


Mediating Role Of Socialization Towards Relationship Between Personality And Job Satisfaction

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ABSTRACT

This research aims to explore the mediating effect of socialization on the relationship between personality and job satisfaction. Furthermore, to explore which personality traits can serve as predictors towards job satisfaction, targeting the bank branch managers in Pakistan by questionnaire in this Cross Section study. From the analysis, we found: (1) socialization has a mediating effect on the relationship between personality and job satisfaction, (2) Among five factors of Personality, Extraversion, Conscientiousness and Neuroticism are found to be significant predictors to determine Job Satisfaction. In conclusion, this research discusses the theoretical and practical connotations of the research results and proposed recommendations for follow-up studies.

Keywords: Job Satisfaction; Personality; Socialization

 gauging job satisfaction level through personality and socialization is a new facet in envisaging Organizational Behavior. Recent studies incorporating Personality are occupied with trait approaches. As a result, in last three decades, a strong body of knowledge has been developed regarding traits (McCrae, 2010). Formerly, in various aspects of industrial organizational psychology, particularly in context of job performance, five factor model has been studied a lot (Barrick & Mount, 1991). However, the relationship of personality with respect to job satisfaction having mediating effect of socialization is not given as much consideration. Although, there are several research studies that have inquired five factors model focusing on individual factors, particularly job satisfaction and Neuroticism. However, job satisfaction is not studied much considering the aggregate model. Accordingly, in the present study, the purpose of study is to explore the extent of association between Socialization and Personality (by using five-factor model of personality) towards Job satisfaction.

JOB SATISFACTION

Job satisfaction is one of the core constructs in management and is the most extensively studied variable in industrial psychology and organizational behavior. Sarwar and Abugre (2013) describe that it is not uncommon to see any research journal on management that does not contain at least one study that is related to job satisfaction and it has become a worldwide reality in the human behavior studies that satisfaction and productivity are significantly related.

Modern day scholars have categorized theories into two groups such as Content theories and process theories. Among these, Content theories address the motivation phenomenon at workplace as to what are the motivational factors behind people that drive them to perform well (Lunenburg & Ornstein, 2000). In addition, content theorists investigate different aspects of behavioral dimensions as to energizing, directing, directing towards sustainability and preventing a certain behavior (Campbell, Dunnette, Lawler, & Weick, 1970). Some instances of content theories are cited as Maslow's Need Hierarchy Theory (Maslow, 1954) and Herzberg's Motivation-Hygiene theory (Herzberg, Mausner, Peterson, & Capwell, D.F, 1957). In contrast, process theorists are concerned about probing into causes of motivation (Lunenburg & Ornstein, 2000). Well known Process theories include Vroom's Expectancy

Theory, Work Adjustment Theory, Stacy Adams' Equity Theory and Locke and Latham's Goal-Setting Theory but are not limited to these.

There are numerous different definitions of job satisfaction available in literature. It expresses the extent of harmony between what an employee expects from the job and the incentives or rewards that he gets from that job (Ramatulamma, 2003). According to Blum and Naylor (1968), Job Satisfaction is the outcome of various attitudes possessed by an employee. In a narrow sense, their attitudes are related to the job and are concerned with such specific factors as wages, supervision and steadiness of employment, conditions of work, opportunities for advancement, recognition of ability, fair evaluation of work, social relations on the job, prompt settlement of grievances, fair treatment by employer and other similar items.

Thomas Willard Harrel (1958) in his famous book named as 'Industrial Psychology' precisely discusses the factors related to job satisfaction. According to Thomas (1958), there is no single factor that impacts Job satisfaction, instead, various interrelated factors contribute towards job satisfaction. He suggests three major sets of factors that might be held responsible for job satisfaction. These include:

1. Personal Factors, consisting of gender, number of dependents, age time on the job, intelligence, education and individual's personality
2. Factors Inherent in the Job- that comprise of type of work, skills required and occupational status
3. Management-controlled factors such as Job security, Pay, and Fringe benefits, opportunities for advancement, working conditions and co-workers

Personal factors of an employee, which consist of demographic and personality variables, are found critical in determining job satisfaction (Wiedmer, 1998). Employee's demographics changes job satisfaction due to the variations in perceptions and attitudes of employees belonging to different demographic groups (Khan, Nawaz, & Khan, 2009). Age of employee is considered as one of the most important demographic variable in assessment of job satisfaction. In the same context, Lin et al. (2007) showed a correlation between job satisfaction and age. According to De Vaney and Chen (2003), age affects job satisfaction. Another research also revealed that satisfaction tends to increase towards middle age (Guha, 1965) but has no correlation with marital status.

