

PERSONALITY TRAITS AND JOB SATISFACTION IN SELECTED HOTELS IN UYO – AKWA IBOM STATE

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ABSTRACT

This study investigates the relationship between personality traits and job satisfaction of workers in selected hotels in Uyo-Akwa Ibom State. Specific objectives were to examine the relationship between the five personality traits and job satisfaction of selected hotels in Uyo- Akwa Ibom State. The personality traits were openness to experience, extraversion, agreeableness, neuroticism and conscientiousness. The research design adopted for this study was the survey research design. The population of this study was one hundred and nine respondents, comprised selected staff members of the six major Hotels located in Uyo, Akwa Ibom State. The simple random sampling technique was employed for the study. Data were collected from primary sources, which were obtained through questionnaire and personal interviews with management, supervisors and senior staff of the six major Hotels in Uyo-Akwa Ibom State. The instrument was assessed by three experts in the Akwa Ibom State University to establish the validity while Cronbach's Alpha statistical analysis was conducted to test the reliability. Tables and simple percentage was used as technique of analyzing the research questions. The study adopted Pearson Moment correlation analysis to determine the nature of relationship while Ordinary Least Square (OLS) regression technique was used to test the hypotheses. Result showed that openness to experience, extraversion, Agreeableness, and Neuroticism positively and significantly relate with job satisfaction of hotel workers in Uyo, Akwa Ibom State while conscientiousness maintained positive but insignificant relationship with job satisfaction. Based on the findings of the study, it is concluded that personality traits have a positive impact on the quality of service and performance of workers in the hospitality sector, particularly hotels. It was recommended among others that management should find innovative methods that reduce the chances of neuroticism increasing in the workplace for sustained job satisfaction. There is need for the organizations to provide sufficient skill variety in entrance jobs if they want to recruit and retain employees high on openness to experience.

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1. INTRODUCTION

Personality traits can be seen as a motor that drives the individual ways of behavior, emotion and physical temperaments, it explains the combinations of constant mental and physical attitude and features which gives identity to individual or an employee, the pattern of ones' traits can be analyzed to predict ones' job performance in the workplace. Although these traits can be modified through awareness and time, they are stable throughout ones' work-life. Managers play a crucial role in business performance, and since employees are the pillar of any kind of business, managers have to thoroughly examine whether they are the right fit for the job. Some employees are consistent and hardworking, showing high motivation and inspiration levels, displaying favorable work performance, thus manifesting higher and better performance output. In contrast, some of them may be seen with undesirable work performance behavior, including laziness, moodiness, absenteeism, disobedience, all leading to low productivity levels. Therefore, positive employee performance is vital for developing a highly functioning business, which will lead to employee and customer satisfaction, sequentially producing high-profit realization, growth in turnover, increase in investment, share capital, and the market share of the business organization. That being said, managers may use personality theory to predict employees' behaviors at certain tasks. To achieve efficiently, managers have to understand the importance of an individual's personality traits, different acts of behavior patterns, and overall, their individuality.

A committed employee is loyal to the organization's values and proud of being a member of its work team. In this sense, organizational commitment is a positive psychological state of attachment that pushes the employee's performance upward to successfully turn the firm's strategic vision into a reality. Nowadays, many hotels workers are faced with the problem of motivation in carrying out their job effectively and efficiently. They carry out their job in a stressful environment which makes them faced with numerous challenges in service delivery process.. Mechanisms should be considered to increase job satisfaction. Job satisfaction makes increased productivity; employee's should be committed to work effectively. Research also shows that when employees find their work satisfying, there is absence of delay in work thus increasing productivity. Personality traits are best explained by McCrae and Costa five-factor model. This model includes neuroticism,

extroversion, openness to experience, agreeableness and conscientiousness. Neuroticism implies the willingness of the individual to experience anxiety, tension, pity-seeking, hostility, impulsivity doing, depression and low self-esteem, while extroversion involves the feeling of positivity, dare-loving, energetic and intimate notes.

Job satisfaction among employee's working in a hotel, is crucial challenge for hospitality sectors. Satisfaction is a mental phenomenon which is extremely complex and subjective. Job satisfaction describes how contented a person is with their job or assignment. Job satisfaction as to do with the 'like or dislike' of one's job", It is also defined as "the pleasurable and positive emotion which comes from the general attitude e towards one's job. A positive and favorable attitude towards the job indicates satisfaction, while a negative and unfavorable attitude towards a job indicates job dissatisfaction. In the context of this study, job satisfaction is taken to mean the positive attitudes and feelings which employees have towards their jobs. Job satisfaction is a multi-dimensional construct which include pay, promotion, supervision, benefits, contingent rewards, working conditions, co-workers, nature of work and communication. In this study, five measurement indicators were used namely; Wages, Nature of Work, Working Conditions, Job Content, and Opportunities for Promotion. Previous studies (Judge et al, 2002; Tariq, et al. 2014; Younes, 2012; Balasuriya and Perera, 2016) used these variables and it was effective in achieving their study objectives. Personality embodies a person's feelings, thoughts, and behavioral patterns. Every employee has a unique personality that differentiates him or her from the other. To manage effectively, it is helpful to understand the personalities of different employees. On the other hand, an employee's commitment to the organization and job satisfaction play a central role of their retention in the field of hospitality practice, as a dissatisfied employee will be more likely to leave the hospitality field. Job satisfaction, on the one hand, has attracted a great deal of attention from both human resource practitioners and scholars (Coyne et al., 2016; Holland et al., 2011; Mihajlovic et al., 2008; Rad and De Moraes, 2009; Riza et al., 2016; Rogelberg et al., 2010). The dispositional approach to job satisfaction has been the focus of major research effort (House et al., 1996; Judge et al., 2008; Li et al. 2010). Judge and Hulin (1993) and Judge and Locke (1993) found that affective disposition, measured as a response to a series of neutral objects common to everyday life, is related to job satisfaction. On the other hand, personality is under-researched in general management (e.g. Higgs and Lichtenstein, 2010, is one of very few). Higgs and Lichtenstein's (2010) study investigated the relationship between personality and values that play an important role in underpinning sustained organizational performance and growth. It shows that the relationship is much more complex and interactive than has been previously suggested. It seems to be true for most of the studies conducted relating to personality. This is why it is important for the general management audience to better understand the impacts of personality on organizations as people are the most valuable asset to an organization. It is on this background that this study seeks to examine the relationship between personality traits and job satisfaction of selected hotels in Uyo-Akwa Ibom State.

It seems some of Nigerian employees in the hospitality industry have been portrayed to have a generally poor attitude to work and providing erratic and increasingly poorer services to the general public. This problem may have arisen from the commitment levels of the employees. With the enormous amount of money spend on training, and overhead cost, it should be logically expected that the employees exhibit, at least, higher levels of commitment to their jobs as well as good job satisfaction, but this has not been the case. The issue of commitment to work and job satisfaction among Nigerian employees has raised several questions from management experts, organizational psychologists and others. Some professionals have also attributed the decline in organizational commitment and job satisfaction to others job related variables and inability to exhibit good personality traits such as neuroticism, openness to experience, extraversion, agreeableness and conscientiousness. However, this research is focusing on personality dimensions which could be a likely factor in determining employees job satisfaction. The reason for towing this line is that some contemporary scholars affirm that personality dimensions are effective tools to predict employee job satisfaction (Schulman, 2011; Awadh & Ismail, 2012). Management of people in an organization would have been easier if everyone were created the same. There exist variations in personal characteristics and the influence of the social background, the sex, race or disability, difference in cognitive abilities, intelligence, personalities, background and the environment in which they were brought up. These factors have influenced the behaviors of employees at workplace resulting to performance trend, inefficiency, high productivity, effectiveness, work completions on schedule, customers satisfied with service, better work methods revealed by employee, lack of job satisfaction and motivation, negative moods amongst others.

Employees' job satisfaction is increasing importance, as the competition for talent is high and still growing. It is not hard for a competitor to compete with individual elements of employment such as salaries and benefits. The effect of personality trait of an employee is explained when there is a loss of performance, knowledge, expertise, relationship, and loss of the time and resources that it took to train the employee. This leads to a feeling of insecurity and affects the performance of the employees who are left because of the constant disruption of services and too much change which as a result affects the general performance of the company. Unfavourable personality traits exhibited also breed poor wages, poor nature of work, poor working conditions, poor job content analysis, and lack of opportunities for promotion. It is against this backdrop that this study seeks to examine the relationship between personality traits and job satisfaction of selected hotels in Uyo-Akwa Ibom State. Specific objectives include: to examine the relationship between neuroticism and job satisfaction of selected hotels in Uyo- Akwa Ibom State; to examine the relationship between openness to experience and job satisfaction of selected hotels in Uyo- Akwa Ibom State; to examine the relationship between conscientiousness and job satisfaction of selected hotels in Uyo- Akwa Ibom State; to determine the relationship between extraversion and job satisfaction of selected hotels in Uyo- Akwa Ibom State; and to examine the relationship between agreeableness and job satisfaction of selected hotels in Uyo- Akwa Ibom State. Based on the objectives of the study, the following hypotheses were formulated: Ho1: There is no significant relationship between neuroticism and job satisfaction of selected hotels in Uyo Akwa Ibom State. Ho2: There is no relationship between openness to experience and job satisfaction of selected hotels in Uyo Akwa Ibom State. Ho3: There is no significant relationship between conscientiousness and job satisfaction of selected hotels in Uyo Akwa Ibom State. Ho4: There is no significant relationship between extraversion and job satisfaction of selected hotels in Uyo Akwa Ibom State. Ho5: There is no correlational relationship between agreeableness and job satisfaction of selected hotels in Uyo Akwa Ibom State.

