

# Big Five Personality Traits on Job Satisfaction Mediated by Procedural Justice

S. Y. Tham and H. M. Wong

## ABSTRACT

The aim of this paper is to investigate relations between an isolated dimension of Big Five personality traits and job satisfaction, while considering a mediating effect on this relationship. More specifically, personality traits like Openness to experience, Conscientiousness, Extraversion, Agreeableness and Neuroticism or OCEAN, are treated as antecedents of job satisfaction while procedural justice is considered as mediator in understanding the underlying mechanism. Data was gathered via a questionnaire in a cross-sectional study of Big Five Inventory (44 items), Job Satisfaction Survey (12 items) & Procedural Justice (9 items). Primary data were collected from 127 hotel front desk managers working in three-star hotels within central region in Malaysia and were analyzed by using SPSS v25 and PLS-SEM v3.2.8. It was found that across the traits, Neuroticism had the strongest relationship with job satisfaction, while Conscientiousness did not have any relationship with job satisfaction. Procedural justice completely mediated the association between Conscientiousness and job satisfaction, but only partially mediated the relationships between Openness to experience, Extraversion, and Agreeableness and job satisfaction. By assessing the Big-Five personality traits as predictors of job satisfaction, this research adds to the body of knowledge and gives crucial information to indicate that organizations should place a greater emphasis on improving employees' justice, which is the underlying relationship between personality and job satisfaction. The findings from this paper may allow organizations related to hotel industry to formulate strategic plans to diminish employee turnover rates while increasing job satisfaction and thus profitability.

**Keywords:** Big Five Personality Traits, Job Satisfaction, Procedural Justice.

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## I. INTRODUCTION

For an intent of optimizing human resource capacity, job satisfaction acquires importance. This is because it can be seen as an indication of psychological well-being and can contribute to employee behavior that influences the functioning of an organization (Buama, 2019). Job satisfaction is strongly correlated with personality according to Dispositional Approach. It will remain to be constant and stable over time (Judge & Lanen, 2001). Nevertheless, some researchers found that job satisfaction was impacted by other factors besides personality traits (Cohrs *et al.*, 2006). Nonetheless, results revealed that company should pay attention to improving the procedural justice of workers that was the psychological underpinnings of the link between personality and job satisfaction (Camgoz & Karapinar, 2011). Hence, mediating function of procedural justice as consequences of personality traits-job satisfaction inter-relations is studied.

Hotel industry registered the highest employee turnover rate in Malaysia (AON Heweitt China HCJ, 2016). Recruitment, training, and development (Nadiri & Tanova, 2010), cost of replacement, cost of training, and cost of vacancy are all expensive costs for a company with such a high turnover rate (Heydarian & Abhar, 2011). Recent research shown that overall job satisfaction was found to have a strong negative relationship with the likelihood of leaving the company (Alam & Asim, 2019). Low job satisfaction is more likely to provide inferior services (Buama, 2019). Employee's personality is crucial because customers may purchase from a competitor owing to better prices or higher quality of service (Julie & Jacqueline, 2017). Budget hotels (those with a three-star rating or less) saw a 15 % to 20 % loss in income as a result of online competition. Airbnb, throughout the last two years, according to Malaysia Budget Hotel Association (MyBHA). Employee's turnover had been a major issue as part of every growing industry in the past. This issue will pose a detrimental effect to human resource management of an organization if left unaddressed (Singh & Amandeep, 2017).

## II. LITERATURE REVIEW

Using a model as an organizing framework, this study is linking each dimension of Big Five personality trait, as independent variable (IV), to job satisfaction, as dependent variable (DV), where procedural justice is treated as mediator of the relationship. The theoretical framework is built based on literatures. Early researchers had classified five factors that correlated with job satisfaction, namely: Openness to experience, Conscientiousness, Extraversion, Agreeableness and Neuroticism or known as OCEAN. Facets of job satisfaction included pay, promotion, and supervisor whereas dimensions of procedural justice divided into system justice and rater justice. Conceptual framework as per Fig. 1. Source of the model was adopted and adapted from Five Factor Model by John *et al.* (1991), Two-dimensional approach by Berrin Erdogan (2001) and Job Satisfaction by Paul Spector (1985).

