

A Review of Impact of Personality Big Five, Self-Efficacy and Autonomy on Job Satisfaction Among Employees

Abdah Ishak*, Mastura Mahfar, Halimah Mohd Yusof

Faculty of Management, Universiti Teknologi Malaysia, 81310 UTM Johor Bahru, Johor, Malaysia

*Corresponding author: abdah@utm.my

Abstract

Job satisfaction is predicted to influence employee's decision, behavior and productivity in the organisation. Previous studies had shown a significant relationship between job satisfaction and employees' satisfaction. The purpose of this study is to investigate the impact of Personality Big Five dimensions, self-efficacy and autonomy on job satisfaction. The review will explain the influence of self-efficacy between Personality Big Five and job satisfaction and the link of autonomy between self-efficacy and job satisfaction mostly on employees' satisfaction.

Keywords: Personality big five, self-efficacy, autonomy, job satisfaction

Abstrak

Kepuasan kerja diramal akan mempengaruhi keputusan, tingkah laku dan produktiviti pekerja dalam organisasi. Kajian-kajian lepas telah menunjukkan hubungan yang signifikan antara kepuasan kerja dan kepuasan pekerja. Tujuan kajian ini dijalankan adalah untuk menyelidik kesan dimensi Personaliti *Big Five*, efikasi sendiri dan autonomi terhadap kepuasan kerja. Kajian ini akan menjelaskan pengaruh efikasi sendiri antara Personaliti *Big Five* dan kepuasan kerja dan hubungan autonomi antara efikasi sendiri dan kepuasan kerja terhadap kepuasan pekerja.

Katakunci: Personaliti *Big Five*, efikasi sendiri, autonomi, kepuasan kerja

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1.0 INTRODUCTION

An organization needs to change in line with globalization. Technology development and human resources would be involved in the process of adapting into the changing technologies (Liao *et al*, 2008). Technological knowledge, skills and competency are important assets for both individual and organization (Liao *et al*, 2008). These assets are able to improve the performance of the organization and will increase job satisfaction if they are deeply recognized (Myung *et al*, 2012). Job satisfaction is predicted to influence employment decisions in everyday life, influence behavior, affects employee's morale, commitment and productivity (Carlos *et al*, 2012). In this study, job satisfaction is reviewed because it will assist organisation to develop effective strategies on employee's satisfaction, provides great benefits in acquiring potential staff and ensuring the future of individuals (Homa *et al*, 2014).

According to Klaus (2012), job satisfaction is defined as the positive emotional state of one's work experience or the pleasure of working, varying according to one's perception and influenced by aspects of the work environment. Job satisfaction is a repeated behavior that requires constant management which will enhance performance and behavior of the organization (Saifuddin *et al*, 2012). The determinant of job satisfaction is subjective, has a broader meaning and does not depend on the nature of the job or regulations but through one's perception and evaluation which involves many factors such as wages and working conditions (Felissa, 2004). Oladipo *et al*, (2014) asserted that job satisfaction involves individual's satisfaction intrinsically (ability, initiative, relationships with others) and extrinsically (salary, promotion, welfare), work performance, what employee felt about his job and emotional reactions between feeling and work characteristics (Vivian, 2005).

Previous studies had shown that job satisfaction is also important to retain employees in an organization and bring an impact on the organization in achieving its goals (Heidi, 2012, Judge *et al*, 2002). Job satisfaction also will spark enthusiasm in doing work and profitable to the organization, whereas employees who are not satisfied will face frustration, demotivated and thus, it will increase the turnover (Jusuf, 2012). Gauri (2013) investigated among staff members of nine different long-term care facilities located in different parts of southern US showed that employees who faced roles conflict and workload experienced decreasing in work performance, thus decrease in personal satisfaction will affect the quality of care given to their patients and the organization's performance. Whereas, employees who achieve job satisfaction will understand customers' needs, have better interaction with customers and fulfill customers' requirements

(Ramendra *et al.*, 2013, Pettijohn *et al.*, 2002). The consistent findings prompted that further research need to be carried out to investigate on job satisfaction (Fauziah *et al.*, 2009).

Beside that, the researcher will investigate the relationship between personality and job satisfaction because past studies have shown that personality is also an element that influenced job satisfaction (Chang *et al.*, 2010). According to Zainal *et al.*, (2009) personality has become a favorite topic of many researchers and many theories of personality have been established to explain individual's behavior. Personality is defined as individual's attitude which influenced the emotion, motivation, cognitive and readiness of the mind to react in a certain way (Homa *et al.*, 2014). Employee behaves based on their own personality and this provides information on how an employee reacts in different situations (Heidi, 2012). The relationship between personality and job satisfaction is an important element in determining the employee's efficiency, high performance and productivity in the organization, thus relatively alert the organization to be more attentive in enhancing intrinsic motivation and in implementing human resource management policies effectively (Chang *et al.*, 2010).

