

**A STUDY ON THE RELATIONSHIP BETWEEN
PERSONALITY AND INTRINSIC CAREER SUCCESS:
THE CASE OF BANKING SYSTEM IN BEIJING**

By

SUO HONGGANG

**Research project submitted in partial fulfillment
of the requirement for the degree of
Master of Business Administration**

2008

ACKNOWLEDGEMENTS

This study would not possibly be completed without invaluable help from many people. First and foremost, my sincerest thanks to my supervisor, Senior Lecturer Junaimah Jauhar for her guidance, constructive suggestions and encouragement throughout this thesis. She has spent her precious time to give me valuable comments and teach me the academic writing technicalities involved, which helped to improve the quality of this study.

My sincerest thanks are also needed to be given to my Co-supervisor, Dr. Lilis Surienty Abd. Talib, for her valuable suggestions and comments.

I also would like to thank Professor Daing Nasir Ibrahim for his comments and work during the earlier draft proposal of this thesis. Besides, I must record my appreciation to Associate Professor K.J.Raman for his great help in teaching me the SPSS.

Finally, I would like to express my greatest gratitude to my dear fiancée who provides both economic and spiritual support in my two years of studying abroad in Malaysia.

CONTENTS

	Page
ACKNOWLEDGEMENTS	ii
CONTENTS	iii
LIST OF TABLES	vi
LIST OF FIGURES	vii
ABSTRAK	viii
ABSTRACT	ix

CHAPTER

1. INTRODUCTION

1.1 Background of Study	1
1.2 Problem Statement	5
1.3 Research Objectives	5
1.4 Research Questions	6
1.5 Importance of Study	8
1.6 Organization of Study	8
1.7 Definitions of Key Variables	8
1.7.1 <i>Big Five Personality Dimensions</i>	8
1.7.2 <i>Job Satisfaction</i>	10
1.7.3 <i>Career Satisfaction</i>	10
1.7.4 <i>Life Satisfaction</i>	10

2. LITERATURE REVIEW

2.1 Introduction	12
2.2 Intrinsic Career Success	12
2.2.1 <i>Job Satisfaction</i>	13
2.2.2 <i>Career Satisfaction</i>	14
2.2.3 <i>Life Satisfaction</i>	14
2.3 Definition of Personality	15
2.4 Big Five Personality Traits	15
2.4.1 <i>Neuroticism</i>	16
2.4.2 <i>Extroversion</i>	16
2.4.3 <i>Openness</i>	17
2.4.4 <i>Agreeableness</i>	18
2.4.5 <i>Conscientiousness</i>	18
2.5 Demographic Variables	19
2.6 Relationship between Personality Traits and Intrinsic Career Success	20
2.7 Theoretical Framework and Hypothesis	24
2.7.1 <i>Eysenck Theory</i>	24

2.7.2	<i>Major Alternative Theory</i>	26
2.7.3	<i>Development of Hypotheses</i>	28
3.	METHODOLOGY	
3.1	Introduction	33
3.2	Research Design	33
3.3	Sample	33
3.4	Questionnaire Design	34
3.4.1	<i>Section A- Demographic Data</i>	34
3.4.2	<i>Section B- Personality Traits</i>	35
3.4.3	<i>Section C- Job Satisfaction and Career Satisfaction</i>	35
3.4.4	<i>Section D- Life Satisfaction</i>	36
3.5	Data Collection	36
3.6	Measurement	36
3.7	Data Analysis Method	37
3.7.1	<i>Descriptive Analysis</i>	37
3.7.2	<i>Factor Analysis</i>	37
3.7.3	<i>Reliability</i>	38
3.7.4	<i>Test for Underlying Assumption</i>	39
3.7.5	<i>Pearson Product- Moment Correlation</i>	40
3.7.6	<i>Regression Analysis</i>	40
3.8	Summary	41
4.	RESULTS	
4.1	Introduction	42
4.2	Profile of Respondents	42
4.3	Goodness of Measures	44
4.3.1	<i>Factor Analysis of Personality Traits</i>	44
4.3.1.1	<i>Measure of Sampling Adequacy</i>	44
4.3.1.2	<i>Principal Components Analysis of Personality Traits</i>	45
4.3.2	<i>Reliability Analysis of Personality Traits</i>	48
4.3.3	<i>Factor Analysis of Intrinsic Career Success</i>	48
4.3.3.1	<i>Measure of Sampling Adequacy</i>	48
4.3.3.2	<i>Principal Components Analysis of Intrinsic Career Success</i>	49
4.3.4	<i>Reliability Analysis of Intrinsic Career Success</i>	50
4.4	Descriptive Analysis	51
4.5	Correlation Analysis	51
4.6	Hypothesis Testing- Hierarchical Multiple Regression Analysis	52
4.6.1	<i>Job Satisfaction</i>	53
4.6.2	<i>Career Satisfaction</i>	54
4.6.3	<i>Life Satisfaction</i>	55
4.7	Summary	57

