



## Role of employee extraversion personality on job performance: A case study of financial companies in China

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### Abstract

This paper describes employees' personality traits which is one of the challenges that company may confront with when managing human resource as it impact on employees' job satisfaction and their job performance. There are two main objectives of this study. One is investigating influence of job satisfaction on employee job performance, another one is study the impact of employee personality such as extraversion on job performance. This research applied the theoretical framework based on expectancy and discrepancy of job satisfaction might influence job performance. The research was distributed online to 300 employees of three small and medium-size financial companies in China, 249 employees responded in order to identify the divergences of reaction between the elements. The result shows that Job Performance will be affected on different Gender, Age, Education, Job Position, income, Extraversion and Job Satisfaction. What's more, there is a deeply relationship between Job Satisfaction & Job Performance, Extraversion Personality & Job Satisfaction and Extraversion Personality & Job Performance.

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

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### 1. Introduction

Job Satisfaction is deeply influenced both on productivity and profitability in the way that people managed companies. Different levels of job satisfaction and performance can be explained in various aspects. "Satisfaction refers to the level of fulfillment of one's needs, wants and desire. Satisfaction depends basically upon what an individual wants from the world, and what he gets." [2]. According to previous study, employees will be more productive if they felt satisfied. In order to finish their job more effectively to gain high level of job satisfaction, sometimes managers need to change employees' behaviors [17]. Thus, having insight on factors that impact on employee's behavior is essential, particularly, with their personality traits.

In prior studies, researchers found that there is a positive relationship between extraversion and job satisfaction. A strong correlations of extraversion with job satisfaction have found by a meta-analysis study of big five personality and job satisfaction [1]. Extroverts are people who want to be close to others, requiring for ensuring maximum visibility and impact. They have abilities to make social networks and therefore easily get important information pertaining to their short term/long term benefits in the organization. Such information enables them in their career decision making and to choose the right path for their career growth. Moreover, because extroverts are more sociable therefore they find social

interactions more positive and beneficial than their colleagues. Therefore, at the time of getting rewards such people are more satisfied with their jobs. In a number of studies, a positive relationship between extraversion and job satisfaction of employees has been confirmed [1]. However, the current paper extends further to study how extroverts evaluate relating factors that may impact on their performance.

The current research conducted in China after it experienced the global financial crisis in 2008, and real GDP growth slow certainly at the same time. For Chinese companies, it also means a great chance and challenge. In order to face the increasing fierce competition, the Chinese company group definitely need to manage the company better. So understanding factors that influence on Job Satisfaction and Job Performance will effectively improve the employee productivity.

### 2. Objectives

This paper examine how extraversion personality trait impact on employee satisfaction and job performance, therefore, the objective of this study is

- 1) To investigate the influence of job satisfaction on their job performance.
- 2) To study the impact of extraversion personality on job performance.

**Table 1** Five-factor model

Personality traits	Details
Extraversion:	Sociable, gregarious, and assertive
Agreeableness:	Good-natured, cooperative, and trusting
Conscientiousness:	Responsible, dependable, persistent, and organized
Neuroticism:	Calm, self-confident, secure, versus nervous depressed, and insecure
Openness:	Imaginativeness, artistic, sensitivity, and intellectualism

Source: (Gaurav Misra, 2013)

### 3. Materials and Methods

#### 3.1 Human Resource Management and Personality Trait (i.e. Extraversion)

According to Lounsbury JW, Person-Job Fit Optimization, which is a measure of the congruence between employees and their job, is recommended when solving the employee-job has selected overarching theme framework and career choice model [8]. Both types of framework assume individuals will obtain more advantageous to work which are congruent with their personality [8].

Career satisfaction, stability and achievements are depending on a person's personality and working environment consistency. When suitable or desired job role and behavior of a particular personality type of behavior tends to synchronize consistency can be achieved. For example, a personal outgoing found work in sales outlets, the nature of 'consistency', aspects of the customer contact his / her expressive, has been achieved.

#### 3.2 Extraversion affected Job Satisfaction

Five-factor model (Table 1) in many areas of industrial organizational psychology were studied, the most important for job performance; five-factor model of the relationship between job satisfaction and much less studied a number of studies have investigated the relationship.

