RSEARCH ARTICLE

Relationship between Personality Types and Job Satisfaction among Employees in Malaysian Manufacturing

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A B S T R A C T

Employee job satisfaction is one of the important measurement aspects of an employee work life. Over the years, rich and mass knowledge in terms of academic research and management practice has been collected to understand further employee job satisfaction, especially for a firm, which work design is highly dependent on human workforce. Manufacturing industry is categorized under this group. Employee job satisfaction could be explained in terms of employee personality. As such, this research is design to understand the relationship between personality type and job satisfaction level of employees. For this paper, blue collar employees from manufacturing industry ware chosen. It is hoped that this paper could contribute to the body of knowledge on this field and further help manufacturing firms to explore options in increasing their workers' job satisfaction level so that in the long term the firm can achieve its mission and vision.

Key words: Personality types, Job Satisfaction, Manufacturing, Malaysia

INTRODUCTION

The manufacturing industry is now moving towards globalization era where every aspects of working condition are studied deeply and understood clearly in order to achieve the best level of organization's performance. Job satisfaction is one of the important factors in working life nowadays. The question raises, does job satisfaction is determined by the employee's personality type? There is demand in improving every employee's satisfaction level in order to avoid issues such as absenteeism, turnover and burnout. If managements in organizations are aware of the relationship between these two variables, improvement actions may be taken at an early stage such as recruiting new employee or matching the right employees to the right jobs as so to avoid organizational problems.

Job satisfaction is one of the factors determining whether employees will stay with the organization for certain periods. Similar concept does apply to manufacturing company. Thus, by explaining one of the factors that determines the job satisfaction level of the employee, the company can increase its' employees productivity. The blue collar employees are the highest number of employees in manufacturing industry, as task such as organization daily operation and producing output are their responsibilities**.** By having low satisfied employees, which result in low productivity, the manufacturing company may face problem in fulfilling their

customer's needs. Subsequently, they could affect the companies' profits or losses. Therefore, to avoid a long term consequences, this research proposes to study the job satisfaction level of the blue collar employees and study variables from personality point of view.

By understanding the job satisfaction level and personality types of these workers, the management of manufacturing company can increase their employee's satisfaction level accordingly to their benefits. Thus, this paper intends to examine the relationship between the workers personality type with their job satisfaction.

2.0 Literature Review:

2.1 Manufacturing Industries:

One of the important contributors towards Malaysia's GDP and economic growth is the manufacturing industries. In order for Malaysia to achieve a mileage of successful business model and to develop and sustain in manufacturing industry, the local manufacturing companies need to remain competitive. As new countries emerged into manufacturing industries, such as China and India, which are similar to Malaysia and rely on labour intensive and comparatively low value added activity. Thus, these emerging countries have developed their own competitive advantage based on their geographical location and their own resource competency [23]. Furthermore, there are few critical factors that contributed the manufacturing industry, such as to decide where for them to operate their manufacturing plants. Other factors are also to be considered such as oil price, labour cost and shift in demand [29].

The driving force behind Malaysia's manufacturing industry is the emergence of Free Trade Zone (FTZ) which was under the Free Trade Zone Act of 1971. One of the FTZ is located in Penang, and it was develop in four phases strategically. The Penang FTZ is widely known to host multinational manufacturing companies such as Motorola, Jabil, Plexus and other big names in manufacturing industry. Most of the industry is centred on electrical and electronic products. There are others small and medium enterprises that support the big manufacturing companies which are known as Manufacturing Related Services (MRS). This is define by Bank Negara Malaysia (BNM) as activity and services that complement the manufacturing industry in transport, sell, use, deliver or dispose manufacturing products.The manufacturing industry operations are based on labour intensive which is widely supported by female employees. However, this scenario is changing, as Malaysian manufacturing is also depending on foreign employees to accommodate manufacturing positions for unskilled workers [3].

