

The Impact of Demographic Factors and Big Five Factor of Personality on Job Satisfaction

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Abstract:- The study examined the relationship between demographic factors, Big five-factor of personality and job satisfaction amongst the employees working hub branch of one of the Banks in Oman. The descriptive research design was adopted and data were collected from 67 employees through questionnaire method. The research results have shown that demographic factors including gender, age, education and job tenure affect job satisfaction by 45.1%. Gender has emerged as major demographic factor that affects job satisfaction. On the other hand, personality factors including Extroversion, Neuroticism, Openness, Agreeableness and Conscientiousness of employees affect job satisfaction by 82.4%. All the personality traits affect job satisfaction in a positive manner, except neuroticism that affects job satisfaction in a negative manner.

Keywords:- Demographic Factors, Big Five-Factor of Personality, Job Satisfaction.

I. INTRODUCTION

The personality of an individual has been considered to play an essential role not only in his personal but also in professional life. How individual acts or behaves to a large extent depends on his individual and situational characteristics. Over the years, industrial psychologists and business science people have realized the importance of employees' personalities and their impact on job satisfaction and organizational success. Each person's personality in itself reveals the way he/she works with other people who may be his/her superiors, colleagues, subordinates and other employees directly/indirectly associated with the working group of the organization. Individual personality has been considered as one of the important factors in the workplace because it directly affects employee behavior towards supervisors, colleagues and assigned tasks [1].

Realizing the importance of one's personality, the industrial psychologists and HR people are using the personality tests to evaluate certain psychological characteristics of the employees. They are interested to assess the employee's personality characteristics while hiring them and then assign roles in accordance with the job requirements for achieving high performance at an individual as well as organizational level. In the organizations, it is common to observe that employees who show poor performance at the workplace also show an increase in their job dissatisfaction, absenteeism and

turnover, which is all due to the lack of alignment of an assigned job with the personality of employees. If an employee of a company has a socially aggressive personality, but the company assigns him the responsibility of customer's services, then definitely that employee will show poor performance at the workplace due to the difference between personality and assigned job characteristics. Similarly, if a person has a personality in which he loves to communicate with others, but the company offers him a job of data entry, then definitely assigned job will go against the personality and overall performance of the employee will get affected negatively. Due to the reasons successful companies always focus on hiring highly skilled human resource managers who recruit employees in accordance with their personality for a specific position [2].

Each individual employee of a company has its own personality due to which he/she attain satisfaction by a job in a different manner [3]. Studies have shown that certain personality traits have been found to be strongly associated with job satisfaction, whilst others are strongly associated with job dissatisfaction [2] [4].

The personality of employees and their job satisfaction has been a topic of discussion many times by past researchers, but not in the context of banks. Banks always remain highly concerned about the job satisfaction of their employees, because if their employees will remain satisfied, then they will show concern about financial figures, their calculations and customer services [5]. Without these factors, no bank can gain successes, which in other words mean that success of banks is largely dependent on the employee's job satisfaction at the workplace. It is important to determine how a specific bank is assuring job satisfaction of its employees by developing an understanding of their individual personalities; specifically by use of the five-factor model of personality.

II. LITERATURE REVIEW

The success of any organization to a large extent depends on the employees' personalities and their satisfaction level. Over the years, competition has increased a lot among the various organizations as they are selling similar products and services to the customers. In this situation, only those companies can gain the success that possesses satisfied employees, because they show high performance that leads the company towards success [6]. Job satisfaction is a key to organizational success, and it's

the human resource management department that needs to be focused on ascertaining employee job satisfaction [7].

Job satisfaction refers to an employee's feeling and attitude toward the various elements of the job. There are many concepts related to job satisfaction. Most researchers conceptualize job satisfaction as cognitive, affective and evaluative feelings [8]. Job satisfaction is a positive emotion in the workplace and truly represents the job experience of an individual [8]. Some researchers define job satisfaction as a measurement of worker's attitudes at the workplace [9].

