

722

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**PERSONALITY, JOB
PERFORMANCE AND
SATISFACTION: A STUDY ON
KNOWLEDGE WORKERS OF THE
SOFTWARE DEVELOPMENT
INDUSTRY OF SRI LANKA**

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ABSTRACT

Present days, personality plays and has played a key role on labour market entry spontaneously. Employee Personality factors are highly concerned by the private and foreign organizations. To be involved and to be productive in a working context like Software development industry, employee soft skills and personality factors play a major role, to work as a real knowledge worker since the projects are build around motivated individuals. This research is to open up the eyes of employers and employees to the benefits which personality enhancements bring in many ways and also to make them aware of constrains and drawbacks of such , giving low priority and importance for employee personality factors on Job performance and job satisfaction. However with the need of narrowing down the scope this research is an effort to measure and visualize the Impact of Personality on knowledge workers' job performance and satisfaction of their job in the software development industry of Sri Lanka.

Further, this study investigates the relationship of the "Big Five" personality dimensions (Extraversion, Emotional Stability, Agreeableness, Conscientiousness, and Openness to Experience) to four job performance criteria (task performance, job dedication, interpersonal relations and Degree of training involvement) and five job satisfaction criteria (work, pay , promotion, supervision and co-workers) for five job categories (Project managers , Software developers, Software QA engineers, Business Analysts and other categories) in the software development industry of Sri Lanka.

The study was designed, based on certain hypotheses and also a survey method was utilized, and a questionnaire was mailed to a randomly selected sample of knowledge workers in four large scale software development companies. All knowledge workers, irrespective of the company, were requested to give background information such as job category, educational information, working experience and demographic information.

Results of the empirical study indicated that, Emotional Stability and personality dimension, showed consistent relations with all job performance criteria for all occupational categories. The other most noteworthy finding in the investigation relates to the Extraversion and Consciousness dimensions. It was found that both these categories are also to be a consistently valid predictor for all job categories studied and for all criterion types as Emotional Stability dimension. Also only the Consciousness dimension showed a positive correlation with Employee Job satisfaction. Further according to the results obtained employee job performance does not make influence

greatly on satisfaction of the employees as hypothesized. Moreover when considered the Control variables (Demographic factors, educational qualifications, work experience and job category) positive correlations between the big five personality factors and job performance were identified. The findings have numerous implications for research and practice in personnel psychology, especially in the subfields of personnel selection, training and development, and performance appraisal.