5. DISCUSSION AND CONCLUSION	
5.1 Introduction	59
5.2 Recapitulation	59
5.3 Findings and Discussion	60
5.4 Implications of Study	61
5.5 Limitations and Suggestions for Future Study	63
5.6 Summary	64
BIBLIOGRAPHY	65
APPENDICES	
Appendix A: Questionnaire	70
Appendix B: Frequency-Demographic Profile	83
Appendix C: Factor Analysis-Independent Variables	86
Appendix D: Factor Analysis-Dependent Variables	91
Appendix E: Reliability Analysis	97
Appendix F: Hierarchical Regression Analysis	105

LIST OF TABLES

Table 2.1 Summary of Main Related Researches	23
Table 4.1: Demographic Profile of Respondents	43
Table 4.2: Rotated Factors and Factor Loading of Personality Traits	45
Table 4.3: Rotated Factors and Factor Loading of Intrinsic Career Success	49
Table 4.4: Descriptive Statistics and Reliability Coefficient	51
Table 4.5 Pearson Correlations of the Study Variables	52
Table 4.6 Summary of Multiple Regression Results	53
Table 4.7 Summary of Hypothesis	55

LIST OF FIGURES

Figure 2.1: Dimension of Personality	25
Figure 2.2: Theoretical Framework	27

ABSTRAK

Penyelidikan ini dijalankan untuk mengkaji hubungan antara tret personaliti dan kejayaan intrinsik kerjaya. Tret personaliti diukur melalui lima ciri iaitu: neurotisme, ekstroversi, keterbukaan, persetujuan dan ketelitian. Kejayaan intrinsik kerjaya merangkumi kepuasan kerja, kepuasan kerjaya dan kepuasan hidup. Kesan penyederhana kemungkinan oleh perbezaan jantina juga diberi pertimbangan dalam kajian ini.

Sejumlah 175 orang pengurus dari pelbagai institusi perbankan di beberapa lokasi di Beijing, China telah diberi borang soal selidik dan respons mereka telah dianalisis. Hasil kajian menunjukkan bahawa dua dari lima dimensi personaliti, neurotisme dan ketelitian, mempunyai kaitan atau hubungan yang signifikan dengan kepuasan kerja dan kerjaya. Ketelitian juga mempunyai hubungan yang signifikan dengan kepuasan hidup. Ekstroversi hanya mempunyai hubungan yang signifikan dengan kepuasan hidup. Dua dimensi selebihnya, iaitu keterbukaan dan persetujuan, tidak menunjukkan korelasi yang signifikan dengan kepuasan kerja, kerjaya ataupun hidup. Kajian lanjutan telah dijalankan bagi memastikan samaada hubungan antara tret personaliti dan kejayaan intrinsik kerjaya disederhanakan sebahagiannya oleh perbezaan jantina.

ABSTRACT

This study attempts to investigate the relationships between personality traits (Big Five Personality Traits) and intrinsic career success. Personality traits are measured by five characteristics: neuroticism, extroversion, openness, agreeableness and conscientiousness. Intrinsic career success contains job satisfaction, career satisfaction and life satisfaction. The possible moderating effect of gender difference is also considered in this study. 175 managers from the banks located in Beijing are given questionnaires and their responses are analyzed. Results show that two of the five personality dimensions, namely neuroticism and conscientiousness, are significantly related to job and career satisfaction. Conscientiousness is also significantly related with life satisfaction. Extroversion is only found to be significantly related with life satisfaction. The remaining two dimensions, namely; openness and agreeableness do not show any significant correlation with job, career or life satisfaction. Further investigation is carried out to ascertain the relationships between personality traits and intrinsic career success are partially moderated by gender difference.

