Job Satisfaction, Organizational Commitment and Personality Traits: A relationship Study

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Abstract

The present study had two main objectives; first, to discover the relationships between job satisfaction, organizational commitment, and personality traits among employees of AW (Air Weapon Complex), Second, to find out the age, salary, marital status, and education differences on job satisfaction and organizational commitment of employees. In present study three instrument; Job Satisfaction Scale JSS (Macdonald & MacIntyre, 1997), Organizational Commitment Questionnaire (OCQ) (Mowday, Steer, & Porter, 197), and Ten Item Personality Inventory (TIPI) (Rentfrow, Gosling & Swann, 2003); were administered to a sample of (N=100) along with demographic sheet. Results of the study revealed significant positive correlation between job satisfaction and organizational commitment of employees; significant negative association of neuroticism with job satisfaction and organizational commitment; extroversion, openness to experience, agreeableness, and conscientiousness showed significant positive correlation with job satisfaction and organizational commitment. Findings of the study also showed significant age, education, salary, and marital status differences on job satisfaction and organizational commitment as all these demographic variables were positive correlates of job satisfaction and organizational commitment.

Keywords: Job satisfaction; organisational commitment; personality traits

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Introduction

One of the leading challenges in management has been implementing effective human development strategies to enhance organizational performance and accountability. A great deal of research has been conducted that attempts to link employee's attitudes with their outcomes. Early researches tend to focus on job satisfaction as the key attitude related to employee behaviour such as job performance and turnover (Locke, 1976). Mowday, Porter, and Steers (1982) have investigated organizational commitment as an important attitudinal predictor of employee behaviour and intentions. The traditional view of organizational psychology has been that employee attitudes such as organizational commitment are cognitive assessments that reflect characteristics of the work environment. Employee's job satisfaction and organizational commitment are two buzzwords associated with the retention of personnel in a variety of occupational settings. The relationship between job satisfaction and organizational commitment has been extensively investigated by the scholars in the field (Okpara, 1996) found that overall job satisfaction is significantly positively correlated with organizational commitment. However, it should not be constructed that job satisfaction and organizational commitment are the same.

Organizational commitment focused on the attachment to the employing organization. While job satisfaction emphasize the specific task environment where an employee perform his or her duties. Most of the researchers (Petrides & Furham, 2006) who investigated the relationship between organizational commitment and job satisfaction are either treated job satisfaction or organizational commitment as dependent or independent variable. Despite all these research work, job satisfaction and organizational commitment have been adequately investigated, apparently due to growing evidence that they may have a considerable effect on the success and failure of an organization. Scheider and Dachler (1978) found that, over time, satisfaction with a job remains unusually stable, which made them believe that it was people's personality that was due to the satisfaction with their job, rather than other variables. The role of affective dispositions (personality traits) in shaping an individual's work-related attitudes is now becoming increasingly accepted by organizational psychologist. Support for the role of affect as an antecedent of work attitudes comes from studies that measure both the attitudes and the affective dispositions of individuals. Some meta-analysis studies (Judge, Heller, & Mount, 2002; Thoresen, Kaplan, Barsky, Warren, & De-Chermont, 2003) found that job satisfaction and organizational commitment are correlated positively with extraversion and negatively correlated

with neuroticism. In summary we can say that individuals high in positive affect (extraverts) tend to be more committed and to express more favourable attitudes to their work, and individuals high in negative affect (neurotics) tend to be less committed and to express less favourable attitudes to their work (Gelade, Dobson, & Gilbert, 2006).