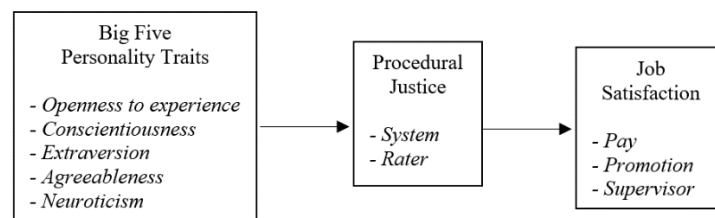


Fig. 1. Conceptual model.

## III. CONCEPTS OF BIG FIVE PERSONALITY TRAITS

A personality trait is a persistent pattern of thinking, feeling, or acting that can be seen across time and in a variety of settings. The Big Five, also known as OCEAN (Openness to Experience, Conscientiousness, Extraversion, Agreeableness, Neuroticism), is a group of five bipolar trait categories that make up the most extensively used personality structure model (Soto, 2018). Big Five personality traits (McCrae & Costa, 1991) are characterized as:

1. Openness to Experience: divergent thinking, smart, creative, scientific, artistic, and liberal
2. Conscientiousness: accountable, systematic, result oriented, determined, reliable, hardworking and initiator.
3. Extraversion: outgoing, friendly, likeable, socially confident, tendency to concern with external things
4. Agreeableness: kind, cooperative, sympathetic, warm, trusting, and considerate
5. Neuroticism: overanxious, nervous, obsessive, jumpy, compulsive, nervy and full of negative emotions.

## IV. CONCEPTS OF JOB SATISFACTION

Job satisfaction, defined as an individual's overall feeling about their job, has a direct impact on one's personal, social, and organizational life, as well as playing a key role in one's mental and physical health (Golpayegan, 2017). Employees' feelings of contentment at work are referred to as job satisfaction. It is one of the most popular human resource management study topics. It's also become a global issue that many businesses are becoming concerned about (Karnica, 2016). Job satisfaction appears to be linked to pay, promotion and supervision, according to the previous data (Muhammad & Akhter, 2010). Situational Theory suggested job satisfaction is a result of an individual's personal attributes interacting with organizational characteristics which included pay, promotional opportunities, and supervision (Worrell, 2004).

## V. CONCEPTS OF PROCEDURAL JUSTICE

The fairness of methods employed by persons in positions of authority to attain specified outcomes or judgments is characterized as procedural justice (Bennett *et al.*, 2019). It is a condition of a job that is related to an employee's personality will inspire him or her to perform more efficiently since he or she feels at ease with his or her job (Kharismasyah *et al.*, 2017). Procedural fairness is concerned with a decision maker's procedures rather than the actual outcome reached when deciding; it is necessary to follow a fair and proper approach (Ombudsman Western Australia, 2019).

## VI. RELATIONSHIP OF BIG FIVE PERSONALITY TRAITS - JOB SATISFACTION

Employees will find happiness in a work setting that allows them to exhibit their distinct personality qualities, according to the Trait Activation theory (Tett & Burnett, 2003).

Big Five Model personality appear to be relevant to different culture. Hemantha Kottawatta (2016) and Muhammad and Azhar (2015) reported that this model has been developed to measure the individual personality traits that affect job satisfaction in their research recently in Sri Lanka apparel industry and Pakistan bank industry respectively. Openness to experience, Conscientiousness, Extraversion and Agreeableness were found to have a positive, but Neuroticism had a negative, and significant relationship with manager's job satisfaction from multi-national companies in Philippines (Buama, 2019). Openness to experience, Conscientiousness and Agreeableness were positively and significantly linked to job satisfaction while Neuroticism negatively affected job satisfaction from 7662 people from the United Kingdom were polled in a wide national sample (Bui, 2017).