CHAPTER 1

INTRODUCTION

1.1 Background of Study

In the field of management, both personality traits and career success have been popular and important objectives of investigation in many literatures. Researchers tend to find whether personality traits have effect on the career success. Personality traits, which are usually called Big Five Personality, contain five dimensions- neuroticism, conscientiousness, extroversion, agreeableness and openness. They summarize the persons' whole personality into five categories. Career success can be assumed to comprise of objective or extrinsic (e.g., pay) and subjective or intrinsic (e.g., job satisfaction and career satisfaction) elements, and the variables that lead to objective career success often are quite different from those that lead to subjectively defined success (Judge et al., 1995).

In early researches (e.g., Super, 1957; Super et al., 1988), people focused on success in terms of extrinsic outcomes, such as salary and bonuses. More recent researches of career success typically include both objective (extrinsic) measures as well as subjective (intrinsic) assessments, including individuals' attitudes about their careers (Gunz and Heslin, 2005; Heslin, 2005). In many recent western studies, researchers began to focus on investigating the effect of Big Five personality traits on intrinsic or subjective career success (e.g., Hetty van Emmerik, 2004, Erdogan et al., 1994). Generally, the intrinsic career success contains two aspects- job satisfaction and career satisfaction (Judge et al. 1994, Judge et al., 1995, Judge et al., 1999). Then Boudreau et al. (2001) added the life satisfaction into the intrinsic career success.

It is widely accepted that the personality of people would have a significant impact on their behaviors. Personality plays an important role in the way of thinking, feeling and relating to other people. Extroverts and introverts, for instance, represent the opposite ways of a key personality trait (Extroversion) that affects how people form and manage relationships with others and how they communicate both at work and in their personal life. Take the white-collars as example, if the white collars are highly extrovert, they will easily be surrounded by people at work and in their personal lives. They will also lead an active existence and seek excitement and stimulation. People are likely to perceive them as cheerful and optimistic (Doe, 2004). They may more easily achieve success in their career.

However, there are quite limited numbers of studies about the intrinsic or subjective career success in China, although a few studies have examined objective (extrinsic) success and compensation decisions. For example, Tang and Ward (2003) found that the use of bonuses to motivate employees is a common practice in China. Actually, this topic may be more meaningful for China than ever before. In recent two decades, especially after the economic reform in 1978, China's economy kept on a rapid increasing trend and has become an economic superpower in the world. Especially after China entering WTO, many trade barriers were cancelled gradually, causing international trade increased dramatically. China expanded its financial opening, and offered foreign banks in China national treatment. A large number of foreign multinational companies, joint-venture enterprises and financial institutions have focused on the large Chinese market and opened their branches in various places of China. In the 1990s, large-scale foreign investment has opened new employment

opportunities for the Chinese populace. The demand for qualified local managerial candidates has continued to soar exponentially (McComb, 1999).

Actually, more and more defects of western working style have been recognized through theoretical study and practice. It is true that the promptly introduced western work style thoughts and theories actually broaden entrepreneurs' vision and refresh their ideas since China's opening-up and reform. China's fast-growing economy has a demand for establishing distinct system of Chinese working style. Another important reason for the heated topic of Chinese style of management is the fast-growing economy provides a solid foundation and support for Chinese scholar and administrator to generalize and practice the Chinese style of management.

(http://www.ctw-congress.de/ifsam/download/track_18/pap00515.pdf)

Meanwhile, the educational level of China also rose greatly, improving the overall quality of Chinese people. Especially from the early 1990s, a marked increase in the number of young Chinese have gone abroad for higher education, becoming the potentially qualified candidates of white collars or managers nowadays. Thus, the employment of white collars has increased tremendously and employees have begun to pursue high life quality rather than surviving. Especially in big cities like Beijing, the people's living standard is catching the middle-developed counties' level. Employees pursue not only a job, but also a work opportunity to show their ability and make them feel successful and satisfied. It is reasonable that the conception of job satisfaction or career success has existed in employees' mind.

In addition to, it was spread fast that Beijing was planning to build a second international financial center of China. What enabled Beijing to contend with Shanghai on the position of international financial center are Financial Street and finance industry group of CBD. The “zeal” of Beijing on financial service industry and even financial center is not a groundless rumor. It was released on Beijing Municipality Symposium on the Financial Work that the concerned department of Beijing were beginning to improve the financial environment of Beijing through some measure such as establish Beijing Bill Business Market, strengthening the management on the securities and the futures market, encouraging the foreign-owned insurances enterprise to establish institutions in Beijing. (<http://CBD has a special requirement for financial enterprises and Beijing CBD actively plays finance end. htm>).