Socialization

In every human society, one of the most significant and vital social processes is socialization. Without socialization, participation of human beings in group life would not be possible; as a result, development of human characteristics would be hindered. The process through which an infant internalizes the values and norms into his self or the mode of learning to live in society, is called the process of socialization. To become an effective member of society, every individual must be socialized. To assess that how socialization occurs, we need to have a look over some Psychological and Sociological theories of Socialization.

Social theories originated in 15th Century and social topics covered by Abdel Rehman Ibne Khaldun in his written works bear a close resemblance to the Sociology today (Ritzer, 2004). As far as social aspect of socialization is considered, Charles Horton Cooley, George Herbert Mead and Sigmund Freud framed the prominent theories of socialization. The emphasis of Mead and Cooley was the social aspect of socialization. In contrast, Freud put emphasis on the relationship between biological aspect of individuals and their social atmosphere (David & Hardback, 1969).

At the beginning of 20th century, Sigmund Freud, the Psychoanalyst developed the first modern theory of Socialization. According to Freud, it is necessary for children to harmonize between their natural physical desires like hunger and erotic inclinations and their "superego-internalized" social perceptions about right and wrong appropriately in order to develop into healthy grown ups (David B.). Goal of socialization can't be achieved without the agents of socialization, (Colin, M) glimpse the following as socialization agents, Family, School, Peers, Clubs, Religion, Media, and Government. Cohen et al (1997) describe twelve socialization agents to construct social network index. According to him, those agents comprise of Spouse, Parents, Parents in law, Children, Other close

family members, Close neighbors, friends, workmates, Schoolmates, fellow volunteers, members of groups without religious affiliation and religious groups. The influence of Socialization agent varies subject to the circumstances, person's experiences, and the phase of life one goes through at a specific time.

Socialization effects are sizeable and should not be ignored in assessing job satisfaction (Tumen & Zeydanli, 2014). Anakwe and Greenhaus (1999) conclude that job satisfaction is an outcome of socialization (David & Hardback, 1969). Those who have strong social networks resulting in more social interactions have greater tendency to achieve superior work outcomes including access to material facts, access to resources, sponsorship of career and job satisfaction as compared to those who have little contact with social agents (Seibert & Kraimer, 2001). Haddad (1989) examines the relationship between socialization and job satisfaction and conclude that there is positive as well as significant co-relation between them.

One of the positive consequences of socialization is job satisfaction (Gibson, Ivancevich, & Donnely, 1997). Therefore, in the present study, we expected the following

Hypothesis 1: Socialization affect positive on job satisfaction

King-Nobles (2003) describe the importance and role of the family towards job satisfaction and imply that family role is positively associated with job satisfaction. Spouse role is very critical within different social agents to determine the job satisfaction. Rogers and May (2003) concluded that marital status and job satisfaction has significant correlation in long run. Findings suggested that more an individual is satisfied in marital life, higher the level of job satisfaction. Kirkpatrick and Shaver (1990) and later Kirkpatrick (1992) proposed that an individual's attachment style with their parents would correspond with their attachment style toward God, they describe that parents effect on job satisfaction is significant. Li and Hung (2012) argued that parental role can't be ignored from personality developments to job satisfaction.

El-Hilali (2015) describes that parents' support along with workmate support which come by socialization are the key determinates for job satisfaction. Hoorzad, Shokry and Momeni (2014) reported that organizational socialization affects job satisfaction of employee. Majority of sociologists do not consider religion as a potent agent of socialization Okon (2012) highlights the importance of religion and describes that religion should be considered as an important socialization agent. Prior studies suggest that religiosity and job satisfaction are correlated (Adams, Bezner, Drabbs, Zambaratio, & Steinhart, 2000; Kamy, 2000; Andrews, 1999). Therefore, in the present study, we expected the following :

Hypothesis 2: Socialization agents play positive roles towards job satisfaction

Personality

According to Morris (1934), one's personality comes from one's influences from social agents. The human personality (or self) arises in a social situation. The term "Personality" is employed by majority of people to refer to social skills of a person. The main concerns of Psychology incorporate explanation of diverse reactions of people having similar heredity, experiences and motivation while facing the same situation; further, similar reaction of people having different heredity, life experiences and motivation encountering the same situation (Richard, 1980). Almost every dimension of human behavior is covered in the study of personality that one does or may have the capability to do. In the previous century, four groups of Personality theories have been developed i.e. trait, psychoanalytic, behavioral, and humanistic views.

