PERSONALITY TYPE AND JOB SATISFACTION AMONG MANAGERS AND EMPLOYEES OF BARDAKHSHAN MUNICIPALITY

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ABSTRACT
The main purpose of the present study is to determine the relationship between various types of personality and job satisfaction. The target population comprises all managers and employees of Bardaskan municipality in 2013. The David McClelland and John Atkinson model is used for personality evaluation. According to them, the human personality is divided into three categories: those who need achievement, those who need power and those who need affiliation. Each of these types has a particular behavior and features appropriate for the particular organizations and posts. The sampling method of this research is full enumeration (N=53).This is a descriptive correlating study. In order to data collecting the R.Stertz and D.Brown Steen questionnaires are used for personality assessment and the Minnesota Satisfaction Questionnaire (MSQ) for measuring the employee's job satisfaction. The SPSS software is applied for data analysis. The data were analyzed by statistical methods. The results indicated that: 1.There is a meaningful relationship between personality and job satisfaction in general. 2. There is a meaningful relationship between the above-mentioned three personality types and job satisfaction.

KEYWORDS: personality, job satisfaction, power-oriented person, dependent person, achievement-oriented person.

INTRODUCTION
Attention to the different aspects of personality is among the factors that can help organizations achieve their goals. However, at times, some personalities are so complicated that only some hypotheses are presented. Human resources can certainly be considered as the most complex, most sensitive, and the most technologically based resources in an organization. These days, we witness how technological and scientific developments help us in knowing the organism and the physical or personality dimensions of human beings. The different behavioral manifestations and the psychological states of people are displayed in different circumstances. Although thinkers have always presented theories based on empirical studies for the better understanding of human beings, they have not been able to express it as a purely scientific law because of different and contradictory findings at different places and times. According to many authorities, job satisfaction is among the most important research topics in organizational behavior. The
importance of job satisfaction is because of the function it has in the development of the organization as well as in the working force health on one hand and because of having many things in common with psychology, sociology, management, economics, and even politics on the other. Although there are many factors affecting job satisfaction, this study examines the relationship between job satisfaction and personality.

Problem Statement

In order to increase their efficiency, organizations make different investments in recruiting experts, sufficient salary, providing, job security, education and improvement, participation in decision making, making the job attractive, rewards for good performance, and punishment for weak performance. After many studies, they found that the workers who are satisfied with their jobs work more than those who are not content with what they do. They have also found that people’s personality is an effective tool for doing the tasks and duties effectively. Achieving the organizational goals on the basis of the staff capability in fulfilling the duties and their adaptability with the environment is variable. Meanwhile, the manager’s attention to the different dimensions of employee’s personalities leads to the latter’s activity in related areas, and therefore bring about the organizational and individual efficiency. Moreover, organizations pay a special attention to the increase in job satisfaction for their ultimate consistency and efficiency. Studies show that employees who are not satisfied with their jobs are more liable to different diseases ranging from headaches to heart diseases.

Another point is the effect of job satisfaction on the whole society. When the employees enjoy doing their jobs, the improvement in their outcome will benefit the whole community and citizens. Those who are satisfied with their jobs work for the benefit of all citizens. Such people evaluate their own life and environment with a more positive attitude and are more active psychologically for making their community a better place for living. Above all, the increase in such cases transfers happiness and enthusiasm to society and home. Therefore, this phenomenon should be supported because of the increasing social responsibilities and the number of benefits of job satisfaction for the community. There are a lot of variables involved in increasing job satisfaction, but the present study intends to investigate the relationship between the employees’ job satisfaction with personality and the proportion between the job and personality. Thus, the researcher attempts to determine whether there is a significant correlation between personality and job satisfaction.

