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Impact of personality traits on employees' job satisfaction: A study conducted within the telecommunication sector in Sri Lanka

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Abstract

This research study focuses on the relationship between employee personality traits: extraversion, neuroticism, conscientiousness, openness, and agreeableness on their job satisfaction. The authors have used the above five personality traits in this study and utilized statistical techniques such as correlation analysis, regression analysis, and Anova to test and validate the hypotheses and results. According to the results, four personality traits out of the selected five demonstrated a positive impact on job satisfaction. Most interestingly a personality trait that usually makes a negative impact on job satisfaction demonstrated a positive impact on job satisfaction in this study. It is neuroticism which is related to job stress. In the Sri Lankan telecommunication sector, employees tend to be more satisfied when they encounter more job stress. Although this may contradict some of the past literature it aligns with the results of some studies which focus on confounding variables which may influence positively to both job stress-related traits and job satisfaction at once. According to the nature of the context, some specific personality traits (neuroticism) need extra comprehension and testing. Recommendations for further research include incorporating qualitative data, considering contextual factors, conducting longitudinal studies, and exploring intervention strategies. This study contributes to the understanding of how personality traits influence employee job satisfaction in the telecommunications industry and provides practical implications for organizations aiming to enhance employee well-being and performance.

Keywords: Personality Traits; Employee Satisfaction; Telecommunication Sector in Sri Lanka; Job Satisfaction

1 Introduction

"Job Satisfaction" is a crucial component of personnel management at the corporate level, where numerous research studies and theoretical models have examined the effect of Job Satisfaction on job performance, indicating a positive connection and substantial influence within the organizational context [1]. Previous related studies have identified various factors that impact the level of Job Satisfaction, accompanied by an ample number of theoretical foundations and models for improving Job Satisfaction to achieve greater organizational success [2] [3] [4]. However, it should be acknowledged that an organization's workforce consists of a collection of individual staff members who possess distinct and unique individual traits or characteristics that differ from one person to another [5], resulting in differing levels of individual qualities such as individual perceptions, dispositions, attitudes, etc. [6] that significantly impact their behavioral tendencies. Hence, through this study, the authors aim at investigating and identifying the impact of personality traits on job satisfaction in the telecommunication sector in Sri Lank. Therefore, the authors of this study aim to explore and determine the influence of personality traits on job satisfaction in the telecommunications sector in Sri Lanka. In this section, the researcher has outlined the background of the study while presenting the research objectives, research questions, and research framework accordingly.

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Job satisfaction is a crucial factor in organizational human resource management, as it is closely linked to employee performance [1]. Extensive research has shown a positive correlation between employee job satisfaction and performance, emphasizing its significance in enhancing organizational productivity and achieving strategic objectives [4]. Service sector organizations, which rely on intangible goods or services, particularly benefit from higher employee job satisfaction due to their impact on service quality, customer satisfaction, and sales [7]. However, managing human resources poses challenges, as each employee possesses unique personality traits that influence their behavior and job satisfaction [8]. The "Big Five Personality traits" (neuroticism, extraversion, agreeableness, openness, and conscientiousness) and their impact on employee satisfaction were identified by some past studies [9]; [10]. Understanding and aligning human resource activities with employee personality traits can lead to improved results [11]. In the setting of the service domain in Sri Lanka, which greatly contributes to the nation's GDP, especially the telecom sector [12], this study intends to explore the influence of personality traits on the job satisfaction of the workers in their occupation. By addressing the existing literature gap, the study intends to provide valuable insights and recommendations to organizations in the telecommunications sector, aiding in their optimization of internal operations and enhancing customer satisfaction.

Research objectives

The primary goal of conducting this research study is to recognize the effect of personality traits on job satisfaction in the telecommunication industry in Sri Lanka. Aside from this primary goal, authors anticipate acknowledging the effect of each personality trait on job satisfaction, thus the research study aspires to accomplish the following mentioned subordinate goals.

To discover the effects of the specified elements; To find the impacts of the identified factors; extraversion, neuroticism, conscientiousness, openness, and agreeableness on job satisfaction of employees in the telecommunication sector in Sri Lanka on job satisfaction in the telecommunications industry in Sri Lanka.

