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APPENDIX/ANNEXURE

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BOOKS

- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.
- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio" Ohio State University, Nigeria.

CONTRIBUTIONS TO BOOKS

- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

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- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

CONFERENCE PAPERS

- Garg, Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19–22 June.

UNPUBLISHED DISSERTATIONS AND THESES

- Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

ONLINE RESOURCES

- Always indicate the date that the source was accessed, as online resources are frequently updated or removed.

WEBSITES

- Garg, Bhavet (2011): Towards a New Natural Gas Policy, Political Weekly, Viewed on January 01, 2012 http://epw.in/user/viewabstract.jsp

BIG FIVE PERSONALITY TRAITS AND JOB SATISFACTION: A COMPARATIVE STUDY BETWEEN PRIVATE AND PUBLIC SECTOR TELECOM EMPLOYEES

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ABSTRACT
This study investigates the Big Five Personality Traits to Job Satisfaction (Co-operation, job activities and overall performance) levels of the telecom employees. The respondents were selected based on the simple random techniques of 50 public sector and 50 private sector telecom employees in the Puducherry region. One Way Analysis of Variance is used to find out the significant difference in means perception among Telecom employees. The study proves that there is a sound, workable system helps an organization in delegating, motivating, goal setting and open avenues of communications, serves as an incubator for personality development and provide documentation needed to support all personnel decision.

KEYWORDS
Big Five Personality, Job Satisfaction, Telecom employees.

INTRODUCTION

The purpose of the study is to measure the relationship between Big Five personality traits and its influence on job satisfaction among telecom employees. In addition, the Big Five personality traits and level of job satisfaction between private and public sector telecom employees are also evaluated.

The emergence of the **Five-Factor Model** of personality or the **"Big Five"** provided a clear conceptual and measurement framework for research into personality. Its five factors— conscientiousness, extraversion, agreeableness, neuroticism and openness to experience—have been found to consistently describe personality for employees of an organization. Geared with this common frame of reference and measurement, work and organizational psychologists set out to discover the predictive validity of personality for various outcome variables (e.g., job performance, job satisfaction, employee turnover) in various contexts.

Job satisfaction has been found to be related to turnover intention and leaving an occupation. In the IT field career satisfaction has been linked to personnel turnover through the company's ability to meet an employee's career desires and motivations (Jiang & Klein, 2002)[1]. As , the job satisfaction is an important variable because it represents an overall summary of how a person feels about a lifetime of work, all the diverse activities and experiences that comprise a career, it is felt necessary to link the personality traits with job satisfaction. Moreover, in recent years there has been growing interest in looking at the relationship between personality traits and job satisfaction. But no such study is widely available in Indian context, particularly in the sample region, Puducherry. Personality is one of the major psychological factors affecting the human behaviour. The word personality is generally used whenever we talk about a person's job prospects, achievements, marriage and other similar occasions. The study considers looks at the concept of personality in a narrow sense as it implies a person's smartness, charm, dress sense, popularity, physical attractiveness, body language etc.

In psychology, the Big Five personality traits are five broad domains or dimensions of personality that are used to describe human personality. The Big Five structure does not imply that personality differences can be reduced to only five traits. Rather, these five dimensions represent personality at the broadest level of abstraction, and each dimension summarizes a large number of distinct, more specific personality characteristics. The theory based on the Big Five factors is called the **Five Factor Model (FFM) the Big Five factor**s are:

- **Neuroticism** - A tendency to easily experience unpleasant emotions such as anxiety, anger, or depression.
- **Extroversion** - Energy, surgency, and the tendency to seek stimulation and the company of others.
- **Agreeableness** - A tendency to be compassionate and cooperative rather than suspicious and antagonistic towards others.
- **Conscientiousness** - A tendency to show self-discipline, act dutifully, and aim for achievement.
- **Openness to experience** - Appreciation for art, emotion, adventure, and unusual ideas; imaginative and curious.

