

A Research on the Relationships among Role Pressure, Personality Traits, and Job Satisfaction-Personnel Employees : An Example of National Universities in Taiwan

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Abstract

The national universities in Taiwan are rather distinctive from the aspects of characteristics, for example, the staff including academic and administrative categories which fit with various compliance systems. Furthermore, Taiwan Governments have been attempting to reform the administrative policies on military and public servants, and to revise the labor-related policies. All the changes have casted severe pressure on personnel employees at national universities. This research aimed to explore the effect of role pressure on job satisfaction, and to examine if personality trait acts as a moderator in-between. We targeted the personnel employees at the 45 national universities in Taiwan and used Linear Regression Analysis to conduct the data analysis. This research contributed in twofold: firstly to suggest the personality traits as effective reference at recruiting employees; secondly, pressure adjustment should be included in the training designs.

Keywords: role pressure, personality traits, job satisfaction, Taiwan

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Introduction

Job satisfaction is a complex concept and can be affected by various factors—physical, psychological, environmental, and so on. In this study, I would like to examine the relationships among role pressure, personality traits and job satisfaction. To be specific, I would focus on personnel employees of national universities in Taiwan.

Background and Incentives

According to the Taiwanese Constitution, universities should have the autonomy in various aspects. “National” universities, like other universities, are free to administer the school. However, since national universities are public universities—funded by the government, they are monitored by the government to a certain degree. Thus, national universities in Taiwan are rather distinctive from the aspects of characteristics, especially the diversification of appointment categories for faculty and staff—public servant or private labor. In fact, the staff is separated into academic and administrative categories with various compliance systems to manage these two categories. These complications make the work of personnel employees very complicated. Furthermore, Taiwan Government has been attempting to reform the administrative policies on military and public servants, and also to revise the labor-related policies. All the changes have casted severe pressure on personnel employees of national universities.

Purposes of Research

In this study, first, I would like to understand the level of job satisfaction of personnel employees in national universities and to inspect the effects personality traits have on job satisfaction. Then, I would like to discuss whether there is any intermediary effect of personality traits between work pressure and job satisfaction. Based on the study results, I wish to provide specific recommendations to personnel administrative institutions and related units as references for system and policy improvements.

Literature Review

Personnel Employees

Regarding to personnel employees, Dave Ulrich (1997) believed that the role played by HR professionals should be diversified instead of singularity. HR professionals may play both operating and strategic roles at the same time. They are the guardians and operating partners of policy implementation. Thus, HR professionals must play complex, diversified and sometimes contradictory roles.

丁鳳碧 in 2001 pointed out that the main work of personnel employees is to be responsible for the organization's manpower planning, examination and appointment, comprehension, preferment, training, assessment of rewards and punishments, period of leave, welfare, insurance, retirement, personnel information and other required operations. So the responsibilities of personnel employees are significantly important. However, the role of personnel employees in institutions is contradictory. In one hand, they serve the internal staff and handle all personnel business. On the other hand, they also assess staff's performance. Thus, personnel employees are easily misunderstood. In any institution, personnel employees are the aides for the authority figures. They

should be led by the director of the specific institution. Nevertheless, personnel employees should also follow the orders and instructions from their direct personnel superiors, which may not be the same person as the institution director. When there is any disagreement, institution director may blame the personnel employees for uncooperative, and then misunderstandings occur.

Personality Traits

Allport(1937) thought that personality is what a person being different from other people in thinking and behavior. With time lasting characteristics, personality is a unique psychological system with dynamic combination of genetic, environmental context and other factors which allow the person to adapt the external environment.

Another study by Costa and McCrae- The Five Factor Model-helps to set up the framework of this study (1992). Big Five personality traits, or The Five Factor Model, aka **FFM** , is used to describe the five aspects of personality traits in the most advanced organizational level in modern psychology. These five aspects compose one's main personality characters. The big five are extraversion, agreeableness, conscientiousness, neuroticism, and openness to experience:

- Extraversion is to evaluate the number and intensity of interaction between individuals, the level of activity, the demand of stimulation, and the capacity of happiness. High scorers are optimistic socializers while low scorers are loners with passive attitude.
- Agreeableness refers to assessing the nature of interpersonal orientation of the continuum from sympathy to hostility, in terms of thoughts, feelings and behavior. People with high scores are usually soft-hearted and good-natured, while people with low scores tend to be suspicious and uncooperative.
- Conscientiousness is used to measure the degree of organization, persistence, and dynamism of the individual in target-oriented behavior--comparing reliable and rigorous people with lazy and sloppy ones.
- Neuroticism means to evaluate compliance with emotional instability; to identify those who are prone to psychological distress, unrealistic thoughts, excessive expectation, and adverse reactions. The characteristics of high scorers are emotional and worried, and the low scorers are calm and bold.
- Openness to experience is to actively seek and appreciate the experience itself; accepting and exploring unfamiliar experiences. People with high scores are creative and curious while people with low scores are conventional and down-to-earth.