The researcher has created five hypotheses, which can be called as follows.

- H1: "Neurotism" personality trait has a significant effect on job satisfaction of telecommunication sector workers in Sri Lanka.
- H2: "Extraversion" personality trait has a significant impact on the job satisfaction of telecommunication sector workers in Sri Lanka.
- H3: "Openness" personality trait has a significant impact on the job satisfaction of telecommunication sector workers in Sri Lanka.
- H4: "Agreeableness" personality trait has a significant impact on the job satisfaction of telecommunication sector workers in Sri Lanka.
- H5: "Conscientiousness" personality trait has a significant impact on job satisfaction of telecommunication sector workers in Sri Lanka. ".

2 Literature Review

Job satisfaction is a critical factor that impacts individuals' overall well-being and organizational success [13] [14]. It encompasses cognitive, affective, and behavioral aspects, reflecting individuals' evaluations and emotions toward their work [15]. A study [16] defines job satisfaction as a favorable emotional state arising from the assessment of one's occupation or occupation encounters. It is extensively utilized in organizational analysis, encompassing both personal sentiments and tangible evaluations. Many elements contribute to contentment in the workplace, such as gratitude, interaction, coworkers, additional perks, working conditions, the nature of tasks, the company, individual growth, guidelines and protocols, prospects for advancement, acknowledgment, stability, and oversight [2] [7]. Job satisfaction can be further categorized into cognitive (evaluative), affective (emotional), and behavioral constituents [17]. Affective job satisfaction refers to individuals' emotional experiences and the overall joy and happiness derived from their work. On the other hand, cognitive job satisfaction involves a rational assessment of different job components and their satisfaction in comparison to established goals or other occupations. Meanwhile, positive work environments, where employees receive support and guidance from supervisors and colleagues, contribute to higher job satisfaction levels. [18] emphasizes that organizations have a dual responsibility of ensuring employee contentment through metrics and addressing complaints to identify areas of discontent.

Studies on the telecommunication industry in Bangladesh [19] and Pakistan [20] reveal that factors such as compensation, job specifics, company culture, physical workplace, and management styles significantly influence job satisfaction. Additionally, effective management information systems and coverage expansion have been identified as

critical in addressing staff issues and boosting employee output in the Yemeni telecommunications sector [21]. On the other hand, different industries showcase varying dimensions of job satisfaction. For example, in the financial sector, tax experts and accountants appreciate the seasonal nature of their work, allowing for a healthy work-life balance [22]. Human resources and staffing positions often provide favorable work-life balances due to flexible schedules and remote work opportunities. Furthermore, creative industries, such as arts, culture, and entertainment, offer a positive work environment with enthusiastic coworkers contributing to job satisfaction [22]. In the field of information technology (IT) and network security, employees thrive in challenging and fast-paced work environments that support their contributions to the organization [22].

Job satisfaction is a multidimensional concept affected by different factors, such as remuneration, working atmosphere, coworkers, and management backing [23] [24]. Understanding the aspects of job satisfaction in diverse industries is pivotal for companies to establish favorable work environments that amplify employee welfare and efficiency [24]. By addressing the distinct requirements and preferences of staff in various sectors, organizations can cultivate job satisfaction, leading to elevated retention rates, enhanced performance, and a constructive corporate culture [25]. Personality traits play an essential role in shaping individual conduct and inclinations in different situations, including the professional setting [26]. The model of personality traits referred to as The Big Five, which encompasses Openness to experience, Agreeableness, Extraversion, Conscientiousness, and Neuroticism, presents a framework for comprehending and categorizing these attributes [9].

