

**DOI: 10.7596/taksad.v6i3.964**

**Citation:** Golpayegan, M. (2017). Evaluating the Relation between Personality Properties with Job Satisfaction of the Staff. Journal of History Culture and Art Research, 6(3), 937-949. doi:<http://dx.doi.org/10.7596/taksad.v6i3.964>

## **Evaluating the Relation between Personality Properties with Job Satisfaction of the Staff**

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### **Abstract**

In any organization, any individual's organizational role should be coordinated with his individual personality in order for the individual behavior to be coordinated with organizational behavior and in order for the organization's life not to be disturbed in the case of lack of authenticity between individual personality with organizational role so that the members of organization may get in to trouble influenced by such a conflict and be inevitable before the organization. The aim of this research is evaluating the relation between personality properties with job satisfaction of the staff. The current research method is descriptive correlation. Statistical society of the present research were all staff of a governmental organization in Tehran city. Research sample was 80 people who were chosen through random sampling. Finally, in order for analysis of the data, SPSS software was used. The results of this research showed that there was a significant relation and positive correlation between introversion personality type with the extent of job satisfaction and also there was a negative and significant relation between two variables of extroversion personality type with job satisfaction. On the other hand, considering personality dimensions of the individuals in the organization is among the categories that has an efficient role in progress and health improvement of workforce.

**Keywords:** Job satisfaction, Extroversion personality, Introversion personality, Organizational behavior.

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## **1. Introduction**

One of the efficient factors in job satisfaction of the staff is their personality. Personality includes some aspects of human life which let us predict what behavior the human being will have in specific conditions. Any individual behaves in a specific manner and has unique expectations and abilities and skills which are based on his personality type. On the other hand, the organizations also based on aims and duties and their current activities supply specific needs and expectations. Therefore, for any different personality, a different job environment is required [1]. Due to the fact that the first and the most important components of the organization are human beings with their different personalities; motivations and abilities and desires and beliefs and thought which are in fact the important constituent components of human personality determine the range of expectations of the individuals toward each other and also toward the organization [2]. Without exact information about the personality of the individuals, we won't be able to create coordination between job and personality and this is a problem that many of the organizations struggle [3]. The individuals based on their personality types have specific needs and expectations and motivations. On the other hand, the organizations based on their current aims and duties and activities satisfy specific expectations. Therefore, for any personality, a specific job and job environment is needed [4]. According to the individuals' personality, their employment process and transfer and promotion could be improved. Since personality properties of the individuals act as a factor for determining their behavior, it is possible to obtain a framework for predicting the behavior through recognizing these features. Information about the individuals' personality can help the organization's management in order to appoint qualified individuals in different posts of the organization that this measurement in turn results in the decrease of staff's displacement and increase of their job satisfaction [5]. If employed individuals choose a job according to their personality types, they can get down to work with good manners and tolerance and without tolerating much mental tension. Human force can have effective and beneficial work only if it has suitable motivation and morality and high consent and commitment. Job commitment has a specific place in the studies of human resources management and organizational behavior. The reason is that this structure can be beneficial in the direction of predicting organizational behaviors in the future like job quit, delay, slumber, absence and...and finally have a crucial effect in the efficiency of human force. Any individual's job supplies a part of his corporeal, mental and social needs, but some human beings suffer from stress and job dissatisfaction due to economic problems and management impairment and lack of correct planning and not considering the satisfaction of basic needs and non-proportionality of the personality with job [6]. Organizational commitments are a kind of emotional dependence to the organization. The individual, who is seriously undertaking that he receives his identity from the organization, mixes with that and

participates in that and enjoys from membership in that [7]. Personality can be defined as the following: a combination of constant physical and mental features which forgives identity to the individuals. The researches show that unsatisfied people with their job come down with different mental and corporeal illnesses more than the others the range of which is from headache to heart diseases. On the other hand, satisfied staffs with their job take step in the event of their citizenries 'consent and these individuals evaluate their life and surrounding with positive attitude and from mental aspects they also act more actively in the recovery of society and beyond that the increase of these phenomena results in the transference of happiness from organization to the society. On the other hand, considering personality dimensions of the individuals in the organization is among the categories that can help the organizations in attaining efficiency. Attaining the organization's goals is based on the abilities of the forces in executing the determined duties and their adaptation with the changing environment. Here, the manager's attention to the personality dimensions of the individual causes the staffs to work in the activities they like and thus increase their efficiency and organization's effectiveness.