2. LITERATURE REVIEW

2.1 Concept of Personality Traits

A clear and univocal definition of personality containing all the essential aspects is complicated by the many approaches to personality. Schultz and Schultz (2001) define the personality as the unique, relative enduring internal and external aspects of a person's character that

influence behavior in different situations. Although the term personality is sometime employed in a broader sense, in conventional psychometric terminology personality tests are instruments for the measurement of emotional, motivational, interpersonal, and attitudinal characteristics, as distinguished from abilities. However, a number of theorists have chosen to emphasize the function of personality in mediating the adjustment of the individual. This approach leads the personality psychologists to study individuals in term of their personality traits (Hall, Lindzey, and Campbell, 1998). Traditionally, the essence of the trait approach has been the assumption that behavior is primarily determined by stable generalized traits. The chief goal of the trait psychology has been to find the person's position on one or more trait dimensions (e.g., intelligence, introversion, anxiety) by comparing the individual with others under similar uniform conditions (Mischell, 1999). Broadly speaking traits are consistent pattern in the way individual behave feel and think (Chishti, 2002). Thus to a trait theorist, personality is the sum of an individual's traits explain that person's behavior. Now there is growing among the personality psychologists from many different perspectives that, at the broadest level there are five major dimensions of personality called five factor model of personality.

Various definitions of personality traits had been offered by personality philosophers based on their understanding of the subject matter. Dabrowski (2008) defined personality traits as the entirety of emotional and physical temperaments of an individual. It explains the combination of constant mental and physical features which gives identity to individuals (Ones, et al., 2005; Golpayegan, 2017). Cragge (2013) sees personality traits as the configurations and inclinations that explain individual's unique patterns of thought, emotion and behavior and recurring regularities or trends. Akinboye and Soaib (2016) and Beer and Brooks (2011) referred to personality traits as the behavioral patterns which are developed mainly during decisive years which differentiates one person from another person. It encompasses a person's relative stable feelings, thoughts, and behavioral patterns that differentiate a person from others (Pandey and Kavitha, 2015). According to Ryckman (2004), personality traits is seen as dynamic and organized set of characteristics possessed by an individual that uniquely influences his or her behavior, cognitions, and motivations in various situations. In these wise, personal traits explain different characteristics that can contribute to inferences about behavioral results (Zahari, 2016). The index in these definitions shows that personality traits explain the individual's unique, typical and preferred way of feeling, thinking and behavioral pattern that influences once decisions.

Personality traits reflect people's characteristic patterns of thoughts, feelings, and behaviors. **Personality traits** reflect basic dimensions on which people differ (McCrae and Allik, 2012). According to trait psychologists, there are a limited number of these dimensions (dimensions like Extraversion, Conscientiousness, or Agreeableness), and each individual falls somewhere on each dimension, meaning that they could be low, medium, or high on any specific trait. The word "personality" originates from the Latin word *persona*, which means mask (Stevko, 2014). Personality also refers to the pattern of thoughts, feelings, social adjustments, and behaviors consistently exhibited over time that strongly influences one's expectations, self-perceptions, values, and attitudes (Srivastava and Mishra, 2016). It also predicts human reactions to other people, problems, and stress. Several empirical and conceptual classifications of personality traits have been reviewed within the last three decades. However, the Big Five Personality is one of the most widely accepted of these traits (Pappas, 2013). The Big five personality traits model identify the broad five personality types which are very useful in predicting different kinds of work related attitudes and behaviors. The model depict that personality consists of five relatively independent dimensions that altogether provide a meaningful taxonomy for the study of individual differences. These five dimensions are openness to experience, conscientiousness, extraversion, agreeableness and Neuroticism.

2.1.1 Dimensions of Personality Traits

The big five personality model is one of the most inclusive and personality taxonomies (McCrae and Allik, 2012). Goldberg (1981) used the big five model to delineate the five dimensions of personality traits, hence emotional stability, conscientiousness, agreeable, extraversion, and openness to experience.

2.1.1.1 Extraversion

Extraversion is the dimension of personality associated with dominance, self-confidence and search for excitement. Extravert traits include being outgoing, talkativeness, social poise, assertiveness, and enjoying being in social situations (Carpenter, Bauer, and Erdogan, 2010). Extraverts show a high level of positive emotions and interpersonal connections (Bakker et al, 2006). While individuals low in extraversion appears quiet or reserved, those high in extraversion are cheerful and energetic, possibly because they engage in more activities to overcome stressful conditions. Further, extraverts can easily find new job alternatives because of their diverse social connections (Erdheim et al., 2006). It refers to the level of sensory stimulation with which one is comfortable. The behavioral tendencies used to measure this factor include being sociable, gregarious, assertive, talkative, and active. A person who scores high in extraversion on a personality test is the life of the party. Individuals high in extraversion on a career test have a tendency to seek out the company and stimulation of other people. They enjoy engaging with the external world. These individuals thrive on excitement, and are enthusiastic, action-oriented people. They like to be the Centre of attention in groups. People who are low in extraversion (Introverts) are less outgoing and are more comfortable working by themselves or being alone. They are less involved in social activities, and tend to be quiet and keep to themselves. An introvert does not require the external stimulation that extraverts do require.

Extraversion describes the extent to which individuals are assertive, active, enthusiastic, energetic and dominant (Costa and McCrea, 1992). Judge et al. (1999) pointed out that extraverts tend to be socially oriented (outgoing and gregarious), but also are 'surgent' (dominant and ambitious) and active (adventurous and assertive). On the one hand, social orientation can be viewed as an advantage of employees in most job environments. On the other, dominance and ambition can be seen as ambiguous. In relation to job satisfaction, there appears to be a very strong correlation between extraversion and job satisfaction. For example, in a study of farmers by Brayfield and Marsh (1957) and a small but diverse sample study by Furnham and Zacherl (1986), extraversion is found to be strongly correlated with job satisfaction. In the meta-analysis of 163 independent samples and 334 correlations by Judge et al. (2002), there is a strong connection between extraversion and job satisfaction. In another meta-analysis, Ilies and Judge (2003) also found significant association between extraversion and job satisfaction. However, in a recent study of 202 full-time employees, Furnham et al. (2009) found that extraversion does not strongly correlate or provide evidence of an association with job satisfaction. It can be seen that although the relationship between extraversion and job satisfaction is inconsistent, the coefficient values tend to be significant.

2.1.1.2 Openness to Experience

Openness to experience refers to the intelligence, curiosity and imagination of the individual. It represents the degree to which a person is curious, original, intellectual, and creative and how an individual can produce original ideas (Bakker et al, 2006). People high in openness seem to thrive in situations that require flexibility and learning new things. They are highly motivated to learn new skills and they do well in training settings. They regard successful work accomplishment as a matter of personal identity and pride. Creative people prefer a work environment characterized by autonomy, minimal distractions and reduced time constraints (Mumford, 2002). Openness to experience refers to the number of interests to which one is attracted and the depth to which those interests are pursued. People who like to learn new things and enjoy new experiences usually score high in openness. It indicates how open-minded a person is. A person with a high level of openness to experience in a personality test enjoys trying new things. They are imaginative, curious, and open-minded. Individuals who are low in openness to experience would rather not try new things (Ashton and Lee, 2001). They are close-minded, literal and enjoy having a routine. Individuals with a high level of openness have a general appreciation for unusual ideas and art. They are usually imaginative, rather than practical. Being creative, open to new and different ideas, and in touch with their feelings are all characteristics of these people (Amadi, Ahamefule and Ojo, 2015). Individuals who score low in openness on a career test are generally more closed-off, resistant to change, and analytical. A person who scores low in openness on a career test may excel in jobs that involve routine work and do not require creativity. Having a high level of openness is important in jobs that require creative thinking and a flexible attitude. Jobs such as advertising, research and other artistic occupations all benefit from high openness. The behavioural tendencies typically associated with Openness to experience include being imaginative, cultured, curious, original, broad minded, intelligent (Digman, 1990), and having a need for variety, aesthetic sensitivity, and unconventional values (McCrae & John, 1992). Openness to experience is characterized by 'intellectance' (philosophical and intellectual) and unconventionality (imaginative, autonomous and non-conforming) (Judge et al., 1999). In many contexts, openness to experience can be seen as a positive quality of an employee (Desimoni and Leone, 2014); openness to experience is also seen as an important factor for active older adults' life satisfaction (Gregory et al., 2010). However, openness to experience sometimes can be seen as a 'double-edged sword' in careers for those who have a high level of openness, as open people tend to be prone to job switching or unhappy in conventional occupations (Judge et al., 2002). Both meta-analysis and primary analysis show that openness to experience has no significant impact on job satisfaction (Furnham et al., 2009; Ilies and Judge, 2003; Judge et al., 2002).

