles, referred to as the ideal self-guide (Higgins, E. T.; 1987). When the individuals fail to obtain these rewards, they begin to have feelings of dejection, disappointment, or even depression (Strauman, T. J.; 1989). Here is a thought: an individual does fulfill those obligations and responsibilities to the company, but the employer punishes the employee regardless of the fulfillment of duties. Agitation and anxiety are the main response toward an ungrateful employer who refuses to recognize improvement to companies' bottom line because of employees' endeavor.

**Two-factor theory (motivator-hygiene theory):** Frederick Herzberg two factor theory (aka motivator-hygiene theory) attempts to explain satisfaction and motivation in the workplace (J. R. Hackman; G. R. Oldham; 1976). This theory states that satisfaction and dissatisfaction are driven by different factors –

motivation and hygiene factors respectively. An employee's motivation to work is continually related to job satisfaction of a subordinate. Motivation can be seen as an inner force that drives individuals to attain personal and organizational goals (Hoskinson, Porter, & Wrench, p. 133). Motivating factors are those aspects of the job that make people want to perform, and provide people with satisfaction, for example achievement in work, recognition, promotion opportunities (Aristovnik, A.; Jaklič, K.; 2013). These motivating factors are considered to be intrinsic to the job, or the work carried out (J. R. Hackman; G. R. Oldham; 1976). Hygiene factors include aspects of the working environment such as pay, company policies, supervisory practices and other working conditions. While Herzberg's model has stimulated much research, researchers have been unable to reliably empirically prove the model, with Hackman & Oldham suggesting that Herzberg's original formulation of the model may have been a methodological artifact. Furthermore, the theory does not consider individual differences, conversely predicting all employees will react in an identical manner to changes in motivating/hygiene factors (J. R. Hackman; G. R. Oldham; Hackman and Oldham, 1976).

**Job characteristics theory:** Hackman & Oldham (1976) proposed the job characteristics model, which is widely used as a framework to study how particular job characteristics impact on job outcomes, including job satisfaction. The model states that there are five core job characteristics (skill variety, task identity, task significance, autonomy, and feedback) which impact three critical psychological states (experienced meaningfulness, experienced responsibility for outcomes, and knowledge of the actual results), in turn influencing work outcomes (job satisfaction, absenteeism, work motivation, and performance). The five core job characteristics can be combined to form a Motivating Potential Score (MPS) for a job, which can be used as an index of how likely a job is to affect an employee's attitudes and behaviors. Not everyone is equally affected by the MPS of a job. People who are high in growth need strength (the desire for autonomy, challenge and development of new skills on the job) are particularly affected by job characteristics (Hackman and Oldham, 1976).



## **Influencing factors of job satisfaction**

### **Environmental factors:**

**Communication overload and under load** - One of the most important aspects of an individual's work in a modern organization concerns the management of communication demands that he or she encounters on the job (Krayner, K.J.; Westbrook, L.; 1986). Demands can be characterized as a communication load, which refers to "the rate and complexity of communication inputs an individual must process in a particular time frame (Farace, R. V., Monge, P. R., & Russell, H. M.; 1977). Individuals in an organization can experience communication overload and communication under-load which can affect their level of job satisfaction. Communication overload can occur when an individual receives too many messages in a short period of time which can result in unprocessed information or when an individual faces more complex messages that are more difficult to process. Due to this process, given an individual's style of work and motivation to complete a task, when more inputs exist than outputs, the individual perceives a condition of overload which can be positively or negatively related to job satisfaction. In comparison, communication under load can occur when messages or inputs are sent below the individual's ability to process them. According to the ideas of communication over-load and under-load, if an individual does not receive enough input on the job or is unsuccessful in processing these inputs, he/she is more likely to be dissatisfied, aggravated, and unhappy with his/her work which leads to a low level of job satisfaction.

**Superior-subordinate communication:** It is an important influence on job satisfaction in the workplace. The way in which subordinates perceive a supervisor's behavior can positively or negatively influence job satisfaction. Communication behavior such as facial expression, eye contact, vocal expression, and body movement is crucial to the superior-subordinate relationship (Teven, p. 156). Nonverbal messages play a central role in interpersonal interactions with respect to impression formation, deception, attraction, social influence, and emotional (Burgoon, J.K. Buller, D.B. and Woodall, W.G.; 1996). Nonverbal immediacy from the supervisor helps to increase interpersonal involvement with their subordinates impacting job satisfaction. The manner in which supervisors

communicate with their subordinates non-verbally may be more important than the verbal content (Teven, p. 156). Individuals who dislike and think negatively about their supervisor are less willing to communicate or have motivation to work, whereas individuals who like and think positively of their supervisor are more likely to communicate and are satisfied with their job and work environment. A supervisor who uses nonverbal immediacy, friendliness, and open communication lines is more likely to receive positive feedback and high job satisfaction from a subordinate. Conversely, a supervisor who is antisocial, unfriendly, and unwilling to communicate will naturally receive negative feedback and create low job satisfaction in their subordinates in the workplace.

**Strategic employee recognition:** A Watson Wyatt Worldwide study identified a positive outcome between a collegial and flexible work environment and an increase in shareholder value. Suggesting that employee satisfaction is directly related to financial gain. Over 40 percent of the companies listed in the top 100 of *Fortune* magazines, “America’s Best Companies to Work For” also appear on the Fortune 500. It is possible that successful workers enjoy working at successful companies. However, the Watson Wyatt Worldwide Human Capital Index study claims that effective human resources practices, such as employee recognition programs, lead to positive financial outcomes more often than positive financial outcomes lead to good practices. Employee recognition is not only about gifts and points. It is about changing the in order to meet goals and initiatives and most importantly to connect employees to the company's core values and beliefs. Strategic employee recognition is seen as the most important program not only to improve employee retention and motivation but also to positively influence the financial situation. The difference between the traditional approach (gifts and points) and strategic recognition is the ability to serve as a serious business influencer that can advance a company’s strategic objectives in a measurable way. The vast majority of companies want to be innovative, coming up with new products, business models and better ways of doing things. However, innovation is not so easy to achieve. A CEO cannot just order it, and so it will be. You have to carefully manage an organization so that over time, innovations will emerge.

**Individual factors:**

**Emotion** and at work are related to job satisfaction. Moods tend to be longer lasting but often weaker states of uncertain origin, while emotions are often more intense, short-lived and have a clear object or cause. Some research suggests moods are related to overall job satisfaction (Roberson L.; 1989). Positive and negative emotions were also found to be significantly related to overall job satisfaction. Frequency of experiencing net positive emotion will be a better predictor of overall job satisfaction than will intensity of positive emotion when it is experienced (Fisher D.; 2000). Emotion management refers to various types of efforts to manage emotional states and displays. Emotion management includes all of the conscious and unconscious efforts to increase, maintain or decrease one or more components of an emotion. It was found that suppression of unpleasant emotions decreases job satisfaction and the amplification of pleasant emotions increase job satisfaction (Cote S., Morgan LM, 2002).

The understanding of how emotion regulation relates to job satisfaction concerns two models:

**Emotional dissonance:** Emotional dissonance is a state of discrepancy between public displays of emotions and internal experiences of emotions that often follows the process of emotion regulation. Emotional dissonance is associated with high emotional exhaustion, low organizational commitment, and low job satisfaction (Abraham, R.; 1999).

**Social interaction model:** Taking the social interaction perspective, workers' emotion regulation might beget responses from others during interpersonal encounters that subsequently impact their own job satisfaction. For example: The accumulation of favorable responses to displays of pleasant emotions might positively affect job satisfaction (Abraham, R.; 1999).

**Genetics:** It has been well documented that genetics influence a variety of individual differences (Rowe, D. C.; 1987). Some research suggests genetics also play a role in the intrinsic, direct experiences of job satisfaction like challenge or achievement (as opposed to extrinsic, environmental factors like working conditions). One experiment used sets of monozygotic twins, reared apart, to test for the existence of genetic influence on job satisfaction. While the results indicate

the majority of the variance in job satisfaction was due to environmental factors (70%), genetic influence is still a minor factor. Genetic heritability was also suggested for several of the job characteristics measured in the experiment such as complexity level, motor skill requirements, and physical demands (Arvey, R. D.; Bouchard, T. J.; Segal, N. L.; Abraham, L. M.; 1989).

**Personality:** Some research suggests an association between personality and job satisfaction (Judge, T. A.; Heller, D.; Mount, M. K.; 2002). Specifically, this research describes the role of negative affectivity and positive affectivity. Negative affectivity is related strongly to the personality trait of Individuals high in negative affectivity are more prone to experience less job satisfaction. Positive affectivity is related strongly to the personality trait of there are two personality factors related to job satisfaction, alienation and locus of control. Employees who have an internal locus of control and feel less alienated are more likely to experience job satisfaction, job involvement and organizational commitment.

**Psychological well-being:** Psychological well-being (PWB) is defined as “the overall effectiveness of an individual’s psychological functioning” as related to primary facets of one’s life: work, family, community, etc. There are three defining characteristics of PWB. First, it is a event, meaning that people are happy when they subjectively believe themselves to be so. Second, well-being involves some emotional conditions. Particularly, psychologically well people are more prone to experience positive emotions and less prone to experience negative emotions. Third, well-being refers to one's life as a whole. It is a global evaluation. PWB is primarily measured using the eight-item Index of Psychological Well-Being developed by Berkman (Wright, T. A.; Cropanzano, R.; 2000). PWB in the workplace plays an important role in determining job satisfaction and has attracted much research attention in recent years (Wright, T. A.; Cropanzano, R.; 2000).

**Relationships and practical implications:**

Job satisfaction can be indicative of work behaviors such as organizational citizenship (Organ and Ryan, 1995), and withdrawal behaviors such as (Wegge, Parkes, et.al. 2007) and Further, job satisfaction can partially mediate the relationship of personality variables and deviant work behaviours (Mount and Johnson, 2006). One common research finding is that job satisfaction is correlated

with life satisfaction (Rain and Steiner, 1991). This correlation is reciprocal, meaning people who are satisfied with life tend to be satisfied with their job and people who are satisfied with their job tend to be satisfied with life. However, some research has found that job satisfaction is not significantly related to life satisfaction when other variables such as non-work satisfaction and core self-evaluations are taken into account (Rain and Steiner, 1991).

Numerous studies have been done to show the correlation of job satisfaction and absenteeism (Goldberg & Waldman, 2000). For example, Goldberg and Waldman have looked at absenteeism in two dimensions as total time lost (number of missed days) and the frequency of time lost. Self-reported data and records-based data were collected and compared.

Following absenteeism measures were evaluated according to absenteeism predictors.

Self-report time lost,

Self-reported frequency, and

Records-based time lost.

Only three categories of predictors had a significant relationship ratio and were taken in account further are Health, and Position level.

This research results revealed that absenteeism cannot be predicted by job satisfaction, although other studies have found significant relationships.

Apart from these, situational factors and personality factors may also play an effective role in the job involvement and attitudes. Therefore, this study also intends to identify the personality traits of civil service employees and how it impacts the job involvement and job satisfaction. Traits are the patterns of the feelings, actions or thoughts that distinguish one employee from another one. Traits are the internal characteristics that correspond to the behavioural dimensions. The factors such as human motivation, entire person, and individual differences are the one that determines the personality of individuals.

### **1.5 Statement of the Problem**

Some researchers have conducted studies on job satisfaction and job involvement of employees in various sectors in Nepal. But none of the researches addressed in depth the personality traits of employees and also with respect to civil service

sectors. This research aims at fulfilling the gaps identified in previous research works. It provides the clear overview of the personality traits, job involvement, and job satisfaction of the civil service employees of Nepal.

It is widely held that training imparted to the civil service employees are not upto the accepted level for several reasons. Mostakim (1999) has stated that often, new entrants in the civil service sectors are not getting proper training in time. There was lack of training institutions' capacity with respect to efficient trainers and physical facilities. Employees feel hopelessness in the government's policies and regulations with respect to training program, increase level of dissatisfaction on them. Apart from these, promotion process is not fully transparent for the civil service employees, which in turn lead to dissatisfaction. Civil service employees have little scope to produce some innovative ideas which lead them to damage their spirit of innovation. Apart from these, there was no objective and rational legal framework or policies to evaluate and reward the work performance of the civil service employees. As a result, they have dissatisfactions toward the job which in turn make them to involve less in the job and so job involvement is also affected. At the same time, there were no corrective punishments for poor performance. Thus, there are many reasons for the civil employees' dissatisfaction in Nepal along with other developing countries all over the world. For example, placement, recruitment, and promotion decisions of the government also have capacity to negatively influence job satisfaction. For example, Hasan et al. (2010) have stated that in the case of civil service in Bangladesh, civil service employees were low paid in comparison to most of the multinational and private organizations. Thus the bundles of dissatisfactions of employees demotivate them resulting in poor performance.

Several studies have identified that ineffective promotion, poor salary, politicization, no career planning, transfer and posting policy, no recognition/punishment, and no scope for innovation create dissatisfaction and also demotivation among the civil service employees. It affects their efficiency and efficacy. The result of lack of or inadequate motivation is the reason for poor performance and also for ineffective service delivery (Jahan 2006; Chakraborty 2008; Karim 2009). So, there is a strong need for motivation which improves the

civil service employees' level of job satisfaction that eventually helps improve the level of job involvement. Chughtai (2008) has stated that job involvement as one of the major key factors that affecting critical organizational and individual outcomes. In Nepal, no research has been conducted in discovering the importance of job involvement in public sectors and the important factors that influence the job involvement of employees. So this, study also focuses on the level of job involvement of civil service employees in Nepal.

The behavioural issues of the employees are the most considerable ones in any field. They may have capacity to affect the overall performance of the organization. Apart from these, emotional, experiential, interpersonal, motivational and attitudinal styles of the civil service employees are based on their personality. The behavioural issues of the civil service employees can be identified through the Big Five personality traits. So, in order to identify the behaviour of the civil service employees in Nepal, this study also intends to identify the personality traits of the civil service employees. It is believed that the personality traits of the civil service employees are associated with the job involvement and job satisfaction. Thus, this study intends to investigate the personality traits along with the job involvement and job satisfaction of the civil service employees of Nepal. The findings of the research will help to improve the selection procedure of PSC and also the selection process of capable employees in the civil service of Nepal. This study will also provide suggestion to the government of Nepal to rethink the current aspect of human resource management including reward system for the civil service employees' better service delivery and also to increase their job satisfaction and job involvement level.

#### **1.6 Aims and Objectives:**

Following were the primary and secondary objectives of this research:

##### **1.6.1 Primary Objective:**

The primary objective of this research was to investigate about the personality traits, job involvement and job satisfaction of the civil service employees (CSE) of Nepal.

##### **1.6.2 Secondary Objectives:**

The secondary objectives were:

- To find out the state of the Big Five personality traits of the CSE in Nepal.
- To find out the level of job satisfaction of the CSE in Nepal.
- To find out the job involvement of the CSE in Nepal.
- To find out the relation between Big Five personality traits and job involvement level of the CSE in Nepal.
- To find out the relation between Big Five personality traits and job satisfaction level of the CSE in Nepal.
- To find out the relation between job involvement and job satisfaction of the CSE in Nepal.
- To propose strategies to improve the personality traits, job involvement and job satisfaction of the CSE of Nepal.

### **1.7 Research Questions:**

To achieve the above mentioned objectives this study attempted to answer the following research questions:

- What are the top five personality traits of the CSE in Nepal?
- What is the level of job satisfaction of the CSE in Nepal?
- How effectively the CSE in Nepal are involved in job?
- What is the relationship between Big Five personality traits and job involvement level of the CSE in Nepal?
- What is the relationship between Big Five personality traits and job satisfaction level of the CSE in Nepal?
- What is the relationship between job involvement and job satisfaction level of the CSE of Nepal?

### **1.8 Hypotheses testing:**

The hypotheses tested in this research are mentioned below:

- Hypothesis Statement 1 - High Extravert employees will excel in job satisfaction.
- Hypothesis Statement 2 - High Neurotic employees will be low in job satisfaction.
- Hypothesis Statement 3 - Employees higher on openness will exhibit high job involvement.



- Hypothesis Statement 4 - High Agreeableness employees will exhibit high job involvement
- Hypothesis Statement 5 - High Conscientiousness employees will exhibit high job involvement.
- Hypothesis Statement 6 - There is no significant relation between Big Five personality traits and job involvement.
- Hypothesis Statement 7 - There is no significant relation between Big Five personality traits and job satisfaction.
- Hypothesis Statement 8 - Employees of high job involvement will show high job satisfaction.

### **1.9 Significance of the Study:**

Nepal is one of the countries with ethnic, cultural, linguistic, social, geographical and ecological diversities (Awasthi and Adhikary, 2012). Job satisfaction and job involvement have become some of the most important topics not only for researchers and academics but also for the practitioners in all types of organizations. The personality traits of an employee may influence the job involvement and job satisfaction. Thus, this study intends to find out various unexplored areas such as personality traits of civil service employees and also the level of job involvement and job satisfaction of the civil service employee of Nepal. Particularly it describes in detail about the relationship of personality traits with the civil service employees' job involvement and job satisfaction. This study will also help future researchers and Government of Nepal to know about the personality traits of civil service employees. Apart from these, this research will also let them to know about the importance of job involvement and job satisfaction and how it increases the performance level. In addition to these, this study will help Government of Nepal to know about the status of job involvement and level of job satisfaction of the civil service employees. Moreover, it will suggest to the PSC to improve and reform the selection tools of civil service candidates.

As mentioned above, it is very important for any organization to know the importance of job satisfaction. The level of job satisfaction and job involvement has capacity to directly influence the performance level. If the performance level of the civil service employees increases gradually, then it paves the way for the

overall development of the nation. Efficiency and motivation in the civil service are very crucial to good governance. So, it is essential to apply possible strategies and policies for enhancing the efficiency of the civil service employees by considering the administrative culture and incentive systems in Nepal. As field level, employees in the civil service sectors are responsible for implementing all the development programs of the government of Nepal and offering services directly to the citizens of Nepal, the failure and success of the Nepal government in ensuring proper service delivery and thereby improvement in the performance level largely depends upon the employees in the civil service sectors. If the employees' satisfaction level increases, then it automatically reflects on their job involvement level which eventually improves the performance in delivering success to the common people. A large number of studies have been conducted especially for the motivation and its influence on job satisfaction and job involvement in the western countries, but very little has been said about Nepal so far. The personality is one of the most important factors that determine the employees' behaviour and work motivation. Paunonen and Jackson (2000) also have stated that personality traits have capacity to influence the behaviour of employees and also it is possible to increase the motivation level by using the traits (component of personality). There are five components stated below:

**Extraversion** - Extraversion has interpersonal components which help employees to have positive effect such as being energetic, enthusiastic and friendly.

**Agreeableness** - Agreeableness also have an interpersonal components. It helps employees to tend towards the modesty, conformity in groups, towards being sympathetic and also not being demanding.

**Conscientiousness** - This trait helps employees by motivating towards the achievement through the social conformity. It is strongly related to factors such as perseverance, achievement, responsibility and organizations.

**Neuroticism** - This trait is associated with the negative impact such as being nervous and tense.

**Openness** - Openness is strongly associated with the tolerance of ambiguity, being much focused, capacity to absorb information and ability to be aware of more impulses, feelings and thoughts simultaneously.

Several authors (Wright and Pandey 2006; Rainey and Park 2007; Yang and Pandey 2009) identified the unique characteristics of the public organizations affect the employees behaviours, attitudes and decision making skills.

This study has also focused on job involvement and job satisfaction as they are the most important attitudes in the workplace. Wright and Kim (2004) have stated that job satisfaction is in congruence between what the employees want from their jobs and how employees feel. Harrison (2006) also has stated that job satisfaction has capacity to impact directly on the performance of the organization. Job satisfaction has ability to produce effect on citizenship behaviour, performance, turnover, absenteeism and also other organizational behaviours and attitudes. Motivation is one of the most important factors that influences employees' job satisfaction. Hollyforde (2002) also has stated that there is a positive correlation between motivation and job satisfaction. Rewards and recognitions are also most important factors that positively influence job satisfaction. Kreitner et al. (2002) have stated that it is essential to create an environment that treats employees fairly and encourages and motivates their involvement towards the job. Job characteristics also make employees to concentrate more on job that contributes to job involvement. Involvement enables employees to be under control and also enables them to build commitment towards the job. Apart from these, job involvement helps employees to take right decisions. The level of commitment and involvement of the civil service employees towards their job and its value helps to improve overall achievement of the nation in various ways. It also improves the overall development of the nation. As reported in the objectives of this study, it was related to all the aspects mentioned in this section and thus it assumes the significance in the Nepalese context.

#### **1.10 Limitations of the Research:**

- This study discussed in detail only the personality traits, job involvement and job satisfaction of the civil service employees of Nepal
- Quantitative approach was used on this study only.
- This study was conducted during 2013 January to 2014 February and only three hundred civil service employees out of about eighty thousands civil servants were participated as the respondents.

### **1.11 Chapter Division plan:**

The following section provides an overview of the contents of the chapter that were presented in this research:

**Chapter 1:** First chapter is the introduction which provides the basic idea about this research concept “personality traits, job involvement and job satisfaction of the civil service employees of Nepal.” It includes background of the study, recruitment and selection in historical perspective, concept and theories of personality, concept and theories of job involvement, concept and theories of job satisfaction, statement of the problem, aims and objectives, research questions, significance and limitations of the study.

**Chapter 2:** Second chapter is the review of literature that explores several works related to the personality traits, job involvement and job satisfaction. Apart from these, this research describes about top five personality traits, job satisfaction and job involvement. In addition to these, this research describes about the relationship between personality traits, job involvement and job satisfaction.

**Chapter 3:** Third chapter is the research methodology which provides an overview of research design, research strategy, sampling design, sampling plan, data types, data analysis and interpretation techniques that used in this research. Apart from these, this chapter discusses in detail about the ethics of the research and limitations of the study.

**Chapter 4:** Fourth chapter deals with the analysis of results and interpretation which describes the analysis of the primary data as collected during the time of research. And it reports about the analysis of personality traits, job involvement and job satisfaction of the civil service employees of Nepal.

**Chapter 5:** Fifth chapter is the conclusion and suggestion that describes the summary of findings obtained through the discussion section and also provides conclusion to the research followed by strategies and best practices for improving the personality traits, job involvement and job satisfaction of the civil service employees of Nepal and it also presents recommendations and suggestions for future research.

**Bibliography:** This section lists all research works of interest including those mentioned in the text.

***Appendices:*** The appendices include all necessary relevant data supporting the study including the questionnaires put forward to the representatives of the civil service considered in the study, to collect the primary data for the purpose of this study.

## **Chapter 2: Literature Review**

### **2.1 Introduction**

The behaviour of the employees plays an important role in maximizing the effectiveness of organization in spite of the developments in the technology (Liao and Lee, 2009). Elankumaran (2004) has stated that higher degree of job satisfaction and job involvement among the employees of the organization is required especially in the efforts to maximize the effectiveness of the organization. Thus, for any organization, job involvement is a significant variable of motivation. Gore (2001) has stated that in the era of modern economics the availability of human resources on the whole is also contributed by job involvement. For the employees who are highly involved in their job, their diverse identities, life goals, interests and most of all the satisfaction they acquire by effectively performing their duties seem inevitably connected to their workplace. Further, highly involved employees also feel more successful and competent in work; tend to attribute optimistic outcomes of work to their personal and internally controllable factors and believe that their organizational and personal goals are compatible.

In addition, it is the duty of the organization to know how to attain highest level of job satisfaction and job involvement among their employees. Even though the organizations are likely wish to encourage their employees with a high degree of job involvement, the effort is highly difficult because of the differences in the job involvement degrees of the employees. The common causes for differences may be due to the diverse personality. Elankumaran (2004) has furtherstated that in order to contribute to the effectiveness of the organization by solving the behavioural problems, enriching individual dimensions might be helpful. The individual dimension of the human personality enables the managers to determine the reason behind why an employee seems to be less involved in his task and using this information, the managers can identify the best person with specific job characteristics for suitable job and thereby avoiding the choice of inappropriate staffs.

### **2.2 Meaning and definition of job involvement**

The degree of daily absorption experienced by an employee in his/her job activity can be defined as the job involvement according to Kejner and Lodahl (1965). The

job involvement reflects whether the employee considers work affirmation and consciousness. Additionally, it also denotes the degree to which the employee's self-esteem is dependent on his/her efficiency in work. These two main dimensions, importance of work efficiency and productivity to individual self-esteem and psychological work identification constitute to be the main conceptualization of an organization. According to Hall and Rabinowitz (1977), job involvement is a variable of individual difference which denotes whether an employee's attributes respond to his/her job and to the work environment. Thus, job involvement can be considered a personality characteristic which represents the response of an employee to his/her job if these considered to be stable attributes. On the other hand, if the job involvement represents the work characteristics and working environment, it requires perception of work design and work organization.

According to Rabinowitz, Hall and Goodale (1977), job involvement is the importance of an employee work towards his/her entire self-image. It can also be stated as the degree to which the employee takes part in the expression of his/her self-esteem and self-concept. O'Connor, (2002) defines job involvement as a salient factor using which the employees' motivation can be shaped. The absenteeism or the frequent intent of the employee to leave refers to poor job involvement. The job involvement of an employee is looked at as a primary source of motivation, organizational commitment and job satisfaction. According to Newton and Keenan (1983), the organizational citizenship behaviour and job involvement are referred to as the significant terms which influence the personality, employees' status and work centrality of the employees. It is stated by Mudrack (2004) that an employee who exhibits higher job involvement is more likely to follow his/her work ethics and shows the needs for growth of the individual in the working organization. According to Business Dictionary, job involvement is the degree to which an employee is engaged in and enthusiastic about performing their work. Business managers are typically well aware that efforts to job involvement among staff tend to pay off substantially since will be more likely to assist in furthering their company's objectives. Therefore, job involvement therefore refers to the psychological and emotional extent to which someone participates in their

work, profession and company. Showing up to work on time is half the battle. Top performers are engaged in their work and have high job involvement.

### **2.3 Meaning and definition of job satisfaction**

In simple terms, the job satisfaction can be defined as how content an employee is adjusted with the job. Spector (1997) states job satisfaction to be whether an employee likes the job and its facets or aspects or not. The multidimensional psychological responses of an employee towards the job determine the job satisfaction. According to Landy (1978), the job satisfaction of the employee impacts on the motivation, productivity, absenteeism or tardiness, physical and mental health, accidents and other common satisfactions of the employee in the life. The work environment of the employee's well-being at the work place determines the job satisfaction of the employee (Klinger and Judge, 2007). Locke's (1976) widely accepted definition of job satisfaction which is a positive or pleasurable emotional state resulting from the employees' own job experiences. According to Nash and Bernstein (2008), job satisfaction constitutes of the three components called emotional, behavioural and cognitive. Feelings in connection to the job are regarded as the emotional components, like the excitement, anxiety, boredom. Beliefs in connection to the job are regarded as the cognitive components, like the feelings of an employee that the job is challenging or demanding. The actions of the employees in connection to the job are regarded as the behavioural components, they likely being tardy, avoiding work by pretending to be ill, staying late etc. Muller and Kim (2008) claim that the job satisfaction is of two types depending upon the level of feelings of the employee regarding their job. The two types are global job satisfaction and job facet satisfaction. Global job satisfaction is the most studied type which denotes the overall feeling of the employee regarding their job. And the job facet satisfaction denotes the satisfaction and feelings of the employees about the particular aspects of job such as benefits, quality of relationship with colleagues, salary etc. For an organization to improve the satisfaction of its employees regarding their job and to improve the particular facets of the job, measuring the job facet satisfaction is highly important according to Campbell and Kerber (1987). The results will enable the organization to reduce the turnover



condition of the organization, explain the issues prevailing the organization and enhance the overall job satisfaction of the employees.

