

# Influence of Personality and Job-Related Factors on Pay Satisfaction among Hotel Industry Employees in Osogbo, Osun State, Nigeria

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## Abstract

This study investigate the influence of personality and job-related factors on pay satisfaction among Hotel Industry Employees in Osogbo, Osun State, Nigeria (a case study of selected Hotel Companies in Osogbo, Osun State). A total of 100 employees were selected. Questionnaire format was used to obtain the relevant data. The collected data were analyzed using Pearson, r correlation with the applications of statistical package for social sciences (SPSS) version 21.0. The results showed that there was a significant influence of extraversion on pay satisfaction among staff of selected Hotels in Osogbo, Osun State, Nigeria {t (96) =7.67, P<.05}; there was a significant influence of conscientiousness on pay satisfaction among staff of selected Hotels in Osogbo, Osun State, Nigeria {t (96) =8.41, P<.05}; there was no significant influence of neuroticism on pay satisfaction among Hotel industry in Osogbo, Osun State, Nigeria {t (96) =1.24, P<.05}; there was a significant influence of agreeableness on pay satisfaction among Hotel industry employees in Osogbo, Osun State, Nigeria {t (96) =6.04, P<.05}; there was a significant influence of work experience on pay satisfaction among Hotel industry employees in Osogbo, Osun State, Nigeria {t (96) =7.15, P<.05}. It was concluded that there was a significant influence of personality factors of extraversion, agreeableness, conscientiousness and openness to experience pay satisfaction among staff of selected hotel companies in Osogbo, Osun State, Nigeria. However, there was no significant influence of neuroticism on pay satisfaction among staff of selected hotel companies in Osogbo, Osun State, Nigeria. It was therefore recommended that personality characteristics of hotel employees should be given more priority since it has impact on their levels of pay satisfaction.

*Keywords: Personality Characteristics, Extraversion, Neuroticism, Agreeableness, Conscientiousness, Openness to Experience and Pay Satisfaction,*

## 1. Introduction

An individual's desire to join an organization, to remain with an organization, and to increase effort for the organization is a function of the design and implementation of the organization's compensation system (Williams, McDaniel & Nguyen, 2006). Employees' satisfaction with their pay has been a major focus of study since the 1960's. It is a function of the discrepancy between employees' perception of how much pay they should receive and how much pay they actually receive (Williams, McDaniel & Nguyen, 2006). Most researchers agree that if these perceptions are equal, then an employee is said to experience pay satisfaction (Milkovich, & Newman, 2008).

Pay satisfaction simply entails the feeling of contentment one has on his/her pay (Heneman & Judge, 2000). This is a general pertinent variable and a motivating factor especially in this part of the globe where many people are still trying to solve the physiological need (Heneman & Judge, 2000). For instance, a worker who is satisfied with his pay will tend to show some level of citizenship behaviour in the organization, since he/she believes that his/her pay is sufficient enough to take care of his/her basic needs (Heneman & Judge, 2000). Moreover, one reason for the continuity interest in pay satisfaction is its links to important employee behaviour such as absenteeism, turnover, union voting and extra role (Upenieks, 2005).

Pay is regarded as an important organisational reward or outcome that allows employees to obtain other rewards (Faulk, 2002). In other words, it is seen as motivation for performance and a way to both attract and retain the best employees (Upenieks, 2005). Pay refers to several forms of compensation including "direct, cash payments (for example, salary); indirect, noncash payments (for example, benefits); the amount of pay raises and the process by which the compensation system is administered" (Williams, McDaniel & Nguyen, 2006). Satisfaction with one's pay refers to the degree to which one is satisfied with the process and level of direct or indirect monetary rewards received for work. In other words, pay satisfaction may be defined as the "amount of overall positive affect (or feelings) individuals has toward

pay” (Miceli & Lane, 1991, as cited in Faulk, 2002). For the individual employee, pay is seen as a part of a sanction system that motivates compliance to rules and regulations. Moreover, pay is viewed by employees as a way of acknowledging good performance or reward and is often equated with how much the employee is valued by the organisation (Lum, Kervin, Clark, Reid & Sirola, 1998).

Personality and job-related factors have been found to be a significant factor. Job-related factors refer to practices used by the employer to assist the employee understand the job or work roles (Veled-Hecht & Cohen, 2010). These practices broadly increase the clarity of the job by providing structure, formality and feedback to employees (Veled-Hecht & Cohen, 2010). These aspects are not only important predictors of employees behavioural outcome, but they also predict motivation states of employees. From Murty (2012) research results, it is concluded that in assessing the high level of employee performance. It can be seen from how much personality given to an employee in the company. The persons who have a high personality towards their work tends to do a job well and maximally (Murty, 2012).

