

THE RELATIONSHIP BETWEEN BIG FIVE PERSONALITY AND JOB
SATISFACTION AMONG CIVIL SERVANTS CHINA

ZHANG XI

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Faculty of Management
Universiti Teknologi Malaysia

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To my beloved mother and father

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ABSTRACT

This study attempted to probe the relationship between Big Five personality and job satisfaction among civil servants in Administrative Service Centre of Ji Mo City, China. A set of questionnaire consisted of three parts that Part A, Part B and Part C was collected from 175 respondents in Administrative Service Centre of Ji Mo City, China. The instruments used in this study were Chinese Big Five Personality Inventory brief version (CBF-PI-B) and Minnesota satisfaction Questionnaire (MSQ). The data was analysed by using descriptive analysis and inferential analysis where the mean score and percentage were used to identify the level of personality dimensions and job satisfaction. While, t-test and one-way ANOVA were used to test the difference of job satisfaction based on demographic backgrounds and Pearson correlation method was used to identify the relationship between Big Five personality and job satisfaction. The finding revealed that the job satisfaction among civil servants in Administrative Service Centre of Ji Mo City, China was at high level. Moreover, the results showed that there were no significant differences of job satisfaction based on chosen demographic factors (gender, marital status, educational level, age and years of working experience) among the civil except for political status. Particularly, there were significant positive relationships between the Big Five personality traits dimensions of Openness to Experience, Conscientiousness, Extraversion, and Agreeableness and job satisfaction. Meanwhile, there was no significant relationship between Neuroticism and job satisfaction.

ABSTRAK

Kajian ini bertujuan untuk mengkaji hubungan antara personaliti Big Five dengan kepuasan kerja dalam kalangan penjawat awam di Pusat Perkhidmatan Pentadbiran Ji Mo City, China. Soal selidik yang terdiri daripada tiga bahagian iaitu Bahagian A, Bahagian B dan Bahagian C dikumpulkan daripada 175 responden di Pusat Perkhidmatan Pentadbiran Ji Mo City, China. Instrumen yang digunakan dalam kajian ini ialah versi ringkas Chinese Big Five Personality Inventory (CBF-PI-B) dan Minnesota Satisfaction Questionnaire (MSQ). Data yang diperolehi daripada soal selidik dianalisis dengan analisis deskriptif dan analisis inferensi di mana skor min dan peratusan digunakan untuk mengenal pasti tahap dimensi personaliti dan kepuasan kerja. Ujian-t dan ANOVA sehalu digunakan untuk menguji perbezaan kepuasan kerja berdasarkan latar belakang demografi dan kaedah korelasi Pearson digunakan untuk mengenal pasti hubungan antara personaliti Big Five dan kepuasan kerja. Dapatan kajian menunjukkan bahawa kepuasan kerja responden berada pada tahap tinggi. Dapatan kajian juga menunjukkan tidak terdapat perbezaan yang signifikan dari segi kepuasan kerja berdasarkan faktor demografi yang terpilih (jantina, status perkahwinan, tahap pendidikan, umur dan tahun pengalaman bekerja) dalam kalangan penjawat awam kecuali status politik. Analisis data seterusnya menunjukkan terdapat hubungan positif yang signifikan antara personaliti Big Five dimensi Openness to Experience, Conscientiousness, Extraversion, dan Agreeableness dengan kepuasan kerja. Sementara itu, tidak terdapat hubungan yang signifikan antara Neuroticism dengan kepuasan kerja.

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LIST OF SYMBOLS

- S - $X^2NP(1-P) \div d^2(N-1) + X^2P(1-P)$.
- S - Required to sample size.
- X^2 - The table value of chi-square for 1 degree of freedom at the desired confidence level (3.841).
- N - Required to population size.
- P - The population proportion (assumed to be .05 since this would provide the maximum sample size).
- d - The degree of accuracy expressed as a proportion (.05).