## **2.4 Personality traits**

The human behaviour can be predicted and described mainly by their personal characteristics. Various characteristics which can provide conclusions about behavioural results are also indicated by the personal attributes. According to McDougall (1932), personality consists of five factors and the personal characteristics can be systematically classified consisting of the following five factors: character, temper, disposition, intellect and temperament. A more complicated classification was proposed by Cattell (1943) which constituted of 16 primary factors and 8 secondary factors. Of these factors proposed by Cattell, 5 factors were found to be matching with the factors proposed and viewed by McDougall according to Christal and Tupes (1961) who analyzed the Cattell's approach. The five common factors were culture, extroversion, conscientiousness, agreeableness and neuroticism. Later in 1991, Mount and Barrick's meta- analysis proposed and confirmed 5 factors that are used by most of the researchers today. They are emotional stability or neuroticism, openness, extroversion, conscientiousness and agreeableness which according to Goldberg (1990) are better known as the Big Five. The Big Five personality traits are the broad dimensions or domains of personality which define the personality of a person. John and McCrae (1992), state that the Big Five represented the most important personal views across evaluations, cultures and measurements. Mount and Barrick (1991), have stated that the Big Five are employed in various psychological fields, especially which relate to work performance. The Big Five traits (extraversion, agreeableness, conscientiousness, neuroticism, and openness) have been related to a wide range of behaviours including job performance, academic achievement, leadership and well-being (Singh, 2012).

According to Matthews, Deary and Whiteman (2003), a cluster of more specific and correlated factors are found beneath each of the Big Five factors. For example, the qualities related to extraversion are assertiveness, warmth, positive emotions, gregariousness, excitement seeking and activity. The commonly used acronyms

which refer to the five personality traits of employees are CANOE, NEOAC and OCEAN. Each of the personality traits of employees can be summarized as follows:

**Openness:** According to Robertson and Clarke (2005), the ability to be unconventional, imaginative, cultured, broadminded and curious is included in openness. However, it is the least studied personality trait. Openness characterizes the appreciation for emotion, unusual ideas and variety of experience, curiosity, adventure and art. The level of intellectual creativity, variety, preference for novelty and curiosity a person has is reflected by the openness. Openness can also be described as the degree to which an employee is independent or imaginative and it also describes personal preference for diverse activities in a routine. The factor openness is sometimes referred to as the 'intellect.' Job efficiency may be prompted by high degree of openness as the work allows the employees to explore new viewpoints, increase real interests in their work and fulfil their curiosity. Hence, a method of work which maximizes the efficiency, productivity and effectiveness is developed distinguishing significant activities of their work and joining their observations with suitable behaviour. According to Lounsbury, Moffitt, Gibson, Drost and Stevenson (2007), there is probably a higher demand for productive workers, who engage in professional growth and continuing education, who are aware of new developments all which increase the significance of openness for assuring positive work efficiency with proliferation of technological changes and with expansion of work fields. Niehoff (2006) states that attraction to new concepts, feelings; actions and ideas are also suggested by openness to experience. The "Entrepreneurs will score higher than managers on the openness factor" hypothesis was not significant regarding intellectual openness. However, the general direction appears to hold some merit. Entrepreneurs were more open ( $M=14.941$ ) than managers ( $M=14.515$ ) (n. d.) (The Free Library, 2014).

High openness also refers to acceptance of new ideas, concepts, actions or feelings (Niehoff, 2006). According to Nandkeolyar and Stewart (2006), as the employees with greater degree of openness pursue opportunities to deal with uncertain situations and to learn new viewpoints, they are likely to achieve higher work efficiency. In addition, the employees with higher degree of openness or open personality should likely be task based, continuously incisive for new techniques

to complete their work which in turn should strengthen the working efficiency. Thus, high job involvement is exhibited by employees who are characterized by high openness.

**Conscientiousness:** The qualities constituting the conscientiousness dimension are order, achievement striving, deliberation, competence, dutifulness and self-discipline. Conscientiousness characterizes a tendency to be dependable, organized, aim for achievement, act difficultly, show self-discipline and prefer planned instead of the spontaneous behaviour. The conscientiousness emphasizes achievement of goals in spite of being task based. According to Anderson and Burch (2004), the significance of achieving a goal is recognized by an employee and thus expends long suffering, untiring and energetic efforts to obtain satisfaction by effectively performing the duty. On the other hand, according to Doverspike and Arthur (2001), low conscientiousness suggests that the employee lacks a sense of objectives, only tries to meet the immediate requirements, mistakenly observes the standards or rules and does not concern the potential results. Vodanovich and Wallace (2003) have stated that an employee with low conscientiousness performs tasks poorly. Greater job efficiency is achieved by a conscientious employee who in turn improves his/her job involvement. Organ and Lingl (1995) argued that conscientiousness should be related to job satisfaction because it indicates general work involvement, and thus leads to obtaining work rewards. According to DeNeve and Cooper (1998), there was a positive relationship between conscientiousness and job satisfaction.

Smithikrai (2007) infers that there exists a positive relationship between job success and conscientiousness. This is because an employee who is conscientious tends to work in an industrious manner towards his/her goals. According to Chen, Lin and Li (2007), these employees also experience higher psychological attachment towards their job as they highly believe that their job has exceptional meaning. Chen and Wallace have stated the employees they effectively regulate their job behaviour. Conscientiousness is said to be an instrumental to the work success of an employee and also his/her motivation tool to their desire to be creative (Ilies and Judge, 2002). A UK study by Duff showed conscientiousness to be the only significant predictor of academic success in university (Duff et al., 2004). The

findings of the current study differ from the results of similar studies performed in Western European and American universities. The key difference is that Conscientiousness is not significant for academic success in Russian sample (John and et.al. 2013). The hypothesis, "Entrepreneurs will score higher than managers on the adjustment factor". Regarding adjustment, no significant findings are present. However, the general direction of the hypothesis holds true with entrepreneurs scoring higher ( $M=13.496$ ) than managers ( $M=13.152$ ). No significant findings are present with the "Managers will score higher than entrepreneurs on the sociability factor" hypothesis regarding sociability. Again, however, the general direction appears to be there. Managers were more sociable ( $M=17.596$ ) than entrepreneurs ( $M=17.277$ ). The "Managers will score higher than entrepreneurs on the conscientiousness factor" hypothesis was supported. Managers ( $M=19.667$ ) were significantly more conscientious [ $F(1,216) = 3.817$ ;  $p < .10$ ] than entrepreneurs ( $M=18.639$ ). This means that managers were more planned, organized and cautious while entrepreneurs were more impulsive, risky and flexible (The Free Library, 2014).

**Extraversion:** The extraversion characterizes the positive emotions, energy, surgency, sociability, assertiveness and the propensity to seek talkativeness and stimulation in the company of others. According to Judge et al (1999), a prominent personality trait is extraversion. The qualities of an extraverted person or an employee according to Cooper (2003), is that he/ she tends to be assertive, talkative, ambitious, sociable and gregarious. Hurley (1998) states that such employees mostly use the environment in which they are working to characterize an important feature of their lives which enables them to exhibit their talents and meet their aspirations. Employees, who are highly extroverted, react to the requests of the customers using their optimistic, stable, and aggressive and cool-headed behaviour which results in customer satisfaction and work completion. In jobs, especially which demand interpersonal contacts, there exist a positive relationship between job success and extraversion (Smitkrai, 2007). Berg and Feij (2003) have noted that extroverted employees have better utilization of their competencies than those with low extroversion, hence enable them to achieve better work efficacy. The extroverted employees better use their competencies which increases their self-

efficacy leading to better work efficacy, when compared to the low extroverted employees. A study of Iranian university students showed that neuroticism and extraversion were also significant predictors and both of them were negative (Hakimi et al., 2011).

A study of Isfahan province it was found out that there was a significantly positive relationship between extroversion and problem solving strategy; according to the results of this study, there was a significant relationship between problem solving strategy and extroversion, conscientiousness and agreeableness (n.d.) (The Free Library, 2014). As the results of a study indicated, conscientiousness and extraversion were the strongest predictors of the customer orientation of managers (The Free Library, 2014).

**Agreeableness:** Agreeableness describes the ability of an employee to be cooperative and compassionate rather than antagonistic and suspicious towards others. It denotes whether the employee is basically well tempered or not and it is also a measure of one's helpful and trusting nature. According to Cooper (2003), an employee who is flexible, good natured, forgiving, tolerant, courtesies, trusting, cooperative and soft hearted is meant to possess an agreeable personality. The personal interactions are carefully considered by the agreeable employees in order to provide the customers with more constructive responses. According to Mount and Barrick (1991), the agreeable quality of the employees makes them work together as a team resulting in effective work behaviours which in turn results in development of positive perceptions of efficiency in work and increases the work efficacy. The work involvement of agreeable employees is high as they seem to regard the career achievement and work as factors to earn respect and improve their personal value. The agreeable employees are forgiving and cooperative, they act politely to get ahead and they follow the rules. According to Lee and Ashton (2001), the agreeable employees are more concerned with the welfare of others. The "Managers will score higher than entrepreneurs on the agreeableness factor" hypothesis was also supported. Managers ( $M=20.081$ ) were significantly more agreeable [ $F(1,216) = 4.152; p < .05$ ] than entrepreneurs ( $M=19.101$ ). This means that managers were more team-oriented and considerate to other people's desires

while entrepreneurs were more independent and self-interested (n. d.) (The Free Library, 2014).

**Neuroticism:** Neuroticism describes the tendency of an employee to easily experience the unpleasant emotions like anxiety, vulnerability, depression and anger which create negative attitudes. It also refers to the measure of impulse control and emotional stability. The neuroticism characteristic is also referred to as the emotional stability. According to Robertson and Clarke (2005), higher proficiency in job across occupations is prompted by emotional stability while lower job efficiency is associated with neuroticism. Lack of optimism, confidence and lack of positive attitude resulting in less focus and less ambition on career goals are encountered in a neurotic employee. Malouff et al. (1990) thus have stated that there exists a negative relationship between goal direction and neuroticism. Employees who are neurotic are likely to be more easily distracted and are also likely to be less devoted to work. These characteristics of an employee lead to insufficient work efficiency and increase the behavioural risks of the employee. According to Richmond, London and Smither (2005), the employee who is highly neurotic produces overly intense stimuli and anxiety even on receiving feedback as they consider it to be a threat. According to Smithkrai (2007), there is a negative correlation between job success and neuroticism. He also claims that employees who are neurotic are less productive in work and that advances in technology induce the changes in the organization. Thus, job involvement negatively correlates with neuroticism and low job involvement is experienced by the employees with high neuroticism.

According to Poropat (2009), people who have greater Emotional Stability (or lower Neuroticism) are more anxious and tend to focus on their emotional state and self-talk; such a focus interferes with attention to academic tasks and thereby reduces performance and their meta-analysis tends to support this". It is worth noting Poropat (2009) that the effect of Emotional Stability on grades was moderated as he considered studies that ran from primary to tertiary education with negative effects (positive effects of Neuroticism) accumulating as you moved higher up the educational ladder (p. 329). Personality Neuroticism refers to individual difference in emotional stability and adjustment. According to Barrick

and Mount (1991), neurotic employees tend to create negative opinions as they experience anxiety, depression, anger, insecurity and worry (Liao and Lee, 2009). Individuals with high scores on emotional stability are more likely to be cheerful, calm, and even-tempered than low scorers (Ones & Viswesvaran, 1997). Judge and Ilies (2002) have concluded that work performance motivation and neuroticism are negatively correlated.

## **2.5 Factors influencing job satisfaction of the employees**

There are a numerous factors which influence the job satisfaction of the employees both negatively and positively. The common factors which influence the job satisfaction as stated by Kraymer and Westbrook (1986) can be the environmental factors, personal or individual factors, strategic employee recognition and psychological well-being. According to Jex (2002), the work experience of the employees evaluates the liking or disliking and satisfaction or dissatisfaction levels of the employees regarding their job and the organization they work for. According to Durick and Glisson (1988), job satisfaction in the employees contributes towards the commitment for the organization. The job satisfaction is predominantly determined by the employees' nature of job and the organizational characteristics. It is also stated by Jex (2002) that the comparison by the employees regarding what they are getting and what they actually wish to get determines the job satisfaction of the employees. Individual satisfaction or dissatisfaction is achieved by knowing whether the expectations are met. According to Farace, Monge and Russell (1977), the job satisfaction of the employees are affected by communication overload and communication under load. It refers to the degree of complexity in communication inputs that an employee must process in a specific time frame. When the employee does not receive adequate input or remains unsuccessful in working them out, he/she is probably to become aggravated, unhappy and dissatisfied with his/her work there by leading to lower level of satisfaction of job. According to Burgoon, Buller and Woodall (1996), a flexible and collegial work environment increases the value of the shareholders which in turn directly relate to the job satisfaction of the employees. Fried and Ferris (1987) have stated that employee recognition is another important factor which not only provides gifts and points but also makes changes in the corporate culture letting the employees meet the objectives and goals. The

emotions and moods of the employees which last long and are considered the weaker states of the employees highly influence the job satisfaction (Weiss and Cropanzano, 1996). We consider that job satisfaction represents a feeling that appears as a result of the perception that the job enables the material and psychological needs (Aziri, 2008).

A study of the Republic of Maldives by Naeem et al. (2011), using the Pearson Correlation, had tested the hypothesis relating to pay and job satisfaction and found that there exists a statistically significant relationship between pay and job. The Correlation was positive and strong with coefficient of correlation being 0.47. Furthermore, the variable, pay, contribute 0.35 units towards total satisfaction. However, the respondents were not satisfied with their pay reaching only a mean value of 2.55. This indicated that pay is not a level of satisfaction but at dissatisfaction level.

The term job satisfaction refers to the attitudes and feelings people have about their work. Positive and favorable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction (Armstrong, 2006). Job satisfaction is the collection of feeling and beliefs that people have about their current job. People's levels of degrees of job satisfaction can range from extreme satisfaction to extreme dissatisfaction. In addition to having attitudes about their jobs as a whole, people also can have attitudes towards various aspects of their jobs such as the kind of work they do, their coworkers, supervisors or subordinates and their pay (George et al., 2008).

Nepali female Government servants with work experience of 5 years and above reported their low level of satisfaction (Shrestha, 1998).

Civil servants of Bangladesh who were working at the upazila level were moderately satisfied. Though all the statistics showed that they were not satisfied with the salary they were receiving, it did not affect their overall satisfaction level, on the others hand, Pearson Correlation coefficient showed that the other four variables ( transfer and posting, work and working environment, chances of promotions recognition and career planning) have significant relationship with job satisfaction (Siddikab, 2012).



A study on Chinese public service professionals by Liu, Ping and Yang (2013) revealed that public employees have high job satisfaction when public service motivation, person organization fit, and needs supplies fit are all high and low job satisfaction these indicators are all low. More importantly, this study demonstrates that the situation with low person organization fit and low fit strengthens the relationship between public service motivation and job satisfaction, while the context with high person organization fit and high needs supplies fit attenuates the relationship between public service motivation and job satisfaction.

The field study was conducted in Lebanon and the results were compared to that of four other countries. The results show that the Lebanese employees are least satisfied on the job in general. Also, there is evidence of minor discrepancies between employees from different sectors. The job satisfaction of the Lebanese ranked lowest on the factors of pay, fringe benefits, contingent rewards, and operating conditions. They are moderately satisfied with the factors of promotion, supervision, coworkers, nature of work and communication. Although these results are comparable to other countries' results, they indicate that the first hypothesis should be rejected as differences are evidenced. The analyzed results on the level of total job satisfaction reveal that Lebanese employees rate at 60% from total job satisfaction while their USA counterpart rating is 62.87%, Hong Kong's 61.72%, Singapore 62.37% while Dominican Republic rates at 74.49%. This opens the door to investigating the reasons why many Lebanese employees and young adults opt to immigrate to the USA (Maamari, Bassem E. and Dagher, Grace K.; 2011).

Among the findings of this analysis were the following:

- Almost 15 countries of European Union, the level of job satisfaction was remarkably high. Only a small fraction of workers were dissatisfied with their work (about 4% in Switzerland, about 10% in the United States of America (US) and 16% in Russia).
- Workers in Denmark reported the highest level of job satisfaction, while workers in Hungary reported the lowest level.
- All of the five east European countries considered (Hungary, Russia, Slovenia, Bulgaria and the Czech Republic) were among the eight Japanese workers reported the third lowest level of job satisfaction.

- A comparison with the 1989 ISSP data reveals that job satisfaction declined in Germany and the US in the 1990s.

Source: Bauer, 2004, using EWCS 2000 data

Job satisfaction represents one of the most complex areas facing today's managers when it comes to managing their employees. Although thousands of papers and research have been conducted on job satisfaction all over the world. In the Republic of Macedonia this is one of the least studied research fields. Many studies have demonstrated an unusually large impact of the job satisfaction on the motivation of workers, while the level of motivation has an impact on productivity, and hence also on performance of business organizations. There is a considerable impact of the employees' perceptions for the nature of his work and the level of overall job satisfaction. Financial compensation has a great impact on the overall job satisfaction of employees (Aziri, B.; 2011).

A Chinese study of Yand and Wang (2013) Exploring the determinants of job satisfaction of civil servants in Beijing, found a negative relationship between age and job satisfaction. It seemed that civil servants in Beijing did not socialize well in their agencies as they became older. Limited opportunities for promotion and low salaries widen the perceived gap between civil servants and their counterparts in the private sector. Civil servants may increasingly feel the relative effect of inequality as they age. The mechanism may also explain the negative relationship between educational attainment and job satisfaction.

Yang and Wang (2013) found that the relationship between salary and job satisfaction was more complicated. Salary plays different roles affecting the job satisfaction of civil servants at different life stages and in different genders. Chinese female civil servants' job satisfaction was much higher than that of male civil servants. As the socially defined "primary bread winners," male civil servants were more sensitive to salaries. Similarly, single and married civil servants were more sensitive to salaries than their widowed/divorced colleagues. The reason may be that the first two groups have higher financial pressure: single civil servants were likely to be young and earn less, and those who were married have families to support.

Maharjan (2012) has found that Nepali teachers were dissatisfied with their pay scale. However, the teachers were motivated with their work and also they are satisfied with their job.

## **2.6 Factors influencing job involvement of the employees**

Various factors influence the job involvement of the employees. These factors influence the employees both positively and negatively. According to McKelvey and Sekaran (1977), motivation is an important factor which enables the employees to act the way do. Motivation is thus recognized as the core element to the organization's success. Higher the levels of motivation, the employees experience the more productive the employees become. Lichtenstein and Ridgway (1993), have defined motivation as desire or willingness of an employee to do or achieve something in order to satisfy certain needs and goals of the organization. Thus, it can be have deduced that the motivation of an employee to satisfy the individual needs and the goals of the organization he/she works for increases the job involvement of the employee by improving their performance in the work place and by keeping them more productive. Another aspect is that when an employee is provided with a better work environment and the opportunity to work in the task he/she wishes, increases the job involvement of the employees to a great level (Karl, Peluchette and Harland, 2007). It is stated by Joreskog and Sorbom (1993) that creating a work environment which permits the employees to do certain tasks on their own decision increases the job involvement of the employees. It is stated by Browne and Cudeck (1993) that individual characteristics influence the job involvement of the employees. When the needs, values and interests of the employees are satisfied and when they are provided with a variety of tasks to perform, it results in higher degrees of work involvement among the employees. Motivating the employees through organizational characteristics like customs, policies and procedures and offering them individual responsibilities also increases the job involvement of the employees thereby bringing out higher degree of job satisfaction and work performance. On the other hand, Berg, Den and Feij (2003) have stated that when an employee is assigned to work in an environment he/she dislikes, inflexible work environment of the employees, lack of coordination among the team members, lack of motivation, lack of appreciation from the senior

members of the organization, on account of effective work output, lack of involvement and exposure to the status of the organization and the work and not involving the employees in important decision making are all the factors which have negative impact on the job involvement of the employees. They eventually lead to poor work performance of the employees.

Biswas (2009) has argued that there was a positive causal link emanating from affective commitment leading to job involvement. Leong et al. (2003) have found a positive relationship between job involvement and professional commitment. McCloy et al. (1999) found job involvement positively related to job satisfaction. According to Salanova et al. (2005), job involvement is seen in contemporary definitions of employee engagement as a facet or component of engagement but not its equivalent. Job involvement and work alienation are viewed by some as opposites. Whereas job involvement refers to a positive and relatively complete state of engagement of the core aspect of one's self in the job, alienation implies a loss of individuality and separation of the self from the work environment (Brown, 1996). Hafer & Martin (2006) have found that having low job involvement contributes to employees' feelings of alienation.

Carmeli (2005) explored the determinants of job involvement among senior managers of public-sector organizations in Israel and found that both situational and personal factors predicted job involvement.

In a study of 363 bank employees in Taiwan, Ouyang (2009) found that job instability had a negative influence on job involvement of the employees. In their empirical study of job involvement in Taiwan, Liao & Lee (2009) found that a personality trait called neuroticism is related negatively to job involvement. On the other hand, extroversion, agreeableness and conscientiousness were found to be positively related to job involvement.

Sharma & Raina (2010) in their study of 51 sales executives of a manufacturing organization found that while personal attributes called work ethics and locus of control were in a one-to-one situation correlated with job involvement, neither of them emerged as a critical predictor in multivariate analysis. Regression analysis revealed that two dimensions of organizational climate (career opportunity and pay) explained 91 percent of the variance in job involvement.

Uygur, Akyay and Kilic and Gonca (2009) have revealed that there were a moderate positive correlation between the organizational commitment and job involvement levels of the employees working for the Central Organization of the Ministry of Health in Turkey. This finding has verified the hypothesis of the study, that is, H1: "There was a relation between the organizational commitment and job involvement levels of the employees working for the Central Organization of the Ministry of Health" ( $r = 0.44$ ). However, there has been found a significant difference between the organizational commitment and job involvement levels at a 0.005 significance level. This comes down to the fact that the job involvement level of the employees working for the Central Organization of the Ministry of Health is higher than that of the organizational commitment.

A study investigated if any difference exists in the job involvement of men and women who were in the headship of Nigeria tertiary institutions. The hypothesis stated that Male and Female managers would not be significantly different in their extent of job involvement. It was revealed that women scored higher than their male counterparts, while the men had more coherent result as shown by the coefficient of variability results. Job involvement, a work-related attitude revealed an individual's identification as well as attachment to the organization. Anyone with high commitment is likely to be a true member of the organization. This study examined the relationship between the perceptions of organizational justice and job involvement among staff at two different prisons. Only one of the two hypotheses was supported. As predicted, higher levels of perceptions of procedural justice were associated with higher levels of job involvement for staff at both the private and public prisons. Higher levels of perceived fairness in organizational decision-making processes and procedures were associated with increased levels of self-reported job involvement. Perceptions of fairness in the decision-making process led to more positive cognitive views of the job which increased the chances of bonding to the job. Thus, the findings support the contention that perceptions of procedural justice provide staff with positive feelings that spill over to their views of their jobs ultimately increasing their job involvement (The Free Library, 2014). Emery & barker (2007) have found that job involvement of customer-contact personnel is significantly correlated with customer satisfaction, profit and

productivity. Dimitriades (2007) has demonstrated the effect of service climate and job involvement on customer-oriented organizational citizenship behavior (OCB) of frontline employees of Greek service organizations.

### **2.7 Relationship between Personality Traits and Job Involvement:**

Freund (2005) presented a theoretical framework with respect to antecedents of job involvement. Findings of the meta-analyses support study recommended that job involvement is dominated by situational and personality variables. It was found that job involvement was strongly correlated to work and job attitudes but not to behavioural work outcomes, role perceptions, demographic variables or negative side effects. Moderator analyses revealed that there is little difference in the relationship strength based on the measurement of involvement. Brown identified the modest and systematic differences in relationships strengths between employees' studies of private versus public organizations. Author compares and contrasts the findings of the research with meta-analytic findings in terms of organizational commitment and recommended that in order to enhance the organizational commitment the employees have to be motivated with recognition and rewards. A study of American college students showed the significance of conscientiousness, agreeableness and extraversion for academic performance (Furnham et al., 2009).

Personality is a significant predictor of educational outcomes measured as the results of Unified State Examinations. We found four traits that were significant or academic success: Intraversion (negative relationship), Agreeableness, Neuroticism, and Openness to experience (Nye, Orel and Kochergina; 2013). Berg and Feij (2003) have noted that extroverted employees have better utilisation of their competencies than those with low extroversion, hence enable them to achieve better work efficacy. As front-line employees move from the transition stage to the maintenance stage of their careers, they may be assigned to mentors who would help them develop their management potential (Parnell 1998). Annual personality tests would reveal the degree to which conscientiousness and extraversion predict the customer orientation of these employees. The management mentoring program coupled with personality testing will facilitate the selection and promotion of

logistics managers who will perpetuate the customer-oriented culture of logistics organizations (The Free Library, 2014).

Bozionelos (2004) proved that associations between personality traits and job involvement have revealed that job involvement has positive associations with factors encompassing extroversion, agreeableness and openness interaction, perseverance, independence and internal locus of control (Mirhashemi and Hanifi, 2012), orderliness, rigidity, obstinacy and superego (Mudrack, 2004)

Ravangard et al (2014) examined the job involvement of nurses and their personality traits in the teaching hospitals. It was revealed that personality traits of nurses and job involvement were moderate. Outcomes of the multiple linear regression observed that the job involvement of nurses had positive and significant associations only with the orientation of achievement and being official and formal nurses. In order to maximize the job involvement of employees, hospital administrators must expand an equitable system for employee performance and offer appropriate incentives and rewards, opportunities of job promotion, adequate career advancement, chances for learning from errors for staff or employees and offering a greater security of job for the continuation of the employees.

Eswaran, Islam and Yusuf (2011) investigated the relationship between the dimensions of Big Five personality traits and job involvement. It was identified that agreeableness and extroversion are significantly correlated with the job involvement. Neuroticism or emotional stability, openness and conscientiousness to experience are proven as they are negatively correlated with job involvement. Moreover, it was also noted that relationship between job involvement and Big Five personality traits is not rich and comprehensive. Thus it was concluded that there exist two variables of extroversion and agreeableness positively and significantly correlated with the job satisfaction. On the other hand, conscientiousness, openness and emotional stability were negatively correlated with the job involvement.

Liao and Lee (2009) have examined the relationship between job involvement of employees and personality traits. They have also examined the reciprocal impact of Big Five personality traits and job involvement. Findings of the study revealed that personality dimensions assist to identify job involvement of employees, thus when an enterprise recruits new employees or tries to boost the existing employees

to work together, then employers must recognize or understand the related personality dimensions and use the likely predicted efficiency level and restrictions for assessing and developing effective encouragements. By examining the impact of Big Five personality traits or dimensions on job involvement, this particular study has stated that neuroticism was negatively correlated to job involvement. It indicates neurotic employees would be less effective and efficient in her or his work. At the same time, openness, agreeableness, conscientiousness and extroversion are all related positively to job involvement. Since staff with greater job involvement like to expend more physical and mental effort during their working hours and at the same time employees mostly concentrate on their jobs, tendency of turnover must be removed. Employees with high neuroticism would mostly possess inattentive behaviours like failing to follow working or organizational norms, careless errors or producing ignorant mistakes. It was also observed that employees with high extraversion with consumers and colleagues would inquire or query about the concept that they do not perceive actively. Thus the job performance of this type of employee would be much better which would raise the job satisfaction.

Employees who exhibit high openness would be most probably task-oriented. Since they look after new concepts or methods for finishing their work or tasks and reinforce their performance of job, such kind of employees could reach their task easily. It was also noticed that employees with high agreeableness are easy and affable to get along with, also like to please others, could easily undertake cooperative behaviour and joint productions and involve in interpersonal interaction. At last, conscientious employees, in order to achieve their set goals, mostly spend more time to their training and job that make sure their high professionalism (Liao and Lee, 2009).

Shragay and Tziner (2006) examined the generational impact on the relationship between job involvement and job satisfaction and organizational citizenship behaviour. From the findings of the research it was noted that there existed significant positive impact on the job satisfaction degree that emerged for the identification factor of job involvement. It was also observed that there is no interaction impact identified for either job involvement or job satisfaction. Thus it



could be concluded that there was significant positive impact on degree of job satisfaction that emerged for the identification factor of job involvement.