A lot of previous researchers have tried to examine the correlation between five personality factors and job satisfaction [2]. Researchers have explained that extraversion, conscientiousness and agreeableness are positively correlated to job satisfaction Neuroticism is a personality factor that is negatively correlated to job satisfaction. Openness to experience is a personality factor that has a negligible impact on job satisfaction [2].

Some researchers have concluded that conscientiousness, agreeableness, extraversion and neuroticism are the personality factors that affect job satisfaction of employees [10]. Extraversion is a personality factor that affects job satisfaction in a positive manner and all sub-dimensions of this personality factor affect job satisfaction [11]. Extraversion always remains more satisfied with their job, because they tend to develop positive emotions in the workplace. Agreeableness is a personality factor that also affects job satisfaction [11]. Employees that possess similar personalities in terms of agreeableness factors develop a good relationship at the workplace, because they always remain motivated. Conscientiousness shows the involvement of employees at the workplace due to which it is concluded that it affects job satisfaction of employees [11]. Neuroticism and job satisfaction have a negative relationship with each other, and employees with high neuroticism scores remain more dissatisfied at the workplace due to work, coworkers and pay. Openness to experience is not correlated with job satisfaction [11].

Personality traits are correlated with job satisfaction. A person who is dissatisfied with earning, always remain dissatisfied with the workplace [12]. In contrast to it, a person who possess positive emotions and keep it for a long time, always remain satisfied with the company. Different timing and working conditions also affect job satisfaction. A person's personality act like a predictor of job satisfaction and different measures are used for determining the job satisfaction of employees. Employees are always hired for various occupations and big five factors of personality play a major role in determining job satisfaction of employees [13].

There are many different types of demographic variables that affect job satisfaction. Personal statistics that are based on information regarding age, gender, education, occupation, family size, race, etc. [14]. Researchers have

explained that when employers have to measure the job satisfaction level of employees, then they need to classify the employees in terms of demographic factors like age [15]. In terms of age, similar factors of the organization affect employees and lead towards job satisfaction. For example, all employees of a young age want to do a job in a company that focuses on future career development and if the same is provided by the organization, then it leads to satisfaction level among the employees of that specific age group [16]. Similarly, an employee of old age have the same kind of preferences like they gain job security at the workplace and this factor can lead towards job satisfaction or dissatisfaction among all employees of that specific age group. Some researchers have claimed that age is a major demographic factor that affects job satisfaction [17]. Due to these reasons, it can be said that age is one of the important demographic factors to measure various factors at the workplace including employees' performance, motivation, job satisfaction and other factors.

Other demographic factors including gender, education, occupation, family size, race, etc. also affect employee performance, motivation and job satisfaction due to which these factors are always kept in mind by the Human Resource Department of the organization in order to know employees satisfaction level and dealing with them in accordance with their expectations [16]. Researchers explain that gender is a factor that affects job satisfaction, but some researchers do not agree with it and claim that gender does not have any link with job satisfaction [18].

By analyzing past studies, it can be said that the relationship between age and job satisfaction showed conflicting results [19]. Some researchers have claimed that both age and job satisfaction are positively related to each other, but some have claimed the existence of no relationship between these two variables [20]. Gender is also an independent variable that is considered to have an impact on job satisfaction. Several studies examined gender and race variation in job satisfaction and organizational commitment among employees. However, they offer mixed findings. In terms of job satisfaction, some researchers argue that women tend to have lower job satisfaction than men while others argue that men and women are equally satisfied [21]. Some researchers claim that male gender show more dissatisfaction at the workplace [22] [23]. Some researchers claim that female gender shows more dissatisfaction at the workplace [24] [25] [26]. On the other hand, most of the studies have found no significant difference in the level of job satisfaction between male and female employees, particularly when a number of other variables were statistically controlled [27] [28] [29]. Studies demonstrate that educational level affects job satisfaction, which means that more education leads more towards job satisfaction and vice versa [8]. Job satisfaction is related to demographic variables like sex, age and education [30].

Occupation is positively related to job satisfaction, which means that if the employee is at a good position in an organization, then employee satisfaction increased and if

the employee remains at a lower-level position, then employee satisfaction remains decreased [31]. Some researchers have claimed that there is a significant relationship between occupation and job satisfaction [32] [33] and some researchers have claimed that there is no relationship between occupation and job satisfaction [34].