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CHAPTER 1

INTRODUCTION

1.1 Introduction

The main aim of this research is to investigate the relationship between Big five dimensions and job satisfaction. Based on theoretical study of personality and job satisfaction, the research was conducted among civil servants in Administrative Service Centre of Ji Mo City, China. In this chapter, researcher discussed about the background of the study, the problem statement, research questions, research objective, research hypotheses, scope of research, and significant of this study as well as the conceptual and operational definition of personality, job satisfaction and civil servant.

1.2 Background of Research

Job satisfaction refers to the affective attitude of individuals toward jobs and the degree of people to like their jobs (Spector, 1997; Thompson & Phua, 2012). In the following parts, firstly, a basic description about job satisfaction is provided. Then, the factors of job satisfaction demographic information and Big Five personality

also were discussed. Finally, a brief explanation of the reason to conduct this research was done.

Originally, many researches showed interest in job satisfaction because they believed that “happy workers are productive workers”. Although that relationship between job satisfaction and performance was labelled as minimal or no relationship in the early time, several other influential narratives about this relationship was published later either pessimistic or optimistic. Mostly, they supported the assumption of there being little relationship between them (Judge *et al.*, 2001). The recent interest in job satisfaction is mostly because it is one measurement of the life quality. It is widely accepted that material possessions and economic growth do not necessary produce a high quality life (Wright *et al.*, 2007; Xu *et al.*, 2012).

Work life is a central part of life, however, some people enjoy their work while others hate to work and do so only because they must (Spector, 1997). What happens to people during the workday has profound affects both in employee’s life and on the society as a whole. Just as Bowling *et al.* (2010) found that there is a positive relationship between job satisfaction and life satisfaction, happiness, positive effect, and the absence of negative effect.

Job satisfaction is an important topic in organizational research due to its many effects on the overall well-being of the organization. Commonly, job satisfaction plays a critical role in the employees’ decision-making to be absent or committed (Cohen & Golan, 2007). As it turns out, job dissatisfaction is related to absenteeism and turnover, both of which are very costly to organizations. Bhatti & Qureshi (2007) stated that satisfied employees tend to be more productive, creative and committed to their employers. Job dissatisfaction results in decreased effectiveness of employees.

The reason why organizations are so concerned with job satisfaction is that it can exert influence on organizational effectiveness. Thus, job satisfaction has always been an important issue for individual as well as organization.

Before any practical method could be applied to solve the problem about job dissatisfaction, it is essential to understand what factors influence job satisfaction. Organizations can influence job satisfaction and prevent the bad effects caused by job dissatisfaction only if the organizations can pinpoint the factors influencing these responses. Thus, it has long been an aim to uncover the reasons why individuals vary in their job satisfaction, as well as how individual differences interact with organizational factors to influence individual satisfaction (Furnham *et al.*, 2009).

Cornelissen (2009) suggested that socio-demographic aspects, such as gender, education, and age should be included in the analysis for job satisfaction. Some researchers argued that there may be genetic predispositions to like or dislike the job (Arvey *et al.*, 1989). House *et al.*, (1996) in Rothman & Coetzer (2002) stated that personality characteristics, needs, attitudes, preferences and motives can result in a tendency to react to situations in a predetermined manner. Spector (1997) also stated that there are two antecedents of job satisfaction, which are job environment that factors associated with the job and individual factors including both personality and prior experiences.

Mischel in 1968 was the first to challenge the assumptions that “personality exists” and “personality can predict behaviours”. After many years of empirical studies, the findings of Kenrick & Funder (1988) also support the assumptions of Mischel in 1968. Many specific traits of personality have been examined over the years, with some studies highlighting the role of Conscientiousness and related

specific traits, and others identifying the effects of traits related to Extraversion and Neuroticism (Milfont & Sibley, 2012).

Specially, Hogan (2004) articulated three arguments for studying personality traits, which are that “trait is real”, “an individual’s personality can be described in terms of traits” and “employee’s action is explainable in terms of traits”. Many empirical researches supported these and found that a person’s dominance score on personality test correlates positively with dominant behaviour and negatively with submissive behaviour. Moreover, when people behave in the ways that are opposite to their personality traits, they experience negative affect (Glomb & Welsh, 2005). Therefore, all things being equal, people consistently with predictions from their personality traits (Glomb & Welsh, 2005).