However, complete virtual categories of job satisfaction are lacking. In addition, work performance, more than half a dozen meta-analyses have been within the scope of the use of the five, we all know the relationship between Big Five Personality job satisfaction. This is unfortunate, because the five-factor model provides the necessary integration. Therefore, the aim of this study is the relationship between the five-factor model of personality and job satisfaction survey [6].

Extraversion has been found something interesting, while extraversion was negatively related to job satisfaction [18]. It also found that extraversion and job satisfaction were positively correlated. According Tseng.HY [19], there will be a positive correlation between extraversion and job satisfaction. There is evidence that extroverts like to have more

friends, they are willing to spend more time in social situations than do introverts, but they are likely to find more valuable interpersonal because of their social facilities.

#### 3.3 Job Satisfaction affected Job Performance

According to Khan AH [7], there is a positive correlation between job satisfaction and performance-based. It was further concluded that the compensation plays an important role in human capital-intensive enterprises, and to attract and retain staff of experts as well.

Herzberg's two-factor theory is well-known, based on feedback from two hundred engineers and accountants and their personal feelings of the United States collected. Thus, job satisfaction is based on the realization of almost fully developed from the Herzberg two-factor theory. The variety of factors including the theory of job satisfaction, and further divided into named groups motivation and hygiene factors [19].

Herzberg defined two factors in determining the attitude and performance levels of employees, named incentives and health factors [15]. Motivator factors are internal factors that will enhance employee job satisfaction; and hygiene factors are external factors to prevent any employee dissatisfaction. Herzberg further promotes an adequate supply of hygiene factors is not necessarily result in the employee's job satisfaction. In order to improve employee's job performance, it must be addressed.

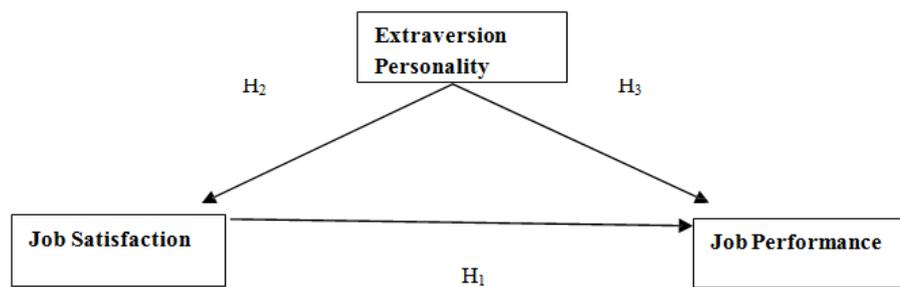
Based on these reasoning, in this study the dependent variable is Job Performance, and the independent variables are Extraversion Personality and Job Satisfaction. The following figure depicts the study conceptual framework.

Therefore, the following hypotheses were evaluated:

Hypothesis1: Job satisfaction has positive effect on job performance.

Hypothesis2: Employee Extraversion personality impact on job satisfaction.

Hypothesis3: Employee Extraversion personality impact on job performance.



**Figure 1** Conceptual framework

**Table 2** Reliability test

Null Hypothesis	p Value
Age & Job Satisfaction(Motivator)	0.023
Job Position & Job Satisfaction(Motivator)	0.000
Job Position & Job Satisfaction(Hygiene)	0.009
Job Position & Job Performance	0.029
Income & Job Satisfaction (Motivator)	0.014
Income & Job Satisfaction (Hygiene)	0.038
Income & Job Performance(Career)	0.050
Income & Job Performance(Innovator)	0.017

This research applied the theoretical framework based on expectancy and discrepancy of job satisfaction might influence work motivation and job performance. The principal dimensions of total job satisfaction that give rise to distinct reactions among employees were examined. The questionnaire was distributed online to 300 employees of three small and medium-size financial companies in Nanning, Guilin, Liuzhou, in Guangxi province and to Shenzhen in Guangdong province, China. 249 employees responded in order to identify the divergences of reaction between the elements. 95 % of respondents are female and 77% of them are in the age range 20 – 30 years.

