

Can the New Fusion of Maslow and Maqasid Al Sharia Outlooks Explain the Linkage of Big Five Personality Traits on Job Satisfaction?

Hamdy Abdullah^a, Noor Mizan Arifin^b, Ahmad Munir Mohd Salleh^c,
^{a,b}University of Sultan Zainal Abidin, ^cUniversity of Malaysia Terengganu,
Email: ^{a*}hamdy@unisza.edu.my

The study explicitly inspects the impact that the Big Five personality traits (i.e. openness to experience, conscientiousness, extraversion, agreeableness and emotional stability) have on job satisfaction by adopting Maslow and Maqasid Al Sharia standpoints. For this study, a multiple regression analysis of a survey data set of 397 perceptions, gathered from the employees of Malaysian Islamic banks will be used to empirically examine the data. The outcome of this study indicates that the measurement of conscientiousness is the only significant predictor of job satisfaction. The bank management should give priority to encouragement and nurture an inclusive form of job satisfaction in terms of resource provision. It is advised that management employ and develop employees with high conscientiousness. This trait results for greater job satisfaction considering conventional and Islamic perceptions. Society is advised to appreciate the notion of holistic contentment, as the working environment is intermingled between conventional and Islamic motivating thoughts. The study is the first to inspect the inspiration of the Big Five personality and job satisfaction by taking into consideration the distinctive fusion of the Maslow's Hierarchical Needs of Theory and Maqasid al Sharia.

Key words: *Personality, Job Satisfaction, Maslow, Maqasid al Sharia.*

Introduction

To obtain job satisfaction, employees are expected to put more effort in their assigned responsibilities and pursue organizational interests (Kaur, 2015; Yang & Hwang, 2014). Thus, organizations are more able to attract and maintain their employees when they nurture their employees' happiness. Earlier scholars have cultivated an interest in the consideration of banking employees' wellbeing in relation to the financial crisis that affects most countries globally. Belias & Koustelious (2014), for instance, argued that employee job satisfaction is the substratum for banking organizational success. On the other hand, not much emphasis has been given in the Islamic banking environment.

Islamic banks have been guided by the Central Bank to merge in order to improve proficiency and fortify their survivability in the wake of financial catastrophes. As the up-and-coming banks merge, the Central Bank has promised better-quality product innovation, a forward-thinking technology adoption, a marked improvement in operating efficiency, and an enhanced risk management system in Islamic banking. Responsible innovation has been a controversial agenda in the banking industry. This agenda is greatly anticipated to play a main part in the progression from purely being legitimately Sharia compliant, to establishing the effect of the Sharia compliant system on human well-being. This overwhelming undertaking for the industry has, to-date, hardly managed to adjust the conventional products to fulfil the Islamic legal prerequisites (Laldin & Furqani, 2013). Additionally, Islamic banks consistently face pressures of ferocious competition as well as globalization. Islamic bank employees are given no choice but to accept a new customer-oriented mindset that affects their roles as well as their job requirements. This in turn has distressed their job satisfaction (Belias & Koustelious, 2014).

These changes are necessary in the Islamic banks' direction towards embracing improved HRM approaches and maintaining highly skilled employees who can accomplish the Malaysian government's goal i.e. to be a world Islamic finance hub. Job satisfaction can be defined as the extent to which employees feel happy or unhappy towards their job. Various studies have shown that job satisfaction influences an employee's inspiration, organizational commitment and, ultimately, job performance. Elements that nurture job satisfaction have been recognized and scrutinized, and the validated antecedents comprise of, skill variety, job design, and role ambiguity. Nevertheless, the Big Five personality has not yet been taken into consideration in the circumstance of Islamic perceptions in enlightening employees' job satisfaction even though job satisfaction has been the most explored subject in the field of organizational behaviour. The present understanding of this subject remains ill-understood. To bridge this gap in the literature, this paper identifies how the Big Five personality shows to influence the employees' satisfaction with their jobs.