Through large amount of works by many researchers, they suggested that the dimensions of personality could be grouped into five broad traits domains that have produced the Big Five personality. The five trait domains are Openness to Experience, Conscientiousness, Agreeableness, Extraversion and Neuroticism (Goldberg, 1990; Costa & McCrae, 1992a; McCrae & John, 1992; DeYoung *et al.*, 2007).

Similarly, various studies have been carried out about the role of personality dimensions in job satisfaction and found that it is a good predictor to job satisfaction in previous time (Cropanzano *et al.*, 1993; Vinchur *et al.*, 1998; Mervielde & De Fruyt, 1999; Furnham *et al.*, 2002; Manojlovich & Laschinger, 2002; Li *et al.*, 2010). More specifically, through the literature reviews of Kappagoda (2012), some researchers found that people with high Extraversion, Agreeableness, and Conscientiousness are correlated positively with all sub dimensions of job satisfaction including work itself,

pay, promotion, supervision and co-workers, while there is a negative relationship between Neuroticism and job satisfaction. Moreover, in the empirical study, the Openness to Experience has no correlation with job satisfaction (Kappagoda, 2012).

Furnham *et al.* (2009) stated that many theorists have explained the sources of job satisfaction; however relatively few connected dispositional traits have been considered. This is mainly because the number of clear theory accounting for how the process works is relatively small. Obviously, we can conclude from the above that it is essential to uncover the reasons why individuals vary in their job satisfaction as well as if there are any individual differences that influence job satisfaction, as job satisfaction have so important function.

Moreover, individual differences interact with different organizational factors or circumstances have different effects on job satisfaction (Furnham et al., 2009). Different organizations have diverse situations. In view of the point, the extent to which personality and demographic difference contribute to job satisfaction may have different results in different organization. Therefore, it is important to investigate employees' personality and job satisfaction in different organizations.

1.3 Problem Statement

In this study, the relationship between the Big Five Personality and job satisfaction among civil servants in Administrative Service Centre of Ji Mo City, China will be explored.

Nowadays in China, although people has huge thirst for the job of civil servant, there still has the problem of job satisfaction in this group (Zezhao et al., 2014). On one hand, there exists intense competition in this field. According to the statistics of State Administration of Civil Service in China, the registration number of civil service examinations has risen by about 90 per cent from the initial 4400 in 1994 to the 1.52 million in 2014. The proportion has also changed from 9:1 in 1994 to 77:1 in 2014. On the other hand, many grass-roots civil servants cannot get satisfaction from their jobs, complain their job and even want to resign (Taotao & Xuecun, 2012). Some of them complained that the salary is low, the promotion prospect is slim and also some people feel stressed. As a consequence, sometimes, it seems that they are not work aggressively and proactively enough, in turn, leading to a bad impact on work quality and efficiency (Zezhao et al., 2014).

Since job satisfaction of employees is one of the key factors in deciding the success or failure of any organization, many researchers and practitioners have focused on their researches to find out the antecedents of job satisfaction. By reviewing the literature, lots of researchers have identified different factors influencing job satisfaction. Among them, dispositional factors have been identified as one of the important antecedents of job satisfaction. According to Kumar & Bakhshi (2010b), the dispositional factors are always referring to the Big Five personality namely Extraversion, Agreeableness, Conscientiousness, Neuroticism and Openness to Experience. Moreover, previous studies also showed the demographic characteristics such as gender, age and educational level differentiated job satisfaction (Wang, 2008). In order to improve the job satisfaction of the employees, the managers have to identify the factors influencing job satisfaction.

Grass-roots civil servants are the executors of national public functions and the force of revolutionary as well as stand at the forefront of enforcing various principles

and policies of nation and government (Zhe & Jiang, 2014). They are set up in a forward position of undertaking specific public affairs and solving the social contradictions. In the form of civil servants pyramid model, they accounts for the main body of civil servants in China above 60 per cent (Zezhao et al., 2014) and this is the common stage that every civil servant must go through first. The job satisfaction of this group is very important as it has more representativeness. Liang *et al.* (2013) found that civil servants are given low scores on the aspects of the fairness of the promotion, the management system and work training among job satisfaction.