Job Satisfaction

Job satisfaction is described as degree of congruence between characteristics of a job and the employee's perceived qualities. It can also be defined as the extent that the working environment meets the needs and values of employees and the individual's response to that environment (Tewksbury & Higgins, 2006). The researcher has conceptualized job satisfaction in many different ways. While some of the conceptualizations were based on some specific facets of the job (Rice, Mcfarlin & Bennett, 1989) others have used conceptualization based on total satisfaction (Levin & Stokes, 1989), while still others have used conceptualizations based on the intrinsic-extrinsic distinctions. Job satisfaction is multi-dimensional in nature. It includes several distinct domains such as satisfaction with pay, promotion opportunities, fringe benefits, job security and the importance/challenge of the job. For the organization, job satisfaction of its workers means a work force that is fully motivated and committed to high quality performance. Increased productivity—the quantity and quality of output per hour worked—seems to be a by-product of improved quality of working life (Baloch, 2008)

Theories of Job Satisfaction

Various theories have been constructed to explain what makes people satisfied with their jobs (Manisera, Dusseldrop, & Kooij, 2005; Staples & Higgins, 1998). The major theoretical conceptions of job satisfaction are:

1. Maslow's Need Hierarchy Theory posits five kinds of human needs which arranged from most to least fundamental, they are: psychological needs, safety needs, social needs, esteem or ego needs, and self-actualization needs (Haleem, 2001).Maslow job satisfaction should be determined by how well the job meets the needs that are dominant for a given individual (Hussain, 2001).

2. Herzberg's Two Factor Theory posits two kinds of needs: physical needs (hygiene factors) and psychological needs (motivation). Herzberg suggested that job satisfaction and job dissatisfaction is caused by different and independent set of factors. He found that when people are satisfied, they attribute their satisfaction to the work itself. While when people are

dissatisfied with their jobs, they are concerned about the environment in which they are work (Maniser, Dusseldrop, & Kooij, 2005).

3. Expectancy theory is based on the idea of expected value: that people choose to behave in a way that maximizes the expected payoff of the consequences of their actions (Mitchell, 1985). Expectancy theory holds that satisfaction is the result of what workers expect to get for their efforts compared to what they actually get (Greunberg, 1976; Weiner, 1980).

4. The social information processing approach to job satisfaction holds that satisfaction and dissatisfaction result from comparing oneself with other workers. This approach emphasizes the importance of social environment in shaping individual behaviour (Haleem, 2001).

5. Opponent Process Theory proposed that job satisfaction could be explained by excitatory and inhibitory actions of the brain. Within the central nervous system, there are opposing processes that move the organism towards equilibrium. To keep job satisfaction high, worker need additional excitatory phenomenon.

6. The genetic theory of job satisfaction considers dispositional factors as the major determinants of job satisfaction. Work in this area is based on the observation that some people are largely satisfied or largely dissatisfied with their job regardless of the situation in which they are working (Levin & Stikes, 1989).

Organizational Commitment

Organizational commitment is one of the organizational concepts that have widely been examined in administrative literature due to its importance for organizational performance and effectiveness. Organizational commitment is characterized by 3 factors; (i) acceptance of the organization's values, (ii) willingness to exert effort on behalf of the organization, (iii) and desire to remain an employee of the organization. The main focus of organizational commitment is on bond linking individuals to the organization (Mathieu & Zajac, 1990; Meyer & Allen, 1991: 1997). Most definitions of organizational commitment describe the construct in terms of the extent to which an employee identifies with and is involved with the organization (Curry, Wakefielf, Price, & Mueller, 1986).

Meyer and Allen (1991) developed a multidimensional model; of organizational commitment based on three distinct themes which are referred as components of organizational commitment. These include affective commitment (emotional

attachment), continuance commitment (cost based), and normative commitment (obligations). Affective Commitment (AC) is the affective bond an individual feels toward the organization, characterized by identification and involvement with the organization as well as enjoyment in being a member of the organization (Meyer & Allen, 1997; Mowday, Porter, & Steers, 1982). Continuance Commitment (CC) is the extent to which a person needs to stay with the organization, due to the costs of forgoing benefits associated with an individual's investments in the organization (Backer, 1960; Meyer & Allen, 1991). Normative Commitment (NC) is the extent to which a person is obligated to stay with the organization (Allen, 2003; Meyer & Allen, 1991).

