Personality Traits, Work Motivation and Job Satisfaction in Healthcare Professionals

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Abstract

The present study investigated the association between work motivation, personality traits and job satisfaction in healthcare professionals. A correlational design was used and sample consist of 350 healthcare professionals, including both male and female, aged 30 to 40 (M= 36.88, SD = 4.79), from government and private hospitals in Lahore. The study variables were evaluated using self-report instruments like demographic questionnaire, Big Five Inventory, Multidimensional Work Motivation Scale and Minnesota Satisfaction Scale. The findings indicated that extraversion, agreeableness, openness to new experiences, work motivation and job satisfaction were all positively correlated. Furthermore, it was found that work motivation and personality traits are positive predictors of job satisfaction. The implications of the study extend to healthcare organizations in Pakistan and provide a valuable framework for developing evidence-based interventions. By targeting the personality traits and work motivation of healthcare professionals, organizations can increase job satisfaction, improve the standard of patient care, and optimize overall organizational results.
Keywords: Personality traits, job satisfaction and work motivation

Introduction

The healthcare profession is well known for its highly demanding and fast-paced work environment, which requires healthcare professionals to possess unique set of personality traits to perform their jobs effectively. But it's unclear how job satisfaction relate to personality traits. Their job satisfaction is not only important for their well-being but also significantly impacts the quality of patient care and overall health worker performance (Duffield et al., 2014). Numerous studies have been conducted to identify various factors that predict job satisfaction, including both extrinsic and organizational perspectives. These factors include the quality of relationships with coworkers, pay, opportunities for promotion, job characteristics, work schedule, level of responsibility, job security, and organizational policies (Adams & Bond, 2000). Studies have demonstrated that better patient outcomes result directly from increased job satisfaction among

healthcare workers, which is connected to greater commitment and motivation in their careers (Tummers et al., 2013). The present study's aims was to examine the interactions between three important variables: work motivation, job satisfaction, and personality traits.

Recognizing that different people respond differently to motivation and leadership styles, results in enhanced workers performance and job satisfaction. Each employee's distinct response to various approaches highlights the importance of establishing a work environment that aligns personal preferences with organizational goals (Raziq and Maulabakhsh, 2015). Personality theories assume that people show different tendencies in their reactions to their social, psychological and physical environments. This perspective provides supervisors with a more comprehensive understanding of how to approach job sizing and engage with employees in the workplace. Furthermore, personality traits may be important predictors of other aspects of an individual's life, including those where motivation and work satisfaction are crucial (Pencheon, 2000; Moon et al., 2019).

Thousands of traits have been studied in the history of personality research, including job satisfaction (Judge et al., 2002). Furnham and Zacherl (1986) investigated correlation between personality and work satisfaction. Their study's conclusions demonstrate that extraversion was positively connected with both individual and total job satisfaction levels, but neuroticism and psychoticism were negatively correlated with these scores. Experts also put emphasis on the fact that job satisfaction is better when personality traits and job are compatible (Ghazi & Shahzada, 2012). Higgs and Lichtenstein's (2010) examined the relationship between personality and organizational values. They found that an organization's growth and performance are greatly influenced by the personalities of its people, who are considered as the most valuable asset. Staw and Ross (1985) argued that stable personality traits are as important as organizational conditions in determining worker attitudes such as motivation and satisfaction. This highlights the significance of personality in job motivation and satisfaction.

Literature Review

Personality traits have a significant influence on an individual's job satisfaction and motivation. The primary focus of this literature review centers on exploring the interplay between personality traits, work motivation, and job satisfaction. Kang & Malvaso (2023) examined the association between personality traits and job satisfaction. The objective of the research is to investigate the associations between personality traits and several aspects of employment satisfaction, including compensation, work, security, and hours spent. The data collected from 6962 working employees using British Household Pannel Survey (BHPI). The data was analyzed by ordinal regression analysis. The result indicate that while conscientiousness and agreeableness have positive relationships with job satisfaction, neuroticism exhibits negative associations with various components of job satisfaction. According to these results, personality may be a significant factor in determining certain aspects of job satisfaction.