In the past research, however, the study of job satisfaction in China is developed in recent 20 years and the discussion mainly focused on business enterprise. Since 1990's, the study of job satisfaction began to be used in Management for the Public Domain, especially, the job satisfaction of civil servant (Feifan & Siqin, 2008). Thus, the study in this area started comparatively later in China, and the references are limited. With the variances across culture, Spector (1997) claimed that western developed countries cannot be directly compared and applied to other countries. Therefore, it may not be able to be applied in the context of China. It is essential to consider its validity and effectiveness when we apply it to the government public areas in China.

As a basic-level government and organization, Administrative Service Centre of Ji Mo City is a service platform integrated with government, which includes administrative examination and approval, handy service for the public and resource trading. Currently, more than 40 Concrete offices in government institutions and Public institutions executing government missions are stationed in this centre. Although this centre has many honorary titles, it still faces the problem of job satisfaction. Based on the interview of the director of supervision and inspection department, the leaders realize that the optimal functioning of their organizations

depends in part on the level of job satisfaction of employees. Employees' full potential is needed to be brought into full play in organizations, which can only be achieved with the employees being satisfied. This is specifically important in some organizations like government institutions and Public institutions, because these institutions are characterized by serving the masses. So, the leaders are trying to find out the factors that affect job satisfaction and the way to improve the job satisfaction.

According to previous studies, job satisfaction among employees is an indicator of organisational effectiveness, and is influenced by organizational and individual factors (Rothman & Coetzer, 2002). Individual difference such as Big Five Personality is considered as an important factor to job satisfaction (Furnham et al., 2009). However, the extent of the association has not been investigated in this centre. Therefore, to identify the antecedents of civil servants' job satisfaction, we have to investigate the relationship between the Big Five personality and job satisfaction among China civil servants in Administrative Service Centre of Ji Mo City.

1.4 Research Questions

Research questions help to identify the phenomenon to be studied. The answers of the research questions will be a guide in solving the problems (Adams *et al.*, 2007). The following research questions are formulated:

1. What is the level of Big Five personality among civil servants in Administrative Service Centre of Ji Mo City, China?

2. What is the level of job satisfaction among civil servants in Administrative Service Centre of Ji Mo City, China?
3. What is the difference of job satisfaction based on demographic background (gender, marital status, political status, educational level, age, years of work) on Job satisfaction among civil servants in Administrative Service Centre of Ji Mo City, China?
4. What is the relationship between each dimension of Big Five personality dimensions (Openness to Experience, Conscientiousness, Extraversion, Agreeableness, Neuroticism) and job satisfaction among civil servants in Administrative Service Centre of Ji Mo City, China?

1.5 Research Objectives

Research objective is to identify the goals of each of the research question. In this study, the main objective is to probe the effect of Big Five personality dimensions on job satisfaction among civil servants in Administrative Service Centre of Ji Mo City, China. The research objectives are stated at below:

1. To identify the level of Big Five personality among civil servants in Administrative Service Centre of Ji Mo City, China.
2. To identify the level of job satisfaction among civil servants in Administrative Service Centre of Ji Mo City, China.
3. To identify the difference of job satisfaction based on demographic background (gender, marital status, political status, educational level, age, years of work) on Job satisfaction among civil servants in Administrative Service Centre of Ji Mo City, China.

4. To identify the relationship between each dimension of Big Five personality dimensions (Openness to Experience, Conscientiousness, Extraversion, Agreeableness, Neuroticism) and job satisfaction among civil servants in Administrative Service Centre of Ji Mo City, China.

1.6 Research Hypothesis

A hypothesis is an unproven proposition or supposition that tentatively explains certain facts or phenomena. It is a statement, an assumption about the nature of the world. In its simplest form, it is a best guess to the answer of the research question. Cozby *et al.* (1989) supported this by saying a hypothesis is only a tentative idea or question that is waiting for evidence to support or refute it. There are two forms of hypotheses, which are the null hypothesis (H_0) meaning no effect or relationship and the alternative hypothesis (H_a) meaning an effect or relationship (Adams *et al.*, 2007).

