

Relationship between Job Satisfaction and Intrapreneurship: The Moderating Effect of Personality Trait

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Abstract:

The study of the impact of extraversion on job performance has a big importance because job performance is based on this. Therefore this research was aimed to studying the impact of extraversion on job performance. The statistical population of this research was the people of Baluchistan University, from the field of information technology engineering and management sciences. A questionnaire was distributed to 100 subjects of the university, with 15 items including measuring variables. The result shows that the extraversion has a positive effect on the personal job performance. Extraversion influenced the job motivation and also the job evolution. Finally the result of these data shows that the job performance of employees is enhanced and get affected positively.

Key words: Job performance, Extraversion

Introduction:

The correlation between the Job performance and extraversion has been studied by many researchers because it is of key interest to the entire management in a global setting. We can

say that job performance is multi-dimensional and refer to how a people perform their duties. Job performance refers to the calculation that, based on it, people do their jobs and duties correctly. The main factor refers to the independent variable such as extraversion, which boosts the people to react to situational problems. They think that job performance is based on how they can fulfill the requirements of their employers (Shore and Martin, 1989). Researchers are, therefore, in search of that specific attitude an employee gets when he/she will be satisfied with their job which take an organization to a peak point in the level.

The researchers have used extraversion with the purpose of evaluating job performance. The importance of extraversion catches one's comfort with relations. Extraverts are to be gregarious, assertive and sociable. Extraverts are categorized by positive effects and emotions. Researchers concluded that the extraversion importance can be a valid predictor in the managerial job. Some researchers such as Goldberg (1993) said that extraversion is a valid reader for the different dimensions of job performance, while others indicate that extraversion has a close relationship with job performance (Salgado 1997). Also Fruyt and Mervielde (1999) concluded that extraversion is a valid reader of job performance in the different professions. Job performance often calculates operational performance as one main factor that is throughout to calculate for the total variance in the outcome.

The environment changes every day so every organization must be ready to face changes properly i.e., the organization must look for new things and leave the olds one in order to survive in the market (Senge 1990). Because of deviation of focus of today's organization towards continuous advancement practices (Bhuiyan and Baghel 2005), it is very important for the organization to know what changes can cause an employee to find something that has never been present before i.e. through an information model (Buckler 1996). The

main focus of the study is what strike job performance causes on the employees' extraversion skills.

The main purpose of this research is thus to find the relationship of job performance and extraversion. This research is different from previous work in three ways. First this research is different from the research of Durbin-Watson (2012) test in terms of unit of study. They have studied organizations as a whole, with the personality traits and their effect on job performance, whereas this study is to find the effect of extraversion on job performance of an individual employee. Secondly up to the present there has been no research conducted in which such a model is being studied. Thirdly this research has been conducted in Pakistan where it has not been conducted before, in a country which has a different culture and values from the other countries, a fact that can generate different results. Based on this study the extraversion and job performance in Pakistan a great importance if the real relation between extraversion and job performance is found. Organizations do believe that every employee's performance should be assured in order to create a feasible environment for them so that creativity and evaluation may be given smooth settings. But is it only the job performance? Does extraversion play any role in performance even if employees are satisfied? This study is intended to answer these questions.

This research would hence help managers to have more explanations on how to improve by application of a model of job performance which leads to develop extraversion skills in employees.

Literature Review:

There is a number of major studies in the field of management, out of which a large part of research is given to job performance, one of the very important concepts in human behavioral sciences. Job performance includes huge factors

behind it. There have been numerous studies on what makes it to the performance of individual employee at work (Millan, Hessels, Thurik, and Aguado 2011; D'Addio, Eriksson, and Frijters 2003) and what effects it would have when employees perform. The research would thus focus on the relationship between Job performance and extraversion keeping extraversion as the moderating variable.

Job Performance:

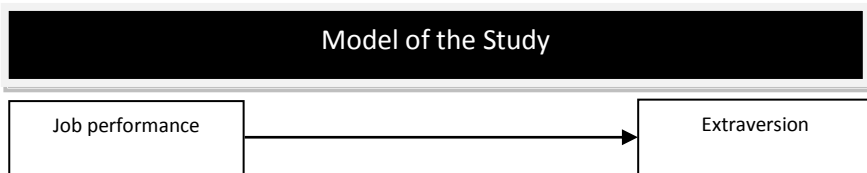
Individual performance is of high relevance for organization and individuals alike. Showing high performance when accomplishing tasks results in satisfaction, feeling of self-efficacy and mastery (Bandura 1997). The concept and definition of individual performance have received considerable scholarly research attention over the past 15 to 20 years. Researchers agree that performance is considered as a multidimensional concept. On the most basic level one can distinguish between a process aspect (i.e. behavioral) and an outcome aspect of performance. The behavior aspect refers to what people do while at work, the action itself (Campbell 1990).

Extraversion:

Extraversion refers to individual propensity to experience positive effect and to sociable, assertive and energized attitude by social interaction (Judge and Bono 2001). Extraversion is the tendency to look to the outside world, particularly people. The extraverts are generally sociable and they enjoy social activities; they don't like to be alone. Extraversion is characterized by gregariousness, assertiveness, positive attitude, emotionality, activity, and sociability, whereas those low in this trait tend to be aloof, timid and socially withdrawn. The generalizability of extraversion in predicting across all jobs cannot be supported in empirical research.