Most primitive trait theories constituting personality were subject to focus on the physical features and personality relationship. In this regard, initial attempts were not much fruitful as long as due to consistent attempts and the computer technology by means of factor analysis, consistent outcomes began to be produced. Consequently, modern widely used theory of Personality –Goldberg's (1992) Big Five Factor Personality model filled the gap.

A general agreement is reached by the Personality psychologists regarding the Five Factor model that its dimensions best incorporate the domain of Personality (Devaraj, Easley, & Crant, 2008). In another study conducted by Barrick, Mount and Judge (2001), FFM is said to be the most useful area of personality studies. Furthermore, Costa and McCrae (1992) consider it the most comprehensive and sparing model of personality. Considerable empirical support has been received by FFM and is now considered as the standard personality trait measure (Wehrli, 2008).

The researchers found attraction in use of “Big 5-Model” for the following reasons. First, it segregates multiple personality traits into five categories. Secondly, FFM fulfills the purpose of distinguishing personality traits appropriately (Saucier, 1994; McCrae & Costa, 1997). Moreover, FFM can be used to generalize the dimensions of personality across all cultures (Saucier, 1994). Additionally, FFM has a good internal consistency as compared to competing models. Relevancy of Big Five towards various dimensions of life is found to be evident, for instance, interpersonal relations (Pincus, Gurtman, & Ruiz, 1998).

Research also showed that the Big Five personality model and their attributes have a genetic basis (Digman, 1989) and that they are probably inherited (Jang, Livesley, & Vernon, 1996). The affiliation between personality factors and job satisfaction has been a topic of periodic study in industrial psychology in the preceding era (Judge, Heller, & Mount, 2002). Salgado (2005) advocated Five Factor model (FFM) of personality as one of the flagships for the investigation of trait-occupational criteria relationships over the past fifteen years. Findings of Tokar and Subich (1997) suggest that Big five personality dimensions had contributed greatly than congruence model in predicting job satisfaction with extraversion and low neuroticism as unique predictors. A short time ago, Templer (2012) demonstrated that in Asian societies, extraversion, emotional stability, conscientiousness and agreeableness are all related to job satisfaction. SuoHong Gang (2008) conducted a study on the bank managers in Beijing, China and concluded that Neuroticism and conscientiousness are the significant predictors for job satisfaction. Various studies have suggested that existing social relationships development is affected by the personality traits of an individual (Asendorpf & Denissen, 2006; Branje, Lieshout, & Van Aken, 2004; Neyer, Banse, & Asendorpf, 1999). Findings of a study conducted by Matzler and Renzl (2007) revealed that 20% of the variance of employee job satisfaction was explained by personality traits. Therefore, in the present study, we expected the following:

Hypothesis 3: Personality affects positive towards job satisfaction

Hypothesis 4: Personality affects positive towards socialization

According to five factor model of personality the traits on individual are classified and labeled as OCEAN, Openness to experience (O), Conscientiousness (C), Extraversion (E), Agreeableness (A), and Neuroticism (N).

Big Five Traits and Job Satisfaction

Openness to Experience / Intellect (O)-

Openness to experience refers to the extent to which one is ready to embrace new experiences, having elements of creativity, thoughtfulness and curiosity. People who may rank higher in this trait tend to be more flexible in complex and uncertain situations because they have more stamina to bear risks and they consider these situations an opportunity where as people who prefer to avoid risky situations and like to prefer familiar situations have low tendency of openness to experience (McCrae & Costa, 1991). They are mostly willing to consider alternative approaches and enjoy artistic pursuits, which is sometimes called "intellect" rather than openness to experience.

O relates to the scientific and artistic creativity, diverse thinking, low religious affiliation, and political moderated thinking (McCrae R. R., 1996; Feist, 1998).