REVIEW OF LITERATURE

Timothy A. Judge, Daniel Heller and Michael K. Mount. [2002], this study reports results of a meta-analysis linking traits from the 5-factor model of personality to overall job satisfaction. Using the model as an organizing framework, 334 correlations from 163 independent samples were classified according to the model. Results further indicated that only the relations of Neuroticism and Extraversion with job satisfaction generalized across studies. As a set, the Big Five traits had a multiple correlation with job satisfaction, indicating support for the validity of the dispositional source of job satisfaction when traits are organized according to the 5-factor model. **Lise M. Saari and Timothy A. judge [2004],** This article identifies three major gaps between HR practice and the scientific research in the area of employee attitudes in general and the most focal employee attitude in particular—job satisfaction: (1) the causes of employee attitudes, (2) the results of positive or negative job   satisfaction, and (3) how to measure and influence employee attitudes. Suggestions for   practitioners are provided on how to close the gaps in knowledge and for evaluating implemented practices. **Miranda A.G. Peeters, Christel G. Rutte, Harrie F. J. M. van Tuijl & Isabelle M. M. J. Reymen. [2006]** Relationships between team composition in terms of team members' Big Five personality traits and individual satisfaction with the team after project completion were researched. Questionnaires were filled out by 310 undergraduate students (*N*= 68 teams) working on an engineering design assignment. Individual satisfaction with the team was regressed onto individual, dissimilarity, and interaction scores. A positive main effect was found for individual agreeableness and emotional stability and for dissimilarity in conscientiousness. A moderation of the main effect of dissimilarity was found for extraversion: Satisfaction with the team is negatively related to dissimilarity to the other team members only for members low in extraversion. **Haynie Jeffrey J.; Hartman, Sandra J.; Lundberg, Olof (2007)** Vocational choice theory asserts that an individual's career choice will be based on that person's anticipated satisfaction from working in a particular field and that the person's personality will determine which field will be most satisfying. This study measured personalities and job satisfaction among public health workers to determine if public health work is satisfying to individuals with particular personality types. The study was performed on 47 public health workers in the Southeastern region of Louisiana. These workers were given a questionnaire consisting of the Big 5 personality profile, the Job Descriptive Index, several open-ended questions, and a demographic survey. The findings indicate that emotional stability is a personality characteristic associated with satisfaction from public health work. **David P. Schmitt, Todd K. Shackelford. [2008],** as part of the International Sexuality Description Project, 13,243 participants from 46 nations responded to self-report measures of personality and mating behavior. Several traits showed consistent

links with short-term mating. Extraversion positively correlated with interest in short-term mating, unrestricted socio sexuality, having engaged in short-term mate poaching attempts, having succumbed to short-term poaching attempts of others, and lacking relationship exclusivity. Low levels of agreeableness and conscientiousness also related to short-term mating, especially with extra-pair mating. Neuroticism and openness were associated with short-term mating as well, but these links were less consistent across sex and nation. Nation-level links between personality and sexuality replicated within-region. **Dickson Onoyase and Anna Onoyase. [2009],** the researchers employed random sampling method to draw a sample size of (616) senior secondary two students. The two instruments used for the study were Students' Personality Questionnaire (SPQ) and Students' Career Choice Questionnaire (SCCQ). The first instrument has a coefficient of .89 while the second has a coefficient of .81. Both have content validity and language appropriateness. The chi-square statistical analysis was used to analyze the data. The results showed that there were significant relationships between the Artistic, Social, Enterprising and investigative personality types on one hand and career choice on the other. However, no significant relationships were found between the realistic and conventional personality types and career choice.

SIGNIFICANCE OF THE STUDY

Very few studies have been made in relation to comparing the Big Five Personality Traits and Job Satisfaction. Hence, the present study obtains socio-personal information of the respondents particularly in telecom industries. Therefore doing research on this topic will throw light on many problems which would help the industries to checkout their future HR policies.

STATEMENT OF THE PROBLEM

Telecommunication is one of the fastest growing sectors in the world. To cope up with the global competition many industries are introducing special offers and schemes to grab the customers. Majority of market share is in the hands of BSNL in public sector and Airtel in the private. The employees are facing stiff competition between various market players. This has lead to many anxious moments in their life, to identify the reasons and remedial measures, this study analyses employees personal characteristics and their level of satisfaction.

OBJECTIVES OF THE STUDY

- To ascertain the relationship between Big-five personality traits and socio-personal characteristics of telecom employees.
- To evaluate the status of job satisfaction among telecom employees.
- To compare the level of Big-Five personality traits and job satisfaction between private and public sector telecom employees.
- To find out the influence of Big-five personality traits on job satisfaction.

