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PERSONALITY AS A MODERATOR OF QUALITY OF WORK LIFE AND JOB ATTITUDE**SUSAN, V.****RESEARCH SCHOLAR****DEPARTMENT OF PSYCHOLOGY****UNIVERSITY OF CALICUT****CALICUT****JAYAN, C.****PROFESSOR****DEPARTMENT OF PSYCHOLOGY****UNIVERSITY OF CALICUT****CALICUT****ABSTRACT**

A comprehensive taxonomy of personality traits, the Big Five Factors describes personality as dimensions of individual differences in tendencies to show consistent patterns of thoughts, feelings, and actions in a wide variety of culture. Personality does have a significant role in work behavior and work life. Exploring the present investigation, the objective of the study is to find out the moderating effect of Personality on Quality of Work Life and Job Attitude. Empirical verification was done with a sample of 430 law enforcement officers. Tools used were Five Factor Personality Inventory (Neelima, and Kumari Bhagavathy, 2003), Job Attitude scale (Jayan, 2004), and Quality of Work Life Questionnaire (Jayan, Susan, Reena and Rekha, 2010). Data were subjected to descriptive statistics, and moderate regression analysis. Result indicates that Conscientiousness (Personality) moderates QWL and Job Attitude. This study is a fruitful basis to examine the dispositional source of Personality and Quality of Work Life on Job Attitudes among Civil Police Officers.

KEYWORDS

Personality, Quality of Work Life, Job Attitude, Moderating effect, Law Enforcement Officers.

INTRODUCTION

India is facing multifarious challenges more so due to its geographical dimension, multi-lingual, multi-cultural and multi-ethnic characters like any other developing country. India is also a home to almost all the religions of the world. Religious fundamentalism is growing along with the competitive third millennium globalised scenario which is also coming to its excellence of products and services. This is complicating the problem of the governance and putting demanding entrusted task of maintenance of law and order therefore, challenges that officer's face is become daunting. Ministry of Home Affairs, Government of India, is taking various initiatives to make Indian Police responsive to these challenges and streamline its working by ushering in police reforms as per the directives of the Hon'ble Supreme Court of India.

Society everywhere aspires for 'peace', 'prosperity' and 'progress' perennially, even against all odds. People and various organizations of Civil Society have similar rising expectations from Police, who, at best, promise to deliver status-quo and mediocrity driven services. The law enforcement officers are often treated as a distinct subset of the population apart from the average citizen, by asset of their function and special powers to maintain order and enforce law. The policemen's role contains two principal variables, danger and authority which are interpreted in the light of a "constant" pressure to appear efficient.

Police with 19th century governing Act and 20th century outlook could hardly face 21st century challenges. Indian military suffers from a lack of experts on important issues pertaining to area studies, terrorist groups, counterinsurgency, doctrinal development, strategic studies and even military history. It also includes several psychological and physical issues in terms of each officer. Existing problems comprises the working conditions, pay, work load, infrastructure of the stations, social stigma, relationship with superiors, work timings, and high political pressures.

Work environment can always influence and shape perceptions and interpretations of events and situations. Understanding the relationship between ones environment, cognition and behavioral responses to that environment can lead to an understanding of that individual's personality. A collection of emotional thoughts and behavioral patterns unique to a person that is consistent overtime is referred as Personality. The field of personality is at the crossroads of most areas of psychology and is a field of great breath.

Traditionally, the essence of the trait approach has been the assumption that behavior is primarily determined by stable generalized traits- basic qualities of the person that express themselves in many contexts. Guided by these assumptions, many investigators have search vigorously for these traits. Within the past 20 years, consensus has emerged that a five factor model of personality, often termed Big Five can be used to describe the most salient aspects of personality. The five factor (Extraversion, Agreeableness, Conscientiousness, Neuroticism and Openness to Experience) structure has generalized across measures, cultures and sources of ratings (Mc Crae & John, 1992).