Employee's personality represents an important factor in understanding their contentment at workplace (Templer, 2012; Sulaiman, Shin & Rofaie, 2019; Yang & Hwang, 2014). The Big Five personality traits, created by Goldberg, has gained the attention many scholars. This is because this theory has clarified most of the expressive variances in human personalities (Matzler, Renzl, Mooradian, Von Krogh & Mueller, 2011). In this theory, personality traits have been exposed to be related to their comportments, assertiveness, and emotions (Kumar & Bakhshi, 2010; Judge et al., 2002; Bakker et al., 2002). Consequently, personality also impacts job satisfaction among bank employees. This phenomenon needs to be further researched in the Islamic banking context. Bhatti, Aslam, Hassan & Sulaiman (2016) previously claimed that an amalgamation of different theories could be used by modern organizations in order to inspire their employees. It was hypothesised that Islamic values, philosophies and ideologies, intermingled with conventional motivating thoughts, could produce better outcomes for rousing employees in the workplace. Earlier scholars had largely neglected to focus on this necessity, making the understanding of a cohesive approach generally ill-understood. It is for this reason that this study attempts to bridge the gap for understanding employee enthusiasm from the unified lookouts, i.e. the Western as well as Islamic viewpoints.

This paper was prepared in three phases. First, this research presents a theoretic model of the relationship between employees' Big Five personality and their job satisfaction. The five features of human personality are scrutinized. These include the traits of: openness to experience, conscientiousness, extraversion, agreeableness as well as emotional stability, all of which are debated to affect job satisfaction. Next, five hypotheses regarding the influence of Big Five personality on job satisfaction are then examined empirically by analysing a perceptual data set comprising of 397 observations, gathered from the Islamic banks in Malaysia. The data was analysed with regression and the influences between the study constructs were examined. Finally, the results are presented and the new theoretical and practical integration in the Western and Islamic managerial implications are discussed.

Literature Review

Job Satisfaction

Job satisfaction relates to the circumstance in which employees take pleasure from their professions (Locke & Latham, 2002). The perception of job satisfaction can be impacted by the psychological wellbeing of an employee at their workplace (Niu, 2014). Maslow (1975) comprehensively debated the thought of job satisfaction regarding human motivation outlooks. This study has been widely accepted in human resource development up until and including the present time. Maslow (1975) formed the conception of job satisfaction by connecting to five distinctive human needs (i.e. physiology, safety, social belonging, self-esteem as well as self-actualization). Comparatively, Vroom (1964) suggested that human

expectations are based on the individual's idea that willpower can be directed to a greater performance, which will, in response, bring greater rewards. If employees believe that their value is well-regarded within their job, they will engender positive viewpoints towards their role and receive fulfillment (Yang & Hwang, 2014). Earlier scholars have deliberated that employees will stay when their jobs are fulfilling, however, will leave when their job are no longer gratifying them (Locke & Latham, 2002).

Maslow (1975) postulated that once a lower-ranked need is satisfied, the subsequent upper-ranked need becomes prevalent. Employees are therefore driven to attain their higher-ranked need. Nevertheless, in recent times, Bhatti, Aslam, Hassan and Sulaiman (2016) debated that Maslow's theory is not apposite for Muslims in most environments. This is caused by the non-existence of religious viewpoints to inspire them in the working surrounding. Bhatti et al. (2016) also conceded that an employee's contentment could be enhanced by understanding their needs. Consequently, this would bring the solution to satisfy those cravings through the accomplishment of organizational goals by adopting Maqasid al Sharia. This study will attempt to re-observe the relevance of Maslow's theory by allowing for the adoption of Islamic philosophies to ensure its compatibility in creating an organizational climate that fulfils Islamic values. This approach is original in approaching job satisfaction in regards to both conventional and Islamic beliefs .