## **2.8 Relationship between Personality Traits and Job Satisfaction:**

Judge and Mount (2002) examined the relationship between five-factor model of personality and satisfaction in the job. It was noticed that extraversion, neuroticism and conscientiousness showed appreciable relationship with job satisfaction. Moreover, the five-factor model is on the basis of fruitfulness for examining the dispositional source of satisfaction of their job. Tesdimir, Asghar and Saeed (2012) examined the correlation between job satisfaction and personality traits. This findings revealed that age and education level are the factors that could affect the job satisfaction. It was found that extraversion and job satisfaction are significantly and positively correlated, whereas neuroticism is negatively correlated to job satisfaction. Likewise, it was also noted that agreeableness was positively correlated with job satisfaction. Extraversion is positively and significantly correlated with satisfaction of job. Moreover, it was also noted that job satisfaction and openness were positively and significantly correlated. Thus it was concluded that extraversion, agreeableness and openness were significantly and positively correlated with the satisfaction of job while neuroticism was negatively correlated with the job satisfaction.

In 2002, Furnham et al. examined the relationships between personality traits and job satisfaction aspects. It was observed that personality has not a consistent or strong influence either on what employee understands as significant in the working place or environment or on their job satisfaction levels. Thus it was concluded that there existed indirect and negative relationship between personality traits and job satisfaction. Furnham et al (1999) identified theoretically meaningful correlation between job satisfaction and personality traits. From the findings of the study, it was indicated that the extraverts were sensitive to the factors of motivator, whereas neurotics' factors were sensitive to hygiene factors.

Judge, Heller and Mount's (2002) study pointed out that personality trait such as agreeableness, conscientiousness; neuroticism and extraversion are significantly correlated with job satisfaction. Among those, agreeableness, conscientiousness and extraversion were positively correlated to job satisfaction whereas neuroticism

negatively measured the satisfaction of job. Brief, Butcher and Roberson (1995) identified that neuroticism was strongly and negatively correlated with the job satisfaction.

Camgoz and Karapinar (2011) assessed the effect of job satisfaction and mediating impact of procedural fairness. The aim of the research was to examine the mediating impact of procedural justice in the linkage of job satisfaction. It was found the agreeableness, conscientiousness and extraversion were positively correlated and neuroticism was negatively correlated with satisfaction of job. At the same time, procedural justice was positively correlated with satisfaction of job and it was consistent with the previous researches. It was found out that some employees with few aspects of personality traits were vulnerable to issues of fairness and on the other hand contributed to the satisfaction of job. It was also noted that relationship between job satisfaction and conscientiousness were completely influenced by procedural justice whereas the relationship between neuroticism, agreeableness and extraversion and job satisfaction were partially influenced by the procedural justice. Conscientiousness was identified to be strongest mediating variable among other personality traits. Impact of conscientiousness on satisfaction of job is fully mediated with the help of procedural justice. Therefore it was noticed that conscientious individuals or employees were more likely to understand the fairness of procedure which was interrelated to higher satisfaction of job. Moreover, conscientious individuals are named as dutiable, reliable and achievement oriented. Such characteristics were related to perceptions of justice since they have the tendency to adopt rules and conform to organizational norms (Mount et al, 2006). Thus it was concluded that the agreeableness, conscientiousness and extraversion were positively correlated and neuroticism was negatively correlated with satisfaction of job.

According to Mount et al. (2006) the dispositional impact of neuroticism, extraversion and agreeableness on satisfaction of job was partially mediated by the justice of procedure. The main portion of the relationship between agreeableness, extraversion and neuroticism and satisfaction of job was indirect through employees perceptions of procedural justice recommended that lack of procedural justice was much more significant. Such findings indicated that neuroticism,

agreeableness and extraversion predicted satisfaction of job since they predispose employees for reacting in few ways to their job experiences and situations as mirrored in their fairness examinations of the procedures. Thus it could be summarized that the major portion of the relationship between extraversion, neuroticism and agreeableness and satisfaction of job was indirect through employees' perceptions of procedural justice recommended that lack of procedural justice was very significant.

Lucas, Alexander, LeBreton and Firestone (2007) have stated that procedural justice did not fully influence the relationships between personality traits and job satisfaction that was neuroticism, agreeableness and extraversion had also direct relationship with the satisfaction of job that was independent of individual's fairness procedural evaluations. It was also observed that perceptions about procedural justice entailed not only the contextual and situational fairness assessments but also stable dispositional personality traits tendencies such as neuroticism, agreeableness and extraversion for perceiving favourable attitudinal reactions. Thus it was concluded that procedural justice partially influenced the relationship between job satisfaction and personality traits.

Camgoz and Karapinar (2011) recommended that managerial employees' level must comprehend that both motivational and dispositional variables were significant to job satisfaction determinants. It was also noted that the effect of dispositional variables was partly indirect by dominating the perceptions of procedural justice. Therefore, managers must acknowledge and understand the expectation of employees regarding their jobs such as fairness of firm procedures, policies and practices related with working conditions, salary and performance outcomes. From this research it was also revealed that organizations must concentrate much on developing justice perception of employees that underlie the relationship between job satisfaction and personality trait. Thus it was concluded that effect of dispositional variables is partly indirect by dominating the perceptions of procedural justice.

Patrick (2010) reported the significance of personality traits in relation to satisfaction of job of management educators. No significant relationship was determined between openness, agreeableness, conscientiousness and job

satisfaction general extrinsic and intrinsic. Lounsbury et al. (2009) also pointed out that job satisfaction scored lower on openness and agreeableness. It was also observed that significant differences were identified between Big Five personality factors and age. Moreover, it was also observed that significant difference was identified between Big Five personality traits and conscientiousness.

## **2.9 Relationship between Job Involvement and Job Satisfaction:**

Wegger, Schmidt, Parkes and Dick (2007) examined the job involvement and job satisfaction as interactive predictors of absenteeism with respect to public organization. It was predicted that the involvement of job affects absenteeism more, if satisfaction of job is low as this reveals a circumstance with weak constraints. It was recommended that establish high satisfaction of job for example promotion, job-redesign strategies, maximizing the salary among employees would pay off as this safeguard the transformation of low involvement of job into high absenteeism. Thus it was concluded that examining the effect of interactions between job involvement and job satisfaction on absenteeism would open a fruitful new avenue in order to understand the absence behaviour in an enterprise.

Akinbobola (2011) examined the conflict in relationships of human capital and also examined the effect of job satisfaction on job involvement in a working place. Multiple regressions were adopted for analyzing the data collected. Findings of the study indicated that demographic factors and job satisfaction jointly predicted 64 per cent significant variance on involvement of job. It was also noted that there exist significant and positive independent prediction of job involvement by job satisfaction, age and some characteristics are fringe benefit, supervision, operating procedure, contingent rewards, co-workers and communication. It was noted that organization would influence the employees' feelings of involvement through empowering them skilfully with high job involvement of information sharing and work practices, policies of human capital management like conflict management training. Thus it was concluded that there existed significant and positive independent prediction of job involvement by job satisfaction, age and some characteristics are fringe benefit, supervision, operating procedure, contingent rewards, co-workers and communication.

Emami (2012) examined the relationship between job involvement, job satisfaction and organizational commitment among lower-level employees. Job involvement and job satisfaction were used as independent variables in the research, whereas organizational commitment was adopted as dependent variable.

The outcomes revealed that though both job involvement and job satisfaction were strongly correlated with organizational commitment, satisfaction of job accounts for a higher variance proportion in organizational commitment rather than involvement of job. Extrinsic job satisfaction, intrinsic job satisfaction and overall job satisfaction were identified to be highly and significantly correlated and indicated that they were equally linked with the organizational commitment. Thus it was concluded that the outcomes of both the job involvement and job satisfaction were strongly correlated with organizational commitment, satisfaction of job accounts for a higher variance proportion in organizational commitment rather than involvement of job.

Nwibere (2014) carried out a research to analyze the interactive relationship between job satisfaction, job involvement, organizational citizenship behaviour and organizational commitment. It was identified that job involvement had a strong significant and positive relationship with organizational citizenship behaviour (OCB) and organizational commitment. Even though the relationship between job satisfaction of employees and job involvement was also positive, but however it was weak. Likewise, job satisfaction would indicate to have significant and positive relationship with OCB and organizational communication. It was noticed that organizational commitment was indicated to have significant and positive relationship with OCB. It was concluded that as employees have to build a favourable attitude towards any job aspect on the basis of unique experiences for example job involvement, such a staff was reacted favourably to other job related aspects such as organizational commitment, job satisfaction and OCB. Employees who were engaged or involved in their job would be satisfied with the work, become committed to their enterprise and by extension would obtain organizational citizenship behaviour. Likewise, employees who were not satisfied with their work would be less involved in the job, less committed to their manager and organization and lack organizational citizenship behaviour.

Khan and Akbar (2014) examined the job involvement that was predictor of satisfaction of job and its performance. Job involvement was considered to be one of the most successful human resource practices that was used for improving the efficiency of performance of employee. It was found that job involvement of employee was positively correlated with the job performance. The main reasons would be social and cultural as performance gauged by supervisory rating did not share the performance of employee with outsiders and its own employees. It was identified that job involvement has positive and significant relationship with the job satisfaction. Thus the researchers concluded that there existed weaker relationship between the job performance and job involvement of the employee whereas there was a positive relationship between job satisfaction and job involvement.

Subedi (2014) examined the comparison between Gazzetted (higher level) and Non-gazzetted (lower level) employees' job involvement level in the civil service of Nepal. The result indicated that Non -gazzetted employees of Nepal government have shown slightly high level of job involvement in comparison to the Gazzetted employees.

#### **2.10 Critical Literature review on relationship between personality traits, job involvement and job satisfaction of the Employees:**

Meyer et al. (2002) conducted a study analyzed the relationship between employee perceptions about the organizational climate and employee involvement. It was noted that employee involvement considered three significant variables such as participation in team work, decision making and communication. Three hierarchical regression analyses were conducted with each employee perception towards the variables of involvement as dependent variables. Attitudes of employees' affective (job satisfaction, stress and commitment) and their demographic data and three organizational climate dimensions such as innovation, support and bureaucracy were examined into the analyses. The findings indicated that commitment and supportive climates significantly predicted each of the variables was related to employees' involvement. Thus it was concluded that the employee involvement and organizational climate exhibited significant correlation.

Li, Lin and Ching-Min (2007) carried out a research to determine the relationship between personality traits, job satisfaction and job involvement among Taiwanese community health volunteers. Majority of the participants were female and their average age was 49.6 years. In the case of personality traits, majority of the volunteers indicated the orientation of internal control. It was observed that explainable variance for predicting the employees' job involvement from a correlation of participation frequency, orientation of achievement, on-job training and job satisfaction was 33.6 per cent. From the findings of the study it was suggested that there was a necessity for strengthening cooperative relationships among volunteers in order to initiate well-planned programs for volunteer or employee training and growth groups. Such relationship must involve the concept of empowerment with the purpose of improving the employees' job satisfaction and interpersonal relationships. Thus it was concluded that there existed positive relationship between job satisfaction, personality traits and job involvement. It was also observed that well-planned training programs would develop the employee skills and competencies that would result in the job involvement and job satisfaction.

Hasanzadeh and Gooshki (2013) examined the job satisfaction as a mediator in relationship between management of involvement and performance of job among bank employees in Kerman. It was found that strength of correlation between job performance and involvement management was medium. Whereas the strength of correlation between performance of job and job satisfaction was very strong, it was noticed that strength of correlation between job satisfaction and involvement of management was weaker. It was clear that there was a significant and positive relationship between job satisfaction, management involvement and job performance. It was also observed that satisfaction of job partially mediates the relationship between performance of job and involvement management. On these bases it was concluded that the strength of correlation between job performance and job satisfaction was strong, whereas the management involvement and job satisfaction was weak. Thus there existed a significant and positive relationship between job satisfaction, management involvement and job performance.

Lin and Carley (2003) and Jepson (2004) proved that emotional resilience would be positively correlated with job and career satisfaction. Most of the information technology workers have to handle high levels of stresses in the job, especially due to the viable part that information systems play in majority concerns and so on. Lounsbury, Moffitt and Drost (2008), conducted a research to analyze the personality traits in relation to job and career satisfaction of IT (information technology) professionals and hence personality traits were correlated with career and job satisfaction. From this finding it was evident that there existed a positive and direct relationship between personality traits, job and career satisfaction.

Awadh and Ismail (2010) examined the effect of personality traits and employee work-related attitudes towards performance of employees with the moderating impact of organizational culture. It was observed that work related attitudes like organizational commitment and job involvement and personality traits had positive and direct significant relationship with the employee's work performance, with the moderating impact of culture in the organization. Thus it can be concluded that organizational commitment and job involvement and personality traits have positive and direct significant relationship with the employees' work performance have moderate effect.

Tayo and Adeyemi (2012) analyzed the relationship among organizational commitment, job involvement and job performance. From the findings of the research, it was observed that out of the three independent variables, age and job involvement had stronger relationship with the performance of job. Even though organizational commitment showed relationship with performance of job but its effect was low. It was recommended that job performance, job involvement and organizational commitment could be enhanced through the provision of incentives, rewards and chances for on-the-job training and so on. Recognition is interconnected with involvement, identification and loyalty so this must be boosted. Thus it was concluded that there existed positive and significant relationship between age and job involvement.

Singh (2014) examined the moderation impact of job involvement on the relationship between job satisfaction and organizational commitment.



Organizational commitment is seen as a function of different factors like situational factors, physical factors and attitudinal or individual factors. Based on the moderation model, it was identified that job involvement moderated the relationship between organizational commitment and job satisfaction in a negative way. Job involvement minimized the strength of correlation between job satisfaction and organizational commitment. Keeping the situational and physical factors constant, it was identified that the variable labelled job satisfaction was found to be a significant causative variable which affected the employees' commitment in an industrial setup. Thus it could be indicated that if the employee was more satisfied then he or she would be more committed to an organization. Therefore, management must put rapt attention to such fact and must focus on ensuring such working environment or culture and must develop a job that showed enrichment of job in such a manner that it keeps the employees more motivated, satisfied and committed whole heartedly. So it was concluded that job satisfaction would affect the employee commitment in an organization. It was clear that keeping the situational and physical factors constant, it has been identified that the variable labelled job satisfaction was seen as a significant causative variable which affects the employee's commitment in an industrial setup.

Subedi and Chaudhary (2014) examined the determinants of job satisfaction for Nepal's civil servants. In that study, questions were centered in five dimensions of job satisfaction like salary and facility, supervision, promotion, work opportunity, and human relations. The result of the study indicated that civil servants of Nepal have low level of job satisfaction concerning to given salary and facilities but they have average satisfaction level in other dimensions of satisfaction as supervisor, promotion, work opportunities and human relationship characteristics.

Subedi and Regmi (2015) recently examined the Big Five personality traits (IPIP) between Nepali civil service employees below and above 40 years age. In the conclusion the result of the study indicated that except Neuroticism/ Emotional stability traits all other four (Agreeableness, Conscientiousness, Extraversion, Openness/Intellect) personality traits exhibited lower mean value within the above 40 years civil service employees of Nepal.

### **2.11 Summary:**

From the above evidence of the earlier studies, it can be summarized that:

The satisfaction of employees is the indicator of high commitment to the goals of an organization. It also seemed that the work related attitudes like organizational commitment, job involvement and personality traits have positive and significant relationships with the employees' work performance, with the moderating impact of culture in the organization.

Personality traits or dimensions were correlated with career and job satisfaction. At the same time it was obvious that there existed a positive and direct relationship among personality traits, job and career satisfaction.

It was also noticed that the job involvement is considered to be one of the most successful human resource practice that is used for improving the performance and efficiency of the employees. The main reasons were social and cultural as performance gauged by supervisory rating did not share and reflect the performance of employee with outsiders and its own employees. It was identified that job involvement has a positive and significant relationship with the job satisfaction.

It was suggested that establishing high satisfaction of job, for example, promotion, job-redesign strategies, maximizing the salary among employees, would pay off as this would safeguard the transformation of low involvement of job into high absenteeism. Moreover, it was predicted that the involvement of job affects absenteeism more if the level of job satisfaction is low as this reveals a circumstance with weak constraints. It was also suggested that job performance, job involvement, and organization commitment could be enhanced through the provision of incentives, rewards and chances for on-the-job training and so on. At the same time, it was clear that recognition is interconnected with involvement, identification and loyalty. So this must be boosted up. It was also noticed that employees with high neuroticism would mostly possess inattentive behaviours like failing to follow working schedule or organizational norms, silly errors or committing ignorant mistakes.

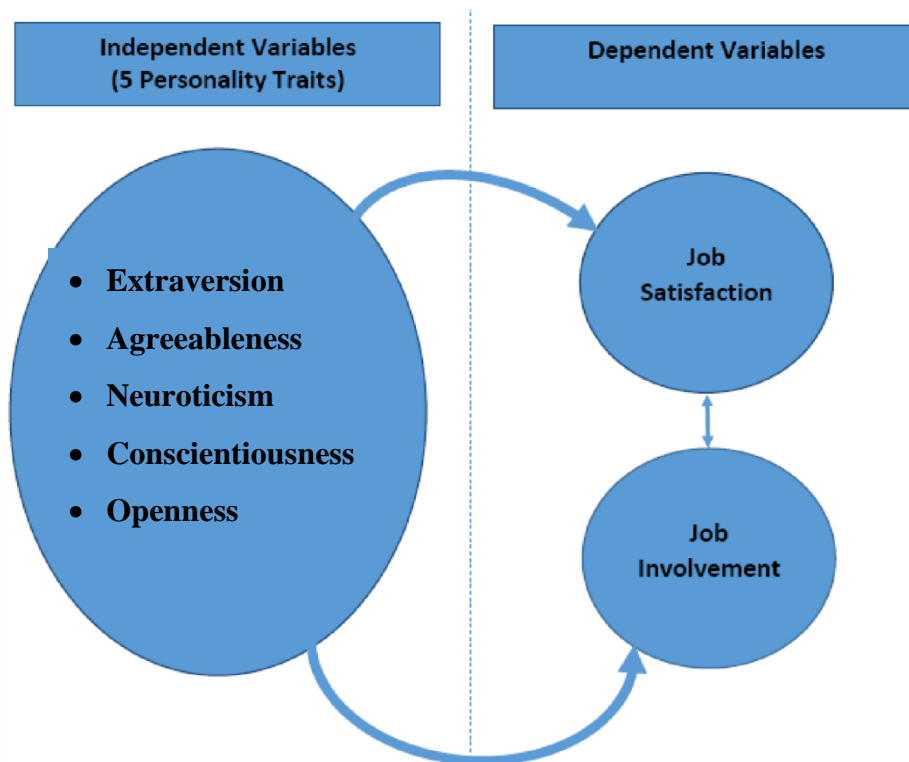
It was also interesting to note that conscientiousness was determined to be strongest mediating variable among other personality traits. Impact of conscientiousness on satisfaction of job is fully mediated with the help of procedural justice. It seemed

that relationship between extraversion, neuroticism and agreeableness and satisfaction of job was indirect through employees' perceptions of procedural justice recommended that lack of procedural justice is very significant. It was clear that openness, agreeableness, conscientiousness and extroversion are all related positively to job involvement. However, it was found that job involvement of employee is positively correlated with their job performance.

## **2.12 Analytical Framework of Research Variables:**

The analytical framework of this study is based on the review of relevant literature. The proposed model is tested in Nepal, an ancient and a developing culture in South Asia. It has aimed to assess the variance and correlations of personality traits with job satisfaction and job involvement. The researcher has used three major variables. The researcher has chosen only the variances mentioned below. Arrows show the impact lines.

**Figure: 1 The relationships between the Independent and Dependent variables.**



## **Chapter 3: Research Methodology**

### **3.1 Introduction**

This chapter deals with the research methodology applied to the study for achievement of desired objectives. The details of the methodology which were carried out have been described. Accordingly the chapter elaborates with discussing the research paradigm, approach and design of the study, sampling design, data collection instruments and methods, data analysis and interpretation techniques, and the statistical tools were used to verify the proposed hypotheses of this research are also discussed in detail.

### **3.2 Research paradigm**

Lincoln and Guba (2000) defined a research paradigm like a prospect about research held by the researcher's community that is based on a series of shared concepts, values, practices and considerations. In other words, it is an approach to thinking about and conducting research. There are two kinds of research paradigms such as Positivism and Hermeneutics. Positivism is an ontological and philosophical position in which there can be something which is known as truthful or positive aspect. It is a belief that knowledge can be arranged generally agreed and in clear ways. Positivism is also referred to as quantitative research (Bryman, 2006). According to Gadamer (2006), positivism is concerned with truth, reason values and validity and there is a close eye on real facts, collected through straight experience and observation and empirically measured variables using methods of quantitative approach such as surveys, statistical analysis and experiments.

Lee (1991) viewed that positivism is about getting the social behavioural facts. It believes that with careful methodology, definite generalizations can be made about social behavioural causes and future trends can be founded for society. According to Mingers (2001), positivism researchers are interested in gathering general data and information from a huge social sample instead of focusing research details. Positivism is concerned with truth, reason values and validity and there is a close eye on real facts, collected through straight experience and observation and empirically assessed variables using methods of quantitative inferential approach such as surveys, statistical analysis and experiments. This research has adapted

positivism as research paradigm since it verifies the research hypotheses by analysing gathered numerical data from the respondents.

### **3.3 Research approach**

A research is referred to as the systematic method of gathering new information. The research approach refers to the theoretical views by which a research is conducted. The common research approaches vastly adapted by researchers are qualitative, quantitative and mixed.

This study is mainly quantitative in nature. As this study has intention to find out the level of job satisfaction and to identify the relative importance of job satisfaction, job involvement and personality traits of the civil service employees working at field level. Quantitative Methodology is appropriate to fulfil its objective, because it (Quantitative research) is the numerical representation and assessment of observations for the purpose of describing and explaining the phenomena that those observations reflect (Sukamolson 2005).

Dawson (2002) defined that quantitative research has its roots in positivism and is more closely associated with the scientific method than the qualitative research. Quantitative research generates statistics through the use of large scale survey research using methods such as questionnaires or structured interviews. This study adapted quantitative research since it conducts analysis using descriptive statistics. Quantitative research is used better when viewing for general characteristics of a sample population.

### **3.4 Research Design**

According to De-Marraais, Kathleen and Lapan (2004), the research design contains the structure, strategy and plan of investigation so formed as to obtain answers to the problems and queries of research. The descriptions of the procedures of data collection and the analytical procedure selection are to be used to acquire the objectives of research. Research design is a comprehensive plan of the sequence of operations that a researcher intends to carry out to achieve the objectives of a research study. It provides the conceptual structure or blueprint for the conduct of the research study. It could also be considered a planned sequence of the entire process involved in conducting a research. The purpose of research design is to offer answers to research queries and to control the variance. A good research

design assists in interpreting and understanding the outcomes of the study and assures that a researcher obtains usable outcomes. There are several types of research designs such as descriptive, exploratory, experimental and case study.

According to Miller and Gatta (2006), the descriptive research is simply good or mere narrative and is fundamental to the research enterprise and it has added immeasurably to the knowledge, nature and shape of the society. Similarly, Schwandt (2006) explained that descriptive research helps the researchers to produce data that explain the characteristics and composition of similar groups. These groups are consisted of employees, customers, service providers and other organizations. Descriptive research can generate perfect understanding about the inquiry groups and the interrelationships among variables. The descriptive research is the quick identifying investigation with sufficient interpretation. Data gathering is crucial in research as the data is meant to contribute to a better understanding of a theoretical framework (Bernard 2002). This study adapted descriptive research design since it is used as a precursor to quantitative research design which offers valuable pointers as to what variables are worth checking quantitatively.

### **3.5 Sampling Design**

According to Bohn and Wolfe (1992), sampling plan or design is the method used to choose significant participants from the accessible population. The techniques of sampling are utilized when inferences are made about the target population. The sampling techniques are of two types: probability sampling and non-probability sampling.

Probability sampling has four essential elements. The first element is the frame of sampling which defines the population under examination. The second element is the determination of the proper size of sample: the bigger the sample the more exact is the generalization about population. The third element is the greater rate of response: the greater the rate of response the more representative the sample is. The fourth element is the choice of the best technique of sampling for the study. The methods of probability sampling are simple random sampling, cluster sampling, systematic sampling, multi stage sampling and stratified sampling. Smith (1983) described that non-probability sampling is applicable to the situation where the

samples are not chosen randomly. The methods of non-probability sampling are convenience sampling, snowball sampling, quota sampling and judgment sampling. Probability sampling or simple random sampling is most useful when the population is homogeneous. Simple random sampling was used in this study since every respondent belonging to civil service group has an equal probability of being surveyed.

### **3.6 Population, Sample Size and Sample Unit**

The target population was the Nepali civil service employees numbering about eighty thousand who work in different civil service groups of Nepal. The sample size of 300 civil service employees including 150 gazetted (officer level) and 150 non-gazetted (non-officer) level were taken. The sampling unit for this study included civil service employees working in eastern, central, western, midwestern and far-western developmental regions of the country. The researcher distributed and collected the research questionnaire from the respondents. In case of content analysis, principle of authenticity and objectivity was maintained. So data were credible and reliable from statistical consideration.

### **3.7 Data Collection Instruments**

The use of research questionnaire as paper-and-pencil measure has some advantages and disadvantages. This method is quick, time efficient and it can survey a large population effectively. There may be very few ambiguous items that respondents find and respond to differently, hence affecting the validity of the response and results (Spector, 1997). In addition, as the sample comprised of educated respondents, it is expected that questionnaire survey will be very useful to generate high quality data. The standard questionnaire is a very effective instrument that facilitates in collecting data from large divergent and widely scattered groups of people (Aminuzzaman 1991). Following three types of structured package of standard questionnaires with close-ended questions were used in this study. They are: Big Five Factor Makers (IPIP, Goldberg, 1992), Job Involvement Scale (Dhar and Shrivastav, 2001) and Job Satisfaction Scale (Asha JSS, 2009). All the tools were standardized.

### **3.7.1 Big-five factor markers (IPIP, Goldberg, 1992)**

The IPIP Big-Five factor markers consisted of fully revised version of 100-item inventory that can be freely downloaded from the internet for use in research (Goldberg, 2001). The current study makes use of the 100-item version consisting of 20 items for each of the Big-Five personality factors: Extraversion (E), Agreeableness (A), Conscientiousness (C), Emotional Stability (ES), and Intellect (I). The items of test are given in **Appendix- 4**. Responses to each item are measured on a 5-point Likert scale ranging from (1) strongly disagree to (5) strongly agree. Participants were requested to read each of the 100 items and then rate how well they believed it describing them on a 5-point scales (very inaccurate to very accurate i.e. indicated for each statement whether it was (1) Very Inaccurate, (2) Moderately Inaccurate, (3) Neither Accurate Nor Inaccurate, (4) Moderately Accurate, or (5) Very Accurate scale values).

The IPIP contains not only versions of proprietary scales, but also a number of items known collectively as the Big-Five factor markers (Goldberg, 2001). The starting point for the creation of these items was Goldberg's (1992) 100 unipolar Big-Five factor markers. These trait-descriptive adjectives had been used in a number of studies (Goldberg, 1992) and suggested 5 broad factors, namely Extraversion (or Surgency), Agreeableness, Conscientiousness, Emotional Stability and Intellect. The correlations between corresponding scales ranged from around 0.46 to 0.69 (Goldberg, 1992).

A battery of IPIP items was therefore administered to a large adult sample, and those which had the highest correlations to the orthogonal factor scores defined by the 100 adjective markers were chosen, with further internal consistency refinement (Saucier & Goldberg, 2002). The IPIP Big-Five factor markers are the result, with each factor measured by 10 or 20 items and mean internal consistencies of 0.84 and 0.90 for the 50 and 100-item versions respectively.

In this IPIP items, the numbers in parentheses after each item indicate the scale on which that item is scored (i.e., of the five factors: (1) Extraversion, (2) Agreeableness, (3) Conscientiousness, (4) Emotional Stability, (5)



Intellect/Imagination) and its direction of scoring (+ or -).