On top of that, the researcher will investigate the influence of self-efficacy between Personality Big Five and job satisfaction because by adding its effects on job satisfaction, self-efficacy is perceived as a cognitive mechanism that controls one's behaviour, influences feelings, ways of thinking, ability in implementing and managing tasks effectively (Rita, 2000). Self-efficacy has been growing in modern organizations and influences an individual's actions intrinsically and extrinsically in decision-making, work-related problems and goal setting (Sven, 2008). Self-efficacy has an impact on attitude, making judgments wisely enhance individual's work performance in a variety of ways include mastering difficult and challenging tasks (Aikaterini *et al.*, 2014). Self-efficacy is a self-development that contributes to high commitment and achievements, able to reduce depression, stress and failures (Oyewumi *et al.*, 2012). An individual with high self-efficacy is independent, smart in controlling and commanding, efficient in addressing his tasks, comfortable in his jobs, able to overcome pressures in work and able to achieve organizational goals (Ulfiani *et al.*, 2014).

Hence, in the organization, self-efficacy is also an important and effective predictor to evaluate employee job satisfaction, bring implications for the recruitment and retention of employees (Hui-Fang, 2007). The relationship between self-efficacy and job satisfaction is consistently correlated in determining the potential and performance of a task (Jacqueline, 2005). A research on professional salespeople has supported this relationship and it has shown that employees who are tenacious and efficient are capable of carrying out their duties and achieve job satisfaction in their work accordingly (Michael, 2010). The effectiveness of self-efficacy on job satisfaction will increase if the employers are able to meet the employees' needs (Lauren, 2010).

In addition, the researcher is prompted to investigate the roles of autonomy in the relationship between self-efficacy and job satisfaction among employees because autonomy also influenced the behavior, intrinsic motivation and efficiency of the workers (Peter *et al.*, 2003; Michael *et al.*, 2013; Naqvi *et al.*, 2013). Autonomy is defined as a freedom given to someone to use their own knowledge and to determine, select and control work schedule according to capabilities (Myung *et al.*, 2012). The integration of freedom and autonomy is a positive working experience that has a major influence in organizing tasks, working methods and it is predicted to moderate job satisfaction (Einar *et al.*, 2014; Anh *et al.*, 2003).

1.1 Objectives of the Study

The research objectives are as follows;

1. To identify the impact of Personality Big Five dimensions on job satisfaction among employees.
2. To identify the impact of Personality Big Five dimensions on self-efficacy among employees.
3. To identify the impact of self-efficacy on job satisfaction among employees.
4. To identify the impact of self-efficacy as mediator between Personality Big Five dimensions and job satisfaction among employees.
5. To identify the impact of autonomy as moderator between self-efficacy and job satisfaction among employees.

2.0 LITERATURE REVIEW

2.1 Job Satisfaction

Job satisfaction is defined as the positive emotional state of one's work experience or the pleasure of working (Klaus, 2012). The determinant of job satisfaction is subjective and does not only depend on the nature of the job but also the perception and one's evaluation (Chang *et al.*, 2010). Jamie (2009) has studied on the work environment and job satisfaction affirmed that employees are the main success in an organization. Employees who are committed, confident and achieved job satisfaction are making significant contribution to the organization. Even, positive attitude also plays an important role which may leads to mutual help, cooperation and respect with co-workers to provide better quality services. Job satisfaction is the significant construct in organizational behaviour and psychology research which relates to individual's personality, outcomes and direct impact on one's work environment (Judge *et al.*, 2002; Chang *et al.*, 2010). Besides, it present implications and levels of individual or organization's behavior which happens to show the quality of life at work and the main determinant for maintaining the organization's employees (Chang *et al.*, 2010; Lottie, 2013).

Job satisfaction is a key component in individual's life which positively influence efficiency, performance and outputs. Most studies in occupational research normally focus to investigate in working conditions, job specifications, and relationships in workplace, job schedules, job security, responsibility, promotion, remuneration, leadership styles and organizational policies. Previous studies has shown that job satisfaction improved individual's personality, outcomes, direct impact on one's work environment, quality of life and can avoid frustration, demotivated, decreased work performance and turnover (Chang *et al.*, 2010; Jusuf, 2012; Lottie, 2013). Oyewumi *et al.*, (2012)

stated that in education context, employees who achieve job satisfaction able to provide good service for students and contribute to world ranking university (Edward *et al*, 2009).