Personality is an image for a self-individual that influences uniquely and dynamically person behavior (White, Poulsen & Hyde, 2016). Due to the behavior may change through learning or through experience, education, and so on. This statement clarifies opinions by Setiadi (2003). He stated that personality is a dynamic organization of the individual psychophysical system that determines its unique alignment to the environment (Setiadi, 2003). These experts provide an explanation that personality is a characteristic, style, or characteristic that is typically related to us that comes from the formations we receive from the environment (Kaşlı, 2007). When literature on personality is examined, it is seen that classification of personality is done by either including personality characteristics observed throughout the population within certain dimensions according to the distribution in general, or by including individuals with similar personality dimensions within certain personality types (Eliot & Eisdorf, 1982; Kaşlı, 2007). But the main point in all these descriptions and in classifications is that personality depends on internal factors that show maintenance more or less (Kaşlı, 2007). The Big five-factor model of personality, often entitled the Big Five, organizes the highest-level individual differences into the following personality traits: Neuroticism (Emotional Stability), Extraversion (Surgency), Openness to Experience (Intellect), Agreeableness, and Conscientiousness (Friedman & Rosenman, Costa and Mccrea, 2007).

### 1.1. Statement of Problem

The study of employee satisfaction with pay and benefits is an area of longstanding interest to psychologists. The earliest writings on satisfaction emphasized the critical role that pay satisfaction played in employees’ affective reactions to their jobs (Hoppock, 1935; Eliot & Eisdorf, 1982; Kaşlı, 2007). Hoppock’s (1935) seminal study of employee satisfaction revealed that dissatisfaction with wages was the most important reason advanced for voluntary separation across a broad array of occupations.

It has been during the past 3 decades, for instance, that pay satisfaction has become an intensive area of inquiry. Early pay satisfaction research focused on the antecedents of pay satisfaction, and this focus resulted in several theoretical models of pay satisfaction (e.g., Lawler, 1971). The development of the Pay Satisfaction Questionnaire (PSQ) by Heneman and Schwab (1979, 1985) led to considerable interest in the measurement of pay satisfaction, and research on the PSQ-dominated pay satisfaction research from the mid-1980s to the mid-1990s (Ash, Dreher, & Bretz, 1987).

Further evidence has indicated that pay dissatisfaction is related to reduced levels of job-related factors and personality, as well as to a number of indicators of withdrawal, such as lateness (Koslowsky, Sagie, Krausz, & Singer, 1997), turnover and turnover intentions (Motowidlo, 1983; Trevor, Gerhart, & Boudreau, 1997), absence (Weiner, 1980), and theft (Greenberg, 1993). As Heneman and Judge (2000) concluded, “Research has unequivocally shown that pay dissatisfaction can have important and undesirable impacts on numerous employee outcomes.

### 1.2. Objective of the Study

The broad objective of the study is to investigate the influence of personality and job-related factors on pay satisfaction among Hotel Industry Employees in Osogbo, Osun State, Nigeria (a case study of selected Hotel Companies in Osogbo, Osun State). The specific objectives of the study are to:

- Determine the influence of extraversion on pay satisfaction among staff of selected hotels companies in Osogbo, Osun State, Nigeria.
- Determine the influence of conscientiousness on pay satisfaction among staff of selected hotels companies in Osogbo, Osun State, Nigeria.
- Determine the influence of neuroticism on pay satisfaction among staff of selected hotels companies in Osogbo, Osun State, Nigeria.
- Determine the influence of openness to experience on pay satisfaction among staff of selected hotels companies in Osogbo, Osun State, Nigeria.
- Determine the influence of agreeableness on pay satisfaction among staff of selected hotels companies in Osogbo, Osun State, Nigeria.
- Determine the influence of job-related factor of work experience on pay satisfaction among staff of selected hotels companies in Osogbo, Osun State, Nigeria.

