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5.6 Summary
Discussion

5.1 Introduction

The results obtained in this study are discussed in this chapter. The findings related to Job Position, Personality and Job Satisfaction are explained with reference to past theories. Explanations are also offered based on the particularities of the settings in which this study was conducted. An effort is made to make sense of the findings in terms of understanding the nature of the variables studied and in terms of the application to the organizations.

5.2 Job Position and Personality

In this section, the results of General Linear Model - Multivariate Analysis of Variance (GLM - MANOVA), which was conducted to find how different personality variables differ across the hierarchical job positions, are discussed. Here the (categorical) grouping variable was Job Position having three levels of Low, Middle and High. The (interval) dependent variables were the five factors of the personality, namely, Neuroticism, Extraversion, Openness, Agreeableness and Conscientiousness.

5.2.1 Neuroticism

The Low, Middle and High job positions differed significantly on Neuroticism, $F(2, 280) = 6.30 \ p < .01$. 

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The trend analysis using polynomial contrasts showed a significant linear trend \((p < .001)\).

It can be seen that (see Graph 4.1), managers in higher job position had lower Neuroticism score. Personality is often studied in I/O psychology as an important antecedent to various job attitudes and behaviors. Although this factor is named Neuroticism, at its other end what exists, as what has been named as one of the Big-five taxonomies - Emotional Stability. Overall, Neuroticism is known to be a trait associated with maladjustment and dysfunctional emotionality - behaviors that hinder performance in all areas. Studies have already shown the negative relation between Neuroticism and performance (Barrick & Mount, 2000; Hurtz & Donovan, 2000).

Managers low on Neuroticism (or high on emotional stability) are capable of effective behavior especially in the organizational settings. As one has to work in teams and often has to lead them, experience of negative emotions (worry) or display of them (anger) seldom proves to be effective in long term. It can be argued that, from what the results point at, employees having lower Neuroticism have greater chance to be in senior positions owing to greater effectiveness in terms of work and a better reception from others when it comes to teams of coworkers, subordinates and superiors.
5.2.2 Extraversion

Extraversion did not show any significant difference across the job positions, $F(2, 280) = .78$ $p = .45$. The mean level of extraversion found in all the three job positions were close to each other. Extraversion, which is otherwise seen to be associated with positive interpersonal relationships is in general favorable for effectiveness at workplace. But seeing more deeply, this may be true only in specific jobs like those of marketing or those involving interactions with people. The results of this study were based on a sample derived from a population of managers in a large manufacturing industry. Here, extraversion, as such didn’t seem to pay off for getting higher grades and promotions in order to reach higher on the ladder of job positions.

5.2.3 Openness

Openness too, did not show any significant difference across the job positions, $F(2, 280) = 1.33$ $p = .27$.

Openness is a factor which consists of facets of fantasy, aesthetics, feelings, actions, ideas and values. It will be difficult to say that this factor is completely unrelated to one’s job position. Of course, it is definitely less related than other factors like Conscientiousness and Neuroticism. An explanation for not finding difference on Openness, can again be based on the
nature of work and activities that go on in a large manufacturing unit. The kind of activities are diverse and not necessarily involving artistic creativity or having much to do with feelings. A detailed comment on this factor can only be made if we have the facet scores of this factor. From the scores of this scale which measures broad domains, it can be concluded that scores on openness are unrelated to job position.

5.2.4 Agreeableness

The Low, Middle and High job positions differed significantly on Agreeableness, $F(2,280) = 9.17 \ p < .001$. The trend analysis using polynomial contrast showed a significant linear trend ($p < .0001$).

Keeping in mind the limitation of this analysis, which doesn't involve all the factors that may contribute to one's job position, results are discussed on the basis of personality as a single major dispositional variable which contributes to important job related variables in different and meaningful ways.

Businesses today are moving towards more and more team fashioned activities, where decisions are taken in groups. The old dictatorial model with a strict pyramid hierarchy and greater autonomy to the top people are becoming less popular and concepts like cross functional teams, strategies to involve many people in important procedures are sounding to be a better and a more
effective way of working. People high on Agreeableness definitely have the necessary (but not sufficient) qualities needed to be pro-people. On the other hand being too critical and aggressive definitely leads to being cornered at lower levels and if one is a too important figure to be cornered, it does attract unpopularity. The findings of the present study have shown that Agreeableness was positively related to job position. Senior managers reported higher Agreeableness than middle managers, and middle were higher than junior managers. The difference is explained in terms of the pro-people attitude which involves trust in others which could be an important feature exhibited by the senior managers as contrast to more dominating and individualistic nature of employees in lower job positions.