In this study, the following alternative hypotheses were investigated:

- H_{a1}**: There is a significant difference of job satisfaction based on gender among civil servants in Administrative Service Centre of Ji Mo City, China.
- H_{a2}**: There is a significant difference of job satisfaction based on marital status among civil servants in Administrative Service Centre of Ji Mo City, China.
- H_{a3}**: There is a significant difference of job satisfaction based on political status among civil servants in Administrative Service Centre of Ji Mo City, China.
- H_{a4}**: There is a significant difference of job satisfaction based on educational level among civil servants in Administrative Service Centre of Ji Mo City, China.

- H_{a5}:** There is a significant difference of job satisfaction based on age among civil servants in Administrative Service Centre of Ji Mo City, China.
- H_{a6}:** There is a significant difference of job satisfaction based on years of working experience among civil servants in Administrative Service Centre of Ji Mo City, China.
- H_{a7}:** There is a significant relationship between Openness to Experience and job satisfaction among civil servants in Administrative Service Centre of Ji Mo City, China.
- H_{a8}:** There is a significant positive relationship between Conscientiousness and job satisfaction among civil servants in Administrative Service Centre of Ji Mo City, China.
- H_{a9}:** There is a significant positive relationship between Extraversion and job satisfaction among civil servants in Administrative Service Centre of Ji Mo City, China.
- H_{a10}:** There is a significant positive relationship between Agreeableness and job satisfaction among civil servants in Administrative Service Centre of Ji Mo City, China.
- H_{a11}:** There is a significant negative relationship between Neuroticism and job satisfaction among civil servants in Administrative Service Centre of Ji Mo City, China.

1.7 Scope of Study

The goal of this study is to investigate the relationship between the Big Five personality dimensions and job satisfaction among civil servants in Administrative Service Centre of Ji Mo City, China. Administrative Service Centre in Ji Mo city was

chosen as the organization to obtain the samples for this study. In general, the study covered the theoretical aspects of Big Five personality and job satisfaction. The Big Five personality includes Openness to Experience, Conscientiousness, Extraversion, Agreeableness and Neuroticism based on the Big Five model (Costa Jr & McCrae, 1995). Self-determination theory about job satisfaction including intrinsic job satisfaction and extrinsic job satisfaction was chosen as the basic job satisfaction theory to study. The research designs used in the study were descriptive study, correlation study.

1.8 Significance of Study

The important aspect of the study is that it investigated the relationship between the Big Five personality and job satisfaction among the civil servants in China. In this part, the significance of this study is written into significance of academic and organization.

1.8.1 Significance of Academic

The research into Big Five personality dimensions and the job satisfaction level, as well as the relationship between Big Five personality and job satisfaction was conducted among the civil servants in China. Firstly and most importantly, this study provides discussion of job satisfaction and the Big Five Personality. Job satisfaction theory and the Big Five personality theory are then discussed on the basis of empirical research to build the connection between theories and practice in a real workplace.

Simultaneously, this study gives a comprehensive explanation about the role of Big Five personality and demographic factors on job satisfaction.

That individual differences can affect the success of an intervention and may contribute to the design of effective work reorganization schemes and it is better suited to the benefits that employees seek for. The major contribution of this paper was that it looked at how personality and demographic factors may influence job satisfaction.

Based on the growing evidence of a relationship between personality and job satisfaction, this study enriched current academic study on this topic conducted in a civil servant population in China.

1.8.2 Significance of Organization

This study aims to identify the relationship between the Big Five Personality and job satisfaction in Administrative Service Centre of Ji Mo City, China. The research clarified the characteristics of the Big Five Personality and job satisfaction in the operational context. The types of the Big Five Personality and job satisfaction were measured based on the collected data from the Administrative Service Centre in Ji Mo City, China. Significantly, this study provided empirical findings to identify the relationship between the Big Five Personality and job satisfaction in the investigated Administrative Service Centre in Ji Mo city, China.