2.1.1.3 Neuroticism

Neuroticism describes the person who is dramatically affected by negative life events. They reflect feelings of distress and nervousness and it is the most pervasive trait across personality measures. They are depressed, tense and worry a lot about different life circumstances. Similarly, they are in short of positive psychological adjustment and emotional stability (Judge et al., 2002). In general, individuals higher in neuroticism possess more negative views of themselves and of others. Neuroticism refers to the number and strength of stimuli required to elicit negative emotions in a person (Kumar, Bakhshi and Rani, 2009). Neuroticism is also sometimes called Emotional Stability. This dimension relates to one's emotional stability and degree of negative emotions. Persons who are high on this dimension are usually anxious, depressed, angry, embarrassed, emotional, worried, and insecure. Neuroticism is similar but not identical to being neurotic in the Freudian sense. Some psychologists prefer to call neuroticism by the term emotional stability to differentiate it from the term neurotic in a career test. The fact that these individuals are free from experiencing negative feelings does not mean that they experience a lot of positive feelings. Neuroticism generally refers to a lack of positive psychological adjustment and emotional stability (Judge et al., 1999). Neurotic individuals might experience too much or too little external stimulation (Gardner and Cummings, 1988). People with a high level of neuroticism are likely to experience negative emotions, including anxiety, depression, hostility and vulnerability (Costa and McCrea, 1992) because they tend to put themselves into situations that foster negative impact (Emmons et al., 1985). Noticeably, implicit self-concept of neuroticism tends to have a stronger association in women than in men (Donges et al., 2015). In relation to job satisfaction, neuroticism is found to be negatively associated with job satisfaction (Furnham and Zacherl, 1986; Ilies and Judge, 2003; Judge et al., 2002). In Judge et al.'s (2002) meta-analysis, neuroticism is most strongly correlated with job satisfaction, but in a negative manner. Ilies and Judge (2003) in another meta-analysis found that emotional stability – the reverse of neuroticism – is also strongly associated with job satisfaction. In contrast, Furnham et al. (2009), in a study of 202 full-time workers in the United Kingdom, found that the relationship between neuroticism and job satisfaction is positive but insignificant.

2.1.1.4 Agreeableness

Agreeableness represents the helpful, forgiving and trusting personality and they often show respectable work behavior. The people who score high in agreeableness 'prioritize' relationships with others over work and career success. Agreeableness refers to the number of sources from which one takes one's norms for right behavior (Kumar, Bakhshi and Rani, 2009). The behavioral tendencies typically associated with this factor include being courteous, flexible, trusting, good-natured, cooperative, forgiving, soft-hearted, and tolerant (Barrick and Mount, 1991). Individuals with high levels of agreeableness tend to show more warmth, friendliness, and tactfulness. The more agreeable someone is, the more likely they are to be trusting, helpful and compassionate. Disagreeable people are cold and suspicious of others, and they are less likely to cooperate (Pappas, 2013). Agreeableness indicates cooperation (trusting of others and caring) and likeableness (good-natured, cheerful and gentle) (Judge et al., 1999). Agreeableness involves pleasant and satisfying relationships with others (Organ and Lingl, 1995). Furnham and Cheng (2015) have recently identified early indicators of the adult trait of agreeableness; these include parental social status, childhood intelligence, education, occupation and gender. Particularly, females appear to score higher in the trait of agreeableness than males do. The current literature shows an unclear relationship between agreeableness and job satisfaction. For example, agreeableness is found to be positively and significantly associated with job satisfaction in a meta-analytic path analysis (Ilies et al., 2009), in a tight and collective Asian society (Templer, 2012) and in the public sector (Cooper et al., 2014). At the same time, it is insignificant in other studies (Furnham et al., 2009; Ilies and Judge, 2003; Judge et al., 2002). Thus the results are not consistent, which invites further investigation with large-scale studies.

2.1.1.5 Conscientiousness

This dimension represents the individual who works efficiently and tends to be a reliable worker. The conscientious employee perseveres until the task is finished. That is why this individual is considered the most consistent predictor of performance across jobs.

Conscientiousness refers to the number of goals on which one is focused (Kumar, Bakhshi and Rani, 2009). It is related to dependability and volition and the typical behaviors associated with it include being hard working, achievement- oriented, persevering, careful, and responsible (Barrick and Mount, 1991). A person scoring high in conscientiousness usually has a high level of self-discipline. These individuals prefer to follow a plan, rather than act spontaneously. Their methodical planning and perseverance usually makes them highly successful in their chosen occupation. Conscientiousness is about how a person controls, regulates, and directs impulses. Individuals with a high level of conscientiousness on a career test are good at formulating long-range goals, organizing and planning routes to these goals, and working consistently to achieve them despite short-term obstacles they may encounter. Conscientiousness refers to people's level of organization, hard work and motivation in the pursuit of established goals (Zhao and Seibert, 2006). Furnham and Cheng (2015) showed that parental social status, childhood intelligence, education and occupation are all modestly but significantly associated with conscientiousness. Particularly, they also indicated that females tend to score higher in conscientiousness than males do. Conscientiousness is the most consistent personality predictor of success at work across all types of employment and occupations (Barrick et al., 2001; Judge et al., 1999). This may well explain why conscientiousness is positively related to job satisfaction (see more in Furnham et al., 2009; Ilies and Judge, 2003; Ilies et al., 2009; Judge et al., 2002). In summary, the literature shows conscientiousness to have a consistently significant impact on job satisfaction, while openness to experience has a consistently insignificant impact. Three out of the Big Five traits – neuroticism, extraversion and agreeableness – have been indicated to have inconsistent relationships with job satisfaction. In addition, none of the studies have investigated the relationship in a more disaggregate context, such as differences by gender or age, despite the evidence in the psychology literature that shows major divisions between the behavior of men and women and young and old. For example, women score higher than men in conscientiousness and neuroticism (Costa et al., 2001).

2.1.2 Job Satisfaction

Job satisfaction is defined as positive feeling on one regarding his or her job (Luthans, 2005). Previous researches shows that job satisfaction is positively associated with life satisfaction of human being, ethics, (Hoffman, Blair, and Woehr, 2007), and job performance (Judge and Bono, 2001). Massive studies has been initiated in past to determine the determinants of employee job satisfaction. Literature Evidences depicts that these causes include Job characteristics, perceived organization; Eisenberger, Armeli, Rexwinkel, Lynch, and Rhoades, 2001) employee supervisor relation and supervisor support (Baruch-Feldman, Brondolo, Ben-Dayan, and Schwartz, 2002), role ambiguity and role conflict, workload (Jalal and Zaheer, 2017), and justice (Kim and Leung, 2007). A part of organizational factor minimum work has done on individual factors (personality, demography, married life, religious beliefs etc.) which are effecting job satisfaction of employees. Buitendach and de Witte (2005) proffer the view that job satisfaction relates to an individual's perceptions and evaluations of a job, and this perception is in turn influenced by their circumstances, including needs, values and expectations. Individuals therefore evaluate their jobs on the basis of factors which they regard as being important to them (Sempaneet al., 2002).The majority of job satisfaction and motivation research literature is concerned with organizational or situational predictors (such as pay and supervision) (Locke, 1976) while neglecting individual differences (Staw and Ross, 1985). Job satisfaction influences an organization's well-being with regard to job productivity, employee turnover, absenteeism and life satisfaction (Spector, 2008).Camgoz and Karapinar (2011) highlighted the importance of testing the mediated relationship between personality and job satisfaction, personality is connected with behavior (Barrick and Mount, 2005). Scholars in support of this notion argue that good service often comes from employees who possess a good personality and emotional intelligence. Job satisfaction is described as degree of congruence between characteristics of a job and the employee's perceived qualities. It can also be defined as the extent that the working environment meets the needs and values of employees and the individual's response to that environment (Tewksbury and Higgins, 2006). The researcher has conceptualized job satisfaction in many different ways. While some of the conceptualizations were based on some specific facets of the job and five measurement indicators were used namely; wages, nature of work, working conditions, job content, and opportunities for promotion (Rice, Mcfarlin and Bennett, 1989) others have used conceptualization based on total satisfaction (Levin and Stokes, 1989), while still others have used conceptualizations based on the intrinsic-extrinsic distinctions. Job satisfaction is multi-dimensional in nature. It includes several distinct domains such as satisfaction with pay, promotion opportunities, fringe benefits, job security and the importance/challenge of the job. For the organization, job satisfaction of its workers means a work force that is fully motivated and committed to high quality performance. Increased productivity—the quantity and quality of output per hour worked—seems to be a by-product of improved quality of working life (Baloch, 2008).

2.2 Theoretical Review

This study is first anchored by Maslow theory on Hierarchy of Needs, Herzberg's Two-Factor Theory and Allport's Trait Theory of Personality.