5.2.5 Conscientiousness

The Low, Middle and High job positions differed significantly on Conscientiousness, \( F(2,280)= 6.53 \ p < .01 \). The polynomial contrast showed a significant linear trend \( (p < .001) \). The graph 4.3 in the previous chapter shows that the difference between junior managers and middle managers on Conscientiousness is much higher than that between middle and senior managers, the senior managers being highest in Conscientiousness.
Along with Neuroticism, Conscientiousness is one factor, which is studied most for its obvious importance to various job behaviors. As we see the nature of work of employees of different job positions, one can note that responsibilities increase as one climbs the ladder of job positions. The behavior of a senior person has greater impact on the outcomes than that of those in lower positions. The characteristics of competence, order, dutifulness, achievement striving and self-discipline are obviously ones which aid in successful and effective functioning. These qualities result in better performance and exhibit a sincere attitude often reflected by punctuality, will and determination. As expected, the current study showed a trend indicating high mean Conscientiousness scores of higher job positions.

5.3 Job Position and Job Satisfaction

In this section, the results of General Linear Model - Multivariate Analysis of Variance (GLM - MANOVA), which was conducted to find how the job satisfaction differed across the hierarchical job positions, are discussed. Here the (categorical) grouping variable was Job Position having three levels of Low, Middle and High. The (interval) dependent variables were the five facets of job satisfaction, namely, Satisfaction with Work, Satisfaction with Pay, Satisfaction with Promotions,
Satisfaction with Supervisor, Satisfaction with People at Work and the global measure of Satisfaction in General.

5.3.1 Satisfaction in General

The job positions differed significantly on Satisfaction in General, $F(2,280) = 3.03 \ p < .05$. Looking at the Graph 4.4 or the descriptive statistics (Table 4.2), one can notice that the Low and Middle job positions scored equal on Satisfaction in General, whereas the High job position scored the highest. The Job in General (JIG) scale assesses one's satisfaction with one's job in general. This is the overall rating of one's job and points towards an attitude which is not specific to any particular aspect of job. It is interesting to note that the Low and Middle levels did not differ on this scale, indicating that there isn't much gain in satisfaction as one moves from Low to Middle, but being in High position definitely pays in terms of high job satisfaction. Some of the reasons for this are obvious and can be discussed in terms of authority and power. It seems it is more rewarding to be closer to top than just being one step ahead on the ladder of corporate hierarchy.

5.3.2 Satisfaction with Work

The Low, Middle and High job positions differed significantly on Satisfaction with Work, $F(2,280) = 9.24$
The trend analysis using polynomial contrast showed a significant linear trend ($p < .0001$).

For Satisfaction with Work, it was a highly significant upward linear trend. Employees in higher job positions are better equipped to accomplish their work. They have more resources. Having a sense of importance in terms of giving direction to the work at hand can be very satisfactory. On the contrary, those in lower job positions, many times, simply have to follow instructions and have little room to exercise their personal will. The sense of ownership is found more in senior employees than juniors. Thus, overall greater possibilities for producing results and autonomy regarding work methods and style may result in greater satisfaction with work of senior employees than their juniors.

5.3.3 Satisfaction with Pay

The Low, Middle and High job positions did not differ on Satisfaction with Pay, $F(2, 280) = .001$, $p = .99$. The figures show us that the satisfaction with pay was almost the same for all the job positions, indicating no effect of position on this facet of job satisfaction.

It seems that this particular facet of job satisfaction - a crucial one from layman's understanding - is not necessarily related to one's job position. It is evident that higher job positions are paid more than the lower. So simply a greater amount doesn't make one
happier! Here, it is important to consider the equity theory of job satisfaction (Adams, 1965). When what one gets is less than what one wants or deserves, one is dissatisfied. In this particular sample, the mean scores of different job positions on Satisfaction with Pay were surprisingly close to each other (13.98 for Low and Middle, whereas 13.96 for High job position). The possible range of scores was minimum 0 to maximum 27). Thus, we see that all the employees were averagely satisfied with their pay. It can be inferred that if a company has fair policies regarding pay, where there is no undue discrimination against any particular cadre or any special favoring of a particular class, then employees are not likely to differ in their satisfaction with pay.