Agreeability is constructed by individual tendencies and preferences in maintaining connections with others [27]. People with a strong inclination towards agreeability have an innate tendency to demonstrate understanding, empathy, and collaboration, while those with a low inclination may exhibit unsympathetic and skeptical tendencies [28]. Agreeability may have a positive influence on the dynamics and cooperation within teams in the workplace, as individuals with high agreeability are more likely to be adaptable, reliable, and supportive of their colleagues [29]. Extraversion refers to an individual's preference and intensity in social engagements [30]. Those who are high in extraversion are outgoing, confident, and seek stimulation, whereas introverts tend to prefer solitude and may feel uneasy in social situations. Extraversion affects job independence, as individuals who are low in extraversion may prefer more autonomous work settings [31]. Conscientiousness pertains to an individual's thoughtfulness, organization, and focused behavior [32]. Those who are high in conscientiousness are competent, methodical, and self-controlled, while those low in conscientiousness may be disorganized and impulsive [5]; [33]. Conscientious individuals take responsibility and exhibit a high degree of task orientation, making them dependable and efficient workers [34]. Openness to exploration pertains to an individual's ability to engage in imaginative and intellectual pursuits [35]. Individuals with a higher degree of openness exhibit creativity, innovation, and adaptability [36], whereas those with lower openness may resist change and prefer predictable tasks. Embracing new experiences allows individuals to effectively tackle challenges and adjust to changes in the professional environment. Neuroticism reflects an individual's level of emotional stability and volatility [37]. Employees with higher neuroticism levels tend to experience heightened anxiety, stress, and mood disorders, whereas those with lower neuroticism exhibit emotional stability and resilience [37]. Neuroticism can impact job satisfaction, as individuals low in neuroticism are more emotionally stable and assertive in their work [38].

Numerous research studies have examined the consequences of these particular characteristics in various sectors [5]. For instance, in the realm of higher education, a willingness to embrace new experiences, reliability, and sociability have been discovered to have a positive influence on the sharing of knowledge [39], whereas tendencies toward emotional instability had an adverse impact [40]. In the field of manufacturing, sociability, openness, and reliability exhibited positive effects on employee productivity, whereas emotional instability and agreeableness had detrimental effects on counterproductive behaviors [41]. In the pharmaceutical industry, sociability, agreeableness, openness, and reliability were found to be positively correlated with employee performance [42]. Recognizing the implications of these characteristics in different sectors enables organizations to effectively evaluate and regulate employee conduct, foster teamwork and collaboration, and establish work environments that align with individual preferences [43]. However, it is important to acknowledge that these traits are not set in stone and can be influenced by various factors, including personal experiences and environmental conditions [44].

3 Material and methods

This section presents the methodology employed in the research study, focusing on the materials studied, instruments used, data collection methods, and ethical considerations. The research methodology involves the systematic approach, techniques, and processes employed to investigate the research topic within a specified framework, empowering the researcher to tackle research inquiries and accomplish the research objectives [45]. In this section, the authors will

present an extensive overview of the research strategy, methodologies, sample attributes, data gathering, and analysis methods utilized in the investigation.

3.1 Research Approach

The investigation technique pertains to the extensive methodology utilized in formulating and carrying out the study to achieve dependable and precise results. In the realm of social science research, the inductive research methodology is widely acknowledged as the dominant form of academic exploration. This technique entails using existing theoretical frameworks and models to scrutinize hypotheses and assumptions. By implementing the inductive research approach in this study, the authors strive to augment the existing theoretical understanding to investigate the influence of personal traits on the level of job satisfaction in one's profession [46].

3.2 Research Methods

The investigation approaches cover the methodologies employed to gather pertinent information and address research questions. In the field of social science research, three main methodologies are utilized: quantitative research, qualitative research, and mixed research methods. In this study, a quantitative research method is opted for to acquire original information from a representative sample of the desired population. This approach entails employing statistical techniques to analyze the data and assess the influence of each independent variable on job satisfaction. [47].