The future of manufacturing industry is indeed has a great impact on the progress on Malaysian economy development and further on Vision 2020 which was projected by former Prime Minister Tun Dr. Mahathir Mohamad. However, there is a notable improvement in manufacturing industries in recent years such as implementation of computer based accounting system (CBAS) by more than 90% of small and medium enterprise [16]. Other than that Malaysian manufacturing industries also has adapted Flexible Manufacturing Technology (FMT) to manufacture high quality products. This technology is based on computer which makes the programmable from fix program to automate programmable [10].

2.2 Job Satisfaction:

Job satisfaction refers to a person's positive affective relation to his/her job [24]. Job satisfaction also can be achieved through mentally challenging work, equitable rewards, a supportive working environment and helpful colleagues [14]. Baker discovered that job satisfaction for Choral music educators were influenced by the level of administrative support given to the teachers. Wu and Griffin found that core self-evaluation of employee do have a relationship with job satisfaction. The corresponsive relationship between two of this variable is dynamic to which individual experience thru their environment. Meanwhile, Farquharson *et al.* measured job satisfaction in terms of impact of work-family conflict on job satisfaction which was studied among nurses which are working in telephone advice service. The impact of this conflict did raise the stress level of the nurses and this contributed to low job satisfaction level. Thus this also suggested that a stress management program could help the nurses manage their stress and this could increase job satisfaction level [13].

2.3 Personality:

In common speech, personality is usually referred to one's public image. This common usage reflects the origin of the word 'personality' in the Latin persona, which referred to the masks that actor, wore in the ancient Greek, plays [11]. The uniqueness is that, each individual have their own personality and it is different from any other individual. Usually, personality does not change over a short term and are set stable relatively. However, it is not rigid and may change over time. Furthermore, personality was something real within an individual that leads to characteristics, behaviour and thought [1]. Meanwhile, Rogers [27] claimed personality or "self" was an organized, consistent pattern of perception of the "I" or "Me" that lies at the heart of an individual's experiences. Each theorist presents their own understanding of personality which helps to explain why there are many theories in understanding personality.

2.4 Personalities and Job Satisfaction:

Orth *et al*. [25] found that self-esteem was related to higher level of job satisfaction, but it was also found that there was no significant data showing that higher job satisfaction will increase oneself esteem. Thus, this indicated that self-esteem does affect job satisfaction. Araslia *et al*. [2] indicated that there were no significant findings that indicate this type of personality increases job satisfaction.

4.0 Hypotheses:

The hypothesis of this study as below:

H_1: There is a relationship between personality type and job satisfaction among employees in the manufacturing industry.

3.0 Conceptual Framework:
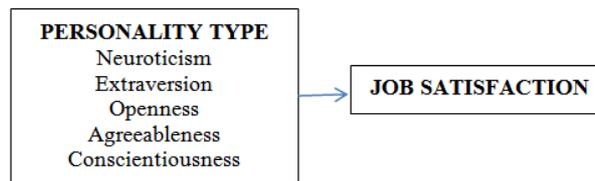
5.0 Theories:

The Personality theory that is applied to understand this research is the five-factor theory perspective. The Big Five framework of personality traits from McGrae and Costa [20] has emerged as a robust model for understanding the personality traits as it consist of comprehensive and reliable personality concept [26]. Moreover, the five-factor theory is stable across people of difference ages. This is a strong indicator to justify that this five-factor theory can be used further to evaluate personality traits [9]. The *Big Five factors of personality* are five broad domains which define human personality and account for individual differences. The Big Five traits are openness, conscientiousness, extroversion, agreeableness, and neuroticism [18]. In short, conscientiousness is exemplified by being disciplined, organized, and achievement-oriented. Neuroticism refers to degree of emotional stability, impulse control, and anxiety. Extraversion is displayed through a higher degree of sociability, assertiveness, and talkativeness. Openness is reflected in a strong intellectual curiosity and a preference for novelty and variety. Finally, agreeableness refers to being helpful, cooperative, and sympathetic towards others.