5.3.4 Satisfaction with Promotions

The Low, Middle and High job positions differed significantly on Satisfaction with Promotions, $F(2, 280) = 3.74 \ p < .05$. Here too, the employees in High job position reported the highest satisfaction with promotions, but the difference between the Low and Middle job positions isn’t of a considerable magnitude.

This facet is about the attitude of employees about the policies that govern promotions. There are a few important things which need to be mentioned here, related to promotions. Organizations have a pyramidal design,
where there are fewer positions available as we go up the hierarchy. Naturally, the competition is more at bottom than towards the top, as one has to compete with more number of people at the lower job positions. The unpredictability of one’s promotion to the next higher job position is higher at the lower job positions.

Secondly, at higher job position, there is a greater scope for an employee to prove himself, owing to greater power and autonomy. This gives a sense of security in terms of seeing the possibilities of being promoted. Employees in high job positions have often participated in the decision making of promotions of their subordinates. This too adds to their greater understanding of, and being satisfied with, the promotion policies of their company. In this sample, similar to Satisfaction in General, the High job position reported highest satisfaction and the other two lower job positions were not very different in their mean scores.

5.3.5 Satisfaction with Supervisor

The Low, Middle and High job positions did not differ significantly on Satisfaction with Supervisor, $F(2,280) = 2.88 \ p = .06$. The figures show us that the Satisfaction with Supervisor just missed the critical $p$ value of .05. The polynomial contrast analysis showed a significant quadrilateral trend ($p < .05$). The officers in Middle job position were least satisfied with their
supervisors compared to those in Low and High job position. The officers in High job position show a slightly higher satisfaction score than those in Low job position on the 'Satisfaction with Supervisor' facet.

The significant quadrilateral trend indicated towards the fact that employees in the middle job position reported lower satisfaction with their supervisors. Almost in all other facets, results showed higher satisfaction for higher job positions. But satisfaction with supervisor seems not very dependent on the job position. Studies have already shown the importance of supervisor's personality on the subordinate's satisfaction with him/her (Smith & Canger, 2004).

5.3.6 Satisfaction with People at Work

The Low, Middle and High job positions differed significantly on Satisfaction with People at Work, \( F(2,280) = 7.85 \) \( p < .001 \). The polynomial contrast analysis showed a significant linear trend \( (p < .001) \), indicating higher satisfaction with people at work as we go up the hierarchy.

People at work include coworkers (colleagues), subordinates and supervisors. Everyone has people working with, under and above him/her. Naturally, most of the people around those working at lower job positions will be senior to them. For upper job levels, the number of
people directly or indirectly working under them are more. Studies have reported that the use of power and bullying is more focused at the lower job status employees (Hoel, Cooper & Faragher, 2001). Seniors have advantages in terms of communication and authority over their juniors, thus the experiences of being dominated or victimized are more frequent for lower job position employees than seniors. This very clearly has reflected by the results, which showed that employees of higher job positions are more satisfied with people at work than those in the lower job positions.

5.4 Personality and Job Satisfaction

In this section, the findings regarding relationship between personality factors and each of the job satisfaction facets are discussed.

5.4.1 Neuroticism

Neuroticism showed highly significant negative correlations with all the facets of job satisfaction and with the Satisfaction in General scale, except for the Pay facet. In fact, Pay was the only facet, which did not correlate with any of the personality factors. An explanation about this is provided in the next section.

The correlations for Neuroticism ranged from -.25 for Satisfaction with Supervisor to -.42 for Satisfaction with Work. All the correlations were negative and very highly significant. Job satisfaction has cognitive as
well as affective component to it. Neuroticism not only points to negative emotionality but also to the tendency to perceive things negatively (Emmons, Diener, & Larsen, 1985). The results show that higher one is on Neuroticism, one feels less satisfied with all the important aspects of job like work, people, promotions and supervisor. The same situation is assessed by people higher on Neuroticism negatively. What must be playing a vital role is the emotional state in which these people are most of the times. This makes them resistant to perceive the positive aspects of their environment, even at the time of assessment of their own satisfaction or dissatisfaction, people higher on Neuroticism respond under influence of negative affect and report greater dissatisfaction, irrespective of the aspect of the job or the situation around.