Demographic variables of the employees play a very significant role towards their job and organizations. Researchers have also found that the age of employees has a strong positive correlation with their level of job satisfaction and organizational commitment (Al-Aameri, 2000; Cabrita & Perista, 2007; Castillo, 2004; Cliek, 2008; Dodd-McCue & Wright, 1996; Du, Song, Liu, & Picken, 2007; Meyer & Allen, 1997; Mosadeghrad, Ferlie, & Rosenberg, 2008; Salami, 2008; Sneed & Herman, 1990).

Many researchers have found that academic qualification of the employees has significant positive association with employees' job satisfaction and organizational commitment (AL-Hussami, 2008; Cabrita & Perista, 2007; Castillo, 2004; Du, Song, Liu, & Picken, 2007; Mosadeghrad, Ferlie & Rosenberg, 2008; Salami, 2008; Stup, 2006). Marital status is positively related to job satisfaction and organizational commitment, as married employees demonstrated more emotional attachment than single employees (Bowen, Radhakrishna, & Keyser, 1994; Cabrita & Perista, 2007; Du, Song, Liu, & Picken, 2007; Dodd-McCue & Wright, 1996; Mosadeghrad, Ferlie & Rosenberg, 2008; Salami, 2008). Money is the most important factor in motivating the industrial workers to achieve greater productivity. Some researcher also find out that money or good salary packages have the ability to enhance employees' level of job satisfaction and organizational commitment (Mosadeghrad, Ferlie & Rosenberg, 2008; Sinclair, Tucker, Cullen, & Wright, 2005; Tella, Ayeni, & Popoola, 2007).

Personality Trait

A clear and univocal definition of personality containing all the essential aspects is complicated by the many approaches to personality. Schultz and Schultz (2001) define the personality as the unique, relative enduring internal and external aspects

of a person's character that influence behavior in different situations. Although the term personality is sometime employed in a broader sense, in conventional psychometric terminology personality tests are instruments for the measurement of emotional, motivational, interpersonal, and attitudinal characteristics, as distinguished from abilities. However, a number of theorists have chosen to emphasize the function of personality in mediating the adjustment of the individual. This approach leads the personality psychologists to study individuals in term of their personality traits (Hall, Lindzey, & Campbell, 1998).

Traditionally, the essence of the trait approach has been the assumption that behavior is primarily determined by stable generalized traits. The chief goal of the trait psychology has been to find the person's position on one or more trait dimensions (e.g., intelligence, introversion, anxiety) by comparing the individual with others under similar uniform conditions (Mischell, 1999). Broadly speaking traits are consistent pattern in the way individual behave feel and think (Chishti, 2002). Thus to a trait theorist, personality is the sum of an individual's traits explain that person's behavior. Now there is growing among the personality psychologists from many different perspectives that, at the broadest level there are five major dimensions of personality called five factor model of personality. The five-factor model is a hierarchical model of personality traits with five broad factors, which represent personality at the broadest level of abstraction. These five factors are Neuroticism (N), Extraversion (E), agreeableness (A), openness (O), and Conscientiousness (C) have been recovered in self report and rating, in studies of adult and children, in a variety of questionnaire (Pervin & John, 2001:Rayckman, 2004).

The term agreeableness basically reflects the individual differences in concern with cooperation and social harmony; they are considerate, friendly, generous, helpful, and willing to compromise their interests with others (Hall et al., 1998; Rayckman, 2004; Hartmann, 2006; Pervin & John, 2001). Conscientiousness basically deals with the way in which we control, regulate, and direct our impulses. Inherently these impulses are not bad; but occasionally time constraints require a snap decision, and acting on our first impulse can be an effective response (Allen, 2000; Rentfrow et al., 2003; Schultz & Schultz, 2001). Extroversion is marked by pronounced engagement with the external world. Extraverts enjoy the gathering of people; they are full of energy, and often experience positive emotions. These people tend to be more enthusiastic, action-oriented individuals (Hartmann, 2006; Rentfrow et al., 2003). Those people who score high on neuroticism may experience primarily one specific negative feeling such as anxiety, anger, or

depression, but are likely to experience many of these emotions. Emotionally reactive people have high scores on neuroticism (Friedman & Schustack, 2003; Mischell, 1999). Openness to Experience is that dimension of personality that distinguishes imaginative, creative people from down-to-earth, conventional people. People with openness personality trait are intellectually curious, appreciative of art, and sensitive to beauty (Rayckman, 2004).