We emphasize the relationship between personality traits and intrinsic career success, as intrinsic career success of employees is important for a corporation’s success. In the subject of organizational behavior (OB), it is commonly accepted that intrinsic career success becomes a necessity for almost everyone in the organization. Without intrinsic career success, the employees might display undesirable behaviors, lower work productivity and dissatisfaction. Thus, intrinsic career success plays a significant role in the behavior of employees. The performance of employees’ behavior further affects the whole company and even whole industry.

Due to the two strong effects of personality and intrinsic career success on employees’ behavior and whole career life, this study tends to investigate whether the personality traits have any effects on intrinsic career success between managers in Beijing.

Considering the different level of satisfaction, the effect of gender difference between men and women should be noticed in these relationships.

1.2 Problem Statement

Many of research have been done on extrinsic career success but seldom emphasized on intrinsic career success that includes job satisfaction, career satisfaction and life satisfaction. Besides that, the researches on relationship between personality traits and intrinsic career success in China are quite limited. Actually, the white-collar employees or managers are becoming a more important group as they are recognized as the key success factor in an organization's success. Understanding and further developing their intrinsic career success might be a competitive advantage to the organization's success. In this study, intrinsic career success is measured from three aspects: job satisfaction, career satisfaction and life satisfaction. The personality traits contain five dimensions. The problems needed to be solved were summarized as following; what is the relationship between each dimension and job satisfaction; what is the relationship between each dimension and career satisfaction and what is the relationship between each dimension and life satisfaction? Will the gender difference have any effect on each of the relationship?

1.3 Research Objectives

According to the problem statement, the main objectives of this paper were listed as follows:

1. To identify the direct effect from five personality traits of neuroticism, extroversion, openness, agreeableness and conscientiousness on job satisfaction.
2. To identify the direct effect from five personality traits of neuroticism, extroversion, openness, agreeableness and conscientiousness on career satisfaction.
3. To identify the direct effect from five personality traits of neuroticism, extroversion, openness, agreeableness and conscientiousness on life satisfaction.
4. To argue the moderating impact of gender difference on the relationship between personality traits and job satisfaction.
5. To argue the moderating impact of gender difference on the relationship between personality traits and career satisfaction.
6. To argue the moderating impact of gender difference on the relationship between personality traits and life satisfaction.

1.4 Research Questions

This study contains covering on five personality traits and their direct and indirect effect with job, career and life satisfaction respectively. According to achieve the above objectives, the following research questions are posed for this study:

1. How the five personality traits of neuroticism, extroversion, openness, agreeableness and conscientiousness directly related to job satisfaction for managers in banks?
2. How the five personality traits of neuroticism, extroversion, openness, agreeableness and conscientiousness directly related to career satisfaction for managers in banks?
3. How the five personality traits of neuroticism, extroversion, openness, agreeableness and conscientiousness directly related to life satisfaction for managers in banks?
4. Does the gender difference affect the relationship between personality traits and job satisfaction?
5. Does the gender difference affect the relationship between personality traits and career satisfaction?
6. Does the gender difference affect the relationship between personality traits and life satisfaction?

1.5 Importance of Study

As mentioned before, there are quite a small number of studies about the personality traits and intrinsic career success in China. This study is expected to provide basic data in terms of the aspects of five personalities and their relationships with the intrinsic career success containing job, career and life satisfaction among managers in Beijing. Besides, the effect of gender differences is also considered. The different outcome according to each dimension of personality will produce difference level of result and human resource professional of practices are able to use such information for better understanding on individual development.

1.6 Organization of Study

This chapter gives a general introduction of the whole study containing the background, problem statement, objectives, questions and importance of the study. In the next chapter, the literature review is done to discuss other related studies and compare their findings. Chapter 3 covers the methodology applied in this paper and then in chapter 4, the empirical results from the various tests are described and discussed. Finally, in the last chapter we offer related suggestions.

1.7 Definitions of Key Variables

1.7.1 The Big-Five Personality Dimensions

Thousands of different personality dimensions have been studied by psychologists for many years. However, it was hard to validate which dimensions the organizations should focus on. Since early 1990s, it has been widely accepted that all of these

personality dimensions can be distributed into “Big Five Model”. The Big Five Personality Traits are personality traits distilled into five general dimensions. They are extroversion, agreeableness, conscientiousness, neuroticism and openness.

