



**RESEARCH PAPER**

**Impact of Personality Traits on Job Performance through Mediating Role of Job Satisfaction: A Case Study of Telecom Sector of Islamabad**

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**ABSTRACT**

The purpose of this study is to investigate the impact of personality traits on job performance through the mediating role of job satisfaction. The survival and success of an organization mainly depending on its employee's ability and personality traits. Therefore, personality traits of employees play a vital role for the employee performance at workplace. This is an explanatory study, and the study used a quantitative approach. For this purpose, we have distributed questionnaires to get the responses. The data was obtained from 319 employees of four different telecom companies of Islamabad through questionnaire. For data analysis like reliability and validity analysis, correlation analysis, confirmatory factor analysis (CFA), regression analysis, descriptive analysis were conducted. The results of this study suggested that personality traits have a significant influence on employee's job performance. The results further suggested that job satisfaction mediate the relationship between them.

**Keywords:** Job Performance, Job Satisfaction, Personality Traits

**Introduction**

The world is rapidly moving towards globalization across various societies (Al Dohan, 2019). In recent trend, Telecom has changed the face of communication. The telecom sector has grown rapidly in recent years, and Pakistan now stands out as one of the most progressive countries, with 40 million cell phone subscribers. As a result, various businesses are being enticed to invest heavily. According to PTA (Pakistan Telecom Authority), the sector was unaffected by COVID-19, with sustainable revenues of PKR 537.2 billion in FY2020, up from PKR 488.8 billion in FY2018 and PKR 550.4 billion in FY2019. In addition, the sector contributed US\$ 622.5 million (24 percent) to the country's overall net Foreign Direct Investment (FDI). Meanwhile, 87% of the total population is using services and 1.36 million people are employed in the telecom sector.

In general, all-over time, working patterns are totally changed, particularly in telecom sectors where each day new technologies are going to introduce. In various cultures, People at workplace, belongs to diverse backgrounds with range of knowledge and skills (Self, 2020). Therefore, People have multiple interests related to technological advancement, and recent trends of sphere. Personality traits test helps the firms to understand the different traits and qualities of workers (Bhatti, 2018). Thus, Personality traits have major impact on organizational performance (Lin L. e., 2014). Moreover, telecommunication sector of Pakistan is trying to search best professional experts and diverse worker to maximizing productivity and output to achieve economies of scale (Hanif, 2014). In Pakistan, Personality trait play a key role for the productivity and job performance of the organizations. Additionally, Pakistan is a rapidly growing developing country in South Asia region, mainly; Telecom sector of Pakistan has achieved mixture of both national and international investments. Competition is stiff among different companies, that is why companies are trying to search and attract talented employees across the globe. For this

purpose, they are trying to adopt best diversity practices to improve their productivity and overall performance (Rehman, 2011).

## Literature Review

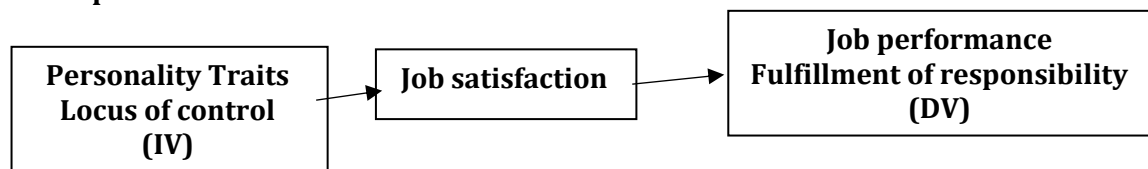
### Personality Traits

The word "personality" comes from the Latin word "persona," which means "mask." Personality studies began with Hippocrates, an ancient Greek physician who suggested that personality traits should be studied. In psychology, the study of personality has created many characteristics. After the 1980s, researcher gets agreed on a five-dimensional model to enlighten an individual's core personality traits which we called "Big Five personality traits model". This new model consists of six dimensions of personality traits; it is also called HEXACO (Humility, Emotionality, extraversion, Agreeableness, Conscientiousness, and Openness to Experience). Researchers have suggested Humility, Emotionality, and Agreeableness, has been identified as a strong forecaster for noble performances. On the contrary, other characteristics like Extraversion, Conscientiousness, and Openness to Experience are not related to motives. Employees with high levels of Humility are considering fair in their actions and take ethical decisions. Further argue, personality trait is core characteristic for serving societies (Van Witteloostuijn, 2017). Thus, Five Factor Model of personality traits consist of several domains (Scheepers, 2016).