The present study has been conducted to study the impact of demographic and personality factors on job satisfaction among the managers working in the hub branch of Banks from Muscat Governorate, Sultanate of Oman. The banking sector is one of the most important service sectors for sustainable economic development of Oman. It comprises of 16 conventional banks, of which 7 are locally incorporated and 9 are branches of foreign banks [35]. The top three institutions (Bank Muscat, National Bank of Oman and HSBC bank Oman) contribute around 62 percent of total sector assets while leading player Bank Muscat accounts for 37.26 percent of total sector assets [36].

Literature related to the impact of demographic and personality factors on job satisfaction were primarily based on the study in different organizations. Most of the research studies have been conducted in Western countries. This clearly shows that in the context of Oman there is a significant gap with regard to the impact of demographic and personality factors on job satisfaction. The present study made an attempt to examine the impact of demographic and personality factors on job satisfaction amongst employees working in the hub branch of one of the Banks of Oman.

III. RESEARCH OBJECTIVES

The research objectives of this study are as follows:

- To examine the impact of demographic variables such as gender, age, education and experience on job satisfaction among employees working in Bank.
- To determine the impact of the five-factor model of personality on job satisfaction among employees working in Bank.

IV. HYPOTHESES

This research has the aim of investigating the impact of the five-factor model of personality (Openness to experience, conscientiousness, extraversion, agreeableness and neuroticism) and demographic factors (age, gender, education level and experience) on job satisfaction.

On the basis of the literature review, the following research hypotheses have been developed:

- H1: Age as a demographic factor is positively related to job satisfaction.
- H2: Gender as a demographic factor is positively related to job satisfaction.
- H3: Education as a demographic factor is positively related to job satisfaction.
- H4: Experience as a demographic factor is positively related to job satisfaction.
- H5: Agreeableness as a factor of personality is positively related to job satisfaction.
- H6: Conscientiousness as a factor of personality is positively related to job satisfaction.
- H7: Neuroticism as a factor of personality is negatively related to job satisfaction.
- H8: Openness to experience as a factor of personality is positively related to job satisfaction.
- H9: Extroversion as a factor of personality is positively related to job satisfaction.

V. RESEARCH METHODOLOGY

A. Research Design

The descriptive research design was adopted to study the impact of demographic and personality factors on job satisfaction.

B. Population and Sample

In the present research, the hub branch of one of the Banks has been selected that contains a total of 76 employees including managers at different levels. Purposive sampling method was used. The sample frame consisted of all the 76 employees working in the bank. Questionnaires were distributed to all the employees. Of the 76 employees only 67 filled the questionnaire, due to which sample size of this study is 67. The details of the employees working in different departments are described below:

Departments	No. of employees including managers
Operations department	22 (1 Manager and 21 employees)
Sales department	18 (Sales Manager and Marketing manager, remaining 16 employees of the sales department)
Information technology department	7 (1. IT Manager and 6 employees)
Audit department	10 (1 Audit Manager and 9 employees)
HR department	10 (1 HR Manager and 9 employees)

Table 1:- Showing Sample Characteristics

C. Research Instrument

The questionnaire consists of two parts with sections A, B and C. Section A comprises of respondents' demographic data including their gender, age, work experience and education level while section B & C consists of statements, which were used to collect information about five personality factors and job satisfaction respectively. Five factors personality of employees is determined by using 25 statements. The job satisfaction of these respondents was determined by using 15 statements. Each statement was required to be rated on a five-point Likert scales ranging from strongly agree to strongly disagree. Statements 1-5 in the five-factor model of personality are to determine the openness factors of the personality of employees. Statements 6-10 are to determine the agreeableness factors of the personality of employees. Statements 11-15 are to determine the Neuroticism factors of the personality of employees. Statements 16-20 are to determine the Conscientiousness factors of the personality of employees. Statements 21-25 are to determine the extroversion factors of the personality of employees. Cronbach Alpha for openness, agreeableness, neuroticism, conscientiousness, extroversion and job satisfaction are 0.69, 0.72, 0.77, 0.71, 0.75 and 0.87 respectively.