"Self-Verification theory" explained people would conceive idea themselves, which underpinning correlation for Openness to experience-job satisfaction. A study was conducted by Yildirim (2015) to examine personality traits-job satisfaction linkage among five-star hotel workers in Antalya province, Turkey. A statistically significant Openness to experience -job satisfaction relationship was observed. Extraversion is significantly linked to job satisfaction from 7662 people from the United Kingdom were surveyed in a wide national sample (Bui, 2017). Study found Extraversion had positive influence on satisfaction (Ali, 2018). Findings showed that the most dominant dimension based on Big Five Personality for support staffs in University Technology Malaysia, Johor campus is Agreeableness while Agreeableness was also found to have significant relationship with job satisfaction (Ishak *et al.*, 2018). A weak and negative connection of Neuroticism-job satisfaction, but a positive Extraversion-job satisfaction linkage were found in India, whereas no significant relationships with other personality traits (Rožman *et al.*, 2017).

## VII. RELATIONSHIP OF BIG FIVE PERSONALITY TRAITS - PROCEDURAL JUSTICE

The Big Five personality traits of Conscientiousness, Extraversion, Agreeableness, and Neuroticism are likely to be associated with the proximal effect of procedural justice. Individuals' interpersonal tendencies relating to the degree of collaboration, helpfulness, and civility that they have are referred to as Agreeableness (Barrick & Mount, 1991). According to the literature, businesses prefer to hire people who have unique variations that make them more likely to create creative outputs. As a result, this study investigated how Openness to experience, a construct linked to creative performance, can interact with justice perceptions (Aneika, 2011). Agreeableness and Neuroticism were significant predictors of organizational justice across all categories. Agreeableness was found to be positively connected to procedural justice, but Neuroticism was found to be adversely related (Shi *et al.*, 2009)

## VIII. RELATIONSHIP OF PROCEDURAL JUSTICE - JOB SATISFACTION

Justice Theory indicated individual self-perception would determine job satisfaction (Lambert *et al.*, 2005). According to the Social Exchange Theory, people who believe they are being treated unfairly are more likely to be frustrated and unsatisfied (Homans, 1961). Procedural justice perception of the Human Resource practice significantly influenced job satisfaction of Asian managers as a whole group (Yamazaki & Yoon, 2012). Increased procedural justice better job satisfaction cognition (since it gives employees evidence of their active competence) (Seibert & Kramer, 2001). Job satisfaction was influenced by three types of organizational justice (distributive, procedural, and interpersonal) (Loi *et al.*, 2009).

## IX. RELATIONSHIP OF BIG FIVE PERSONALITY TRAITS - PROCEDURAL JUSTICE - JOB SATISFACTION

Personality traits require trait-relevant contexts and cues for manifestation, according to the Trait Activation principle. To put it another way, an individual only acts in trait-like ways in situations that are relevant to that trait. As proactive behavior is evoked only under certain cues, the relationship between proactive personality and employee outcomes may vary depending on the environment, according to Trait Activation theory. Such hints can be found in the procedural justice environment (Tett & Guterman, 2000; Tett & Burnett, 2003). Relationship between individual level personality variable and pay satisfaction in South Africa is completely mediated by organizational justice perceptions (Bindu *et al.*, 2019). Survey data were collected from Turkey insurance companies' employee, and it was indicated that procedural justice mediated personality traits - job satisfaction correlation (Camgoz & Karapinar, 2011).

## X. METHODOLOGY

This study was guided by the following research questions and hypothesis.

1. Is there positive or negative correlation of each personality trait-job satisfaction?
2. Which of the personality trait influenced job satisfaction the strongest?
3. Does procedural justice mediate correlation of each personality trait- job satisfaction?

H1: Openness to experience (O) is positively correlated to job satisfaction (JS)