Converting IPIP Item responses to scale scores are used for positive (+) keyed items, the response "Very Inaccurate" is assigned a value of 1, "Moderately Inaccurate" a value of 2, "Neither Inaccurate nor Accurate" a value of 3, "Moderately Accurate" a value of 4, and "Very Accurate" a value of 5.

Likewise for negative (-) keyed items, the response "Very Inaccurate" is assigned a value of 5, "Moderately Inaccurate" a value of 4, "Neither Inaccurate nor Accurate" a value of 3, "Moderately Accurate" a value of 2, and "Very Accurate" a value of 1. Once numbers are assigned to all the items in the scale, the researcher added all the values to obtain a total scale score.

The items have been correlated with the adjective markers, and average 0.67 and 0.70 for the short and long versions respectively (Goldberg, 2001).

### **3.7.2 Job Involvement Scale (Dhar and Shrivastav, 2001)**

The Job Involvement Scale's questionnaire consisted of two parts: first part was used to collect the biographical information of the participants and the second part of the question was designed to measure the level of job involvement of the employees of a particular organisation and also the missing variables that inhibit the job involvement of the employees. It contains 10 items, all items to be answered in terms of strongly agree, agree, neutral, disagree and strongly disagree, and carrying the score of 5, 4, 3, 2 and 1 respectively. The items of test are given in **Appendix- 4**.

The reliability was determined by split-half method corrected for full length by applying Spearman-Brown Prophecy Formula on the data collected from the sample of 371 subjects. The reliability coefficient was 0.71. Besides face validity as all items of the scale are related to the concept of job involvement, the scale has high content validity. In order to determine validity from the coefficient of reliability (Garrett, 1981), the reliability index was calculated. The index of reliability measures the dependability of test scores by showing how well obtained scores agree on their theoretically true values. The index of reliability gives the maximum correlation which the given test is capable of yielding in its present form. This is true because the highest correlation which can be obtained between a test and second measure is between the test

scores and their corresponding true scores. The later has indicated high validity on account of being 0.83. The correlation between individual item scores and total scores of the scale was also determined. All the ten items have significant correlation; therefore, all of them were retained.

The raw scores were subjected to factor analysis and two-factor solution -Identification with the Job and Job Centricity- were identified.

**Factor I : Identification with the job** - This factor is constituted of 6 items(1,3,4,5,6,9) with a total factor load of 4.15108. This factor has covered 41.9 percent of total variance. Further, it is the composition of motivating job, identification with job, interesting job, job satisfaction, liking for the job and enjoying work. The factor has a significant correlation with the total score ( $r = .93$ ).

**Factor II: Job Centricity** - This factor is constituted of 4 items (2, 7, 8, and 10) with total factor load of 2.48539. This factor has covered 11.5 per cent of total variance. Further, it is the composition of importance of job, care for job, work is not burden, happiness out of job completion. The factor has significant correlation with the total score ( $r = .79$ ).

### **3.7.3 Job Satisfaction Scale (AJSS, 2009)**

There are various types of tools that are used to measure job satisfaction. Asha Job Satisfaction Scale (AJSS) consisted of 50 (fifty) items which was used to measure job satisfaction. The scale provides a multifaceted approach to the measurement of satisfaction in terms of specific identifiable characteristics related to the job. This scale assesses five dimensions namely salary and facilities, supervision, promotion, work opportunity and human relations. Most organizations provide certain facilities and opportunities for growth and development of their employees. Respondents were asked to write (1) if agreed on the given characteristics, and (0) if disagreed on the given column of response. Representative items of this measure are included in **Appendix-4**.

These dimensions were operationalized in terms of following criterion measures:

- 1) **Salary and Facilities** -The compensation of work in terms of salary and other allowances, fringe benefits, overtime made in accordance to one's role and responsibilities as well as the cost of living. Payments made elsewhere (in other organization) are also considered. Item no. 1, 6, 11, 16, 21, 26, 31, 36, 41, 46 measures the job satisfaction with regards to this dimension.
- 2) **Supervision** - The supervisor or senior officer is able to motivate, support and train the subordinate. He/she is tactful and knowledgeable so that the employees develop a sense of confidence in him/her. Item no. 2, 7, 17, 22, 27, 32, 37, 42, 47 measure supervision dimension of job satisfaction.
- 3) **Promotion** - There are ample opportunities for advancement and a reward system exists, where merit as well as seniority is given due consideration. Promotion is given as a right and a system reveals that those who are eligible and worthy are certain that in due course of time they will certainly be promoted in a time bound manner. Item no. 3, 8, 13, 18, 23, 28, 33, 38, 43 and 48 are related to promotion dimension of job satisfaction.
- 4) **Work Opportunity** - The work is arranged in accordance with the ability and interest of the individual. Employees get an opportunity to project their creative skills and take it as a challenge. Opportunities for initiative and innovation exist. Item no. 4, 9, 14, 19, 24, 29, 34, 39, 44 and 49 measures the work dimension of job satisfaction.
- 5) **Human Relations** - Fulfilment of an employees' socio-psychological needs results in cordial human relations, which ultimately boost up an employee's morale and job satisfaction. An atmosphere of cooperation, concern for each other and a team feeling prevails resulting in high morale. Item no. 5, 10, 15, 20, 25, 30, 35, 40, 45, 50 are related to human relations aspect of job satisfaction.

Job satisfaction with organizational role stress in the group of Indian female Managers, reliability ('r') value is -.45, which is significant at .01 level of significance and in the group of Canadian female managers, is -.57 which is

also significant at .01 level of significance. Job satisfaction with leader behaviour in the group of Indian female managers, 'r' value is .43, which is significant at 0. 01 level. Whereas in the group of executives of carpet industry it has 'r' value .46, which is significant at 0. 01 level of significance.

**Concurrent Validity-** Concurrent validity was also calculated which means the extent to which the scores on a test are related to the scores of another already established test administered at the same time or some other valid criterion available. Another established scale namely standardized test Job Satisfaction Instrument (JSI) by Mishra and et al. (1993) was used.

**Factorial Validation** - Factorial Validity of a test as determined by correlating the test with a factor isolated by factor analysis. In order to conduct factorial validation 50-item scale of job satisfaction was administered to executives of Bank (250), executives of carpet industry (50), Canadian female managers (80), and Indian female managers (100). Their responses were analysed separately. A comprehensive insightful multivariate analysis was used for all subscales of job satisfaction at the initial level and a keen observation of Principal Component Matrix (PCM) of Multiple Factorial Analysis (MFA) was found to be non-linear and Thurston's PCM was found to be non-specific. Owing to the spurious nature of 'r', PCM was found to be non-specific. Owing to the spurious nature of 'r', Factor loadings and their orthogonal rotations merely clumped the variances instead of representing it from true variance. In fact, an astray, discouraged loading was found for all sub-samples both at the Indian level and at the Canadian level, forced to look at the clumped and undistributed loading. In the beginning 200 items were selected and they were given to the experts in the area of management, human resources, administration, banking, non-government organizations and others. Besides, working executives in the public and private sectors were also selected as experts. After having the responses of the judges, inter-judges' reliability was calculated and selection of items was made on the basis of the agreement, Split-half reliability value was 0.79.

### 3.8 Data Collection Methods

Data is indispensable in carrying out any research. This research makes use of primary data by administering standardized questionnaire to the Nepali civil service employees working in five different developmental regions of Nepal, namely Eastern, Central, Western, Mid-western and Far-western. For administrative purpose officially Nepal is divided into five divisions. The test package was given to 150 gazetted and 150 non-gazetted civil service employees. The subjects' age ranged from 19 to 57 years in both samples. The data collection for the study was conducted from January 2013 to February 2014. Big-Five inventory of the 100-items developed from the International Personality Item Pool (IPIP; Goldberg, 1992), Job Involvement Scale (Dhar and Shrivastav, 2001) and Job Satisfaction Scale (Asha JSS, 2009), all were translated into Nepali language by Nepali and English language Professors independently, were used as the major tools to obtain data for personality traits, job involvement and job satisfaction among civil service employees. The translation - back translation method was also used to maintain the equivalence in the versions of Nepali and English.

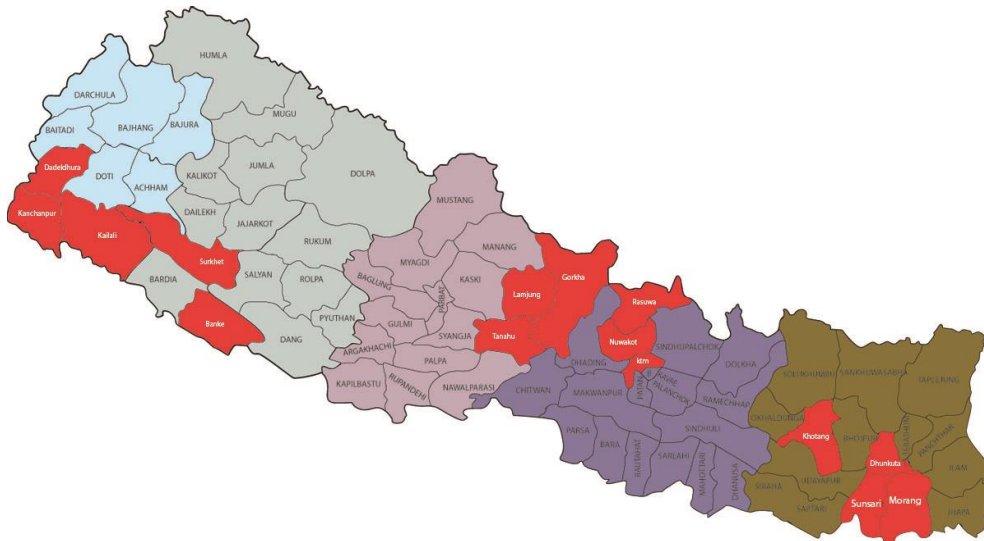
Procedure: Package of JIS, AJSS and IPIP questionnaires were made ready and administered them to each subject separately in their offices individually and groups as well, and collected after they filled the test packages (See Appendices 4). Average time taken by the respondents in filling the set of questionnaire was 40 to 55 minutes. The table shows the distribution of sample size according to development regions.

**Table 1: Development region by sample selection**

S.N	Development Region	Gazetted Level	Non-Gazetted Level	Total	Percentage
1	Eastern	50	20	70	24
2	Central	35	55	90	30
3	Western	25	30	55	18
4	Mid-western	15	30	45	15
5	Far-western	25	15	40	13
<b>Grand Total</b>		<b>150</b>	<b>150</b>	<b>300</b>	<b>100</b>

#### **Data collection districts of five development regions**

Figure 1: Development region by sample Selection



Red color shows the data collection district of each five development regions.

According to the proposal sample there were 300 employees from officer and non-officer level, that is, 150 in each level. Among them, maximum sample 90(30%) of total respondents were taken from Central Development Region. Similarly minimum 40(13%) of total respondents were taken from Far-Western Development Region. In this way, as shown in the map of Nepal, the red color indicates the 15 districts selected for data collection.

### 3.9 Statistical Analyses and Interpretation of Data:

It is widely accepted that the data or information collected must be analyzed with the help of graphical tools or statistical tools in order to find the conclusion of the research. Jackson (2011) has also mentioned that the data that are collected for any research must be analyzed with the help of graphical tools or statistical tools in order to reach conclusion. The data analysis and interpretation is a method that allows the researcher to find out the solution for the problems identified in this research. It is very important for any researcher to determine that their work is valid internally or externally.

Quantitative research is an explaining phenomena by collecting quantitative data which are analyzed through mathematic-based methods. The data were scored, coded and properly analyzed through SPSS (Statistical Package for Social Sciences) windows version 16.0 using descriptive statistics and inferential statistics

such as percentages, means, S.Ds., frequencies and cross-tabulations as well as Pearson correlation coefficient and T-test s and regressive analyses.

For the purposes of determining whether a statistically significant relationship exists between job involvement and job satisfaction on the one hand, and personality traits on the other, the Pearson Product Moment Correlation Coefficient was used. It provides an index of the strength, magnitude and direction of the relationship between two variables at a time (Sekaran, (2003). The Product Moment Correlation Coefficient was, therefore, suitable for the purpose of this study. Statistical Package for Social Science (SPSS) tool was used for data analysis. Reliability test correlational coefficient (Cronbach's alpha) has been done for validating the measured items of each variable.

Buglear (2005), has stated that statistical packages can conduct calculations on large scales and the output is statistically precise and accurate. The sample size chosen in this research yielded more than 300 responses and thus better and accurate application was used to analyze the data. Most of the business research has used SPSS and other statistical programs to analyze their data because of their capability of functioning correctly.

### **3.10 Statistical Tools Employed:**

This research made the use of following statistical tools in order to analyze the primary data that was collected. They are:

- Correlation Method
- Regression Analysis
- T-test
- Model summary
- Reliability Test Using Cronbach Alpha

#### **3.10.1 Correlation Method:**

This research made the use of statistical technique called Karl Pearson Correlation test in order to test the proposed hypothesis. Descriptive method used in this research helped to summarize the result. Clark and Adler (2010) also have stated that descriptive research results can be summarized with the statistic and it is known as correlation coefficient. In this research, the descriptive research design used the correlation coefficient test. Weiten (2010) has stated that Karl Pearson Correlation

test provides the result by the variable name “Correlation coefficient” which in turn helps to find out the relationship between the quantitative independent variable and the quantitative dependent variable.

Here, the correlation coefficient is represented by the symbol “ $r$ ”. Then the correlation coefficient of “ $r$ ” can be calculated by using the following formula:

Correlation coefficient ( $r$ )

$$= [N\sum XY - (\sum X)(\sum Y)] / (\text{Sqrt} ([N\sum X^2 - (\sum X)^2][N\sum Y^2 - (\sum Y)^2]))]$$

Where,

$N$  = Number of elements or values,

$X$  = First Variable,

$Y$  = Second Variable,

$\sum X$  = Sum of First Variables,

$\sum Y$  = Sum of Second Variables

$\sum XY$  = Sum of the product of first and Second Variables

$\sum X^2$  = Sum of square of First Variable,

$\sum Y^2$  = Sum of square of Second Variable

In general, the value of correlation coefficient ranges between  $-1.0$  and  $+1.0$ .

The values can be calculated in some general form: the closer  $r$  is to  $+1$  or  $-1$ , the more closely are the two variables related to each other.

### **3.10.2 Regression Analysis:**

This research also made the use of statistical technique called regression analysis in order to test the proposed hypotheses. Regression analysis is a statistical process for estimating the relationships among variables. It includes many techniques for modelling and analysing several variables, when the focus is on the relationship between a dependent variable and one or more independent variables.

To test hypotheses, regression analysis was done by using SPSS (version 16).

### **3.10.3 T-test**

The T-test is a type of inferential statistics. It was used to determine whether there is a significant difference between the means of two groups. It can be used to determine if two sets of data are significantly different from each other, and is most commonly applied when the test statistic would follow a normal distribution if the value of a scaling term in the test statistic is known. The independent samples T-



test was used when two separate sets of independent and identically distributed samples are obtained, one from each of the two populations being compared. This test score were analyzed according to SPSS (version 16).

#### **3.10.4 Model summary**

The regression results were comprised of three tables in addition to the 'Coefficients' table, but the researcher limited his interest to the 'Model summary' table only, which provides information about the regression line's ability to account for the total variation in the dependent variable. As regression analysts often put it, the regression model only 'explains' a limited proportion of the dependent variable's total variation. The dependent variable's total variation can be measured by its variance. If the regression line is not completely horizontal (i.e. if the b coefficient is different from 0), then some of the total variance is accounted for by the regression line. This part of the variance is measured as the sum of the squared differences between the respondents' predicted dependent variable values and the overall mean divided by the number of respondents. By dividing this explained variance by the total variance of the dependent variable, we arrive at the proportion of the total variance that is accounted for by the regression equation. This proportion varies between 0 and 1 and is symbolized by  $R^2$  (R Square). The R is the square root of  $R^2$ .

#### **3.10.5 Reliability Test Using Cronbach alpha**

Cronbach's  $\alpha$  (alpha) is a coefficient of reliability. It is commonly used as a measure of internal consistency or reliability of a psychometric test score for a sample of examinees. It was first named alpha by Lee Cronbach in 1951, as he had intended to continue with further coefficients. The measure can be viewed as an extension of the Richardson Formula 20 (KR-20), which is an equivalent measure for dichotomous items.

Cronbach's alpha will generally increase as the inter-correlations among test items increase, and is thus known as an internal consistency estimate of reliability of test scores. Because inter-correlations among test items are maximized when all items measure the same construct, Cronbach's alpha is widely believed to indirectly indicate the degree to which a set of items measures a single uni-dimensional latent construct. However, the average inter-correlation among test items is affected by

skew just like any other average. Thus, whereas the modal inter-correlation among test items will equal zero when the set of items measures several unrelated latent constructs, the average inter-correlation among test items will be greater than zero in this case. Indeed, several investigators have shown that alpha can take on quite high values even when the set of items measures several unrelated latent constructs (e.g., Cortina, 1993; Cronbach, 1951; Green, Lissitz & Mulaik, 1977; Revelle, 1979; Schmitt, 1996; Zinbarg, Yovel, Revelle & McDonald, 2006).

It has been proposed that  $\alpha$  can be viewed as the expected correlation of two tests that measure the same construct. By using this definition, it is implicitly assumed that the average correlation of a set of items is an accurate estimate of the average correlation of all items that pertain to a certain construct. Cronbach's  $\alpha$  is a function of the number of items in a test, the average covariance between itempairs, and the variance of the total score.

### Definition

Suppose that we measure a quantity which is a sum of  $K$  components (K-items):

$$X = Y_1 + Y_2 + \cdots + Y_K$$

Cronbach's  $\alpha$  is defined as

$$\alpha = \frac{K}{K-1} \left( 1 - \frac{\sum_{i=1}^K \sigma_{Y_i}^2}{\sigma_X^2} \right)$$

Where  $\sigma_X^2$  is the variance of the observed total test scores,

and  $\sigma_{Y_i}^2$  the variance of component i for the current sample of persons.

If the items are scored 0 and 1, a shortcut formula is

$$\alpha = \frac{K}{K-1} \left( 1 - \frac{\sum_{i=1}^K P_i Q_i}{\sigma_X^2} \right)$$

where  $P_i$  is the proportion scoring 1 on item i, and

$$Q_i = 1 - P_i$$

This is the same as KR-20.

Alternatively, Chrobach's  $\alpha$  can be defined as

$$\alpha = \frac{K\bar{c}}{(\bar{v} + (K-1)\bar{c})}$$

where  $K$  is as above,  $\bar{v}$

the average variance of each component (item), and  $\bar{c}$  the average of all covariance between the components across the current sample of persons (that is, without including the variances of each component). The standardized Cronbach's alpha can be defined as

$$\alpha_{\text{standardized}} = \frac{K\bar{r}}{(1 + (K-1)\bar{r})}$$

Where  $K$  is as above and  $\bar{r} = K(K-1)/2$

the mean of the non-redundant correlation coefficients (i.e., the mean of an upper triangular, or lower triangular, correlation matrix).

Cronbach's  $\alpha$  is related conceptually to the Spearman–Brown prediction formula. Both arise from the basic classical test theory result that the reliability of test scores can be expressed as the ratio of the true-score and total-score (error plus true score) variances:

$$\rho_{XX} = \frac{\sigma_T^2}{\sigma_X^2}$$

The theoretical value of alpha varies from 0 to 1, since it is the ratio of two variances. However, depending on the estimation procedure used, estimates of alpha can take on any value less than or equal to 1, including negative values, although only positive values make sense. Higher values of alpha are more desirable. Some professionals, as a rule of thumb, require a reliability of 0.70 or higher (obtained on a substantial sample) before they will use an instrument. Although Nunnally (1978) is often cited when it comes to this rule, he has actually never stated that 0.7 is a reasonable threshold in advanced research projects. And obviously, this rule should be applied with caution when  $\alpha$  has been computed from items that systematically violate its assumptions. Furthermore, the appropriate degree of reliability depends upon the use of the instrument. For example, an

instrument designed to be used as part of a battery of tests may be intentionally designed to be as short as possible, and therefore somewhat less reliable. Other situations may require extremely precise measures with very high reliabilities. In the extreme case of a two-item test, the Spearman–Brown prediction formula is more appropriate than Cronbach's alpha. This has resulted in a wide variance of test reliability. In the case of psychometric tests, most fall within the range of 0.75 to 0.83 with at least one claiming a Cronbach's alpha above 0.90 (Nunnally 1978, page 245–246).

### **3.11 Ethical Considerations:**

Generally, ethics helps to identify whether the conducted study is correct or incorrect in the given context. Ethics has ability to explore what one should do in the situation where values, societal rules, rights, or personal beliefs may be in conflict. So, it is very important for any researcher and research to follow the basic ethics associated with the research. Ethics in this research is strictly maintained by the researcher keeping all the responses obtained confidential as per the rules of targeted organizations. Apart from these, a prior permission was taken by the researcher from the targeted organization as well as the respondents.

The consideration of these issues is necessary for the purpose of ensuring the privacy as well as the security of the participants. These issues were identified in advance so as to prevent future problems that could have arisen during the research process. Among the significant issues were consent, confidentiality and data protection.

In the duration of the research, the survey forms were drafted in a very clear and concise manner to prevent confusion among respondents. People who participated in the research were given an ample time to respond to the questions posed on them to avoid errors and inaccuracies in their answers. The respondents were given a waiver regarding the confidentiality of their identity and the information that they did not wish to disclose. The respondents' cooperation was eagerly sought after, and they were assured that the data gathered from them would be treated with strict confidence, so that they could be more open. This was done with a view to promoting trust between the researcher and the respondents.

### **3.12 Limitations of the research**

In the sample size it was difficult to take equal sample of male and female; female sample size was considerably lesser than the male counterpart because of limitations of the recruitment in job centres. To collect the sample it was difficult to find equal size from all areas because more personnel's were centered in central area, so more sample was collected from the central area. It becomes difficult to take sample collection equally from every service group.

## **Chapter 4: Analysis of Results**

### **4.1 Descriptive statistics**

This section deals with the analysis of results. Entire data were analyzed using SPSS version 16. Many researchers have analyzed job satisfaction and the factors impacting on the job satisfaction. Several researches have drawn the inference that job satisfaction is not chiefly resulted by aspects that may lie in the firms. Off late, some analysts have started analyzing the function enacted by aspects are extrinsic to the organization, mainly personality impacting on the job satisfaction. It is obvious that personality is a dispositional factor that impacts on job satisfaction since some people are inclined to react positively while some others react negatively to the same environment and work settings. This is the behaviouristic view of personality. The current study chiefly aims to analyze the personality traits, job involvement and job satisfaction of the civil service employees of Nepal. Thus expressive aspect of personality has high variance or individual difference.

The characteristics of civil service employees are mentioned in Table 2. It also depicts that 176 (58.7%) of the respondents were above 40-year-old category, and the remaining 124 (41.3%) were below 40-year-old category.

#### **Sample structure:**

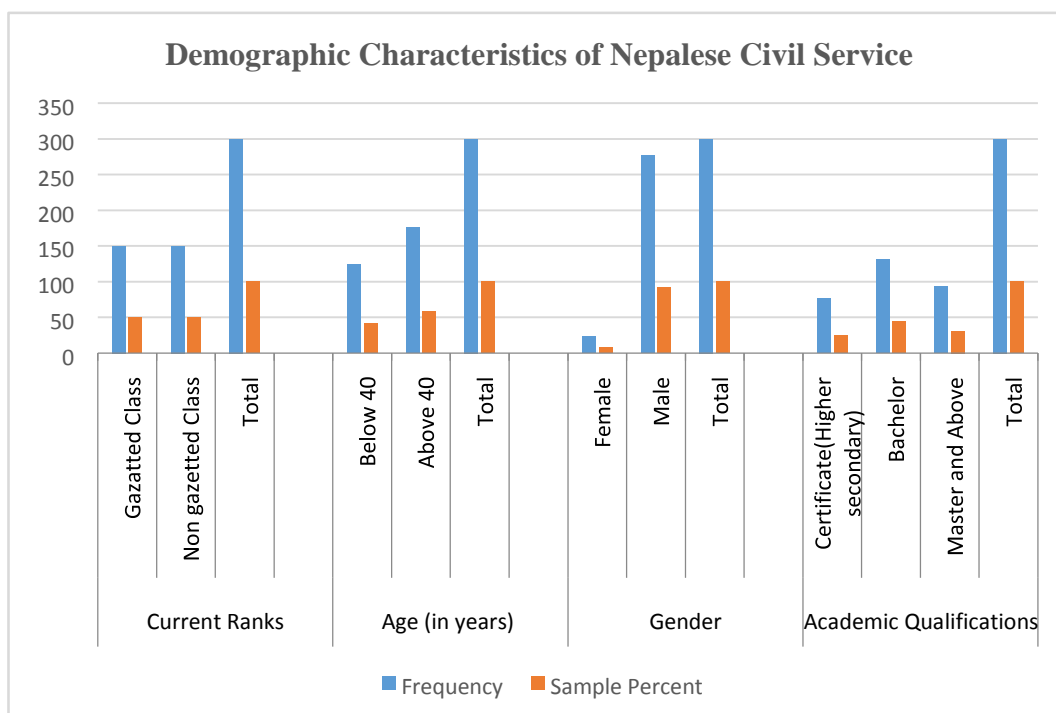
**Table 2: The Demographic Characteristics of Nepalese Civil Service Employees**

Respondents (N = 300)

Variable	Description	Frequency	Sample Percentage
Current Ranks	Gazetted Class	150	50.0
	Non gazetted Class	150	50.0
	<b>Total</b>	<b>300</b>	<b>100.0</b>
Age ( in years)	Below 40	124	41.3
	Above 40	176	58.7
	<b>Total</b>	<b>300</b>	<b>100.0</b>
Gender	Female	23	7.7
	Male	277	92.3
	<b>Total</b>	<b>300</b>	<b>100.0</b>
Academic Qualifications	Certificate (Higher secondary)	76	25.3
	Bachelor	131	43.7
	Master and Above	93	31.0
	<b>Total</b>	<b>300</b>	<b>100.0</b>

Table 2, shows that 277 (92.3%) of the respondents were males and 23 (7.7%) of them females. So far as the academic qualification of the respondents is concerned, about 131 (43.7%) were graduates, i.e., bachelor degree holders, and 93 (31%) and 76 (25.3%) of the respondents were master degree holder and undergraduates respectively. The following figure also depicts the descriptive demographic characteristics of respondents. Based on the data shown above it can be stated that the male respondents were more than female and respondents above forty years were more than those below forty. Among the respondents the graduates were more than the undergraduates.

Figure 2 Demographic Characteristics of Nepalese Civil Service



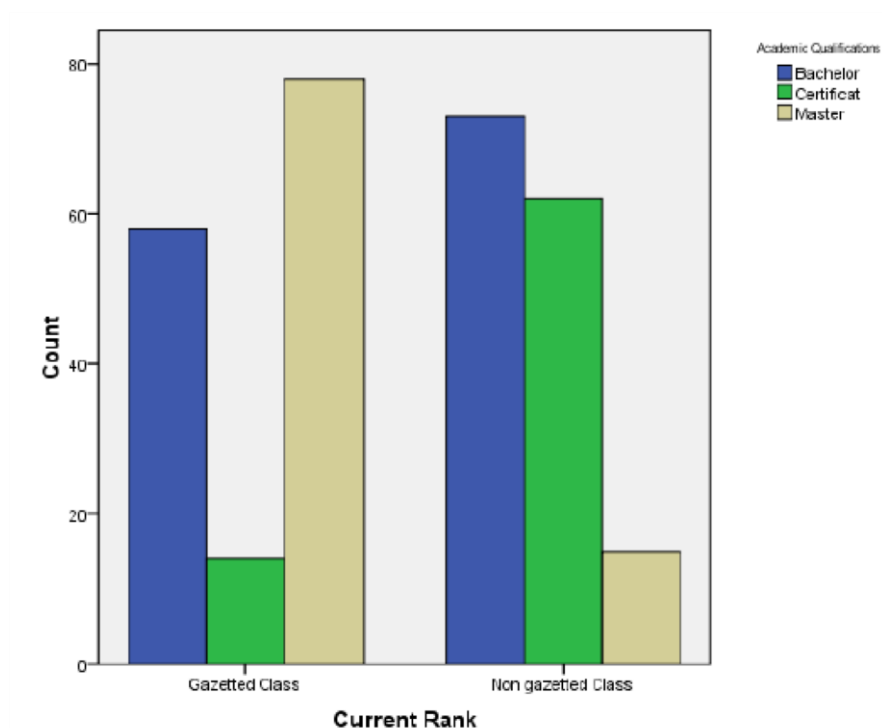
The characteristics of the respondents according to current ranks and their academic qualifications are given in Table 3 and Figure 3 below.