6.0 Methodology:

The population of this study is the all the blue collar employees working in Penang FTZ, Malaysia. The unit of analysis for this study is individual. The sample will be chosen randomly. Questionnaires were used to gather data from the respondents. The questionnaire consists of three sections, which is: the background of respondent, personality test using The Big Five Personality Test, and job satisfaction test using Minnesota Satisfaction Questionnaire. The scale is based on Likert scale consisting of indicator that is labelled as 1 (very dissatisfied) to 5 (very satisfied) for satisfaction questionnaire and 1 (strongly disagree) and 5 (strongly agree) for personality questions. The respondents were asked to fill each section according to their opinion on their present experience.

6.1 The Big Five Inventory:

The Big Five Inventory (BFI) is a set of questionnaire consisting of 44 items which is the short measuring prototype components of the Big Five that are common across researches and studies. It is based on Likert scale measurement that evaluates all five dimensions of the big five personality that is extroversion, openness, agreeableness, conscientiousness, and neuroticism. In the United States and Canadian samples, the alpha reliabilities of the BFI scales typically range from 0.75 to 0.90 and average above 0.80 while a three-month test-retest reliabilities range from 0.80 to 0.90, with a mean of 0.85. Validity evidence includes substantial convergent and divergent relations with other Big Five instruments as well as with peer ratings [17].

6.2 Minnesota Satisfaction Questionnaire (Short Form):

Minnesota Satisfaction Questionnaire (Short Form) is a set of questionnaire that inquires about the feeling of the respondents towards their present job (what are the things that they are satisfied with and what are the things that they are not satisfied with). The factor analysed for the 20 items are in two factors: intrinsic and extrinsic satisfaction. The scale used for measurements is Likert scale. The Minnesota Satisfaction Questionnaire (MSQ) consists of 3 dimensions. The dimensions are intrinsic satisfaction, extrinsic satisfaction

and general satisfaction. The alpha Cronbach's for Minnesota Satisfaction Question is 0.80. The researcher used only one dimension, which is general satisfaction (short form). The reliability of alpha Cronbach's for general satisfaction (short form) is 0.87.

Results And Analysis:

Based on gender, male respondents were represented by 50 (51%), and female respondents were 48 (49%). Furthermore, most of the respondents were single, 50 respondents (51%). On the other hand, 44 respondents (44.9%) were married. The balance of 4 respondents (4.1%) was divorced.

According to age, majority of the respondents were in the age group of 31-40 years old were 38 respondents (38%), 21-30 years old were 33 respondents (33.7%), 31-40 years old were 38 respondents (38.8%), 41-50 years old respondents were 11 (11.2%) and 51-60 years old 5 respondents (5%).

Based on working experience, majority of the respondents were having 1-5 years which represented by 49 respondents (50%). Meanwhile, 6 respondents (6.1%) indicated that they were having more than 10 years of working experience.

Academically, 19 respondents (19.4) were holding PMR qualification, 39 respondents (39.8%) were SPM, 15 respondents (15.3%) were holding STPM/A-level, 21respondents (20.4%) indicated that they were having a diploma qualification and 5 respondents (5.1%) indicated that they were having various qualifications such as vocational or other qualifications. Table 1 bellows summarized the demographic of the respondents.

Table 1: Demographic.