### Locus of Control (LOC)

LOC. is a psychological term that describes how strongly people feel they have control over the events and interactions that shape their lives. Personality trait locus of control (LOC) could be either "degree to which individuals believe them self or external factors, such as gamble, power, are in control of the trials that effect their lives" (Silverthorne, 2008). Many studies have shown locus of control variable have great impact on the performance of student control by instruction. LOC can be internal and external. Internal LOC considers internal circumstance responsible for situation. It may help to perform better. While, when one controls overloud side, then they are controlled by an external locus of control. Linked between LOC and performance results are examined in very few studies. Academics have pointed out that LOC is associated with motivation. A low score indicates that success and failure features are outside of his or her own control (luck, job difficulty, and another general public). A high score proposes that the success and failure attributes are under his or her ability or effort (Keller, 1990).

### Conceptual framework



### Unifying theory of Personality Trait

Gordon Allport (1937) postulated unifying theory of personality trait. It suggested the heterogeneity in personality. Different people have different biological, cognitive, social skills and abilities. Cognitive ability of different personality traits can forecast performance and career success of employees. Additionally, different people have different attitudes, behavior, motivation, sentiment, and cognition that unifying theory explains the diversity among personalities. Likewise, people react differently in uncertain situations. Therefore, personality traits are associated with various kinds of dopamine. It is because individual diversity within of the system (DeYoung, 2013).

Cognitive ability and personality traits for predicting performance and career success. Furthermore, the study suggested that there are three-level hierarchies of personality traits i.e., top level, middle level and bottom level. Each level explains the different facets. Therefore, in 20th century, personality assessment is become psychoanalytic concepts because psychoanalytic ideas can be used to assess the diversity in personalities by conducting varieties of psychological tests (Bornstein, 2010).

### **Mediating role of job satisfaction**

Job satisfaction (JS) is most commonly used variable in research of social sciences. JS and job performance are interconnected with each other's. Job satisfaction is the psychological perception of employees for his or her occupation. It is the inner feeling of person toward themselves, but this type of feelings took place from external environment. Satisfaction can be intrinsic" and "extrinsic". It is helpful for scholars to measure job performance of employees. Further, both job performance and job satisfaction are connected; weather, how individuals feel about their occupation. Satisfaction not only come from the achievement of desired goal, it is also linked with behaviors of coworkers, managers etc. job satisfaction of employees depend upon the fair treatment of employees on the context of promotion, reward, benefits and bonuses (Lin L. e., 2014). Many literatures have used JS as mediator variable but very few studies have found mediating role of JS between personality traits, and job performance. Relevant personality traits are crucial for job satisfaction. Previous studies have suggested that that proactive personality is strongly linked to JS (Li, 2017).

### **Job Performance**

Job performance of personnel is very vital for the achievement of organizational goals. The main focus of the organization is to satisfy their employees for better performance. Many scholars have found positive linked among big five personality's traits and job performance. Relevant personality characteristic increases job performance. However, JS of employee is challenge for management in diver's workplace (Al Doghan, 2019). Further explained that pay of employees plays an important role in job performance as equity theory articulates, if employees get higher salary, they become more productive and will perform better. Moreover, social exchange theory clearly examines and guides the effect of salary on job performance (J., Andersén, A. 2019).

### **Material and Methods**

#### **Nature of the study**

Our research used positivism philosophy because in this research, we explained the fact and figures. Research is a scientific activity and test the hypothesis by conducting experiments. We applied the different statistical tests. Furthermore, research is a formal activity and quantifiable measure of variables to test the proposed hypothesis of the study.

#### **Study Area**

Our study focused on telecom sector of Islamabad Pakistan. For this purpose, we have chosen four telecom companies Mobilink, Zong, Ufone and Telenor. I have chosen these companies because they are generating huge revenue and their services demands are too high in both rural and urban areas. There is monopolistic competition between these companies. We have distributed questionnaire in HR, marketing, quality assurance and IT departments of their head offices. Furthermore, as a student I chose their Islamabad head office due to a number of reasons: it was easy access for me to visit them any time due to my residence here. Further, it was convenient for me to complete research work within the given timeframe and it was under my budget.

## Research Design

Our study is quantitative. The research is observational in nature and time-frame cross-sectional. The tests were done over a six-month period. The study is empirical and cross-sectional. We have used the survey method for the collection of data. There are different tools that we have used for data collection. We used the questioner's distribution method and dispersed the close ended questions to respondent on the Likert scale i.e., 1 to 5 scale (1 on scale represent lowest and 5 on scale represent highest) between both genders. The questionnaire is attached in the appendix. We described data and from a practical point of view, people do not prefer to give lengthy answers.