### 1.3. Research Hypotheses

- There would be a significant influence of extraversion on pay satisfaction among staff of selected hotels companies in Osogbo, Osun State, Nigeria.
- There would be a significant influence of conscientiousness on pay satisfaction among staff of selected hotels companies in Osogbo, Osun State, Nigeria.
- There would be a significant influence of neuroticism on pay satisfaction among staff of selected hotels companies in Osogbo, Osun State, Nigeria.
- There would be a significant influence of openness to experience on pay satisfaction among staff of selected hotels companies in Osogbo, Osun State, Nigeria.
- There would be a significant influence of agreeableness on pay satisfaction among staff of selected hotels companies in Osogbo, Osun State, Nigeria.
- There would be a significant influence of job-related factor of work experience on pay satisfaction among hotel industry employees in Osogbo, Osun state.

## 2. Literature Review

### 2.1. Traits Theory

This theory was developed by Gordon Allport. Gordon Allport (1961) was an early pioneer in the study of traits. This early work was viewed as the beginning of the modern psychological study of personality. Traits are in contrast to states, which are more transitory dispositions. Gordon Allport was one of the first modern trait theorists.

According to this theory, 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 (Costa & Mc Crea, 2002). In some theories and systems, traits are something a person either has or does not have, but in many others, traits are dimensions such as extraversion vs. introversion, with each person rating somewhere along this spectrum (Galdini & Cloglinger, 2009). 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't try to infer causality (Saul, 2003). In his approach, "cardinal" traits are those that dominate and shape a person's behavior; their ruling passions/obsessions, such as a need for money, fame etc. (Hamada & Morse, 2000). By contrast, "central" traits such as honesty are characteristics found in some degree in every person - and finally "secondary" traits are those seen only in certain circumstances (such as particular likes or dislikes that a very close friend may know), which are included to provide a complete picture of human complexity (Costa & Mc Crea, 2002).

Trait theorists are primarily interested in the measurement of traits, which can be defined as habitual patterns of behavior, thought, and emotion. Allport and Henry Odbert worked through two of the most comprehensive dictionaries of the English language available and extracted around 18,000 personality-describing words. From this list, they reduced the number of words to approximately 4,500 describing adjectives which they considered to describe observable and relatively permanent personality traits (Helson, 2002).

### 2.2. Eysenck's Personality Theory

Eysenck (1952, 1967, and 1982) proposed a theory of personality based on biological factors, arguing that individuals inherit a type of nervous system that affects their ability to learn and adapt to the environment. During 1940s, Eysenck was working at the Maudsley psychiatric hospital in London. His job was to make an initial assessment of each patient before their mental disorder was diagnosed by a psychiatrist. Through this position, he compiled a battery of questions about behaviour, which he later applied to 700 soldiers who were being treated for neurotic disorders at the hospital (Eysenck, 1947). He found that the soldiers' answers seemed to link naturally with one another, suggesting that there were a number of different personality traits which were being revealed by the soldier's answers. He called these first-order personality traits. He used a technique called factor analysis.

This theory is considered a true paradigm and the most solid theory that psychology has offered. The theory best explains why each person has their own personality. The theory states that there are three large traits inside each of us. These three traits are psychoticism, extraversion, and neuroticism (Eysenck, 1947). According to Eysenck, each person has a different level of each trait. The levels of these three traits are what make up our personalities. Eysenck's approach is based in personality theory. In order to understand this, we must consider that human behavior is determined by a series of attributes. These attributes, or genetic traits, are the foundations of personality (Matthew & Gilliland, 1999). They predispose us to act in a certain way.

Mc, Kelcie (1986) supports this theory by explaining that by isolating these genetic traits, we can see the deeper personality structure. Eysenck based his two-factor theory on these ideas In order to do this he analyzed the way the way people answered personality questionnaires. Eysenck performed a factorial analysis, which is a statistical data reduction

and agglutination technique. In this case, he used this technique to reduce behaviors to a series of factors with common attributes: the super factors. Each set of factors is grouped under one dimension (Furham & Strbac, 2002). Eysenck identified three independent personality dimensions: Psychoticism (P), Extraversion (E), and Neuroticism (N), which is why it's called the PEN model. According to him, these three super factors adequately describe personality (Eysenck, 1947).

### 2.3. Freudian Psychoanalytic Theory of Personality

This theory was developed by Freud. Sigmund Psychoanalysis is the creation of Sigmund Freud (1856-1939), a Viennese neurologist whose pioneering studies of hysteria, obsessional illness, and other obscure disorders of unknown etiology led him from the practice of neurology to the creation of a new form of treatment based on the investigation of the individual sufferer's mental life. Freud discovered that certain mental illnesses occurred when the sufferer's personality was permeated by the intrusion of powerful and mysterious impulses from deep within the psyche.