1.7.1.a. Neuroticism

Neuroticism presents the tendency to exhibit poor emotional adjustment and experience negative affect such as anxiety, insecurity and hostility (Daft, 2002).

1.7.1.b. Extroversion

Extroversion refers to the degree to which a person is outgoing, talkative, sociable and comfortable meeting and talking to new people (Daft, 2002).

1.7.1.c. Openness

Openness is the degree to which a person has a broad range of interests and is imaginative, creative and willing to consider new ideas (Daft, 2002).

1.7.1.d. Agreeableness

Agreeableness is the degree to which a person is able to get along with others by being good-natured, cooperative, forgiving, compassionate, understanding, and trusting (Daft, 2002).

1.7.1.e. Conscientiousness

Conscientiousness refers to the degree to which a person is responsible, dependable, persistent and achievement-oriented (Daft, 2002).

1.7.2 Job Satisfaction

Job satisfaction has been defined as a positive emotional state resulting from an appraisal of one's job (Locke, 1976). It is more of an attitude, an internal state. It could, for example, be associated with a personal feeling of achievement, either quantitative or qualitative (Mullins, 2005).

1.7.3 Career Satisfaction

Career satisfaction has been regarded as an interior factor in career success and as an important criterion for valuing an individual's career as a whole (Gattiker and Larwood, 1988). Judge et al. (1995) viewed that career satisfaction was encompassed in intrinsic career success. Lounsbury et al. (2003) defined career satisfaction as the individual's feelings of satisfaction with his or her career as a whole.

1.7.4 Life Satisfaction

Life satisfaction represents an overarching criterion or ultimate outcome of human experience (Andrews, 1974). Life satisfaction is one factor in the more general construct of subjective well being. It can be assessed specific to a particular domain of life (e.g., work, family) or globally. The Satisfaction With Life Scale (SWLS) is a

global measure of life satisfaction developed by Ed Diener and colleagues (Diener et al., 1985)

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

There are many researches about the relationship between personality and career success. As mentioned before, the personality contains five dimensions and career success contains two aspects of extrinsic and intrinsic career success. Different dimension of personality may have different connection with either extrinsic or intrinsic career success. We emphasized the relationship between personality traits and intrinsic career success, since the intrinsic career success is a relatively new subject for Chinese white collars who have begun to pay attention gradually on their satisfaction for job or career. In this chapter, the results from previous researches about the relationship and related variables will be reviewed.

2.2 Intrinsic Career Success

Career success is defined as the extrinsic and intrinsic outcomes or achievements individuals have accumulated as a result of their work experience (Judge et al. 1995). Career success contains both “extrinsic” success elements, reflecting objective and externally visible criteria such as pay and ascendancy (Jaskolka et al. 1985) and “intrinsic” success element that are subjectively defined by the individual, usually measured by career or job satisfaction (Gattiker and Larwood, 1988). According to Seibert and Kraimer (2001), extrinsic career success, measured in terms of salary and promotions, refers to outcomes that are both instrumental rewards from the job or occupation and are objectively observable; intrinsic career success, measured in terms of career satisfaction, refers to factors that are inherent in the job or occupation itself

and is dependent on the incumbent's subjective evaluation relative to his or her own goals and expectations. Besides, other research had also argued that the intrinsic (subjective) career success refers to the person's own preferences for development in an occupation, that is his/her individual perception of career experience. It has other important facets including hierarchical, financial, interpersonal and life success (Gattiker and Larwood, 1986).

This study focuses on intrinsic (subjective) career success including job satisfaction since the career includes the current job and career satisfaction. Based on Judge et al. (2001), life satisfaction is also added into the elements of intrinsic success as considering the importance of work-life/family balance.

2.2.1 Job Satisfaction

Job satisfaction generally implies a positive evaluation of work and a positive effect deriving from it; that is, a "positive emotional state resulting from the appraisal of one's job or job experiences" (Locke, 1976). A worker will express a high level of job satisfaction. A high level of job satisfaction is influenced more by subjective respondent characteristics- generally positive attitudes toward work- than by objective respondent characteristics such as gender or generation. Workers reporting high level of job satisfaction tend to be those who have a high expectation of receiving a desired job characteristic, whether it be intrinsic (developing additional skills, learning new things, accomplishing something worthwhile) or extrinsic (pay, respect of co-workers). Positive attitudes toward the workplace tend to coincide with a high level of reported job satisfaction.