Mack Keri and Kasta put forward a program in which they identified five personality factors known as "five major factors" or "five main factors" [8], neuroticism, extroversion, empiricism, palatability and dutifulness.

In this research, five major personality factors with job satisfaction dimensions have been considered. In spite of the fact that five major personality factors have many applications in psychology [9], only two dimensions from five dimensions in relation with job satisfaction have been studied: introversion and extroversion. Introversion refers to the total tendency for experiencing negative and indignation excitements such as fear, depression and frustration, whereas extroversion refers to happiness, sociability and assertiveness. Job satisfaction is the opposite dimension of job exhaustion and the researches have shown that there is a strong relation between personality features and job exhaustion. It is reasonable to investigate the relations between personality factors and job satisfaction [10, 11]. A part of these features almost traverse a constant process during the lifetime of any individuals and they are less affected by environmental and treatment factors that these features determine basic lines of any individual's personality.

### **1.1. The Relation between Personality Features and Job Satisfaction**

Job satisfaction as the total feeling of individuals toward their jobs has a direct effect on the individual and social and organizational life and it has a determinative role in the mental and corporeal health. In return, job dissatisfaction results in the reduction of the morality of work force and performance and threatening mental and corporeal health of the forces. The more consistency and proportionality is among the personality and job, the more job satisfaction

will exist, and the less consistency and proportionality is, the less job satisfaction will exist. An important point in the studies related to job satisfaction that has been accompanied with ambiguities and contradictions and complexities is determining the role of personality factors in job satisfaction so that some researchers have considered the least effect to these factors and other researchers like Hunt et al in the year 1968 emphasize on the role of personality factors on organizational variables such as performance and organizational behavior and leadership and especially job satisfaction and they believe that personality factors are effective on individuals' dissatisfaction and transmutation and job quit [12]. According to Holland in the conditions like the proportionality between job and personality, job satisfaction will increase to a much extent and job quit will minimize [13]. Two sources have always been of significant importance for the organizations in order for dynamism and growth and increase of efficiency. These two sources include financial sources and human sources. In the recent years, a great attention has been paid to the financial sources [14]. Human source in the organizations is of significant importance. Efficiency and effectiveness of the organizations depends on efficiency and effectiveness of the human force of that organization and one of the important problems which should be considered in any organization is gratification and job satisfaction of the staffs of that organization. Job satisfaction is considered as one of the necessary and valuable principles of satisfying with life and it is also considered as one of the most important variables of organizational behavior [15]. The emergence of social organizations and their growing increase is one of the clear features of human civilization. During two recent decades, the organizations have changed significantly and they have converted to the organizations with decentralization and globalization. In such organizations, human force is considered as the basic capital of the organization and organizations are trying in the event of increasing their own efficiency by enjoying the capabilities and skills of human force. Since training the required human force of the society and guarantying their health and vitality is primarily one of the duties of educational system of any country, the issue of personality features and organizational commitment of the staffs as the factors having the responsibility of treating future generation is of more sensitivity, because, an organization needs suitable and engaged and responsible staffs in order to progress in order to do more useful works regarding the assigned jobs and duties in spite of durability during the time and preventing the renewed costs. Job satisfaction is predicated to a desirable and emotional and positive situation which is derived from job evaluation or job experience. Also, job satisfaction depends on the staffs' attitude regarding the job and organization and when we say that a person has high job satisfaction, we mean that he overall likes his job and values for that [16]. Different factors affect the extent of staffs' job satisfaction including the type of workplace and human relations ruling over the workplace. Additionally, some individual features like the age and education and years of service affect job satisfaction and considering this problem not only helps to the recognition of job satisfaction nature and better perception of behavior, but also provides the opportunity for that (exam, 2002). Job satisfaction is also

