

## **CHAPTER 2**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

In this section, the researcher describes theories and retrospective previous studies relevant to this subject. A mixture of reference materials such as journals, thesis, and mass media have also been explored. All the materials were used to help develop a comprehensive analysis of the subject matter. In summation, this section portrays the findings and methodology from past studies, whether from inside or outside the country. The literature review is intended to look more profound at the objectives and a significant evaluation of past subjects that need to act on the relationship between personality and job satisfaction among Narcotic personnel in IPK Selangor. Therefore, it is critical to know and comprehend the establishment of the literature review through the cognizance of supporting theory.

#### **2.2 Job Satisfaction**

Job satisfaction is the level of the positive impact that employees feel on the organization. Employee job satisfaction is an important issue in an organization, and the employer plays an essential role in satisfying their needs. Keeping job satisfaction high amongst employees can be an excellent advantage to any organization, as happy employees are more likely to provide work effectively. To produce good and quality employees, employees must have high job satisfaction. Besides, they will feel more motivated to influence their colleagues to perform well. According to Mercer (1997),

the concept of “satisfaction” generally expresses the inner peace and pleasure felt by the individual himself. Satisfied employees generally believe they can be good brand ambassadors for the company, enhancing productivity, loyalty, and commitment (Robertson & Cooper, 2001; Goujani et al., 2019). From other perspectives, Castillo & Cano (2004) stated that many factors, such as working conditions, supervision, politics and administration, promotion, rewards, interpersonal relationships, awareness, and empowerment, can improve employee job satisfaction. Still, leaders have a great relationship with increasing employee job satisfaction. Hassan et al. (2018) support these findings in their study that reveals the positive relationship between leadership style and employee satisfaction among 300 police officers at Bukit Aman transformational leadership ( $r = 0.733, p < 0.01$ ) and transactional leadership ( $r = 0.744, p < 0.01$ ). The elements of leadership style were tested using multiple regression analysis against employee satisfaction. Therefore, the study found that inspirational motivation, the element under the transformational leadership style, was the most influential factor in employee job satisfaction ( $b = 0.336, p < 0.01$ ). Besides, the contingent reward, which is the element of transactional leadership style, is the factor that predicts employee job satisfaction.

Like many other organizations, the police have tried to seek effectiveness to retain skilled, diligent, and committed staff. An employee may perform their duties poorly due to dissatisfaction with intrinsic variables (such as memory and motivation) and extrinsic reasons (such as salary or reward), which can lead to poor performance, absenteeism, laziness, and low morale (Paoline III & Gau, 2020). In other Asian police organizations, the work environment is another aspect that contributes to police officers'

job satisfaction (Kumar, 2017). For instance, information was gathered from 500 police officers in India, ranging from constables to inspectors. The findings revealed that work satisfaction among police officers was influenced by demographic factors, organizational features, and job characteristics (Kumar, 2017)

According to Hoppock (1935), job satisfaction is a combination of mental, physiological, and natural situations, and men can honestly say they are happy with their job. Job satisfaction is characterized by the difference between a worker's award scale and the amount he believes he should receive (Robbins & Judge, 2003). The study by Aziri (2011) indicated that work satisfaction and dissatisfaction could occur in any work environment. In addition, employees can use logistics, equipment, management (organizational structure), and tiered infrastructure to provide superior customer service. Ultimately, their satisfaction plays an essential role in business performance, leading to a competitive advantage (Schneider & Bowen, 1985). The study by Vroom (1964) characterizes job satisfaction as an emotional initiation associated with the people to the job that they are currently involved in. Job satisfaction includes several areas such as salary satisfaction, promotion opportunities, benefits, workplace safety, and work importance (Nguyen, Taylor, & Bradley, 2003). Besides, it is said that increasing work performance increases employee productivity (Shikdar & Das, 2003; Wright & Cropanzano, 1997). Factors such as salary, the job, management, socializing with colleagues, and promotion opportunities have contributed to job satisfaction (Okpara, 2004). Locke (1976) suggested that workers' job satisfaction can be achieved by giving people sufficient obligations to reasonably develop their intellectual level;

job satisfaction is a state of pleasant or encouraging expression within the abilities of the work.