The Sigmund Freud's psychoanalytic theory of personality explains that human behavior is the result of the interactions among three component parts of the mind: the id, ego, and superego (Erik & Erikson, 1962). This theory, known as Freud's structural theory of personality, places great emphasis on the role of unconscious psychological conflicts in shaping behavior and personality. Dynamic interactions among these fundamental parts of the mind are thought to progress through five distinct psychosexual stages of development (Carl, 1945). Over the last century, however, Freud's ideas have since been met with criticism, in part because of his singular focus on sexuality as the main driver of human personality development (Boyce, 2000). Freud explains that human personality develops from the interactions among what he proposed as the three fundamental structures of the human mind: the id, ego, and superego (Perلمان, 1957). Conflicts among these three structures, and our efforts to find balance among what each of them "desires," determines how we behave and approach the world. What balance we strike in any given situation determines how we will resolve the conflict between two overarching behavioral tendencies: our biological aggressive and pleasure-seeking drives vs. our socialized internal control over those drives.

### 2.4. Theories of Pay Satisfaction

#### 2.4.1. Reinforcement Theory

This theory is credited to the work of B.F Skinner (1953). Additionally, this theory focuses on the behavior to consequence connection within the ABC model. This theory, in management, can also be referred to as operant conditioning or the law of effect (Luthans, Fred; Stajkovic, Alexander, 1999). Quite simply, this theory notes that a behavior will continue with a certain level of frequency based on pleasant or unpleasant results. Reinforcement theory had its beginnings in Pavlov's conditioning experiments and has evolved through Skinner's operant conditioning to Bandura's social learning and social cognitive theory (Sidoti, 2008). Its basic premise, that human behavior is a function of contingent consequences, has survived stormy debates over the past 30 years.

Reinforcement theory (Skinner, 1953) suggests that pay acts as a general reinforce because of its repeated pairing with primary reinforcers. People learn from life experiences that a primary need, such as food or shelter, can be satisfied if money is obtained. Other theorists suggest that through similar experiences a drive for money itself develops (Dollard & Miller, 1950). Whether treating pay as a means to an end or as an end itself, reinforcement theory does not provide a clear explanation for how pay acts as an impetus for action. People engage in behaviors because of past experiences, but the process by which past experiences determine an individual's future behavior remained unclear.

#### 2.4.2. Expectancy Theory of Pay Satisfaction

Expectancy Theory was developed by Victor H. Vroom in 1964 and extended by Porter and Lawler in 1968. The theory assumes that our behavior is based on making a conscious choice from a set of possible alternative behaviors. According to Expectancy Theory, the behavior we choose will always be the one that maximizes our pleasure and minimizes our pain (Porter & Lawler, 1968). Vroom's (1964) expectancy theory helped clarify how pay influences future behavior. According to expectancy theory, three components determine motivation:

- 1) A judgment regarding the likelihood that an effort leads to a certain level of performance(expectancy).
- 2) A judgment regarding the likelihood that this level of performance leads to a certain outcome (instrumentality);  
and
- 3) The importance of the outcome to the individual (valence).

Life experience, the key determinant of behavior as suggested by reinforcement theory, influences the determination of both expectancy and instrumentality. If an individual has prior experience which leads him or her to believe that a certain level of effort will lead to a given level of performance and that this level of performance will lead to a given outcome, that person will be more likely to engage in that behavior, if the outcome is desirable (high valence)

(Vroom,1964). Vroom (1964) suggests that pay motivates behavior only if valued by the employee or if pay allows individuals to obtain some other highly valued outcome.

Vroom’s Expectancy Theory tries to explain the motivated behavior as goal oriented. He argues that people tend to act in a hedonistic way (Vroom, 1964) preferring the actions that will bring the highest subjective utility. Essentially, the expectancy theory argues that the strength of a tendency to act in a certain way depends on the strength of an expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the individual (Robbins, 1993). As a consequence, behavior could be oriented towards anticipated and individualized goals. Vroom’s theory states that the ‘choices made by a person among alternative courses of action are lawfully related to psychological events occurring contemporaneously with the behavior’ (Vroom, 1964).

### 3. Methodology

#### 3.1. Research Design

The study was a survey, which employed Ex-post Facto design. The independent variable was Personality Characteristics (Big-Five). The dependent variable was Pay Satisfaction.