LITERATURE REVIEW

1. Personality

Etymologically, personality is a French word taken from the Latin root “persona” meaning a mask worn by theater actors in Ancient Greece and Rome. This shows the fact that everybody’s personality is his/her mask as a sign of distinction from others. Among common people, personality is used with another meaning. For example, When they say somebody has a good personality, it means that he/she can influence others or has a special decent manner. On the
contrary, those who have a bad personality are considered as negative people affecting others too but in a negative way. The word personality is also typically used as a famous and distinguished figure in different areas such as politics, science, and art. However, in psychology, personality is defined differently; that is, everyone has a personality and a person without a personality does not exist. So, what is personality?

2. Definitions of personality

Personality is a general concept that has different meanings: 1) a set of features or behavioral characteristics, 2) the conscious self, 3) the social mask, and 4) the general impact it may have on others (Frank Bruni, 1994, translated by Taheri, p. 229). Personality is a set of features and tendencies that characterize the psychological similarities and differences (thoughts, feelings, and actions) caused by social and biological factors. According to Cybernetic scholars, personality can be compared to a machine being empowered by the experience and reacting properly to the outside stimuli (Izadi, 2001, pp, 9-10). Laurence E. Pervin believes that personality shows those features of a person or people who have fixed behavioral patterns (Laurence, 1994, translated by Javadi, pp, 5-9).

3. Factors causing personality

Because personality can be considered as a number of physical, psychological, and behavioral features in a person, the main factors forming a personality are heredity, and environment. Determining which of these two factors is more important in forming a personality is impossible, but it is axiomatic that each person’s personality is the result of the interaction between the two. It follows that the environmental factors such as facilities, physiological limitations, and heredity interact with potential capabilities that flourish when the environment is appropriate.

4. Heredity

Heredity refers to the factors involved during the formation of the embryo. The physical shape, face attractiveness, temperament, the form of muscles, the amount of energy, and physical health are among the characteristics influenced by parents. In terms of the role of heredity in forming personality, the latest explanation in this regard is that an individual’s personality is the molecular structure of genes in chromosome. Many arguments about the role of heredity or environment on personality are based on the theory that these two factors play an important role. Heredity determines the external limits and the method through which a person adapts oneself with the wishes and environmental circumstances is a predictor of his/her potential power (Robinz, 1999, translated by Parsaeiyan&Aarabi, p. 136).

5. Circumstance

Circumstance or state is another factor added to heredity and environment in influencing the formation of personality. Any personality can be consistent but changing in different circumstances. Wishes and desires in different situations cause different manifestations.
Therefore, the personality models should not be investigated separately (Robbins, 1999, translated by Parsaeiyan & Earabi, p. 136). In fact, it seems that different situations can influence a person’s personality, but the distinction between these factors leads to such a large number of states that cause confusion.

It seems that researchers have not yet distinguished the circumstances in order to study them systematically. But it is obvious that special and various conditions can be effective in forming the individual’s personality (Robins, 1999, translated by Parsaeiyan and Earabi, p. 137).

6. Personality variability

Most psychologists believe that the basic structures of personality are formed very early in life and some maintain that after the age of seven or eight, there is less variability in one’s personality. A model shows why the increase in age makes such a change difficult. When a person does something in a state of motivation, this behavior and the elated feedback is the new data added to the previous experience. Such knowledge if experience earlier in life, its potential effect is more powerful in future life. It is because of this reason that early in life, this behavior occupies a large part of a young person’s experience but if happening later in life, it will be a small part of the same person’s experience.

Additionally, if the behavior reinforces more, it will find more powerful pattern and it will be more difficult to change it. For this reason, change in earlier age is simpler. As the individual gets older, more time and new experiences is required to make change in his/her behavior (Hersey and Blanchard, 1996, translated by Kabiri, p. 29).

7. Maclelland and Atkinson’s theory on personality

They believe that human beings’ needs are determined by their social culture. These need are acquired through events happening early in life. Three needs learned in this way are

- Need for success
- Need for power
- Need for belonging

These needs are considered as willing and appetites influencing the individuals’ attitude towards the work and other circumstances and they affect the individuals’ willingness towards the specific goals.