HYPOTHESES

H_0^1: There is no relationship between Socio-personal characteristics and Big-Five personality traits of telecom employees.
H_0^2: There is no relationship between Socio-personal characteristics and job satisfaction of telecom employees.
H_0^3: There is no significant difference in the level of Big-five personality traits between private and public sector telecom employees.
H_0^4: There is no significant difference in the level of Job satisfaction between private and public sector telecom employees.

RESEARCH METHDOLOGY

SOURCES OF THE DATA

The study has used only primary data. The data required for the study was collected through printed questionnaires. It was distributed to the top level, Middle level and bottom level employees in the Government [**BSNL**] and Private [**AIRTEL**] Telecom Employees.

SAMPLE DESIGN

This research study consists of Simple random technique to collect the data from the respondents of 50 from the Public sectors [**BSNL**] and 50 from the Private sectors [**AIRTEL**] telecom employees in the Puducherry region. A well designed questionnaire with 5 point Likert type scale ranging from 1 for Strongly Disagree, 2 for Disagree, 3 – Neutral, 4 for Agree and 5 for Strongly Agree was used for measuring Big-five personality traits and Job satisfaction. In addition to scale items measuring the Big-five personality traits and Job satisfaction, many questions were included in the questionnaire to obtain socio-personal information of the respondents.

STATISTICAL TECHNIQUE

The collected data are first subjected reliability / item analysis and Cronbach's alpha reliability coefficient for scale items measuring each aspect of Big-five personality traits as well as for scale items pertaining to job satisfaction is calculated. After ascertaining the reliability of the scale items, the scores of the items are averaged and averaged scores are used in the subsequent analysis. Besides, the collected data were analyzed by using relevant statistical techniques like Mean, Standard Deviation, and Factor Analysis, and Regression Analysis.

RESULTS AND DISCUSSION

JOB SATISFACTION

It is identified that the reliability and validity of the 5 point Likert type scale items measuring the job satisfaction of telecom employees are good as Cronbach alpha coefficient is more than 0.80 .Though Cronbach's alpha has indicated the good internal consistency of the items in the scale measuring job satisfaction, it does not the mean that the scale is unidimensional. So, before evaluating the influence of personal characteristics on job satisfaction, the underlying dimensions of job satisfaction is ascertained using Principal components factors analysis with varimax rotation. **Table 1 and 2** presents the results of the factor analysis.

TABLE 1: EIGEN VALUES SHOWING THE VARIATION EXPLAINED BY UNDERLYING FACTORS

Factor	Eigenvalue	% of Total Variance	Cumulative %
1	4.10	41.03	41.03
2	1.22	12.18	53.21
3	1.01	10.14	63.35
4	0.86	8.65	72.00
5	0.65	6.46	78.46
6	0.57	5.68	84.14
7	0.52	5.21	89.35
8	0.43	4.32	93.68
9	0.38	3.81	97.49
10	0.25	2.51	100.00

Source: Primary Data.

From table above shows the variation explained by underlying factors of job satisfaction. Though there have been 10 factors, which are mutually exclusive with each other, only first three factors are extractable based on "eigenvalue greater than 1" criteria. The first three factors, which are extractable, together could

explain 63.35 per cent of the variation in the scale measuring job satisfaction. That is, those three factors posses the 63.35 per cent characteristics of the job satisfaction items. Hence, it is found that the job satisfaction of telecom employees comprises of three dimensions. The loading of each item in the scale on the extracted factors after varimax rotation are presented in table

TABLE 2: FACTOR LOADINGS AFTER VARIMAX ROTATION

Item	Item Description	Factor 1	Factor 2	Factor 3
1	The way my job provides for steady employment	0.13	**0.86**	0.07
2	The chance to do something that makes use of my abilities	0.02	**0.83**	0.21
3	My pay and the amount of work I do	0.34	0.27	**0.51**
4	The freedom to use my own judgment	**0.51**	0.36	0.29
5	The way my co-workers get along with each other	**0.85**	0.09	-0.02
6	Receiving enough opportunity to interact with other employees on a formal level	**0.62**	0.03	0.42
7	The praise I get for doing a good job	**0.62**	0.09	0.43
8	The feeling of accomplishment I get from the job	0.28	0.36	**0.58**
9	If the environment of work place is comfort and safe	0.19	0.26	**0.81**
10	Overall how satisfied are you with your position at this organization	0.03	0.04	**0.86**
Explained Variance		2.00	1.85	2.49
Proportion of Total Variance		19.96	18.45	24.93
Cumulative Proportion of Total Variance		19.96	38.42	63.35
Factor Label		Satisfaction with Employees' Cooperation	Job Satisfaction	Overall Satisfaction

Source: Primary Data.