The Big Five Personality

The evolution of research on personality has been extensively developed. McDougall (1932) created the initial groundwork by providing an organized arrangement of personality into five generally divergent structures i.e. character, disposition, temper, intellect and temperament. The ground-breaking effort by Allport (1937) expressed personality as "*the dynamic organization within the individual of those psychophysical systems that determine his unique adjustments to his environment*" (p.48). There are two important polar measurements in personality traits, that is neuroticism/emotional stability as well as extraversion/introversion (Eysenck, 1954; Ozuomba et al. 2018; Abdurashed, 2017; Adedoyin & Okere, 2017; Adisa et al.2016; Ahmad et al. 2017; Aina, 2017; Akeke et al. 2018). Eysenck's seminal work was based upon his investigational respondents' feedbacks on personality inventory. Later on, Cattell (1948) further established a multidimensional trait classification encompassing of 16 features. He debated that personality traits visualize a human's internal and external manners in specific environments. Yet, subsequent efforts to prove the effort of Cattell were unsuccessful. Eysenck (1954) recognized a new distinction in the arrangement of personality through physiological outlooks, by including a new third measurement defined as psychoticism. Tupes and Christal (1961) uncovered five components i.e., agreeableness, emotional stability, culture, dependability and surgency. Despite the fact the that the studies concerning the measurements of human personality are debatable, the work accomplished by

Norman (1963) is widely accepted and quoted in the literature. These categories i.e., extraversion, emotional stability, conscientiousness, agreeableness and culture, subsequently have been well-known as “Norman’s Big Five” or simply as the “Big Five” (Kappagoda, 2012; Yang & Hwang, 2014). The fifth category of the Big Five personality has been thought-provoking and has also been retitled in some cases i.e. culture (Norman, 1963), intelligence (Borgatta, 1964), intellect (Goldberg, 1990) and finally openness to experience (McCrae & Costa, 1991). Despite that, Saucier (1994) and Goldberg (1990) together approved that it is reasonably likely that all of names are correct, and they acknowledged the classification labels of personality: openness to experience, conscientiousness, extraversion, agreeableness and emotional stability. The names and characterizations of the Big Five personality were confirmed by Barrick and Mount (1991) and were most expansively renowned in many modern studies (Yang & Hwang, 2014). The existing study has selected the employees’ Big Five personality as the predecessor in the investigation of its linkage with their job satisfaction in Islamic banking context.

The Big Five Personality in the context of Job Satisfaction

The Five-factor personality model was widely used by earlier scholars to explain relationship between personality and job satisfaction (Judge et al., 2002; Niu, 2014; Templer, 2012). It is rational that personality factors encourage job satisfaction levels as job satisfaction describes the emotional position of employees toward their work. A study by Topolinski and Hertel (2007) found openness to experience among psychiatrists leads to higher job satisfaction. Those who hold this trait are inquisitive, imaginative and are more favoured to try different things. For this reason, they are more probable to produce job satisfaction. Niu (2014) stated that highly conscientious employees will be involved in taking extra roles and are likely to have higher job satisfaction. Additional studies state that employees with high conscientiousness will have strength of will to finish their undertaking. Consequently, higher job satisfaction is followed with better work involvement inclination (Organ and Lingl, 1995). Sulaiman et al., (2019) expressed that extraversion is inclined to create emotional, and positive job satisfaction. Similar findings in Yang and Hwang (2014) indicated that extraversion is the comprehensive attribute that shows major connection with job satisfaction across various contexts. Sulaiman et al. (2019) underlined that employees with high agreeableness will be driven with high level of job satisfaction to sustain positive working relationship with their colleagues. Agreeableness is a consistent trait that is related to job satisfaction, mostly in Asian collectivistic culture. Yang and Hwang (2014) underscored that affective disposition enlightens variance of job satisfaction. When employees are emotionally steady, they will have better job experience which leads to higher level of job satisfaction. Earlier studies supported the positive association between emotional stability and job satisfaction (Judge et al., 2002). Based on the above arguments, the subsequent hypotheses are suggested:

- H1. Openness to experience will positively influence job satisfaction.
- H2. Conscientiousness will positively influence job satisfaction.
- H3. Extraversion will positively influence job satisfaction.
- H4. Agreeableness will positively influence job satisfaction.
- H5. Emotional stability will positively influence job satisfaction.