2.2.1 Maslow Theory of Hierarchy Needs

Maslow theory is a popular and attractive theory in the contemporary world. According to Maslow (1943), people seek to satisfy five basic needs which exist in a hierarchy whereby a person gradually graduates from one level to the next. The five basic needs are; physiological needs, safety needs, social needs, esteem needs and self-actualization needs. Maslow theory posits that once the needs at one level are satisfied, it ceases to motivate, and the desire shifts to the next level. Maslow, (1943) asserted that the lower needs are most salient until satisfied, at which point the next higher needs come into play. It is inferred from Maslow's theory that employees' need their lower level needs fulfilled before they are inspired by the higher-level needs. Managers and leaders must therefore appreciate that workers have different needs which must be met to enable them to perform at the higher level for the organization's success. Unsatisfied needs influence behavior. Lower needs such as adequate pay and family must be met before focusing on high level needs.

2.2.2 Herzberg Theory of Satisfaction

Herzberg theory posits that there are two factors which lead people to either satisfaction or dissatisfaction with their work. Herzberg et al (1959) argued that the factors which cause satisfaction are totally different from those which cause dissatisfactions. Employee satisfaction depends on two sets of issues: "hygiene" issues and motivators. Hygiene factors include company policies, supervision, salary,

security, status, interpersonal relations and working conditions. Hygiene issues cannot motivate employees but can cause dissatisfaction. Motivators are issues such as achievement, recognition, the work itself, responsibility and advancement. Motivators create satisfaction by fulfilling individuals' needs for meaning and personal growth. When hygiene are as are addressed, motivators will promote job satisfaction and encourage production. Once hygiene factors are fulfilled, the workers unhappiness and poor job performance will be solving. However, high happiness and high job performance would never be achieved unless motivators are provided. On the other hand, if workers have the motivators, they will display high performance and satisfaction with their job even if the hygiene needs was not gratified (Worrell, 2004).

2.2.3 Allport's Trait Theory of Personality

Trait theorists believe personality can be understood by positing that all people have certain traits, or characteristic ways of behaving. Gordon Allport developed the trait theory in 1936. Trait theory (also called dispositional theory) is an approach to the study of human personality. Trait theorists are primarily interested in the measurement of *traits*, which can be defined as habitual patterns of behavior, thought, and emotion. According to this perspective, traits are aspects of personality that are relatively stable over time, differ across individuals (e.g. some people are outgoing whereas others are not), are relatively consistent over situations, and influence behavior. Traits are in contrast to states, which are more transitory dispositions. There are two approaches to define traits: as internal causal properties or as purely descriptive summaries. The internal causal definition states that traits influence our behaviors, leading us to do things in line with that trait. On the other hand, traits as descriptive summaries are descriptions of our actions that don not try to infer causality. In 1936, psychologist Gordon Allport found that one English-language dictionary contained more than 4,000 words describing different personality traits. He categorized these traits into three levels:

Cardinal traits: Allport suggested that cardinal traits are rare and dominate, usually developing later in life. They tend to define a person to such an extent that their names become synonymous with their personality. Examples of this include the following descriptive terms: Machiavellian, narcissistic, Don Juan, and Christ-like.

Central traits: These general characteristics form basic personality foundations. While central traits are not as dominating as cardinal traits, they describe the major characteristics you might use to describe another person. Terms such as "intelligent," "honest," "shy," and "anxious" are considered central traits.

Secondary traits: Secondary traits are sometimes related to attitudes or preferences. They often appear only in certain situations or under specific circumstances. Some examples include public speaking anxiety or impatience while waiting in line. Allport hypothesized that internal and external forces influence an individual's behavior and personality, and he referred to these forces as genotypes and phenotypes. *Genotypes* are internal forces that relate to how a person retains information and uses it to interact with the world. *Phenotypes* are external forces that relate to the way an individual accepts his or her surroundings and how others influence his or her behavior.

2.3 Empirical Review

Ethelbert . Njoku, Richards and Samson Okwuchukwu (2016) investigated five personality dimensions –openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism as predictors of organizational commitment among selected employees in Enugu. Using convenience sampling technique, 200 employees were selected from four public and private sector employees in Enugu metropolis. The participants comprised of 115 males and 85 females with ages ranging from 22 –50 years and a mean age of 36.00 years. Participants were administered with the Big Five Personality Inventory. Five hypotheses were postulated and tested using cross sectional survey design and multiple regression analyses. Result showed that only openness to experience significantly predicted employees' organizational commitment. Conscientiousness, extraversion, agreeableness and neuroticism were not significant predictors of employees' organizational commitment. Based on the findings, it is recommended that employers apply personality tests in assessing potential employees. Emecheta, Awa and Ukoha (2016) investigated the relationship between personality characteristics and affective organization commitment among Bank employees in Nigeria. The study sample consisted of 210 respondents from ten 10 purposively selected bank branches in Port Harcourt. The study revealed that a positive and significant relationship exist between the five personality dimensions and affective organization commitment. Ganu and Kogutu (2014) examined the effect of the big five personality traits on job satisfaction and organizational commitment among healthcare workers in Kenya. Utilizing the correlational descriptive study design among 252 healthcare workers, the study showed significant relationships between the Big Five personality traits with job satisfaction and organizational commitment. Openness, Conscientiousness, and Neuroticism had positive relationships with organizational commitment. They suggest that employees who exhibit the traits of openness, neuroticism, extraversion and conscientiousness find a greater sense of commitment and job satisfaction to the healthcare organizations.

In a similar study, Darbanyan, Samavatyan, Oreyzi and Mousavirad (2014) investigated the simple and multiple relationships between the five-factor model of personality and organizational commitment among 150 randomly selected employees of selected industrial corporations in Khorasan Razavi Province. Their findings showed that in general there was a significant relationship between the five personality traits and the dimensions of organizational commitment. Specifically, the study found that conscientiousness and openness to experience positively predicted affective commitment, so did openness to experience negatively predicted continuance commitment. Also, conscientiousness positively predicted continuance commitment, while extroversion and neuroticism negatively predicted normative commitment. They therefore suggested that the use of recruitment tests associated with personality traits be observed. Erdheim, Wang and Zicker (2006) conducted a study with a view to examining the relationship between the five-factor model of personality and organizational commitment. They found out neuroticism had a positive relationship with continuance commitment; extraversion had positive relationship with affective commitment and normative commitment but negative relationship with continuance commitment. Openness to experience was found to have a negative relationship with continuance commitment. However, agreeableness had a positive relationship with normative commitment while conscientiousness had a positive relationship with affective and continuance commitment .

Kumar and Bakhshi (2010), in their research, investigated the relationship existing between the five-factor personality and organizational commitment. The sample of the study consisted of 187 medical personnel. Their results showed that openness to experience negatively predicts continuance and normative commitment, while conscientiousness positively predicts affective and normative

commitment. Agreeableness positively predicts normative commitment, and neuroticism has insignificant negative relationship to affective commitment, significant positive relationship to continuance commitment, insignificant positive relationship to normative commitment. They identified extraversion as the most reliable predictor of the three dimensions of commitment. Using 922 Turkish professionals, Çelik and Oral (2016) studied the relationship between personality traits, demographic characteristics, and organizational commitment found that agreeableness and conscientiousness personality traits were correlated with organizational commitment. They further identified a positive relationship between personality traits with affective commitment and normative commitment, and negatively relationship with continuance commitment. Sadeghi and Yazdanbakhsh (2014) investigated on the relationship between the big five personality factors and organizational commitment of the teachers in west Islamabad. Their sample included 216 female and male teachers (116 female teachers and 100 male teachers separately) selected by convenience sampling. They found positive relationships between extraversion, neurosis, conscientiousness and organizational commitment. However, the result showed an inverse relationship between openness and organizational commitment.

3. METHODOLOGY

3.1 Research design

The research design adopted for this study was the survey research design. This design was adopted because the instrument used for data collection was a researcher's constructed questionnaire. Survey research design is a quantitative method with two important characteristics. First, the variables of interest are measured using self-reports. In essence, survey researchers asked their participants to report directly on their own thoughts, feelings and behavior. Second, considerable attention is paid to the issue of sampling.

3.2 Study population

The population of this study comprised of selected management staff members range from the departmental supervisors to the heads of department of the six major Hotels located in Uyo, Akwa Ibom State. These six hotels were selected based on their registration with Hotels and Tourism Board in Akwa Ibom State. Also, they are hotels of the same range of two-to-three stars with similar standards and staff range between fifty and sixty ranging from the supervisor to the head of department and other management staff. Thus, the population of this study is made up of one hundred and nine employees in the selected Hotels in Uyo, Akwa Ibom State. The major Hotels for the study includes: Monty suites and gulf Hotels, Hotel Ken D-angelo, Tommsville Hotel and suite, Edinan Hotel Ltd, Francine's Place Hotel and Davok Hotel and suite Ltd.

3.3 Sampling size and technique

The sample size of this study was determined using Taro Yamane formula and this is given as:

$$n = \frac{N}{1 + N(e)^2}$$

Where: n = sample size required

N = Population

e = significant level = 5%

From the formula above, the sample size of this study is computed as:

$$\begin{aligned} n &= \frac{150}{1 + 150 (0.05)^2} \\ n &= \frac{150}{1 + 150 (0.0025)} \\ n &= \frac{150}{1 + 0.375} \\ n &= \frac{150}{1.375} \\ n &= 109. \end{aligned}$$

From the formula above, the sample size of this study is 109 staff members of the six selected Hotels in Uyo, Akwa Ibom State. The sampling technique adopted for this study was simple random sampling. This method was adopted because selected members of the population have equal right of being selected.