Methodology:

Following the way of accessibility sampling, a sample of 100 employees of Baluchistan University of information technology engineering and management sciences was selected to collect the primary data for this study. These employees were lecturers and professors. Both self-conducted and delivered questionnaires were used. Out of the 100 questionnaires, 100 questionnaires were received back. The response rate was 100%. The questionnaire consists of a total of 15 items out of which 9 items were for Job performance, 6 items were for extraversion. Job performance items were adopted and adapted from the questionnaire of employee satisfaction used by Antoncic & Antoncic (2011). Out of the fully dimensions of employee satisfaction, the items of general evaluation in work were selected only, the reason of which is discussed in literature above. Extraversion items were adopted from the thesis of Judge and Bono (2001). The accurate values of the scale are shown in the correlation metrics below. To test the hypothesis, regression and correlation analysis were used.



		Frequency	%age
Gender	Male	68	68
	Female	32	32
Age	20-29	36	36
	30-39	56	56
	40-49	8	8
Education	Bachelors	65	65
	Masters	31	31
	Ph.D.	4	4
Experience	1-4	61	61

	5-9	32	32
	10 & above	7	7

Table 1: Demographics

Results and discussion:

1. Correlation Analysis:

The correlation among the three variables namely job satisfaction, intrapreneurship and openness to experience was checked, the results of which are reported in the correlation matrix. All the three variables in the study are found to be highly correlated with each other. Throughout the analysis, job satisfaction will be denoted by JS, intrapreneurship will be denoted by INP and openness to experience will be denoted by OTE.

	<i>Mean</i>	<i>S.D.</i>	<i>JS</i>	<i>OTE</i>	<i>INP</i>
<i>JS</i>	3.845	0.541	(0.861)		
<i>OTE</i>	3.971	0.589	0.595**	(0.724)	
<i>INP</i>	3.874	0.367	0.503*	0.555**	(0.760)

** correlation is significant at 0.01 level of significance

Table 2: Correlation Matrix

Table 2 shows the correlation matrix. As shown in the table, the mean of job satisfaction is found to be 3.845 whereas its standard deviation is found to be 0.541. The mean of openness to experience is 3.971 with a standard deviation of 0.589 and the intrapreneurship means is found to be 3.874 and its standard deviation is 0.367. The correlation values show that job satisfaction is strongly positively correlated to openness to experience and intrapreneurship with the values of 0.595 and 0.503 respectively at the significance level of 0.01. The degree of association between openness to experience and intrapreneurship is found to be 0.555 at the 0.01 significance level which is also positive.

2. Regression Analysis:

To test the hypothesis of the study, regression analysis was used in the third step. In order to examine the H1 and H2 of the study, regression was run keeping job satisfaction and openness to experience as independent and intrapreneurship as dependent variable. The results of which are as follows:

<i>Variables</i>	<i>B</i>	<i>t-stat</i>	<i>Significance</i>
<i>JS</i>	0.181*	2.562	0.012
<i>OTE</i> 0.246**	3.7920.000		
R square = 35.4 %		Adjusted R square = 34.0%	

** correlation is significant at 0.01 level of significance

Table 3 : Regression Analysis

The above table reveals that the coefficient of job satisfaction is 0.181 which is positive and highly significant at 0.01 level of significance. The coefficient of openness to experience is also found to be positive and significant ($\beta = 0.246$ at sig = 0.000). The t-stats of Job satisfaction and openness to experience are 2.562 and 3.792 respectively which also show that the result is highly significant. The overall fit of the model is 35.4% (adjusted R square = 34%). Hence job satisfaction and openness to experience are found to be positively associated with intrapreneurship, accepting both H1 and H2.

To test the H2 of the study, moderated regression was used to see the impact of openness to experience on the relationship of job satisfaction and intrapreneurship. Because there was no control variable found, regression analysis was run by entering the job satisfaction in the first step. In the second step, intrapreneurship and openness to experience were entered to see their combined effect whereas interaction term was added in the third step in the model.

Recommendations and particular implications:

Following are the recommendations drawn from the results of this study.

- Managers should focus on equal and equitable pay structure in their organization so that employees can be rewarded well in comparison to the market.
- Managers should make the work setting a challenging and exciting place for employees so that they can feel a sense of accomplishment by fulfilling certain challenging tasks with excitement.
- Managers should place the right person in the right place so that employees feel that what they do is the right kind of work that is well in accordance with their aptitude.
- Employees should be allowed to take certain decisions themselves while doing their work. Employees should be asked about what way they think the job should be done. Employees should be flexible enough to decide the best possible way of doing their jobs.
- The performance of the employees should be recognized, that is employees should be enforced for showing good behaviors at job so that they can feel prestigious in the organization.
- Employees should be given enough chance of accomplishing a task. They should not be punished on their first mistakes so that they can be encouraged to do well without restricting them from being creative.
- Managers should believe in change as an opportunity rather resisting to change because to remain competitive in the market today, organizations must change with the changing environment.
- Managers should believe in flexible ways of doing things rather than giving employees a prewritten manual of doing things so that employees can be encouraged to come up with innovative and creative ideas at work.
- Managers should get their employees try new things

even if something goes wrong in order to get them think freely.

Limitations and future research:

This study carried some limitations with it. One of the major limitations of the study is that the sample size of the study was not large enough. Future research is directed to have a larger sample in order to study such a relationship.

Another limitation of the study was the time and resource shortage due to which data was not collected from a diverse set of organization from all fields of life. Future studies should collect data from a much diverse set of organizations.

In addition the research was limited to 3 variables only. Future studies should include more variables in this model such as aptitude of the employee, HRM practices such as placement of employees etc.

Lastly the data was collected from the organizations of Pakistan only, future research should conduct the study in different contexts in order to increase its generalizability to a much wider context.

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