Shfiee et al., (2022) aim to investigate how personality traits affect nurses' job satisfaction during the COVID-19 pandemic. In this descriptive-analytical study, 131 nurses from Covid-19 afflicted wards at particular AJA hospitals were randomly selected. The findings show a significant association (P < 0.005) between personality traits specifically neuroticism,

pleasantness, and conscientiousness with job satisfaction. In addition, majority of nurses report moderate job satisfaction some personality traits such as neurotic, extroverted, flexible, pleasant, and conscientious traits fall into level 2. The study concludes that during the Covid-19 crisis, nurses' job satisfaction is predicted by personality traits especially neuroticism, pleasantness, and conscientiousness.

In another study, Wang (2023) investigates the association between employee job satisfaction and personality traits. Using quantitative research method, researcher collected data from 150 employees in various organizations. The data was analyzed using correlational analysis. The finding of the study indicates significant positive correlation, suggesting employees who possess particular personality traits typically experience greater job satisfaction. The results highlight the significance of personality traits in determining job satisfaction, especially agreeableness, openness, and conscientiousness. The ability of these individuals to adapt, communicate well with coworkers, and participate in activities that correspond with their values and interests may be the explanation for their higher levels of happiness.

Bajwa et al. (2021) examined the relationship between employees' personality traits and workplace motivational variables, emphasising the value of aligning personality traits with job characteristics. The job diagnostic survey scale and the Five Factor Inventory were used to assess 184 workers from diverse organisations in Multan City. The results show that conscientiousness, agreeableness, openness to new experiences, and extroversion are positively correlated with perceived job motivational potential. On the other hand, neuroticism exhibits a negative correlation. Openness to experience is positively correlated with autonomy and skill variety in job qualities, while neuroticism is inversely correlated with these attributes. A range of performance-related outcomes, including staff selection, productivity, and hiring process efficiency, can be greatly enhanced by aligning personality traits to critical job needs.

A study conducted by Mirković et al., (2020) investigates at the association between teachers' motivation for success at work and their Big Five personality traits. The sample consists of 732 teachers from 25 primary schools in Bosnia and Herzegovina. Using the Big Five Inventory and Performance Motive Scale, 31% of the variation in the total accomplishment motive score is explained by personality factors, in accordance with the study. Conscientiousness turns out to be the strongest predictor influencing all components of the performance motive. Overall, the findings highlight the significant influence of instructors' personality traits on their motivation for achievement and emphasize the importance of teachers' personal backgrounds in determining their effectiveness.

In another study, Wardhana and Pangestu (2021) emphasizes concerns about the erratic motivation of internal business members while focusing on Chixar's business case. Even with lofty sales goals and past business results, there's a strong desire to improve performance. The research highlights the importance of examining motivational factors and personality traits as a basis for improving business performance. The study examines how human resource management can be applied in small companies, taking into account their workforce limitations. The Big Five personality trait framework is used to identify traits, while self-determination theory analyzes intrinsic and extrinsic motivational factors. Data analysis suggested the

differences in personality traits and extrinsic motivational factors, with openness, connectedness, and integrated regulation identified as the strongest traits.

In a study, Karsim et al. (2023) examined the factors influencing job satisfaction among employees at the Daerah Pontianak Secretariat, with a specific focus on social interactions, work motivation, and the working environment.The result indicates significant correlations that highlight the direct influence of positive social interactions, efficient communication and teamwork on job satisfaction. The physical aspects of the workplace, as well as company culture and leadership style, play a huge role in how satisfied employees are with their jobs. In addition, motivated and engaged employees have higher levels of job satisfaction. However, the associations among social contacts, the work environment, and job satisfaction are not solely influenced by work motivation. To enhance overall job satisfaction, the study recommends emphasizing positive social interactions, enhancing the work environment, and fostering work motivation as distinct yet interconnected factors.