The study by Chambers (1999) indicates that employees' satisfaction occupies an important position among the important subjects addressed by management in the competition world. In addition, happiness and harmony in one's life correlate with job satisfaction (Gruneberg, 1981). A study by Robbins (2003) argues that job satisfaction is an individual's general attitude towards his job. Whereas Vroom (1982) identifies that a positive attitude towards a job is a concept that describes job satisfaction, and a negative attitude describes job dissatisfaction. According to him, job satisfaction refers to the individual's adaptation to his job. Besides that, job satisfaction is a comfortable or positive emotional state that results from an assessment of a job or work experience (Locke, 1976). Whereas according to Quinn and Staines (1979), job satisfaction is the overall assessment of a task, and the results of various opinions found that everyone likes their work. In addition, job satisfaction is important and correlates with job performance (Lawler & Porter, 1967).

Maslow (1954) stated that humans work hard to satisfy their desires. Still, after that satisfaction is found, the motivation is no longer to achieve the same satisfaction, and they will strive to meet the needs above it. Human needs were requested in the five-level hierarchy from physiological needs, security, socialization, esteem, to self-actualization. Needs at the lower level of this hierarchy ought to be saturated, sometime recently, those within the higher levels. The study of Blaauw et al. (2013) said it might be a common satisfaction

with the work or with measurements of the work or working environment, such as promotions, pay, and connections with associates. In addition, job satisfaction is portrayed as key to advancing feelings of fulfilment through promotions, acknowledgement, pay rates, and the accomplishment of objectives (Ausloos & Pekalski, 2007). This fact is supported by (Saraih et al. 2021), which conducted research with 250 RMP officers from the General Operation Force who has been deployed, equipped and trained for specified roles from the Central Region. The study has shown that numerous human resource policies (for example, pay, promotion, benefit, and recognition) positively and negatively impact employee satisfaction. The findings of this study stated that the association between pay and satisfaction presented a positive and moderate relationship between the full samples, indicating that employees obtain sufficient pay within the content of their jobs. Because generational satisfaction varies, according to the findings of the study, wages and job satisfaction are positively connected among Gen X and adversely related among Gen Y. This could explain why some previous studies discovered a positive association between compensation and job satisfaction while others discovered the opposite. Nevertheless, recognition was the most significant predictor of RMP satisfaction among the assessed predictors of satisfaction in this study, followed by compensation, promotion, and benefit.

Job satisfaction is a collection of individual sentiments towards their work (George & Jones, 2008). A beneficial environment can be produced by tending to the factors that impact employee job satisfaction and, after that, planning interventions that managers can implement to include and improve those factors (Munyewende et al., 2014). Tragically, within the health sector, poor job

satisfaction is caused by low salaries, poor working conditions, and constrained opportunities for career improvement within healthcare organizations (Hotchkiss et al., 2015).

According to Tan (2013), the Theory of Two Factors by Herzberg focuses on the characteristics of work and organizational practices in dealing with questions related to the factors that drive human behaviour. Herzberg's two-factor theory has been broadly connected in considering employee satisfaction, but for the most part, in other industries and other occupational bunches than wellbeing experts. For case, Ruthankoon and Ogunlana tried Herzberg's two-factor theory and concluded that different hygiene and motivation components are appropriate for different occupations within the Thai development industry (Ruthankoon and Olu Ogunlana, 2003). According to this theory, if the focus is on human beings in the realm of work, then the priority should be given to the aspect of work itself. This covers logistical conditions, office space, ventilation, lighting, and so on to ensure employee comfort, safety, and job satisfaction.