In the study of work and personality, Kohn and Schoolar, (1983), suggest that specific conditions of work are likely to have significant impacts on the individual. The degree to which members of a work organization are able to satisfy important personal need through their experiences in the organization is Quality of Work Life. Quality of Work Life is an umbrella term which includes many concepts. QWL aim's at achieving the effective work environment that meets with the organizational and personal needs and values that promote health, well being, job security, working conditions, supervision, relationship with superiors and subordinates, Job Satisfaction, competency development and balance between work and non-work life. It also emphasize that the good feeling perceived from the interaction between the individuals and the work environment results in increased QWL. Increased QWL can influence ones attitude towards their job. Job related attitude play a role in shaping the work behaviors of members in an organization. Job attitude includes Job commitment, Job involvement and Job satisfaction.

REVIEW OF LITERATURE

Research is a systematic and objective analysis and recording of controlled observations which may lead to the development of generalizations, principles or theories, resulting in prediction and possibly have ultimate control of events. Research is a point of view, an attitude of inquiry or a frame of mind. It is not a mere theorem but rather an attempt to elicit facts and to face them once they have been assembled. Based on the previous research studies, review of the present investigation is devoted to the development of the problem statement or the object of inquiry. The review is utilized to retrain a direct relevancy to the study.

Several studies linking the Big five to police performance have been meta-analyzed and empirically studied (Barrick and Mount, 1991; Cortina et al., 1992; Twersky-Glasner, 2005; Pienaar, Rothmann and Van De Vijver, 2006; Abrahamsen, 2006; Sanders, 2008; Abrahamsen and Strype, 2009). Police officers isolate their feelings and perceive expression of emotion as a weakness, and they are pragmatic and action oriented.

Relationship between personality and Quality of Work Life (QWL) was studied by Kaushik and Tonk (2008) in the colleges and universities in Haryana. Five dimensions of personality and eight dimensions of QWL were measured on 200 randomly selected teachers, using NEO-Five Factor Inventory (NEO-FFI) and QWL Scale. Correlational analysis was carried out. Three dimensions of personality are positively correlated with the QWL. Extroversion is positively related to opportunities to use and develop human capacity. Agreeableness is positively related to social integration in the work force. Conscientiousness is positively related to opportunities to use and develop human capacity, social integration in the work force and constitutionalism in the work organization.

Organ and Lingl (1995) argued that Conscientiousness should be related to job satisfaction because it represents a general work involvement tendency and thus leads to a greater likelihood of obtaining satisfying work rewards, both formal (e.g., pay, promotions) and informal (e.g., recognition, respect, feelings of personal accomplishment). Indirectly, the subjective well-being literature also suggests a positive relationship between Conscientiousness and job satisfaction (DeNeve & Cooper, 1998).

A variety of job and organizational factors can contribute to QWL (Carayon & Smith, 2000). Jansen et al. (1999) used the Hackman and Oldham job diagnostic model to determine the relationship between intrinsic work motivations, burnout and turnover intentions among nurses. They found that intrinsic work motivation is primarily determined by elements of the job that make the work challenging and worthwhile. Meta-analysis study also found a strong relationship between job satisfaction and QWL among nurses (Blegen, 1993). Job attitude and QWL has been investigated by several researchers (Crosby and Stephen 1987; Hartline and Forrell 1996; Tett and Meyer 1993; Parasuraman 1987; Bitner, Booms, and Tetreault 1990; Yee et al. 2008).

Studies directly relating with moderating effect along with the variables under study are hardly reported. To improve and have a better understanding of Personality on Quality of Work Life and Job Attitudes among Law Enforcement officers, the present investigation is aimed to study the moderating effect of these variables.

NEED/IMPORTANCE OF THE STUDY

For Police to stand to a more lofty and romantic reputation, it is essential that it works with a Vision, as is the need felt universally. Vision has powerful influence as indicated by former President of India, APJ Abdul Kalam: "VISION IGNITES NATION". Hence, there is a need to devote resources and strengthen state police forces to do the mission in order to meet the vision.

STATEMENT OF THE PROBLEM

With the above mentioned need the present study is entitled as "Personality (Conscientiousness) as a Moderator of Quality of Work Life and Job Attitude"

OBJECTIVE

To study Personality (Conscientiousness) as the moderator of Quality of Work Life and Job Attitudes among Law Enforcement Officers.

HYPOTHESIS

Personality (Conscientiousness) can moderate Quality of Work Life and Job Attitudes among Law Enforcement Officers.