In an indigenous study, Waseem (2023) focuses on how personality qualities affect how well a person does their job, with a particular emphasis on the mediating effect of job satisfaction. The research uses a quantitative method, obtaining responses from 319 employees at four telecom businesses in Islamabad through questionnaires, in recognition of the critical influence that employee abilities and personality traits have on organizational survival and performance. A variety of analyses, including reliability, validity, correlation, confirmatory factor analysis, regression, and descriptive analysis, were used to reach the conclusions. The results show a significant impact of personality traits on job performance, with job satisfaction identified as a mediating factor in the relationship.

Material and Methods

The current study used a correlational research design. The study investigated the relationships between healthcare professionals' personality qualities, work motivation, and job satisfaction.

Sample

The sample consisted of 350 healthcare professionals (N = 350), ranging in age from 30 to 45 years (M = 36.88, SD = 4.79), with 174 males and 176 females. The data from Govt. Nawaz Shareef Hospital and Govt. Khawaja Saeed Hospital were gathered using a convenient sampling technique based on the following criteria:

Inclusion Criteria

- Participants who work in hospital and clinical settings.
- Age range between 30 to 45 years.

Exclusion Criteria

- Participants who have diagnosed psychological or psychiatric disorder.
- Participants who work in their current job for less than 6 months.

Descriptive statistics of demographic variables are given in Table 1

Table 1

Descriptive Statistics of Demographic Variables (N=350)

Variables	f(%)	M(SD)
Age (in years)		36.88 (4.79)
Education (in years)		18.17 (1.94)
Monthly Income		127654.18 (110413.09)
Patient Per Day		172.49 (207.99)
Daily Rest Time		6.13 (1.63)
Gender		
Male	174(49.7)	
Female	176(50.3)	
Family System		
Nuclear	187(53.4)	
Joint	163(46.6)	
Marital Status		
Married	162(46.3)	
Single	182(52.0)	
Divorced	3(0.9)	
Separated	3(0.9)	
Work Setting		
Government Hospital	170(48.6)	
Private Hospital	180(51.4)	

Note. For Gender: 0 = Male and 1 =Female; Family System: Nuclear = 0 and Joint = 1; Marital Status: Married = 0, Single = 1, Divorced = 2 and Separated = 3; Work Setting: Government Hospital = 0, Private Hospital = 1

Measurements:

Big Five Personality Inventory. Big Five Personality Inventory is self-report measures of personality traits, consist of 44 items and is based on Big Five model (John et al., 1999). Internal consistency of BFI-44 has been extensively studied where Cronbach Alpha values is more than 0.7 and for each subscale: Extraversion (α = 0.86), Openness to Experience (α = 0.81), Conscientiousness (α = 0.84), Agreeableness (α = 0.82) and Neuroticism (α = 0.86).**Minnesota Satisfaction Questionnaire (MSQ-20).** Minnesota Satisfaction questionnaire is 20 items widely used psychological assessment scale to measure individual level of job satisfaction (Weiss et al., 1967). Internal consistency of Minnesota Satisfaction Questionnaire for the total average was 0.87 and for each subscale: Intrinsic Satisfaction (α = 0.86), Extrinsic Satisfaction (α = 0.80) and General Satisfaction (α = 0.90).

Multidimensional Work Motivation Scale (MWMS-19). Multidimensional Work Motivation Scale is psychological assessment tool that is designed to measure different dimensions of work motivation (Gagne et al., 2015). The internal consistency of Multidimensional Work Motivation Scale is high, typically ranging from α = 0.77 to 0.92.