According to Halpern (1966), stated that in contrast to hygiene factors (surveillance, company policy, working conditions, interpersonal relationships), four motives (progress, work itself, obligations, and opportunities for achievement) contribute to overall satisfaction. A study by Winer & Schiff (1980) indicated that the retail environment using Herzberg's two-element philosophy found that performance was the most amazing impact evaluated. In addition, Clark (1997) and Shields & Price (2002) discovered that salary is an important factor in job performance and enjoyment. They also agreed that salaries, wages and working hours impact job satisfaction. Steyn and Schulze (2003) mentioned that when

managers or bosses track results to understand an individual's behaviour at work, they need to be aware of the need or intent to "move" employees to act. Organization-related motivational factors, such as the work itself, sense of accomplishment, sense of responsibility, awareness, career growth, promotion and development opportunities, help employees understand their values and values within the organization (Baah & Amoako, 2011). Sell & Cleal (2011) indicated that psychological factors such as the work environment, the work itself, wages, and social security are directly related to job satisfaction. These working conditions, opportunities for progress and development are important factors in employee job satisfaction and motivation (Raziq and Maulabakhsh, 2015)

Herzberg suggested that the rewards given in an organization should be related to an employee's job satisfaction. Organizational rewards can be divided into two categories: 'hygiene' and 'motivator'. The 'hygiene' factor is irrelevant, namely organizational and administrative policy, supervision, relationship with each other, workplace atmosphere, salary, status, job security and personal. While the 'motivator' factor is also known as the intrinsic factor, which is the achievement factor, recognition, the job itself, responsibility, and opportunities for personal development. In other words, pleasant conditions and a comfortable workplace will affect job satisfaction. It has broadly been known as work content factors that supply employees with important works that can intrinsically satisfy themselves by the results of their works, duties assigned, experiences learned, and achievements collected (Robbins, 2009). Lundberg et al. (2009) stated that the Herzberg theory was used to study employee job satisfaction. According to Herzberg's motivation theory applied in the workplace, there are two types of motivating factors. First,

satisfiers (motivators) are the main driving force for job satisfaction. It includes results, recognition, responsibility, work advancement, and, second, dissatisfiers (hygiene factors), which are the leading causes of job dissatisfaction (Herzberg, 1966).

### **2.3 Personality Traits and Job Satisfaction**

A study by Levy (2011) indicated that the area of performance appraisal that helps emphasize work-related knowledge, skills, and abilities had been expanded to include personal characteristics such as personality traits. If the personality traits of someone are consistent with his job requirements and regulations, assessing his personality traits can increase his chances of success at work (Naemah, 2007). Personality traits are an individual's tendency to behave in a particular way in various situations (Ones et al., 2005). Rickman (2004) also argues that personality is a dynamic and organized set of traits possessed by individuals that influence behavior, cognition, and motivation in a variety of situations. According to McCrae & John (1992), the five main personality traits are based on a model that identifies humanity by individual differences. Personality traits are collected, summarized, and defined as a structure that involves five factors: Extraversion, Agreeableness, Conscientiousness, Neuroticism, and Openness to experience. Every element contains many characteristics, not just a single characteristic (McCrae & John, 1992). According to Wood (2012), a personality is a characteristic that characterizes an individual for its unique thoughts and behavior's. Personality structures assume individuals are characterized by different traits (Mischel and Shoda, 1995). The characteristics do not change over time or in the circumstances

(van Leishout, 2000). McCrae and Costa (1994) write that trait can represent human qualities and themselves to emphasize the importance of traits. This statement demonstrates the stability and consistency of personality traits that help predict how individuals behave over time when placed in different situations. McCrae and Costa also stated that all features of the Big Five personality dimension are characterized by stability and that the adult personality profile does not change significantly over time.

The term "Big Five" by John, Naumann and Soto (2008) does not mean that personality differences can only be recorded based on five different personality dimensions. The structure of the Big Five represents a variety of personality traits, and every dimension represents a summary of several clear and specific personality traits (John et al., 2008). However, researchers have argued that the Big Five dimension excludes some features that should be important in assessing personality behaviour. The discussion made by Paunonen and Jackson (2000) concluded that it could have more personality aspects than those contained in the Big Five. They also found the deviations in human behaviour that they considered vital, even if these aspects of personality were not included in the Big Five. According to Smith and Canger (2004) stated, the Five Factor Model, also known as the Big Five Model, supports (a) meaningful classification of personality traits, (b) provides a framework for conducting surveys, and (c) It comprises all personality characteristics. Beer and Watson (2008) determined that the Big Five personality traits are widely accepted and recognized in research and practice. Over the years, the Big Five model has undergone a major transformation. According to the literature reviewed for this study, as of 2006, the Big Five model has more than 300

publications per year, with two older configurations (Cattelli's 16 personality factors and Eysenck's three-factor model personality) publications totalling less than 50. This result shows that the Big Five model is widely used in empirical research and is widely accepted by researchers compared to other personality configurations. According to Hirschfeld et al. (2008), he indicated that the main aspects of personality and the five aspects that make up this model are described below:

### **2.3.1 Agreeableness**

According to Patrick (2011), agreeableness is how people connect with others in terms of trust, straightforwardness, altruism, obedience, modesty, and tender-heartedness. Trust, sympathy, helpfulness, and compassion are typically high among agreeable people, while distrust, self-centeredness, and hostility are typically low. Jens Campbell and Graziano (2001) refer to how people say that people maintain positive interpersonal relationships with others, which are not associated with anger, aggressiveness, and interpersonal argument. Hofmann and Jones (2005) stated that individuals with five personality features of the ability are useful, caring, comfortable and cooperative behavior regulations. Bartram (2005) found that individuals with a high level of coordination seek unity or unity within the group and are positive about the individual in the work environment.

High agreeable people are trusted, truthful, and worry about the well-being of others. For leaders, these are qualities that colleagues and

subordinates value as well. A high degree of coordination should be especially useful in military leadership, where caring for subordinates and providing "selfless service" is a top priority. Agreeableness, also known as friendliness, is generally associated with warmth, wittiness, obedience, and flexibility (Fazeli, 2012). Such people addition is much more compassionate and empathetic. In addition, researchers have linked this aspect to trust, tolerance, and forgiveness (Barrick and Mount, 1991). Cheng Liang and Mark (2014) argued that agreeableness is an important element of social interaction and that highly agreeableness individuals build better interpersonal relationships and interact more quickly with group members. In addition, Mount et al. (1998) indicated that agreeableness might predict work performance, as highly agreeableness individuals have effective interpersonal interactions and collaboration with others, thus helping them perform better. Therefore, employees with a higher level of agreeableness in a multicultural environment use interpersonal skills and tolerant attitudes to build good relationships with other employees in different cultures.

McCare and Costa (1991) found that agreeableness positively correlated with life satisfaction. Similar results can be achieved if life satisfaction replaces work satisfaction in a multicultural environment. Therefore, agreeableness individuals are friendly and friendly, encourage them to meet their social needs in the workplace, and are more motivated to achieve work satisfaction to meet their social needs. In addition, Organs and Lingl (1995) emphasize that individuals are motivated with high levels of job satisfaction and high-level employment to maintain positive work

relationships with colleagues. Agreeableness is a stable function that correlates with work satisfaction (Templar, 2012). Therefore Mount et al. (1998) Suggested that the ability can effectively predict work performance. This task includes substantial interpersonal interactions such as cooperation with others, so agreeableness is the best personality prediction factor for job performance (Barrick et al., 1998, Mount et al., 1998). According to Barrick and Mount (1991), agreeableness encompasses common behaviours such as groove, flexibility, caring, coordination, pleasantness, understanding, and patience.

### **2.3.2 Conscientiousness**

Individuals who are described as conscientious usually obey group norms, organizational rules, and policies with some degree of coordination (Smithikrai, 2008). According to Hofmann and Jones (2005), people characterized by the integrity of their personality traits repeatedly show the regularity, efficiency, thoroughness, and coherence of an organization's behavior. The literature reviewed further found that individuals characterized as conscientious had characteristics such as self-control, determination, willingness to achieve, and credibility (Grehan, Flanagan, and Malgdy, 2011). Conscientious individuals can trust issues that require organization, well-planned, and performance rather than carelessness, carelessness, and sloppiness (van Lieshout, 2000).

Furnham et al. (2009) reported that sincere employees engage in additional role behaviors' and are more satisfied with their work. Another

saying is that sincere employees are self-disciplined in carrying out their work. Therefore, the more satisfied you are with your work, the more likely you are to participate in the work (Organ and Lingl, 1995). In addition, Matthews and Deary (1998) concluded that integrity is the most consistent predictor of job performance. This is because conscientiousness represents the behavioral tendencies that should be achieved in an individual's life. This factor has characteristics of diligence, punctuality, organisation, and responsibility (Erdheim et al., 2006; McCrae & Costa, 2008). In addition, Weiss and Costa (2005), quoted by McCrae and Costa (2008), states that integrity is also associated with many health habits such as exercise, safe driving, and a healthy diet. Therefore, individuals with high conscientiousness can live longer and have good health.