5.4.2 Extraversion

As bang opposite to the Neuroticism, Extraversion was positively correlated to all the facets of job satisfaction (again, except Pay). Although the relationship was significant, it wasn’t as large in the magnitude as that of Neuroticism. Here, almost all the correlations ranged from .21 to .24.

Extraversion is not just a trait associated with outgoingness and social interaction. As against Neuroticism, extraversion includes positive emotionality.
It comes with traits like optimism, cheerfulness and assertiveness, a much useful virtue in corporate life. If we say that it is the pessimism of people which makes them perceive a situation negatively, it is the optimism and light heartedness of extraverts which results in a positive correlation of extraversion with all the important facets of job satisfaction. There is a sense of freeness in extraverts which reflects in their expression of ideas and a lively interaction with others. The excitement seeking nature and cheerfulness not just adds to their own positive emotionality but in turn also fetches positive feedback from others. Overall, it is a happy story in the extraverts' camp!

5.4.3 Openness

Openness did not show any significant correlations with the facets of job satisfaction except for satisfaction with people at work where it showed negative correlation of - .12, which was significant but the magnitude was small. Thus, considering separately, openness doesn’t show any major relationship with job satisfaction.

Results point towards the fact that more one is open to change less he/she is satisfied with people at work. Those higher on Openness, display a unique trait which demands newness and action. It can be argued that as the Openness increases the boredom with the 'same old'
coworkers increases. In organizations, one works in departments which have relatively stable teams. The possible explanation for the negative correlation between openness and satisfaction with coworkers can be that these people’s need for novelty is not met in case of coworkers. They can’t choose whom to work with and thus they report dissatisfaction with people at work.

5.4.4 Agreeableness

Agreeableness showed positive correlations with all the facets of job satisfaction (except for Pay). Agreeableness is more associated with positive interpersonal tendencies than any other personality factor. This reflected in the results, yielding highest correlation of Agreeableness with satisfaction with coworkers. This was the exact reversal of the results with Openness. The positive outlook of agreeable people towards others, and to an extent towards situations, which is reflected in their being uncritical and compliant, goes with being satisfied with different aspects of job. Reporting dissatisfaction, in a way means to be critical and skeptical of the situation and put oneself before others and express against the organization. This is an attitude or behavior which is unlikely for the one who is high on agreeableness. Modesty, which is one of the components of agreeableness, may have played a vital role in these results. Thus, the
point to ponder is, do agreeable people really feel job satisfaction or it is just that they report it. And as a matter of fact, it is possible that along with reporting higher satisfaction, they may actually feel more satisfied too.

5.4.5 Conscientiousness

Like most other personality factors, Conscientiousness too was positively related to job satisfaction.

From the point of view of work, Conscientiousness is the most relevant personality domain. It includes a set of traits crucial for effective work behavior. A substantial amount of research already exists which links conscientiousness with work performance (Barrick & Mount 2000). This particular aspect was reflected in the results related to job satisfaction too. The highest of the correlations of Conscientiousness with the job satisfaction facets was with the Satisfaction with Work facet. Conscientiousness and Satisfaction with Work go together.

Apart from the explanation based on job performance, some other dominant characteristics associated with conscientiousness can be considered in order to understand the high correlations of conscientiousness with job satisfaction. Conscientious people like to work. It is one thing to like the work or an aspect of the work
on one’s job, this depends on the person’s nature and the nature of job and the person-job fit. But liking for the work itself is associated with the qualities of conscientious people (Organ & Lingl, 1995). These qualities include self-discipline and high achievement motivation. Dutifulness and other work related characteristics are closely associated with conscientiousness and thus, working can be pleasurable experience resulting in higher job satisfaction.

5.5 Job Position, Personality and Job Satisfaction

So far we discussed results considering relationship between pair of variables. This gave an idea of how each variable relates to other variables. This analysis helps understand the relationships which several variables hold with each other. In this section, the results of regression analysis are discussed which was carried out to measure the effect of personality and job position on job satisfaction. One’s scores on each personality factor and one’s job position were the predictors and the criterion variables were the facets of job satisfaction. The analysis was a test of potential of each of the predictors to predict and explain variance in the criterion variables.