The findings of this study confirmed the importance of taking personality variables into consideration during the process of evaluating job satisfaction and also

it showed that there was no difference of job satisfaction based on demographic background except for political status. It indicated that job satisfaction should not only be related to extrinsic factors but also associated with personality, as the results show there was a significant relationship between Openness to Experience, Conscientiousness, Extraversion, Agreeableness and job satisfaction. The results of this study are supported by previous studies. The implications for improving the civil servants' job satisfaction are discussed.

This study helped to get a better understanding of civil servants' personality and its relationship to their job satisfaction. This understanding can also better inform administrators to comprehend the importance of dispositional factor in determining job satisfaction.

1.9 Conceptual and Operational Definition

Conceptual definition describes a concept by relating it to other abstract concepts, while operational definition describes the observable and measurable characteristics of the concept in actual practice (Adams *et al.*, 2007). In this part, the conceptual and operational definition of Big Five personality, job satisfaction and Civil Servant from some scholars and theorists' views which is suitable used in this study were exhibited.

1.9.1 Big Five Personality

The term personality usually refers to someone's public image. However, there is a little common agreement among personality theories on the term of personality.

Personality is a person's unique pattern of thinking, emotions and behaviour. So, personality refers to the consistency in which you are, have been and will become and make each of us a unique person from the special blend of individual values, hopes, talents, loves and habits (Benet-Martínez *et al.*, 2013). According to Bartone *et al.* (2009), Personality is the sum total of ways in which an individual reacts to and interacts with others. Furthermore, in general, researchers proved that personality as the dynamic and organized set of characteristic of a person that can influence each person by cognitions, motivations and behaviours (Bartone *et al.*, 2009). Moreover, an individual's personality has a relatively stable precursor of behaviour; it was underlines a lasting style of feeling, thinking and acting.

Big Five personality is one of the most popular category of personality traits, and it is a five broad domains which define human personality and account for individual differences (Bartone *et al.*, 2009).

In this study, the personality can be described as an individual's behaviour based on the five-factor model of personality, as conceptualized by Costa & McCrae (1992a). This model also referred to as the Big Five personality dimensions (Goldberg, 1990). The five-factor model is encompassing most of the significant traits in human personality, which are Openness to Experience, Conscientiousness, Extraversion, Agreeableness, and Neuroticism (C. Whiteman, 2009). Personality

traits are defined how a person will react when faced with a defined situation. Trait facets are associated with the five domains of the Costa & McCrae (1992a) five factors model of personality such as:

- i Openness to Experience (O) is a general appreciation for art, emotion, adventure, unusual ideas, imagination, curiosity, and variety of experience. The underlying factors are fantasy, aesthetics, feelings, actions, ideas, and values.
- ii Conscientiousness (C) is a tendency to show self-discipline, act dutifully, and aim for achievement against measures or outside expectations. The underlying factors are competence, order, dutifulness, achievement striving, self-discipline, and deliberation.
- iii Extraversion (E) is marked by pronounced engagement with the external world. The underlying factors are warmth, gregariousness, assertiveness, activity, excitement-seeking, and positive emotions.
- iv Agreeableness (A) reflects individual differences in general concern for social harmony. The underlying factors are trust, straightforwardness, altruism, compliance, modesty, and tender-mindedness.
- v Neuroticism (N) is sometimes called emotional instability and is the tendency to experience negative emotions. The underlying factors are anxiety, angry hostility, depression, self-consciousness, impulsiveness, and vulnerability.

In this study, the five-factor model of personality was measured by Chinese Big Five Personality Inventory brief version (CBF-PI-B) including Openness to Experience, Conscientiousness, Extraversion, Agreeableness, and Neuroticism, which was developed by Wang *et al.* (2011).

1.9.2 Job Satisfaction

Job satisfaction or employee satisfaction has been defined in many ways by different researchers and practitioners. Generally, job satisfaction is an attitudinal variable that is a feeling of likes or dislikes towards something, just like the definition saying job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. Job satisfaction can be defined as the overall effect that one person has towards his job (Arnold and Feldman, 1986). Besides, some people evaluate their job by comparing what they want to get from their job with what they actually get from it (Locke, 1976).

