EXPLORING IMPACT OF PERSONALITY TRAITS ON EMPLOYEE JOB INVOLVEMENT– AN OVERVIEW

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ABSTRACT

The present research explores major factors affecting job involvement, which has come up as an important variable in human resource domain. It talks about the background research related to job involvement and its relationship with various job related attitudes and factors. The focus of the current research is mainly on Big Five personality traits and its impact on job involvement of employees. Personality is viewed as pretty complex and sophisticated entity.It is about person's subjective experiences and behavior patterns which certainly has an impact on job involvement. Literature review on job involvement will talk about related independent variables. The paper will explore and collate the findings from qualitative and quantitative research works done in past.

Keywords: Job involvement, Personality, Big Five traits

Introduction

The intention of the conducting this study is to explore and understand the factors impacting job involvement of the employees. This study will try to explore various antecedents and its relationship with other variables in relationship with job involvement.

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For better productivity in organisations, employees must go an extra mile performing their duties, and for that to happen organisations also need to provide employees favourable atmosphere motivating employees to work towards attaining overall organisational goals (Bester, 2006). Bester and Mouton also emphasized on how important it is for particular job profiles(psychologists) to have greater job satisfaction and job involvement.

Dubin (Dubin, 1956) described job involvement as degree to which a job situation is a central to employee's life interest. Authors were of the opinion that employees who are totally involved in the job, they will treat their job as extremely important part of their life (E. E. Lawler, 1970). So, person who is highly involved in his job will perform better at workplace.

Knoop studied relationship between job satisfaction, job involvement and organisational commitment of nurses. Knoop R. (Knoop, 1995) is of the opinion that involvement was unrelated to overall job satisfaction but it was related with satisfaction with work and promotion opportunities. In a study done on job satisfaction of medical representatives, it was observed that medical representatives are moderately satisfied in their jobs(Sushil Mavale, 2016). If that is the case so and researchers have also proved that it has a significant relationship with job involvement.

Hence it becomes essential to talk about the factors involved in job involvement.

Objectives of the study

This research on review of factors of job involvement undertakes the following objectives:

1. To compile various research work on job involvement.
2. To discuss impact of personality traits on job involvement.

Methodology

The current study is descriptive in nature. Only the secondary data is used. It consists of different research papers from journals, books and theses.

The present study is based on the secondary sources collected from different sources like JSTOR, EBSCO, Emerald, Thomson Reuters and Google Scholar. Information has also been gathered from sources like books, articles that aid the study. Researchers opted for systematic literature review (SLR) for the same.

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Literature Review on job involvement

Researcher has explored various factors that influence employees' job involvement in general. The focus is on factors widely supported by most of the scholars and researchers.

Defining job involvement

Lodahl and Kejner's work is amongst the widely cited. Lodahl and Kejnerwas of the opinion that job involvement is about a degree to which employees' self-esteem was influenced by their work performance. The extent of satisfaction is derived from job and is central to the person and the psychological identity. (LODAHL, 1965) (E. E. Lawler, 1970).

Morrow proposed that job involvement should be considered as one of the aspects of work commitment. He further pointed out how job involvement related studies are ambiguous and inconsistent in measuring job involvement. After extending her research further, Morrow proposed that job involvement needs to be considered as a wider and more important construct (MORROW, 1983).

Hodefined job involvement as individual's belief towards their job. He looked at job involvement as a catalyst which has potential to satisfy present needs of an individual. Further he distinguished job as employee's current work and work as work in general (Ho, 2006).

Personality and various personality types affecting job involvement

Personality

Personality as an idea is age old. The word personality is derived from the Greek word persona, representing masks used by theater artists. As per the mask wore by an actor, it showed the pretense of appearance. It was about possession of traits with respect to masks, distinguished from the individual's traits behind the mask (Millon, 2016).

Personality is looked at as set of individual differences affected by development of an individual attitudes, values, personal memories, social relationships, skills and habits(McAdams & Olson, 2010).

Personality is also viewed as much complex and sophisticated entity. Authors look at personality as dynamic integration of entirety of individual's subjective experience and behavior

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patterns(Kernberg, 2005) (Posner, 2003).It includes both conscious and unconscious behaviour patterns, views and experiences.

Personality and job involvement

In a study done on Taiwanese community health volunteers, it was found that the extent to which a volunteer is inclined toward achievement and internal control, their perception of job involvement is higher. In the same study, authors found that the relationship between job satisfaction and job involvement was moderately significant (I-chuan Li, 2007). With respect to personality traits, most volunteers exhibited internal control orientation.

There is no consensus on the total number of personality traits. Gordon Allport suggested that there must be more than 4000 personality traits while many other researchers limit it to three or five (Verywell).

Researcher resorted to most popular theory "The Big Five", the model defined by various independent sets of researchers (Digman, 1990). In Big-Five model, large number of known personality traits were reduced to 5 major traits viz. Openness, agreeableness, conscientiousness, neuroticism and extraversion. Relationship between these five factors and job involvement is further discussed in the paper.

Openness and job involvement

Openness is about ability to imagine, be curious and being open minded. It is when individuals are always creative, untraditional and innovative in doing things (Sharon Clarke).
According to (Costa P. T., 1992), there exists a positive correlation with individual intelligence related to creative thinking. McCrae defined openness in terms of divergent thinking. Low religiosity and also political liberalism.

In context of job involvement, employee's high openness indicates job efficiency. Such employees are open to gain new knowledge, capture opportunities and cope up with vague situation (Stewart, 2006).

Agreeableness and job involvement

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Agreeable employees are forgiving and tend to be cooperative, follow instructions given by supervisors. Agreeable employees can deliver better results interacting with others, in turn increasing efficiency(Barrick, 1991).

Agreeable employees are expected to be more involved in job as they attach work and career growth with desire to improve their personal value and earn respect(GAN CHIA SENG, 2012).

Conscientiousness and job involvement

Conscientiousness is observed to be most stable personality predictor. Conscientiousness is about individual's ability to work hard and their motivation to achieve goals (Barrick, 1991).

People high in conscientiousness, usually perform their work in comparatively productive way, hence can accomplish work effectively (Arthur and Doverspike, 2009)as cited in (Liao, 2009)

Neuroticismand job involvement

Neurotic employees create negative opinions as they experience insecurity, worry, anxiety, depression and anger. People with high neuroticism show low optimism and confidence, in turn they will not perform the job with positive attitudes (Barrick, 1991).

There will be a low level of job involvement considering negative relationship between work efficiency and neuroticism.

Extroversion and job involvement

Extrovert people are dominant, energetic, active, talkative, assertive and enthusiastic (Costa P. T., 1992). Highly extrovert people have a tendency to be sociable, cheerful and comfortable in dealing with other people.

Hurley(1998) suggested that extroverted employees are able to utilize their talents to larger extent(as cited in (Liao, 2009)).

Conclusion

Though various factors like job satisfaction and organisational commitment mediate the relationship with job involvement, various personality types also have an impact on job involvement. Openness and job involvement is observed to have positive impact on job efficiency. Employees with agreeable personality trait attach work and career growth to their

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need for personal value and earning respect. Conscientiousness helps to be more productive. Neurotic employees exhibit low level of job involvement and extroverts utilize their talents to larger extent

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