

**The Effect of Personality Type, Education and Age  
on Job Satisfaction in Front Line Employees:  
A Case Study**

**Sahar Barkhori Mehni**

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Approval of the Institute of Graduate Studies and Research

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Prof. Dr. Serhan iftiođlu  
Acting Director

I certify that this thesis satisfies the requirements as a thesis for the degree of Master of Arts in Marketing Management

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Assoc. Prof. Dr. Mustafa Tümer  
Chair, Department of Business Administration

We certify that we have read this thesis and that in our opinion it is fully adequate in scope and quality as a thesis for the degree of Master of Arts in Marketing Management.

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Prof. Dr. Sami Fethi  
Supervisor

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Examining Committee

1. Prof. Dr. Sami Fethi
2. Assoc. Prof. Dr. İlhan Dalcı
3. Asst. Prof. Dr. Dođan Ünlüca

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## ABSTRACT

This thesis mainly investigates the relationship among personality types, age, education and the amount of job satisfaction in front line employees. 100 of front line employees of Eastern Mediterranean University and Tehran National University staff, assistants and professors were used. Mean scores and correlation analyses were conducted to measure a relationship between the important factors and job satisfaction.

Results show that age has not significant relationship to personality type and gender has a significant correlation with job satisfaction. This means that females are more satisfied from their job than males. Educational level and Job status have not related to personality type and job satisfaction. Results also indicate that work experience has a significant correlation with personality type. It means that those respondents who have high work experience exposed high level of introvert. Based on the results, personality type was directly correlated with job satisfaction. That is level of job satisfaction among employees with extrovert personality is more than introvert personality.

**Keywords:** Personality type, job satisfaction, extrovert, introvert, means score, correlation matrix analysis, Eastern Mediterranean University and Tehran National University

## ÖZ

Bu tez ana hatlarıyla iş memnuniyeti ve personel tiplemesi, yaş ve eğitim arasındaki ilişkiyi ölçer. Doğuakdeniz ve Tahran Ulusal Üniversitelerinden temas hattında çalışan 100 kadar kişi kullanılarak bu çalışma yapılmıştır. Ortalama değerler ile korelasyon analiz sonuçları gösteriyor ki yaş ve personel tiplemesi arasında bir ilişki olmadığı yönündedir. Ama iş memnuniyeti ile cinsiyet arasında anlamlı bir ilişki olduğu ispatlanmıştır. Sonuçlar ayrıca eğitim seviyesi ile iş memnuniyeti arasında anlamlı bir ilişki olduğu belirlenmiştir. Çalışmanın ampirik sonuçları ise iş tecrübesi ile personel tiplemesi arasında anlamlı bir ilişki olduğunu da saptamıştır. Sonuç olarak, iş memnuniyeti ve personel tiplemesi arasındaki uygunluk derecesinin çok yüksek olduğu ve iş memnuniyeti seviyesinin oransal büyüklüğü daha çok dışadönük insan tiplmelerinde mevcut olduğudur. İçedönüklük ise iş memnuniyeti yaratmadığı yönündedir.

**Anahtar kelimeler:** Personel tiplemesi, iş memnuniyeti, dışadönüklük, içedönüklük , ortalama değerler, korelasyon analizi, Doğuakdeniz ve Tahran Ulusal Üniversiteleri

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# Chapter 1

## INTRODUCTION

### **1.1 The importance of employee-organization relationship**

The conventional employee-organization relationship has traditionally been that of full-time work under an unlimited-duration contract with a specific employer and protected against wrongful dismissal. Full-time and ongoing employment is still considered to be the most prevalent type of employment in industrialized countries, but during the last couple of decades a new pattern of employment has emerged that is changing the nature of the employment contract and the employee-organization relationship (Gallagher and Connelly, 2008). Despite the fact that the concept has received increased attention over the last decade, the concept as such is not new and can be compared to a modern form of “day laborers”, where labor is hired and paid if not by the day, then by the assignment (Lemmergaard and Vaiman, 2007).

In today’s “new economy”, the traditional labor force seems to be decreasing, and a growing number of workers – in particular knowledge and creative workers – seem to prefer to work as autonomous and independent self-employed, freelance contractors, for example (Bergstrøm and Storrie, 2003; Kalleberg et al., 2003; Quinlan and Bohle, 2004; Vaiman, 2010). From an organizational point of view, the growth of flexible working patterns is presented as advantageous as firms have an ongoing need to complete customized projects and are constantly faced with the dilemma of finding the right, highly-skilled, and experienced employees to the right

price. This development, combined with market changes (i.e. recession, globalization, the popularity of outsourcing, an ageing population, and the casualization of the workplace) is fostering a significant growth in the number of contingent workers.