3.4 Sources of data collection and instrument for data collection

Data were collected from primary and secondary sources. Primary data were obtained through questionnaire and personal interviews with both management and senior staff of the six major Hotels in Uyo-Akwa Ibom State. This method was adopted to enable detailed and independent information not covered by the questionnaire to be expressed by the respondents. Data were collected through questionnaire carefully designed and administered to the respondents, as well as through personal interviews. On the whole, the questionnaire constituted the major instrument for data collection. The questionnaire contains sections A and B. Section A contains personal information about the respondents. Section B is the main body of the questionnaire using a five (5) point scale instrument through which the opinions of the respondents were expressed. Their responses were measured by means of a five category rating system: SA - Strongly agree (5), A - Agree (4), U - Undecided (3), D - Disagree (2), SD - Strongly disagree (1).

3.5 Validity and reliability of research instrument

The validity of the research instrument was assessed by the supervisor and other experts in the Department of Business Administration. These experts assessed the relevance of each item in relation to the objectives of the study, the hypotheses to be tested as well as the comprehensibility of each item in relation to the cognitive level of the respondents. They validated the instrument by effecting necessary corrections, examining the contents and ascertaining clarification of ideas as well as appropriateness of the items. Reliability in this context refers to the measure of consistency of the instrument used in eliciting relevant and desirable responses from respondents so that the

objectives can be reliably and meaningfully achieved. In order to determine the reliability of the instrument used in the study, the corrected questionnaire was administered randomly on selected staff of the six major Hotels in Uyo. This approach was repeated with the same group after a two – month’s period and the results obtained from the first and second pre-test were consistent, therefore, the instrument is reliable.

3.6 Method of data analysis

Tables and simple percentage was used as technique of analyzing the research questions. The study adopted Pearson Moment correlation analysis to determine the nature of relationship while Ordinary Least Square (OLS) regression technique is used with the aid of Statistical Package for Social Sciences (SPSS version 20) to test the hypotheses. Stated below are the functional simple linear regressions models for testing of the earlier formulated research hypotheses using the model formula: $y = a + bx$

$$\text{JOBSAT} = f(\text{NEURTM}) \quad (\text{Eqn. 3.1})$$

$$\text{JOBSAT} = f(\text{OPNEXP}) \quad (\text{Eqn. 3.2})$$

$$\text{JOBSAT} = f(\text{CONSCI}) \quad (\text{Eqn. 3.3})$$

$$\text{JOBSAT} = f(\text{EXTRAV}) \quad (\text{Eqn. 3.4})$$

$$\text{JOBSAT} = f(\text{AGREEB}) \quad (\text{Eqn. 3.5})$$

The simple linear regressions equations are linearized in the study objectives as:

$$\text{JOBSAT} = \beta_0 + \beta_1 \text{NEURTM} + u_t \quad (\text{Eqn. 3.6})$$

$$\text{JOBSAT} = \beta_0 + \beta_1 \text{OPNEXP} + u_t \quad (\text{Eqn. 3.7})$$

$$\text{JOBSAT} = \beta_0 + \beta_1 \text{CONSCI} + u_t \quad (\text{Eqn. 3.8})$$

$$\text{JOBSAT} = \beta_0 + \beta_1 \text{EXTRAV} + u_t \quad (\text{Eqn. 3.9})$$

$$\text{JOBSAT} = \beta_0 + \beta_1 \text{AGREEB} + u_t \quad (\text{Eqn. 3.10})$$

Where;

JOBSAT = Job satisfaction of selected hotels in Uyo Akwa Ibom State (Dependent variable).

NEURTM = Personality trait of Neuroticism (Independent variable)

OPNEXP = Personality trait of Openness to experience (Independent variable)

CONSCI = Personality trait of Conscientiousness (Independent variable)

EXTRAV = Personality trait of Extraversion (Independent variable)

AGREEB = Personality trait of Agreeableness (Independent variable)

u_t = the stochastic error term.

β_0 is a regression constant while β_1 is the coefficient of the independent variables

y = dependent variable

a = regression constant

b = coefficient of independent variable

x = independent variable.

To test the significance of the individual explanatory variables and coefficients to determine whether there is a linear relationship between the independent and dependent variables, the researcher uses the p-value to compare the level of significant among the variables. If the calculated p-value is less than the benchmark p-value of 0.05 at a scaled 5 percent level of significance, the independent variable is considered to have a linear and positive relationship with the dependent variable, and hence the null hypothesis is rejected. The R-squared (R^2) and F-value statistics are used to evaluate the statistical reliability of the result estimated. The R^2 is used to judge the explanatory power of the regression equations. It measures the goodness of fit of the regression line. The F-statistic is used in testing the significance of the overall model. The test of the null hypothesis (H_0) against the alternate hypothesis (H_1) is that H_0 is rejected if the calculated statistical probability is less than the p-value of 0.05.

4. RESULTS AND ANALYSIS

4.1 Summary of Questionnaire Administered

In this section, the questionnaires administered to the respondents were collected and presented as shown in Table 4.1 below:

Table 1

Summary of Questionnaire Administered and Retrieved

Questionnaires	Number of questionnaires	Percentage (%)
Total questionnaires served	109	100
Total questionnaires Returned	100	91.74
Total not Returned	9	8.26

Source: Field Survey, 2022

Table 1 depicts that out of the total of 109 questionnaires distributed, 100 questionnaires representing 91.74% were returned, 9 questionnaires representing 8.26% were not returned. This indicates that 100 questionnaires that were correctly filled and returned were the bases of the analysis.

4.2 Respondents' Demographic Data

Qualitative research involves the analysis of subjective opinions of the respondents. Table 2 presents the summary of the result of demographic analysis of the respondents.

Table 2

Analysis of respondents' demographic

Demographics	Options	Frequency	percentage
SEX	Female	45	45.0

	Male	55	55.0
	Total	100	100.00
AGE	20-25	8	8.0
	26-35	29	29.0
	36-45	39	39.0
	46 and above	24	24.0
	Total	100	100.0

Source: Field Survey, 2022

From Table 4.2, 45 respondents representing 45.0% were female while a total of 55 representing 55.0% of the respondents were male. This implied that majority of the respondents were male. A total of 8 respondents representing 8.0% were aged between 20 to 25 years, 29 respondents representing 29.0% were aged between 26 to 35 years. Also, a total of 39 respondents representing 39.0% were aged between 36 to 45 years. 24 respondents representing 24.0% were 46 and above years old. By implication, majority of the respondents were aged 36 to 45 years.

4.3 Data Analysis

The responses to the various questions on the items measuring each construct are presented and analyzed in this section. As presented in each tables, the responses to the questions on the items measuring research construct or opinions and the analysis is done to know the position of the respondents on each likert scale. The presentation and analysis is done based on the research objectives.

4.3.1 Neuroticism (NEURTM)

The first objective was on the relationship between Neuroticism and job satisfaction of selected hotels in Uyo Akwa Ibom State. This implies that respondents were asked several questions linking NEURTM to JOBSAT. The responses are presented in Table 3 and following is the interpretation.

Table 3
Analysis of items and research constructs on Neuroticism (NEURTM)

RESEARCH STATEMENT/ ITEMS	SA (5)	A (4)	UN (3)	SD (2)	D (1)
I often find myself worrying unreasonably over things that do not really matter	26(26.0%)	11(11.0%)	15(15.0%)	34(34.0%)	14(14.0%)
I sometimes get into a state of tension and turmoil when thinking over some difficulties.	53(53.0%)	20(20.0%)	15(15.0%)	8 (8.0%)	4(4.0%)
I often feel restless as though I want something but do not really know what	8(8.0%)	51(51.0%)	24(24.0%)	10(10.0%)	7(7.0%)
I easily get annoyed if things do not go according to plan	9(9.0%)	17(17.0%)	53(53.0%)	18(18.0%)	3 (3.0%)
I am easily embarrassed in a social situation.	18(18.0%)	38(38.0%)	24(24.0%)	19(19.0%)	1(1.0%)

Source: Field Survey Data, 2022

From Table 4.3, it was revealed that 26 respondents representing 26.0% strongly agreed that they often find themselves worrying unreasonably over things that do not really matter and 11 respondents representing 11.0% also agreed to the claims. However, 15 respondents representing 15.0% were undecided while 34 respondents representing 34.0% strongly disagreed to the claim and 14 respondents representing 14.0% disagreed to the claim. Based on this analysis and the responses trend, the researcher concludes that respondents often find themselves worrying unreasonably over things that do not really matter. Also, it was also shown in Table 4.3 that 53 respondents representing 53.0% strongly agreed that they sometimes get into a state of tension and turmoil when thinking over some difficulties and 20 respondents representing 20.0% also agreed to the claims. However, 15 respondents representing 15.0% were undecided while 8 respondents representing 8.0% strongly disagreed to the claim and 4 respondents representing 4.0% disagreed to the claim. Based on this analysis and the responses trend, it was found that respondents sometimes get into a state of tension and turmoil when thinking over some difficulties. Furthermore, it was also shown in Table 4.3 that 8 respondents representing 8.0% strongly agreed that they often feel restless as though they want something but do not really know what and 51 respondents representing 51.0% also agreed to the claims. However, 24 respondents representing 24.0% were undecided while 10 respondents representing 10.0% strongly disagreed to the claim and 7 respondents representing 7.0% disagreed to the claim. Additionally, it was shown in Table 4.3 that 9 respondents representing 9.0% strongly agreed that they easily get annoyed if things do not go according to plan and 17 respondents representing 17.0% also agreed to the claims. However, 53 respondents representing 53.0% were undecided while 18 respondents representing 18.0% strongly disagreed to the claim and 3 respondents representing 3.0% disagreed to the claim. 38 respondents representing 38.0% agreed that they easily embarrassed in a social situation. It could be averred that respondents' opinion on the items are sufficient to guarantee scientific analysis and a valid conclusion. Implicitly, this could be interpreted to mean that each independent research construct or variable has some kind of relationship with the dependent research construct or variable. However, at this level, until statistically and scientifically tested, significant causality can only be assumed but not claimed between each explanatory variables and the explained variable.