Table 3: Current Rank and Academic Qualifications

Current Rank		Academic Qualifications			Total
		Bachelor Level	Certificate Level	Master and above	
Gazetted Class	Count	58	14	78	150
	% of Total	19.3%	4.7%	26.0%	50.0%
Non gazetted Class	Count	73	62	15	150
	% of Total	24.3%	20.7%	5.0%	50.0%
Total	Count	131	76	93	300
	% of Total	43.7%	25.3%	31.0%	100.0%



Figure 3 Current Rank and Academic Qualifications



The respondents' current ranks and their gender are exhibited in Table 4 below.

**Table 4: Current Rank and Gender**

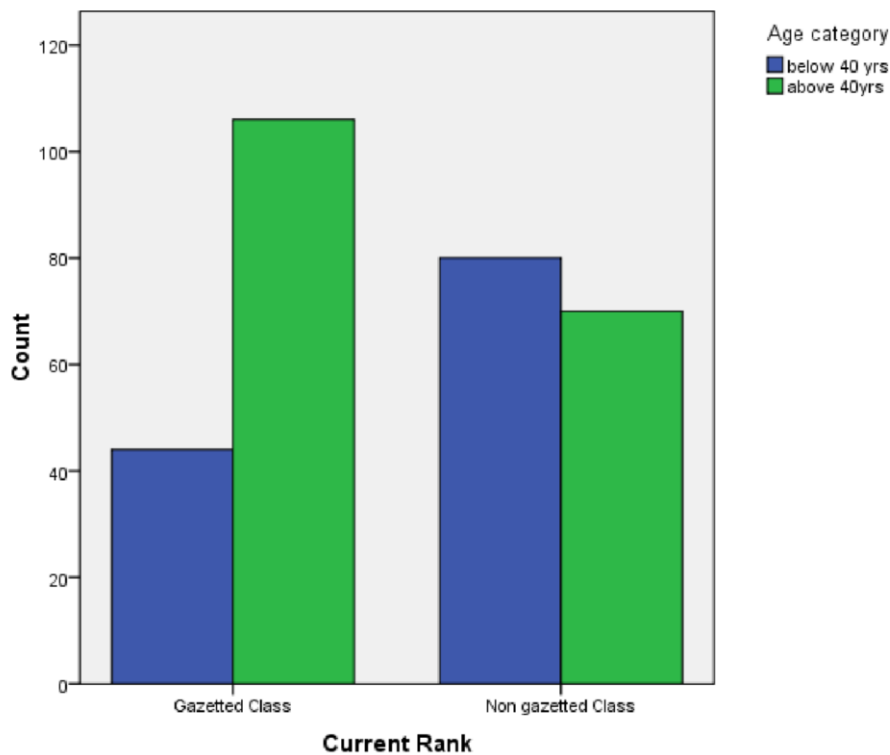
Current Rank		Gender		Total
		Female	Male	
Gazetted Class	Count	7	143	150
	% of Total	2.3%	47.7%	50.0%
Non gazetted Class	Count	16	134	150
	% of Total	5.3%	44.7%	50.0%
Total	Count	23	277	300
	% of Total	7.7%	92.3%	100.0%

The respondents' current ranks and their ages are shown in Table 5 and Figure 4 below.

**Table 5: Current Rank and Age**

Current Rank		Age category		Total
		below 40 yrs	above 40yrs	
Gazetted Class	Count	44	106	150
	% of Total	14.7%	35.3%	50.0%
Non gazetted Class	Count	80	70	150
	% of Total	26.7%	23.3%	50.0%
Total	Count	124	176	300
	% of Total	41.3%	58.7%	100.0%

*Figure 4 Current Rank and Age*



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 and standard deviations were computed by using SPSS version 16.

The mean and standard deviation for Big Five personality factors/traits of the civil service employees of Nepal are mentioned in following Table 6. As it is seen in the

Table 6, extraversion mean score was 58.23 with a standard deviation of 12.65, agreeableness mean score was 64.44 with a standard deviation of 19.21, conscientiousness mean score was 67.74 with a standard deviation of 19.63, emotional stability mean score was 65.66 with a standard deviation of 11.85, and intellect mean score was 57.69 with a standard deviation of 13.20.

**Table 6: The Mean and Standard Deviation, of Big Five Personality traits**  
(N=300)

Personality traits	N	Mean Score	Standard Deviation
Extraversion	300	58.23	12.65
Agreeableness	300	64.44	19.21
Conscientiousness	300	67.74	19.63
Emotional Stability	300	65.66	11.85
Intellect	300	57.69	13.20

Respondents' current rank-wise and age-wise means and standard deviations for Big Five personality traits are depicted in Table 7 below.

As observed in Table 7, respondents' current rank-wise mean score and standard deviation of gazetted class for extraversion were 48.73 and 7.19 respectively. Similarly, agreeableness mean score was 47.91 with a standard deviation of 7.41, conscientiousness mean score was 51.05 with a standard deviation 8.00, emotional stability mean score was 61.33 with a standard deviation of 9.79, and intellect mean score was 47.38 with a standard deviation of 7.13

Likewise, respondents' current rank-wise mean score and standard deviation of non-gazetted class of extraversion were 67.73 and 9.39 respectively. Similarly, agreeableness mean score was 80.97 with a standard deviation of 11.62, conscientiousness mean score was 84.43 with a standard deviation 12.00, emotional stability mean score was 69.99 with a standard deviation of 12.17, and intellect mean score was 68.01 with a standard deviation of 9.21

**Table 7: The Means of Current Rank and Age with Standard Deviation of Big Five personality traits**

Personality traits	Current Rank				Age			
	Gazetted Class (N =150)		Non gazetted Class (N =150)		Below 40 yrs (N =124)		Above 40yrs (N =176)	
	Mean	Std. Deviation	Mean	Std. Deviation	Mean	Std. Deviation	Mean	Std. Deviation
Extraversion	48.73	7.19	67.73	9.39	61.48	12.73	55.94	12.12
Agreeableness	47.91	7.41	80.97	11.62	70.11	18.78	60.45	18.53
Conscientiousness	51.05	8.00	84.43	12.00	74.22	18.61	63.18	19.09
Emotional Stability	61.33	9.79	69.99	12.17	67.57	12.47	64.31	11.23
Intellect	47.38	7.13	68.01	9.21	62.23	12.35	54.49	12.87

As it is observed in Table 7 above, age-wise mean score and standard deviation of the respondents below 40 years for extraversion was 61.48 and 12.73 respectively. Similarly, agreeableness mean score was 70.11 with a standard deviation of 18.78, conscientiousness mean score was 74.22 with a standard deviation 18.61, emotional stability mean score was 67.57 with a standard deviation of 12.47, and intellect mean score was 62.23 with a standard deviation of 12.35.

Likewise, the mean score of age and standard deviation of respondents above 40 years respondents' for extraversion were 59.94 and 12.12 respectively. Similarly, agreeableness mean score was 60.45 with a standard deviation of 18.53, conscientiousness mean score was 63.18 with a standard deviation 19.09, emotional stability mean score was 64.31 with a standard deviation of 11.23, and intellect mean scores was 54.49 with a standard deviation of 12.87. In all the personality traits (Extraversion, Agreeableness, Conscientiousness, Emotional stability and Intellect) mean scores of younger (below 40 years) group excelled and the non-gazetted employees mean scores were higher than the elder (above 40 years) group of gazetted employees.

The mean and standard deviation for Job Satisfaction Scale are presented in Table 8 below. It was observed that the mean job satisfaction score was 25.2 with a standard deviation of 5.158.

**Table 8: The Mean and Standard Deviation of Job Satisfaction (J.S.) Scale**

(N=300)

<b>Dimensions</b>	<b>N</b>	<b>Mean Score</b>	<b>Standard Deviation</b>	<b>Job Satisfaction Level</b>
I. Salary and Facilities	300	3.71	1.480	Low
II. Supervision	300	5.17	1.747	Average
III. Promotion	300	5.37	1.805	Average
IV. Work Opportunity	300	5.64	1.794	Average
V. Human Relations	300	5.30	1.802	Average
Total Scale/items	<b>300</b>	<b>25.20</b>	<b>5.158</b>	Average

As shown in Table 8 above, it was also observed that the mean and standard deviation of Job Satisfaction Scale Dimension I (Salary and Facilities) were 3.71 and 1.480 respectively. Similarly, Dimension II (Supervision) mean score was 5.17 with a standard deviation of 1.747, Dimension III (Promotion) mean score was 5.37 with a standard deviation of 1.805, Dimension IV (Work Opportunity) mean score was 5.64 with a standard deviation of 1.794, and Dimension V (Human Relations) mean score was 5.30 with a standard deviation of 1.802.

Respondents' current rank-wise and age-wise means and standard deviations for Job Satisfaction Scale are exhibited in Table 9 below.

As observed in Table 9, the mean job satisfaction score was 24.42 with a standard deviation of 4.837 for gazetted class and mean job satisfaction score was 25.97 with a standard deviation of 5.364 for non-gazetted class civil service employees.

As also seen in Table 8, the mean job satisfaction score was 25.06 with a standard deviation of 5.263 for below 40 years civil service employees and mean job satisfaction score was 25.29 with a standard deviation of 5.096 for those above 40 years. In the job satisfaction of civil service employees score showed low level of satisfaction in the first dimension (salary and facilities) only and all other four dimensions the scores were at the average level of satisfaction.

**Table 9: The Current Rank and Age-wise Mean and Standard Deviation of  
Job Satisfaction (J.S.) Scale  
(N=300)**

Dimensions	Current Rank				Age			
	Gazetted Class (N= 150)		Non gazetted Class(N= 150)		Below 40 yrs (N =124)		Above 40yrs (N =176)	
	Mean	Std. Dev.	Mean	Std. Dev.	Mean	Std. Dev.	Mean	Std. Dev.
I. Salary and Facilities	4.03	1.732	3.39	1.092	3.69	1.270	3.73	1.616
II. Supervision	4.86	1.699	5.48	1.744	5.09	1.803	5.23	1.709
III. Promotion	5.05	1.733	5.68	1.826	5.59	1.772	5.21	1.816
IV. Work Opportunity	5.35	1.806	5.94	1.739	5.63	1.774	5.65	1.814
V. Human Relations	5.13	1.739	5.48	1.853	5.06	1.811	5.47	1.782
Total Scale/items	<b>24.42</b>	<b>4.837</b>	<b>25.97</b>	<b>5.364</b>	<b>25.06</b>	<b>5.263</b>	<b>25.29</b>	<b>5.096</b>

In this way, data shows that gazetted class employees were slightly lesser satisfied in their job than the non-gazetted class employees. In other four dimensions the non-gazetted class employees excelled the gazetted employees in supervision, promotion, work opportunities and human relations.

The mean and standard deviation for Job Involvement Scale are displayed in Table 10 below, it was observed that the mean job involvement score was 44.15 with a standard deviation of 4.589.

**Table 10: The Mean and Standard Deviation of Job Involvement (JI) Scale  
(N=300)**

Factors	N	Mean Score	Standard Deviation	Job Involvement Level
I: Identification with the job	300	25.36	3.644	Moderate
II: Job Centricity	300	18.79	1.416	Moderate
<b>Total</b>	<b>300</b>	<b>44.15</b>	<b>4.589</b>	Moderate

As observed above in Table 10 the mean and standard deviation of Job Involvement Scale factor I (Identification with the job) were 25.36 and 3.644 respectively. Similarly, factor II (Job Centricity) mean score was 18.79 with a standard deviation of 1.416.

Respondents' current rank-wise and age-wise means and standard deviations for Job Involvement Scale are exhibited in the following Table 11.

As observed in Table 11, the mean job involvement score was 43.85 with a standard deviation of 4.625 for gazetted class employees and mean job involvement score was 44.45 with a standard deviation of 4.549 for non-gazetted class civil service employees.

**Table 11: The Current Rank and Age-wise Mean and Standard Deviation of Job Involvement (JI) Scale**

Factors	Current Rank				Age			
	Gazetted Class (N= 150)		Non gazetted Class(N= 150)		Below 40 yrs (N =124)		Above 40yrs (N =176)	
	Mean	Std. Dev.	Mean	Std. Dev.	Mean	Std. Dev.	Mean	Std. Dev.
I:								
Identification with the job	25.27	3.629	25.45	3.668	25.08	3.873	25.56	3.470
II:								
Job Centricity	18.58	1.471	19.00	1.331	18.79	1.369	18.79	1.453
<b>Total</b>	<b>43.85</b>	<b>4.625</b>	<b>44.45</b>	<b>4.549</b>	<b>43.87</b>	<b>4.757</b>	<b>44.35</b>	<b>4.470</b>

As seen in Table 11, the mean job involvement score was 43.87 with a standard deviation of 4.757 for civil service employees below 40 years and mean job involvement score was 44.35 with a standard deviation of 4.470 for those above 40 years. In this way, data showed that job involvement level of civil service employees was average for gazetted and non-gazetted class employees. That is, both the groups showed similar tendencies in job involvement.

## 4.2 Hypotheses testing

Regression analyses were used to examine the relationship between variables especially the extent to which a dependent variable is a function of one or more independent variables.

Regression analysis was used to examine the proposed research hypothesis. Usually, the investigator ascertained the causal effect of one variable upon another. The regression line was described algebraically by the regression equation that expresses the relationship between two variables.

In fact the straight line is defined by:

- 1) the slope or gradient (usually denoted by  $b_1$ ) and
- 2) the point at which the line crosses the vertical axis of the graph (known as the intercept of the line  $b_0$ ).

The general model can be expressed in the equation below:

$$Y_i = (b_0 + b_1 X_i) + \epsilon_i$$

where  $Y_i$  is the outcome,

$X_i$  the participants' score on the predictor variable,

$b_1$  is the gradient of the straight line fitted to the data and  $b_0$  the intercept of that line,  $b_0$  and  $b_1$  are regression coefficients, and  $\epsilon_i$  represents the difference between the scores.

In this research, T-statistic was used. It was drawn from a distribution if the null hypothesis was true. This statistic might be positive or negative as the parameter estimate from which it was derived and showed greater or less value than the hypothesised true value of the parameter.

Correlation analysis was also used to examine the proposed research hypothesis. In general, hypothesis can be tested with the help of statistical tool called Karl Pearson Correlation method. Correlation coefficient helped the researcher find out the relationship between the variables.

**Hypothesis 1:** High extrovert employees will excel in job satisfaction.

The hypothesis 1 was tested by means of a regression analysis. Summary of statistical analysis of this hypothesis are shown in Table 12, 13 & 14.



The following Table 12 (Model Summary) R value represents the multiple correlation coefficient and is 0.126 (the "R" Column), which indicates positive correlation. The  $R^2$  value (also called the coefficient of determination) indicates how much of the total variation in the dependent variable, job satisfaction, can be explained by the independent variable, extraversion. In this case, 1.6 % can be explained, which is very low.

**Table 12: Model Summary of Hypothesis 1**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	Durbin-Watson
						F Change	df1	df2		
1	.126 <sup>a</sup>	.016	.012	5.126	.016	4.777	1	298	.030	2.007

a. Predictors: (Constant), Extraversion

b. Dependent Variable: Job satisfaction

The ANOVA table (Table 13) which reports how well the regression equation fitted to the data (i.e., predicted the dependent variable) is shown below:

**Table 13: ANOVA of Hypothesis 1**

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	125.514	1	125.514	4.777	.030 <sup>a</sup>
	Residual	7829.883	298	26.275		
	Total	7955.397	299			

a. Predictors: (Constant), Extraversion

b. Dependent Variable: Job satisfaction

The F-ratio in the ANOVA table showed that the independent variable was statistically significant and predicted the dependent variable,  $F(1, 298) = 4.777$ ,  $p = 0.030 < .05$  (i.e., the regression model exhibited a good fit of the data).

**Table 14: Coefficients Hypothesis 1**

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	22.215	1.396		15.916	.000
	Extraversion	.051	.023	.126	2.186	.030

a. Dependent Variable: Job satisfaction

It was observed that the standardized beta coefficient between the extraversion and job satisfaction scores was 0.126 (Table 14). Since the beta coefficient was positive and  $p = 0.03 < .05$ , which was significant at 0.05 level, the null hypothesis was rejected and research hypothesis was retained. It was concluded that high extraversion employees exhibited high job satisfaction.

*Figure 5 Scatterplot between Extraversion*

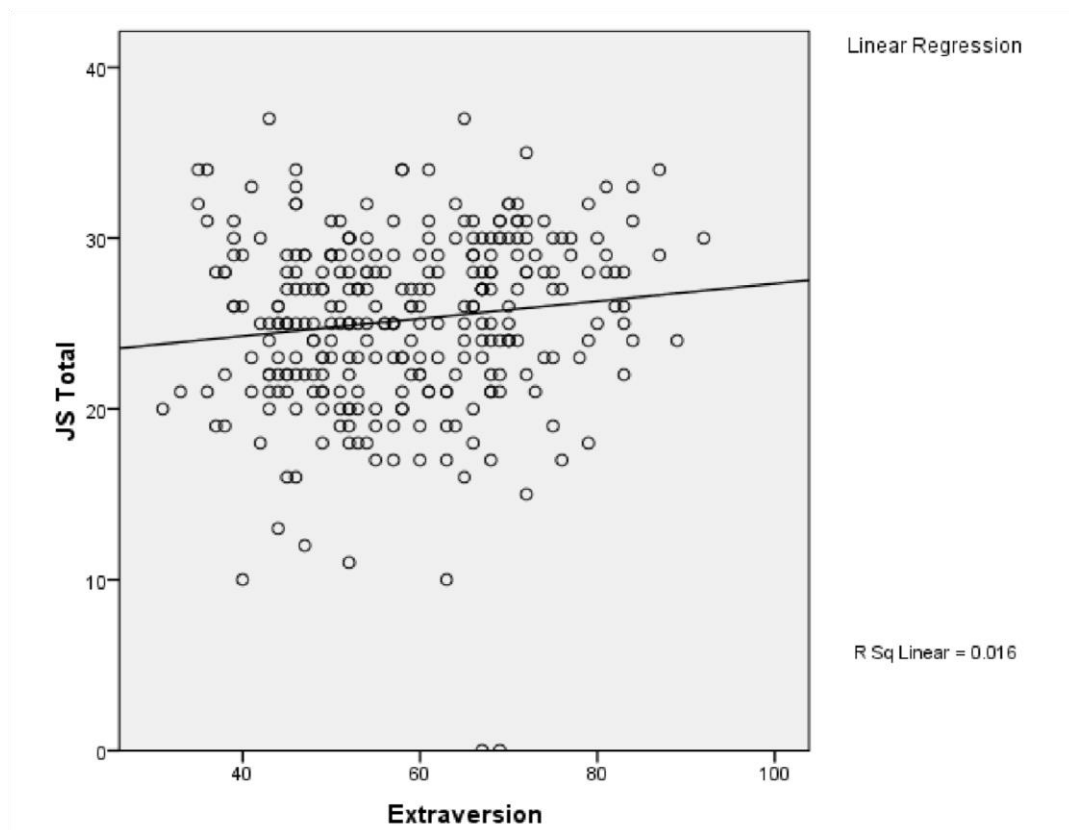


Figure 6 Regression standardized residual of job satisfaction

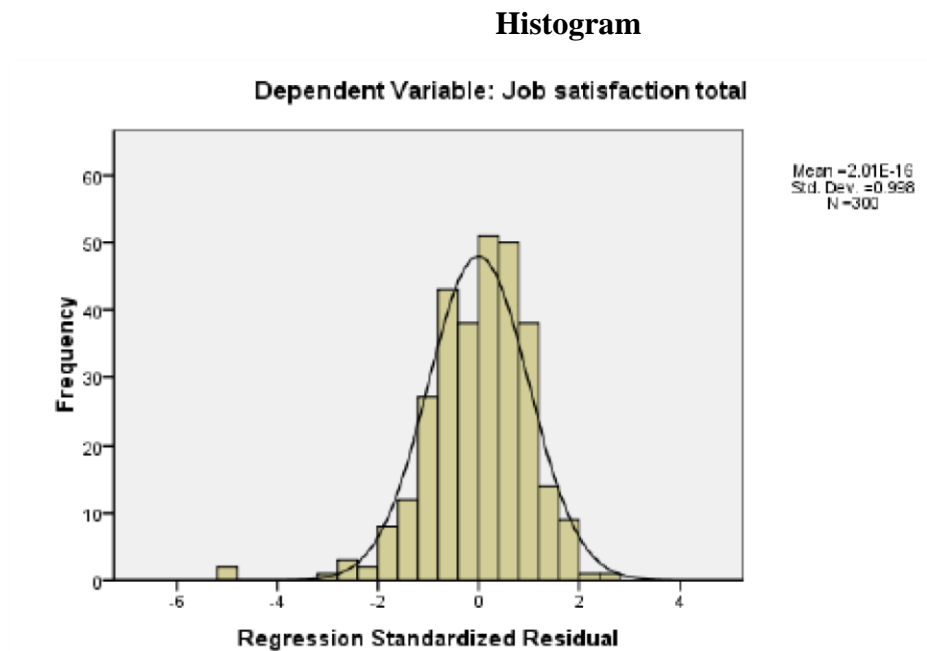
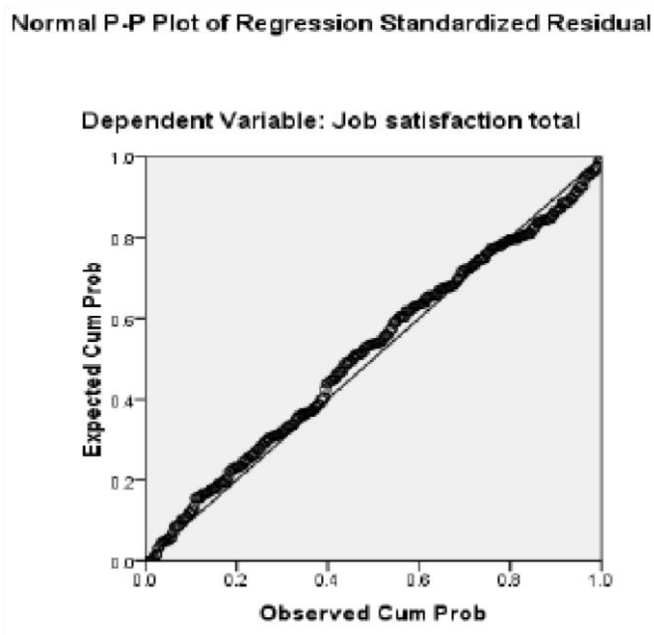


Figure 7 Observed cum Prob. of Job satisfaction



The extraversion characterized the positive emotions, energy, surgency, sociability, assertiveness and the propensity to seek talkativeness and stimulation in the company of others. Employees, who were highly extroverted, reacted to the requests of the customers using their optimistic, stable, aggressive and cool-headed behaviour which resulted in customer satisfaction and work completion. In jobs,

especially which demanded interpersonal contacts, there existed a positive relationship between job success and extraversion (Smitkrai, 2007). The work environment of the employees and well-being at the work place determines the job satisfaction of the employees (Klinger and Judge, 2007). The qualities of an extraverted person or an employee according to Cooper (2003), is that he/she tends to be assertive, talkative, ambitious, sociable and gregarious. Berg and Feij (2003) noted that extroverted employees have better utilization of their competencies than those with low extroversion, hence enable them to achieve better work efficacy. The extroverted employees better use their competencies which increases their self-efficacy leading to better work efficacy compared to the low extroverted employees. A study of the Republic of Maldives by Naeem and et al. (2011) study had tested the hypothesis relating to pay and job satisfaction and found that there exists a statistically significant relationship between them using the Pearson Correlation. The Correlation was positive and strong with coefficient of correlation being 0.47. Furthermore, the variable, pay, contribute 0.35 units towards total satisfaction. However, the respondents were not satisfied with their pay reaching only a mean value of 2.55. This indicated that pay is not a level of satisfaction but that of dissatisfaction. Thus, it was inferred that extravert employees remained more satisfied with their jobs. However, standardized beta coefficient between the extraversion and job satisfaction score was 0.126 (Table 13). Since the beta coefficient was positive and  $p = 0.03 < .05$ , which was significant at 0.05 level. The null hypothesis was rejected and research hypothesis was retained. It was concluded that high extroversion employees exhibited high job satisfaction. The researchers finding conforms the studies of Smitkrai (2007) and Naeem et al (2011) exhibited similar inferences.

**Hypothesis 2:** High neurotic employees will be low in job satisfaction.

This hypothesis 2 was tested by means of a regression analysis. Summary of statistical analysis of this hypothesis are shown in Table 15, 16 & 17.

In the Table 15 below, R represents the multiple correlation is 0.062, which indicates positive but insignificant. The  $R^2$  value indicates how much of the total variation in the dependent variable can be explained by the independent variable.

In this case, 0.4% can be explained, which is very low.

**Table 15: Model Summary of Hypothesis 2**

<b>Model Summary<sup>b</sup></b>										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.062 <sup>a</sup>	.004	.000	5.157	.004	1.149	1	298	.285	1.991

a. Predictors: (Constant), Emotional Stability

b. Dependent Variable: Job satisfaction

The ANOVA table (Table 16) which reports how well the regression equation fits the data (i.e., predicts the dependent variable) is shown below:

**Table 16: ANOVA of Hypothesis 2**

<b>ANOVA<sup>b</sup></b>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30.547	1	30.547	1.149	.285 <sup>a</sup>
	Residual	7924.849	298	26.593		
	Total	7955.397	299			

a. Predictors: (Constant), Emotional Stability

b. Dependent Variable: Job satisfaction

It is obtained that emotional stability and job satisfaction F (1, 298) was 1.149 and  $p = 0.285 > .05$ , which is insignificant.

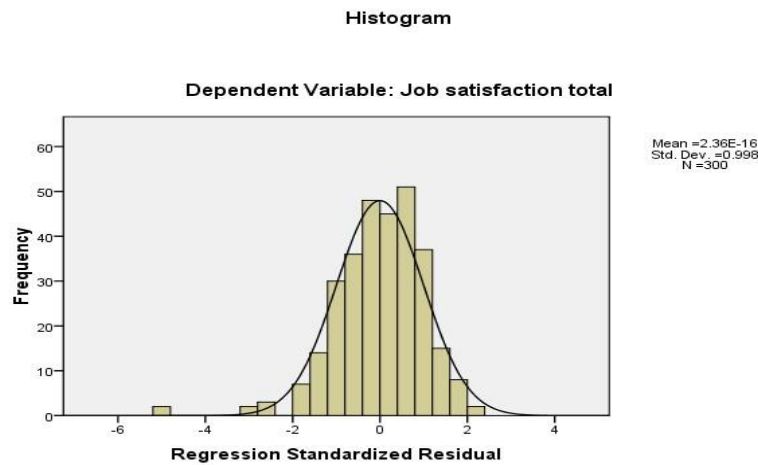
**Table 17: Coefficients of Hypothesis 2**

<b>Coefficients<sup>a</sup></b>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	23.425	1.679		13.949	.000
	Emotional Stability	.027	.025	.062	1.072	.285

a. Dependent Variable: Job satisfaction

It was obtained that the standardized beta coefficient between the emotional stability and job satisfaction score was 0.062 (Table 17) and  $p = 0.285 > .05$ , which was found insignificant. Thus null hypothesis was accepted and research hypothesis was rejected. This means that high neuroticism did not invite low job satisfaction.