Procedure

The research started in an orderly manner. The permission to use the scales was obtained from authors through emails. The researcher obtained an authority letter from the Department of Humanities. The letter was used to get permission from the selected hospitals for data collection. Data was collected from 3 different government and private hospitals using questionnaire and Google Forms. The Medical Superintend was approached to take the permission. They gave the consent and were ready to manage their schedule according to the requisites. Before administering the scales, formal consent was obtained from the healthcare professionals to assure that their information would be kept confidential and would not be used for any other purpose than the current study. Participants were assured that they could withdraw from the study at any time. Next, the researcher discussed the nature of tools and the significance of study. The average set of questionnaires took fifteen to twenty minutes. Researcher visited Govt. Nawaz Shareef Hospital and Govt. Kot Khawaja Saeed Hospital for data collection. Researcher gave 200 copies to Kot Khawaja Saeed Hospital and they returned 200 copies. Similarly, researcher gave 100 copies to Nawaz Shareef Hospital and they returned 100 copies. Likewise, the researcher share Google form link to the professionals to obtain data from clinics.All in all, researcher gave 350 copies to different private and govt hospitals and 350 questionnaires were returned. Researcher conveyed gratitude note to participants and authorities after collecting data from one hospital. Similarly, the data was collected in the same way. After completion of data collection, results were analyzed. Response rate was 100%.

Result

Data was analyzed using SPSS version 26. Descriptive statistics were calculated for demographic variables and study variables. Cronbach Alpha values were calculated to assess the internal consistencies of the scales in the given study. Initially correlations between variables were calculated with Pearson Correlation. Hierarchical regression analysis was employed to explore the extent to which personality traits and work motivation predict job satisfaction. As additional findings, independent samples *t*-tests were also run to assess the respective differences of study variables between demographic variables.

The descriptive statistics and Cronbach's alpha are shown in Table 2.

Table 2

Descriptive Statistics of Study Variables (N=350)

Variables	No. of Items	α	Mean	SD	Range
BFI	27	0.82	4.02	0.44	3-5
Extraversion	08	0.57	3.98	0.54	2-5
Agreeableness	09	0.54	4.04	0.48	2-5
Openness to Experience	10	0.67	4.02	0.53	2-5
MWMS	19	0.91	5.42	0.88	3-7
External Regulation	6	0.69	5.31	1.06	3-7
Introjected Regulation	4	0.62	4.97	1.02	1-7
Identified Regulation	3	0.61	5.44	1.12	2-7
Intrinsic Regulation	3	0.61	5.45	1.12	2-7
Amotivation	3	0.75	5.68	1.42	1-7

MSQ	20	0.91	4.02	0.65	2-5

Note. M=Mean, SD=Standard Deviation

Almost all the scales indicates good reliability, moderate to high values ranging from 0.5 to 0.9 (REF). It was hypothesized that there will be a significant correlation between personality traits (extraversion, agreeableness and openness), work motivation and job satisfaction. Intercorrelations among demographic and study variables are shown in Table 2.

Table 3

Correlation of Demographics with Study Variables (N = 350)

	1	2	3	4	5	6	7	8	9	10	11	12	13
1.Age	_	.022	.051	0.023	.077	-.038	.039	.074	.190**	.121*	.088	.036	.079
2.Monthly Income		_	.034	-.038	-.043	.032	.055	.003	.093	.124*	-.007	.078	-.016
3.Patient Per Day			_	-.626**	.495**	.447**	.425**	.449**	.295**	.286**	.312**	.300**	.390**
4.Work Setting				_	-.546**	-.618**	-.496**	-.450**	-.345**	-.411**	-.476**	-.438**	-.513**
5.Extraversion					_	.597**	.640**	.531**	.424**	.463**	.481**	.436**	.597**
6.Agreeableness						_	.567**	.437**	.310**	.425**	.408**	.400**	.494**
7.Openness to experience							_	.642**	.497**	.499**	.550**	.526**	.688**
8. External Regulation								_	.543**	.461**	.491**	.527**	.690**
9. Identified Regulation									_	.557**	.494**	.435**	.634**
10. Introjected Regulation										_	.576**	.398**	.628**
11. Intrinsic Regulation											_	.401**	.646**
12.Amotivation												_	.607**
13. Job Satisfaction													_

*Note. *p<.05, **p<.01, ***p< .001*

Table 3 revealed that age and patient per day had significant positive correlations with identified and introjected regulation. Moreover, patient per day had significant positive correlation with personality traits such as extraversion, agreeableness, openness and work motivation such as external regulation, introjected regulation and identified regulation while work setting shows negative correlation. Also, job satisfaction had significant positive correlations with extraversion, agreeableness, openness, external regulation, identified regulation, intrinsic motivation and Introjected regulation. Hence, the hypothesis was approved.