Methodology

The questionnaire was separated into two sections: personality and job satisfaction. A six-point Likert scales was applied, with 1 representing “strongly disagree” and 6 representing “strongly agree”. The personality inventory was amended from the Mini Marker Scale established by Saucier (1994). The Cronbach’s alpha coefficients of the openness to experience, conscientiousness, extraversion, agreeableness and emotional stability correspondingly are 0.87, 0.85, 0.83, 0.83 and 0.85. The job satisfaction scale was amended from the Minnesota Satisfaction Questionnaire from Weiss, Dawis, England and Lofquist (1967). The short version was favoured, given that it was easier to respond to. Especially if participants had some difficulties responding to 100 inquiries in the long version. The Cronbach’s alpha coefficient of the job satisfaction is 0.95. The skewness and kurtosis for all constructs were ranged from -0.346 till 0.918. Likewise, using the rule of thumb that says a construct is reasonably close to normal if its skewness and kurtosis have values between – 1.96 and +1.96 (Piaw, 2011), so the present constructs are normally distributed.

The subjects of this study were employees from 25 Islamic banks listed by the Association of Islamic Banks in Malaysia. Malaysia has been acknowledged as being including in the rapid-growth markets to be the vibrant encouragement behind the next big wave in the world’s Islamic banking industry. The survey was conducted from December 2018 to February of 2019. Out of 450, only 397 questionnaires were found valid and represented a response rate of 94.44 percent.

Data Analysis

See Table I for the correlation matrix, the means, and standard deviations for the six variables. Multiple regression analysis was used to observe the simultaneous effects of the employees’ Big Five personality on their job satisfaction. The model was significant with $R^2 = 0.198$ and adjusted $R^2 = 0.187$. Only one of the Big Five personality – conscientiousness – was found to be significant. Table II presents the regression results.

Table I : Correlation Statistics

	1	2	3	4	5	6
Openness to experience (1)	1					
Conscientiousness (2)	.847**	1				
Extraversion (3)	.866**	.803**	1			
Agreeableness (4)	.816**	.814**	.794**	1		
Emotional Stability (5)	.844**	.800**	.810**	.853**	1	
Job Satisfaction (6)	.402**	.422**	.391**	.415**	.412**	1
Mean	4.78	4.71	4.822	4.713	4.767	4.555
SD	0.567	0.586	0.594	0.581	0.58	0.584

** . Correlation is significant at the 0.01 level (2-tailed).

Table II: Hypotheses Results

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.295	0.235		9.762	0.000
Openness to experience	0.011	0.116	0.010	0.093	0.926
Conscientiousness	0.189	0.094	0.190	2.005	0.000
Extraversion	0.037	0.096	0.038	0.388	0.698
Agreeableness	0.126	0.098	0.125	1.282	0.200
Emotional Stability	0.114	0.102	0.114	1.120	0.263

Notes: Dependent variable: job satisfaction.

Discussion

The present study is to scrutinize the inspiration of Big Five personality on job satisfaction among Islamic banking employees in Malaysia. The employees' personality suggestively affects their happiness at the workplace. (Yang & Hwang, 2014) It was found that conscientiousness of the Big Five personality significantly encourages job satisfaction. As a consequence, only H2 is accepted. High conscientiousness is best at anticipating high performance attributable to the fact that these employees display discipline, dutifulness, as well as great strength of character for high accomplishment against measures and beyond early anticipations. Highly conscientious individuals' favour systematic instead of extemporal manners. The study displays that employees with high scores in conscientiousness are related to job satisfaction, which is attributable to their capability to bring about, control, as well as