D. Data Analysis

Data obtained from the respondents have been analyzed by means of IBM SPSS 21. The data analyses involved both descriptive and inferential statistics. The descriptive statistics has been used to analyze the data related to demographics, personality and job satisfaction variables. This included frequencies, percentages, means and standard deviations. In inferential statistics, correlation coefficients and regression analysis were used to test the hypotheses.

VI. RESULTS & DISCUSSIONS

Table 2 has highlighted that 71.6% (n=48) of respondents were males and the remaining 28.4% (n=19) of respondents were females. This indicates that males were more in number than females. The presence of both genders in research as a respondent is good because both possess different personalities and different factors of personality affect job satisfaction.

It was observed from the Table 2 that 20.9% (n=14) of respondents were of age group 25-30 years 37.3% (n=25) of respondents were of age group 31-35 years, 26.9% (n=18) of respondents were of age group 36-40 years and remaining 14.9% (n=10) of respondents were of age group 41 & above. This indicates a majority of middle-aged employees. The table 2 clearly showed that 34.3% (n=23) of the respondents have education level equivalent to bachelor/ graduate, whereas 41.8% (n=28) of respondents possess a master's degree, 10.4% (n=7) of the respondents were Ph.D. holders.

This clearly shows that the majority of the respondents was educated and completed either their graduate degree or postgraduate degrees. The table 2 has highlighted that 40.3% (n=27) of respondents has job experience between 5 to 10 years, followed by 34.3% (n=23) of respondents having less than 5 years of job experience, 17.9% (n=12) of respondents have job experience between 11 to 15 years and 7.5% (5) of respondents has experience of more than 16 years. This indicates that the majority of them are middle experienced employees.

Demographic Characteristics	Frequency	Percent (%)
Gender		
Male	48	71.6%
Female	19	28.4%
Age		
25 to 30 years	14	20.9%
31 to 35 years	25	37.3%
36 to 40 years	18	26.9%
41 & above	10	14.9%
Education		
Bachelors	23	34.3%
Master	28	41.8%
Ph.D.	7	10.4%
Other	9	13.4%
Job tenure		
Less than 5 years	23	34.3%
Between 5 to 10 years	27	40.3%
Between 11 to 15 years	12	17.9%
More than 16 years	5	7.5%

Table 2:- Demographic Information (N = 67)

The table 3 has highlighted the mean and standard deviation value for openness (Mean=2.33, SD=1.16), Agreeableness (Mean=2.19, SD=1.09), Neuroticism (Mean=3.44, SD=1.2), Conscientiousness (Mean=2.28, SD=1.06), Extroversion (Mean=2.19, SD=1.07) and Job Satisfaction (Mean=3.03, SD=1.06). Results showed that the value of mean for all the factors of personality is more than 2. People with Openness personality possess characteristics including cautious, optimistic, theoretical, generous and decisive. People with agreeableness personality accept changes proposed by others or managers. It is a basic requirement of a bank’s environment because the delegation of power cannot be given to employees by managers due to the tremendous levels of responsibilities involved. However, the value of mean for neuroticism is more than 3 which means that employees possess a moderate level of neuroticism characteristics of personality. Employees possess the personality characteristics of anxiety, fear and frustration at a moderate level. Employees sometimes develop a personality of neuroticism due to the work burden, continuous changes in the system, repetition of tasks, etc. In such cases, the organization’s leaders are the actual reasons for controlling the neuroticism personality of employees in various situations. Managers

try their best to resolve these issues of employees at the right time.

People with conscientiousness personality possess characteristics such as conversational, comfortable with ambiguity, trusting and on time. From the result, it is clear that employees possess a personality of conscientiousness. Employees with extroversion personality possess characteristics of early embarrassed, out-going, seek novelty, team player and preference for order. When employees possess this kind of personality then it leads towards gaining of job satisfaction of employees.