4.3.2 Openness to experience (OPNEXP)

The second objective was on the relationship between openness to experience and job satisfaction of selected hotels in Uyo Akwa Ibom State. This implies that respondents were asked several questions linking OPNEXP to JOBSAT. The responses are presented in Table 4.4 and following is the interpretation.

Table 4

Analysis of items and research constructs on Openness to experience (OPNEXP)

RESEARCH STATEMENT/ ITEMS	SA (5)	A (4)	UN (3)	SD (2)	D (1)
I see as someone who is original, and comes up with new ideas	18(18.0%)	38(38.0%)	24(24.0%)	19(19.0%)	1 (1.0%)
I am naturally curious about many different things	45(45.0%)	25(25.0%)	15(15.0%)	9 (9.0%)	6 (6.0%)
I am someone who is ingenious and a deep thinker	16 (16.0%)	38(38.0%)	12(12.0%)	19(19.0%)	15(15.0%)
I am someone who has an active imagination	33 (33.0%)	22(22.0%)	25(25.0%)	12(12.0%)	8 (8.0%)
I am described as someone who Values artistic and aesthetic experiences	52 (52.0%)	24(24.0%)	13(13.0%)	11(11.0%)	1 (1.0%)

Source: Field Survey Data, 2022

Table 4 revealed that 18 respondents representing 18.0% strongly agreed that they see as someone who is original, and comes up with new ideas and 38 respondents representing 38.0% also agreed to the claims. However, 24 respondents representing 24.0% were undecided while 19 respondents representing 19.0% strongly disagreed to the claim and only 1 respondent representing 1.0% disagreed to the claim. Also, it was shown in Table 4.4 those 45 respondents representing 45.0% strongly agreed that they naturally curious about many different things and 25 respondents representing 25.0% also agreed to the claims. However, 15 respondents representing 15.0% were undecided while 9 respondents representing 9.0% strongly disagreed to the claim and 6 respondents representing 6.0% disagreed to the claim. Furthermore, Table 4.4 shows that 16 respondents representing 16.0% strongly agreed that they are someone who is ingenious and a deep thinker and 38 respondents representing 38.0% also agreed to the claims. However, 12 respondents representing 12.0% were undecided while 19 respondents representing 19.0% strongly disagreed to the claim and 15 respondents representing 15.0% disagreed to the claim. 33 respondents representing 33.0% strongly agreed that they are someone who has an active imagination and 22 respondents representing 22.0% also agreed to the claims. However, 25 respondents representing 25.0% were undecided while 12 respondents representing 12.0% strongly disagreed to the claim and 8 respondents representing 8.0% disagreed to the claim. 52 respondents representing 52.0% strongly agreed that they are described as someone who values artistic and aesthetic experiences.

4.3.3 Conscientiousness (CONSCI)

The third objective was on the relationship between Conscientiousness and job satisfaction of selected hotels in Uyo Akwa Ibom State. This implies that respondents were asked several questions linking CONSCI to JOBSAT. The responses are presented in Table 5 and following is the interpretation.

Table 5

Analysis of items and research constructs on Conscientiousness (CONSCI)

RESEARCH STATEMENT/ ITEMS	SA (5)	A (4)	UN (3)	SD (2)	D (1)
I see myself as someone who does a thorough job	15(15.0%)	30(30.0%)	14(14.0%)	29(29.0%)	12(12.0%)
I always Perseveres until the task is finished	52(52.0%)	24(24.0%)	13(13.0%)	11(11.0%)	0(0.0%)
I make plans and follows through with Them	16 (16.0%)	46(46.0%)	18(18.0%)	15(15.0%)	5 (5.0%)
Most times I can get easily distracted	17 (17.0%)	20(20.0%)	36(36.0%)	22(22.0%)	5 (5.0)
I am someone that does things efficiently.	18(18.0%)	52(51.0%)	22(22.0%)	5(5.0%)	4(4.0)

Source: Field Survey Data, 2022

Table 4.5 revealed that 15 respondents representing 15.0% strongly agreed that they see themselves as someone who does a thorough job and 30 respondents representing 30.0% also agreed to the claims. However, 14 respondents representing 14.0% were undecided while 29 respondents representing 29.0% strongly disagreed to the claim and 12 respondent representing 12.0% disagreed to the claim. Also, it was shown in Table 4.5 that 52 respondents representing 52.0% strongly agreed that they always Perseveres until the task is finished and 24 respondents representing 24.0% also agreed to the claims. However, 13 respondents representing 13.0% were undecided while 11 respondents representing 11.0% strongly disagreed to the claim and no respondent disagreed to the claim. Furthermore, Table 4.5 shows that 16 respondents representing 16.0% strongly agreed that they make plans and follows through with them and 46 respondents representing 46.0% also agreed to the claims. However, 18 respondents representing 18.0% were undecided while 15 respondents representing 15.0% strongly disagreed to the claim and 5 respondents representing 5.0% disagreed to the claim. It was shown in Table 4.5 that 17 respondents representing 17.0% strongly agreed that Most times they can get easily distracted and 20 respondents representing 20.0% also agreed to the claims. However, 36 respondents representing 36.0% were undecided while 22 respondents representing 22.0% strongly disagreed to the claim and 5 respondents representing 5.0% disagreed to the claim. 52 (52.0%) agreed that they do things efficiently.

4.3.4 Extraversion (EXTRAV)

The fourth interest was on the relationship between extraversion and job satisfaction of selected hotels in Uyo Akwa Ibom State. This implies that respondents were asked several questions linking EXTRAV to JOBSAT. The responses are presented in Table 4.6 and following is the interpretation.

Table 6

Analysis of items and research constructs on Extraversion (EXTRAV)

RESEARCH STATEMENT/ ITEMS	SA (5)	A (4)	UN (3)	SD (2)	D (1)
I am always full of energy.	18(18.0%)	28(28.0%)	23(23.0%)	30(30.0%)	1 (1.0%)
It's in my nature to generates a lot of enthusiasm.	52(52.0%)	24(24.0%)	17(17.0%)	4 (4.0%)	3(3.0%)
You can think of me as someone who has an assertive personality.	18 (18.0%)	51(51.0%)	22(22.0%)	5(5.0%)	4 (4.0%)
In my establishment, I am outgoing, sociable	14 (14.0%)	18(18.0%)	41(41.0%)	22(22.0%)	5 (5.0%)
In my establishment, I tend to be reserve sometimes.	16 (16.0%)	38(38.0%)	12(12.0%)	19(19.0%)	15(15.0%)

Source: Field Survey Data, 2022

Table 6 revealed that 18 respondents representing 18.0% strongly agreed that they always full of energy and 28 respondents representing 28.0% also agreed to the claims. However, 23 respondents representing 23.0% were undecided while 30 respondents representing 30.0% strongly disagreed to the claim and 1 respondent representing 1.0% disagreed to the claim. 52 respondents representing 52.0% strongly agreed that it's in their nature to generate a lot of enthusiasm and 24 respondents representing 24.0% also agreed to the claims. However, 17 respondents representing 17.0% were undecided while 4 respondents representing 4.0% strongly disagreed to the claim and 3 respondents disagreed to the claim. 18 respondents representing 18.0% strongly agreed that they think of themselves as someone who has an assertive personality and 51 respondents representing 51.0% also agreed to the claims. However, 22 respondents representing 22.0% were undecided while 5 respondents representing 5.0% strongly disagreed to the claim and 4 respondents representing 4.0% disagreed to the claim. Additionally, it was shown in Table 4.6 that 14 respondents representing 14.0% strongly agreed that in their establishment, they are outgoing, sociable and 18 respondents representing 18.0% also agreed to the claims. However, 41 respondents representing 41.0% were undecided while 22 respondents representing 22.0% strongly disagreed to the claim and 5 respondents representing 5.0% disagreed to the claim. 38 (38.0%) agreed that in their establishment, they tend to be reserve sometimes.

4.3.5 Agreeableness (AGREEB)

The fifth objective was on the correlational relationship between Agreeableness and job satisfaction of selected hotels in Uyo Akwa Ibom State. This implies that respondents were asked several questions linking AGREEB to JOBSAT. The responses are presented in Table 7 and following is the interpretation.