Figure 8 Histogram of Job satisfaction



Literature review has also shown that neuroticism (Emotional Stability) described the tendency of an employee to easily experience unpleasant emotions like anxiety, vulnerability, depression and anger create negative attitudes. It is also referred to as the measure of impulse control and emotional stability. According to Robertson and Clarke (2005), higher proficiency in job across occupations was prompted by emotional stability, while lower job efficiency was associated with neuroticism. Lack of optimism and confidence and lack of positive attitude resulting in less focus and less ambition on career goals were encountered in a neurotic employee. Employees who were neurotic were likely to be more easily distracted and were also likely to be less devoted to work. Thus, it was possible that neurotic employees were less satisfied as far as their jobs were concerned. However, this study found that the standardized beta coefficient between the emotional stability and job satisfaction score was 0.062 (Table 17) and p value = 0.285 > .05, which was found insignificant. Thus null hypothesis was accepted and research hypothesis was rejected. This means high neuroticism did not invite low job satisfaction. This refuted the contention that high neurotic employees will be low in job satisfaction. Thus, it was safely inferred that civil service employees who were neurotics were satisfied with their jobs.

**Hypothesis 3:** Employees higher on openness will exhibit high job involvement. This hypothesis 3 was tested by means of a regression analysis. Summary of statistical analysis of this hypothesis is shown in Table 18, 19 & 20.

In Table 18 below, R represents the multiple correlation and is 0.076, which indicates positive but insignificant. The  $R^2$  value (also called the coefficient of determination) indicates how much of the total variation in the dependent variable can be explained by the independent variable. In this case, 0.6% can be explained, which is very low.

**Table 18: Model Summary Hypothesis 3**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.076 <sup>a</sup>	.006	.002	4.584	.006	1.719	1	298	.191	2.293

a. Predictors: (Constant), Intellect / Openness

b. Dependent Variable: Job Involvement

The ANOVA result (Table 19) which reports how well the regression equation fits to the data (i.e., predicts the dependent variable) is shown below:

**Table 19: ANOVA of Hypothesis 3**

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	36.122	1	36.122	1.719	.191 <sup>a</sup>
	Residual	6260.825	298	21.009		
	Total	6296.947	299			

a. Predictors: (Constant), Intellect / Openness

b. Dependent Variable: Job Involvement

It is obtained from the table above (Table 19) that openness and job involvement F (1, 298) was 1.719 and  $p = 0.191 > .05$ , which is insignificant.

**Table 20 Coefficients of Hypothesis 3**

**Coefficients<sup>a</sup>**

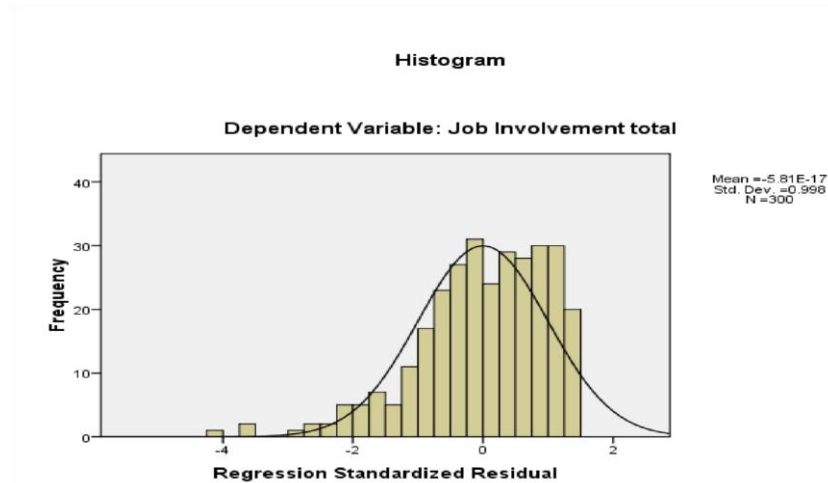
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	42.634	1.188		35.882	.000
	Intellect / Openness	.026	.020	.076	1.311	.191

a. Dependent Variable: Job Involvement

It was observed that the standardized beta coefficient value between the intellect and job involvement score was 0.076 (Table 20). The beta coefficient was positive

and  $p = 0.191 > .05$ , which was insignificant. The null hypothesis was accepted and research hypothesis was rejected. Thus the result showed that higher score on openness employees did not exhibit the greater job involvement.

*Figure 9 Histogram of Job Involvement*



The openness factor characterizes the appreciation for emotion, unusual ideas, variety of experience, curiosity, adventure and art. The level of intellectual creativity, variety, preference for novelty and curiosity a person had was reflected by the openness. The openness could also be described as the degree to which an employee was independent or imaginative and it also described a personal preference for diverse activities in a routine. The factor openness was also referred to as the 'intellect'. Job efficiency had prompted by high degree of openness as the work allowed the employees explored new viewpoints, increased real interests in their work and fulfilled their curiosity. Eswaran, Islam and Yusuf (2011) investigated the relationship between the dimensions of Big Five personality and job involvement of Nigerian teachers. It was identified that agreeableness and extroversion are significantly correlated with the job involvement. Neuroticism or emotional stability, openness and conscientiousness to experience are proven as they are negatively correlated with job involvement. Thus, it may be inferred that employees who were open showed high involvement in their jobs. However, as per the analysis, the standardized beta coefficient between the intellect and job involvement score was 0.076 (Table 20). The beta coefficient value was positive and  $p = 0.191 > .05$ , which was insignificant. The null hypothesis was accepted and research hypothesis was rejected. So the result showed that employees' higher score



on openness did not exhibit greater job involvement. It was inferred that civil service employees who got middle (average) scores in openness (Intellect) traits did not involve highly in their jobs. Thus this study is similar to the study of Eswaran, Islam and Yusuf (2011).

**Hypothesis 4:** employees with high agreeableness will exhibit high job involvement.

This hypothesis 4 was tested by means of a regression analysis. Summary of statistical analysis of this hypothesis is shown in Table 21, 22 & 23 below.

As shown in Table 21, R value was 0.087, which indicated positive but insignificant and  $R^2$  value was 0.008 or 0.8% which was very low.

**Table 21 Model Summary of Hypothesis 4**

Model Summary <sup>b</sup>										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.087 <sup>a</sup>	.008	.004	4.579	.008	2.281	1	298	.132	2.305

a. Predictors: (Constant), Agreeableness

b. Dependent Variable: Job Involvement

The ANOVA table (Table 22) which reports how well the regression equation fits the data (i.e., predicts the dependent variable) is shown below:

**Table 22 ANOVA of Hypothesis 4**

ANOVA <sup>b</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	47.826	1	47.826	2.281	.132 <sup>a</sup>
	Residual	6249.121	298	20.970		
	Total	6296.947	299			

a. Predictors: (Constant), Agreeableness

b. Dependent Variable: Job Involvement

It is obtained from the table above (Table 22) that agreeableness and job involvement  $F(1, 298)$  was 2.281 and  $p = 0.132 > .05$ , which is insignificant.

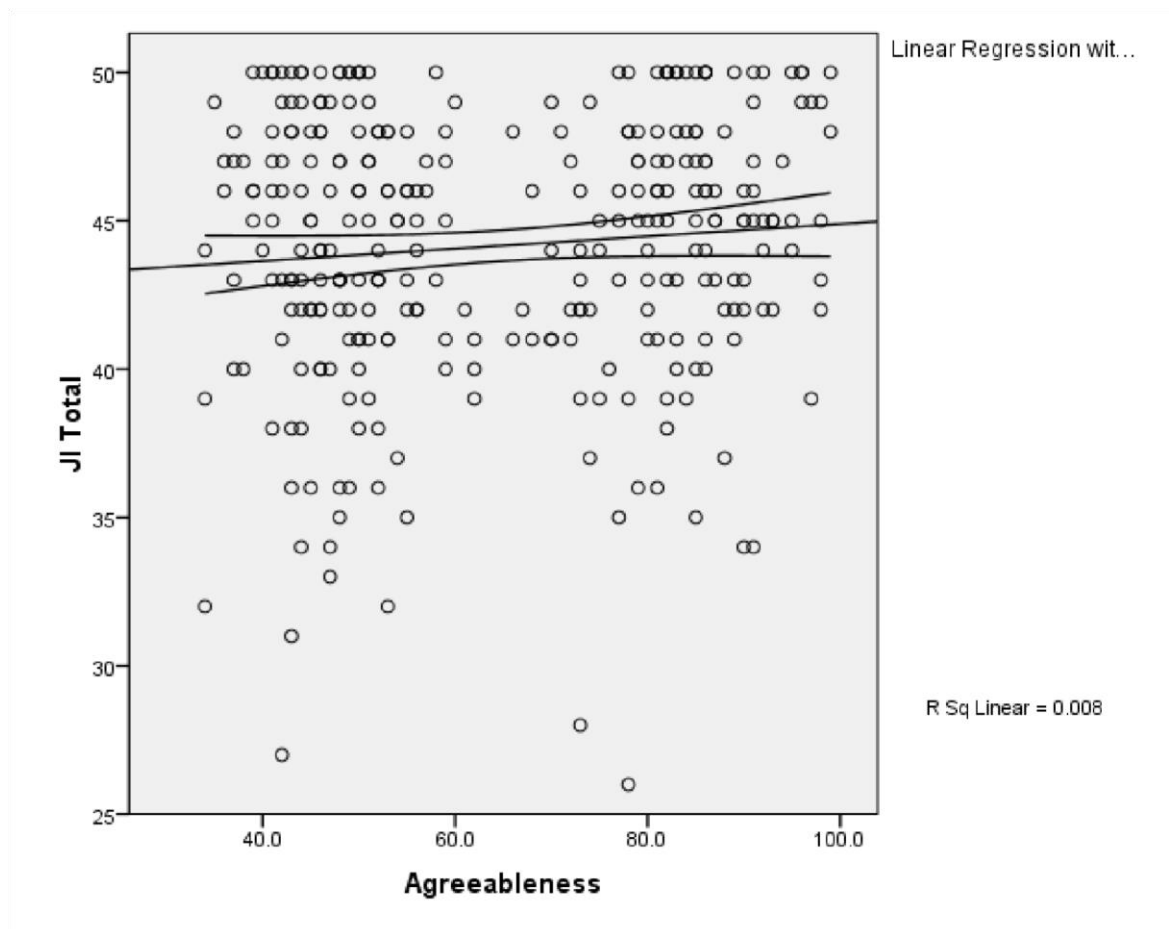
**Table 23 Coefficients of Hypothesis 4**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	42.811	.927		46.176	.000
	Agreeableness	.021	.014	.087	1.510	.132

a. Dependent Variable: Job Involvement

It was observed that the standardized beta coefficient between the agreeableness and job involvement score was 0.087 (Table 23). The beta coefficient was positive and  $p = 0.132 > .05$ , which was non-significant. Thus the null hypothesis was accepted and research hypothesis was rejected. Thus the result showed that employees with high agreeableness did not exhibit the high job involvement.

*Figure 10 Linear regression of Agreeableness*



According to Cooper (2003), an employee who was flexible, good natured, forgiving, tolerant, courteous, trusting, cooperative and soft hearted was to possess an agreeable personality. According to Mount and Barrick (1991), the agreeable quality of the employees made them work together as a team resulting in effective work behaviors which resulted in development of positive perceptions of efficiency in work and increased the work efficiency. Thus, it might be inferred that employees who were agreeable were highly involved in their jobs. As per the analysis conducted, it was observed that the standardized beta coefficient between the agreeableness and job involvement score was 0.087 (Table 23). The beta coefficient was positive and  $p = 0.132 > .05$ , which was non-significant. So the null hypothesis was accepted and research hypothesis was rejected. Thus the result showed that employees of high agreeableness did not exhibit the high job involvement. Our result inferred quite opposite to Mount and Barrick' (1991) study.

**Hypothesis 5:** High Conscientiousness employees will exhibit high job involvement.

This hypothesis 5 was tested by means of a regression analysis. Summary of statistical analysis of this hypothesis is shown in Table 24, 25 & 26.

It is observed that R value was 0.145 (Table 24) which indicates positive and significant, and  $R^2$  value was 0.021 or 2.1%.

**Table 24 Model Summary of Hypothesis 5**

Model Summary <sup>b</sup>										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.145 <sup>a</sup>	.021	.018	4.548	.021	6.419	1	298	.012	2.290

a. Predictors: (Constant), Conscientiousness

b. Dependent Variable: Job Involvement

The ANOVA table (Table 25), which reports how well the regression equation fitted to the data (i.e., predicts the dependent variable) is shown below:

**Table 25 ANOVA of Hypothesis 5**

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	132.778	1	132.778	6.419	.012 <sup>a</sup>
	Residual	6164.169	298	20.685		
	Total	6296.947	299			

a. Predictors: (Constant), Conscientiousness

b. Dependent Variable: Job Involvement

It is obtained from the table above (Table 25) that conscientiousness and job involvement F (1, 298) was 6.419 and  $p = 0.012 < .05$ , which was significant.

**Table 26 Coefficients of Hypothesis 5**

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	41.854	.945		44.303	.000
	Conscientiousness	.034	.013	.145	2.534	.012

a. Dependent Variable: Job Involvement

It was observed that the standardized beta coefficient between the conscientiousness and job involvement score was 0.145 (Table 26). The beta coefficient was positive and  $p = 0.012 < .05$ , which is significant. The null hypothesis was rejected and research hypothesis is retained. This result showed that employees of high consciousness exhibited the high job involvement.

*Figure 11 Linear regression of Conscientiousness*

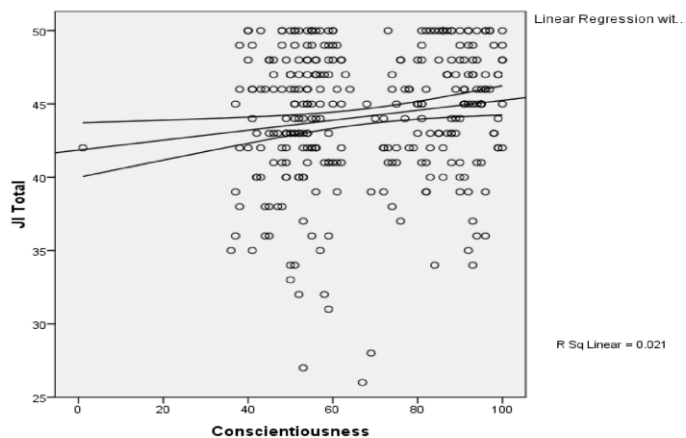


Figure 12 Histogram of Job Involvement

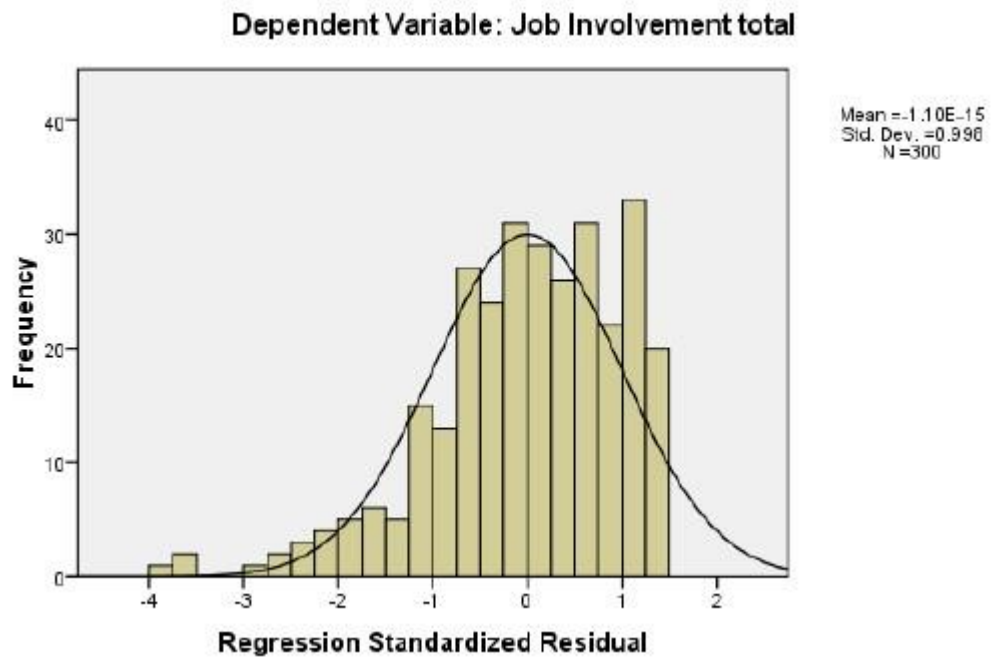
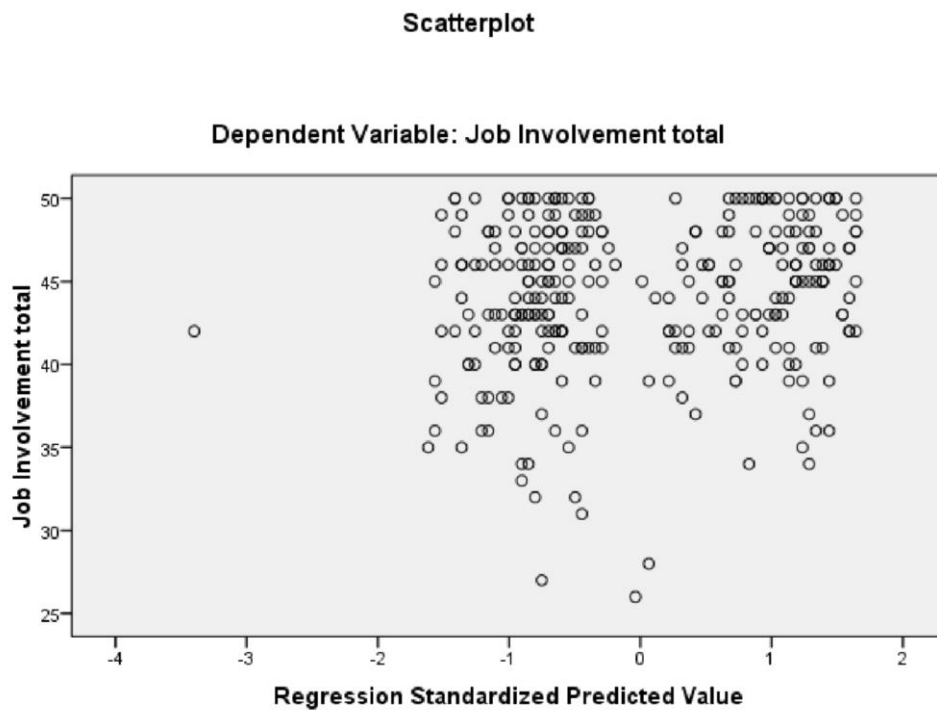
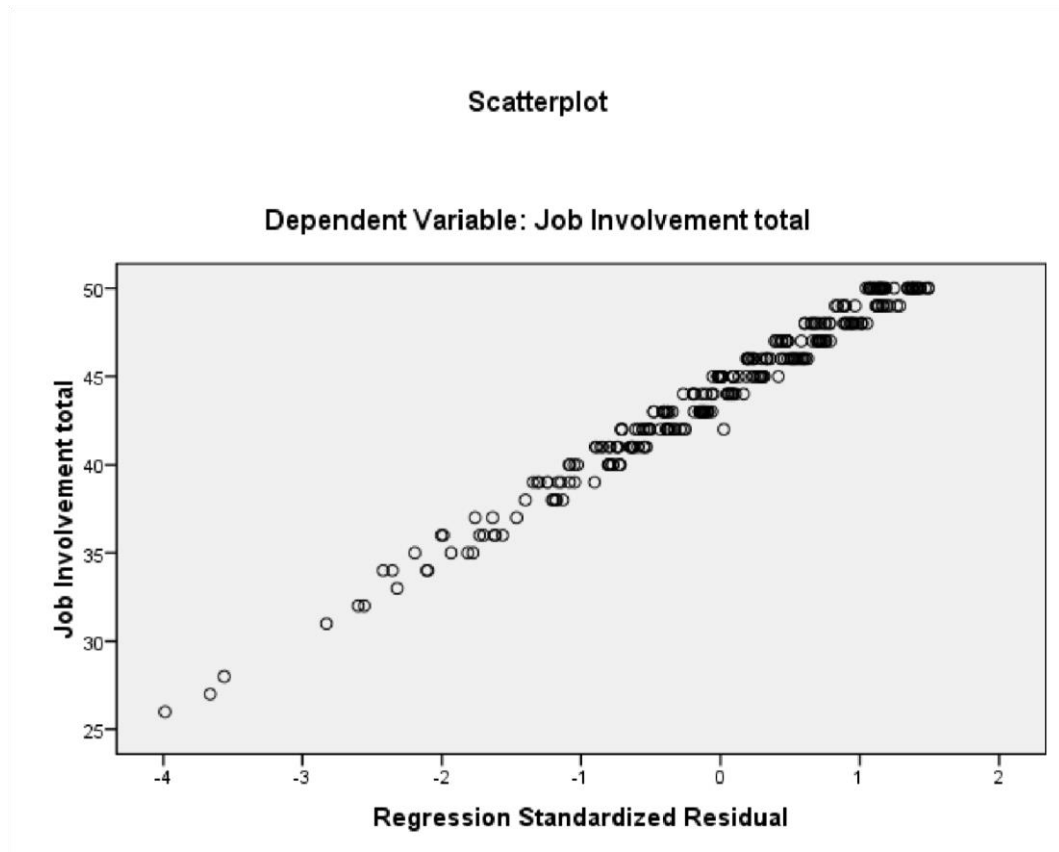


Figure 13 Scatterplot of Job involvement





The Conscientiousness characterized a tendency to be dependable, organized, aimed for achievement, felt difficulty, showed self-discipline and preferred planned instead of the spontaneous behavior. The conscientiousness emphasized achievement of goals in spite of being task oriented. According to Anderson and Burch (2004), the significance of achieving a goal was recognized as long suffering, untiring and energetic efforts to obtain satisfaction by effectively performing the duty. Thus, it was inferred that employees who were conscientious showed extreme involvement with their jobs. According to the analysis conducted, it was seen that the standardized beta coefficient between the conscientiousness and job involvement score was 0.145 (Table 26). The beta coefficient was positive and  $p = 0.012 < .05$ , which was significant. The null hypothesis was rejected and research hypothesis is retained. In general, this result showed that employees of high conscientiousness exhibited the high job involvement. Thus this study is similar to that of Anderson and Burch (2004).

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

Hypothesis 6 was tested by means of a regression analysis. Summary of statistical analysis of this hypothesis is shown in Table 27, 28 & 29.

**Table 27 Model Summary of Hypothesis 7**

Model Summary <sup>b</sup>										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.160 <sup>a</sup>	.026	.022	4.538	.026	7.810	1	298	.006	2.295

a. Predictors: (Constant), IPIP 100 items

b. Dependent Variable: Job Involvement

It is observed that R value was 0.160 (Table 27) which indicated positive and significant, and  $R^2$  value was 0.026 or 2.6%.

**Table 28 ANOVA of Hypothesis 6**

ANOVA <sup>b</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	160.820	1	160.820	7.810	.006 <sup>a</sup>
	Residual	6136.126	298	20.591		
	Total	6296.947	299			

a. Predictors: (Constant), IPIP 100 items

b. Dependent Variable: Job Involvement

It was obtained from above (Table 28) that Big Five personality traits and job involvement  $F(1, 298)$  was 7.810 and  $p = 0.006 < .01$ , which was highly significant.

**Table 29 Coefficients of Hypothesis 6**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	40.784	1.234		33.060	.000
	IPIP 100 items	.011	.004	.160	2.795	.006

a. Dependent Variable: Job Involvement

It was observed that the standardized beta coefficient between the Big Five personality traits and job involvement score was 0.160 (Table 29). The beta coefficient was positive and  $p = 0.006 < .01$ , which is highly significant at 0.01

level. The null hypothesis as well as research hypothesis was rejected. This means that there was relationship between Big Five personality traits and job involvement.

Figure 14 Sum of IPIP

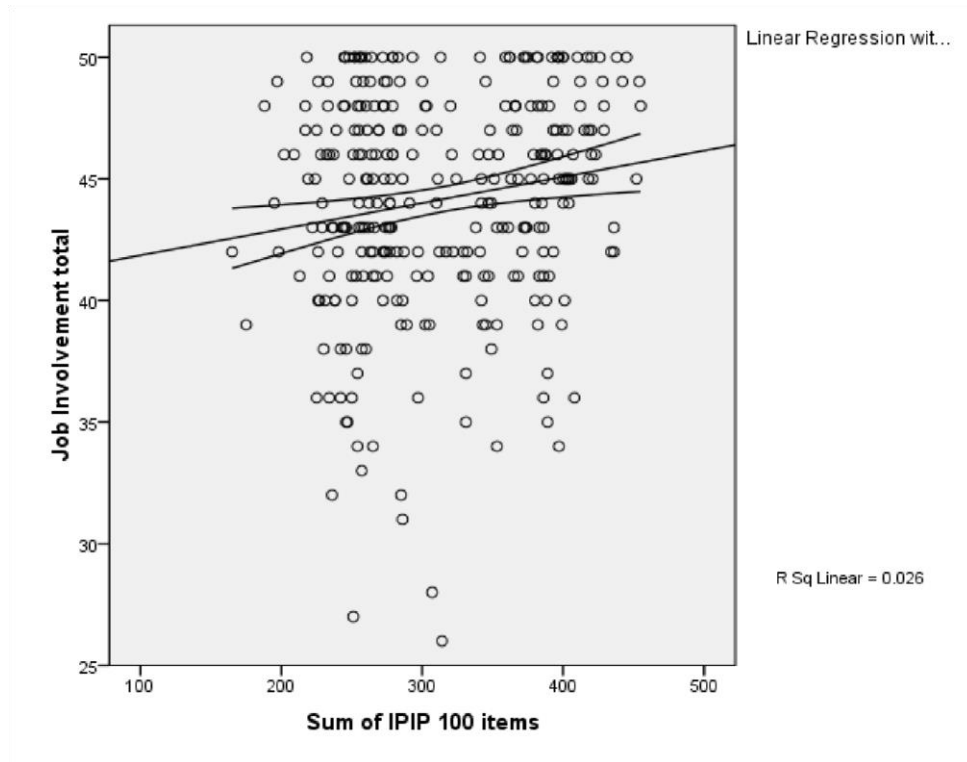
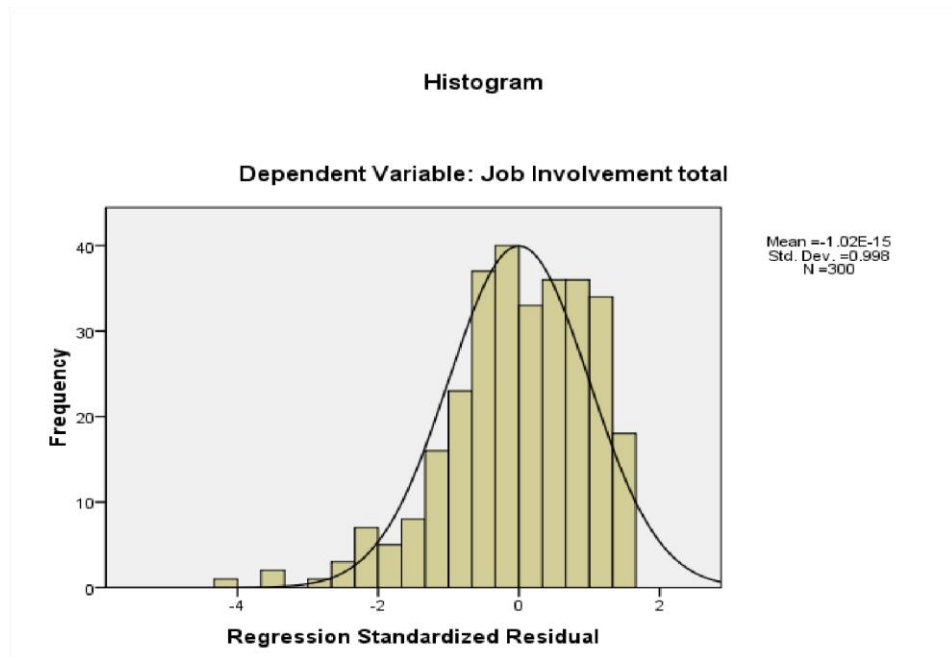


Figure 15 Histogram of Job involvement



As per the literature review, Bozionelos (2004) proved the associations between personality traits and job involvement revealed positive associations with factors



encompassing extroversion, agreeableness and openness interaction, perseverance, independence and internal locus of control (Mirhashemi and Hanifi, 2012), orderliness, rigidity, obstinacy and superego (Mudrack, 2004). As per the literature review, Eswaran, Islam and Yusuf (2011) investigated the relationship between the dimensions of Big Five personality and job involvement. It was identified that agreeableness and extroversion were significantly correlated with the job involvement. Neuroticism or emotional stability, openness and conscientiousness to experience were proved as they were negatively correlated with job involvement. while neuroticism were negatively correlated with the job satisfaction.