3.3 Conceptual Framework

The following conceptual framework has been developed based on a comprehensive literature review. Under the personality traits, there are five independent variables identified which may make an impact on job satisfaction. As the data collection instrument, a questionnaire is developed (5-point Likert scale questionnaire).
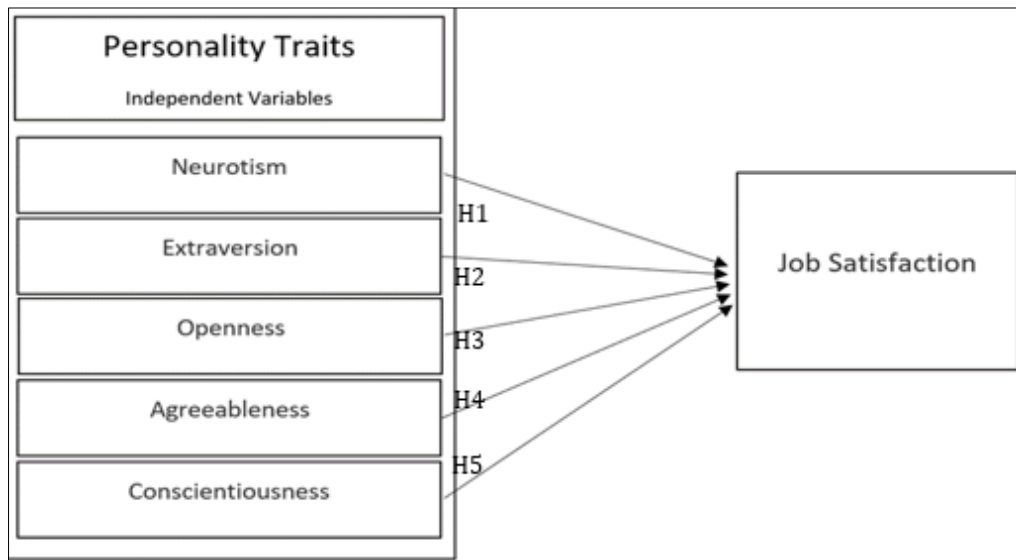

Figure 1 Conceptual Framework

3.4 Data Collection

Gathering information is a vital component of the investigation. In this examination, a meticulously planned survey will act as the main research tool to amass information from the intended group. The survey will consist of segments to acquire fundamental participant characteristics and will employ a five-point Likert scale to evaluate the qualities of every factor. This approach is effective, cost-effective, and enables the retrieval of primary data in a relatively brief timeframe.

3.5 Population Sampling Technique and Sample

Table 1 Population

Company	No. of employees / Population
Mobitel	8000
Dialog	5000
Airtel	500
Hutch	1000
	14,500

Source: [48], [49], [50], [51]

Because the target population is quite extensive, the authors have chosen a particular sample to accurately represent the population being studied. To guarantee accuracy and effectiveness, a straightforward random sampling technique is utilized [52], where each unit in the population has an equal chance of being selected. The sample size for this study is 374 employees, with representation from different telecommunication companies in Sri Lanka, including Mobitel, Dialog, Airtel, and Hutch.

3.6 Data Analysis Techniques

Data analysis is conducted using SPSS software. The gathered information will go through a Cronbach's Alpha examination [53] to evaluate its internal consistency. The authors conduct bivariate and multivariate analyses on the dataset, involving various statistical measures such as mean, median, and standard deviation. Additionally, correlation analysis and regression analysis will be performed. These analyses will enable the authors to determine the strength of each independent variable's impact on job satisfaction and establish causal relationships.

4 Results

4.1 Descriptive statistics

Table 2 Descriptive Statistics

Variable	Indicators	N		Mean	Std. Deviation
		Valid	Missing		
Openness	Openness 01	374	0	4.20	1.022
	Openness 02	374	0	4.24	0.986
	Openness 03	374	0	4.13	0.987
	Openness 04	374	0	4.18	1.012
Agreeableness	Agreeable 01	374	0	4.19	1.082
	Agreeable 02	374	0	4.26	0.979
	Agreeable 03	374	0	4.30	0.894
	Agreeable 04	374	0	4.25	0.962
Conscientiousness	Conscientiousness 01	374	0	3.72	0.928
	Conscientiousness 02	374	0	4.05	0.913
	Conscientiousness 03	374	0	4.06	0.846
	Conscientiousness 04	374	0	4.00	0.882
Extraversion	Extraversion 01	374	0	4.16	1.088
	Extraversion 02	374	0	4.15	0.970

	Extraversion 03	374	0	4.12	0.850
	Extraversion 04	374	0	4.20	0.907
Neuroticism	Neuroticism 01	374	0	3.06	1.246
	Neuroticism 02	374	0	2.88	1.181
	Neuroticism 03	374	0	3.14	1.167
	Neuroticism 04	374	0	2.91	1.058
Job Satisfaction	Job Satisfaction 01	374	0	2.75	1.245
	Job Satisfaction 02	374	0	3.76	0.776
	Job Satisfaction 03	374	0	3.83	0.740
	Job Satisfaction 04	374	0	3.67	0.768
	Job Satisfaction 05	374	0	3.63	1.011
	Job Satisfaction 06	374	0	4.05	0.712