H2: Conscientiousness (C) is positively correlated to JS

H3: Extraversion (E) is positively correlated to JS

H4: Agreeableness (A) is positively correlated to JS

H5: Neuroticism (N) is negatively correlated to JS

H6: Procedural Justice (PJ) is positively correlated to JS

H7: PJ meditates positive relationship between O and JS

H8: PJ meditates positive relationship between C and JS

H9: PJ meditates positive relationship between E and JS

H10: PJ meditates positive relationship between A and JS

H11: PJ meditates negative relationship between N and JS

This research is quantitative based. A total of 127 front desk managers, who are critical in hotel operations, were randomly selected as sample from central regions Malaysia. Each unit analysis of population will have an equal probability to be included (Bryman & Bell, 2015). Research instruments used to gather primary data are a self-construct demographic survey, adopted 44-items BFI or Big Five Inventory (John *et al.*, 1991) which comprised five subscales namely Openness to experience, Conscientiousness, Extraversion, Agreeableness and Neuroticism, 12-items Job Satisfaction Scale (Erdogan, 2001). include three subscales like Pay, Promotion and Supervisor and 9-items Two-Dimensional Construct (Spector, 1985). with two subscales i.e., System Justice and Rater Justice. Demographic questionnaire, with a set of fixed options, was created to collect personal details like respondent's gender, age, marital status, highest education background, service tenure and monthly income. Other sections are close-ended questions with a consistent band which used five-point Likert scale with values of 1-5 which ranged from Strongly Disagree-Strongly Agree. For further evidence, secondary data was compiled from multiple materials such as research papers, published journals, articles, book chapters, online resources, conference proceedings and so on.

## XI. RESULTS

TABLE I: DEMOGRAPHIC PROFILES

Variables	Level	Frequency	%
Gender	Male	71	55.9
	Female	56	44.1
Age	21-25	9	7.1
	26-30	48	37.8
	31-35	44	34.6
	36-39	4	3.1
	40 years & above	22	17.3
	Single	77	60.6
Marital Status	Married	50	39.4
	Diploma	50	39.4
Education	Bachelor	38	29.9
	Master	39	30.7
	1-5 years	60	47.2
Working Experience	6-10 years	29	22.8
	11-15 years	19	15
	20 years & above	19	15
	Less than RM 2,500	16	12.6
Income Per Month	RM 2,051 - RM 4,000	49	38.6
	RM 4,001 - RM 6,000	31	24.4
	RM 6,001 & above	31	24.4

The Google form, email, personal collection were the primary data collection methods that was used in this research. SPSS v25 was used to analyze demographic profile of respondents and descriptive statistic of study variables. Smart Partial Least Square (PLS) version 3.2.8 system was used to test the hypotheses. The initial analyses of the data include data processing and checking for missing values, normality assumption, outlier detection and multicollinearity followed by discussing the results of common method bias. Data processing includes the steps of data checking, editing, and coding to ensure the data obtained

are reasonably good (Sekaran & Bougie, 2010).

The basic demographic characteristics of the sample are shown in Table I. The vast majority of those who responded were male (55.9%). For age group, 37.8 % or majority ranged from 26 to 30 and they are single. Most of the respondents are diploma holder and in view of working experience, 47.2 % or most of the respondents have job tenure of 1 to 5 years only. Employee monthly income mainly ranged from RM 2,501 to RM 4,000.

Table II presents the results of mean and standard deviation for each construct in the model study. The result showed that all the variables in this survey have a mean and a standard deviation, whereby most of the 5 Likert scales variables are more than 3 except for Neuroticism.

TABLE II: DESCRIPTIVE STATISTICS SUMMARY OF STUDY VARIABLES

	N	Minimum	Maximum	Mean	Std. Deviation
JS	127	1.58	4.25	3.0098	0.63678
PJ	127	1.67	4.56	3.0962	0.82383
OP	127	1.50	4.70	3.5323	0.66522
CON	127	1.89	4.67	3.5293	0.66246
EX	127	2.00	4.75	3.5000	0.70676
AG	127	1.56	4.67	3.0516	0.70033
NEU	127	1.13	4.38	2.8150	0.81114
Valid N (listwise)	127				

According to Hair *et al.* (2006), 25% of total indicators can be deleted to get the model fit, as such less than 20% of indicators were deleted. There are three criteria to assess the outer model which are Convergent Validity, Composite Reliability and Discriminant Validity (Latan & Ramli, 2013). Indicators throughout the entire construct, the value of Convergent Validity is above 0.5 which are valid and acceptable. The minimal criterion of 0.7 is exceeded by all measurement elements for Composite Reliability (Sarstedt *et al.*, 2014). Individual construct's square root AVE value is above 0.5, thus the variables divergent validity is achieved. The HTMT result is greater than 0.85, indicating that they are most likely measuring the same thing and that Discriminant Validity between constructs existed (Campbell & Fiske, 1959).