achieved due to observing the progress or doing some social responsibilities and revealing the abilities and individual tendencies (Chandraya, 2006). Additionally, personality features of the individuals and their proportionality with the job they choose are also efficient in job satisfaction of the individuals. Motivations and emotions and values and attitudes and tendencies of the individual have an impressive effect on his behavior. In a research named personality and occupation, the role of personality has been considered in job selection. From researchers' point of view, in job selection stage, personality and factors have an important effect in the individual's compatibility [17]. During the last two decades, some researches have been executed in the field of the relation between personality and job satisfaction [18]. Assessment of the total situation of individuals versus their job shows that when an individual deal with multiple factors in his workplace, he tries to select a job which also satisfies him in mental terms in addition to satisfying his physical needs. On one hand, the individual himself has also a unique personality, therefore appointing the individuals in suitable jobs and evaluating their properties is also a necessary problem, otherwise, job successes of the organization and attaining the goals are decelerated.

Investigation on the personality properties of the individuals, as a secure and stable predictive factor, can have a more determinative role in predicting job satisfaction. Stability and predictability of the personality which are emphasized based on new personality psychology theories including characteristics theory are the representative of the importance of the role of personality features in different components and especially job satisfaction. Based on the conducted researches, the more consistency and proportionality exists between personality and job, the more job satisfaction will exist. Therefore, recognition of characteristics and personality factors related to job satisfaction are of significant importance.

## **1.2. Literature Review**

In a research conducted by Sculley et al in the year 2008, job satisfaction dimensions were determining the extent and importance of any of the intended job satisfaction components and this result was obtained that total job satisfaction is determined through a combination of job satisfaction components which are related to different job features like wage and guarantee and business content and business condition and working hours and its equivalent. In fact, job satisfaction is related to different job dimensions and this total satisfaction is determined through the amount of value that individual considers for each one of these dimensions.

Another research by Fabra and Camisón (2009) has been accomplished on the Spanish sample. Direct and indirect effect of education on job satisfaction was evaluated and it was determined that the individuals with higher educational levels were more satisfied with their job. Because, more likely, they earn the jobs having better features and obtain more satisfaction [19].

Dastoorani and Poor Yoosef in the year 2012 evaluated the relation between personality features and mental health with job satisfaction of the staff. According to the theoretical foundations and study background, the performance results of this research revealed several basic findings: mental health of the staff has a positive and significant effect on their job satisfaction but the effect of the personality feature of conscientiousness and also the effect of the personality feature of neuroticism are slight on job satisfaction of the staff. In spite of the personality feature of palatability, other personality features, extraversion, flexibility and conscientiousness affect job satisfaction of the staff and as compared to the other personality features, palatability personality feature has reverse impact on job satisfaction of the staff and mental health subscales also affect job satisfaction of the staff so that depression subscale, as compared to the other subscales of public health, affects job satisfaction of the staff [20].

Aghili Negad et al in the year 2014 evaluated the relation between personality features with job satisfaction among the rescuers of Red Crescent Society of Tehran province. The results of this research showed that 102 persons (51.3 percent) of the rescuers were satisfied with their job and 97 percent were not satisfied. Undertaking persons had the most amount of satisfaction and neurotic rescuers had the least amount of satisfaction from their job. In this study, there was a significant relation between personality feature of the rescuers and their job satisfaction. They also concluded that more attention of the organization to the personality features of the individuals and providing an environment in which the sensitive individuals have more commitment and adherence to the organization can provide the opportunity for better performance of the staff and as a result higher efficiency in the organization [21].

Najjar Poor Ostadi et al in the year 2011, regarding evaluating personality features and illogical beliefs with job satisfaction among the staffs of Joint Stock Company of east Azarbaijan province' telecommunication showed that there wasn't a significant relation between personality features and job satisfaction and also there wasn't any relation between illogical beliefs and job satisfaction of the individuals. There is a positive and significant relation between personality features and illogical beliefs. Regarding illogical beliefs, there is a significant difference between men and women and regarding job satisfaction, there isn't a significant difference between men and women [14].

Vohra (2010), by evaluating the effect of personality features on organizational commitment and job satisfaction of the middle managers in India has shown that all positive personality features affect organizational commitment and normative commitment and job satisfaction [22].

## **2. Materials and Methods**

The method of this research is descriptive-survey. In terms of time, it is a cross-sectional study in which the data has been collected with standardized questionnaire of personality and

job satisfaction. The statistical society under study includes all staffs of a governmental organization in Tehran city the number of which is over 100 persons.