On the other hand, Herzberg (1966) has developed Two Factor Theory which is useful to measure hygiene and motivator factors in job satisfaction. Job satisfaction is divided into internal features of the intrinsic (skills, job control, responsibility, challenge) and external features of extrinsic (salary, working conditions, relationships, security, conditions of employment). Both features are related positively to job satisfaction and influences individual's life, efficiency, performance, outputs and as an instrument associated with the work (Cohrs *et al*, 2006; Chang *et al*, 2010; Peter *et al*, 2003). Individually, job satisfaction influenced personality characteristics, reflects the attitude, affective evaluation of employee's satisfaction in determining employee commitment to the task, quality of service, working experience thus leads to organizational performance in future (Aikaterini *et al*, 2014). Employee, who achieved job satisfaction, tends to become more effective, productive, showed positive attitudes and emotions in profession and organization (Naqvi *et al*, 2013). Previous studies have shown positive relationship between employee's behavior and job satisfaction (Edward *et al*, 2009; Cohrs *et al*, 2006; Ismail, 2012). Thus, the findings have urged the employers to develop effective strategies on employee job satisfaction and to enhance positive working behavior (Homa *et al*, 2014).

2.2 Personality Big Five

Numerous studies have proved that employees behaved according to their own personality. Understanding employee's personality is vital to provide helpful information on how employee reacts in different situations (Heidi, 2012). Employee's personality is seen as a universal form, appears as a unique combination of concrete, positive and negative impacts (Ferguson, 2009). In this study, Personality Big Five is selected because it is often used to predict a person's behavior (Hui-Fang, 2007). Accordingly, Personality Big Five has provided the basic characteristics of the construction of self that says each individual has a level of consistency and differences themselves. Personality Big Five refers to an individual's consistent patterns of thought and attitude (Adrian *et al*, 2009). Personality Big Five also refers to individual's emotion in interaction and effective communication in response of work events or work conditions (Gellatly *et al*, 2001).

In this study, Personality Big Five model will be used to predict a person's behavior (Heidi, 2012). Personality Big Five is an adaptable structure across culture, measurable and use as references (Isabel *et al*, 2013). This model classified five dimensions that are increasingly popular with the acronym OCEAN (openness, conscientiousness, extraversion, agreeableness, neuroticism) to describe individual differences. Furthermore, Personality Big Five dimensions were consistently associated with job satisfaction and each dimension refers to the aspect of individual personality (Hui-Fang, 2007) which consists of five dimensions; i) *openness* relates to individual who is imaginative, understanding, curiosity, sensitive, high potential, intellectual and open-minded, ii) *neuroticism* relates to individual who is emotionally unstable, has unpleasant thoughts and distractions, iii) *agreeableness* relates to individual who are helpful, simple, generous and sympathy, iv) *conscientiousness* relates to individual who is hardworking, active, committed, consistent, responsible, organized, systematic and efficient, and v) *extraversion* relates to individual who is optimistic and sociable.

Personality Big Five is often used in studies associated with job satisfaction (Heidi, 2012). Besides, this model is user-friendly, easy to understand and is able to determine the relevance of personality and personal achievement on a global level (Rita, 2000). Each personality trait will show individual's uniqueness, ability and differences in achieving own personal goal, improve performance and adaptation to society (Homa *et al*, 2014). The model of Personality Big Five has gained great interest in determining the level of self-job satisfaction at the global construct level (Kyle, 2012; Daniel *et al*, 2002). Some aspects of the personality and each stage personality have provided relevant information, even plays an important role influencing each individual to succeed in achieving job satisfaction (Azizi *et al*, 2012).

Previous studies have shown positive relationship between Personality Big Five dimensions and job satisfaction such as Judge *et al*, (2002) studied on 163 independent samples and Michael (2010) researched on 51 employees in Kansas has proved similar results that dimension of conscientiousness and agreeableness are significant predictors on job satisfaction. In addition, other dimensions such as extraversion is correlatedly positive in a variety of jobs among executives (Seibert *et al*, 2001; Vivian, 2005; Zimmerman, 2008; Heidi, 2012), openness is related with mastery training (Heidi, 2012), whereas neuroticism has a negative relationship with job satisfaction due to its unstable thoughts and distractions in completing tasks (Heidi, 2012).

The importance to investigate the relationship between Personality Big Five dimension and job satisfaction has revealed that dispositional tendency of personality differences were significantly and extrinsically consistent with job satisfaction (Jamie, 2009). Klaus (2012) confirmed the relationship between Personality Big Five dimensions and job satisfaction on 354 employees from 12 organizations in Singapore and Daniel *et al*, (2002) studied on 153 university employees from various professions. The findings have shown a significant correlation between Personality Big Five dimensions and job satisfaction. In conclusion, Personality Big Five is useful in the field of organizational psychology and education, has strength in making positive contribution to better understanding individual's personality differences, has validity and reliability in predicting the relationship between personality and job satisfaction (Heidi, 2012).