Hair *et al.* (2011) claimed that the 5,000 subsamples were used to attain the significant levels using the consistent PLS bootstrapping option. The test results were obtained from testing the hypothesis with bootstrapping using statistical software Smart PLS 3.2.8. The test results are presented in Fig. 2 as below.

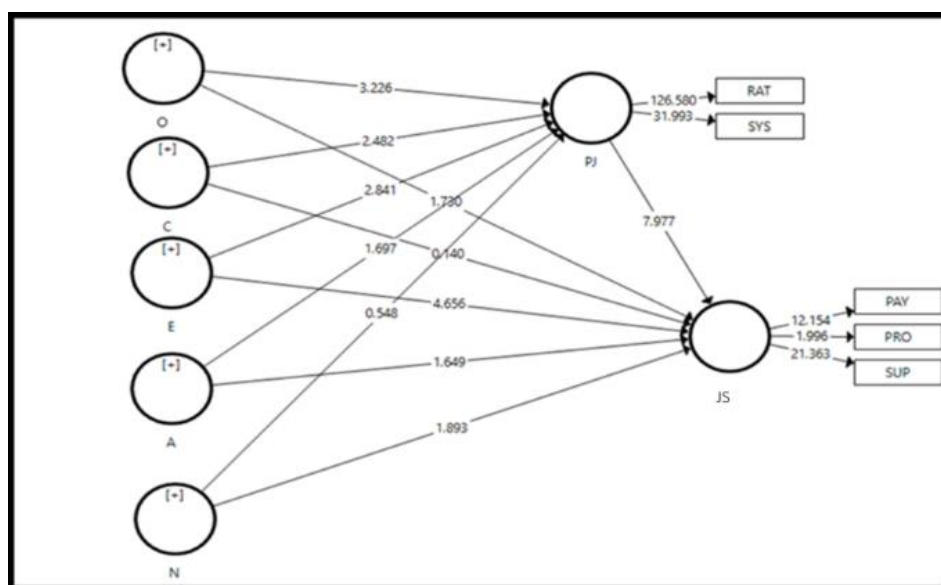


Fig. 2. T-value among the Dependent Variables (DV) and Independent Variables (IV)

Table III lists all the hypotheses from H1 through H6, as well as the T-statistics value for each hypothesis. The t-value is greater than 1.645 at  $p < 0.05$  when the hypothesis is significant (Hair *et al.*, 2011). We can deduct from the table that six hypotheses, H1, H3, H4, H5, and H6, are significant because the lower limit (LL) and upper limit (UL) are both positive, but H2 hypothesis, on the other hand, is not significant.

Base from the PLS output mediation hypothesis, only H7, H8, H9, and H10 is supported out of five mediation hypotheses. Preacher and Hayes (2008) also stated that the indirect effects 95 % Boot CI: LL =



0.070, UL = 0.220 for H7, LL = 0.066 UL = 0.319 for H8, LL = -0.320, UL = -0.085 for H9 and LL = 0.004, UL = 0.160 for H10 hypothesis did not straddle a 0 in the middle, indicating mediation.

TABLE III: RESULTS OF HYPOTHESIS TESTING

Hypothesis	Beta Value	Std. Error	T Value	P Value	UL	LL	R2	F2	Q <sup>2</sup> _predict	Decision
H1:O->JS	0.085	0.49	1.730	0.042	0.002	0.161	0.653	0.017	0.262	Supported
H2:C->JS	-0.011	0.079	0.140	0.444	-0.143	0.117		0.000		Not Supported
H3:E->JS	0.364	0.078	4.656	0.000	0.234	0.487		0.188		Supported
H4:A->JS	0.095	0.058	1.649	0.050	0.000	0.189		0.000		Supported
H5:N->JS	-0.311	0.164	1.893	0.029	-0.516	-0.015		0.215		Supported
H6:PJ->JS	0.573	0.072	7.977	0.000	0.441	0.678		0.0786		Supported
H7:O->PJ->JS	0.140	0.045	3.079	0.001	0.070	0.220				Supported
H8:C->PJ->JS	0.190	0.077	2.463	0.007	0.066	0.319				Supported
H9:E->PJ->JS	-0.195	0.072	2.716	0.003	-0.320	-0.085				Supported
H10:A->PJ->JS	0.080	0.047	1.685	0.046	0.004	0.160				Supported
H11:N->PJ->JS	0.032	0.059	0.537	0.296	-0.064	0.133				Not Supported