Conscientiousness includes aspects of ability, order, and a sense of duty. Technology-savvy and knowledgeable (competent) leaders should be able to become more confident and willing to follow others. Conscientiousness also includes being organized and dedicated to the mission. It also contains qualities that leaders highly value. A conscientious person is goal-oriented (achievement), focused and permanent (self-discipline), and motivated to see things and get things done. Therefore, they will be able to organize better and delegate work to achieve goals, which is also a valuable skill for leaders. Conscientiousness is a little vague. People with integrity are considered more credible, responsible, careful, well-planned, and diligent. In this regard, Cheng Liang and Mark (2014) suggested

that individuals with integrity are more likely to concentrate on their work and receive rewards for their work, leading to job satisfaction.

### **2.3.3 Extraversion**

McCrae and John (1992) state that extroversion refers to positive, assertive, energetic, social, talkative, and affectionate behavior. Due to their extroverted nature, heretics find it easy to form relationships (Mushonga & Torrance, 2008). Zhao and Seibert (2006) pointed out that individuals with high abduction scores were excited, inspiring, cheerful, and liked people and large groups. Individuals with low abduction scores preferred to be alone and were classified as quiet, discreet, and independent. Zhao and Seybert also explained that abduction is an essential quality of leadership. According to Barrick, Parks, and Mount (2005), diplomats motivate people around them to work, socialize, and make their work environment more enjoyable.

Costa and McCrae (1992) stated that Extroversion is anticipated to be advantageous and impact leader effectiveness. Sociability and dominance or assertiveness must be valued and desired qualities for corporate executives, just as they are in the military, where institutional responsibilities are typical and social interaction is regular. Extraversion refers to the ones people who are socially lively, motivated, assertive, and enthusiastic. These people understand demanding conditions as possibilities and accept as true that everyone's troubles may be solved with hard work and non-stop efforts. The study by Cheng-Liang and Mark (2014) argued that extraversion impacts

activity and overall performance because their primary traits are assertive, lively and friendly.

Connolly and Viswesvaran (2000) defined that extravert is likely to be advantageous emotional, and advantageous activity pride is likely to be correlated with extraversion. Similar findings in Judge et al. (2002) pointed out that extraversion is the generalized trait that strongly correlates with activity pride throughout numerous studies. Extraversion impacts activity performance as properly because the principal function of extraversion is friendly, assertive, and lively. People with this function are energetically direct participation, assured in placing their perspectives ahead and no longer conflict with the others; therefore, they may produce true activity and overall performance. Extraversion is particularly associated with control activity and overall performance (Barrick and Mount, 1993; Schmit et al., 2000). Barrick and Mount (1991) stated that it could be measured by looking at those behaviours, such as talkative, lively, assertive, and friendly. In addition, McCrae & Costa (2008) said that it is associated with social achievement and popularity and related to self-promoting and better lifetime income. Moreover, extraverts tend to stay happier than introvert people (McCrae & Costa, 2008)

#### **2.3.4 Openness**

In the literature reviewed, individuals classified as open to experience were creative, unconventional, and open-minded (Smith & Canger, 2004). Open individuals are less likely to engage in interpersonal

relationships or relationships that meet their physical or emotional needs. This is because the characteristics related to openness do not appear to be related to interpersonal relationships. Therefore, researchers did not expect a link between managers' openness and their subordinates' attitudes (Smith & Canger, 2004). Acceptance of new ideas, preference for different senses, attention to inner emotions, and intellectual curiosity are other features of the dimension of openness to experience (Grehan et al., 2011). George et al. (2007) recognized the importance of listening to feedback, especially the feedback they do not want to hear.

According to Costa and McCrae (1992), openness includes the willingness to try new activities and approaches, intellectual curiosity and openness to new ideas. These trends should promote learning and adaptability, traits of value to leaders. Also, high individuals of openness are, in principle, more open to feedback and generally more sensitive to activities and relationships within the organization. Openness leaders may be familiar with their subordinates and may have a good understanding of “situational awareness” and surroundings. Griffin and Hesketh (2004) mentioned that openness to experience is a complex personality trait and does not strongly affect work attitudes.