2.3 Self-Efficacy

Self-efficacy has been growing in modern organizations and by adding its effect on job satisfaction, self-efficacy seen as a cognitive mechanism that control one's behaviour, influencing feelings, ways of thinking, ability in implementing and managing tasks effectively (Rita, 2000). Self-efficacy influences individual's actions intrinsically and extrinsic in decision-making, work-related problems and goal setting (Sven, 2008). Self-efficacy has an impact on attitude, making judgments wisely enhance individual's work performance in a variety of ways include mastering difficult and challenging tasks (Aikaterini *et al*, 2014). Self-efficacy is a self-development that contributes to high commitment and achievements, able to reduce depression, stress and failures (Oyewumi *et al*, 2012). An individual with high self-efficacy is independent, smart in controlling and commanding, efficient in addressing his tasks, comfortable in his jobs, able to overcome pressures in work and able to achieve organizational goals (Rita, 2000; Judge *et al*, 2002).

According to Bandura (1982), self-efficacy is generally defined as the judgment of ‘how well one can execute courses of action required dealing with prospective situations’ and can be altered by behaviour, internal personal factors in the form of cognitive, affective, biological events and external environment. Self efficacy is also defined as the beliefs in one’s own capabilities, level of motivation and actions to perform in various situations, thus can be serving as a potential mediator in human agency and a major basis for action. Self-efficacy is strongly related to actual and future career performance, capability to perform well in a given situation or encounter effectively. Furthermore, self-efficacy has been linked to such important occurrences as the selection of goals, effort expenditure, task persistence, affective experiences and the worth of one’s analytical cognitive performance. The ability to achieve goals is likely to result in the realization of one’s objectives, the development and exercise of personal control using their skills successfully (Amna *et al.*, 2012).

On the other hand, Social Cognitive Theory (SCT) is useful to explain self-efficacy or human self-development individually (Lent *et al.*, 2006). Bandura (1986) has developed Social Cognitive Theory (SCT) in determining behaviour that is consistent compared from other constructs. The theory is used to explain human behaviour that consists of three factors including behaviour, personal and environmental which affects each other. SCT describes one’s perception of their ability to cope with diverse challenges, refrain or pursue certain behaviours (Robert *et al.*, 2008). According to Sven (2008), SCT involves learning and interaction behavior of individuals in private with biological and environmental factors. SCT influences actions, feelings, thoughts and beliefs of individuals to react. This reaction formed self-efficacy in performance of duties and enhance efforts in dealing with stress and adversity to achieve. In addition, self-efficacy is the belief and confidence to achieve something intentionally. Individuals have personal goals and thoughts of the future to achieve results. The individual will plan the strategy, structure and behavior of action to achieve the goal. This can be achieving through ongoing commitment with their task and social learning. Social learning is an individual cognition in social environment to reinforce their abilities in work and is also known as self-efficacy (Sven, 2008).

In SCT, self-efficacy is the influence of internal self-control and regulated continuously, which operates in monitoring the behavior itself include the determining factor, reaction, impact on the environment as well as self-affective. A regulation of self-control is an important role of thoughts, actions and self-motivation which has been linked to such important occurrences as the selection of goals, effort expenditure, task persistence, affective experiences and the worth of one’s analytical cognitive performance. Significantly, the ability to achieve goals is likely to result in the realization of one’s objectives, the development and exercise of personal control using their skills successfully. Thus, SCT is helpful in explaining self-efficacy together with personality and job satisfaction which is consistent with current research (Robert *et al.*, 2008).

According to Jacqueline (2005) self-efficacy is formed since childhood and grew with age after going through a variety of situations, experiences, skills, understanding and assignments. Self-efficacy will increase each time the assignment was successfully completed and is strongly influences on the locus of control, behavior’s control, effort and motivation to succeed, consists of four sources, namely; i) mastery experiences - dominate the experience to strengthen self-efficacy when dealing with challenging assignments, ii) social modeling - continuously monitor a person's success will instil and effort to also do the same until succeed, iii) social persuasion - a positive persuasion or encouragement for someone to make him believe own ability and skills to succeed in his job. This helps the individual to overcome self doubt and focus on the task better, iv) psychology responses - own emotional reactions to certain situations and how to react self-efficacy on stress, challenges and difficult tasks.

In the organization, self-efficacy is an important and effective predictor to evaluate employee job satisfaction, bring implications for the recruitment and retention of employees (Hui-Fang, 2007). The relationship between self-efficacy and job satisfaction is correlately consistent in determining the potential and performance of a task (Jacqueline, 2005). A research on professional salespeople has supported this relationship and shown that employees who are tenacious and efficient are capable of carrying out their duties and achieve job satisfaction in their work accordingly (Michael, 2010). The effectiveness of self-efficacy on job satisfaction will increase if the employer able to meet the employees’ needs (Lauren, 2010). Self-efficacy will be increased from time to time to solve the problem (Homa *et al.*, 2014). The level of self-efficacy increased is parallel with the increase of job satisfaction. Once the problem is resolved, the risk and stress of work will decreases thus job satisfaction will be achieved. This will benefit the employer in order to maintain employee commitment, organizational performance and job satisfaction (Aikaterini *et al.*, 2014).