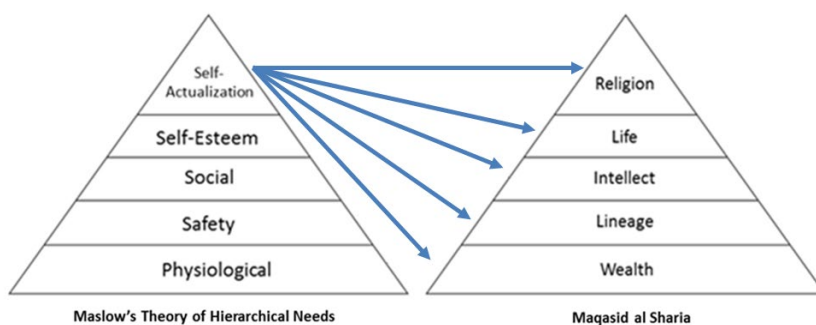
lead their impulses. This outcome is in line with preceding studies examining the association between personality and job satisfaction. The working ambiance in Islamic banking needs them to be highly careful as well as effectual in delivering services to their clientele. Highly conscientious employees are generally attentive, attributable to the fact that they are constrained to the revolutions of the guidelines released by the Central Bank apart from their own banking policies. These employees consequently are to put through extra struggles to acquire new skills in order to avoid them from making repetitive faults. Those with high conscientiousness are mindful of the compliance facets set by the Central Bank in offering Sharia-compliant products to their customers. Their emotions will ultimately turn to be encouraging when they are able to ensure that the banking process is in line with the obligations. Undeniably, these could be the best description of the conscientiousness in nurturing employees' job satisfaction. A high degree of conscientiousness would make employees feel gratified (i.e. physiology, safety, society, self-esteem and self-actualization) that eventually intensify their job satisfaction. Conversely, these five human needs, as postulated in the Maslow's philosophy, could be assimilated with Maqasid al Sharia, which will be explained further in the next paragraphs. This study is unique because of its exceptional dual theory integration in elucidation the motivation of job satisfaction.

Conversely, employees' openness to experience, extraversion, agreeableness, and emotional stability do not provide any momentous effect to their job satisfaction, resulting for the rejection of H1, H3 – H5. These four traits do not make them feel gratified at their workplace. The gradation of openness to experience, for example, does not completely enhance their excitement attributable to the strict policies as well as regulations established by the Central Bank. This can also be because the employees are duty-bound to the authoritarian Islamic Financial Services Act 2013 that impedes them from adopting their creativity. Different from Yang and Hwang (2014), the present study also notices that high extraversion in employees does not have any impact on their job satisfaction. Their preference towards active socializing does not instigate any raise in their job satisfaction. This is because of the banking working values that necessitates them to maintain the confidentiality of information for safety commitments as stipulated by Personal Data Protection Act 2010. The trait of agreeableness is likewise noticed to be an insignificant precursor for the employees' job satisfaction. So, the trait would not be necessary to improve their emotion positively while working in the Islamic banking industry. Dissimilar to Zopiatis and Konstani (2012), banking employees also recognize that the trait of emotional stability does not provide a reaction to their present job satisfaction. Evidently, their personalities of calmness and equability do not also have answer for their happiness at workplace. Generally, only those with strong willpower, high thoroughness as well as diligence generate contentment in the banking surroundings.

The exceptional integration of human needs, as proposed in Maqasid al Sharia in accordance with the Maslow's hierarchy of needs, is mainly adopted in the present study to enlighten

employees' enthusiasm (i.e. job satisfaction). The need for self-actualization is reflected as the highest imperative feature of human needs in Maslow's philosophy. This could be joined with the five needs as postulated in Maqasid al Sharia. Primarily, the necessity to realize human aptitude to the fullest is having a shared understanding with the necessity of the top pyramid in the Maqasid al Sharia, i.e. religion. Islamic holiness, reward and penalty, and upright act may heighten employees' enthusiasm to be at their best (Bhatti et al., 2016). The study hereafter identifies employees' self-actualization need, which in turn can be integrated with the need of achieving the religious compulsion that accentuates the thinking of sanctity, reward and punishment, as well as social justice. Therefore, the exceptional assimilation of these two needs is necessary for them to their peacefulness in life, today as well as hereafter. Next, self-actualization need is responded with the need to safeguard one's life span, as proposed in the Maqasid al Sharia. By exploiting their creativity, they would be able to maintain their life quality by getting emoluments from their present employment. Thirdly, self-actualization need could be joint with the need to safeguard their intellect, as postulated in the Maqasid al Sharia. The employees unquestionably need to experience talent development process in order to accomplish their capability to the greatest, e.g. innovativeness. Fourthly, self-actualization need is put together to the need to safeguard their lineage, as postulated in the Maqasid al Sharia. Undoubtedly, employees need talent, struggle, self-assurance, and great accomplishment in safeguarding their characteristics so that they are acknowledged and appreciated by their society. Lastly, self-actualization need is combined with the need of wealth protection, as postulated in the Maqasid al Sharia. The employees essentially need to utilize their creativity in order to turn out something out of their own viewpoint of innovation for public benefits. This will support the transferal of the Islamic banking industry from being legitimately Sharia compliant to dedicating the encouragement of the Sharia-compliant system on both individuals and economies. As suggested by Bhatti et al. (2016), this intermingled approach could produce enhanced after-effects that further encourage the employees. Refer to Figure 1.