According to the statistical analysis conducted, it was observed that the standardized beta coefficient between the Big Five personality traits and job involvement score was 0.160 (Table 29). The beta coefficient was positive and p values =  $0.006 < .01$ , which is highly significant at 0.01 level. The null hypothesis as well as research hypothesis was rejected. This means there was relationship between Big Five personality traits and job involvement. This study shows similar results in openness, dissimilar moderate result in Agreeableness and consciousness with the study of Eswaran, Islam and Yusuf (2011).

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

This hypothesis 7 was tested by means of a regression analysis. Summary of statistical analysis of this hypothesis is shown in Table 30, 31 & 32.

It is observed that R value was 0.133 (Table 30) which indicates positive and significant, and  $R^2$  value was 0.018 or 1.8%.

**Table 30 Model Summary of Hypothesis 7**

Model Summary <sup>b</sup>										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.133 <sup>a</sup>	.018	.014	5.121	.018	5.375	1	298	.021	2.016

a. Predictors: (Constant), IPIP 100 items

b. Dependent Variable: Job satisfaction

The ANOVA table (Table 31) which reports how well the regression equation fits the data (i.e., predicts the dependent variable) is shown below:

**Table 31 ANOVA of Hypothesis 7**

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	140.939	1	140.939	5.375	.021 <sup>a</sup>
	Residual	7814.458	298	26.223		
	Total	7955.397	299			

a. Predictors: (Constant), IPIP 100 items

b. Dependent Variable: Job satisfaction

It is obtained that Big Five personality traits and job involvement F (1, 298) was 5.375 and  $p = 0.021 < .05$ , which is significant.

**Table 32 Coefficient of Hypothesis 7**

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	22.043	1.392		15.833	.000
	Sum of IPIP 100 items	.010	.004	.133	2.318	.021

a. Dependent Variable: Job satisfaction

It was observed that the standardized beta coefficient between the Big Five personality traits and job satisfaction score was 0.133 (Table 32). The beta coefficient was positive and  $p = 0.021 < .05$ , which is significant at 0.05 level. The null hypothesis and research hypothesis was rejected. This result showed that there was relationship between Big Five personality traits and job satisfaction.

Figure 16 Linear Regression of IPIP

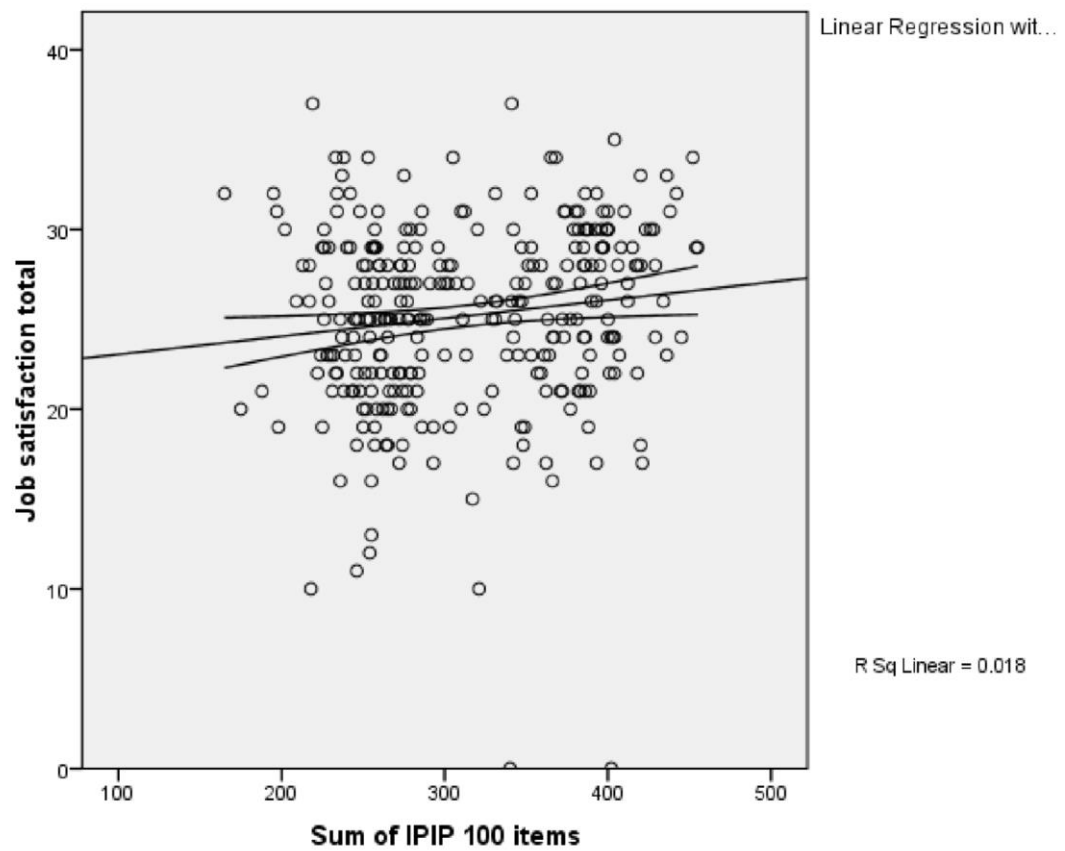


Figure 17 Histogram of Job satisfaction

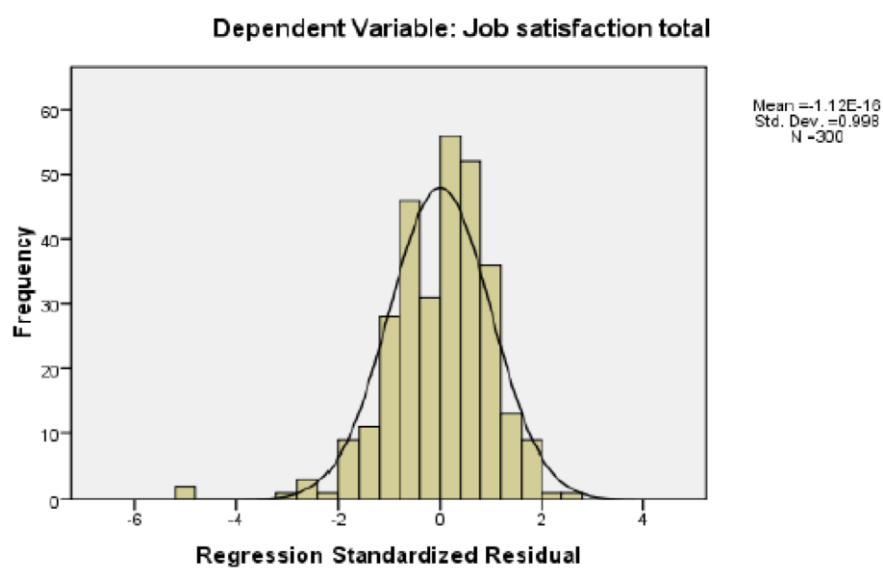
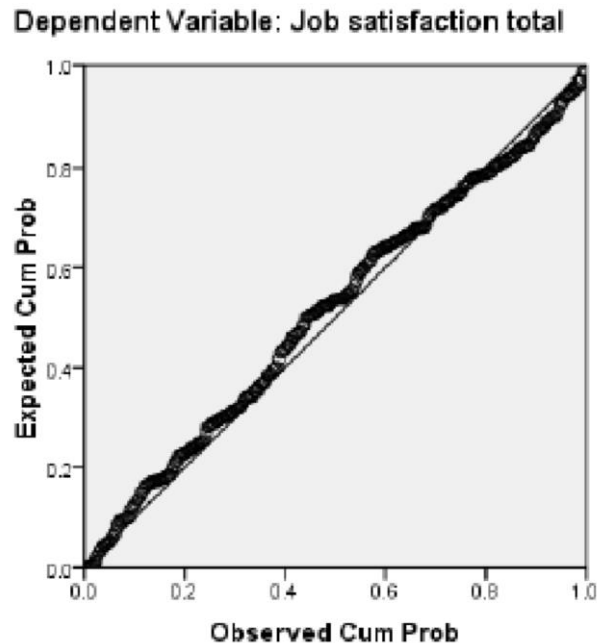


Figure 18 Observed Cum Prob. of Job Satisfaction

**Normal P-P Plot of Regression Standardized Residual**



Again per the literature review, Judge and Mount (2002) examined the relationship between five-factor model of personality and satisfaction of job. It was noticed that extraversion, neuroticism and conscientiousness showed appreciable relationship with job satisfaction. Moreover, the five-factor model was on the basis of fruitful for examining the dispositional source of satisfaction of job. Tesdimir, Asghar and Saeed (2012) examined the correlation between job satisfaction and personality traits. Age and education level were the factors that could affect the job satisfaction. It was found that extraversion and job satisfaction were significantly and positively correlated, whereas neuroticism was negatively correlated to job satisfaction. It was also noted that agreeableness was positively correlated with job satisfaction. Extraversion was positively and significantly correlated with satisfaction of job. Moreover, it was also noted that job satisfaction and openness were positively and significantly correlated. Thus it was concluded that extraversion, agreeableness, openness were significantly and positively correlated with the satisfaction of job while neuroticism were negatively correlated with the job satisfaction. Some studies proved and concluded that there existed indirect and negative relationship between personality traits and job satisfaction. In 2002, Furnham et al. have

examined the relationships between personality traits and job satisfaction aspects. It was observed that personality has not a consistent or strong influence either on what employee understands as significant in the working place or environment or on their job satisfaction levels. Thus it was concluded that there existed indirect and negative relationship between personality traits and job satisfaction.

As per the analysis conducted, the standardized beta coefficient between the Big Five personality traits and job satisfaction score was 0.133 (Table 32). The beta coefficient was positive and  $p = 0.021 < .05$ , which is significant at 0.05 level. The null hypothesis and research hypothesis was rejected. This result showed that there was relationship between Big Five personality traits and job satisfaction. This result in extraversion and emotional stability is similar 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. This hypothesis 8 was tested by means of a regression analysis. Summary of statistical analysis of this hypothesis is shown in Table 33, 34 & 35.

It is observed that R value was 0.014 (Table 33) and insignificant, and  $R^2$  value was 0.000.

**Table 33 Model Summary of Hypothesis 8**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				Sig. F Change	Durbin-Watson
					R Square Change	F Change	df1	df2		
1	.014 <sup>a</sup>	.000	-.003	5.166	.000	.058	1	298	.809	1.983

a. Predictors: (Constant), Job Involvement

b. Dependent Variable: Job satisfaction

The ANOVA table (Table 34) which reports how well the regression equation fits the data (i.e., predicts the dependent variable) shown below:

**Table 34 ANOVA of Hypothesis 8****ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.558	1	1.558	.058	.809 <sup>a</sup>
	Residual	7953.839	298	26.691		
	Total	7955.397	299			

a. Predictors: (Constant), Job Involvement total

b. Dependent Variable: Job satisfaction total

It is obtained that Big Five personality traits and job involvement F (1, 298) was .058 and  $p = 0.809 > .05$ , which is insignificant.

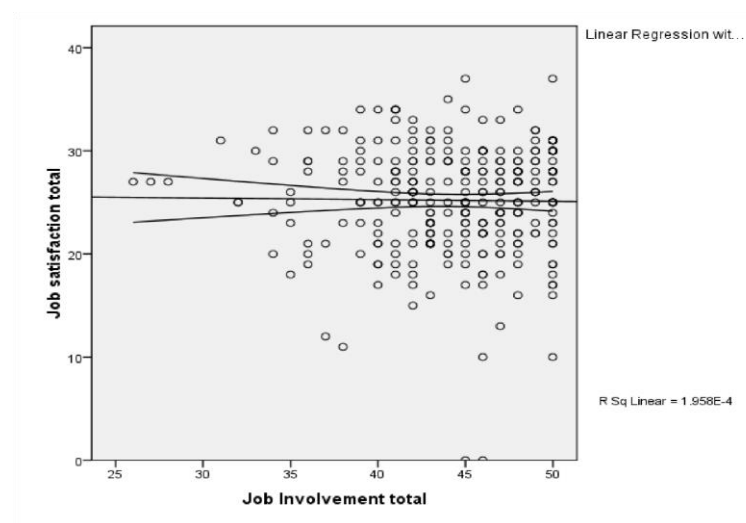
**Table 35 Coefficient of Hypothesis 8****Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	25.891	2.890		8.959	.000
	Job Involvement total	-.016	.065	-.014	-.242	.809

a. Dependent Variable: Job satisfaction

It was observed that the standardized beta coefficient between the job involvement and job satisfaction scores was - 0.014 (Table 35). Since the beta coefficient was negative and  $p = 0.809 > .05$ , which is insignificant. The null hypothesis was accepted and research hypothesis is not retained. This means that job involvement and job satisfaction were not related.

Figure 19 Linear Regression of Job Involvement



According to the literature review, it was also noted that there existed significant and positive independent prediction of involvement of job by job satisfaction, age and some characteristics are fringe benefit, supervision, operating procedure, contingent rewards, co-workers and communication. It was noted that organization would influence the employees involvement feelings through empower employees skilfully with high job involvement of information sharing and work practices, policies of human capital management like conflict management training. Thus it was concluded that there existed significant and positive independent prediction of job involvement by job satisfaction, age and some characteristics like fringe benefit, supervision, operating procedure, contingent rewards, co-workers and communication. Nwibere (2014) has carried out a research to analyze the interactive relationship between job satisfaction, job involvement, organizational citizenship behaviour and organizational commitment. It was identified that job involvement had a strong significant and positive relationship with organizational citizenship behaviour (OCB) and organizational commitment.

Even though the relationship between job satisfaction of employees and job involvement was also positive, but however it was weak. Likewise, job satisfaction would indicate to have significant and positive relationship with OCB and organizational communication. It was noticed that organizational commitment was indicated to have significant and positive relationship with OCB. It was concluded that as employees have to build a favourable attitude towards any job aspect on the

basis of unique experiences for example job involvement, such a staff was reacted favourably to other job related aspects such as organizational commitment, job satisfaction and OCB. Employees who were engaged or involved in their job would be satisfied with the work, become committed to their enterprise and by extension would obtain organizational citizenship behaviour. Likewise, employees who were not satisfied with their work would be less involved in the job, less committed to their manager and organization and lack organizational citizenship behavior.

Khan and Akbar (2014) examined the job involvement that was predictor of satisfaction of job and its performance. Job involvement was considered to be one of the most successful human resource practice that was used for improving the efficiency of performance of employee. It was found that job involvement of employee was positively correlated with the job performance. The main reasons would be social and cultural as performance gauged by supervisory rating did not share the performance of employee with outsiders and its own employees. It was identified that job involvement has positive and significant relationship with the job satisfaction. So the researchers concluded that there existed weaker relationship between the job performance and job involvement of the employee whereas there was a positive relationship between job satisfaction and job involvement. As per the analysis conducted, the standardized beta coefficient between the job involvement and job satisfaction scores was - 0.014 (Table 35). Since the beta coefficient was negative and  $p = 0.809 > .05$ , which is insignificant. The null hypothesis was accepted and research hypothesis is not retained. This means that job involvement and job satisfaction was not related. This study shows similar result with that of Nwibere (2014). In his study the relationship between job satisfaction of employees and job involvement was also positive, though it was weak.

In order to find the association between Big Five personality traits and job involvement, regression analysis was conducted. Summary of statistical analysis are given Table 36, 37 & 38.

It is observed that R value was 0.296 (Table 36). It indicates positive and significant, and  $R^2$  value was 0.087 or 8.7%.



**Table 36 Model Summary of IPIP****Model Summary <sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.296 <sup>a</sup>	.087	.072	4.421	.087	5.628	5	294	.000	2.218

a. Predictors: (Constant), Extraversion, Conscientiousness, Agreeableness, Emotional Stability, Intellect

b. Dependent Variable: Job Involvement

The next table is the ANOVA table, which reports how well the regression equation fits the data (i.e., predicts the dependent variable) and is shown below:

**Table 37 ANOVA of IPIP****ANOVA <sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	550.063	5	110.013	5.628	.000 <sup>a</sup>
	Residual	5746.884	294	19.547		
	Total	6296.947	299			

a. Predictors: (Constant), Extraversion, Conscientiousness, Agreeableness, Emotional Stability, Intellect

b. Dependent Variable: Job Involvement

It is obtained that Big Five personality traits and job involvement F (5, 294) was 5.628 and p value < .0005, which is significant.

**Table 38 Coefficients of IPIP****Coefficients <sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	37.575	1.655		22.702	.000
	Extraversion	.068	.045	.188	1.532	.127
	Conscientiousness	.034	.030	.146	1.147	.252
	Agreeableness	-.046	.035	-.193	-1.322	.187
	Emotional Stability	.091	.027	.234	3.353	.001
	Intellect	-.046	.040	-.133	-1.161	.247

a. Dependent Variable: Job Involvement

The agreeableness and openness factors had negative and non-significant relation to the job involvement. The standardized beta coefficients were - 0.193 and - 0.133 respectively (Table 38). Similarly, extraversion and conscientiousness had positive and non-significant relationship with job involvement. The standardized beta coefficients were 0.188 and 0.146 respectively. But, neuroticism had positive and significant relationship with job involvement with standardized beta coefficient was 0.234.

*Figure 20 Partial Regression Plot of Extraversion*

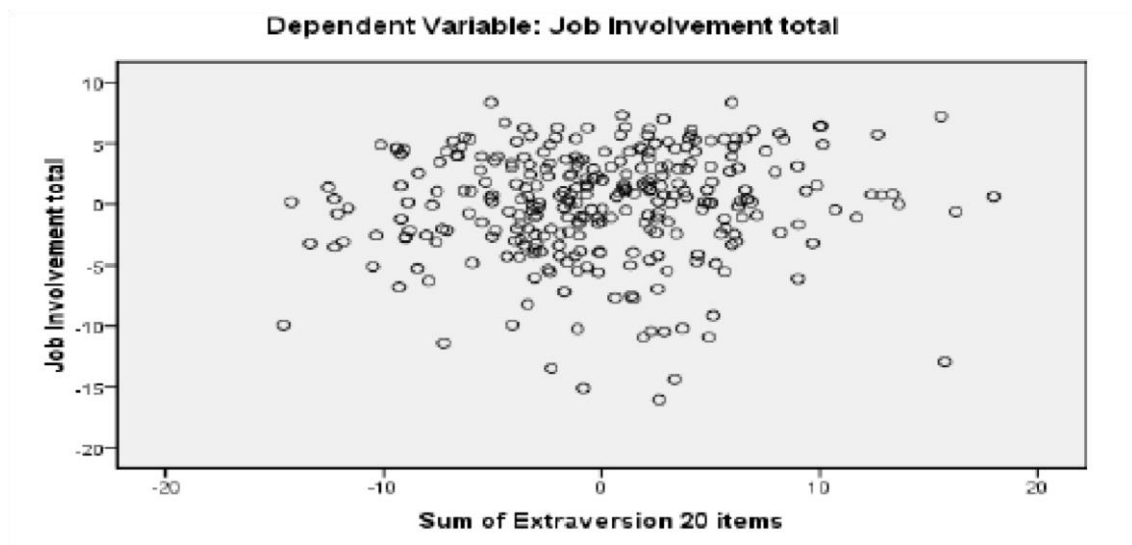


Figure 21 Partial Regression Plot of Conscientiousness

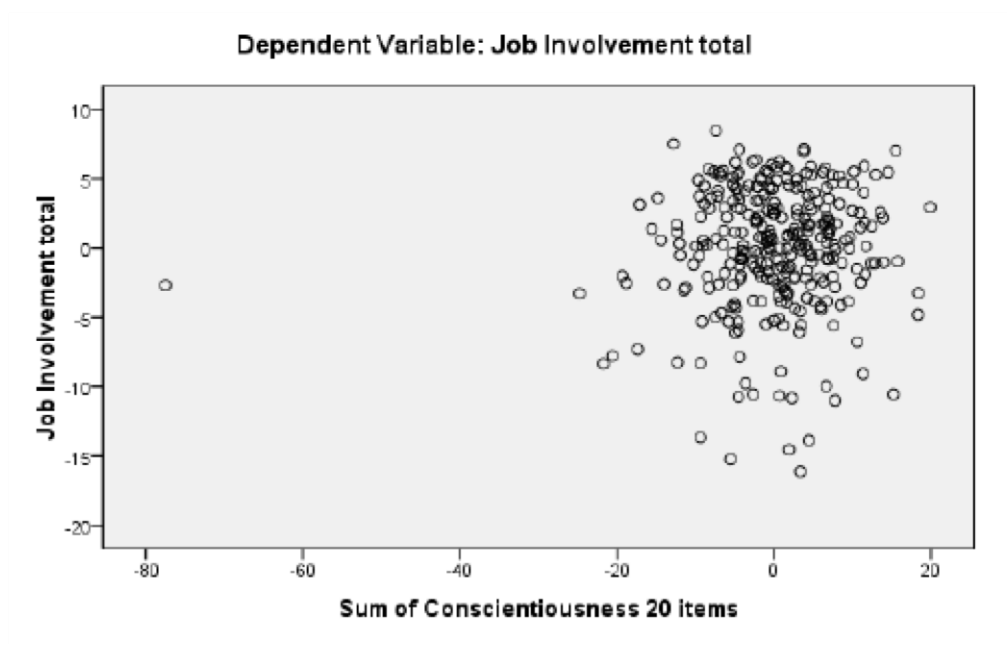


Figure 22 Partial Regression Plot of Agreeableness

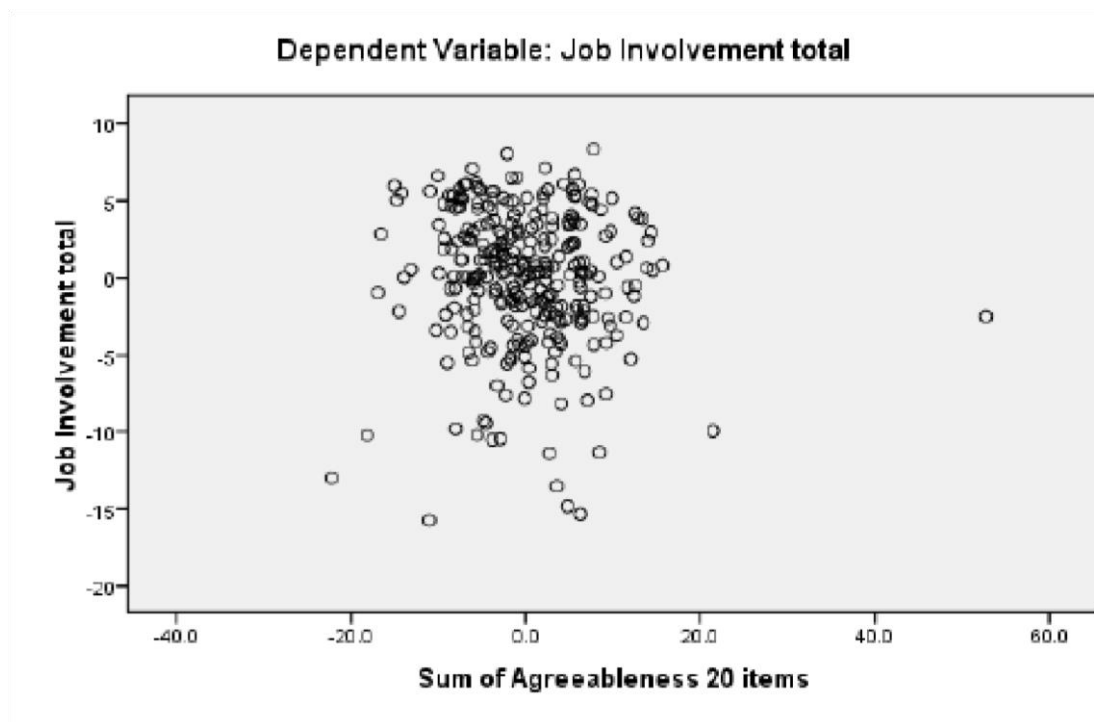


Figure 23 Partial Regression Plot of Emotional stability

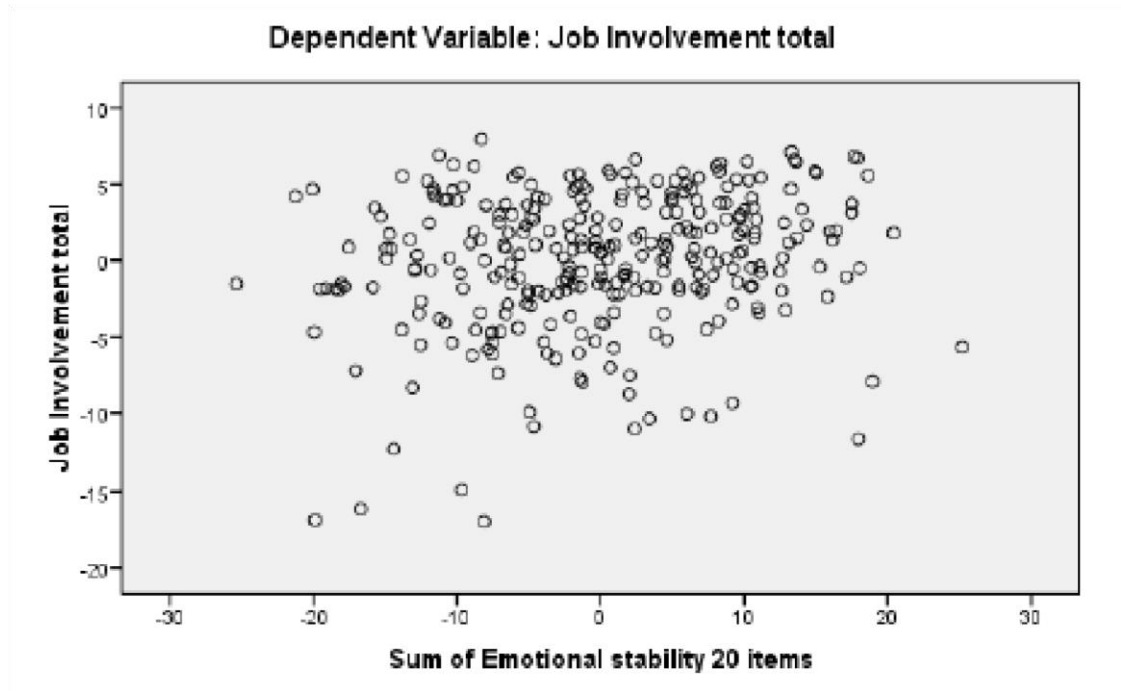
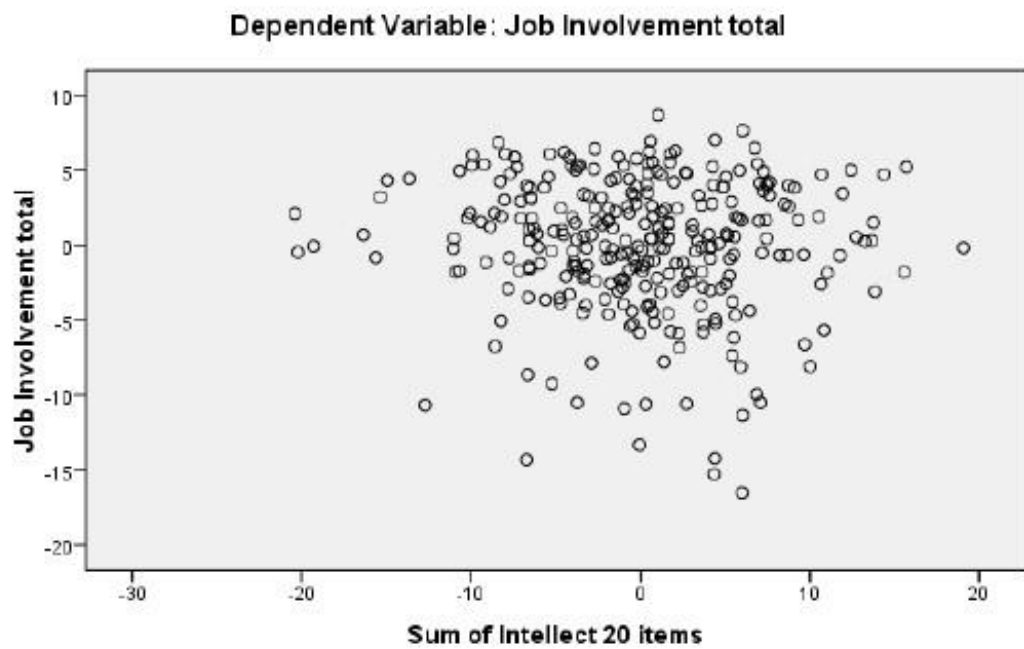


Figure 24 Partial Regression Plot of Intellect



In order to find the association between Big Five personality traits and job satisfaction, regression analysis was conducted. Summary of statistical analysis are shown in Table 39, 40 & 41.