Items	n	%
Gender		
Male	50	51.0
Female	48	49.0
Marital Status		
Single	50	51.0
Married	44	44.9
Others	4	4.1
Age (years old)		
Below 20	11	11.2
21-30	33	33.7
31-40	38	38.8
41-50	11	11.2
51-60	5	5.1
Working experience (years)		
Less than 1	15	15.3
1-5	49	50.0
6-10	28	28.6
More than 10	6	6.1
Academic Qualification		
PMR (Lower High School)	19	19.4
SPM (High School)	39	39.8
STPM/A-Level (Higher Certificate)	15	15.3
Diploma	20	20.4
Others	5	5.1

The mean between personality type and job satisfaction is depicted in Table X. Most of the mean data was in the range of 3.0, this indicates that there was no significant different in the personality dimension among respondents. Agreeableness indicated a highest mean (3.222). Meanwhile, neuroticism had indicated the lowest mean (2.875). Moreover, the mean value of job satisfaction was 3.18 as compared to the scoring for job satisfaction was at the position of neutral. This indicated that the respondents had a positive job satisfaction level.

The standard deviation value was high in all six of the variable. Data indicated a spread widely across a wider range of value. The highest SD value of personality type was agreeableness (SD=0.55). Meanwhile, the lowest was neuroticism (SD=0.44). Job satisfaction gave a SD value of 0.70. The above are depicted in Table 2 below.

Table 2: Descriptive Analysis of Personality Type and Job Satisfaction.

	Mean	SD
Extroversion	2.96	0.53
Agreeableness	3.26	0.55
Conscientiousness	3.16	0.47
Neuroticism	2.95	0.44
Openness	3.13	0.51
Job Satisfaction	3.18	0.70

T-test was conducted between genders is depicted in Table 3. Results had indicated that the difference level of job satisfaction between two group of genders (male and female).The result indicated job satisfaction level was different between this two group of gender (Sig=0.05, P=0.02). The mean of job satisfaction level for male was (M=3.34, SD=0.72). Meanwhile, the mean of job satisfaction level for female was (M=3.01, SD=0.63). This is proven as the male worker has a higher mean of job satisfaction This result is consistent with the earlier finding in chapter two which indicate that there is relationship between gender and job satisfaction among worker of different country [4]. The conclusion for the third hypothesis is that, there is relationship between demographic factor and the job satisfaction level of the blue collar worker.

Pearson correlation analysis was conducted in finding the magnitude and the direction of the relationship between the personality style and job satisfaction. The result of the analysis of correlation is the same as regression analysis which indicate that there is very week relationship between the personality style and job satisfaction.

Table 3: Result for T-Test between Gender and Job Satisfaction.

Gender	Mean	T	df	Sig.	Std. Dev.	Sig.(2 tailed)	Mean Different
Male	3.34	2.44	96	0.14	0.72	0.02	0.34
Female	3.01				0.63		

Regression analysis indicated there was a very weak (R=0.19) relationship between the dependent variable and independent variable. The value of R-square 0.37 shows that only 3.7% variance in job satisfaction are related to the five dimension of personality type.

Discussion:

The hypothesis stated a relationship between personality type and job satisfaction. This indicates that there is other factor involved in explaining the job satisfaction level of the blue collar employees, and the difference of personality type among them has no effect on their job satisfaction level. This was supported by Arsalia *et al.* [2] in their findings where no significant finding of polychronicity personality type increases job satisfaction level. Thus, this hypothesis is rejected.

The major implication of the findings of this research on literature would be that job satisfaction level of blue collar employees could not be explained using personality type, as there is very week relationship between these two variables. From the early study, it was found that there is relationship between this two variable. However, this research suggests that there are other factors at play to explain the job satisfaction level of the blue collar worker, but Big Five personality type is not one of the factors.

This research could help management to focus on other factors beside personality type that is more important and relevant so that management could increase the job satisfaction level of their employees. As the result indicates the relationship between personality type and job satisfaction is week.

Conclusion:

The conclusion of this research would be the major finding of this research which is that the personality type of the blue collar worker has very little effect on the job satisfaction level of blue collar employees. This contradicts with the early research done which indicate that personality has some effect or relationship on a one's job satisfaction level. However there is a lot of room to further research and explore the relationship using different method of research design and different samples. This paper can be used as a guideline for further research in related field to find a solution to solve the dilemma faced by most of the organizations, in aspect of low job satisfaction level of its employee.

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