Figure 1. The New Fusion of Maslow's Theory of Hierarchical Needs and Maqasid al Sharia



The Islamic banks should consider the human factors that shape their employees' job satisfaction, particularly in terms of resource provision. Providing a good working atmosphere such as skill utilization, creativity and freedom in carrying out assigned responsibilities, involvement in decision-making, supervisory observation and rewards system, can result in greater job satisfaction. To ensure that every work is accomplished appropriately, the employees are to have opportunities for skill utilization, achievement, development, power, liberation, creativity, moral and religious values, accountability, social service, social position, variability as well as talent development.

The measurement of conscientiousness has been found to have an encouraging impression on job satisfaction and the result is consistent with the literature. Thus, it is suggested that the Islamic banks employ and maintain employees with highly conscientious personalities. Job-person fit is indispensable as it creates correspondence between personal as well as organizational goals and entuses employees to feel contented with their jobs. More attempts at establishing connections and recompensing employees for their productiveness is recommended to create a pleasurable work environment that encourages greater job satisfaction. Furthermore, grounded by the new integration between the Maslow's theory and Maqasid al Sharia, employees' personality should be expended to group them into various types. Specifically, full consideration should be taken to ensure that each personality type is able to gratify all their needs from both conventional and Islamic outlooks.

This study may also benefit society by underlining the necessity of personality development. In addition, by stimulating drive and determination in others significantly promotes their job satisfaction. Exposed to continuous ups and downs, society should be conscious of the fact that employees' satisfaction is the bedrock of overall accomplishment. It is also necessary for Islamic banks to motivate their employees to put extra efforts for attaining the organizational goals. Employees are to be more systematized, intend for greater achievement, as well as dutifulness. This brings greater satisfaction as they would be able to serve society in improved ways. In the present study, job satisfaction is able to justify all of their needs in accordance to both Islamic and conventional understandings. Society is urged to recognize an awareness of holistic approaches to maintaining positive working environments.

This study, however, holds its limitations. Primarily, the study of both conventional and Islamic personality traits remains scarce. Therefore, the understanding of how the intermingled motivating ideas is ill-understood, which requires greater attention in the future. Secondly, cross-sectional data was executed, and therefore the data was constrained to one point in time, i.e. causality could not be absolutely observed. A longitudinal study is consequently to be carried out to establish the connections among the constructs in this work. Thirdly, the data was collected via self-report surveys, and additional evaluations. For this reason, the study can be extended to the supervisors in future to determine whether any



significant discrepancies occur regarding the assessments of the employees as well as their supervisors. The outcomes in this method would be more objective, and the reliability of the study would henceforth be enhanced. In summary, this study makes an exceptional contribution by being the earliest in scrutinizing the encouragement of the Big Five personality and job satisfaction by seeing the unique fusion of the Maslow's Hierarchical Needs of Theory as well as Maqasid al Sharia in the modern context.