#### 3.2. Population

The targeted population of this study consisted of all employees in selected Hotels, Osogbo Osun State, Nigeria. The total numbers of employees were 220. This information is gotten from the Human Resource of the selected company’s profile. The employees included both male and female. The table below shows the selected hotels and their total number of work force in Osogbo, Osun State:

**Table 1.** Number Of Respondents from The Selected Hotels

S/N	Name of Hotels	Location	No. of Employees
1.	Aloha Hotels & Resorts	Osogbo, Osun State.	45
3.	Prince Court Hotel	Osogbo, Osun State	30
4.	Royal Spring Hotel Inn	Osogbo, Osun State.	40
	TOTAL		115

Source: Author’s Fieldwork, 2021

#### 3.3. Sample Size and Sampling techniques

The sample size was calculated using Taro Yamane’s formula (Yamane, 1973) with 95% confidence level.

$$n = N / (1 + N(e)^2)$$

Where:

n= the sample size

N= the population of the study

e= the margin error in the calculation

**For Aloha Hotels & Resorts, Osogbo, Osun State**

$$45 / (1 + 45(0.05)^2)$$

$$45 / (1 + 45(0.0025))$$

$$45 / (1 + (0.1125))$$

$$45 / 1.1125$$

$$= 40.44$$

$$= 41$$

**For Prince Court Hotel, Osogbo, Osun State**

$$30 / (1 + 30(0.05)^2)$$

$$30 / (1 + 30(0.0025))$$

$$30 / (1 + (0.0075))$$

$$30 / 1.0025$$

$$= 29.92$$

$$= 30$$

**For Royal Spring Hotel Inn, Osogbo, Osun State**

$$40 / (1 + 40(0.05)^2)$$

$$40 / (1 + 40(0.0025))$$

$$40 / (1 + (0.01))$$

$$40 / 1.1$$

=36.36

=36

After the calculation of the sample size, the total calculation of the sample size is calculated below:

$41+30+36=148$

**Therefore, the sample size for the study is 107.**

### 3.4. Research Instrument

For the purpose of the research a well-structured questionnaire was used to collect data for the study. The questionnaire was made up of three (3) sections namely.

- **Section A: Socio-Demographic Measures:** This section contained the socio-demographic information of the respondents, which include Name of business enterprise, age, gender, marital status, educational qualification, working experience (in years), position held, etc.
- **Section B: Personality Characteristics (Big-Five Personality Inventory):** Under this section, the Big Five Inventory (BFI)/Six Facets of personality traits according to the research of McCrae and Costa (1995) was used. This questionnaire was used as a guide to discover one's personality traits. The scale contains 41 items that measures the five components of personality (Extraversion, Neuroticism, Openness, Agreeableness, Conscientiousness). The questionnaire is measured on a 5-point Likert Scale, namely Strongly Agree (SA), Agree (A), Undecided (U), Disagree (D) and Strongly Disagree (SD). The Cronbach alpha value is 0.8.
- **Section C: Pay Satisfaction:** Under this section, the Pay Satisfaction Questionnaires (PSQ) developed by Herbert G. Heneman 111 and Donald P. Schwab (1985) shall be used. The Pay Satisfaction Questionnaire (PSQ) was developed to assess five dimensions of satisfaction with pay (level, benefits, raises, structure. and administration). The scale contained 18 items and five (5) -point Likert scale, namely: Neither Satisfied (NS), Very Dissatisfied (VD), Dissatisfied (D), Nor Dissatisfied (ND), Very Satisfied (VS).

### 3.5. Administration of Instrument

One hundred and fifteen (115) copies of the questionnaire were administered by the author among employees of selected hotel companies in Osun State to facilitate easy administration, filing and collection of the questionnaire. The researcher obtained permission letter from Head of Department (HOD), Human Resource Development, Osun State University and presented it to Head of Administrative Departments in the selected hotel companies, Osun State. Upon successful administration of the structured questionnaire among employees, the respondents returned the questionnaire while only ninety-eight copies were fully filled and returned.

### 3.6. Methods of Data Analysis

The data gathered from socio-demographic information were presented in form of frequency tables with percentages while the stated hypotheses were tested with inferential statistics specifically using T-test for independent measures. The Statistical Package for Social Sciences (SPSS) Version 21.0 were used for data analysis.