## Population

Unit of analysis of current study is full time employees of HR, Quality Assurance, IT section and sales and marketing department employees of Mobilink, Zong, Ufone and Telenor. We have chosen it because these departments are involved in the selection process and may best judge the candidate during the selection process. Furthermore, their role is major to make the policies and promote the positive atmosphere in the company. Moreover, they better evaluate the performance of each and every employee of different departments. They record the feedback of employees and act accordingly.

## Sample size

All census observations are known as the population. We cannot collect data from the entire population so that selected population elements are selected which samples is known. This study collected data from 300+ workers employed in various telecom industries.

We have used Krejcie (1970) while selection of sample. We have distributed the questionnaire by finding out the correct sample size. For calculating the population size, I used the sampling calculator which helps me to find out the correct sample size from the population.

## Measure

Job performance representing perfect fit of the data to the Rasch model (Stansfield, 1992). Likewise, plausible models are used in research to measure job satisfaction by (Organ, 1973).

Personality traits are best fit in Five Factor Model, *that was* proposed by (Costa, 1999) and that is the most widely used and recognized model today (Rossberger, 2014).

## Sample Technique

The current study has used non-probability sampling. We have used single stage sampling. For this purpose, we have chosen convenience sampling technique as it is easy to reach the respondent. The technique may provide more accurate data from the respondent. Convenience sampling technique provides the most representative sample of population. In the pandemic only 50% of employees visited the office. At that high time, obtaining data through convenient sampling was relatively easy, less costly and participants were willingly available. This method was also used in the research of (Iles, 2000). Sample distribution in different layers of the organization in telecom sector is as under

## Results and Discussion

**Table 1**  
**Tele communication industries working in Pakistan.**

Name of companies	HR Section	Sales and Marketing Section	Quality Assurance Section	IT Section	Total Sample
Ufone	21	60	30	40	151
Mobilink	9	25	15	23	72
Telenor	4	18	7	10	39
Zong	6	22	12	17	57
<b>Total</b>	<b>40</b>	<b>125</b>	<b>64</b>	<b>90</b>	<b>319</b>

### Measurement Instruments

We have adapted the questionnaire for our research. Our questionnaire consists of 33 questions. Our independent variable personality traits and dependent variable is job performance while mediator variable is job satisfaction.

### Personality Traits

Big Five Inventory (BFI) of personality traits that was used by (Costa, 1995) and his scale contain of 15-item of personality traits that can measure individual personality traits. It was developed by (Goldberg, 1993). The Big five item was also used in study by (Alshagawi, 2018). Moreover, Other personality character variables are self-esteem, self-efficacy and LOC. Self-esteem use 3-item scale that measures global self-image by measuring both positive and negative feelings about the self and it was developed by (Rosenberg, 1965). In addition, Self-efficacy uses 3 item scale adopted from (Schwarzer, 1995). Lastly, locus of control which was developed by (Strickland, 1973) and consists of 3 items. We checked the reliability of scale through crouchback.

Alpha statistics so result indicate that scale is reliable with value identified.

### Job Performance

In addition, according to (Motowidlo, 1993), job performance consists of two main factors: we used 6 item scale, Task performance and contextual performance: 3 items of task performance and 3 items of contextual performance.

### Job Satisfaction

Job satisfaction is measured by using a three-item scale (Cammann et al., 1983) and Cranach's alpha of JS is 0.70 (Iles, 2000). In order to check scale of happiness in job construct a scale of job satisfaction from lower to higher and perform a reliability test of Likert scale.

### The Model

In order to check the relationship between personality traits and job performance. We run multinomial regression analysis. After checking the relationship score, we added up a mediating variable that is job satisfaction and checked its significance to overall analysis and pattern change in relationship.

$$PT \text{ score, } (X_i, K_i) = BK. X_i M JS$$

PT=personality traits score

$X_i$  =vector of dependent variable job performance

$B_i$  = vector of coefficients

$K_i$  = corresponding of outcomes

$M$  = mediating effect on relation patterns.