Job Satisfaction, Personality Traits and Organizational Commitment

Job satisfaction and organizational commitment are topics that have been extensively researched in the United States, Europe, Asia, and other industrialized countries (Angle & Perry, 1981; Bateman & Strasser, 1984; Farkas & Tetrick, 1989; Johnston, Varadarajan, Futtrell, & Sager, 1987; Katz, 1978; Mobley, 1977; Mowday; Porter, & Steers, 1979; Wiener, 1982). Studies showed that job satisfaction and organizational commitment have causal relationship with each other (Currivan, 1999).

The causal relationship between job satisfaction and organizational commitment and its nature is an issue that has not been resolved. It is considered that these two variables re highly interrelated. In other words, while an employee has positive feelings towards the organization, its values and objectives, it possible for him to be unsatisfied with the ob he has in the organization. Many researches (Bhatti & Qureshi, 2007; Busch, Fallan, L. & Pettersen, 1998; Chi-Yueh, 2000; Feinstein & Vondrasek, 2006; Freund, 2005; Mannheim, Baruch, & Tal, 1997; Slattery, 2005; Salami, 2008; Tziner, Brodman, Vardi & Waismal-Manor, 2008) concluded from their finding that job satisfaction and organizational commitment are highly positively correlated with each other.

Scheider & Dachler (1978) found that, over time, satisfaction with a job remains unusually stable, which made them believe that it was people's personality that was due to the satisfaction with their job, rather than other variables. There are many different personality factors that have been correlated to job satisfaction, but overall, there seem to be two traits that have significant correlations: locus of control and negative affectivity (Spector, 1997). The big five factor model was investigated the relationship of five factor personality model to job satisfaction, as well as to organizational commitment, as these two attitudes are empirically distinct from one another (Brooke, Russel, & Price, 1988). Judge, Heller, and Mount (2002) conducted a meta-analysis, linking the five factor personality model to job satisfaction. We used their investigations as a guide to ours study.

According to this analysis Neurotic individuals show low level of job satisfaction, high on extroversion tend to experience positive feelings for job and organization, conscientiousness may contribute to higher level of job satisfaction, Agreeable individuals show higher level of job satisfaction, and People who are higher on openness to experience have high job satisfaction.

Few studies have explored the relationship between personality traits and organizational commitment (Bowling, Beehr, & Lepisto, 2006; Erdheim, Wang, & Zickar, 2006). Thoresen, et al., (2003), found that extraversion personality trait has positive correlation with organizational commitment while neuroticism personality trait has negative relationship with organizational commitment. Agreeable and conscientious individuals show high level of organizational commitment (Tziner, Brodman, Vardi, & Waismal-Manor, 2008). Tziner, et al., (2008) find out positive relationships between organizational commitment and openness to experience.

METHOD

Objectives

The objectives of the study were as follows:

1. To find out the relationship between Job Satisfaction, Organizational Commitment and Personality Traits.
2. To explore the age, education, pay, and marital status differences on Job Satisfaction, Organizational Commitment, and Personality Traits.

Hypotheses

The hypotheses of current study are listed below:

1. There exist positive relationship between Job Satisfaction and Organizational Commitment.
2. Employees with Neuroticism personality trait will have low level of Job Satisfaction and Organizational Commitment.
3. Employees with Conscientiousness, Agreeableness, Extroversion, and Openness to Experience personality trait will have high level of Job Satisfaction and Organizational Commitment.
4. Older employees will have higher level of Job Satisfaction and Organizational Commitment as compared to young employees.