It can be seen from table that the variation explained by first, second and third factor is 19.96 per cent, 18.45 per cent and 24.93 per cent after varimax rotation, together accounting for 63.35 per cent in the data set. The first factor is highly loaded with items 4, 5, 6 and 7; second factor is loaded highly with items 1 and 2, whereas the third factor has high loadings with items 3, 8, 9 and 10. Among the highly loaded items, the loading of item 5 with first factor is much higher, indicating that this factor is true representative of item 5 and other remaining highly loaded items, 4, 6 and 7 is likely to be correlated with item 5. Similarly second and third factor is found to be having the characteristics of item 1 & 2 (loading of both is almost equal), and items 9 & 10. Hence, the first factor is labeled as "satisfaction with employees' cooperation", second factor as "job satisfaction" and the third factors is named as "overall satisfaction". The average scores of highly loaded items under each factor are calculated and scores of these factors are separately used in the subsequent analysis.

REGRESSION ANALYSIS

The multiple regression analysis for each job satisfaction dimension with six socio-personal characteristics (sex, age, educational status, work experience, marital status and job position) and Big-Five personality trait factors (Conscientiousness, Extraversion, Agreeableness, Neuroticism, Openness) is run to find out the factors that have unique influence on the job satisfaction.   The results of the analysis are tabulated and discussed hereunder.

Table 3 presents regression results of satisfaction with employees' cooperation on personal and big-five personality factors. It is understood from the perusal of the table that the full model with all explanatory variables selected are not fitted significantly as F value of the model is insignificant and adjusted R^0 emerged out as negative. Another regression after dropping out six explanatory variables, which are found to least significant coefficient in the full model, is run. The first subset model is become significant at 10 per cent level and explaining 4.22 per cent of the variation in the dependent after adjusting for degrees of freedom (Adjusted R^2 = 0.0422, F value = 2.09, p < 0.10). Again another model is tried after eliminating educational status and extraversion, which are found to be insignificant in the first subset model. In the new model (second subset model), both estimated coefficient of both explanatory variables are significant.

TABLE 3: REGRESSION OF SATISFACTION WITH EMPLOYEE COOPERATION FACTOR ON PERSONAL CHARACTERISTICS AND BIG FIVE PERSONALITY FACTORS

Period	Regression Equation		
	Full Model	First Subset Model	Second Subset Model
Intercept	3.4767***	3.3600***	3.8830***
	(4.55)	(7.97)	(13.98)
Sex	-0.2401*	-0.2412**	-0.2203*
	-(1.75)	-(1.99)	-(1.84)
Age	0.0208		
	(0.17)		
Educational Status	0.0903	0.0991	
	(0.94)	(1.19)	
Work Experience	-0.0632		
	-(0.62)		
Marital Status	-0.1484		
	-(0.63)		
Job Position	0.0573		
	(0.45)		
Conscientiousness	-0.0451		
	-(0.50)		
Extraversion	0.1207	0.1195	
	(1.17)	(1.28)	
Agreeableness	0.0225		
	(0.21)		
Neuroticism	0.1167	0.1370	0.1442*
	(1.15)	(1.52)	(1.68)
Openness	0.0596		
	(0.58)		
R^2	0.1002	0.0809	0.0547
Adjusted R^2	-ve	0.0422	0.0352
F Value	0.89^{NS}	2.09*	2.81*

Source: Annual Reports.
Figures in parentheses are t-values.
*Significant at 10% level. **Significant at 5% level ***Significant at 1% level

Though the estimated coefficients of the explanatory variables in the second subset model are significant, the overall fit of the model is not the best as the adjusted R^2 value is less than that of first subset model. That is, explained variation after adjusting for degrees of freedom in the dependent by second subset model is less than that of first subset model. Therefore, first subset model is considered to be the appropriate model for final inferences.