## 4. Results

### 4.1. Socio-Demographic Characteristics of the Respondents

The socio-demographic data revealed that 57 (58%) of the respondents were male while 41 (42%) were female; 10 (10.2%) of the respondents were within age range 20-24yrs; 23 (23.5%) were within age bracket 25-29yrs; 21 (21.4%) of the respondents were within age bracket 30-34yrs; 14 (14.3%) of the respondents were within age bracket 35-39yrs; 20 (20.4%) of the respondents were within age bracket 40-44yrs while 10 (10.2%) of the respondents were within age bracket 45yrs and above; 34 (34.7%) of the respondents were single; 51(52%) were married; 3 (3.1%) of the respondents were divorced; 8 (8.2%) of the respondents were separated while 2 (2%) of the respondents were widows/widowers; 28(28.6%) of the respondents were holders of OND/DIPLOMA/NCE; 44 (44.9%) of the respondents were holders of First Degree/HND; 2 (2.0%) of the respondents were holders of Postgraduate Diploma; 10 (10%) of the respondents were holders of Master's Degree while only 14 (14.3%) of the respondents were holders of other educational qualifications not specified in the study; 16 (16.3%) of the respondents had worked between 0-4yrs; 20(20.4%) of the respondents had worked between 5-9yrs; 19 (19.4%) of the respondents had worked between 10-14yrs; 24 (24.5%) of the respondents had worked between 15-19yrs while 19 (19.4%) of the respondents had worked between 20yrs and above.

## 4.2. Hypothesis Testing

### 4.2.1. Hypothesis One

This stated that there would be a significant influence of extraversion on pay satisfaction among hotels industry employees in Osogbo, Osun state. The hypothesis was tested by T-Test for Independent measures. The result is shown in table 2 below.

**Table 2.** A Summary Table of T-test For Independent Measures Showing the Influence of Personality Trait of Extraversion on Pay Satisfaction in Osogbo, Osun State.

PERSONALITY TRAIT OF EXTRAVERSION	N	$\bar{X}$	SD	df	t	P
HIGHER	43	20.67	8.12			
LOWER	55	15.08	6.47	96	7.56	<.01

Source: Author's Fieldwork, 2021

The result in table 2 above revealed that there was a significant influence of extraversion on pay satisfaction among hotels industry employees in Osogbo, Osun State, Nigeria {t (96) =7.56, P<.01}. Therefore, the hypothesis one was supported by the result of the study.

### 4.2.2. Hypothesis Two

This stated that there would be a significant influence of conscientiousness on pay satisfaction among hotels industry employees in Osogbo, Osun state. The hypothesis was tested by T-Test for Independent measures. The result is shown in table 3 below.

**Table 3.** A Summary Table of T-test for Independent Measures Showing the Influence of Personality Trait of Conscientiousness on Pay Satisfaction in Osogbo, Osun State

PERSONALITY TRAIT OF CONSCIENTIOUSNESS	N	$\bar{X}$	SD	df	t	P
HIGHER	40	22.67	9.65			
LOWER	58	17.08	7.33	96	8.41	<.01

Source: Author's Fieldwork, 2021

The result in table 3 above revealed that there was a significant influence of conscientiousness on hotels industry employees in Osogbo, Osun State, Nigeria {t (96) =8.41, P<.01}. Therefore, the hypothesis two was supported by the result of the study.

### 4.2.3. Hypothesis Three

This stated that there would be a significant influence of neuroticism on pay satisfaction among hotels industry employees in Osogbo, Osun state. The hypothesis was tested by T-Test for Independent measures. The result is shown in table 4 below.

**Table 4.** A Summary Table of T-test for Independent Measures Showing the Influence of Personality Trait of Conscientiousness on Pay Satisfaction in Osogbo, Osun State

PERSONALITY TRAIT OF NEUROTICISM	N	$\bar{X}$	SD	df	r	P
HIGHER	31	16.83	6.84			
LOWER	67	17.97	7.18	96	1.24	>.05

Source: Author's Fieldwork, 2021

The result in table 4 above revealed that there was no significant influence of neuroticism on pay satisfaction among hotels industry employees in Osogbo, Osun State, Nigeria {t (96) =1.24, P>.05}. Therefore, the hypothesis three was not supported by the result of the study.

#### 4.2.4. Hypothesis Four

This stated that there would be a significant influence of openness to experience on pay satisfaction among hotels industry employees in Osogbo, Osun state. The hypothesis was tested by T-Test for Independent measures. The result is shown in table 5 below.