The results reported in the above table showed that employees are moderately satisfied with their job. There are many reasons for it including the company’s working environment, hiring of employees in accordance with the required personality, friendly culture, continuous training and leadership style in accordance with the nature of business. All these factors are leading towards gaining employee satisfaction with the job and most importantly when employees get the right job in accordance with their personality then they remain satisfied.

Variable	Mean	SD
Openness	2.33	1.16
Agreeableness	2.19	1.09
Neuroticism	3.44	1.2
Conscientiousness	2.28	1.06
Extroversion	2.19	1.07
Job satisfaction	3.03	1.06

Table 3:- Descriptive Statistics for Personality Factors and Job Satisfaction

From table 4, it can be seen that gender, age and job tenure are the demographic variables that show the positive significant relationship with job satisfaction $r=0.516$, $r=0.443$, and $r=0.437$ respectively at 0.01 significance level. The positive significant relation is also found between Education and job satisfaction $r=0.243$ at 0.05

significance level. Thus, accepting research hypotheses 1, 2, 3 and 4. It means that demographic factors also affect job satisfaction in a direct manner and in order to gain the satisfaction of employees with the job, it is important that organizations must focus on demographic detail of individuals for treating them in the best manner.

Job satisfaction	Demographic factors			
	Gender	Age	Education	Job tenure
	0.516**	0.443**	0.243*	0.437**
** Correlation is significant at the 0.01 level				
* Correlation is significant at the 0.05 level				

Table 4:- Correlation Analysis of Job Satisfaction and Demographic Factors

Table 5 indicates the relationship between job satisfaction and personality factors. Result reported in the tables shows a positive significant relationship between job satisfaction and openness, agreeableness, conscientiousness and extroversion $r=0.703$, $r=0.788$, $r=0.849$, and $r=0.781$ respectively at 0.01 significant level. These results indicated the high positive relationship between above mentioned four personality factors and job satisfaction. Hence, research hypotheses 1, 2, 3, 4 and 5 are accepted. On the other hand, neuroticism is one of the five factors of

personality that showed a negative relationship with job satisfaction with the correlation value of $r = -0.562$ at 0.01 significance level. This means that neuroticism one of the personality factors has a negative impact on job satisfaction of employees. The findings of the study are clearly reflected that the organization’s leaders should consider the personality of employees in dealing with them so that they are able to put their best efforts toward the achievement of organizational goals and remain to feel satisfied.

Job Satisfaction	Big five factor of personality				
	Openness	Agreeableness	Neuroticism	Conscientiousness	Extroversion
	0.703**	0.788**	-0.562**	0.849**	0. 0.0781**

C Correlation is significant at the 0.01 level

Table 5:- Correlation Analysis of Job Satisfaction and Personality Factors

The table 6 has shown that demographic variables as an independent variable of research affect job satisfaction by 45.1%. The value of adjusted R square reflects the percentage of impact on an independent variable on the

dependent variable. The obtained finding clearly shows that the demographic factors influence job satisfaction (F = 14.569 p<0.01).

Model	R	R2	Adjusted R2	F	Sig
Demographic Factors	0.696	0.485	0.451	14.569	0.00

a. Predictors: (Constant), Job Tenure, Gender, Age, Education
 b. Dependent Variable: Job Satisfaction

Table 6:- Regression Analysis for Demographic Factors and Job Satisfaction

The table 7 has shown the value of beta which indicates that the impact of independent variables on dependent variables. Gender (49.6%), Age (38.5%), Education (41.2%) and job tenure (32.9%) has impact on job satisfaction. Gender has emerged as a major

demographic factor that affects job satisfaction. Due to these reasons, it can be said that gender is one of the important demographic factors to measure job satisfaction and other factors. These results have successfully accepted hypotheses 1, 2, 3 and 4 respectively.