Other than that, in predicting the effectiveness of employee’s self-efficacy on job satisfaction, Lauren (2010) has investigated on 101 adults and Liao *et al.* (2008) studied on 485 respondents from government departments and private companies in China also proved that job satisfaction will increase if self-efficacy is deeply recognized, hence assist them to improve their efficiency.

2.4 Autonomy

Autonomy is defined as independence in controlling over work methods, personal initiative in scheduling daily work activities and own standards in determining working performance individually (Myung *et al.*, 2012). Scheduling of work involved in controlling the level of work activities and modifying a standard of performance (Blossom *et al.*, 2011). Autonomy encourages employees to think independently when responding to the challenges and problems of work. Autonomy also emphasizes a sense of responsibility, establishes job skills, emergence of self-efficacy and associated with job satisfaction in organizations (David *et al.*, 2001; Carlos *et al.*, 2012). Besides, autonomy enhance personal development and self-help employees in planning, setting, decides own careers, integrate more functions and role in the organization (Chia *et al.*, 2013). The integration of freedom and autonomy is a positive working experience that influential in organizing tasks, working methods and job satisfaction (Einar *et al.*, 2014).

In this study, Self-determination Theory (SDT) is selected because it has the elements of autonomy that foster personal development and lead to job satisfaction (Adalgisa *et al.*, 2013). SDT is a macro theory associated with motivation and focus on self-determined behavior (Visser, 2010). Edward *et al.* (2008) stated that SDT is an empirical theory that describes self-development and human safety. Roger (2013) explained that SDT is a motivation approach of individual’s behaviour, personal factors and social environment which affects the autonomy of employees to work independently without supervision. SDT describes intrinsic motivation which drives performance and predicts job satisfaction. Intrinsic motivation associated with autonomy control which initiates the individual to respond positively to the challenges of work. Challenges in work will contribute to high competence in work performance and external support enhances satisfaction (Michael *et al.*, 2013).

SDT consists of three elements; i) *autonomy* refers to the desire to set their own actions independently, ii) *competence* refers to the desire to be able to affect the environment and iii) *relatedness* refers to the desire associated with the social group. SDT explained that the elements of autonomy is important in improving own work setting, control own actions to produce effective outcomes and healthy behavior. SDT also stressed on the relevant virtues of autonomy in optimal working efficiency. Autonomy consistently increases energy of self-regulation. Other than that, SDT outlines the concept of individual differences and strengths compared to other individuals in life goals that dominate their work. Eventually, individuals have their own principles without others influence, feature positive behavior with a sense of responsibility, foster personal development and lead to job satisfaction to meet the organization's goals (Edward *et al*, 2008). Previous studies on 3,973 government employees in 18 countries of Europe have also proven that autonomy able to promote job satisfaction (Myung *et al*, 2012).

■3.0 HYPOTHESES DEVELOPMENT

Job satisfaction can be conceptualized as a function of working conditions that depends on various factors including Personality Big Five (Cohrs *et al*, 2006). Personality Big Five is a positive predictor that strongly supported job satisfaction (Daniel *et al*, 2002; Klaus, 2012; Chang *et al*, 2010; Adrian *et al*, 2009; Joyce *et al*, 2003). The importance of the relationship between Personality Big Five and job satisfaction is overwhelming in organizational psychology (Nikos, 2004). The positive influence of Personality Big Five on job satisfaction has revealed employee's behavior towards his work quality, innovative, behavior in learning new skills and performance (Adrian *et al*, 2009; Jamie, 2009).

According to Heidi (2012) Personality Big Five have shown consistently that each of his dimensions has positive influenced on job satisfaction. This has been demonstrated by Vivian (2005) who studied on 5,932 employees in the United States and indicated that employees who have a positive attitude towards work are able to achieve job satisfaction. Meanwhile, other psychologists have proved that several dimensions are positive on job satisfaction such as Klaus (2012) studied on 354 head of departments from 12 organizations in Singapore and discovered only dimension of conscientiousness, extraversion, agreeableness and neuroticism were significant with job satisfaction. Whereas, Michael *et al*, (2006) reviewed on 141 customer service employees at fast food stores in the United States and proved that dimension of extraversion, agreeableness and neuroticism were positive with job satisfaction.