Job satisfaction does not seem to have direct connection with any of these. Moreover, Deneve and Cooper (1998) stated that individuals possessing “O” are the victim of “double-edged sword” as their approaches of good or bad tend to be stronger that affects their emotions in such a way that their reactions are not much clearer about job satisfaction or subjective well-being. Topolinski and Hertel (2007) concluded that higher job satisfaction is the result

of ‘O’. Judge et al (2002) inferred that apart from the four facets in the five factor model of personality, “O” was not significantly associated with job satisfaction in cross-sectional and longitudinal research designs. Therefore, in the present study, we expected the following:

Hypothesis 5: Openness to experience will be negative impact on Job satisfaction

Conscientiousness (C)

This trait refers to the extent to which dependence, responsibility, achievement orientation and perseverance is demonstrated by someone. Individuals higher in “C” could be considered as hardworking and self-regulated (Barrick, Mount, & Judge, 2001). Organ and Lingl (1995) stated in their study that ‘C’ and job satisfaction should be inter-related since it denotes the tendency of work involvement generally and as such there are more chances of getting satisfactory formal as well as informal rewards e.g., formal rewards include pay, promotions where as informal rewards may include recognition, admiration, feelings of personal achievement. They also proposed that there is greater likelihood of being rewarded for those individuals who possess trait “C”. As a result, such individuals have greater job satisfaction. Further, Schneider, (1999) explored the relationship of conscientiousness with job satisfaction in various occupations and reported significant relationships between them. By the meta-analytic evidence it is evident that “C” and job satisfaction are positively associated (Judge, Heller, & Mount, 2002). According to Deneve and Cooper (1998), an indirect positive relationship between job satisfaction and conscientiousness exist as suggested by the subjective well-being literature. Therefore, in the present study, we expected the following:

Hypothesis 6: Conscientiousness is a positive and significant predictor of Job satisfaction

Extraversion (E)

Extraversion refers to the extent to which one is sociable, talkative, assertive, dominant, and emotionally strong. Having more of such traits, a person is said to be extrovert. These characteristics lead towards job satisfaction in general (Costa & McCrae, 1992). High level of ‘E’ points towards the fact that how much one is outgoing and has optimistic attitude (McCrae & Costa, 1997; Barrick, Mount, & Judge, 2001). It is also evident that being extrovert means having more friends due to their socializing nature. Extroverts have more tendencies to have interpersonal interactions that may bring them more rewards as compared to introverts who avoid being social and interactive (Watson & Clark, 1997). It would be cogent to presume that extroverts tend to have higher levels of job satisfaction levels than do introverts as their thoughts are surrounded by positive emotions playing the role of stimulators towards increased job performance. Connolly and Viswesvaran (2000) also confirmed these outcomes in their study. Individuals high on “E” tended to select more friends than those low on this trait. Selfhout et al (2010) reported that individuals having extraversion characteristics tend to choose more friends as compared to introverts. Likewise, Tokar and Subich (1997) suggested that greater job satisfaction is the outcome of strong extraversion attributes. In this regard, Judge et al (2002) exhibited through a meta-analysis that “E” and job satisfaction are related to each other. A study constituting American and European sample, showed that extroverts experience higher levels of job satisfaction (Boudreau, Boswell, & Judge, 2001). Seibert and Kraimer (2001) found that extroversion positively predicted job satisfaction. Therefore, in the present study, we expected the following:

Hypothesis 7: Extraversion will be positive and significant predictor of Job satisfaction

Agreeableness (A)

‘A’ refers to the extent to which an individual is amiable, supportive and demonstrating trust. Individuals with agreeable attitude have tendency to be sympathetic, supportive, modest, attention payers as well as considerate, helpful and well-mannered therefore, they are easy to handle (Costa & McCrae, 1992; Barrick, Mount, & Judge, 2001). McCrae and Costa (1991) debated that happiness comes due to ‘A’ since individuals having trait ‘A’ have greater motivation to achieve interpersonal intimacy which should lead to greater levels of well-being. Indeed, they concluded that ‘A’ has a positive impact on job satisfaction even though at a relatively low level. Organ and Lingl

(1995) apparently concur, stating that ‘A’ involves getting along with others in pleasant, satisfying relationships and contributes significantly to explained variance in job satisfaction. Selfhout et al (2010) endorsed that tendency of ‘A’ individuals seemed higher to be selected as friends. Another study indicated a positive but modest relationship between ‘A’ and Job satisfaction (Judge, Heller, & Mount, 2002). Thus, in the present study, we expected the following:

Hypothesis 8: Agreeableness has a positive significant impact on Job satisfaction

Neuroticism (N)