In contrast, it has been stated that openness to experience positively affects job satisfaction because individuals with higher openness to experience receive more rewards, which positively impacts job satisfaction (Tziner et al., 2008; Paola and Antonio, 2012). Topolinski and Hertel (2007) found that openness to experience positively correlates with job satisfaction.

Individuals with openness to experience are more likely to try new things and be open-minded, which leads to job satisfaction. Contradictory results from previous studies, especially on openness to experience, suggest further research to understand these traits better. Openness to experience, also known as "intelligence" or "openness vs accessibility," is the last factor in the five-factor model (McCrae & Costa, 2008). Imaginative, curious, open-minded and exploratory can be attributed to this factor (Erdheim et al., 2006). In addition, McCrae (1996) found that it was an excellent predictor of creative outcomes, and accessibility predicts political conservatism and religious fundamentalism (McCrae & Costa, 2008). According to McCrae & John (1992), open-minded people tend to have a "need for diversity, aesthetics, and unconventional values" more than others.

### **2.3.5 Neuroticism**

Neuroticism is a personality trait associated with individual differences in adaptation and emotional stability (Zhao & Seibert, 2006). People with low neuroticism scores are usually confident, calm, and relaxed. Judge and Ilies (2002) found that poor emotional adaptation of a person manifests itself in the form of stress, anxiety, and depression. Patrick (2011) proposed that neuroticism includes a person's emotional stability, including fear, hostility, depression, self-esteem, impulsivity, and fragility. Other features associated with neuroticism include anxiety, depression, embarrassment, anxiety, and anxiety (Patrick, 2011). Individuals with a high level of neuroticism usually experience increased negative emotions, anxiety,

and self-esteem. They may be unable to effectively adjust their thoughts, stay with them, and become emotionally self-centred (Renn, Allen, & Huning, 2011). As Judge and Ilies (2002) point out, neuroticism is identified by positive signs of emotional stability traits. Stress, anxiety, and depression are warning signs of poor emotional coordination. Individuals with a high level of neuroticism are usually unable to become authentic leaders because they cannot regulate their emotions. These individuals are usually classified as passive leaders. Passive leaders do not actively model, enhance, or monitor the performance of their subordinates in meeting expectations, taking risks, and challenging the status quo. The result of passive leadership behaviour is that these leaders do not show a high level of collective openness, integrity, or extroversion (Hofmann & Jones, 2005). Conversely, individuals with high levels of these personality traits (collective openness, integrity, extroversion) usually exhibit leadership behaviour that is identified as a genuine leader based on their usefulness and efficiency.

The study by Hoffman and Jones (2005) further discovered that the lack of effective leadership behaviour in passive leaders could lead to a more neurotic or emotionally unstable collective personality. Therefore, individuals with high neuroticism, such as anxiety, impulsivity, hostility, depression, and low self-confidence, should avoid leadership roles as much as possible and reduce performance when necessary to fulfil their leadership roles. As a result, they lack the social skills needed to interact effectively with others and are unlikely to be chosen as role models. Neuroticism is the second factor more familiar to clinical psychologists and psychiatrists than other

factors because it is one of the leading causes of mental illness (McCrae & Costa, 2008). According to Barrick and Mount (1991), the behavioral tendencies of this factor are anxiety, worry, emotion, frustration, unhappiness, and depression. In addition, people with neurosis tend to feel unhappy despite their circumstances and are more likely to have mental health problems such as personality disorders than others (McCrae & Costa, 2008).

#### **2.4 Conclusion**

This part discusses the theoretical and practical components of studying the relationship between personality traits and job satisfaction among Narcotic personnel in IPK Selangor. This area works to a reasonable knowledge to the previous related study and has a superior picture to the general research. The recorded variables utilized as a part of past studies under this area turn into a main variable other than comprehension of the progressions made all through the comparable theme through the time. In this manner, this segment is critical to shed light and provide guidelines for further clarifying what relationship between personality traits and job satisfaction.