Above table offers valuable insights regarding the unique qualities of individuals and their contentment with their occupations, with data gathered from 374 participants. It showcases five distinct traits - Openness, Agreeableness, Conscientiousness, Extraversion, and Neuroticism - with each trait measured using four different dimensions. Additionally, six dimensions gauge Job Satisfaction. The collected data provides a comprehensive overview of participants' perspectives, enabling researchers and analysts to draw meaningful conclusions about prevalent traits and job satisfaction levels within the sample group. The average scores for each trait represent the central tendencies of the responses. Openness, with an overall average ranging from 4.13 to 4.24, indicates that participants demonstrate a proclivity towards imagination, open-mindedness, and curiosity for new experiences. The Agreeableness trait surpasses this average slightly, ranging from 4.19 to 4.30, indicating that participants generally exhibit qualities of cooperation, compassion, and consideration toward others. Conscientiousness shows moderate average scores, varying from 3.72 to 4.06, suggesting that individuals possess a combination of traits such as self-discipline, dependability, and a sense of responsibility in their actions. Conversely, the participant's responses to the Extraversion trait display a moderate to high average range of 4.12 to 4.20, implying that they lean towards being outgoing, sociable, and energetic in their behaviors. On the flip side, the Neuroticism trait yields relatively lower average scores, ranging from 2.88 to 3.14. This implies that participants experience less emotional instability and tend to be emotionally resilient and composed in their reactions to various situations. The Job Satisfaction indicators reflect participants' levels of contentment within their work environments. With an average range of 2.75 to 4.05, participants' job satisfaction is moderately rated, suggesting a range of opinions and experiences within their respective occupations.

4.2 Reliability

Table 3 Reliability

	Reliability Statistics	
Variable	**Cronbach's Alpha**	**N of Items**
Openness	0.966	4
Agreeableness	0.979	4
Conscientiousness	0.941	4
Extraversion	0.964	4
Neuroticism	0.915	4
Job Satisfaction	0.827	6

The reliability analysis conducted on the variables under investigation reveals valuable insights into their internal consistency and stability. Impressively, the variables demonstrate consistently high levels of reliability, indicating that the items within each variable effectively measure the same underlying construct. Notably, the Openness dimension

exhibits exceptional reliability, boasting a Cronbach's alpha of 0.966. This suggests that the four items reliably capture employees' openness to creativity, innovative thinking, adaptability, and acceptance of change. Similarly, the Agreeableness dimension shows robust reliability, with a Cronbach's alpha of 0.979, consistently measuring employees' inclination towards collectivity, relationship building, kindness, and generosity. The Conscientiousness dimension also fares well with good reliability (α = 0.941), affirming its effectiveness in capturing employees' sense of responsibility, reliability, work completion, and efficiency. Additionally, the Extraversion dimension displays high reliability (α = 0.964), effectively assessing employees' positive outlook, sociability, active engagement, and confidence. The Neuroticism dimension demonstrates satisfactory reliability (α = 0.915), reliably measuring employees' experience of stress, anxiety, preference for social gatherings, and mood fluctuations. Furthermore, Job Satisfaction exhibits acceptable reliability (α = 0.827), consistently assessing employees' job satisfaction with salary, promotions, work environment, work-life balance, supervisor support, and colleague support. Overall, these highly reliable results instill confidence in the consistency and accuracy of the data collected for each variable.

Table 4 Correlations

Correlations		
		Job Satisfaction
Openness	Pearson Correlation	0.744**
	Sig. (2-tailed)	0.000
	N	374
Agreeableness	Pearson Correlation	0.723**
	Sig. (2-tailed)	0.000
	N	374
Conscientiousness	Pearson Correlation	0.810**
	Sig. (2-tailed)	0.000
	N	374
Extraversion	Pearson Correlation	0.786**
	Sig. (2-tailed)	0.000
	N	374
Neuroticism	Pearson Correlation	0.348**
	Sig. (2-tailed)	0.000
	N	374
Job Satisfaction	Pearson Correlation	1
	Sig. (2-tailed)	
	N	374