In this study, job satisfaction refers to the extent of satisfaction towards the job itself and the job related situations by their own appraisal of civil servants in Administrative Service Centre of Ji Mo City, China. Intrinsic job satisfaction refers to aspects of job itself including ability utilization, achievement, activity, authority, creativity, independence, moral values, responsibility, security, social service, social status, and variety. Extrinsic job satisfaction refers to the aspects of the working environment such as advancement, company policies and practice, compensation, co-workers, recognition, supervision- human relations and supervision-technical as well as working condition (Ryan & Deci, 2000; Hussain *et al.*, 2014).

Minnesota Satisfaction Questionnaire, which was developed by Weiss *et al.* (1967) was adopted as the instrument of job satisfaction in this study. This instrument measured some aspects of the work including: ability of utilization, achievement, activity, advancement, authority, company policies, compensation, co-workers, creativity, independence, moral values, recognition, responsibility, security, social

service, social status, supervision-human relations, supervision-technical, variety and wording conditions.

1.9.3 Civil Servant

Due to different national conditions and development stages, the definition of civil servants varies from country to country. In China, according to the Civil Servants Law of the People's Republic of China (2006), the term "civil servant" refers to those personnel who perform public duties according to laws and have been included into the state administrative staffing with wages and welfare borne by the state public finance. Civil servants of China are divided into five levels, including central level, provincial and ministerial level, department and bureau level, county and division level, and township and section level (www.china.org.cn, 2006). In addition, the posts of civil servants are divided into leading and non-leading posts (www.china.org.cn, 2006).

In this study, the civil servant refers to the civil servants who work at Administrative Service Centre of Ji Mo City. They are office clerks under the category of comprehensive administration of the non-leading posts in the township and section level showed in the bottom level of Figure 1.1 (www.china.org.cn, 2006).

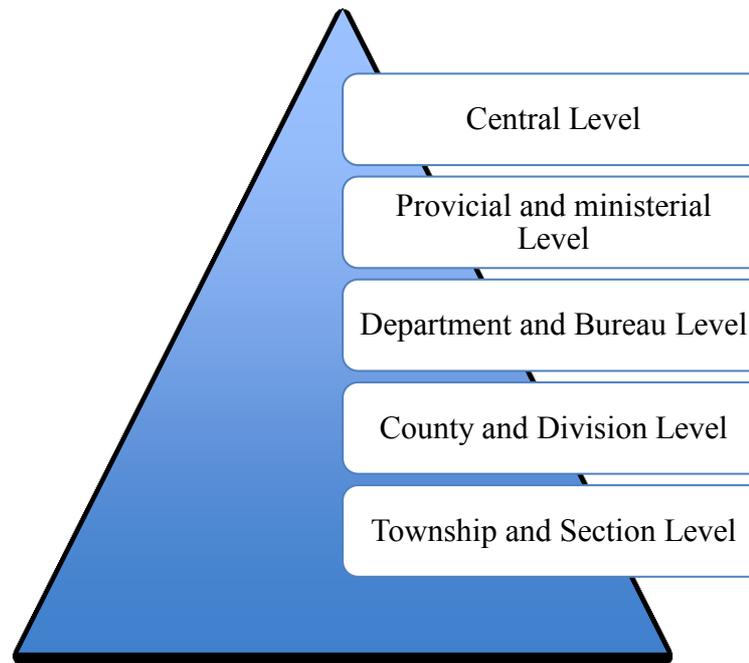


Figure 1.1: The classification of civil servant in China

1.10 Summary

Based on the previous studies, job satisfaction and Big Five personality are important and there is a relationship between them. Therefore, it is important to understand the personality and job satisfaction among the civil servants in Administrative Service Centre in Ji Mo city, China. In order to investigate the relationship between the Big Five personality and job satisfaction among the civil servants in Administrative Service Centre in Ji Mo city, China, this chapter one has laid down the basic knowledge that the readers should initially know about before going through the study, which includes research background, the problem statement, research questions, research objective, research hypothesis, scope of research, and significant and limitation of this study as well as the conceptual and operational definition of civil servant, personality and job satisfaction. Further information such

as literature review and research methodology will be presented in the following chapters.

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