5.5.1 Satisfaction in General

The Job in General (JIG) scale measured employees’ satisfaction in general. This was one’s overall rating of
one’s job. The regression analysis showed that Neuroticism and Openness as significant predictors of Satisfaction in General. Keeping all other variables constant, Neuroticism emerged as the strongest predictor. Both these variables had a negative relationship with Satisfaction in General, the relationship of Neuroticism being higher in magnitude than that of Openness. Although all other personality factors showed significant correlations with job satisfaction, in the regression analysis only the effect of Neuroticism and Openness was seen to impact Satisfaction in General significantly.

Neuroticism and negative affect have a close relationship. The characteristics of Neuroticism and their relation to job satisfaction have already been discussed at length in the previous section (see 5.4.1). What needs special attention here is rather surprising finding showing the negative effect of Openness on job satisfaction. Unlike Neuroticism, it is hard to find a direct link between Openness and dissatisfaction with job. The finding here seems more specific to the nature of organization one works in. The industry from where the sample was derived is a larger manufacturing unit. The most emphasized activity here is the production. Unlike designing or such similar jobs, which involve more of intellectual and creative faculties, production on shop floor is a rather mechanical activity with the major
focus being on producing the goods. The main issue and concern in the present industry in daily functioning was achieving the target production. The problems involved were breakdowns either due to technical issues in the machines or supply inconsistencies, either from an internal department or outside vendor. The scene narrated above is not uncommon to any manufacturing industry. In fact, production is often the sole standard on which the efficiency of a plant is judged (of course the issues related to quality are included in this). It seems, the need for novelty, creativity and intellectual endeavors remain largely unfulfilled in such kind of workplaces. The researcher hypothesizes that in other industries like those involved in designing or in case of those employees involved in the creative aspect of software development, etc., Openness would show a positive relationship with general job satisfaction, as opposed to the results of this study.

5.5.2 Satisfaction with Work

The regression model consisting personality and job positions explained 24% of variance in Satisfaction with Work. Here, Neuroticism, Conscientiousness and job position emerged as significant predictors. An explanation of Neuroticism and Conscientiousness has been given in the previous section, especially focusing on the relationship between Conscientiousness and work.
Although, Conscientiousness is more related to work than any other personality factor, Neuroticism still was the strongest predictor of (low) Satisfaction with Work. The magnitude of relationship of Neuroticism was greater than that of Conscientiousness. Thus, it can be inferred that though Conscientiousness leads to satisfaction with work, the negative impact of Neuroticism is stronger. For those who are high on Conscientiousness and also high on Neuroticism, there is a likelihood that there will be strong tendencies to remain dissatisfied with work (in spite of being conscientious), owing to the larger impact of Neuroticism.

5.5.3 Satisfaction With Pay

Satisfaction With Pay has been one facet which has stood out in this study. It was simply unrelated to any of the other variables of this research. It did not show any correlation with any of the personality factors, neither there were any differences on satisfaction with pay across the job positions. In fact all the correlations were very close to zero and the regression model too yielded no significant results. All these results point towards the fact that satisfaction with pay has nothing to do with one’s disposition, i.e. in terms of one’s personality, neither with one’s job position. As the job status increases, one’s pay too increases. But implication of higher or lower pay on satisfaction with
pay has not been reflected in any of the analyses of this study.

On the other hand, the common sense logic sees pay to be the sole driving force for people, influencing a lot of important work related behaviors including choosing a job or quitting it.

The data of this study shows that all the employees in this particular industry are about averagely satisfied with their present pay. It can be argued, based on the findings of this study, that employees' perception and evaluation of their pay is not influenced by their personality. Or, people are more objective while reporting their satisfaction regarding their salaries. In this scenario, it is also important to comment on the overall financial status of the company in which the research was carried out. This company was India's one of the top companies in terms of the salaries given. Thus, on an average, employees can be expected to be happy with their pay, based on this factual information.

Indian economy, though consistently growing, faces some critical problems like those of inflation and the cost of living going up very year. Now, as a national problem, all are faced with this situation equally. Thus, on the one hand a 'fair' pay package from company helps one to be satisfied, and on the other hand the demands put on the pocket by increasing prices 'keeps a check' on
the satisfaction levels. These are the probable situation based explanation for the findings obtained in the study, as no evidence was present for linking the satisfaction with pay with any dispositional variable studied.