**. Correlation is significant at the 0.01 level (2-tailed).

The correlation matrix presented above unveils the associations between distinct character attributes and the level of contentment within one's occupation among a sample of 374 individuals. It furnishes us with valuable insights into the interconnections amid these variables, thereby enhancing our understanding of how specific character traits might wield influence over job satisfaction. Delving into the numerical data, we observed positive correlations between each of the character traits (Openness, Agreeableness, Conscientiousness, Extraversion, and Neuroticism) and job satisfaction. These favorable correlations indicate that as scores on these character traits ascend, so does the level of job satisfaction. Among the traits, Conscientiousness exhibits the most substantial correlation with job satisfaction, suggesting that individuals who demonstrate greater responsibility, organization, and dependability are prone to experience heightened job satisfaction levels. Close on its heels, Extraversion implies that individuals who are more outgoing, sociable, and spirited also enjoy greater job satisfaction in their professional endeavors. Moreover, Agreeableness and Openness demonstrate robust positive correlations with job satisfaction, signifying that those who

exhibit a greater propensity for cooperation, empathy, and a willingness to embrace novel experiences are more inclined to report higher levels of job satisfaction. Conversely, Neuroticism, which gauges emotional stability, displays a positive albeit comparatively lower correlation with job satisfaction. This suggests that individuals who encounter more emotional turmoil may still maintain a slightly lower degree of job satisfaction in comparison to their emotionally stable peers.

Table 5 Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.840a	0.706	0.702	0.35845

a.Predictors: (Constant), Neuroticism, Openness, Conscientiousness, Extraversion, Agreeableness

The table displays the summary of a statistical analysis that investigates the effectiveness of certain indicators (Neuroticism, Openness, Conscientiousness, Extraversion, and Agreeableness) in forecasting the outcome variable. In this instance, the result is represented by a reliant variable, while the indicators are autonomous variables. The "R" worth, measuring 0.840, demonstrates the correlation between the reliant variable and the amalgamation of all the indicators. A higher R-value indicates a more robust association between the variables. The "R Square" worth, which is 0.706 (or 70.6%), signifies the percentage of variance in the reliant variable that can be accounted for by the indicators. Essentially, approximately 70.6% of the variability in the result can be elucidated by the combined influence of Neuroticism, Openness, Conscientiousness, Extraversion, and Agreeableness. The "Adjusted R Square" worth, 0.702, is comparable to R Square, but it considers the number of indicators and the sample size. It frequently serves as a more reliable gauge of how well the indicators conform to the model. Lastly, the "Std. Error of the Estimate" reflects how accurately the model's forecasts correspond to the actual data points. A lower value signifies greater precision in predictions. Overall, the model appears to exhibit a reasonably strong association between the indicators and the result, with these five personality traits elucidating a substantial portion of the variability in the reliant variable. However, further examination and interpretation of the individual indicators' coefficients would be necessary to comprehend the specific contributions of each trait to the outcome.

Table 6 ANOVA

ANOVAa						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	113.339	5	22.668	176.420	0.000b
	Residual	47.283	368	0.128		
	Total	160.622	373			

a. Dependent Variable: Job_Satisfaction; b. Predictors: (Constant), Neuroticism, Openness, Conscientiousness, Extraversion, Agreeableness

The data presented in the table illustrates the outcomes of the ANOVA (Analysis of Variance) for the regression model where Job Satisfaction is the outcome variable and five predictors are considered: Neuroticism, Openness, Conscientiousness, Extraversion, and Agreeableness. The "Regression" row displays the variation in Job Satisfaction that can be elucidated by the combination of these predictors. The amount of variance accounted for by the model is denoted by a Sum of Squares for the Regression equal to 113.339. The "df" (degrees of freedom) is 5, indicating the number of predictors in the model. Each predictor, on average, explains a variance represented by a Mean Square of 22.668. An F-value of 176.420 measures how well the predictors collectively forecast the outcome, with a higher value indicating a significant association between the predictors and Job Satisfaction. The "Sig." (Significance) value of 0.000 indicates that the overall model is highly significant, suggesting that the predictors strongly influence Job Satisfaction. The "Residual" row displays the remaining unexplained variance after considering the predictors, while the "Total" row represents the overall variation in the outcome variable. Overall, the ANOVA table confirms that Neuroticism, Openness, Conscientiousness, Extraversion, and Agreeableness collectively and significantly impact Job Satisfaction, as evidenced by the highly significant F-value. The model aptly represents the relationship between these personality traits and job satisfaction, capturing a considerable portion of its variability.