**Table 5.** A Summary Table of T-test For Independent Measures Showing the Influence of Personality Trait of Openness to Experience on Pay Satisfaction among Hotel Industry Employees in Osogbo, Osun State

PERSONALITY TRAIT OF OPENNESS TO EXPERIENCE	N	$\bar{X}$	SD	df	t	P
HIGHER	55	24.44	10.53			
LOWER	43	19.28	9.65	96	8.74	<.01

Source: Author's Fieldwork, 2021

The result in table 5 above revealed that there was a significant influence of neuroticism on pay satisfaction among hotels industry employees in Osogbo, Osun State, Nigeria {t (96) =8.74, P<.01}. Therefore, the hypothesis four was supported by the result of the study.

#### 4.2.5. Hypothesis five

This stated that there would be a significant influence of openness to agreeableness on pay satisfaction among hotel industry employees in Osogbo, Osun state. The hypothesis was tested by T-Test for Independent measures. The result is shown in table 6 below.

**Table 6.** A Summary Table of T-test For Independent Measures Showing the Influence of Personality Trait of Agreeableness on Pay Satisfaction among Hotel Industry Employees in Osogbo, Osun State

PERSONALITY TRAIT OF AGREEABLENESS	N	$\bar{X}$	SD	df	t	P
HIGHER	46	25.42	10.53			
LOWER	53	21.77	9.65	96	6.04	<.01

Source: Author's Fieldwork, 2021

The result in table 6 above revealed that there was a significant influence of agreeableness on pay satisfaction among hotels industry employees in Osogbo, Osun State, Nigeria {t (96) =6.04, P<.01}. Therefore, the hypothesis five was supported by the result of the study.

#### 4.2.6. Hypothesis Six

This stated that there would be a significant influence of job-related factor of work experience on pay satisfaction among hotel industry employees in Osogbo, Osun state. The hypothesis was tested by T-Test for Independent measures. The result is shown in table 7 below.

**Table 7.** A Summary Table of T-test For Independent Measures Showing the Influence of Work Experience on Pay Satisfaction among Hotel Industry Employees in Osogbo, Osun State

WORK EXPERIENCE	N	$\bar{X}$	SD	df	r	P
10YEARS AND ABOVE	62	26.58	10.42			
9 YEARS AND LESS	36	19.06	7.08	96	7.15	<.01

Source: Author's Fieldwork, 2021

The result in table 7 above revealed that there was a significant influence of work experience on pay satisfaction among hotel industry employees in Osogbo, Osun State, Nigeria {t (96) =7.15, P<.01}. Therefore, the hypothesis six was supported by the result of the study.



## 5. Discussion, Conclusion And Recommendations

### 5.1. Discussion of Findings

The main objective of the study was to investigate the influence of personality and job-related factors on pay satisfaction among Hotel Industry Employees in Osogbo, Osun State, Nigeria (a case study of selected Hotel Companies in Osogbo, Osun State). The study establishes the framework that is found to be interlinked with many literatures in the past. However, this study attempts to provide a practical scenario in Hotel Industry Employees in Osogbo, Osun State, Nigeria this will help the business sectors and future researchers and scholars in various aspects and helping them to try an intensive study in Nigeria context.

The hypothesis one which stated that there would be a significant influence of extraversion on pay satisfaction among staff of selected hotels in Osogbo, Osun State was supported by the finding of the study. The finding indicated that there was a significant influence of extraversion on pay satisfaction among staff of selected Hotels in Osogbo, Osun State, Nigeria. This indicated that hotel industry employees who were extroverts reported more pay satisfaction than hotel employees who were introverts. This finding is supported by the study conducted by Aida, Hanina, Haslinda and Abdullah (2015) where it was revealed that extraversion as personality characteristics has a significant influence on the satisfaction of employees which is assumed as an essential factor in educational organizations spatially university that influenced by various factors.

The hypothesis two which stated that there would be a significant influence of conscientiousness on pay satisfaction among staff of selected hotels in Osogbo, Osun State was supported by the finding of the study. The hypothesis was supported by the result of the study. This means that there was a significant influence of conscientiousness on pay satisfaction among staff of selected Hotels in Osogbo, Osun State, Nigeria. This indicated that hotel industry employees who were more conscientiousness reported more pay satisfaction than hotel employees who were more conscientiousness. This finding is supported by the study Haliza, Mohamed and Roslan (2015). Their study revealed that all components of personality (openness to experience, conscientiousness, extraversion, agreeableness, neuroticism and employee satisfaction, with the highest impact being from Openness to Experience, and the lowest was from Conscientiousness. Also, Hadiza Haslinda and Abdullah (2015) revealed that conscientiousness as a personality trait has a positive and significant relationship on employee pay satisfaction.