Need for success

According to Macelland, need for success refers to one’s challenging behavior for achieving a goal. In other words, it refers to one’s desire for reaching a goal and doing something better than before. Macelland and colleagues mention four characteristics for the people with a high level of need for success:
• Strong desire for having a personal responsibility in finding solutions for solving problems or completing a task. These people do not rely on chance and do not like success not based on their efforts and qualifications.
• Tendency for setting relatively far-reaching goals and informed risk-taking. Only challenging tasks satisfy them.
• Insistence on feedback on what they have done. These people are looking for making conclusions and want to know about the result of what they do (Blanchard, 1996, translated by Kabiri, p. 70).
• The only objective for them is completing the task. They dedicate all their attention and abilities to their job in order to do it perfectly (Feizi, 1992, p. 82).

Need for achievement

Need for achievement is perhaps the main learnt need from the organizational behavior study viewpoint. The nature of a challenging and hard work motivates the achievement-oriented behavior. It is assumed that managerial and risky positions require such a need for achievement. When individuals with high needs of achievement are appointed in repetitive and unchallenging works, they will not have achievement motivations. So, it is not rational to suppose high performance from these people.

Need for power

It refers to the need for controlling the environment, influencing other people’s behavior, and feeling accountable to them. Maclelland states that those who have high levels of need for power have the following characteristics:
• Tendency for directing and controlling others
• Interest in ordering others

Studies show that those who need power have the tendency for a better performance and are considered by others as good leaders. According to Maclelland, power-oriented people spend a lot of time thinking about the methods for influencing and controlling others through face to face argument, rewards, and punishment.

Power-oriented people put importance on organizational position and they like to be praised by others. They like to be in a position to propose, giving their opinion and convince others in several issues. This satisfies their power orientation (Dessler, 1992, translated by Madani, p. 135).

Need for belonging (joining others and communicating with them)

This need refers to being attracted to others or tendency to others for making sure of being accepted by others. In other words, it is a tendency to be liked and accepted by others. Those with such a need tend to establish intimate and friendly relationships with others. Maclelland maintains that they have four traits:
• Strong desire for being accepted by others;
• Tendency for agreement and coordination with others’ wants especially in their relationship with those important for them
• Special interest in others’ feelings about themselves.
• Those who have high needs of belonging prefer to work with others. So, they like works with high needs of interpersonal communications such as salesmanship, teaching, public relations and consulting. Totally, these people like having position among their group or family and try hard to achieve it (Maslow, 1993, translated by rezvani, p.90).

8. Job satisfaction

The studies conducted in organizational behaviors are related to the three themes of job satisfaction, attachment to job, and commitment. A person’s attitude towards one’s job reveals his/her negative or positive evaluation of the workplace. Job satisfaction is one of the most essential factors in hygiene, psychology, efficiency and creativity in workers. Job satisfaction is an indicator for measuring the individual's relationship with his employer. It is often said that a happy employee is an efficient one and he has to be satisfied with his work. The importance of job satisfaction is due this fact that most of employees’ time is spent in work environment. Job satisfaction is a feeling resulted from the evaluation of facilitator factor in achieving job values. It shows the individual's attitudes and feelings toward the work. Positive attitude toward the work indicates the work satisfaction and negative attitude shows dissatisfaction. Finally, job satisfaction can be defined as a series of positive feelings of employees towards their job. An employee with high job satisfaction means that he loves his work and he can satisfy his needs through it.

9. Job Satisfaction Dimensions

Now we discuss the job satisfaction as a dependent variable. That is, we intend to find an answer to this question: What factors are involved in job satisfaction? In most studies, six dimensions of job satisfaction are identified:

• Challenging jobs
  People prefer jobs or positions through which they can use their skills and display the achievement.
  Individuals prefer positions or jobs through which can use their abilities and skills and show their successful achievements. This is called intellectual challenging. Those works which are not challenging contribute to idleness. On the other hand, high amount of challenging works cause employee to feel frustrated. A balanced challenging work leads to cheerfulness and satisfaction.