Table 7 Coefficients

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.806	0.099		8.112	0.000
	Openness	0.323	0.078	0.470	4.158	0.000
	Agreeableness	-0.136	0.076	-0.198	-1.790	0.074
	Conscientiousness	0.273	0.065	0.343	4.225	0.000
	Extraversion	0.141	0.057	0.196	2.477	0.014
	Neuroticism	0.122	0.022	0.193	5.600	0.000

a. Dependent Variable: Job_Satisfaction

The data presented in the table showcases the findings of the regression analysis, investigating the correlation between five distinct qualities of character (Openness, Agreeableness, Conscientiousness, Extraversion, and Neuroticism) and Job Satisfaction, which serves as the dependent variable. The "Constant" row demonstrates that the initial value (B) is 0.806, indicating the projected level of Job Satisfaction when all the forecaster variables are set to zero. The "Std. Error" reflects the standard deviation of the estimated coefficient. Shifting the focus to the individual predictors, authors discover that Openness possesses a favorable coefficient of 0.323, suggesting that for each increment in Openness, Job satisfaction is projected to rise by 0.323 units. The "Standardized Coefficients" (Beta) unveil the comparative significance of each predictor while accounting for their distinct scales. Openness exhibits the highest standardized coefficient (Beta) of 0.470, indicating it holds the most influential role in forecasting Job satisfaction among the five personality traits. Agreeableness, with a negative coefficient of -0.136, signifies that heightened levels of Agreeableness are linked to slightly lower Job satisfaction, yet its significance level (Sig.) is 0.074, marginally surpassing the conventional threshold of 0.05. This implies that the connection between Agreeableness and Job satisfaction does not possess statistical significance. Conscientiousness boasts a positive coefficient of 0.273, implying that individuals with elevated levels of Conscientiousness tend to experience greater Job satisfaction. Extraversion and Neuroticism both exhibit positive coefficients of 0.141 and 0.122 respectively, suggesting that enhanced levels of Extraversion and Neuroticism correspond to heightened Job satisfaction.

5 Discussion

The primary aim of this present study was to examine how personal qualities impact the degree of job satisfaction individuals encounter in their employment within the telecommunication industry in Sri Lanka. To achieve this, the study drew upon existing scholarly research to acquire valuable insights and enhance the study. It was recognized that job satisfaction plays a crucial role in determining the overall well-being and success of both individuals and organizations [13]; [14]. It encompasses cognitive, emotional, and behavioral dimensions, reflecting individuals' assessments and feelings toward their employment [15]; [16]. The authors examined different personal traits such as Neuroticism, Openness, Conscientiousness, Extraversion, and Agreeableness to explore how these factors influence the extent of job satisfaction that workers encounter in their positions within the telecommunications sector in Sri Lanka. These personality traits have been extensively researched in the context of workplace behavior [26]; [9]. The framework of the Big Five personality traits offers a perspective to comprehend and classify these personality traits. The outcomes of the regression analysis verified the influence of these personality traits on job satisfaction with one's job. It was observed that Neuroticism demonstrated a significant and favorable impact on job satisfaction, implying that individuals displaying higher degrees of Neuroticism achieved increased levels of satisfaction within the telecommunications industry (H1). This discovery contradicts prior investigations that emphasized the adverse consequences of neuroticism on various workplace outcomes [38]. On the contrary, Extraversion exhibited a significant and positive influence on job satisfaction (H2). Individuals who were outgoing, self-assured, and seeking excitement generally expressed higher levels of satisfaction with their occupations in the telecommunications sector. This finding aligns with previous studies that underscore the positive influence of extraversion on workplace outcomes [30]; [31]. Openness to new experiences was found to be positively related to job satisfaction (H3). Individuals who possessed creativity, adaptability, and a willingness to embrace novel concepts were more likely to enjoy enhanced levels of job satisfaction in their telecommunications industry careers. This finding suggests that the dynamic and swiftly evolving nature of the telecommunication sector may provide a favorable environment for individuals who exhibit high levels of