Table 7

Analysis of items and research constructs on Agreeableness (AGREEB)

RESEARCH STATEMENT/ ITEMS	SA (5)	A (4)	UN (3)	SD (2)	D (1)
I find myself helpful and unselfish with others.	18(18.0%)	51(51.0%)	22(22.0%)	5(5.0%)	4(4.0%)
I am someone who naturally have a forgiving nature.	14(14.0%)	18(18.0%)	41(41.0%)	22(22.0%)	5(5.0%)
In my organization I am someone who is generally trusting	9(9.0%)	17(17.0%)	53(53.0%)	18(18.0%)	3(3.0%)
In my establishment, I am considerate and kind to almost Everyone	15(15.0%)	30(30.0%)	14(14.0%)	29(29.0%)	12(12.0%)
In my establishment, I like to cooperate with others to achieve overall objectives.	52 (52.0%)	24(24.0%)	13(13.0%)	11(11.0%)	1(1.0%)

Source: Field Survey Data, 2022

Table 7 revealed that 18 respondents representing 18.0% strongly agreed that they find themselves helpful and unselfish with others and 51 respondents representing 51.0% also agreed to the claims. However, 22 respondents representing 22.0% were undecided while 5 respondents representing 5.0% strongly disagreed to the claim and 4 respondent representing 4.0% disagreed to the claim. 14 respondents representing 14.0% strongly agreed that they naturally have a forgiving nature and 18 respondents representing 18.0% also agreed to the claims. However, 41 respondents representing 41.0% were undecided while 4 respondents representing 4.0% strongly disagreed to the claim and 3 respondents disagreed to the claim. 18 respondents representing 18.0% strongly agreed that they think of themselves as someone who has an assertive personality and 51 respondents representing 51.0% also agreed to the claims. However, 22 respondents representing 22.0% were undecided while 5 respondents representing 5.0% strongly disagreed to the claim and 4 respondents representing 4.0% disagreed to the claim. Additionally, it was shown in Table 4.7 that 30 respondents representing 30.0% agreed that in their organization, they are generally trusting while 52(52.0%) strongly agreed that in their establishment, they like to cooperate with others to achieve overall objectives.

4.4 Descriptive analyses of research variables

This analysis is conducted to assess the descriptive properties of the research variables in order to ascertain if the data possess requisite characteristics for statistical analysis. These analyses involve descriptive statistics such as the mean, standard deviation, minimum, maximum as well as skewness and kurtosis. This statistics discloses the characteristics of the research variables principally in terms of variance or closeness of the data points to the mean. The ultimate is to determine the degree of variability of the data away from the mean. A high variability indicates high degree of variance and high potential of non-normality of the data thus leading to unreliable estimate. It is desired that the dataset has low level of variability. Table 4.8 presents the result of this statistics.

Table 8
Descriptive Statistics Result

	N Statistic	Minimum Statistic	Maximum Statistic	Mean Statistic	Std. Deviation Statistic	Skewness Statistic	Std. Error	Kurtosis Statistic	Std. Error
NEURTM	100	1	5	3.01	1.439	.231	.241	-1.385	.478
OPNEXP	100	1	5	3.94	1.229	-.982	.241	-.067	.478
CONSCI	100	1	5	3.53	1.087	-.657	.241	-.281	.478
EXTRAV	100	1	5	3.14	1.073	.165	.241	-.509	.478
AGREEB	100	1	5	3.74	.949	-.971	.241	1.180	.478
JOBSAT	100	1	5	3.60	1.279	-.508	.241	-.789	.478
Valid N (listwise)	100								

Source: Researcher's Computation (2022) from SPSS Output.

From the result in Table 8, all mean values fall in between the maximum and minimum values of 5 and 3.01 respectively and that is desirable. Again, the standard deviations values for all variables are less than 2, which indicate low variance and is desirable. This shows that the data points of the variables are clustered around the mean and is highly likely to be the true position of the opinions expressed and the parameters estimated with this data set is highly likely to have less or minimal error.

4.5 Pearson Correlation Statistics

For the purposes of testing the combine effects of personality traits on job satisfaction of selected hotels in Uyo-Akwa Ibom State, there is need to perform a Pearson correlation to ensure that the variables are less likely to correlate among themselves to avoid multicollinearity problem in the estimated parameters. The result of the Pearson correlation is presented in Table 9 that follows.

Table 9
Pearson Correlations

Pearson Correlation		NEURTM	OPNEXP	CONSCI	EXTRAV	AGREEB	JOBSAT
NEURTM	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	100					
OPNEXP	Pearson Correlation	.231*	1				
	Sig. (2-tailed)	.194					
	N	100	100				
CONSCI	Pearson Correlation	.423**	.251*	1			
	Sig. (2-tailed)	.000	.012				
	N	100	100	100			
EXTRAV	Pearson Correlation	.351*	.052	.022	1		
	Sig. (2-tailed)	.133	.605	.825			
	N	100	100	100	100		
AGREEB	Pearson Correlation	.387*	.134	.169	.155	1	
	Sig. (2-tailed)	.390	.185	.094	.124		
	N	100	100	100	100	100	
JOBSAT	Pearson Correlation	.217*	.113	.049	.277**	.096	1
	Sig. (2-tailed)	.245	.263	.625	.005	.340	
	N	100	100	100	100	100	100

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

* . Correlation is significant at the 0.05 level (2-tailed).

Source: Researcher's Computation (2022) from SPSS Output.

From the result, the Pearson correlation coefficients among the independent variables are less than 80%. This suggests that the problem of multicollinearity is less likely to occur in our estimated regression parameters.

4.6 Inferential Statistical Analyses

This section present the test result of the hypotheses developed to guide the conduct of this study. This test was performed with simple regression statistics. The essence of the tests is to examine the nature of the relationship that exists between the independent and dependent variable.

4.6.1 Hypothesis One

The first hypothesis (H_{01}) was that: *There is no significant relationship between Neuroticism and job satisfaction of selected hotels in Uyo Akwa Ibom State.* This hypothesis was tested using simple regression statistics and the results are presented in Table 4.10.

Table 10

Results of NEURTM Regression on JOBSAT

Dependent Variable JOBSAT	Coef.	Std. Error	t-stat	p-value
Model Parameters				
Const.	2.315	.403	5.738	.000
NEURTM	.221	.095	2.332	.022
Model Characteristics				
F-Stat	5.436			
R-Square	.053			
Adj. R ²	.043			
D-W Stat.	2.281			

Source: Researcher's Computation (2022) from SPSS Output

From the result in Table 10, it was found, on average that for every 1% change in Neuroticism, job satisfaction of selected hotels in Uyo Akwa Ibom State will increase by about 2.21%, and this change is significant at 5% level. With this result, the null hypothesis that “There is no significant relationship between Neuroticism and job satisfaction of selected hotels in Uyo Akwa Ibom State”, is rejected in this study. In quantitative perspective, as indicated by the t-value of 2.332 and p-value of 0.022, this would mean that Neuroticism significantly influenced job satisfaction of selected hotels in Uyo Akwa Ibom State. The f-stat value (5.436) which is significant at 5% level implies that the model returning this result is correct and valid. The R² value of 0.53 implies that the model explain a total of 53% of the variation in the dependent variable while 47% of the variation is explained by variables not included in the model. The economic implication of the result is that improvement in the job satisfaction of selected hotels in Uyo Akwa Ibom State can be achieved if there is an increase in the personality trait of Neuroticism among workers.

4.6.2 Hypothesis Two

The second hypothesis (Ho₂) was that: “There is no significant relationship between Openness to experience and job satisfaction of selected hotels in Uyo Akwa Ibom State”. This hypothesis was tested using simple regression statistics and the results are presented in Table 11.

Table 11

Results of OPNEXP Regression on JOBSAT

Dependent Variable JOBSAT	Coef.	Std. Error	t-stat	p-value
Model Parameters				
Const.	2.359	.280	8.423	.000
OPNEXP	.268	.081	3.329	.001
Model Characteristics				
F-Stat	11.079			
R-Square	.102			
Adj. R ²	.092			
D-W Stat.	2.321			

Source: Researcher's Computation (2022) from SPSS Output.

From the result in Table 11, it was found, on average that for every 1% change in Openness to experience, job satisfaction of selected hotels in Uyo Akwa Ibom State will increase by about 26.8% and this change is significant at 5% level. Since the p-value of 0.001 was less than 0.05 (5%) level of significance, researcher rejected the null hypothesis and accepted the alternative hypothesis that “There is a significant relationship between Openness to experience and job satisfaction of selected hotels in Uyo Akwa Ibom State”. Statistically, this implies that Openness to experience significantly influenced job satisfaction of selected hotels in Uyo Akwa Ibom State. The R² value of 0.102 implies that the model explain a total of 10.2% of the variation in the dependent variable while 89.8% of the variation is explained by variables not included in the model. The f-statistics value of 11.079 implies that the model has a good fit. The economic implication of the result is that improvement in the job satisfaction of selected hotels in Uyo Akwa Ibom State can be achieved if there is an increase in openness to experience.

4.6.3 Hypothesis Three

The third hypothesis (Ho₃) was that: “There is no significant relationship between Conscientiousness and job satisfaction of selected hotels in Uyo Akwa Ibom State”. This hypothesis was tested using simple regression statistics and the results are presented in Table 12.