Besides, Cheng-Liang *et al*, (2014) also studied on 360 workers from 31 financial organizations in Taiwan have discovered only dimension of extraversion was positive with job satisfaction, whereas the dimensions of openness, conscientiousness, agreeableness and neuroticism were negative with job satisfaction. In addition, Cohrs *et al*, (2006) studied on 1,065 professional employees in Germany discovered only dimension of neuroticism was positive on job satisfaction. Chang *et al*, (2010) studied on 314 nurses from two hospitals in Taiwan has shown positive relationship between personality traits and job satisfaction, thus proved the important of Personality Big Five dimensions in evaluating job satisfaction. This indicates that job satisfaction is not only related to extrinsic factors but is also associated with personality differences. Although the work involved norms and obligations, personality traits still affect employee's expectation or perception to achieve higher job satisfaction (Chang *et al*, 2010; Klaus, 2012). Based on the previous studies indicated that differences in personality traits and interaction with job satisfaction is useful in explaining an individual working conditions. Thus, the following hypotheses have been established;

- Ha1: The dimension of openness will correlate positively with job satisfaction among employees.
- Ha2: The dimension of conscientiousness will correlate positively with job satisfaction among employees.
- Ha3: The dimension of extraversion will correlate positively with job satisfaction among employees.
- Ha4: The dimension of agreeableness will correlate positively with job satisfaction among employees.
- Ha5: The dimension of neuroticism will correlate negatively with job satisfaction among employees.

Apart from Personality Big Five model is used to predict the individual's behavior on job satisfaction, there are other factor that supported known as self-efficacy (Felissa, 2004). Hui-Fang (2007) emphasized that Personality Big Five is a personal trait, thinking, behavior and emotion that is related with self-efficacy. This was supported by Rita (2000) who studied on 131 trainees at Northern Arizona University, USA and proved that self-efficacy is positively associated with job satisfaction, whereas the dimension of agreeableness plays an important role to increase the level of self-efficacy. The findings assist in understanding the role of self-efficacy and its effectiveness in organisation.

Carlos *et al*, (2012) investigated on 266 bank employees in Portugal and discovered that the dimension of openness is positively correlated with self-efficacy, thus proved that self-efficacy influenced employee's satisfaction and will increase high remuneration in the organization. In addition, Byunghwa *et al*, (2011) studied on 980 insurance' employees in South Korea and indicated that the dimensions of extraversion and conscientiousness are positive with self-efficacy. The differences in personality traits will affect self-efficacy and understanding it will assist the organization to provide training or programs for employee. This statement is supported by Sven (2008) who studied on 356 professionals in the UK that dimension of agreeableness and extraversion able to predict employee's self-efficacy.

Other than that, self-efficacy is a specific domain that is useful to understand the individual's behavior and work activity. This statement was supported by Gary *et al*, (2011) who investigated on 157 people in the US and discovered that dimension of conscientiousness was positive with self-efficacy. Whereas, Hui-Fang (2007) who studied on 428 workers in Taiwan fitness center indicated that Personality Big Five dimensions were positive with self-efficacy. The findings suggested that self-efficacy is important in exploring and enhancing the individual's ability to focus and believe what they can accomplish. Based on the statements, self-efficacy is an important variable that will produce the desired results. Therefore, the following hypotheses are developed;

- Ha6: The dimension of openness will correlate positively with self-efficacy among employees.
- Ha7: The dimension of conscientiousness will correlate positively with self-efficacy among employees.
- Ha8: The dimension of extraversion will correlate positively with self-efficacy among employees.

Ha₉: The dimension of agreeableness will correlate positively with self-efficacy among employees.

Ha₁₀: The dimension of neuroticism will correlate negatively with self-efficacy among employees.

According to the Social Cognitive Theory, self-efficacy is the best predictor and a catalyst for positive change in job satisfaction (Laura *et al.*, 2010). Therefore, self-efficacy variables should be included in this study and these statements are supported by Jennifer *et al.* (2009) and Nicola (2014). According to Melissa (2013) self-efficacy provides many benefits in upgrading skills, efficiency, tenacity, setting goals, making appropriate planning and sustainable strategy for the organization. In the process of learning and improvement of individual skills, self-efficacy acts as predictor that is capable of detecting any occurrence of complexity behavior and capable to determine future actions or long-term outcomes for the organization (Scholz *et al.*, 2005).

Jacqueline (2005) investigated on 160 professors at Ohio State University, USA and Allison (2009) studied on 137 psychology doctors at the community center, US and both studies have shown that self-efficacy positively affect job satisfaction. They concluded that employees who have high self-efficacy will continue to work successfully and associate the success within them. In other words, the increment of self-efficacy is parallel with the increment of personal achievement or satisfaction. Therefore, this indicates that employees, who have high self-efficacy, work harder and able to achieve job satisfaction consistently. In addition, Jamie (2009) has reviewed over 184 hotel workers in south Florida; the United States proved that self-efficacy had a positive impact on job satisfaction. He said when job satisfaction increased; individuals have a level of competence and confidence in his work, whereas individual with high self-efficacy showed that he is capable of handling challenges for a better performance. Therefore, self-efficacy is associated with a strong impact of behavior and ability in work satisfaction (Jamie, 2009).