2.2.2 Career Satisfaction

Career satisfaction has been regarded as an interior factor in career success and as an important criterion for valuing an individual's career as a whole (Gattiker and Larwood, 1988). It was encompassed in intrinsic career success (Judge et al., 1995). Lounsbury et al. (2003) defined career satisfaction as the individual's feelings of satisfaction with his or her career as a whole. A variety of different studies have been done on career satisfaction's relationship to many other factors, including school teachers' skills, values and professional accomplishments (Chapman, 1982); salary and promotions (Seibert et al., 1999); burnout and career stress of counselor education professionals (Bozionelos, 1996); demographic, human capital, motivational, organizational and industry variables (Judge et al., 1995).

2.2.3 Life Satisfaction

Life satisfaction is one factor in the more general construct of subjective well being. It can be assessed specific to a particular domain of life (e.g., work, family). The Satisfaction With Life Scale (SWLS) is a global measure of life satisfaction developed by Diener (1985). Career satisfaction also can be viewed as an antecedent or component of an individual's overall quality of life or life satisfaction (Lounsbury et al., 2004). There is a diversity of empirical literature that explores life satisfaction using different types of predictors for life satisfaction. At the global level of the Big Five, extraversion and neuroticism are the strongest predictors of life satisfaction. However, extraversion and neuroticism are multifaceted constructs that combine more

specific traits (Heller et al., 2002). Current investigation found that there are significant correlations between personality traits and life satisfaction (Lounsbury et al., 2004).

2.3 Definition of Personality

.Personality refers to the characteristics of the person that account for consistent patterns of feeling, thinking and behaving (Pervin et al., 2005). It is surprising to know that there were 17593 words to describe one's personality. That number was found in a study of personality related words searching in an English dictionary, which was conducted over 60 years ago. After combining the words with similar meanings, the list contained 171 distinct traits (Greenberg and Baron, 2003). Is it necessary to consider the huge number of traits to fully understand the role of personality in organization behavior? In fact, five dimensions considered as these dimensions have emerged in so many different studies conducted in different ways. They are referred to as the Big Five dimensions of personality (Digman, 1996).

2.4 Big Five Personality Traits

Most people think of personality in terms of traits, and researchers have investigated whether any traits stand up to scientific scrutiny or associated with effective leadership. Within the last 20 years, although investigators have examined thousands of traits, a near-consensus has emerged that a five-factor model, often termed the 'Big Five' (Goldberg, 1990), can be used to describe the most salient aspects of personality.

The five-factor structure has been captured through analyses of trait adjectives, factor analytic studies of existing personality inventories, and expert judges' categorizations of existing personality measures (McCrae & John, 1992). The Big Five traits are neuroticism (or emotional instability), extraversion (or surgency), openness, agreeableness and conscientiousness.

2.4.1 Neuroticism

Neuroticism presents the tendency to exhibit poor emotional adjustment and experience negative affect such as anxiety, insecurity and hostility. Daft (2002) defined this dimension as Emotional Stability, which is inverse of Neuroticism. Emotional Stability refers to the degree to which a person is well adjusted, calm and secure. A manager who is emotional stable handles stress well, is able to handle criticism, and generally does not take mistakes and failures personally. In contrast, a manager who has a low degree of emotional stability is likely to become tense, anxious or depressed. They generally have lower self-confidence and may explode in emotional outbursts when stressed or criticized (Daft, 2002).

2.4.2 Extroversion

Extroversion sometimes called Surgency. The broad dimension of Extroversion includes a variety of specific traits such as talkative, energetic, and assertive. Daft (2002) mentioned that extroversion dimension also includes the characteristic of dominance. Extrovert people are often quite self-confident. They seek out positions of

authority, and are complete and assertive. They like to be in charge of others or have responsibility for others. Daft gives an example that Carly Fiorina, CEO of Hewlett-Packard, appears to have a high degree of both dominance and extroversion. She enjoys being “on stage” speaking before a crowd, meeting people in HP plants around the world. Fiorina also clearly enjoys being in a position of authority and influence. However, examples for the opposite of extroversion dimension were clear in the world business. For example, Doug Ivester, who served for a short time, as CEO of Coca-Cola seems to have a low degree of both dominance and extroversion. Ivester was known to be very reserved in many situations. In addition, he did not appear to have a great desire to influence others, preferring to focus on details and strategy rather than the brightness of interpersonal relationship. Indeed, he sometimes came off as high-handed because he made and implemented decisions without trying to persuade others of his viewpoint.