Magnus et al (1993) described that since ‘N’ individuals suffer through negative life events more than that of other individuals due to their dominantly negative nature. Consequently, they have a tendency to demonstrate traits like depression, fear, easily inclined to stress, anger, not able to perform well under pressure as they opt for themselves being into situations that stimulate adverse effect (Emmons, Diener, & Larsen, 1985). The higher the frequency of occurrence of such situations on job or related to the job, lower the levels of job satisfaction. Tanoff (1999) concluded that “N” is a primary factor, in determining job satisfaction. Further, Connolly and Viswesvaran (2000) asserted that “N”, which is a primary input of negative affectivity, badly influences job satisfaction. They conducted a meta-analysis and realized through it the negative affectivity phenomenon and concluded that those individuals who feel trouble satisfying with their jobs are those who suffer with emotional instability. Tokar and Subich (1997) figured out that ‘N’ and job satisfaction are inversely related. Similarly, Peltokorpi (2008) observed that emotionally stable individual’s have greater levels of job satisfaction. Since such individuals can cope with pressure well and keep frustration away from the jobs. As a result, they tend to create more job satisfaction than those of neurotic individuals. Therefore, in the present study, we expected the following:

Hypothesis 9: Neuroticism has a significant negative impact on Job satisfaction

METHOD

Participants and Procedure

Considering the growth and contribution of service sector in GDP in Pakistan and keeping in view the dominance of banking sector within service sector, banking sector is taken under consideration for this study.

According to the Economic Survey of Pakistan (2015), a significant growth of 56 percent to 58.82 percent has been recorded from the year 2008-09 to 2014-15 which shows the contribution of service sector of Pakistan towards GDP. A growth of 4.95 percent has been recorded in current year as services sector is concerned in contrast to the last year with 4.37 percent. It implies towards the impressive performance of the banking sector which could be considered as dominating sector among the financial sector of Pakistan.

We consider all functional banks in Pakistan as our target population; bank branch manager is taken as sampling unit. Appendix III of the book “Half yearly Statistics” published by State Bank of Pakistan on December, 2014 is used as sampling frame (Half yearly Statistics of Scheduled Banks, 2014). As per sampling frame, total branches of 38 banks are 10,984, in addition to that banks are divided into four categories, Public sector commercial banks (PSCB) are 5 with 2,022 branches, specialized banks (SB) are 4 with 547 branches, Domestic Private Banks (DP) is leading category having 22 banks with 8,388 and Foreign Banks (FB) are 7 with 27 branches.

Multistage stratified random sampling and proportional allocation scheme is used to distribute the initial sample size 1500 which become 14% of the population size among four strata’s and then between banks. The Data Collection instrument was developed on the basis of the Goldberg (1992)’s 50 items based scale to access the big five traits of personality, Cohen et al (1997)’s approach is used to develop the participants socialization in 12 different social agents and Cammann et al (1983)’s items are used for job satisfaction.

The data is collected with the help of trained team of students of Lahore Business School, The University of Lahore, Pakistan and a research organization “Research Centre of Training and Development”, located at Lahore, Pakistan which provides customized assistance to researchers. Questionnaire was filled out by 1500 bank managers, however, the responses of 253 individuals were screened out due to missing responses as well as non seriousness. So, the final sample size becomes 1247 which is 11% of the target population and it took four months to collect the data. 75 % of the participants belong to Domestic private banks (DPB), which is the leading dominant category among four types of schedule banks in Pakistan. . As far as the other demographic profile of the sample is concerned, 74% of the participants are male that shows the male dominance in Pakistan’s Banking sector. The leading age category of 43 % of the participants is 31-40 years while 2nd leading age category is 41-50 years having 41% of the sample. 66% of the selected branch managers having master degree and 68% of the participants claim that they have less than 10 years of experience.

Measures

Five Factor Personality Model

Personality traits are measured as suggested by Goldberg (1992). This test consists of 50 statements, 10 statements for each personality trait. All measures were responded to a 5-point agreement scale where 1 = strongly disagree and 5 = strongly agree. The scores of each trait for each participant are calculated by subtracting the sum of the responses of negative items from sum of the responses of positive items.

Social Network Index (SNI-12 roles)

This index is computed as described by Cohen et al (1997) by using 12 types of social relationships: 1-spouse, 2-parents, 3-parents-in-law, 4-children, 5-other blood relations, 6-neighbors, 7-friends, 8-colleagues, 9-schoolfellows, 10-fellow volunteers, 11-members of groups without religious affiliation, 12- religious groups. This is computed by assigning a 0 if the person has that role and 1 if not, for each of the 12 possible roles mentioned above. Then, by adding 0s and 1s, total number of roles is calculated. The maximum number of high-contact roles is 12 and the minimum is zero.