• Equality of payment
  It refers to the justice in the amount of payment in comparison to others. People like clarity and justice in payment and promotion according to their expectations. It means the received reward and justice against others.
Individuals like to have an equitable reward system which is according to their expectations. Sufficient and just compensation with regard to type of the job and the level of skill can results in job satisfaction. It is obvious that everyone is not ready to gain money in any value. Somebodies accept to receive less money but they want to work in an likely environment in which that they feel there is less discrimination. Some prefers to work in few times too. But the key code in linking the wage level to job satisfaction is not hidden in all sums received by individual. This is the understanding and perception of individual from justice and equity in organization. So, employees like that the organization to be sensitive, just and trustable in operating and performing the compensation policies and their promotion. Organization policy leads employees to gain opportunities for growth and improvements, take more responsibilities and achieve higher social grades. So, those who think that the compensation policy of organization is based on justice and equity will have probably more job satisfaction. (Lotans, Fred, 1993).

- Proper work conditions
  In terms of personal comfort and necessary facilities for doing things, the work environment plays an important role. Studies show that employees prefer a workplace free from danger and troubles.
  Thus, light, voice and other environmental factors should not be low or high. Additionally, most of the employees prefer to be near to their homes and have modern and proper machineries.

Good Colleagues

The benefits of work for the employee are more than money or other tangible privileges. Most of employees believe that work environment must satisfy the social needs. So, it is not weird that having kind and empathetic contributes to increase in work satisfaction. Researches show that an empathetic boss who understand the employees, reward good performance, respect employees’ attitudes can increase the work satisfaction.

Job

It means that to what extent job itself and job opportunities provide the possibility of accepting responsibilities for the employee.

Promotion

Promotion is the advancement in organizational hierarchy (Turch, R. Mischel, 1993, Translated by, Shokrrkon, pp. 247-250).

10. Factors influencing job satisfaction

Security: The factor ranking highest in job satisfaction is security. People want to know if they will have a fixed job and if they can continue doing it for several years. When they become sure of consistency in their job, they feel secure.
Satisfaction
The factor causing an increase in efficiency and personal satisfaction is job satisfaction. Any employer would like to increase such a satisfaction in employees. Kernerl’s Investigations indicates that job satisfaction is a combination of relatively independent aspects in work environment. These factors include content, wages, management, promotion, and Colleagues’ characteristics. It shows that any of these factors can be applied as a source for satisfaction for a specific group and a dissatisfaction source for other employees.

Variety
The more variety in a job, the more satisfaction among the staff.

Participation
Human relations are probably more important than any other factor in job satisfaction. Employees work with those who love them. They work properly for their boss and if they dislike him they will leave the work. They participate with those employees to whom they have good relationships. So, participation emerges from job satisfaction and satisfaction from work environment. Participation reinforces the motivation since employees feel they are accepted by their organization and they are involved in its works through which it is possible to promote the self-esteem, job satisfaction and cooperation with manager.

Freedom
Environment in which manager hang around and tell the employees that you are idol or you are not trustable cannot lead to responsibility feeling. Letting the employee to feel free to do his jobs can bring good results. This does not mean having no control. But it means to make him free in his job to feel responsible toward it leading to self involvement in job. In fact, he perceives that he can do everything than he wants. It means that he think the job is belonged to him so he tries to do the job properly (abbaszadegan, 2000).