It is observed that R value was 0.296 (Table 39), which indicates positive but insignificant, and R square value was 0.027 or 2.7%.

**Table 39 Model Summary of Job Satisfaction**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.164 <sup>a</sup>	.027	.010	5.131	.027	1.624	5	294	.154	2.020

a. Predictors: (Constant), Extraversion, Conscientiousness, Agreeableness, Emotional Stability, Intellect

b. Dependent Variable: Job satisfaction

The next table is the ANOVA table which reports how well the regression equation was fitted to the data (i.e., predicts the dependent variable) is shown below:

**Table 40 ANOVA of Job Satisfaction**

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	213.770	5	42.754	1.624	.154 <sup>a</sup>
	Residual	7741.627	294	26.332		
	Total	7955.397	299			

a. Predictors: ((Constant), Extraversion, Conscientiousness, Agreeableness, Emotional Stability, Intellect

b. Dependent Variable: Job satisfaction

It is obtained that Big Five personality traits and job satisfaction F (5, 294) was 1.624 and  $p > .05$ , which is insignificant.

**Table 41 Coefficients of Job Satisfaction****Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	21.684	1.921		11.288	.000
	Extraversion	-.009	.052	-.022	-.172	.864
	Conscientiousness	-.011	.034	-.043	-.325	.746
	Agreeableness	.011	.041	.042	.275	.784
	Emotional Stability	.000	.031	.001	.013	.989
	Intellect	.070	.046	.179	1.512	.132

a. Dependent Variable: Job satisfaction

The agreeableness, emotional stability and intellect had positive and non-significant relation to the job satisfaction. The standardized beta coefficients were 0.042, 0.001 and 0.179 respectively (Table41). Extraversion and conscientiousness had negative and non-significant relationship with job involvement. The standardized beta coefficients were - 0.022, and - 0.043 respectively.

The following model summary exhibited that the coefficient of multiple correlations (R) were computed 0.752 for extroversion, 0.862 for agreeableness, 0.852 for conscientiousness, 0.366 for emotional stability and 0.782 for intellect (Table 42).

In this research R for sum of IPIP (total test) was 0.847 and adjusted R square computed was 0.717 or 71.7% of variance in employees score taken together. The remaining percentage of the variance which is  $(1-R^2) = 0.283$ , or 28.3% is still to be accounted for this remainder is given the symbol  $K^2$  and is known as the coefficient of multiple non determination. This is consistent with the fact  $R^2+K^2 = 1$  in simple correlation problem.

F change statistics showed that all F change scores were significant at 0.05 level so coefficient of multiple determination was higher 71.7% than the coefficient of non-determination was only 28.3%. All the Big Five dimension's individual square change scores were mentioned in the model summary (Table 42)

**Table 42: Model Summary of Big Five personality traits**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
Extraversion	.752	.565	.564	.331	.565	387.199	1	298	.000	1.567
Agreeableness	.862	.743	.742	.254	.743	862.812	1	298	.000	1.552
Conscientiousness	.852	.725	.724	.263	.725	786.999	1	298	.000	1.758
Emotional stability	.366	.134	.131	.467	.134	46.120	1	298	.000	1.050
Intellect	.782	.612	.611	.312	.612	470.503	1	298	.000	1.723
Sum of IPIP	.847	.718	.717	.266	.718	759.677	1	298	.000	1.803

In order to find the association between job involvement and job satisfaction, a regression analysis was conducted.

It was observed that standardized beta coefficient was negatively insignificant (Table 43).

**Table 43 Coefficient of Job Satisfaction**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	25.891	2.890		8.959	.000
	Job Involvement	-.016	.065	-.014	-.242	.809

a. Dependent Variable: Job satisfaction

This study also sought to investigate the relationship among Big Five personality factors/traits, job involvement and job satisfaction. Data analysis was computed by means of the Pearson Product Moment Correlation by using SPSS version 16. Summary of statistical analysis are given in tables below.

It was observed that all the Big Five factors of IPIP had significant and positive correlations with each other. The total IPIP scores had significant correlations with each other (see Table 44).

**Table 44: Correlation among Personality factors, Job involvement and Job satisfaction**

Items		Ext.	Cons.	Agr.	ES	Int.	IPIP	JI	JS
<b>1. Extraversion</b>	r	1							
	Sig.								
<b>2. Conscientiousness</b>	r	.806**	1						
	Sig.	.000							
<b>3. Agreeableness</b>	r	.864**	.871**	1					
	Sig.	.000	.000						
<b>4. Emotional Stability</b>	r	.544**	.540**	.446**	1				
	Sig.	.000	.000	.000					
<b>5. Intellect</b>	r	.810**	.823**	.848**	.431**	1			
	Sig.	.000	.000	.000	.000				
<b>6. IPIP (100 items)</b>	r	.907**	.953**	.926**	.639**	.900**	1		
	Sig.	.000	.000	.000	.000	.000			
<b>7. Job Involvement</b>	r	.158**	.145*	<b>.087</b>	.271**	<b>.076</b>	.160**	1	
	Sig.	.006	.012	<b>.132</b>	.000	<b>.191</b>	.006		
<b>8. Job Satisfaction</b>	r	.126*	.124*	.138*	<b>.062</b>	.162**	.133*	<b>-.014</b>	1
	Sig.	.030	.032	.017	<b>.285</b>	.005	.021	.809	

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

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

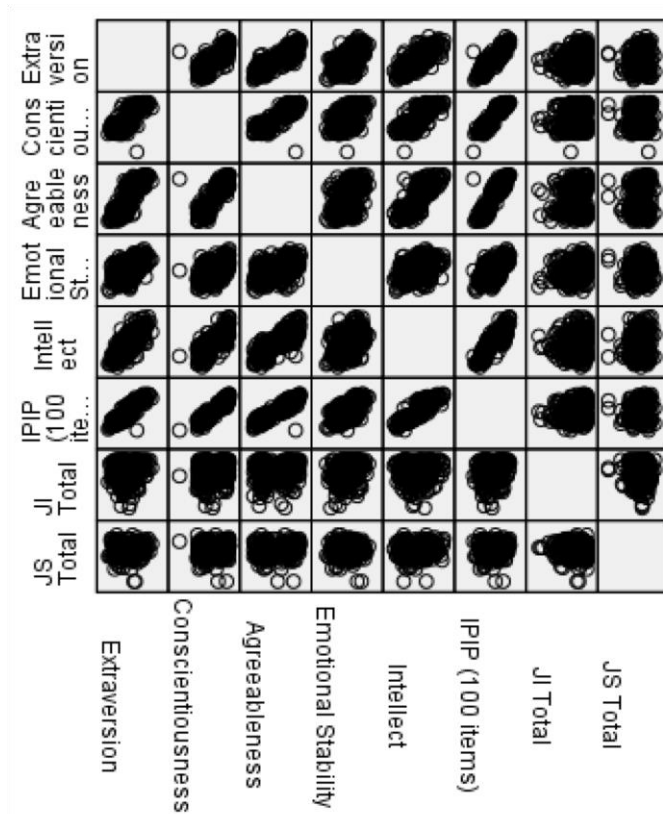
As shown in the table above, extraversion, conscientiousness and emotional stability factors of IPIP had significant and positive correlations with the job involvement, and agreeableness and intellect factors of IPIP had positive correlation but insignificant with the job involvement.

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

It was also found in the above table that job involvement had negative (r-.014) and non-significant relation with the job satisfaction.



Figure 25 Scatterplot Matrix Job involvement



Reliability analysis of Job Satisfaction Scale was computed. Reliability Statistics of Job Satisfaction Scale is given below in tables.

It is shown that Cronbach's Alpha of the job satisfaction scale (50 items) was 0.603 (see Table 45).

**Table 45: Reliability Statistics of Job Satisfaction Scale**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.603	.599	50

**Table 46: Inter Item Correlations of Job Satisfaction Scale Dimensions**  
**Inter-Item Correlations of Job Satisfaction Scale Dimensions**

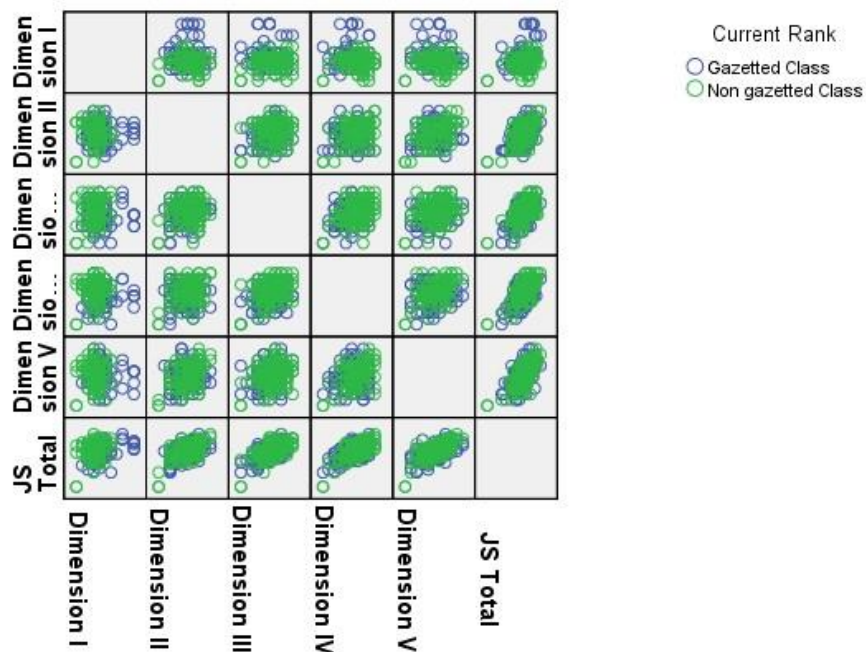
Dimension		Salary and Facilities	Supervision	Promotion	Work Opportunity	Human Relations	Total items
Salary and Facilities	r	1					
	Sig.						
Supervision	r	.010	1				
	Sig.	.865					
Promotion	r	.002	.233**	1			
	Sig.	.974	.000				
Work Opportunity	r	-.032	.268**	.375**	1		
	Sig.	.577	.000	.000			
Human Relations	r	.018	.319**	.289**	.339**	1	
	Sig.	.761	.000	.000	.000		
Total items	r	.286**	.628**	.661**	.679**	.681**	1
	Sig.	.000	.000	.000	.000	.000	

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

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

Except correlation between salary and facility and work opportunity was negative (-.032) and others dimensions had positive correlation (Table 46).

*Figure 26 Scatterplot Matrix of Job Satisfaction Scale*



Reliability analysis of Job Involvement Scale was computed. Reliability Statistics of Job Involvement Scale is given in tables below.

It is showed that Cronbach's Alpha of the job involvement scale (10 items) was 0.847 (see Table 47).

**Table 47: Reliability Statistics of Job Involvement Scale**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.847	.844	10

Inter-correlation among identification with the job and job centrality factor was 0.560, which is positive and significant.

**Table 48: Inter Item Correlation of Job Involvement Scale Factors**  
**Inter-Item Correlations of Job Involvement Scale Factors**

Factors		Identification with the job	Job Centrality	Total items
job	r	1		
	Sig.			
Job Centrality	r	.560**	1	
	Sig.	.000		
Total items	r	.967**	.753**	1
	Sig.	.000	.000	

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

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

Figure 27 Scatterplot Matrix of Job Involvement

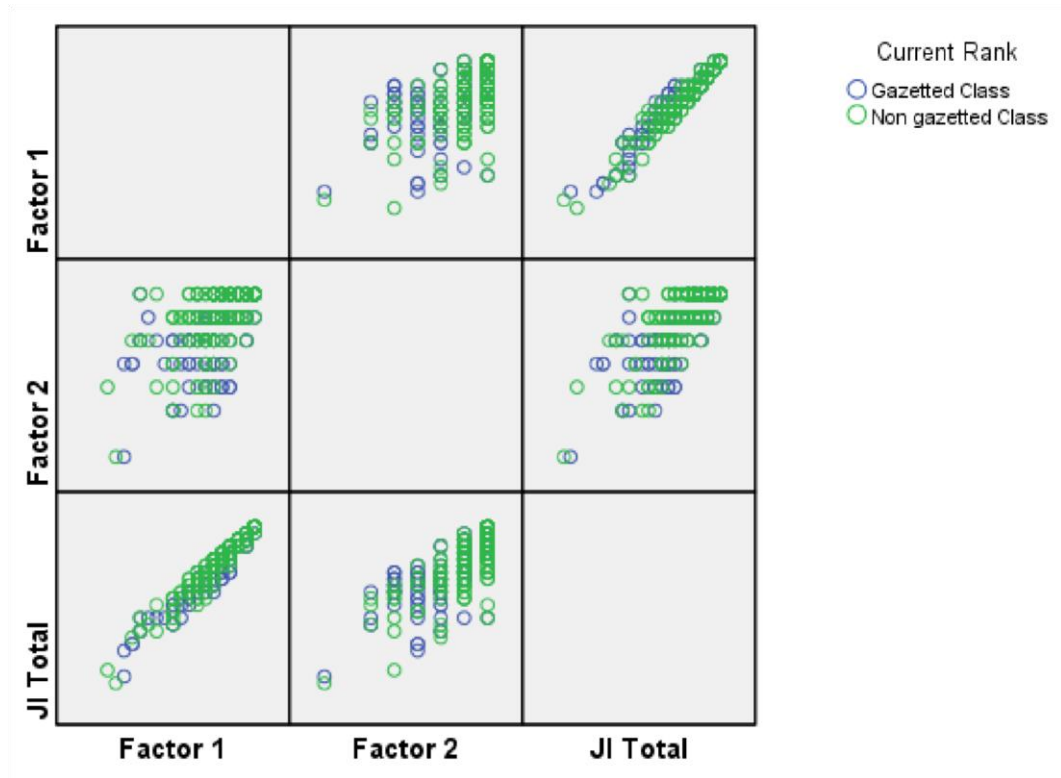


Table 49: Comparisons of IPIP scales' Reliability between present study (2015) and Goldberg study (1992)

Big-Five Domain	Number of Items	Mean Item Inter correlation		Cronbach's Alpha	
		Present study IPIP (100 items)	Goldberg (100 items)	Present study IPIP (100 items)	Goldberg (100 items)
<b>I. Extraversion</b>	20	.21	.34	.76	.91
<b>II. Agreeableness</b>	20	.36	.28	.91	.88
<b>III. Conscientiousness</b>	20	.35	.27	.90	.88
<b>IV. Emotional Stability</b>	20	.21	.35	.75	.91
<b>V. Intellect</b>	20	.25	.32	.80	.90
<b>Total/Mean</b>	100	.28	.31	.82	.90

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). The comparisons between two scales of two versions. In Nepali context, the mean item inter-correlation was .28 and the Goldberg (1992) mean scale Big Five domains mean .31. Similarly Cronbach's Alphas were .82 and .90 (Bold Figure) respectively. The result showed similarities with Cronbach's Alpha.

This study has already answered eight research hypotheses regarding the relationships among the personality traits of civil service employees of Nepal only. Furthermore, the present study cannot be generalized due to limited sample size and short duration of time. Therefore, a logical future research topic is to implement the revised Goldberg (1992) "Big Five Factor Marker" questionnaire in a different culture such as Indian and Bangladeshi and to compare the model results to those in this study.

The follow-up interviews or in depth ethnographic studies could also shed light on the reasons for the similarities and among civil employees of Nepal.

Future research study of civil employees would examine the similar employees longitudinally across two or three years. It will explore the personality traits remain stable over time or not.

Validity of the study:

This research had specific meaningful purpose and it shaved connections among the variables of personality traits, job involvement and job satisfaction. The results were in favour of the hypotheses with intended true score components and target constructs. Validity estimation consisted in judging the degree to which the measure reflected the intended constructs. The credible findings of this study exhibited 'statistical inference validity' with the use of multiple correlation and coefficient of multiple determination.

The additional type of data collection method could be used to avoid method effect and multiple methods of data collection could enable a multi-trait and multi-method (MTMM) analysis in order to increase the validity of the findings.

Summary of the chapter

The current research study clearly proves that there exists a strong correlation between the personality traits, job involvement and job satisfaction of the civil service employees of Nepal.

**Table 50: The Big Five Personality Traits (Indicator Variables) and inferences**

Statements of Hypotheses		t - value	Null Hypotheses	Research Hypotheses
H1	High Extrovert employees excelled in job satisfaction	2.186	Rejected	Accepted
H2	High Neurotic employees would be low in job satisfaction.	1.072	Accepted	Rejected
H3	Employees higher on Openness exhibited high job involvement.	1.311	Accepted	Rejected
H4	High Agreeableness employees exhibited high job involvement	1.510	Accepted	Rejected
H5	High Conscientiousness employees exhibited high job involvement.	2.534	Rejected	Accepted
H6	There was no significant relation between Big Five personality traits and job involvement.	2.795	Rejected	Accepted
H7	There was no significant relation between Big Five personality traits and job satisfaction.	2.318	Rejected	Accepted
H8	Employees of high job involvement showed high job satisfaction.	-.242	Accepted	Rejected

## **Chapter 5: Conclusion and Suggestions**

This chapter summarizes the major findings of this study. It deals with the major conclusions that were drawn from the research. The chapter further provides notes on the criteria of truth, reliability, validity, generalizability, and enlists the limitations of this research.

### **5.1 Introduction**

The objective of the study was to expand the comprehension pertaining to the degree of job satisfaction of the personnel employed in the civil service in Nepal. Majority of the people residing in the contemporary society were easy to condemn the government and complain that civil employees were not performing their duties adequately to offer dependable and quality facilities to the citizens. For the people employed with the government 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 successfully implements contemporary policies that can retain the employees and also draw others' attention to the profession. Furthermore, the government also needs to ensure that employees remain satisfied with their pay packages and chances for development to enhance job satisfaction. Furthermore, all employees must be clearly notified of the promotion criteria. Also, the government must ensure that the relation between supervisors and co-workers is a harmonious one as this enhances job satisfaction and job involvement. To improve the satisfaction, it is advisable to introduce recreational activities like sports, game, exposure visits, swimming, general knowledge competition etc that employees can utilise. Furthermore, it becomes essential to create a teamwork setting to allow employees to remain contented and more involved. This is only possible by effective communication and provision of feedback. Furthermore, the employees' personality needs to be considered to successfully tackle the issues that the employees may lift.

Following were the primary and secondary objectives of this research:

**Primary Objective:**

The primary objective of this study was to investigate on the personality traits, job involvement and job satisfaction level of the civil service employee of Nepal

**Secondary Objectives:**

- To find out the Big Five personality traits of the civil service employees in Nepal.
- To find out the level of job satisfaction of civil service employees in Nepal.
- To find out the job involvement of the civil service employees in Nepal.
- To find out the relation between Big Five personality traits and job involvement level of the civil service employees in Nepal.
- To find out the relation between Big Five personality traits and job satisfaction level of the civil service employees in Nepal.
- To find out the relation between job involvement and job satisfaction level.
- To propose strategies to improve the personality traits, job involvement and job satisfaction of the civil service employees.

**The current study aimed to search for the answers to the following research questions:**

- What are the top five personality traits of the civil service employees in Nepal?
- What is the level of job satisfaction of the civil service employees in Nepal?
- How effective the civil service employees in Nepal are involved in their job?
- What is the relationship between Big Five personality traits and job involvement level of the civil service employees in Nepal?
- What is the relationship between Big Five personality traits and job satisfaction level of the civil service employees in Nepal?
- What is the relationship between job involvement and job satisfaction level?



- What are the strategies that help to improve the personality traits, job involvement and job satisfaction of the civil service employees?

### **Data collection**

This study had employed the positivist research paradigm. The sample populace for the current study included a total of 300 civil service officials belonging to civil service group in Eastern, Middle, Western, Mid-western and Far-western region, namely five development regions of Nepal. Nepal is divided into five development regions only till August of 2015. The researcher conducted the study with questionnaires containing closed-ended statements. The research design adapted in this study was descriptive in nature. **The random sampling technique** was involved. To fulfill the current study objectives, the researchers collected primary data by distributing questionnaires to gather comprehensive information linked to the domain being studied. Further, the numbers of questions were limited to ensure proper replies by the participants. Additionally, care was taken to ensure that the queries were in simple English and Nepali so that all the respondents could understand them. The participants for the study were selected through the simple random sampling technique. The researcher had also employed standardized test tools including Likert like scale (strongly agree to strongly disagree) poles to measure the Big Five personality traits, job involvement and job satisfaction variables. For this research study the respondents were Nepali civil service officials and the sample size were three hundred. In this study, the questionnaires were filled up by the gazetted (150) and non-gazetted (150) officials from every possible service group. The sample collection areas were Sunsari, Dhankutta, and Morang (Eastern-zonal Development Region); Rasuwa, Nuwakot and Kathmandu (Mid-zonal Development Region); Lamjung, Tanahun, Gorkha (Western-zonal Development Region); Banke, Surkhet and Bardia (Midwestern-zonal Development Region); Dadeldhura, Kailali and Kanchanpur (Far-western zonal Development Region). Furthermore, the researcher has used primary data in the current research by employing the questionnaires to gather primary data for the current study.

## **5.2 Summary**

Both the literature review and the statistical analysis have clearly proved that there existed a strong correlation between different personality traits, job involvement and job satisfaction of the civil service employees of Nepal. Furthermore, it was evident that the Government of Nepal needed to take immediate steps that would enhance both the job involvement and the job satisfaction of civil employees of the nation. The study clearly conformed that a positive job involvement resulted in a positive job satisfaction. According to the literature review, both of these factors depend on various others variables. It is crucial to remember that the civil service employees in Nepal work in a distinct social setting that varies drastically from the setting of private enterprises. Most of the civil service employees interviewed worked in a big bureaucratic enterprise which recommended strict norms for service provision and forbade fraud of any sort by the employees. It was anticipated that the employees worked their entire lives with dedication and commitment. The monetary and nonmonetary incentives and other routine including promotions depend on the seniority levels and are usually calculated by the absence of errors rather than by good outputs and superior customer services. Furthermore, the training provided was inadequate and ineffective and the employees were compelled to learn all the norms and other technical facets of their tasks. Consequently, the works of the civil employees were extremely boring, stereotyped, monotonous uninspiring and repetitive. However, employees expressed their desire to continue their jobs due to the salary provided to sustain their lives. This was the reason why it was essential to discover what truly motivated these employees so that they would work diligently in a challenging environment. Furthermore, this also warranted ensuring high levels of job involvement and job satisfaction. That's why, this study was crucial and beneficial to the Government of Nepal and other researchers. This research is novel in the sense that there was no previous study on the government employees in this field.

## **5.3 Limitations**

There were some limitations to this research study which might restrict the scope and affected the outcomes of the research. The current study was undertaken to deal with several limitations. These limitations have been outlined subsequently:

- Tiresome procedure: Since the researcher decided to use data for the research, it had to make comprehensive preparations in advance so as to deal with the varied requirements of the research procedures while simultaneously handling their time efficiently. Furthermore, the researcher had huge amounts of information as it used primary data. As a result, the researcher had to be very careful during the time of assessing and investigating the data and making the inferences according to results.
- Skewed Sample: The current sample size predominantly comprised of males main participants and females formed a minority part of the survey. Also, it was difficult to find an equal sample size from all areas because more personnel were located in the central area; hence there were more people from the central area. The relative high scarcity of the female employees created an imbalance in the process of participation.
- Limited sample: The researcher found the task of collecting the sample equally from every service group very tough.
- Study limited to a specific location: The research has been conducted only in Nepal. Thus it was difficult to state that the same inferences could be drawn if the study was conducted in other parts of the world.
- Study restricted to specific topics: The data collected for this research were exclusive and were used to undertake a sustainable assessment and therefore might not probably be applicable to topics other than that.
- Legal and ethical limitations: It was essential to ensure that the researcher collected the valid data kept secure and employed solely for lawful purposes. He also had to guarantee that the data would be useful as long as it was necessary. The consents of the respondents were also taken to ensure there were no legal issues which remained unresolved. Furthermore, the researcher had to stick to the directives laid down by other regulatory authorities to ensure that they behaved ethically when handling the sample population.

However, it was possible to nullify the above limitations to a great extent if they were considered carefully and the data would have been evaluated very seriously.

#### **5.4 Significance of the Study**

Nepal, the Everest land, is a country well-known for its ethnic, cultural, linguistic, social, geographical and ecological variations. As stated earlier more and more researchers had begun to analyze job satisfaction and job involvement. Both these aspects may be impacted by the personality characteristics of the employees. Hence, the current research chiefly aimed to analyze the characteristics of personality traits of civil service employees and also the degree of job involvement and job satisfaction of the civil service employees of Nepal. The current research especially comprehensively discussed the link between personality traits of the civil service employees' job involvement and their job satisfaction. Thus, the current research is highly beneficial for analysts and the Nepal Government to have additional information pertaining to the personality attributes of civil service employees and the significance of job involvement and job satisfaction and how it enhanced their performance levels. Furthermore, the study is effective to the Nepal Government to understand about the status of job involvement and the level of job satisfaction of the civil service employees. It was also suggested that PSC improve, modify and reorganize screening and the scientific selection procedure of civil service candidates. It is a known fact that an enhancement in the performance level of the civil service personnel resulted in the general advancement of a country. Better governance is possible only if the civil service employees are efficient and motivated. Thus, this study would help the Nepal Government to provide quality public service delivery and also strongly enhance the performance of the civil service employees.

#### **5.5 Recommendations**

For future research, the researcher suggests for further in-depth analysis of findings for civil employees in Nepal so that more evidence for the better understanding of the links between personality, job satisfaction and job involvement concepts could be discovered.

Furthermore, all future studies could be modified to try and identify the actual factors impacting the job satisfaction and job involvement. Besides, other researches could possibly find out the reasons behind the existing grievances of the

civil service employees and the plausible solutions to their unwillingness so that the employees would actively and efficiently deliver the service.

It is also recommended that the scope of future studies like the gender difference in personality traits needed to be extended to ensure that they also include the perspective of the government and residents of Nepal who actually interact with the civil employees as civil service is an authentic service industry and they play a crucial role in the service arena. Moreover, 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, judicial officials along with the private sector employees for the welfare of people suitable to accelerate the overall development of Nepal.

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