REFERENCES

- Abdulrasheed, B. (2017). Causality between government expenditure and government revenue in Nigeria. *Asian Journal of Economics and Empirical Research*, 4(2), 91-98.
- Adedoyin, O., & Okere, E. (2017). The Significance of Inclusion Concept in the Educational System as Perceived by Junior Secondary School Teachers: Implications for Teacher Training Programmes in Botswana. *Global Journal of Social Sciences Studies*, 3(1), 13-28.
- Adisa, M. K., Adeoye, A. O., & Okunbanjo, O. I. (2016). The impact of entrepreneurship orientation on entrepreneurs compensation in Nigeria. *International Journal of Economics, Business and Management Studies*, 3(3), 102-116.
- Ahmad, R. B., Mohamed, A. M. B., & Manaf, H. B. A. (2017). The relationship between transformational leadership characteristic and succession planning program in the Malaysian public sector. *International Journal of Asian Social Science*, 7(1), 19-30.
- Aina, J. K. (2017). The Effect of Peer Instruction (PI) on the Pre-Service Teachers' Learning of Current Electricity. *International Journal of Education, Training and Learning*, 1(1), 1-8.
- Akeke, G., Akeke, M., Okafor, F., & Ezeokonkwo, J. (2018). Mitigation of Traffic Congestion: A Tool for Development and Urbanization. *Journal of Asian Scientific Research*, 8(5), 197-210.
- Allport, G. W. (1937). *Personality: A psychological interpretation*.
- Barrick, M. R., & Mount, M. K. (1991). The big five personality dimensions and job performance: a meta-analysis. *Personnel psychology*, 44(1), 1-26.
- Bhatti, O. K., Aslam, U. S., Hassan, A., & Sulaiman, M. (2016). Employee motivation an Islamic perspective. *Humanomics*, 32(1), 33-47.
- Borgatta, E. F. (1964). The structure of personality characteristics. *Systems Research and Behavioral Science*, 9(1), 8-17.
- Bostjancic, E. (2010). Personality, job satisfaction, and performance of slovenian managers-how big is the role of emotional intelligence in this?. *Studia Psychologica*, 52(3), 207.



- Cattell, R. B. (1948). The primary personality factors in women compared with those in men. *British Journal of Mathematical and Statistical Psychology*, 1(2), 114-130.
- Eysenck, H. J. (1954). The structure of human personality. *Journal of Consulting Psychology*, 18(1), 75.
- Foulkrod, K. H., Field, C., & Brown, C. V. (2010). Trauma surgeon personality and job satisfaction: results from a national survey. *The American Surgeon*, 76(4), 422-427.
- Furnham, A., Eracleous, A., & Chamorro-Premuzic, T. (2009). Personality, motivation and job satisfaction: Hertzberg meets the Big Five. *Journal of managerial psychology*, 24(8), 765-779.
- Goldberg, L. R. (1990). An alternative" description of personality": the big-five factor structure. *Journal of personality and social psychology*, 59(6), 1216.
- Grant, A. M., Christianson, M. K., & Price, R. H. (2007). Happiness, health, or relationships? Managerial practices and employee well-being tradeoffs. *The Academy of Management Perspectives*, 21(3), 51-63.
- Hair, J., Hollingsworth, C. L., Randolph, A. B., & Chong, A. Y. L. (2017). An updated and expanded assessment of PLS-SEM in information systems research. *Industrial Management & Data Systems*, 117(3), 442-458.
- Judge, T. A., Heller, D., & Mount, M. K. (2002). Five-factor model of personality and job satisfaction: A meta-analysis. *Journal of applied psychology*, 87(3), 530.
- Kappagoda, D. (2012). The Impact of Five-Factor Model of Personality on Job Satisfaction of Non-academic employees in Sri Lankan Universities.
- Kaur, G. (2015). Perception of bank employees' towards working environment of selected Indian universal banks. *International Journal of Bank Marketing*, 33(1), 58-77.
- Kianto, A., Vanhala, M., & Heilmann, P. (2016). The impact of knowledge management on job satisfaction. *Journal of Knowledge Management*, 20(4), 621-636.
- Locke, E. A., & Latham, G. P. (2002). Building a practically useful theory of goal setting and task motivation: A 35-year odyssey. *American psychologist*, 57(9), 705.
- Magnus, K., Diener, E., Fujita, F., & Pavot, W. (1993). Extraversion and neuroticism as predictors of objective life events: A longitudinal analysis. *Journal of personality and social psychology*, 65(5), 1046.