5. Employees with high academic qualification will have high level of Job Satisfaction and Organizational Commitment than employees with low academic qualification.

6. Married employees will have higher level of Job Satisfaction and Organizational Commitment than single/unmarried employees.

7. Highly paid employees will have high level of Job Satisfaction and Organizational Commitment than Low paid employees.

Sample

In the present study, convenient sampling method was used to select the sample from employee population of AWC (Air Weapon Complex), Wah Cantt. The sample size was $N = 100$; with age range of 20-60 years. The present sample was divided into two categories on the basis of age i.e., 20-40 years (young employees), and 41-60 years (old employees); which was further divided into two categories on the basis of employee's pay i.e., low paid= 10,000 to 30,000, and high paid=above than 30,000. Similarly this sample was divided into two categories on the bases of marital status (married, unmarried); and employees educational level (low educated= F.Sc. and high educated=above F.Sc.).

Instruments

In this study we use three questionnaires; Job Satisfaction Scale, Organizational Commitment Questionnaire, and Ten Item Personality Inventory.

Job Satisfaction scale (JSS)

JSS was developed by Macdonald and MacIntyre (1997), which comprised upon 10 item with scoring on five-point likert scale apply for ages of 25 – 60.

Organizational Commitment Questionnaire (OCQ)

Organizational Commitment Questionnaire (OCQ) was developed by Mowday, Steer, and Porter (1979) (see Annexure B). This scale is consisted upon 15 items and responses are obtained by using five point likert scale (strongly disagree=1, disagree=2, neutral=3, agree=4, strongly agree=5). In this scale item no. 3, 7, 9, 11, and 15 are reverse items. They developed this instrument to measure attitudinal organizational commitment (the extent to which the members are committed to the work and are willing to stay in their organizations or teams) (Hussain, 2006). This instrument's reliability has been well established by prior

researchers (Mowday, et al., 1979, Lee and Johnson (1995), and Martin & Hafer, (1995). Chronbach alpha values in these studies, for example, have ranged from .85 to .93. Test-retest reliability over two and three month periods range from R-values of .62 to .72. This questionnaire has demonstrated both high discriminate and convergent validity (Cook, Heppworth, Wall, & War, 1981). This scale measure the single underlying construct which is organizational commitment questionnaire (Ferris & Hryana, 1983).

Ten-Item Personality Inventory (TIPI)

TIPI is a ten-item personality inventory, developed by Rentfrow et al., (2003) with scoring on 7-point likert scale (1= strongly disagree, 2=moderately disagree, 3= a little disagree, 4= neither agree nor disagree, 5= agree a little, 6= agree moderately, 7= agree strongly) (see Annexure C). TIPI measures the Big Five personality dimensions, with two items (one reverse scored) assessing each dimension; Extroversion (item no. 1, 6-R), Agreeableness (item no. 2, 7-R), Conscientiousness (item no. 3, 8-R), Emotional Stability (item no. 4, 9-R), and Openness to Experience (item no. 5, 10-R). The test-retest reliability of this inventory is .72 with approximately two weeks interval on the sample size of $N = 180$. TIPI has $r = .77$ convergence correlation with other multi-item inventories.

Procedure

For the purpose of present research, the sample of employees were selected and approached within the premises of AWC (Air Weapon Complex), Wah Cantt. After developing rapport with the subjects, Informed Consent Form was given to them. The questionnaire of Job Satisfaction Scale (JSS), Organizational Commitment Questionnaire (OCQ), and Ten-Item Personality Inventory (TIPI), along with and Demographic Sheet, was distributed among the sample of employees (N = 100) to get information job satisfaction level, commitment level with organization and about their personality traits. All the participants were thanked for their cooperation.

Results

Table 1 shows significant positive relationships between Job Satisfaction and Organizational Commitment of employees. It indicates that employees' high level of job satisfaction leads toward their high level of organizational commitment.