The hypothesis three which stated that there would be a significant influence of neuroticism on pay satisfaction among staff of selected hotels companies in Osogbo, Osun State, Nigeria was not supported by the finding of the study. This means that there was no significant influence of neuroticism on pay satisfaction among hotels industry in Osogbo, Osun State, Nigeria. This indicated that hotel industry employees who were more neuroticism reported more pay satisfaction than hotel employees who were more neuroticisms. This finding is supported by Athota (2016) where it was illustrated that neuroticism one of the extensive dimensions of personality has no influence on satisfaction.

The hypothesis four which stated that there would be a there would be a significant influence of openness to experience on pay satisfaction among hotel industry employees in Osogbo, Osun State was supported by the finding of the study. This means that there was a significant influence of neuroticism on pay satisfaction among staff of selected hotels in Osogbo, Osun State, Nigeria. This indicated that hotel industry employees who were more openness to experience reported more pay satisfaction than hotel employees who were more openness to experience. This finding is supported by the study conducted by Haliza, Mohamed and Roslan (2015). Their study revealed that all components of personality (Openness to Experience, Conscientiousness, Extraversion, Agreeableness, Neuroticism and employee satisfaction, with the highest impact being from Openness to Experience, and the lowest was from Conscientiousness has a positive significant influence on pay satisfaction.

The hypothesis five which stated that there was a significant influence of agreeableness on pay satisfaction among Hotel industry employees in Osogbo, Osun State, Nigeria was supported by the finding of the study. This indicated that there that there was a significant influence of agreeableness on pay satisfaction among hotel industry employees in Osogbo, Osun State, Nigeria. This indicated that hotel industry employees who were more agreeableness reported more pay satisfaction than hotel employees who were more agreeableness. This finding is supported by the study conducted by Athota (2016). Their findings explain that offers distinctive contributions to the literatures on well-being, resilience and moral foundations theory. Specifically, personality trait of agreeableness influences power and achievement or self-enhancement values through individualized moral foundations and most importantly employee satisfaction.

The hypothesis six which stated that there would be a significant influence of job-related factor of work experience on pay satisfaction among hotel industry employees in Osogbo, Osun State was supported by the finding of the study. This indicated that there that there was a significant influence of job-related factor of work experience on pay satisfaction among Hotel industry employees in Osogbo, Osun State, Nigeria. This indicated that hotel industry employees who were more job-related factor of work experience reported more pay satisfaction than hotel employees who were more job-related factor of work experience. This finding is supported by Shahria, Kamrul, Mohammad, Golam & Monsur (2018) where it was concluded that Job related variables had significant influence on employees.

## 5.2. Conclusion

The results of the study suggest that personality and job-related factors influences pay satisfaction among Hotel Industry Employees in Osogbo, Osun State, Nigeria. Besides, the findings concluded that:

- 1) There was a significant influence of extraversion on pay satisfaction among staff of selected hotels companies in Osogbo, Osun State, Nigeria.
- 2) There was a significant influence of conscientiousness on pay satisfaction among staff of selected hotels companies in Osogbo, Osun State, Nigeria.
- 3) There was no significant influence of neuroticism on pay satisfaction among staff of selected hotels companies in Osogbo, Osun State, Nigeria.
- 4) There was a significant influence of openness to experience on pay satisfaction among staff of selected hotels companies in Osogbo, Osun State, Nigeria.
- 5) There was a significant influence of agreeableness on pay satisfaction among staff of selected hotels companies in Osogbo, Osun State, Nigeria

## 5.3. Recommendations

The study investigated influence of personality and job-related factors influences pay satisfaction among Hotel Industry Employees in Osogbo, Osun State, Nigeria. Based on the findings of the study, the following are:

- The business enterprises should also take care in managing their employees and gain their willingness to work towards the organizational goal.
- Organization must ensure that the level of pay must match performance to ensure that pay satisfaction are achieved.
- Organization 's system surveys and tests should be taken before they hire new employees to measure the amount of individual 's psychological needs and wants and somehow relate it to the job position they are putting him/her.
- Managers in the company should be trained to create circumstances conducive to pay satisfaction.
- It is clear that the pay satisfaction of employees is not only predicted by dispositional variables, but also by situational variables within the organisation. Therefore, managers should be made aware of the role of organisational factors in pay dissatisfaction and how these factors could be managed to promote the pay satisfaction of employees.

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