THEORETICAL FRAMEWORK OF THE RESEARCH

The conceptual model of this research has been drawn based on the two main constructs of the research, Personality Type and Job Satisfaction, each of which play a different role in the model. In this model, Personality Type is an independent or predictive variable, and Job Satisfaction is a dependent or criterion variable. In terms of the relationship between the constructs of the research, we considered the effect of the Personality Type on the Job Satisfaction. Figure 1 shows the conceptual model of the research.
The present study is descriptive and conducted through a survey. Personality is the independent variable and job satisfaction is the dependent variable. Since the target population size was not large enough, applying all of the questionnaires (belong to all managers and employees of Bardaskan municipality) does not cause any difficulty. Likewise to achieve more accurate obtained data analysis, the full enumeration method is used and therefore fifty-three questionnaires were distributed and were collected (equal to the participants). The research tool is questionnaire. There were 35 questions totally, 15 for personality variable and 20 ones for job satisfaction based on 5 points Likert scale. To measure the personality dimensions we used De Born scale. The MSQ questionnaire was also applied to measure job satisfaction. The reliability and validity of research tool measured by Cronbach alpha coefficient. This coefficient was 0.812 for power-oriented person, 0.790 for dependent person, 0.740 for achievement-oriented person and 0.870 for job satisfaction.

Data analysis involves descriptive and inferential statistics. Table 1. Shows the demographics of respondents.

**Table 1. Demographic Factors**

<table>
<thead>
<tr>
<th>%</th>
<th>No.</th>
<th>Variable</th>
<th>Gender</th>
<th>Age</th>
<th>Work Experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>84.9</td>
<td>45</td>
<td>Male</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15.1</td>
<td>8</td>
<td>Female</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>67.92</td>
<td>36</td>
<td></td>
<td></td>
<td>25-35</td>
<td></td>
</tr>
<tr>
<td>18.86</td>
<td>10</td>
<td></td>
<td></td>
<td>35-45</td>
<td></td>
</tr>
<tr>
<td>9.44</td>
<td>5</td>
<td></td>
<td></td>
<td>45-55</td>
<td></td>
</tr>
<tr>
<td>3.78</td>
<td>2</td>
<td></td>
<td></td>
<td>Over 55</td>
<td></td>
</tr>
<tr>
<td>32.07</td>
<td>17</td>
<td></td>
<td></td>
<td>1-5</td>
<td></td>
</tr>
<tr>
<td>47.18</td>
<td>25</td>
<td></td>
<td></td>
<td>5-10</td>
<td></td>
</tr>
<tr>
<td>13.21</td>
<td>7</td>
<td></td>
<td></td>
<td>10-15</td>
<td></td>
</tr>
<tr>
<td>7.54</td>
<td>4</td>
<td></td>
<td></td>
<td>Over 15</td>
<td></td>
</tr>
</tbody>
</table>

**FIGURE 1: CONCEPTUAL MODEL OF THE RESEARCH**

**METHODOLOGY OF THE RESEARCH**

The present study is descriptive and conducted through a survey. Personality is the independent variable and job satisfaction is the dependent variable. Since the target population size was not large enough, applying all of the questionnaires (belong to all managers and employees of Bardaskan municipality) does not cause any difficulty. Likewise to achieve more accurate obtained data analysis, the full enumeration method is used and therefore fifty-three questionnaires were distributed and were collected (equal to the participants). The research tool is questionnaire. There were 35 questions totally, 15 for personality variable and 20 ones for job satisfaction based on 5 points Likert scale. To measure the personality dimensions we used De Born scale. The MSQ questionnaire was also applied to measure job satisfaction. The reliability and validity of research tool measured by Cronbach alpha coefficient. This coefficient was 0.812 for power-oriented person, 0.790 for dependent person, 0.740 for achievement-oriented person and 0.870 for job satisfaction.

Data analysis involves descriptive and inferential statistics. Table 1. Shows the demographics of respondents.
To test the hypotheses, Pearson correlation test was used by applying SPSS 16 software package to measure the correlation of variables.