Job Satisfaction (JS)

The scale developed by Cammann et al (1983) is based on 3 items using a 7-point Likert type scale, where 1 for ‘Strongly disagree’ and 7 for ‘Strongly agree’. Higher the score, more the job satisfaction is.

Strategy of Analysis

To test the hypothesis (1, 3, and 4) related to the triangulation of Personality, Socialization and Job Satisfaction and to establish the mediating effect of socialization four steps procedure of regression analysis by ordinary least squares applied as per Baron and (Baron & Kenny, 1986).

To test Hypothesis 2 and a series of hypothesis from 5 to 9, we applied multiple regression analysis to establish which personality trait and which socialization agents can serve as key predictor towards job satisfaction with demographic variables as control variables.

RESULTS

Table 1 shows the means, standard deviations, and reliabilities for each of the scales analyzed in the study, also the zero order pair wise correlations among them. Reliability coefficients are calculated by Cronbach Alpha given in the diagonal of table-1, the reliability coefficients are in “acceptable “and “good” range as purposed by (George & Mallery, 2003).

Conscientiousness and Agreeableness are two personality traits having positive and significant relationship with socialization and job satisfaction whereas Neuroticism has a negative and significant relationship with job satisfaction.

Table-1. Descriptive Statistics / Correlation coefficients /Reliability Coefficients

	Factors	Descriptive Statistics		Pearson Correlation Co-efficient							
		M	S.D	O	C	E	A	N	SNR-12	JS	
Personality Trait	O	3.85	0.9	(0.84)							
	C	3.24	0.7	0.15	(0.77)						
	E	3.86	0.73	0.33	0.23	(0.78)					
	A	3.53	0.82	0.15	0.33	0.18	(0.80)				
	N	3.92	0.66	-0.12	-0.32	-0.25	-0.26	(0.71)			
Socialization	SNR-12	6.93	1.752	-0.06	0.42**	-0.05	0.31**	-0.14			
Job Satisfaction	JS	3.47	1.13	0.02	0.21*	0.18*	0.15*	-0.24*	0.26**	(0.83)	

Note: N = 1247. Coefficient alpha reliabilities are reported along the diagonal. * p<.05, ** p<.01

Mediating Analysis

Socialization Mediates the Relationship Between Personality and Job Satisfaction

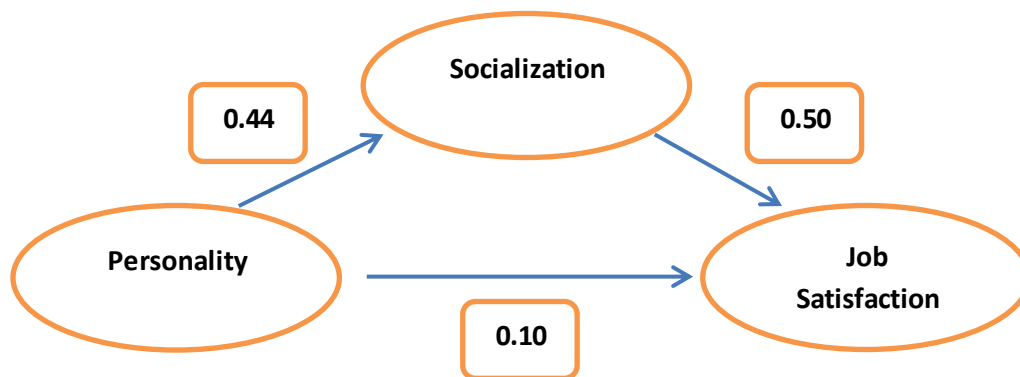
Table 2, the Steps 1-3 establish that zero-order relationships among variables exist significantly which leads towards the existence of partial mediation.

Table 2, demonstrates that there was a direct significant effect of Personality on job satisfaction (B=.032, SE=.04, t=7.41, p<.05) which support hypothesis 3 and socialization (B=.44, SE=.04, t=11.75, p<.05) this is in favors of hypothesis 4. The relationship between socialization (mediator) and job satisfaction was also significant (B= .53, SE=.05, t=10.60, p<0.05) which support hypothesis 1.

The outcomes of multiple regression analysis at Step 4 indicated that socialization partially mediates the relationship between personality and job satisfaction (Beta=.010, SE= .05, t= 2.20, p<.05).

The summary of the results is presented in Figure 1.