2.4.3 Openness

Openness is the degree to which a person has a broad range of interests and is imaginative, creative and willing to consider new ideas. Managers with high openness to experience are intellectually curious and often seek out new experiences through travel, the arts, movies, reading widely or other activities. People lower in this dimension tend to have narrower interests and stick to the tried-and-true ways of doing things. Open-mindedness is important to managers who can become leaders because leadership is about change (Daft, 2002).

2.4.4 Agreeableness

This dimension includes traits like sympathetic, kind and affectionate. Daft (2002) defined agreeableness as the degree to which a person is able to get along with other by being good-natured , cooperative, forgiving, compassionate, understanding, and trusting. Another example was given here that a leader who scores high on agreeableness seems warm and approachable, whereas one who is low on this dimension may seem cold, distant, and insensitive. He added that people high on agreeableness tend to make friends easily and often have a large number of friends, whereas those low on agreeableness generally establish fewer close relationships.

2.4.5 Conscientiousness

People high in conscientiousness tend to be organized, thorough, and planning. Daft (2002) defined conscientiousness as the degree of a person's character of responsible, dependable, persistent, and achievement-oriented. A conscientious person is focused on a few goals, which he or she pursues in a purposeful way, whereas a less conscientious person tends to be easily distracted and impulsive. This dimension of personality, Daft (2002) added, relates to the work itself rather than to relationships with other people. Indeed, many entrepreneurs show a high level of conscientiousness. For example, Ovasainen's conscientiousness and hard work help Iobox, the Helsinki-based company he co-founded, jump to an early lead in the market for wireless Internet service.

Overall, Judge et al. (2001) summarized the five dimensions from Hogan and Ones (1997) as following:

- 1) Neuroticism represents the tendency to exhibit poor emotional adjustment and experience negative affect such as anxiety, insecurity and hostility.*
- 2) Extroversion represents the tendency to be sociable, assertive and experience positive affect such as energy, zeal and excitement.*
- 3) Openness is the disposition to be imaginative, unconventional and autonomous.*
- 4) Agreeableness is the tendency to be trusting, compliant, caring and gentle.*
- 5) Conscientiousness comprised two related facets, achievement and dependability, and has been found to be the major component of integrity.*

2.5 Demographic Variables

Pfeffer (1983) viewed that the demography of an organization's members may affect many behavioral patterns and outcomes, including promotions and salary attainment. Thus, it is necessary to take into account of demographic variables when examining the predictors of career success. Many studies have found that demographic variables explain more variance in career success than other sets of influences (Gattiker and Larwood, 1988; Gould and Penley, 1984). One of most obvious findings regarding demographic influence is that age positively predicts objective success (Gattiker and Larwood, 1988; Jaskolka et al., 1985). Considered as another demographic variable, gender difference could affect the degree of people's satisfaction towards work, where some studies have found that women to be more satisfied than men (Granrose, 2007).

It is also proved that the personality traits between men and women are different (Costa et al., 1988; Feingold, 1994; Goldberg et al., 1998) and the consequences of sex difference in personality traits for career success is different (Leong and Boyle, 1997; Melamed, 1995). Therefore, it is supposed that the gender could affect the relationship between personality traits and intrinsic career success.

2.6 Relationship between Personality Traits and Intrinsic Career Success

Judge et al. (1999) investigated the Big Five personality traits (Costa & McCrae, 1985; Digman, 1990; John, 1990) in relation to intrinsic career success using longitudinal data in a sample of California residents. They found that several of the personality dimensions correlated with the success measures. Neuroticism was significantly and negatively related with intrinsic career success, whereas conscientiousness and openness were significantly and positively related with intrinsic career success; agreeableness and extroversion were not found have significant relationship with intrinsic career success. The relationships were observed between current adults and predictive life stage down to childhood, creating significant personality and intrinsic career success validities over 50 years time span. It was important finding to established personality variables in accounting for variation in intrinsic career success.