Sample size was selected based on Morgan table (80 persons, 25 women, 55 men) regarding gender. Finally, using SPSS software, the data were analyzed.

### 3. Results

#### 3.1. Descriptive Findings

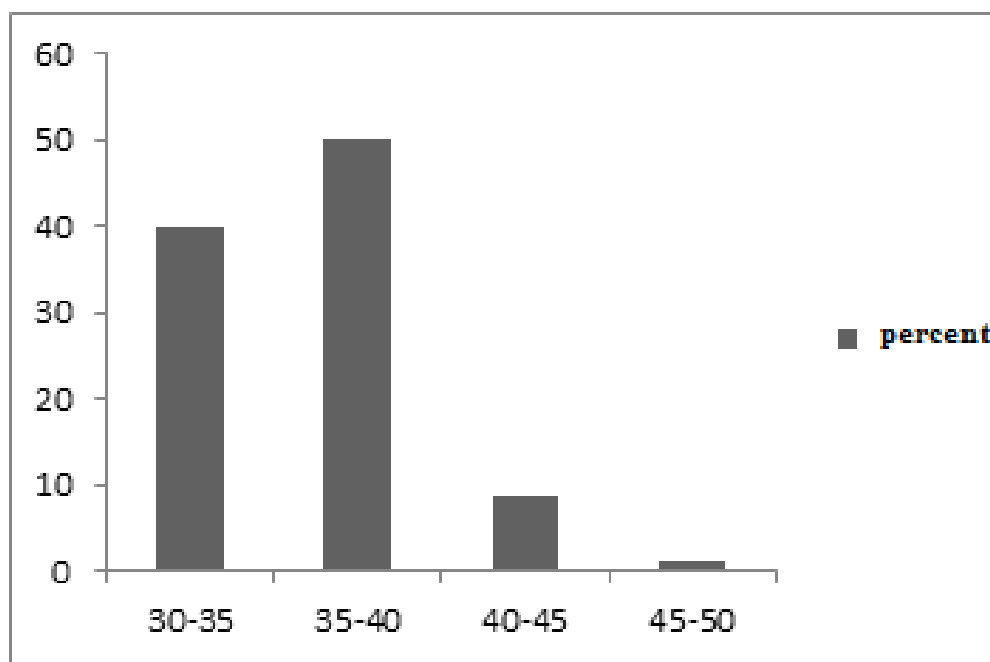


Figure 1. Frequency percent of the respondents based on age

According to “Fig. 1”, it was observed that the most frequency percent was related to the age range of (35-40) and a few percent were in the age range of (45-50).