openness to new experiences [35]. The variable Agreeable does not demonstrate a statistically significant impact on job satisfaction while Conscientiousness (H5) demonstrated significant positive impacts on job satisfaction. Individuals who were cooperative, empathetic, and kind (agreeableness) didn't make a statistically significant impact on job satisfaction while those who were organized, self-disciplined, and task-oriented (conscientiousness) reported higher levels of satisfaction in the telecommunication sector. These findings emphasize the importance of positive interpersonal relationships and work ethics in fostering job satisfaction explained in the previous studies [28]; [29] is being contradicted in the Sri Lankan telecommunication sector where it doesn't make any impact in terms of agreeableness. But when it comes to conscientiousness it aligns with the previous studies [34]. The present study contributes to the existing literature by confirming the relevance of personality traits in shaping job satisfaction in the telecommunication sector. The discoveries are in line with prior investigations carried out in diverse sectors, underscoring the adaptability of personality traits' influence on job satisfaction across different circumstances [21]; [42]. However, it is important to acknowledge certain limitations of this study. The focus was solely on the five personality traits identified in the Big Five model, and other potential factors influencing job satisfaction were not explored. Additionally, the reliance on self-reported measures may introduce common method bias. Future research could expand the scope by incorporating a broader range of personality traits and employing multi-source data collection methods to minimize biases [39].

The discovery that neuroticism holds a statistically significant influence on job satisfaction resonates with a previous study's findings [54], defying initial expectations. Despite individuals scoring higher on neuroticism, an intriguing phenomenon arises: job satisfaction improves. This puzzling contradiction may be attributed to the interplay of other complex variables, such as job stress, which seem to affect both neuroticism (as the independent variable) and job satisfaction (as the dependent variable). While exploring the present research, authors come across the likelihood of comparable situations, whereby work pressure might have a positive impact on both job stress and job satisfaction with one's job. These fascinating discoveries propose that the complex network of elements contributing to the correlation between personality traits and job satisfaction expands beyond the scope of neuroticism alone.

In the present study, the analysis revealed that agreeableness does not demonstrate a statistically significant impact on job satisfaction. This finding diverges from certain prior research conducted both within Sri Lanka and in an international context. However, extensive research [9] that covers a wide range of employees and various industries has consistently produced comparable outcomes, indicating the absence of any statistical impact of personal traits on job satisfaction. The results illuminate the complex essence of the connection between personal traits and job satisfaction, indicating the presence of diverse interconnections and supplementary factors that contribute to this relationship. The intriguing complexities surrounding this subject warrant further exploration to unravel the underlying mechanisms and elucidate the comprehensive understanding of job satisfaction in different organizational settings.

6   Conclusion

This research investigation offers valuable perspectives into the influence of personality traits on job satisfaction in the telecommunications industry in Sri Lanka, aligning with prior scholarly works. The findings emphasize the importance of considering individual personality differences when striving to create positive work environments that enhance employees' satisfaction and well-being. Organizations in the telecommunication sector can benefit from these insights by incorporating personality assessments in recruitment, selection, and career development processes, thereby fostering a workforce that is better aligned with the demands of the job and more likely to experience job satisfaction.

Compliance with ethical standards

Disclosure of conflict of interest

The authors of this study, titled "A study on the impact of personality traits on the employees' job satisfaction: A study conducted within the telecommunication sector in Sri Lanka," declare no conflicts of interest that could influence the research process or its findings. The study was conducted impartially and without any financial or personal associations that could potentially compromise the objectivity and integrity of the research outcomes.

Statement of informed consent

Ethical considerations are of utmost importance in every research study. In this investigation, primary data will be obtained through voluntary engagement of individuals, while maintaining complete anonymity throughout the entire research process. The collected information will be strictly used for scientific purposes, with no negative consequence or detrimental impacts resulting from its utilization. When the human subjects are involved, appropriate precautions will be taken, including obtaining written consent to guarantee their approval of the publication of pertinent data in the journal. The authors will strictly adhere to all ethical principles and uphold the integrity of the research.

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