The paper made use of the survey questionnaire. The first part is about the personal information of the respondents. The study covered both genders aged 20 and above. It was designed to gather information about experiences with Extraversion about 3 items (not reserved, not quiet, not shy inhibited) [5], Job Satisfaction about 10 items (Motivator: Achievement, Recognition, Advancement, Growth, Work itself;

Hygiene: Working conditions, Salary, Security, Relationship with supervisors, Working conditions) [9] and Job Performance about 20 items(20items about job, career, innovator, team, organization) [20], this part is measured on 5 point Likert-type scale (1= strongly disagree.. 5=strongly agree). Sections of the survey instrument capture data systematically before coding into tool for analysis, inferential presentations and discussion.

#### 4. Results and discussion

One Way ANOVA was used to find relationship among each variable as shown in table 3. This study found that Job Satisfaction (Motivator) is significantly different among different age. The sample is also significantly different of Job Position and Job Satisfaction and Job Performance. Income is also impact on Job Satisfaction (Motivator and Hygiene) and Job Performance (Career and Innovator).

**Table 3** Regression of variables

Variables	Beta	p Value
Hypothesis1: Job Satisfaction Affect.....		
Job Performance(Job)	.573	.000
Job Performance (Career) Job	.510	.000
Performance (Innovator) Job	.473	.000
Performance (Team)	.468	.000
Job Performance (Organization)	.499	.000
Hypothesis2: Extraversion Personality Affect.....		
Job Satisfaction (Motivator)	.799	.000
Job Satisfaction (Hygiene)	.498	.000
Hypothesis3: Extraversion Personality Affect.....		
Job Performance(Job)	.388	.000
Job Performance(Career)	.364	.000
Job Performance(Innovator)	.355	.000
Job Performance(Team)	.299	.000
Job Performance(Organization)	.339	.000

Since the study shows that Employees are satisfied which means they are willing to own good Job Performance. Based on the research done for the study the researcher wants to provide some recommendations that would help the companies for the future activity. Age, Job Position, Income is other variables that company need to be considered.

The study use Regression to test the hypothesis. It will focus on H1 to make the mean to be different in different variables. If p-value is less than 0.05, it means that the difference between variables is significant at 95%. And if the Beta is positive number, the relationship between these variables is positive relationship.

According to the result, more extraversion will be more satisfactions [19]. According to Lounsbury JW [8], individuals will get more favorably to jobs that are congruent with personalities. The personalities is always relevant the employee's job performance. In the research of Khan AH [7], job satisfaction has a positive influence on job performance. The view plays a role in this study as well. And the job satisfaction will affect Job Performance in both extrovert and introvert, but the group that who is Introvert will affect more.

Better income will encourage employees to get good job satisfaction (Motivator and Hygiene) and good job performance (Career and Innovator). Making some group activity to get better Job Satisfaction (Motivator and Hygiene) and Job Performance. The managers should be concerned about them and make more group activities to improve their job and to do more communication with their employees if they want to improve their career as well. More talking to let them feeling good

about their job will make the employees creativity. Being able to stop and work with their employees and provide the employees with a bit more one-on-one attention which is scarce. Improving employee's Job Satisfaction if the companies want to improve their Job Performance. Make some events in the company would be helpful to improve their Organization

## 5. Conclusions

Hypothesis1 is supported, Job satisfaction has positive effect on job performance as Khan AH's finding [7]. Hypothesis2 is supported, Employee Extraversion personality impact on job satisfaction and more extraversion will be more satisfactions [19]. Hypothesis3 is supported, Employee Extraversion personality impact on job performance and the personalities is always relevant the employee's job performance [8].

Overall, there were not any surprising findings. The study conducted corresponded with the previous research as to what factors can predict job performance. There are two main objectives of this study. One is investigating influence of job satisfaction on employee job performance, another one is study the impact of employee personality such as extraversion on job performance. The result shows that Job Performance will be affected on different Gender, Age, Education, Job Position, income, Extraversion and Job Satisfaction. What's more, there is a deeply relationship between Job Satisfaction & Job Performance, Extraversion Personality & Job Satisfaction and Extraversion Personality & Job Performance.

As this study was conducted on mid-sized financial companies, more research on different samples would need to be conducted to draw further conclusions. This research study mainly focuses on employee satisfaction while work at financial companies, that researcher recommends this kind of companies. Future studies should distribute questionnaire face to face at selected companies.

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