Table 1:

Correlation coefficient between JSS and OCQ (N=100)

Scale	Job satisfaction scale
Organizational commitment questionnaire	.658**

p < .01

Table 2 describes that JSS has significant positive relationship with three Facets of TIPI (Extroversion, Agreeableness, and Conscientiousness), while has significant negative correlation with Emotional Stability and Openness to experience.

Table 2:

Correlation coefficients between the facets of TIPI and Job Satisfaction Scale (JSS) (N=100)

Facets of TIPI	JSS
Emotional Stability	-.462**
Extroversion	.582**
Openness to Experience	-.410**
Agreeableness	.296**
Conscientiousness	.400**

p < .01

Table 3 shows that OCQ has significant positive association with three Facets of TIPI (Extroversion, Agreeableness, and Conscientiousness), while it has significant negative association with remaining two facets (Emotional Stability and Openness to experience) of TIPI.

Table 3:

Correlation coefficients between the facets of TIPI and Organizational Commitment Questionnaire (OCQ) (N=100)

Facets of TIPI	OCQ
Emotional Stability	-.642**
Extroversion	.775**
Openness to Experience	-.420**
Agreeableness	.552**
Conscientiousness	.506**

p < .01

The findings of Table 4 describe significant age differences on Job Satisfaction Scale (JSS), which indicates that the level of job satisfaction increases among employees with their ages.

Table 4:

Mean, Standard Deviation, and t-values of Old and Young Employees on JSS (N=100).

	N	M	SD	t	P
Old employees	47	44.08	7.210	3.550	.001
Young employees	53	39.70	2.681		

df = 98

Table 5 shows significant age differences on Organizational Commitment Questionnaire (OCQ); which indicates that older employees are more committed to their organizations than young employees.

Table 5:

Mean, Standard Deviation, and t-values of Old and Young Employees on OCQ (N=100).

	N	M	SD	t	p
Old employees	47	57.96	10.362	3.259	.002
Young employees	53	50.82	6.943		

df = 98

Table 6 portrays significant education differences on Job Satisfaction Scale (JSS). It indicates that higher the academic qualification of employees is related to higher level of job satisfaction.

Table 6:

Mean, Standard Deviation, and t-values of High and Low Educated Employees on JSS (N=100)

	N	M	SD	t	p
High Educated	51	43.94	6.944	2.884	.004
Low Educated	49	40.14	3.386		

df = 98

The findings of Table 7 show significant differences of education of the employees on OCQ. It describes that high educated employees are more committed with their organizations as compared to low educated employees.

Table 7:

Mean, Standard Deviation, and t-values of High and Low Educated Employees on OCQ (N=100)

	N	M	SD	t	p
High Educated	51	57.46	9.854	3.337	.001
Low Educated	49	50.54	8.940		

df = 98

Table 8 portrays significant differences of marital status of the employees on Job Satisfaction Scale (JSS). It shows that the married employees have higher level of Job satisfaction than unmarried or single employees.

Table 8:

Mean, Standard Deviation, and t-values of Married and Unmarried Employees on JSS (N=100)

	N	M	SD	t	p
Married	*54*	*42.52*	*4.627*	*2.380*	*.019*
Unmarried	*46*	*39.52*	*7.929*		

df = 98

Table 9 portrays significant differences of marital status of the employees on OCQ. It reveals that married employees are more committed with their organizations as compared to unmarried employees.

Table 9:

Mean, Standard Deviation, and t-values of Married and Unmarried Employees on OCQ (N=100)

	N	M	SD	t	p
Married	54	56.40	8.984	2.805	.006
Unmarried	46	50.68	10.104		

df = 98

Table 10 shows that salary or pay of the employees has significant differences on JSS. It describes that the highly paid employees have high level of job satisfaction while low paid employees have low level of job satisfaction.

Table 10:

Mean, Standard Deviation, and t-values of High and Low Paid Employees on JSS (N=100)

	N	M	SD	t	p
High Paid	55	42.60	4.454	3.250	.002
Low Paid	45	38.33	8.668		

df = 98

Table 11 illustrates significant differences of employees' salary on OCQ. It shows that high paid employees are more committed with their organization as compared to the employees with low pay.