According to first subset model, the coefficient of sex is significant at 5 per cent level. The coefficients of education status, extraversion and neuroticism are insignificant. But the presence of extraversion and neuroticism increases the explanatory power of gender as well as the overall coefficient of determination. H_0^1 is rejected in the first and second subset model at 10% level of Significance there is relationship between Socio-personal characteristics and Big-Five personality traits of telecom employees. Hence, on the whole, it is concluded that male telecom employees have more satisfaction with cooperation of the employees even if the increase in education status, extraversion and neuroticism is marginal.

TABLE 4: REGRESSION OF JOB SATISFACTION FACTOR ON PERSONAL CHARACTERISTICS AND BIG FIVE PERSONALITY FACTORS

Period	REGRESSION EQUATION		
	Full Model	First Subset Model	Second Subset Model
Intercept	3.4977***	3.2692***	3.1998***
	(3.84)	(5.65)	(6.01)
Sex	-0.3147*	-0.2913*	-0.2744*
	-(1.92)	-(1.86)	-(1.90)
Age	-0.2157	-0.1927	
	-(1.49)		
Educational Status	0.0107		
	(0.09)	-(1.44)	
Work Experience	0.1427	0.1559	
	(1.16)		
Marital Status	-0.2233		
	-(0.80)		
Job Position	-0.0913		
	-(0.61)	(1.37)	
Conscientiousness	0.2275	0.2183	0.2271**
	(2.09)		(2.16)
Extraversion	-0.0381		
	-(0.31)		
Agreeableness	0.1054		
	(0.82)	(2.07)	
Neuroticism	-0.2071	-0.1897	-0.2063
	-(1.72)	-(1.79)	-(1.95)
Openness	0.2548**	0.2524**	0.2471**
	(2.07)	(2.18)	(2.14)
R^2	0.1825	0.1672	0.1460
Adjusted R^2	0.0803	0.1135	0.1100
F Value	1.79*	3.11***	4.06***

Source: Annual Reports.

Figures in parentheses are t-values.

*Significant at 10% level. **Significant at 5% level ***Significant at 1% level.

Table 4 depicts the results of regression for telecom employee's satisfaction with various job oriented factors with their personal characteristics and Big-Five personality traits. The table shows that the fit of the full model (F value = 1.79, p < 0.10), first subset model (F value = 3.11, p < 0.01) and second subset model (F value = 4.06, p < 0.01) are significant.

The variation explained in the dependent by the explanatory variables of the full model is 8.03 per cent, first subset model is 11.35 per cent and second subset model is 11.00 per cent after adjusting for degrees of freedom. But in full model, the estimated coefficients of only 2 (sex and openness) out of 11 explanatory variables are significant. Hence, first subset model, after drooping out very least significant independent variables, is run.

The fit of the first subset model has improved and explanatory power of the model has increased to 11.35 per cent. Yet, there are some more explanatory variables with insignificant coefficients. Therefore, second subset model is run after eliminating some more independent variables. The second subset model with four explanatory variables has almost same explanatory power as that of first subset model. Further, three out of four variables in the independent set are found with significant beta coefficients. Hence, second subset model is considered for final conclusion.

In the second subset model, the coefficient of sex (beta = -0.2744, t = -1.90, p < 0.10) with negative sign, conscientiousness (beta = 0.2271, t = 2.16, p < 0.05) with positive sign, neuroticism (beta = -0.2063, t = -1.95, p < 0.10) with negative sign and that of openness (beta = 0.2471, t = 2.14, p < 0.05) with positive sign is significant. H_0^2 is rejected in all the three model i.e 10% significant level in the first model, 1% level in other two models, hence there is relationship between Socio-personal characteristics and job satisfaction of telecom employees. From the above results, it is found that telecom employees' satisfaction with their job increases remarkably with increase in the level of conscientiousness and openness and decrease in the neuroticism and the increase in the satisfaction level is significantly higher for male employees compared to their female counterparts.