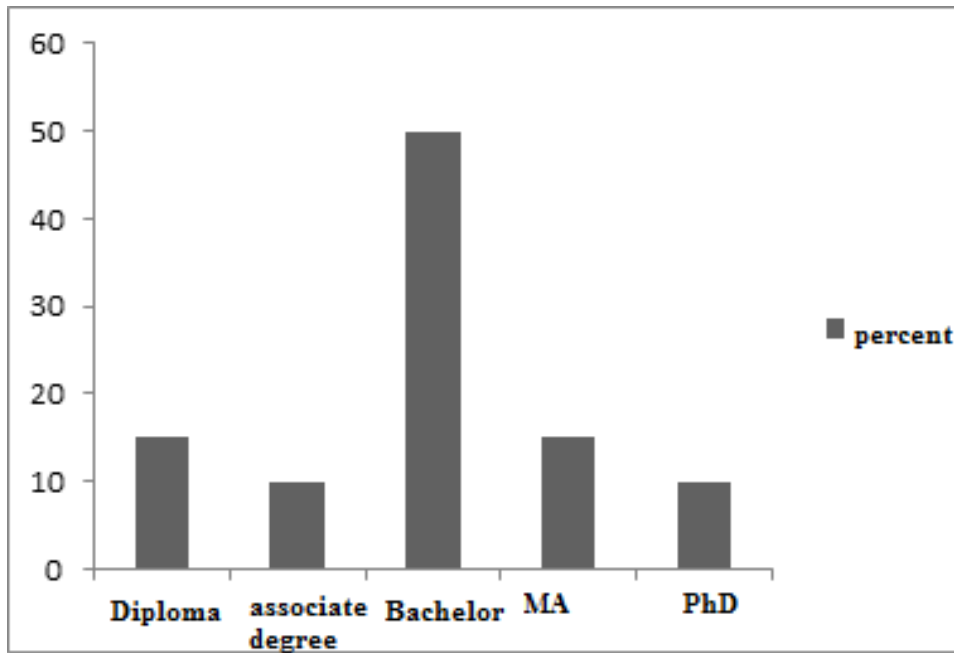


Figure 2. Frequency percent of the respondents based on education

According to “Fig. 2”, the most frequency percent is related to the staffs with bachelor degree which is 50 percent and the least percent is related to PhD and associate Degree which is 10 percent.

According to research findings and number 1 table, the average score of the variables of introversion personality type of the staffs is 24.5 and extroversion is 32.8 and job satisfaction is 26.5.

Table 1. Mean and standard deviation of the scores of research variables

Variable	Mean	Standard deviation
Introspection personality	24.5	8.2
Extroversion personality	32.8	10.01
Job satisfaction	26.5	9.6

### 3.2. Hypotheses test

In this part, using suitable statistical tests, hypotheses test of this research has been considered.

#### 3.2.1. The first hypothesis

In the first hypothesis, it is predicted that there is a significant relation between introversion personality type and job satisfaction of the staff. As it is observed, this hypothesis has been evaluated based on Pearson Correlation Index. According to the results of table 2, the amount of the obtained correlation coefficient ( $r$ ) between these



two equivalents is 0.24 which represents positive relation between these two. Also, according to the obtained significance level, their relation is significant in level 0.05 and the mentioned hypothesis is confirmed.

Table 2. Correlation coefficient index between introversion personality type and job satisfaction

Variable	Pearson correlation coefficient	Significance level
Introversion personality type		
Job satisfaction	0.24	0.02

### 3.2.2. The second hypothesis

In the second hypothesis, it is predicted that there is a significant relation between extroversion personality type and job satisfaction of man and woman teachers of the education department of Delfan County. As it is observed, this hypothesis has been evaluated based on Pearson correlation index. According to the results of table 3, the amount of the obtained correlation coefficient (r) between these two is -0.39 which represents negative and reverse relation between these two. Also, according to the obtained significance level, their relation is significant in level 0.05 and the mentioned hypothesis is confirmed.

Table 3. Correlation coefficient index between extroversion personality type and job satisfaction

Variable	Pearson correlation coefficient	Significance level
Extroversion personality type		
Job satisfaction	-0.39	0.02

## 4. Discussion

Working and searching for occupation plays an important role in human life. In spite of the fact that basically, job is an economic foundation for satisfying the needs, human being, by working, not only satisfies some of his needs including economic need but also he expends his energy in the optimum way and has social relation with others and converts to a part of society. Human being's performance in the society shows his personality. Suitable selection of the staff is a function which is conducted with the aim of adjustment and growth and prosperity of human beings and this selection can be based on different criteria. The selections which are based on objective and not subjective criteria have certainly high validity and are also accompanied with better results. All society members and citizens of this country will

derive a benefit from job satisfaction of the staffs. Satisfied worker transfers happiness and joy from the organization to the society and home. Therefore, according to the social responsibilities and the amount of the money which will be awarded to the society in the shadow of job satisfaction, we can defend this phenomenon. The results of this research showed that in the first hypothesis, introversion personality type has a significant relation with the amount of job satisfaction that this result also corresponds to the research results of Matzeler (2007) and Vahera (2010). Accordingly, it also could be said that the behavior of extraversion is the outcome of powerful deterrence potentials and poor stimulation potentials. Also, extroversions, due to the fact that they always consider external factors including chance in the affairs, they don't consider a necessity for effort in themselves and they have poor results in different affairs including job. Generally, based on the findings of this research and the results of previous researches, more attention of the organization to the personality features of the individuals and providing an environment in which the individuals have more commitment sense to the organization can provide the condition for better performance of the staffs. As a result, higher efficiency in the organizations is indeed in relation with personality factors.

### Footnotes

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