According to Ulfiani *et al.* (2014) who conducted a study on 208 teachers in South Sulawesi, Indonesia stated that self-efficacy is positively associated with job satisfaction. This implies that self-efficacy is a virtue in carrying out the work successfully, influenced individual's thought and behavior in decision making. This is supported by Mustafa *et al.* (2012) who investigated on 161 accountants in Turkey that the combination of self-efficacy and job satisfaction will increase the level of individual's confidence and ability in completing a task. Comprehending the role of self-efficacy and job satisfaction in increasing individual's satisfaction, were proven by Ming-Cheng *et al.* (2012) who studied on 616 car salesman in Taipei, Taiwan and Yuhsuan *et al.* (2015) on 314 nurses in northern hospital, Taiwan. Both studies have shown that self-efficacy has a positive significant on job satisfaction and the findings will assist the organization to improve management policies in maintaining organization's performance.

The potency of self-efficacy has been exposed by Sandra *et al.* (2013) who studied on 108 employees of real estate in Victoria, Australia and proved that self-efficacy had a positive impact in work performance, hence concluded that individual with high self-efficacy is capable to control negative emotions such as stress and does not depend on colleagues to achieve job satisfaction. According to Laura *et al.* (2010) who investigated on 1,172 respondents in Rome, Italy have shown that self-efficacy is positively related to job satisfaction, thus controlled individual's work behavior, attitude, achievement, performance and satisfaction. This also implies that individual's with high self-efficacy is confidence, efficient and inclined towards challenging task in the future, thus formed the hypotheses below;

Ha₁₁: There is a significant impact of self-efficacy on job satisfaction among employees.

On top of that, the role of self-efficacy as a mediator between Personality Big Five and job satisfaction will be further explored. According to Mary *et al.* (2007) and Joyce *et al.* (2003), self-efficacy has the potential as mediator and promotes the individual's ability to perform effectively. Byunghwa *et al.* (2011) studied on 980 employees at the largest insurance companies in South Korea have shown that self-efficacy is a significant mediator in the relationship between dimension of conscientiousness, extraversion and work performance, thus established a dynamic behavior to achieve higher satisfaction.

Besides, Susanti (2011) investigated on 190 bank employees in Indonesia has proved that self-efficacy is a significant impact as a mediator between autonomy and job satisfaction, whereas Peter *et al.* (2003) who studied on 161 job applicants in the Netherlands have found that self-efficacy is a significant mediator in the relationship between the dimension of extraversion, neuroticism and job satisfaction. Both studies indicated that self-efficacy is a predictor and has significant impact as a mediator among variables. The effectiveness of self-efficacy as a mediator has been proved also by Cohrs *et al.* (2006) who studied on 1,065 professional workers from three samples in Germany and proved that self-efficacy is an effective mediator in the relationship between the dimension of neuroticism and job satisfaction. This confirmed the ability of self-efficacy as a mechanism or mediator to increase job satisfaction. Therefore, the hypotheses are established;

Ha₁₂: There is a significant impact of self-efficacy as mediator between Personality Big Five dimension of openness to experience and job satisfaction among employees.

Ha₁₃: There is a significant impact of self-efficacy as mediator between Personality Big Five dimension of conscientiousness and job satisfaction among employees.

Ha₁₄: There is a significant impact of self-efficacy as mediator between Personality Big Five dimension of extraversion and job satisfaction among employees.

Ha₁₅: There is a significant impact of self-efficacy as mediator between Personality Big Five dimension of agreeableness and job satisfaction among employees.

Ha₁₆: There is a significant impact of self-efficacy as mediator between Personality Big Five dimension of neuroticism and job satisfaction among employees.

Other than that, the influence of self-efficacy as a mediator in the relationship between Personality Big Five and job satisfaction, the role of autonomy as a moderator in the relationship between self-efficacy and job satisfaction will also explored. According to Chia *et al.* (2013), autonomy will assist an individual or employee to have confidence in performing his tasks better. The investigation on 383 lectures at universities in Kuala Lumpur, Perak and Penang has proven that autonomy is an intrinsic motivation that related with self-

efficacy and work performance to establish a competitive work situation. Employees who are provided autonomy attained their freedom to work flexibly and creatively, thus will increase job satisfaction (Carlos *et al.*, 2012). Similarly, Susanti (2011) who studied on 190 bank employees in Indonesia has proved that autonomy had a positive impact on job satisfaction in which the increment level of autonomy and job satisfaction are parallel. This statement was supported by Naqvi *et al.*, (2013) who studied on 107 employees at a famous fast food restaurant in Pakistan and Anh *et al.*, (2003) who used data from the National Education report (NELS2000) for 5 consecutive years in England, have shown that autonomy has increased the level of employees commitment and initiative in their work, thus concluded that autonomy is a significant determinant of job satisfaction.