RESEARCH METHODOLOGY

PARTICIPANTS

Most of the researches among law enforcement officers have been examined in large departments and policemen of higher grades thus far. For the present investigation, the sample comprised of 430 civil police officers from all districts in Kerala.

MEASURES

Five Factor Personality Inventory: The test consists of 80 statements pertaining to the five dimensions, namely, extroversion, agreeableness, conscientiousness, neuroticism and openness to experience which are divided into 5 sections A, B, C, D and E respectively. For each of the items in the inventory the scores range from 1 to 5. The reliability (Guttman's split half method) of the Five Factor Personality Inventory is .459. The validity of Five Factor personality Inventory ranges from .150 to .874. (Neelima and Kumari Bhagavathy, 2003).

Quality of Work Life Questionnaire: The scale consists of a total number of 83 items on fourteen different variables which are positively stated and were to be answered with five response categories. The reliability of the test has been established by the method of Cronbach alpha and the alpha coefficient obtained is .872 and the test re-test method was also found to be significant and varied from 0.323 to 0.989. The criterion validity was found to be 0.360 (Jayan, Reena, Susan, and Rekha, 2010).

Job Attitude Scale: This scale consist of three domains of job attitude which includes Job Commitment, Job Involvement and Job Satisfaction (Jayan, 2004). Each domain is rated using five point scales. The reliability of the test has been established by the method of Cronbach alpha and the alpha coefficient obtained is 0.842. The split-half reliability of each domain varies from 0.73 to 0.89 and the test-retest reliability is also found to be significant and varied from 0.63 to 0.73 respectively. Criterion validity and predictor validity of each domain were established.

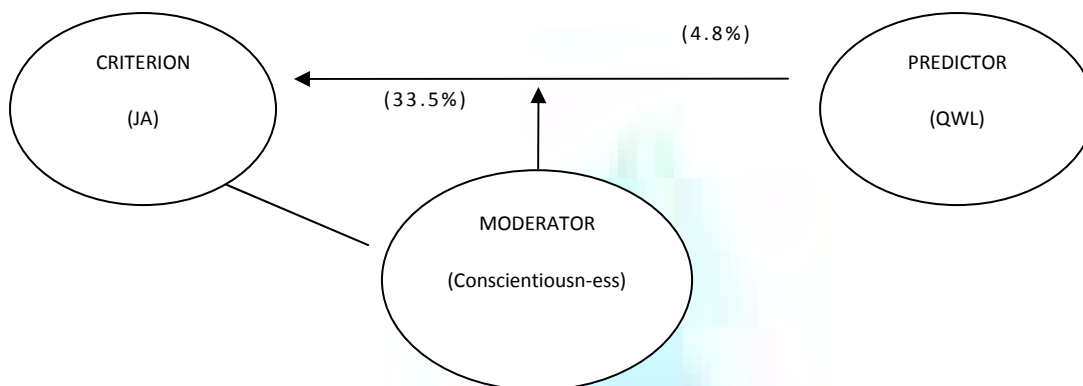
PROCEDURE

Randomly selected officers were met personally and were given the two tests along with the personal data sheet. They were requested to read all the statements carefully and answer them honestly.

RESULT AND DISCUSSION

Step-wise regression analysis was done to determine the efficacy of predictor variables on the criterion variable. As a result, it was found that among the five factors of personality, Conscientiousness best predicted Job Attitude. Therefore, further analysis was done only taking the personality factor Conscientiousness among the five factors of personality.

In the present study Conscientiousness is the moderating variables on the relationship between QWL (IV) and Job Attitude (DV). The model of the study is presented as below:



The hierarchical regression was done in three steps.

- (a). To find the predictive effect of QWL (independent variable) on Job attitude.
 - (b). To assess the predictive effect of Conscientiousness (predictor variable) on Job attitude.
 - (c). The interaction between Conscientiousness (predictor variable) and QWL (independent variable) on Job attitude was assessed to find the moderating effect.
- As shown in table: 1, in the first step (X1) the R square shows that 4.8% of Job Attitude can be predicted by QWL alone. In the second step (X2) it was seen that Conscientiousness alone did not show any efficient predictive effect on Job Attitude, hence did not enter the regression table. In the third step (X3), the combined effect of Conscientiousness and QWL on Job attitude was assessed. From the R square value at this step, it is clear that 33.5% of job attitude can be accounted by the combined effect of Conscientiousness and QWL and the interaction effect of Conscientiousness on QWL and job attitude relationship. This means that there is a moderating effect by Conscientiousness on QWL and job attitude relationship.