Hence, research result of the hypothesis as below.

#### H1: Openness to Experience (O) -> JS

Result shown a positive significant correlation ( $t = 1.730$ ,  $p < 0.05$ ). Thus, H1 is accepted. This finding supported by previous research where researchers indicated being Openness to experiences was linked to job satisfaction (Cohrs *et al.*, 2006).

#### H2: Conscientiousness (C) -> JS

Result shown there is no significant correlation ( $t = 0.140$ ,  $p > 0.05$ ). So, H2 is not accepted. This finding supported study conducted on UK employees which demonstrates that Conscientiousness is not a factor in job satisfaction (Bui, 2017).

#### H3: Extraversion (E) -> JS

Result shown a positive significant correlation ( $t = 4.656$ ,  $p < 0.05$ ). Thus, H3 is accepted. This is conformed to recent study of which Extraversion is found to have a positive and significant relationship with manager's job satisfaction from multi-national companies in Philippines (Buama, 2019).

#### H4: Agreeableness (A) -> JS

Result shown a positive significant correlation ( $t = 1.649$ ,  $p < 0.05$ ). Thus, H4 is accepted. This is consistent with previous findings that showed the most dominant dimension based on Big Five Personality for support staffs in UTM was Agreeableness (Ishak *et al.*, 2018).

#### H5: Neuroticism (N) -> JS

Result shown a strong negative significant correlation ( $t = 1.893$ ,  $p < 0.05$ ,  $F2 = 0.215$ ). Thus, H5 is accepted. The result also consistent with recent study which Neuroticism interacted with the corresponding mean personality, indicating that the fit between an individual's personality and the average personality of the occupation makes a difference in job satisfaction for this trait (Törnroos *et al.*, 2019).

#### H6: Procedural Justice (PJ) -> JS

Result shown a positive significant correlation ( $t = 7.977$ ,  $p < 0.05$ ). Thus, H5 is accepted. This is conforming study suggested that job satisfaction is more influenced by procedural justice than effective leadership (Elizabeth, 2018).

#### H7: Openness to Experience (O) -> PJ -> JS

Procedural justice mediated Openness to experience-job satisfaction correlation ( $p < 0.05$ ). Thus, H7 is accepted. This is conforming to previous studies, which provided support for procedural justice's mediating function in the link between Openness to experience and job satisfaction. The ability of open-minded employees to create better relationships with their bosses is predicted to boost their decision-making authority and information access (Aryee & Zhen, 2006).

#### H8: Conscientiousness (C) -> PJ -> JS

Procedural justice mediated Conscientiousness-job satisfaction correlation ( $p < 0.05$ ). Hence, H8 is accepted. This is conformed to previous study among 218 employees in insurance companies of Turkey which demonstrated that procedural Justice completely mediated the association between Conscientiousness and job satisfaction (Camgoz & Karapinar, 2011).

#### H9: Extraversion (E) -> PJ -> JS

Procedural justice mediated Extraversion- job satisfaction correlation ( $p < 0.05$ ). Hence, H9 is accepted. This is also like previous studies among 218 employees in insurance companies of Turkey which demonstrated that procedural justice mediated partially the correlations between Extraversion and job satisfaction (Camgoz & Karapinar, 2011).

#### H10: Agreeableness (A) -> PJ -> JS

Procedural justice mediated Agreeableness-job satisfaction correlation ( $p < 0.05$ ). Thus, H10 is accepted. This is also similar to previous studies among 218 employees in insurance companies of Turkey which

demonstrated that the relationships between Agreeableness and job satisfaction were partially mediated by procedural justice (Camgoz & Karapinar, 2011).