Table 11:

Mean, Standard Deviation, and t-values of High and Low Paid Employees on OCQ (N=100)

	N	M	SD	t	p
High Paid	55	54.64	9.725	3.107	.002
Low Paid	45	48.10	9.466		

df = 98

Discussion

The present research aimed at exploring the relationships between organizational commitment, job satisfaction, and personality traits (extroversion, neuroticism, openness to experience, agreeableness, and conscientiousness) among employees of AWC (Air Weapon Complex). Another objective of the study was to explore the age, education, pay, and marital status differences on job satisfaction and organizational commitment of employees.

The data on first hypothesis revealed that there is a significant positive relationship between job satisfaction and organizational commitment of employees (see Table 1). These findings are consistent with the results of many

previous researches (Al-Aameri, 2000; Bhatti & Qureshi, 2007; Busch, Fallan, & Pettersen, 1998; Chi-Yueh, 2000; Feinstein & Vondrasek, 2006; Freund, 2005; Heslin, 2003; Ishida, 2000) which found that job satisfaction and organizational commitment of employees are highly inter-correlated with each other. Employees who were more satisfied with their job had higher levels of organizational commitment because their higher level of job satisfaction leads to their higher level of organizational commitment. Satisfied employees tend to be more loyal with their organizations.

Our data support the second hypotheses of present study that employees with neuroticism personality trait have low level of Job Satisfaction and organizational commitment (see Table 2 & 3). The results on Job satisfaction are aligned with the findings of some previous researches (Bowling et al., 2006; Skibba, 2002; Spector, 1997; Thoresen, et al., 2003; Watson, Clark, & Tellegen, 1988) that Neuroticism is a strong negative correlate of job satisfaction these employees foster negative affectivity, which lead to diminish their level of job satisfaction. Findings on organizational commitment are consistent with the results of previous researches (Gelade, Dobson, & Gilbert, 2006; Thoresen, et al., 2003), which founds that neurotic people are less committed with their organizations.

Our finding for the third hypothesis portrayed significant positive association of employees' job satisfaction and organizational commitment with extroversion, openness to experience, agreeableness, and conscientiousness personality traits (see Table 2 & 3). Many previous researches also describe significant positive association of job satisfaction with extroversion (Judge et al., 2002; Lee, Trauth, & Farwell, 1995; Skibba, 2002; Thoresen, et al., 2003; Watson & Clark, 1997), with Openness to experience (Judge et al., 2002; Tziner, Brodman, Vardi, & Waismal-Manor, 2008), with agreeableness (Skibba, 2002; Tziner, et al., 2008), and with conscientiousness (Jiang, Klein, & Ballou, 2001; Judge et al., 2002; Skibba, 2002). Similarly Some previous researcher also found positive association of organizational commitment with extroversion (Erdheim et al., 2006; Gelade, Dobson, & Gilbert, 2006; Meyer & Allen, 1991; Thoresen, et al., 2003), with openness to experience (Erdheim et al., 2006; Tziner, et al., 2008), with agreeableness (Erdheim et al., 2006; Tziner, et al., 2008), and with conscientiousness (Gelade, Dobson, & Gilbert, 2006; Erdheim et al., 2006; Tziner, et al., 2008) personality traits.

Extrovert people show high job satisfaction and organizational commitment because these employees tend to experience positive effects and to get more out

of social interaction and have good interpersonal and communication skills. Employees with Openness personality have high job satisfaction and organizational commitment as they have tendency of receptivity to change, learning, and new experiences, are inquisitive, broadminded, creative, and cultured. Agreeable employees have high level of job satisfaction and organizational commitment because they get along with their co-workers in enjoyable ways, which should lead, in turn, to higher level of job satisfaction. Conscientiousness employees have a general work involvement tendency that provide informal rewards, such as recognition, respect, and compliments. To the extent that conscientiousness employees earn such rewards, they should be more satisfied with their jobs and organizations.