TABLE 1: ANALYSIS OF MODERATE REGRESSION OF CONSCIENTIOUSNESS AND QWL ON JOB ATTITUDE
Dependent variable: Job Attitude

Variables entered into equation	R square	R square change	F	F-change	Significance of F
QWL (X1)	0.048	0.048	21.525	21.525***	0.000
QWL x CON (X3)	0.335	0.288	107.773	184.778***	0.000

***p<0.001 level

To find out the significance in the differences in the R square values for each of the combinations shown in the above steps, the F values were found out and the change in the F values were also calculated as shown in table: 1. It was found that there was a significant interaction between QWL on Job Attitude (F=21.525, significant at 0.001 level) as in the first step. In the third step (X3), when the interaction effect of Conscientiousness on QWL and job attitude was entered, there was a significant increment in the value of R square (F=184.778, significant at 0.001 level). This means that, that there is a significant change in the existing relationship between QWL and Job Attitude because of the moderating effect of personality (conscientiousness).

Today’s organizations are becoming more aware of the personality factor which adds its flavor to all what an individual possess and does function as a subjective factor in the organizational outcomes. Based on the above findings, few supporting studies are discussed.

The antecedents and consequences of job attitudes (i.e., job satisfaction, job involvement, and organizational commitment) have been of great interest to behavioral scientists for much of the last century (Dipboye, Smith & Howell, 1994). Practitioners and researchers have gone to great lengths to understand and influence employee attitudes because of their relationships with important employee and organizational outcomes.

Chu (2002), investigated the impact of individual characteristics on the way emotional labor is performed; it investigates the relationships among the different ways of enacting emotional labor and their consequences, and addresses the question of whether organizational characteristics and job characteristics have buffering effects on the perceived consequences of emotional labor, which are emotional exhaustion and job satisfaction. The proposed moderators (job autonomy and social support) were not found to moderate the relations between emotional labor and its consequences.

Madhu (2007), investigated middle level managers on their Emotional Intelligence, Personality, Job Attitude and Job Performance. Results indicated that personality had a moderating effect on job attitude –performance relationship. To manage the effects of job satisfaction and turnover relationship, the moderating effect of job role centrality and life satisfaction was studied by Amah (2009). Life satisfaction and role centrality moderated the relationship, such that participants, who were low in life satisfaction and role centrality, had greater tendency to exit the organization even at high levels of job satisfaction.

The investigators Uygun & Kilic (2009), studied the level of organizational commitment and the job involvement of the personnel at Central Organization of Ministry of Health in Turkey. 210 subjects, selected randomly, were distributed the questionnaire forms. Of the questionnaires, 180 of them (86%) returned and 168 of them were regarded valid and acceptable and analyzed. A moderate positive correlation was found out between organizational commitment and job involvement (r=0.44).

Malek, Mearns, and Flin (2010), examines the relationship among sources of stress, coping strategy, job satisfaction and psychological well-being and to examines the roles of coping behavior as the moderator variable. Overall coping behavior has a significant effect as a moderating variable between sources of stress and psychological health for Malaysian fire fighters.

FINDINGS

The analysis of the present investigation has also clearly indicated that Conscientiousness do moderate QWL and Job Attitude thus, supporting the formulated hypothesis.

CONCLUSION

Conscientiousness is positively related to opportunities to use and develop human capacity, social integration in the work force and constitutionalism in the work organization. Whatever is the police culture, culture shield, police personality or the Medias contribution in shaping police personality of officers', studies clearly indicates that among the Big Five Factors Conscientiousness is a fruitful basis to examine the dispositional source of Quality of Work Life among Civil Police Officers.

SUGGESTION

The present study will be helpful in the selection strategies, recurrent training, operational and administrative practices also promotional criteria.

SCOPE FOR FURTHER RESEARCH

Future studies should attempt to integrate alternative frameworks that may explain the relationships of traits with QWL with Job Attitude.

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