Recently, the similar research was done by Boudreau et al. (2001) about personality variables in relation to career success in two samples of U.S. and European executives. In U.S. sample, they found that neuroticism, agreeableness and conscientiousness were negatively and significantly related to career satisfaction, which was considered as one aspect of intrinsic career success. Extroversion was positively related with career satisfaction. Then in European sample, neuroticism was negatively and

significantly related with career satisfaction, whereas extroversion was positively and significantly related with career satisfaction. Finally, the author found that the result were inconsistent between conscientiousness and agreeableness with previous research and theory. The consistent results were also gotten in Seibert and Kramer's (2001) findings that a negative relationship between neuroticism and intrinsic career success and neuroticism was negatively related with career satisfaction. Extroversion would be related positively to intrinsic career success and extroversion was related most consistently to career success, exhibiting positive relationship with career satisfaction. In addition to, agreeableness was related negatively to career satisfaction. Intrinsic career success was associated with extroversion, neuroticism, and agreeableness. Individual who were more extroverted, less neurotic, or less agreeable experienced higher levels of career satisfaction than their less extroverted, more neurotic, or more agreeable counterparts.

Study by Judge et al. (2002) on the linked traits from the Big Five Model of personality to overall job satisfaction through a meta-analysis. According to the model, use an organization frame work from 163 independent samples. The author found that all the traits of personality were related to job satisfaction with different level of degree. Where neuroticism is strongest and most consistent correlated to job satisfaction; extroversion displays nonzero relationship with job satisfaction; conscientiousness is second strongest correlated with job satisfaction; agreeableness and openness had relatively weak correlations with job satisfaction.

Lounsbury et al. (2003) examined a broader set of personality traits than Big Five in relation between career satisfaction and job satisfaction as well as the total sample and

14 separate occupational groups. Emotional resilience, which is opposite to neuroticism, was used in this study as one of five personality traits. Finding that emotional resilience was positive related to career satisfaction and job satisfaction for all samples and 14 groups. In addition, conscientiousness, extroversion, openness and agreeableness were all greatly related to career and job satisfaction in different sample or groups, but not firming the direction of these relationships.

Bozionelos (2004) did a research about the Five-Factor Model of personality and extrinsic and intrinsic career success in a Britain sample. In this research, the five factors of personality were also neuroticism, extroversion, openness, agreeableness and conscientiousness, and the intrinsic career success contained job satisfaction, hierarchical, financial, interpersonal and life success. Unlike the general suggestion that intrinsic career success is primarily associated with personality, his finding concurs with Judge et al. (1999). He found that intrinsic career success was almost exclusively connected with personality traits. Only two of traits have effect on intrinsic career success, including the reducing effect of neuroticism on intrinsic career evaluations and enhancing effect of agreeableness on intrinsic career evaluations.

Overall, the results of various researches about the relationship between personality traits and intrinsic career success are summarized in the Table 2.1. From the table, it can be seen that almost all researches have approved that the personality traits are related to intrinsic career success. The Neuroticism is widely identified negatively related to intrinsic career success; Extroversion is generally approved positively

related to intrinsic career success; other three traits' relationship with intrinsic career success exist, whereas the direction is not for sure.

Table 2.1 Summary of Main Related Researches

Authors	Samples	Main Conclusion
Judge et al. (1999)	California	Neuroticism is negatively related to intrinsic career success Conscientiousness and openness are positively related to intrinsic career success; Agreeableness and extroversion are not significantly related to intrinsic career success.
Boudreau et.al (2001)	U.S. and Europe	In U.S. sample: Neuroticism, Agreeableness and conscientiousness are negatively related to career satisfaction; Extroversion is positively related to career satisfaction. In European sample: Neuroticism is negatively related to career satisfaction; Extroversion is positively related to career satisfaction.
Seibert & Kramer (2001)	America	Neuroticism is negatively related to intrinsic career success Extroversion is positively related to intrinsic career success Agreeableness is negatively related to intrinsic career success.

Judge et.al (2002)	America	Neuroticism, Extroversion and Conscientiousness moderately correlated with job satisfaction; Agreeableness and Openness relatively weakly correlated with job satisfaction.
Lounsbury et al. (2003)	Mexico	Emotional resilience, which is opposite to neuroticism, is positively related to job and career satisfaction; Conscientiousness, extroversion, Openness and Agreeableness are greatly related to job and career satisfaction, but not firming the direction.
Bozionelos (2004)	Britain	The personality traits are almost unrelated with intrinsic career success.

2.7 Theoretical Framework and Hypothesis

To develop the theoretical framework, I have chosen to use these theories, namely:

Eysenck Theory and Major Alternative Theory.

2.7.1 Eysenck Theory

Eysenck was one of the first psychologists to study personality with the method of factor analysis, a statistical technique introduced by Charles Spearman. Eysenck considers that there are two major dimensions of personality which account for the many different types of person we encounter. They are extroversion and introversion.

As you can see from the graphic, personality is measured on the dimensions