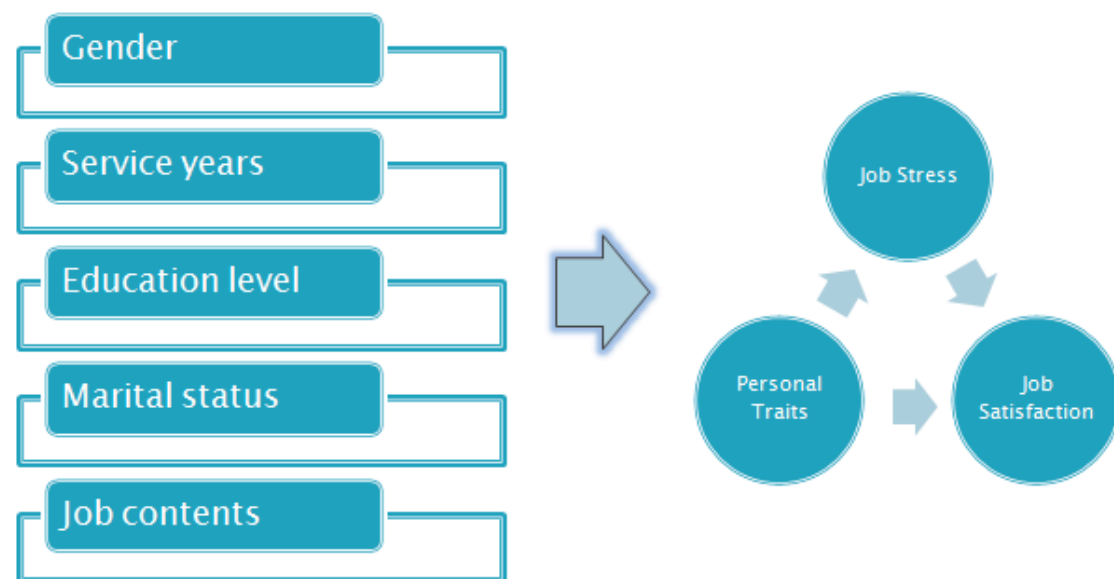
Job Stress and Job Satisfaction

藍采風 in 1982 said that job stress refers to the characteristics of the working environment causing stress to the individual and making the individual feels that extra effort is needed to keep the balance of mind and body. While Robbins believed that job stress is caused when an individuals is frequently situated in an environment with limited opportunities, and his/her supervisors often require changes regarding important tasks in a dynamic environment.

Taylor (1912) is thought to be the earliest scholar to study job satisfaction. What exactly is job satisfaction? 張春興(1989) gave a brief definition : Job satisfaction refers to the degree to which individuals or most employees are satisfied with their work. It will be affected by factors, such as salary levels, working hours, work environment, the nature of work, promotion opportunities, interrelationships and management practices.

Research Structure

Showing in the chart below, Gender, service years, educational level, marital status, and job contents would be evaluated as the controlled variables; and The relationships among job stress, job satisfaction, and personality traits would be examined.



Methodology

For the research methodology, survey would be distributed among current personnel employees in national universities. Questionnaire would be created through Google Form, and webpage link would be sent through social media, such as Line and Facebook. Simple sampling method shall be adopted.

After data collection stage, various statistical techniques would be used to analyze the data. Factor analysis and Reliability tests would be used to check the validity and reliability of the data; descriptive statistics would give a brief overview of the data set; one-way ANOVA and Regression analysis would be used for further examination.

Expected Outcomes

First, personnel employees with different background have distinctive variances among personality traits, job stress, and job satisfaction. Also, personality traits may have negative effect on job stress, while job stress may have negative effect on job satisfaction. Finally, statistical analysis should indicate that personality traits does have some intermediary effect between job stress and job satisfaction.

Suggestion

It is expected that the study result may help generating suggestions to the authorities. For instance, authorities may review and adjust the staffing policy for the hiring of personnel employees; to abolish outdated regulations; and to ensure accessible promotion route. It is hoped that the study may shade some light on progressing the job satisfaction of personnel employees in national universities in Taiwan.