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TABLE 5: REGRESSION OF OVERALL JOB SATISFACTION FACTOR ON PERSONAL CHARACTERISTICS AND BIG FIVE PERSONALITY FACTORS

Period	REGRESSION EQUATION		
	Full Model	First Subset Model	Second Subset Model
Intercept	2.1266**	2.6443***	2.6464***
	(2.28)	(4.23)	(4.90)
Sex	-0.0036		
	-(0.02)		
Age	0.1224		
	(0.83)		
Educational Status	0.1597	0.1634	0.2026*
	(1.36)	(1.50)	(1.92)
Work Experience	-0.1535	-0.0854	
	-(1.23)	-(1.04)	
Marital Status	0.0515		
	(0.18)		
Job Position	0.1911	0.1908	0.2377*
	(1.24)	(1.32)	(1.69)
Conscientiousness	0.0958		
	(0.86)		
Extraversion	0.2055	0.2379**	0.2741**
	(1.63)	(2.01)	(2.41)
Agreeableness	0.0499		
	(0.38)		
Neuroticism	0.0128		
	(0.10)		
Openness	0.1124	0.1297	
	(0.89)	(1.07)	
R^2	0.1187	0.1015	0.0825
Adjusted R^2	0.0085	0.0537	0.0538
F Value	1.08^{NS}	2.12*	2.88**

Source: Annual Reports.

Figures in parentheses are t-values.

*Significant at 10% level. **Significant at 5% level. ***Significant at 1% level.

Table 5 is presented with the results of multiple regressions for telecom employee's satisfaction with overall performance of the organization with personal characteristics and Big Five personality traits. Table indicates that the full equation model with all selected explanatory variables is not fitted significantly (F value is insignificant). Further none of the coefficients of the explanatory variables is found to be significant. Therefore, another regression is run after dropping very least significant explanatory variables, such as sex, age, marital status, conscientiousness, agreeableness, neuroticism.

The regression (first subset model) without the above explanatory variables is fitted significantly at 10 per cent level explaining 5.37 per cent of the variation in the dependent after adjusting for degrees of freedom (Adjusted R^2 = 0.0537, F = 2.12, p < 0.10). In the first subset model also, the estimated coefficients of educational status, work experience and openness is found to be significant. Again another model (second subset model), after dropping two very least significant variables, namely Work experience and Openness, is run. There is not much improvement in the fit of the second subset model, but the estimated coefficients of all the explanatory variables in the model are significant.

Therefore, the second subset model, which could explain 5.38 per cent of the variation in the dependent with just three explanatory variables are considered to be the model of best fit for further inferences. In the second subset model, the coefficients of educational status (beta = 0.2026, t = 1.92, p < 0.10), job position (beta = 0.2377, t = 1.69, p < 0.10) and that of extraversion (beta = 0.2741, t = 2.41, p < 0.05), all with positive sign are found to be at mentionable level. Hence, based on the above picture, it is concluded that the satisfaction of telecom employees with overall performance of the organization increases with increase in the level of neuroticism if higher the educational status and lower the job position (top level management is coded as 1 and middle/bottom level management is coded as 2. Therefore positive coefficient related to increase in the value).

Table 6 is depicted with the results of t-test comparing the mean perception of the private and public employee groups about Big Five personality traits.

TABLE 6: DIFFERENCE IN BIG-FIVE PERSONALITY TRAITS BETWEEN PRIVATE AND PUBLIC SECTOR TELECOM EMPLOYEES GROUPS

Big Five Personality Trait Factors	Telecom Sector				t-Value
	Private		Public		
	Mean	SD	Mean	SD	
Conscientiousness	3.26	0.69	3.34	0.50	-0.73^{ns}
Extraversion	3.08	0.60	3.20	0.53	-1.04^{ns}
Agreeableness	3.25	0.55	3.32	0.54	-0.62^{ns}
Neuroticism	2.89	0.57	2.83	0.63	0.53^{ns}
Openness	3.30	0.51	3.30	0.58	-0.02^{ns}

Source: Primary Data.

SD – Standard Deviation; ns – not significant

From the table, it can be seem that the mean perception of private sector telecom employees, 3.26 for conscientiousness, 3.08 for extraversion, and 3.25 for agreeableness is slightly less compared to that of those in public telecom services. On the other hand, the mean opinion level, 2.89 for neuroticism is slighter higher for private sector telecom employees whereas the in respect of openness it is equal between two groups (Mean = 3.30). However, the t-values obtained from the analysis for the difference in group means are insignificant for all five personality train factors. Hence, it is found that there is no difference in Big-Five personality traits between private and public sector telecom employees. H_0^3 is failed to reject, there is no significant difference in the level of Big-five personality traits between private and public sector telecom employees.