In addition, Peter *et al.*, (2013) studied on 165 construction employees in petroleum retail companies, Singapore indicated that autonomy promotes job satisfaction. Similar studies by Carlos *et al.*, (2012) on 266 bank employees in Portugal have shown that strengthen the positive effect of autonomy will increase the effectiveness of self-efficacy. This statement was also supported in previous studies, such as David *et al.*, (2001) on production employees in the United States; Blossom *et al.*, (2011) on 1,380 community health center employees in Taiwan; and Myung *et al.*, (2012) on 3,973 government employees in 18 countries of Europe have also proven that autonomy able to promote job satisfaction.

According to Einar *et al.*, (2014) autonomy and self-efficacy is related with motivation and emotion towards job satisfaction. He has investigated on 2,569 primary and secondary school teachers in Norway and confirmed that autonomy, and self-efficacy is universal needs that have a positive impact on job satisfaction. This statement is supported by Roger (2013) who studied on of 1,818 principals in Norway and also stated that autonomy and self-efficacy has a significant impact on job satisfaction. These findings have provided information that employees who believe in their own ability and competences are able to perform their duties competently and achieve job satisfaction. The combination of autonomy and self-efficacy will contribute to employees' motivation, commitment, wellness and satisfaction, thus they are capable in controlling the work environment and overcome work constraints. Therefore, the hypotheses are established;

Ha₁₇: There is a significant impact of autonomy as moderator between self-efficacy and job satisfaction among employees.

4.0 THEORETICAL MODEL

In order to achieve the objectives of this study, the proposed research model is depicted in Figure 1. The independent variable is Personality Big Five dimensions and self-efficacy has been selected as the mediating variable where it mediates the relationship between Personality Big Five dimensions and job satisfaction. In addition, autonomy is the moderating variable where it moderates the relationship between self-efficacy and job satisfaction.

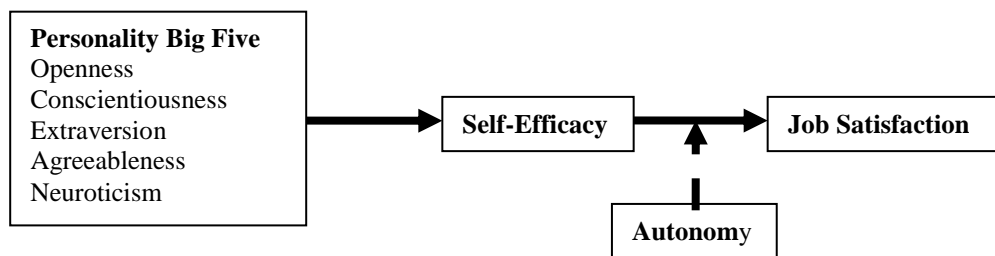


Figure 1 Theoretical framework

5.0 CONCLUSION

The importance of job satisfaction in Malaysia has become main highlight in relation of employee's performance and satisfaction. Employee who achieved job satisfaction will increase organizational performance and productivity (Zainudin *et al.*, 2010). Employee's who attain satisfaction will avoid negative impact in role ambiguity or role conflict, lead to transformation of quality, efficient, committed, dedicated, valuable and become knowledgeable employees (Carlos *et al.*, 2012). Several studies are sought to conduct the research on job satisfaction in the organisation (Oyewumi *et al.*, 2012). Job satisfaction has become a priority for the organisation to enhance employees' performance. This study will identify the importance of job satisfaction in employees and to further explore the impact Personality Big Five dimensions, self-efficacy and autonomy on job satisfaction. The results of this study will be a useful contribution and practiced to the organization. (Edward *et al.*, 2009).

Theoretically, this study will propose a framework to the organization and as a source of references for future studies. The study conducted also has some interests that will hopefully benefit related parties such as identifying the role of employer to help employees achieve excellence in performance, assist university in raising employees' satisfaction and identifies personality dimensions, self-efficacy and autonomy effectively in the employees' working process (Heidi, 2012). The organization can develop self-building programs and employee evaluation from time to time to enhance positive working behaviour and contribute to knowledgeable employees (Byunghwa *et*

al, 2011). The individual differences of Personality Big Five, self-efficacy and autonomy in job satisfaction will reveal different results which is beneficial for employees to increase awareness and participation in their own working environment, improve strategies and motivational methods to improve job satisfaction (Einar *et al*, 2014).

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