*H11: Neuroticism (N) -> PJ -> JS*

Procedural justice did not mediate correlation of Neuroticism-job satisfaction ( $p > 0.05$ ). Hence, H11 is not supported. This may be attributed to Neuroticism and job satisfaction have a strong association dimension of pay promotion and supervisor. Emotionally stable employees were expected to build better relationship with manager and focus on their pay and promotion opportunity because they are less threatened by certain scenarios. Findings suggested that job satisfaction was positively correlated with 300 workers from several textile manufacturers in Bangladesh were pay, supervisor and promotional opportunities (Muhammad & Akhter, 2010). Procedural justice does not appear to mediate the relationship of personality traits on job satisfaction in this setting.

## XII. CONCLUSIONS

Our results detail several important theoretical contributions. First, this study finds that open, conscientious, extravert and agreeable employee perceived procedural justice as significant to give them job satisfaction. This shows that research that focuses only on personality traits decisions likely provides an incomplete assessment of predicting job satisfaction. Secondly, as previously mentioned, a few empirical studies such as Buama (2019), Ishak *et al.* (2018) and Kisten and Kluyts (2018) found a significant link between some personality traits and job satisfaction, but the number of personality traits tested as antecedents of job satisfaction was limited. By analyzing the Big-Five personality traits, this study examines a wide range of personality qualities as antecedents of job satisfaction. Third, and perhaps most importantly, this study contributes to a better understanding of how job satisfaction is enhanced by personality factors connected to job satisfaction. This study sheds some light on the association between each of the Big-Five personality traits and job satisfaction cognitions by completing a comprehensive analysis.

This research has several key consequences for firms' management teams. To begin with, personality has a significant influence in determining job satisfaction; therefore employers should pay close attention to these characteristics during the hiring process. Second, other features of organization, such as procedural justice, have been found to mediate personality traits, in predicting employee's job satisfaction. Thirdly, findings of the study become input to human resource strategic plan for existing front desk managers who should possess the right personality traits in handling different customers from all walks of life. Fourthly, this study may benefit hotel industry by shedding light on and contributing to a solution for high turnover among new staffs. Finally, it is also advantaging to hotel industries in Malaysia as the findings may lead to broader insight in enhancing employment by reducing turnover crisis in order to boost tourism industry in Visit Malaysia year.

There are some assumptions and considerations that should be noted in this study. First, respondent is assumed to have an isolated trait from the Big Five and each trait exists at different levels. Next, personality traits and job satisfaction are assumed as continuous variables. It will be translated that when a respondent scores high on one satisfied-related personality trait, simultaneously he or she will score very low on the other.

The survey is subjected to the bias of respondents. Hence 100% accuracy is not present. This was a cross sectional study which could not be generalized to other settings as data only collected from three-star hotels from central regions in Malaysia only. Next, usage of quantitative research method may cause some inconsistency of the result. The non-probability sampling strategy used in the deployment could have skewed the results. This study only considers procedural justice as mediating variable which is part of the organization justice and did not explore possibility of demographic factor as moderator. Finally, the Big Five personality traits are measured using the Big Five Inventory 44 items by John *et al.* (1991). More extensive tests like the Revised NEO Personality Inventory (John *et al.*, 1991) may be more accurate.

The study's limitation should be addressed in future research. Research is suggested to expand to other geographical regions in Malaysia or other countries. A longitudinal study will be recommended or even explore other hotels at different star rating. Mix method research approach will be suggested to be used to further strengthen and to support findings of quantitative. A purposive sampling technique may be recommended to be used for future research. Future research could look at other mediating or moderating characteristics, such as leadership, empowerment, organizational culture, and others, which could be combined with dispositional variables to predict job satisfaction. Finally, future research should use McCrae and Costa's (John *et al.*, 1991) Revised NEO personality questionnaire to investigate the connection between the Big-Five personality traits and job satisfaction.

## CONFLICT OF INTEREST

Authors declare that they do not have any conflict of interest.

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