It was hypothesized that Personality traits (extraversion, agreeableness, openness) and work motivation (external regulation, introjected regulation, identified regulation, intrinsic motivation and amotivation) will be predictors of job satisfaction in healthcare professionals. Hierarchical regression analysis was used to assess predictors job satisfaction as shown in Table 4.

Table 4

Hierarchical Regression Results for Job Satisfaction (N=350).

Variables	B	95% CI for B		SE B	β	R^2	ΔR^2
		LL	UL				
Step 1						0.271	0.271
Constant	4.223	4.090	4.357	.068			
Patient Per Day	.000	.000	.001	.000	.114		
Work Settings	-.420	-.530	-.310	.056	-.441		
Step 2						0.708	0.437
Constant	.875	.565	1.184	.158			
Patient Per Day	-1.501	.000	.000	.000	-.005		
Work Settings	-.071	-.150	.007	.040	-.075		
MWMS	-.574	-1.031	-.117	.232	-.776		
External Regulation	.348	.198	.498	.076	.564		
Introjected Regulation	.225	.121	.330	.053	.351		
Identified Regulation	.202	.111	.293	.046	.344		
Intrinsic Motivation	.218	.130	.306	.045	.374		
Amotivation	.184	.105	.263	.040	.399		
Step 3						0.727	0.019
Constant	.196	-.292	.683	.248			
Patient Per Day	.000	.000	.000	.000	-.034		
Work Settings	-.040	-.122	.043	.042	-.042		
MWMS	-.609	-1.056	-.162	.227	-.823		
External Regulation	.320	.172	.468	.075	.519		
Introjected Regulation	.225	.122	.327	.052	.350		
Identified Regulation	.193	.104	.282	.045	.328		
Intrinsic Motivation	.202	.116	.288	.044	.347		
Amotivation	.175	.097	.253	.039	.379		
Extraversion	.118	.018	.219	.051	.098		

Agreeableness	.007	-.102	.116	.055	.005
Openness to Experience	.175	.064	.286	.056	.140

Note. CI = confidence interval; U. = lower limit; UL = upper limit; familismo = the collective importance of family unity that emphasizes interdependence and solidarity; Mex Am margin = Mexican American marginalization. *p < .05. **p < .01. ***p < .001.

Hierarchal Regression table presents the results of regression analysis for job satisfaction as criterion variable. Overall the model explained 72.7% variance in job satisfaction, F(11) = 81.759, p < .001. Demographic factors (patient per day and work settings) in block 1 explained 27.1% variance in job satisfaction, F(1) = 64.428, p < .001. Work Settings negatively predicts job satisfaction significantly. When MWMS, external regulation, introjected regulation, identified regulation, intrinsic motivation and amotivation was added in block 2, model explained 43.7% variance in job satisfaction, F change (6,341) = 85.040, p < .001. MWMS, external regulation, identified regulation, introjected regulation, intrinsic motivation and amotivation positively predict job satisfaction. In block 3, when extraversion, agreeableness and openness to experience was added, model explained 1.9% variance in job satisfaction, F change (3, 338) = 7.817, p < .001. Extraversion, agreeableness and openness to experience positively predicts job satisfaction. Hence, the hypothesis was approved.