Table 12

Results of CONSCI Regression on JOBSAT

Dependent Variable JOBSAT	Coef.	Std. Error	t-stat	p-value
Model Parameters				
Const.	2.561	.456	5.613	.000
CONSCI	.176	.118	1.489	.140
Model Characteristics				
F-Stat	2.217			
R-Square	.022			
Adj. R ²	.012			
D-W Stat.	2.233			

Source: Researcher's Computation (2022) from SPSS Output.

From the result in Table 12, it was found, on average that for every 1% change in Conscientiousness, job satisfaction of selected hotels in Uyo Akwa Ibom State will increase by about 17.6%. A t-statistic of 1.489 and p-value of 0.140 confirmed that Conscientiousness insignificantly influenced job satisfaction of selected hotels in Uyo Akwa Ibom State. With this result, the null hypothesis that “There is no

significant relationship between Conscientiousness and job satisfaction of selected hotels in Uyo Akwa Ibom State”, is accepted in this study. The f-stat value (2.217) which is significant at 1% level implies that the model returning this result is correct and valid. The R² value of 0.22 implies that the model explain a total of 22% of the variation in the dependent variable while 78% of the variation is explained by variables not included in the model.

4.6.4 Hypothesis Four

The fourth hypothesis (H₀₄) was that: “There is no significant relationship between Extraversion and job satisfaction of selected hotels in Uyo Akwa Ibom State”. This hypothesis was tested using simple regression statistics and the results are presented in Table 13.

Table 13
Results of EXTRAV Regression on JOBSAT

Dependent Variable JOBSAT	Coef.	Std. Error	t-stat	p-value
Model Parameters				
Const.	2.656	.357		.000
EXTRAV	.222	.086		.012
Model Characteristics				
F-Stat	6.581			
R-Square	.063			
Adj. R ²	.053			
D-W Stat.	1.700			

Source: Researcher's Computation (2022) from SPSS Output.

From the result in Table 13, it was found, on average that for every 1% change in Extraversion, job satisfaction of selected hotels in Uyo Akwa Ibom State will increase by about 22.2%. A t-statistic of 2.565 and p-value of 0.012 confirmed that Extraversion significantly influenced job satisfaction of selected hotels in Uyo Akwa Ibom State. With this result, the null hypothesis is rejected and the alternative hypothesis accepted that “There is a significant relationship between Extraversion and job satisfaction of selected hotels in Uyo Akwa Ibom State”. The f-stat value (6.581) which is significant at 5% level implies that the model returning this result is correct and valid. The R² value of 0.63 implies that the model explain a total of 63% of the variation in the dependent variable while 37% of the variation is explained by variables not included in the model.

4.6.5 Hypothesis Five

The fifth hypothesis (H₀₅) was that: “There is no correlational relationship between Agreeableness and job satisfaction of selected hotels in Uyo Akwa Ibom State”. This hypothesis was tested using simple regression statistics and the results are presented in Table 14.

Table 14
Results of AGREEB Regression on JOBSAT

Dependent Variable JOBSAT	Coef.	Std. Error	t-stat	p-value
Model Parameters				
Const.	2.273	.436	5.210	.000
AGREEB	.301	.102	2.968	.004
Model Characteristics				
F-Stat	8.811			
R-Square	.082			
Adj. R ²	.073			
D-W Stat.	1.822			

Source: Researcher's Computation (2022) from SPSS Output.

From the result in Table 14, it was found, on average that for every 1% change in Agreeableness, job satisfaction of selected hotels in Uyo Akwa Ibom State will increase by about 30.1%. A t-statistic of 2.968 and p-value of 0.004 confirmed that Agreeableness significantly influenced job satisfaction of selected hotels in Uyo Akwa Ibom State. With this result, the null hypothesis is rejected and the alternative hypothesis accepted that “There is a correlational relationship between Agreeableness and job satisfaction of selected hotels in Uyo Akwa Ibom State”. The f-stat value (8.811) which is significant at 5% level implies that the model returning this result is correct and valid. The R² value of 0.82 implies that the model explain a total of 82% of the variation in the dependent variable while 18% of the variation is explained by variables not included in the model.

5. DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Discussion

5.1.1 Relationship between Neuroticism Personality Trait and Job Satisfaction

The result shows in Table 10 that the regression coefficient of 2.315 indicates a positive relationship between Neuroticism personality trait and job satisfaction of selected hotel workers in Uyo. The related hypothesis test indicates that there is a positive significant relationship between Neuroticism personality trait and job satisfaction of selected hotels in Uyo, Akwa Ibom State. This finding is in line with Sadeghi and Yazdanbakhsh (2014), which investigated the relationship between the big five personality factors and organizational commitment of the teachers in west Islamabad. They found that neuroticism personality trait significantly predictors of employees' organizational commitment.

5.1.2 Relationship between Openness to Experience Personality Trait and Job Satisfaction

The result shows in Table 11 that the regression coefficient of 2.359 indicates a positive relationship between Openness to experience personality trait and job satisfaction of selected hotel workers in Uyo. The corresponding hypothesis test indicates that there is a significant

relationship between Openness to experience personality trait and job satisfaction of selected hotels in Uyo, Akwa Ibom State. This finding is supported by Ethelbert, et al (2016). They investigated five personality dimensions –openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism as predictors of organizational commitment among selected employees in Enugu. They found that openness to experience significantly predicted employees' organizational commitment.

5.1.3 Relationship between Conscientiousness Personality Trait and Job Satisfaction

The result shows in Table 12 that the regression coefficient of 2.561 indicates a positive relationship between conscientiousness personality trait and job satisfaction of selected hotel workers in Uyo. However, since the t-statistic of 1.489 and p-value of 0.140 confirmed that Conscientiousness insignificantly influenced job satisfaction of selected hotels in Uyo Akwa Ibom State, the finding was that there is no significant relationship between Conscientiousness and job satisfaction of selected hotels in Uyo, Akwa Ibom State. This finding corroborated by the finding of Ganu and Kogutu (2014) that Conscientiousness and Neuroticism had positive relationships with organizational commitment. They suggest that employees who exhibit the traits of openness, neuroticism and conscientiousness find a greater sense of commitment and job satisfaction in their organizations. This finding is further supported by Çelik and Oral (2016) who studied “the relationship between personality traits, demographic characteristics, and organizational commitment found that agreeableness and consciousness personality traits were correlated with organizational commitment.

5.1.4 Relationship between Extraversion Personality Trait and Job Satisfaction

The result shows in Table 13 that the regression coefficient of 2.656 indicates a positive relationship between extraversion personality trait and job satisfaction of selected hotel workers in Uyo. The corresponding hypothesis test indicates that there is a significant relationship between Extraversion personality trait and job satisfaction of selected hotels in Uyo, Akwa Ibom State. This finding is supported by Emecheta, Awa and Ukoha (2016) who investigated the relationship between personality characteristics and affective organization commitment among Bank employees in Nigeria. The study revealed a positive and significant relationship between extraversion personality dimensions and effective organizational commitment. This study is further supported by Kumar and Bakhshi (2010) who found extraversion as the most reliable predictor of the three dimensions of commitment.

5.1.5 Relationship between Agreeableness Personality Trait and Job Satisfaction

The result shows in Table 4.14 that the regression coefficient of 2.273 indicates a positive relationship between agreeableness personality trait and job satisfaction of selected hotel workers in Uyo. The hypothesis test indicates that there is a significant relationship between Agreeableness personality trait and job satisfaction of selected hotels in Uyo, Akwa Ibom State. This finding is supported by Darbanyan, et al (2014) who “investigated the simple and multiple relationships between the five-factor model of personality and organizational commitment among 150 randomly selected employees of selected industrial corporations. Specifically, the study found that agreeableness personality trait positively predicted affective commitment.

5.2 Conclusion

Based on the findings of the study, it is concluded that personality traits does have an impact on the quality of service and performance of workers in the hospitality sector, particularly hotels. Specifically, the study revealed that a positive and significant relationship exist between the personality dimensions and job performance of workers in hotels in Akwa Ibom State except conscientiousness personality trait. Result showed that openness to experience, extraversion, Agreeableness, and Neuroticism significantly relate with job satisfaction of hotel workers in Akwa Ibom State while conscientiousness maintained insignificant relationship with job satisfaction of hotel workers in Akwa Ibom State.

5.2.1 Recommendations

The following recommendations are made.

- i) Management should find innovative methods that reduce the chances of neuroticism increasing in the workplace for sustained job satisfaction.
- ii) There is need for the organizations to provide sufficient skill variety in entrance jobs if they want to recruit and retain employees high on openness to experience.
- iii) There is need for managers to checkmate the favorable effects of job satisfaction because they are more likely to occur among low-conscientiousness employees than among high-conscientiousness employees.
- iv) Hiring managers for low interpersonal demand jobs should take care that the positive impression made by extraverted interviewees are not misinterpreted to mean a better job fit than for introverted interviewees.
- v) There is need for harmonious and cordial relationship between management and staff of hotels and other hospitality firms in order to improve staff personality trait of agreeableness for better job satisfaction.

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