Research hypotheses:
• There is a significant relationship between personality and job satisfaction
• There is a significant relationship between aggressive personality and job satisfaction
• There is a significant relationship between achievement-oriented personality and job satisfaction
• There is a significant relationship between dependent personality and job satisfaction

Hypothesis testing

The first hypothesis assumed that there is a significant relationship between personality and managers' and employees' job satisfaction in Islamic Azad University, Neyshabur Branch. As it is shown in Table 2 the correlation coefficient is approximately 0.39 indicating a positive relationship between these two variables at 0.05 significance which accept the mentioned hypothesis.

Table 2. Correlation Coefficient between Personality and job Satisfaction

<table>
<thead>
<tr>
<th>Variable</th>
<th>R</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personality</td>
<td>0.39</td>
<td>0.04</td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The second hypothesis mentioned that there is a significant relationship between aggressive personalities and managers' and employees' job satisfaction. Table 3 shows that the correlation coefficient is 0.20 indicating a positive relationship at 0.05 significance level leading to the acceptance of this hypothesis.

Table 3. Correlation Coefficient between Aggressive Personality and job Satisfaction

<table>
<thead>
<tr>
<th>Variable</th>
<th>R</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aggressive Personality</td>
<td>0.20</td>
<td>0.01</td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The third hypothesis assumed that there is a significant relationship between achievement-oriented personality and job satisfaction. Correlation coefficient is 0.47 in table 4 indicating a positive relationship at significance level of 0.05 accepting the hypothesis.

Table 4. Correlation Coefficient between achievement-oriented Personality and job Satisfaction

<table>
<thead>
<tr>
<th>Variable</th>
<th>R</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>achievement-oriented personality</td>
<td>0.47</td>
<td>0.000</td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
The fourth hypothesis assumed a significant relationship between dependent personality and job satisfaction. Table 5 shows that the correlation coefficient is 0.29 with significance level of 0.05 leading to acceptance of the hypothesis.

Table 5. Correlation Coefficient between Dependent Personality and Job Satisfaction

<table>
<thead>
<tr>
<th>Variable</th>
<th>R</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dependent personality</td>
<td>0.29</td>
<td>0.02</td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Summary and conclusion

Job satisfaction is related to many factors. One of them is personality. This study investigated the relationship between personality and job satisfaction. The current research used the attitudes of John Atkinson and David McClelland. They believe that personality divide into three categories of achievement-oriented, aggressive and dependent who behave in specific manner and have exclusive abilities.

In the first hypothesis the relationship between personality and job satisfaction was accepted. Since correlation coefficient is between one and zero, it means that there is a direct but imperfect relationship between personality and job satisfaction. Although, personality is effective in job satisfaction but many other factors such as organizational factors, environmental factors and job nature do influence the job satisfaction.

In the second hypothesis, the relationship between aggressive personality and job satisfaction was accepted. Since correlation coefficient is between one and zero, it means that there is a direct but imperfect relationship between personality and job satisfaction. However, many other factors affect the job satisfaction.

In the third hypothesis, the relationship between achievement-oriented personality and job satisfaction was accepted. Since correlation coefficient is between one and zero, it means that there is a direct but imperfect relationship between achievement-oriented personality and job satisfaction. However, many other factors affect the job satisfaction.

In the fourth hypothesis, the relationship between dependent personality and job satisfaction was accepted. Since correlation coefficient is between one and zero, it means that there is a direct but imperfect relationship between dependent personality and job satisfaction. However, many other factors affect the job satisfaction.

Totally, paying attention to the personality dimensions in organization is one of the factors that can help it to achieve productivity. It can also show the importance of job satisfaction due to the principal role of job satisfaction in promotion and excellence of workers' health. In other words, human personality characteristics is a vital factor of personality in human organizational
environment. Because individuals' behavior is affected mainly from his personality and job satisfaction is affected also by personality characteristics. Thus, the most important problem that organizations regard in recruiting examinations is personality and they select those who will show more commitment in the organization based on personality traits.

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