### Tools for Data Processing

The study data has been obtained using scales which have already been established and validated. PLCH Twenty is used for data processing. Using reliability analysis, Cronbach alpha was determined. Descriptive statistics have been determined and control variables have also been evaluated by means of REVER. Therefore, if one of the population variables influences outcomes, its consequences, it must be tested. Correlation ship, regression, mediation and study of mediation effect that change the significance level of relationship. Had the hypothesis been confirmed. In addition, SPSS 20 used Preacher & Hayes (2008) to run mediation. To run mediation, correlation analysis to verify the strength and direction of return analysis is based on relationship between predictor and result variable conducted to inspect the estimated variance in the result variable Predictor.

The calculation model was used to explain confirmatory factor analysis (CFA) (Anderson & Gerbing, 1988). Reliability analysis is the ability of a scale to constantly generate the same results, different periods when checked. Cronbach Alpha co-efficient (internal reliability of consistency)

**Table No. 2**  
**Variables studied**

Variables (IV)	Scale	Reliabilities
Personality traits	Lowest to highest	0.78
Locus of control		
Job Performance (DV)	Lowest to highest	0.83
Fulfillment of responsibilities		
Job satisfaction (MD)	Lowest to highest	0.72

### Characteristics of the sample

In the 300+ population sample, 91 were female and 228 were male; The percentage of respondents' gender vice is 29% and 71% respectively. The majority of 300+ respondents were young. More than 70 were respondents 31 to 45 years old, while almost 5% of those lies between 26 to 30 years old were respondents. Other 6% respondents are lies age of seniority age more than 45 years old. When they were 101, they contributed 76, 7 percent of the generation considered young between 18 and 33 years. Full answers to this report are the median age reacted from 34 to 41 years 33. As per as the qualification is concerned 46% of individuals have qualification equal vents to graduation remaining 26% post-graduation and 25% have professional accountants. Only 8% possess master degree holders in convenient sampling techniques. In the selected sample 47% workers are currently working in Ufone, 22% are from Mobilink and 12% are from Telenor as well as 17% are from Zong. 38% of the workforce are from the marketing department, 19% are from the QA department 19% are from HR and 28% are from IT departments of telecom companies.

### Descriptive statistics

**Table No. 3**  
**Descriptive analysis of the variables**

	N	Minimum	Maximum	Mean	Std. Deviation
Gender	319	1.00	2.00	1.2853	.45225
Age	319	2.00	6.00	4.0188	.97434
Marital status	319	1.00	2.00	1.3542	.47903

Education	319	1.00	4.00	2.3072	1.28354
Company	319	1.00	4.00	2.0063	1.14648
Department	319	1.00	4.00	2.6395	1.03027
Personality trait	319	1.00	5.00	3.4357	1.24692
Locus of control	319	1.00	5.00	3.8621	1.21822
Job satisfaction	319	1.00	5.00	4.1160	.90197
Job performance	319	1.00	6.00	4.3260	.72705

## Regression analysis

**Table No. 4**  
**Regression Analysis**

	Unstandardized Coefficients		Standardized Coefficients		T	Sig.
	B	Std. Error	Beta			
(Constant)	2.986	0.416			7.185	0
Personality traits	-0.016	0.033	-0.027		-0.471	0.638
Locus of control	0.074	0.037	0.124		1.988	0.048

## Conclusion

The primary purpose of this study is to investigate the impact of personality traits and employee job performance through the mediating role of job satisfaction. The result of the study revealed that personality trait (LOC) has a positive impact on employee job performance. The previous results provided a worthy support in favor of incorporating theories. On the behalf of theories and existing literature, hypotheses were established. This study's findings are beneficial to telecom practitioners and the telecom industry as a whole. Telecom employee's LOC have major effect on their job performance. However, literature on personality traits highlighted the research problem that we have addressed in this study. Past literature on the Personality traits and employees job performance provided the basis of variables impacting on it. Moreover, on the behalf of theories and existing literature, hypotheses were established. The observed results provided a worthy support in favor of theories. Statistical analysis presented that personality traits (locus of control) of employees significantly impact on employee's job performance result. All in all, understanding personality traits of workers will be fruitful for both employees and the telecom sector, if telecom sector conduct recruitment and screening test of candidates at the time of selection then they would be able to access suitable personality trait for particular job position.

## Recommendations

There are following recommendation:

- There should be separate departments in organizations that assign the task to employees according to the best job fit.
- In organizations employees should be respected and should be taken feedback from them so that their quality of work, confidence, corporation and patience improve.
- It is suggested that business groups should organize various personality tests to evaluate the core self-evaluation traits of employee's personalities.
- It is further suggested that at all levels of education group project work should be assigned to students so that they may be able to better know their strengths and weaknesses.

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