5.5.4 Satisfaction with Promotions

Like the significant determinants of most other facets of job satisfaction, here too, Neuroticism and Openness have emerged as significant predictors of Satisfaction with Promotions. The relationship of both these factors with Satisfaction with Promotions is negative. Neuroticism is negative emotionality consisting of emotions of worry and also probably mistrust. Considering the overall negative impact of Neuroticism on all the job attitudes and job behaviors, it is obvious that very few employees having relatively higher Neuroticism scores would get promoted fast. With already a predisposition to perceive things negatively, employees higher on Neuroticism can be considered to have less faith in ‘fairness’ of promotion policies. In addition, having low self-esteem may result in lack of belief in one’s ability to get promoted. Thus, in case of Neuroticism, it can be said that they may have personal reasons as well as reasons which they may think as objective for not being satisfied with promotion policies and their own promotions.
On the other hand, it is sure that the same explanation will definitely not work in case of Openness. We know that there is little common between these two factors. It is argued here that in such kind of industries as one from where the sample is derived, people higher on Openness are somewhat misfit. This has been shown by strong negative relationships between Openness and some other facets of job satisfaction. It was noticed in the previous section how people higher on Openness were in general dissatisfied with their jobs. Although, this negative relationship of Openness with job satisfaction is more pronounced in some facets, it seems to affect job satisfaction in a generalized way. The organizational policies are conventional to a great extent and even the structure and functions are too monotonous for those high on Openness. There seems to be some kind of stagnation which is felt more strongly by these people. A typical employee, who scores high on Openness, will want things to move faster in life. The need for change is more than that for consistency. Unfortunately, manufacturing units are bound by a repetitive kind of atmosphere, and in fact, more one sticks to convention, better the results for daily functioning of units. This has been well reflected by reports higher satisfaction of those who are conservative and overall low on Openness (and thus, low on fantasy,
ideas and creativity!). No wonder, an employee higher on Openness is dissatisfied with the slow promotions along with dissatisfaction on other facets.

5.5.5 Satisfaction with Supervisor

Leaving aside the person at the very top, everyone in a workplace is ‘blessed with’ someone called as ‘boss’ - the supervisor. When it comes to being happy or unhappy with one’s supervisor, a layman would quickly say that it all depends on the supervisor, whether he/she is simple and kind or crooked and dominating. Though it is true to some extent, the question to ask is if there is anything in one’s personality which affects one’s satisfaction with supervisor, irrespective of the supervisor’s personality? The only answer, as far as the results based on the five-factor model in this study, is Neuroticism. Although the overall model specified for regression, having personality and job position as the predictors of Satisfaction with Supervisor, was a poor fit, the overall relationship was highly significant. The only significant individual factor was Neuroticism, negatively related to Satisfaction with Supervisor. The finding shows that having lower score on Neuroticism could well predict Satisfaction with Supervisor. This indicates that even in a professional supervisor-subordinate relationship, which is highly dominated by various organizational and
hierarchical factors, a lot depends on one’s predisposition to be satisfied or not.

5.5.6 Satisfaction with People at Work

In the regression analysis predicting Satisfaction with People at Work, all the personality factors, except, Conscientiousness emerged as significant predictors. As one would guess by now, Neuroticism and Openness were negatively related to Satisfaction with People at Work, with a difference being that this time Openness had stronger effect than Neuroticism. Both Extraversion and Agreeableness were positively related to Satisfaction with People at Work. In some of the previous sections, the discussion about Extraversion and Agreeableness described how these factors are related to interpersonal relations. Results indicate that introverts are dissatisfied with people and same is the case with dominant, critical (low on Agreeableness) people. The results here are based in organizational settings. Teamwork and team spirit are important characteristics of work life. It is very difficult to be completely by yourself (low on Extraversion) or go on exerting yourself on others (low on Agreeableness) and be effective and functional in organizations. Both these attitudes not only hinder organization’s growth but also indicate negative implications on being satisfied with coworkers.
5.6 Summary

In this chapter, all the results and findings of the study were discussed. All the results were tried to be explained based on theoretical framework and the organizational settings in which the study was conducted. A detailed summary for this entire research work will be given in the next chapter.