Model	Unstandardized Coefficients		Standardized Coefficient	t	Sig
	B	Std. Error	Beta		
1. Constant	1.028	0.220		4.677	0.00
Gender	0.460	0.056	0.496	4.637	0.00
Age	0.361	0.059	0.385	4.147	0.001
Education	0.397	0.058	0.412	4.475	0.000
Job tenure	0.286	0.051	0.329	3.458	.006

Dependent Variable: Job Satisfaction

Table 7:- Coefficients

The table 8 has shown that the value of R square is more than the adjusted R square and the adjusted R square value is 0.824 which is an indication of 82.4% of the impact of the five-factor model of personality (Extroversion, Neuroticism, Openness, Agreeableness, and Conscientiousness) on job satisfaction. This percentage is quite high which indicates a strong impact of independent variables on the dependent variable; either positive or negative.

The obtained finding clearly shows that the predictor variable –Five factors of personality influence job satisfaction (F = 62.986 p<0.01). Every company should consider that the neuroticism personality of employees affects job satisfaction in a negative manner and remaining extroversion, openness, agreeableness and conscientiousness personality of employees affect job satisfaction in a positive manner.

Model	R	R square	Adjusted R square	F	Sig
Five factor personality	.915	.838	.824	62.986	.000 ^a

a. Predictors: Extroversion, Neuroticism, Openness, Agreeableness, Conscientiousness
 b. Dependent Variable: Job Satisfaction

Table 8:- Regression Analysis for Big Five Factor Personality and Job Satisfaction

The table 9 has shown the value of beta which reflects the impact of every independent variable on the dependent variable. Openness has a 68.6% impact on job satisfaction. Agreeableness has a 69.5% impact on job satisfaction. Neuroticism has a negative impact of 46.2% on job satisfaction. Conscientiousness has a 39.2% impact on job satisfaction. Extroversion has a 32.6% impact on job

satisfaction. Agreeableness has emerged as a major personality factor that affects job satisfaction. Due to these reasons, it can be said that agreeableness is one of the important personality factors to measure job satisfaction and other factors. These results have successfully accepted hypotheses 5, 6, 7, 8 and 9.

Model	Unstandardized Coefficients		Standardized Coefficient	t	Sig
	B	Std. Error	Beta		
(Constant)	.527	.288		1.831	.072
Openness	.621	.061	.686	6.674	.000
Agreeableness	.681	.078	.695	6.831	.000
Neuroticism	-.436	.048	-.462	-4.574	.000
Conscientiousness	.379	.100	.392	2.980	.000
Extroversion	.278	.063	.326	2.420	.000

Table 9:- Coefficients

VII. CONCLUSION

The research aimed to examine the impact of the five-factor model of personality on job satisfaction. The topic has been selected by realizing the scope of this research in both present and futuristic scenario because every organization is highly concerned about the job satisfaction of its employees that leads to the organization's success. After reviewing the previous studies it has been observed that no past study was conducted on this topic in the context of Oman.

The research results have shown that demographic factors including gender, age, education and job tenure affect job satisfaction by 45.1%. Gender has emerged as a major demographic factor that affects job satisfaction. On the other hand, the personality traits including Extroversion, Neuroticism, Openness, Agreeableness and Conscientiousness of employees affect job satisfaction by 82.4%. All the personality traits affect job satisfaction in a positive manner, except neuroticism. Neuroticism personality is often developed due to work burden, work pressure, repetition of tasks, etc. And this kind of personality affects job satisfaction in a negative manner. Delegation of roles and responsibilities is very important for the managers, due to which it is important that the human resource management department of the organization should recruit those employees who possess a personality of agreeableness because these employees always show a high level of trustworthiness and also remain goal-oriented. Due to these reasons, it can be said that employees with a high degree of agreeableness personality can remain best for the organization because trustworthy employees do not show unacceptable behaviour, which can lead the organization towards serious financial/non-financial losses. The research results have concluded that every employee is different from other employees in terms of personality traits and demographic characteristics. They possess a different level and kind of personality traits (Extroversion, Neuroticism, Openness, Agreeableness and Conscientiousness). The organization's leaders should focus on developing an employee's personality in a way that it gets matched with the assigned roles and responsibilities for gaining their satisfaction with the job. Additionally, managers or leaders of the company should focus on the demographic detail of employees for dealing with them in the desired manner so they develop a needed personality for the performance of the job.

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