Table 7 is presented with the t-test results identifying the significance of the difference in job satisfaction factors between private and public sector telecom employees.

TABLE 7: DIFFERENCE IN JOB SATISFACTION BETWEEN PRIVATE AND PUBLIC SECTOR TELECOM EMPLOYEES GROUPS

Job Satisfaction Dimensions	Telecom Sector				t-Value
	Private		Public		
	Mean	SD	Mean	SD	
Satisfaction with Employees' Cooperation	4.03	0.50	4.01	0.54	0.85^{ns}
Job Satisfaction	3.75	0.74	3.92	0.53	0.19^{ns}
Overall Satisfaction	4.25	0.55	4.19	0.72	0.64^{ns}

Source: Primary Data.

SD – Standard Deviation; ns – not significant

According to table, both private and public sector employees are satisfied with employees' cooperation as the mean values for both groups are around 4, the value for 'agree'. With regard to job related factors and overall performance of the organization also, both groups have expressed satisfaction (Mean values for job related factors is 3.75 and 3.92 and for overall performance of the organization, it is 4.25 and 4.19 for private and public sector employees respectively. The calculated t-values, which are insignificant for all job satisfaction dimensions, reveal that the level of satisfaction is similar between two groups. Therefore, it is well found that there is no difference in the satisfaction with employees' cooperation, job, and overall performance of the organization between private and public sector telecom employees. H_0^4 is failed to reject there is no significant difference in the level of Job satisfaction between private and public sector telecom employees

In this chapter, the opinion of the telecom employees working in both private and public sector telecom services are evaluated to ascertain the status of Big-Five personality traits, Job satisfaction as well as the relationship between both. From the discussion of the results of the analysis of the data, it is concluded that telecom employees either private sector or public sector, are with Conscientiousness, Extraversion, Agreeableness, Openness and unlikely to be with neuroticism. Both employee groups have expressed satisfaction with employees' cooperation, job and overall performance of their organization. The socio-personal characteristics of the telecom employees do not have any notable influence on their Big-Five personality traits. It is concluded that there is some relationship between Big-Five personality traits (except agreeableness) and job satisfactory related factors. It is finally concluded that conscientiousness on satisfaction with employees' cooperation, Neuroticism on satisfaction with job oriented factor, and extraversion on satisfaction with overall performance of the organization has significant unique influence.

FINDINGS

- It is found that the telecom employees, on the whole, likely to be with Conscientiousness, Extraversion, Agreeableness and Openness and unlikely to be seen with Neuroticism.
- It is found that status of Big-five personality traits among telecom employees does not differ by age, gender, educational level and job experience.
- It is found that job satisfaction of the telecom employees comprises of three dimensions, namely "satisfaction with employees' cooperation", "satisfaction of job" and "satisfaction with overall performance of organization".
- It is elicited that job satisfaction of the telecom employees is independent of their work experience, educational status and job related factors.
- It is further found that telecom employees' satisfaction with their job increases remarkably with increase in the level of conscientiousness and openness and decrease in the neuroticism and the increase in the satisfaction level is significantly higher for male employees compared to their female counterparts.
- It is identified that the satisfaction of telecom employees with overall performance of the organization increases with increase in the level of neuroticism if higher the educational status and lower the job position.
- It is found that there is no difference in Big-Five personality traits between private and public sector telecom employees.
- It is finally found that there is no difference in the satisfaction with employees' cooperation, job, and overall performance of the organization between private and public sector telecom employees.

SUGGESTIONS

The Organisation has to concentrate on employees job attitudes and work performance, they can adopt big five personality traits practices of giving special benefits to the employees. They have to simplify the business process to enhance the employees. Further has to make way on employees' co-operation.

CONCLUSION

The socio-personal characteristics of the telecom employees do not have any notable influence on their big-five personality traits. It is concluded that there is some relationship between big five personality traits (except agreeableness) and job satisfactory related factors. It is concluded that telecom employees from both private sector and public sector, are with openness, conscientiousness, extraversion, agreeableness and unlikely to be with neuroticism. Both private and public employee's groups have expressed satisfaction with employees' cooperation, job and overall performance of their organisation. It is finally concluded that conscientiousness on satisfaction with employees' cooperation, neuroticism on satisfaction with job oriented factor, and extraversion on satisfaction with overall performance of the organization has significant unique influence.

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