Figure 1. Summary of results



The amount of mediation was obtained by deducting the regression coefficient (Personality → Job satisfaction) in the fourth regression (when socialization controlled) from the regression coefficient (personality → job satisfaction) in the first regression (with socialization not controlled). The reduction was 0.32- 0.10 = .22. Mediation =0.22/0.32 = 0.69 or 69%. In order to confirm the significance of indirect contribution of personality on job satisfaction when control socialization, Sobel test was conducted. The results of the Sobel test indicated that indirect effect of personality on job satisfaction through socialization is significant (Z= 7.40, P <.05).

Table 2. Relationship between Personality and Job Satisfaction Mediated by Socialization

Step	DV	IV	B	SE	t-stat	Sig	Model-Sig		Collinearity Statistics		
							F-stat	Sig	R2	Tolerance	VIF
1	Job Satisfaction	Personality**	0.32	0.04	7.41	0.00	32.15	0.00	0.15	1.00	1.00
2	Socialization	Personality**	0.44	0.04	11.75	0.00	70.25	0.00	0.29	1.00	1.00
3	Job Satisfaction	Socialization**	0.53	0.05	10.60	0.00	79.24	0.00	0.30	1.00	1.00
4	Job Satisfaction	Socialization**	0.50	0.05	9.28	0.00	54.98	0.00	0.31	0.73	1.37
		Personality*	0.10	0.05	2.20	0.03				0.73	1.37

** : p<0.01, * : p<0.05

Multiple Linear Regression Analysis

Table 3 represents the summarized results of four classical linear regression models with Job satisfaction as dependent variable in all. Control variables , five factors of personality(O,C,E,A and N), Socialization agents (S1, S2,.....,S12) are taken as explanatory variables in model 1, 2 and 3 respectively, whereas all the significant variables of models 1 to 3 are taken as explanatory variables for model 4.

Model 1 describe that gender, marital status are the significant determinants for job satisfaction, whereas employee having master degree education have significant difference in job satisfaction as compare to those who have less than master degree education. The age groups 31-40 and above 50 is found to be significantly different with job satisfaction. The job satisfaction between 6-10 years and 11-15 years of experience is found to be significant. Among four categories of the bank types, job satisfaction varies significantly between domestic private banks and foreign banks.

Model 2 describes the effects of big five personality traits on Job satisfaction. Almost 55% of the variation in job satisfaction can be explained by the Big Five personality traits of an individual. Trait ‘E’, ‘C’ and ‘N’ are found to be significant predictors of Job satisfaction, which support the hypothesis 6, 7, and 9 respectively. Trait ‘E’ and ‘C’ effect positively whereas the effect of ‘N’ is negative to predict job satisfaction. Data analysis does not support the hypothesis 5 and 8 that trait ‘O’ and ‘A’ can be serve as valid predictors for job satisfaction as they are not found to be statistically significant.

Model 3 describes the effects of twelve socialization agents on Job atisfaction.68% of the variation in job satisfaction explained by twelve socialization agents. The findings support hypothesis 2 in a way that the socialization agents, Spouse (S1), Parents (S2), Friends (S7) and workmates (S8) are found to have positive and statistically significant impact on job satisfaction.

Table 3. Classical Linear Regression Models

Panel A: Models 1 and 2

Dependent Variable	Job Satisfaction	Model 1				Model 2			
		B	S.E	t-stat	sig	B	S.E	t-stat	Sig
Control Variables									
Gender***	M-0,F,1	1.15	0.10	11.50	0.00				
Marital Status*	M-1,U-0	0.28	0.15	1.867	0.06				
Education (Ref:Master)	Below Master***	-0.55	0.19	2.895	0.00				
	Above Master	0.66	0.62	1.065	0.29				
Age (in years) (Ref:-31-40)	Below 31	0.68	0.85	0.800	0.42				
	41-50*	1.12	0.57	1.965	0.05				
	Above 50**	0.95	0.45	2.111	0.03				
Experience (In years)- Ref:-6-10	Below 6	0.89	0.57	1.554	0.12				
	11-15*	0.86	0.45	1.911	0.06				
	16-20	0.44	0.76	0.581	0.56				
Type of Bank:Ref-DPB	Above 20	0.11	1.10	0.100	0.92				
	PSCB	0.39	0.30	1.310	0.19				
	SPB	0.76	0.47	1.628	0.10				
Personality Trait	FB**	1.24	0.55	2.255	0.02				
	O					-0.04	0.05	-0.80	0.42
	C***					0.2	0.1	3.33	0.00
	E***					0.21	0.1	3.00	0.00
	A					0.04	0.07	0.57	0.57
Socialization Agents	N***					-0.2	0.1	-3.33	0.00
	S1***								
	S2**								
	S3								
	S4								
	S5								
	S6								
	S7***								
	S8**								
	S9								
	S10								
	S11								
	S12								
Adj-R-square			0.35				0.55		