Discussion

The present study aims to examine the relationship between work motivation, job satisfaction, and specific personality traits namely, agreeableness, extraversion, and openness to experience in healthcare workers. The primary objective is to examine the influence of work motivation and personality traits on each individual's level of job satisfaction.. The findings of the current research are discussed in the light of previous studies, theories and local context.It was hypothesized that work motivation and personality traits including agreeableness, extraversion, and openness to new experiences have association with job satisfaction in healthcare professionals. The study's findings, which demonstrate a strong positive association between agreeableness, extraversion, and openness to new experiences and job satisfaction, validate the hypothesis. Positive job satisfaction is more common in those with high extraversion, agreeableness, and openness scores. Doan et al. (2021) did a comprehensive review and meta-analysis of 105 empirical research on the effects of big five personality traits on job satisfaction in the hospital sector and discovered that significant influence of employees' personalities were associated to job satisfaction. Furthermore, work motivationand job satisfaction are positively correlated, suggesting that individuals that are motivated are more likely to be highly satisfied with their jobs. These findings are consistent with earlier studies (Barmanpek et al., 2022; Zamzami, 2022).

Previous research validated the current findings, as Lie et al., (2021) investigated the direct and indirect relationship between the big five personality traits and job satisfaction. By examining 1887 teachers, the results of the study demonstrate the direct relationship between personality traits including extraversion, agreeableness, openness, and conscientiousness and job satisfaction. Furthermore, research revealed that personality traits also indirectly influence job satisfaction by affecting teaching styles. In conclusion, The study emphasises the association between particular personality traits and job satisfaction among young instructors, implying that

higher levels of extraversion, agreeableness, conscientiousness, and openness influence job satisfaction.

It was also hypothesized that work motivation and personality traits that are extraversion, agreeableness and openness to experience are likely to predict job satisfaction. The results shows that personality traits that are extraversion, agreeableness and openness to experience and work motivation were positive predictors of job satisfaction in healthcare professionals. Results of the prediction study of variables can be understood with reference to the previous literature like Rababah (2019) examines the impact of personality traits on job satisfaction in hospital settings. The study found that extraversion, conscientiousness, agreeableness and openness have positive effect on job satisfaction. Additionally, they identified personality traits as significant predictors of job satisfaction.

Rima et al., (2023) examined the effects of work motivation and work load on job satisfaction in employees at PT. Pratomo Putra Teknik Palopo. The results indicated work motivation and work load had significant effect on job satisfaction. Furthermore, regression coefficient shows that work motivation is significant predictor of job satisfaction as the influence of employee job satisfaction increased by 0.400 units because of work motivation. The results of current study are also supported by the research by Tiwari et al., (2023). The research investigates the relationship between work motivation and job satisfaction in IT industry. The findings of the study revealed that work motivation has substantial influence on job satisfaction, with beta value suggesting that one unit increase or decrease in work motivation is associated with twenty four percent change in job satisfaction. Thus, the results shows work motivation as significant predictor of job satisfaction. Rahwana & Setiawan (2022) aim to study the impact of work motivation and work environment on job satisfaction among employees. The results of 85 independent sample revealed that there is significant positive relationship between work motivation, work environment and job satisfaction. Additionally, the study found out work motivation greatly influence job satisfaction, with regression analysis indicating twenty four percent change in job satisfaction.

Limitations

The study only looked at three personality traits (extraversion, agreeableness, and openness to experience) and disregarded other personality traits that could influence job satisfaction.Since the study focuses on health workers in Pakistan, the results may be influenced by regional cultural differences. Generalizing these findings pose challenges to healthcare workers working in different cultural contexts.

Conclusion

The purpose of the research was to investigate the impact of the three big five personality traits, extraversion, agreeableness, and openness to experience on job satisfaction. The results of the study showed that personality traits have a significant relationship with job satisfaction. Specifically, healthcare professionals who scored high on extraversion, agreeableness, and openness to experience reported higher job satisfaction. Additionally, the study found that work motivation is significantly related to job satisfaction, suggesting that individuals who are highly

motivated at work tend to be more satisfied with their jobs. Additionally, the study's findings point to the likelihood that work motivation and personality traits can predict job satisfaction. In other words, healthcare professionals with high levels of extraversion, agreeableness, and openness to experience, as well as high levels of job motivation, are more likely to be satisfied with their work.

Overall, the results of the study suggest that healthcare organizations should focus on developing strategies that can improve the personality traits and work motivation of their employees. This may result in increased job satisfaction, which may boost productivity across the board for a company.

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