- Maslow, A. H. (1975). *Motivation and personality*. Harper & Row.
- Matzler, K., Renzl, B., Mooradian, T., von Krogh, G., & Mueller, J. (2011). Personality traits, affective commitment, documentation of knowledge, and knowledge sharing. *The International Journal of Human Resource Management*, 22(02), 296-310.
- McCrae, R. R., & Costa Jr, P. T. (1991). Adding Liebe und Arbeit: The full five-factor model and well-being. *Personality and social psychology bulletin*, 17(2), 227-232.
- McDougall, W. (1932). Of the words character and personality. *Journal of Personality*, 1(1), 3-16.
- Norman, W. T. (1963). Toward an adequate taxonomy of personality attributes: Replicated factor structure in peer nomination personality ratings. *The Journal of Abnormal and Social Psychology*, 66(6), 574.
- Organ, D. W., & Lingl, A. (1995). Personality, satisfaction, and organizational citizenship behavior. *The journal of social psychology*, 135(3), 339-350.
- Ozuomba, S., Enyenihi, J., & Rosemary, N. C. (2018). Characterisation of Propagation Loss for a 3G Cellular Network in a Crowded Market Area Using CCIR Model. *Review of Computer Engineering Research*, 5(2), 49-56.
- Pallant, J. (2001). *SPSS Survival Manual: A Step by Step Guide to Data Analysis Using SPSS for Windows (Versions 10 and 11): SPSS Student Version 11.0 for Windows*. Open University Press.
- Patterson, F., Kerrin, M., & Gatto-Roissard, G. (2009). Characteristics and behaviours of innovative people in organisations. Literature Review prepared for the NESTA Policy & Research Unit, 1-63.
- Rosbi, A. R., & Sanep, A. (2011, November). Kesan kerohanian program bantuan modal asnaf oleh Lembaga Zakat Selangor (LZS). In *Proceedings The World Universities 1st Conference* (pp. 22-24).
- Saucier, G. (1994). Mini-Markers: A brief version of Goldberg's unipolar Big-Five markers. *Journal of personality assessment*, 63(3), 506-516.



- Shaikh, M. A., Bhutto, N. A., & Maitlo, Q. (2012). Facets of job satisfaction and its association with performance. *International Journal of Business and Social Science*, 3(7).
- Spector, P. E. (1994). Job satisfaction survey.
- Sulaiman, A., Shin, K. Y., & Rofaie, N. (2019). Personality traits and internet addiction among selected financial institution employees. *International Journal of Ethics and Systems*, 35(2), 260-271.
- Templer, K. J. (2012). Five-factor model of personality and job satisfaction: The importance of agreeableness in a tight and collectivistic Asian society. *Applied Psychology*, 61(1), 114-129.
- Topolinski, S., & Hertel, G. (2007). The role of personality in psychotherapists' careers: Relationships between personality traits, therapeutic schools, and job satisfaction. *Psychotherapy Research*, 17(3), 365-375.
- Tupes, E. C., & Christal, R. E. (1992). Recurrent personality factors based on trait ratings. *Journal of personality*, 60(2), 225-251.
- Van Den Berg, P. T., & Feij, J. A. (2003). Complex relationships among personality traits, job characteristics, and work behaviors. *International Journal of Selection and assessment*, 11(4), 326-339.
- Watson, D., & Clark, L. A. (1997). Measurement and mismeasurement of mood: Recurrent and emergent issues. *Journal of personality assessment*, 68(2), 267-296.
- Weiss, D. J., Dawis, R. V., & England, G. W. (1967). Manual for the Minnesota Satisfaction Questionnaire. *Minnesota studies in vocational rehabilitation*.
- Yang, C. L., & Hwang, M. (2014). Personality traits and simultaneous reciprocal influences between job performance and job satisfaction. *Chinese Management Studies*, 8(1), 6-26.
- Zakaria, M., & Malek, N. A. A. (2014). Effects of human needs based on the integration of needs as stipulated in Maqasid Syariah and Maslow's hierarchy of needs on zakah distribution efficiency of Asnaf Assistance Business Program. *Jurnal Pengurusan (UKM Journal of Management)*, 40.



International Journal of Innovation, Creativity and Change. www.ijicc.net
Volume 7, Issue 10, 2019

Hamdy Abdullah is the corresponding author and he can be contacted at
hamdy@unisza.edu.my