The results of data analyses support the fourth hypothesis of present study that older employees have high level of job satisfaction and organizational commitment as compared to the young employees (see Table 4 & 5). These results are in line with the findings of some previous researches that (Al-Aameri, 2000; Dodd-McCue & Wright, 1996; Du, Song, Liu, & Picken, 2007; Meyer & Allen, 1997; Mosadeghrad, Ferlie, & Rosenberg, 2008; Salami, 2008; Sneed & Herman, 1990), which found that old employees are more satisfied and committed with their jobs as compared to young employees. It may be because the longer the workers stay with an organization or the older they are the more time they have to evaluate their relationship with the organization.

The results of present study also found that Employees with high academic qualification have high level of Job Satisfaction and Organizational Commitment than employees with low academic qualification (see Table 6 & 7). These findings are consistent with the results of some previous studies (AL-Hussami, 2008; Du, Song, Liu, & Picken, 2007; Mosadeghrad, Ferlie & Rosenberg, 2008; Salami, 2008), which discovered significant positive relationship between employees' academic qualification and their level of job satisfaction and organizational commitment. More educated people get good status and salary packages from their organizations which are sufficient to meet their basic needs. As these packages fulfill the basic requirement of the employees so they feel satisfied with their current jobs and organizations.

The t-values of analyses demonstrate significant marital status differences on employees' level of job satisfaction and organizational commitment (see Table 8 & 9). Many previous researches support our findings (Bowen, Radhakrishna, & Keyser, 1994; Du, Song, Liu, & Picken, 2007; Dodd-McCue & Wright, 1996;

Mosadeghrad, Ferlie & Rosenberg, 2008; Salami, 2008) by describing that married empl25353es are more satisfied and committed with their jobs as compared to unmarried or single employees. Married employees are more satisfied and committed with their jobs as they use to be more family oriented and see the organization as a kind of family provider, as opposed to single employees who, being more self-oriented, may view the employing organization only as a source of income and therefore feel less satisfied and less emotionally attached with their organizations.

The results of the current study revealed that employees with high salaries are more satisfied and committed with their job than employees with low salaries (see Table 10 & 11). These results are inline with the findings of many previous studies (Mosadeghrad, Ferlie & Rosenberg, 2008; Sinclair, Tucker, Cullen, & Wright, 2005; Tella, Ayeni, & Popoola, 2007) that salaries of the employees has significant positive association with job satisfaction and organizational commitment. Money or good salary package has the power to attract, retain, and motivate individuals towards higher performance in job responsibilities and ultimately towards high organizational commitment.

In conclusion, it can be said that job satisfaction and organizational commitment of the employees are significantly positively related with each other. The results of current study found negative correlation of neuroticism personality trait with employees' job satisfaction and organizational commitment. In the same way, the findings revealed that Extroversion, Openness to experience, agreeableness, and conscientiousness personality trait was significantly positively correlated with both job satisfaction and organizational commitment of employees. The results revealed significant age differences on job satisfaction and organizational commitment which indicate that older employees were more satisfied and committed with their jobs than young employees. The findings of current study demonstrated significant education differences on job satisfaction and organizational commitment, which showed that highly qualified employees have more job satisfaction and organizational commitment than low qualified employees. It was also found that marital status of the employees has significant effect on their level of job satisfaction and organizational commitment as married employees are more satisfied and committed with their jobs than single or unmarried employees. With respect to salary of the employees, the results of data analyses revealed that significant salary or pay differences emerged on job satisfaction and organizational commitment, which indicated that salary of the

employees, has direct relation with their level of job satisfaction and organizational commitment.

Limitations and suggestions

Present study was conducted only on small sample of employees of AWC with limited demographic differences. The future research should be conducted with larg sample of employees of different organizations (government, semi-government, and private) with wider rande of demographic variables. The present study just explores the relationships between job satisfaction, organizational commitment, and personality traits. For future research it is suggested to find out the causal inferences for these relationships.

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