***: p<0.01, **: p<0.05, * p<0.10, Ref:-Reference

Panel B. Models 2 and 3

Dependent Variable	Job Satisfaction	Model 3				Model 4			
		B	S.E	t-stat	sig	B	S.E	t-stat	sig
Control Variables									
Gender***	M-0,F,1					1.13	0.09	12.56	0.00
Marital Status*	M-1,U-0								
Education (Ref:Master)	Below Master***					0.51	0.19	2.684	0.01
	Above Master								
Age (in years) (Ref:-31-40)	Below 31								
	41-50*								
	Above 50**					0.99	0.44	2.250	0.02
Experience (In years)- Ref:-6-10	Below 6								
	11-15*					0.88	0.45	1.956	0.05
	16-20								
Type of Bank:Ref-DPB	Above 20								
	PSCB								
	SPB								
	FB**					1.22	0.55	2.218	0.03

(Table 3, Panel B continued on next page)

(Table 3, Panel B continued)

Dependent Variable		Model 3				Model 4			
Control Variables		B	S.E	t-stat	sig	B	S.E	t-stat	sig
Personality Trait	O								
	C***					0.23	0.07	3.286	0.00
	E***					0.25	0.08	3.125	0.00
	A								
	N***					-0.2	0.05	-4.20	0.00
Socialization Agents	S1***	0.40	0.15	2.67	0.01	0.38	0.15	2.53	0.01
	S2**	0.39	0.19	2.05	0.04	0.41	0.19	2.16	0.03
	S3	0.07	0.20	0.35	0.73				
	S4	0.09	0.21	0.43	0.67				
	S5	-0.19	0.27	-0.70	0.48				
	S6	0.04	0.20	0.20	0.84				
	S7***	0.40	0.14	2.86	0.00	0.45	0.15	3.00	0.00
	S8**	0.30	0.11	2.73	0.01	0.33	0.13	2.54	0.01
	S9	-0.52	0.48	-1.08	0.28				
	S10	-0.10	0.19	-0.53	0.60				
	S11	0.06	0.19	0.32	0.75				
	S12	0.01	0.28	0.04	0.97				
Adj-R-square		0.68				0.72			

***: p<0.01, **: p<0.05, * p<0.10, Ref:-Reference

DISCUSSION

While discussing about work and organizational psychology, Job satisfaction is one of the fundamental concepts and its importance cannot be denied as to how and to what extent it is influenced by individual’s socialization and his/her Personality. The present study estimates the job satisfaction with respect to Personality while considering socialization as a mediating factor. We studied the relations between job satisfaction and the Big Five personality factors and found the expected co relational pattern .The results were coincided with the meta-analysis conducted by Judge et al. (2002) in such a way that the traits Neuroticism, Conscientiousness, and Extraversion were found highly correlated with job satisfaction. The data analysis supports the hypotheses 1, 3 and 4. Sobel test supports the partial mediation of socialization to test the relationship between personality and job satisfaction. Additionally, multivariate regression model 2revealed that traits ‘C’, ‘E’ and ‘N’ are valid predictors for job satisfaction, which support hypothesis (6,7 and 9).Model 3-describe that spouse, parents, friends and workmates are the significant agents of socialization to predict job satisfaction, which support hypothesis 2. The difference between the present study and former investigations is that we consider the personality as the valid determinant of socialization and the mediating effect of socialization to know the effect of personality on Job satisfaction by taking demographic variables as control variables.

Strengths/Limitations and Practical Implications

This study possesses few limitations that should be acknowledged. First, our design does not permit causal inferences although our sample is reasonably large; thus, we cannot be confident about the causal direction of the relationships we found. Longitudinal research perhaps tracking a deeper insight about the findings.

Second, due to the nature of the survey questions, respondents may have inflated their responses to the questions due to social desirability especially about social network. Cross sectors and cross countries comparison can help to understand the topic in more depth. Hiring those employees which have suitable traits by passing through certain personality assessment which can increase the bench of satisfied employees and can reduce to frequency of hiring as well as cost.

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