Forecasts indicate that in the near future the labor market will be effectively split into two main groups: the traditional wage earners and the contingent, non-traditional workers, with a considerable increase in non-traditional work arrangements especially within professional services, such as, for example, management consultancy (Lockwood, 2006; Vaiman, 2010). Supporting this view, the Society for Human Resource Management (2011) predicts that one of the key changes to the workforce is an increase in the workforce flux with more roles automated or outsourced, more employees working flexible hours, and more contingent workers.

## **1.2 What challenges organizations face among employees**

In today's society environment, organizations are challenged on very general basis to make strategic differences in response to every day's customer demand, technological advancements and keeping up with other competitors and so, when a group of people gather in a set of functions, beliefs, rules and values, it appears that it affects individual's behavior (R.Sh, T.N, 2013) Interest in psychological contracts has continued unabated since Rousseau (1990) revitalized study of this phenomenon seventeen years ago. Psychological contracts are defined as an employee's beliefs and attitudes about the mutual obligations between the employee and his or her organization (Lemire and Rouillard, 2005; Chrobot-Mason, 2003; Rousseau, 2001). To date, research has primarily focussed on contract fulfillment or breach and its

outcomes whereas there has been little attention paid to how or why employees develop particular contract attitudes. Two sources for the development of employees' psychological contracts have been suggested in the literature, organizational influences and employees' personal dispositions (Rousseau, 1995,2001).

Employees' interpretation of information from their employer and others, their observation of activities and actions in the workplace, together with their personal dispositions are theorized to create idiosyncratic contract attitudes in the minds of employees. Despite these theoretical propositions, there have been few studies that have attempted to determine the underlying factors that may create these idiosyncratic attitudes. This is a deficiency in the literature that has implications for research and management. Researchers cannot fully explore psychological contracts if they do not understand how they develop. At the same time, if management understands the factors that influence the development of employees' psychological contracts, they may be able to take measures to manage these contracts more effectively.

### **1.3 Research purpose**

In recent years there has been a growing interest in exploring the link between personality and a construct known as work engagement defined as a fulfilling work-related state of mind that is characterized by vigor, dedication and absorption'. The construct has been found to hold a positive relationship with a variety of organizational measures of performance, despite evidence to suggest that up to 70% of the workforce are not engaged. As a result there is a practical and theoretical need to better understand how and why individuals become engaged with their work in order to improve employee well-being and organizational performance.

Although psychopathy often is considered the most toxic of the “types” that make up the Dark Triad of personality (psychopathy, narcissism, Machiavellianism), its role in organizational leadership is the least explored.

Among employees’ perceptions of psychopathic traits in their supervisors, employee psychological distress, work–family conflict , and job satisfaction. Participants in two different samples, one civic and the other financial, rated their supervisors with completed self-report measures of psychological distress, work–family conflict, and job satisfaction.

This study however, is programmed to go through those groups of people who are having the most customer communication and their job makes them to be in need of human contacts. Talking and keeping up with people can make some’s day and it important to know how it could give the best both side benefit. It’s defiantly possible to arrange the employee to get that point.

This has also been tried to explore the relationship between job satisfaction and also age with job satisfaction. In literature review both subjects have been explored and discussed.

#### **1.4 Research methodology**

Since this research is aimed to measure tangible data, questionnaires are going to be needed which have been approved by psychologist and human resource professionalisms. So the questions are gathered from different articles.

Extroversion versus introversion questions –which are the first part of the questionnaires-, are confirmed by phycology today magazine which has one of the

highest ranks in being reliable in this kind of tests. There were 30 questions and 8 of them were chosen to be in our questionnaire according to the amount of relativity. The second part of the questionnaire is “job satisfaction test” part of it. Since I could not use a regular job satisfaction questionnaire, I searched for a personality type related questionnaire which was used in a similar subject (see *S. Ayan and F. Kocacik; 2010*).

## **1.5 Research structure**

The first chapter is introduction which gives a general view of personality and its relationship with job satisfaction. In chapter 2, literature review is explained; the relevant concept is discussed and completely observed. Research describes its methodology and instruments that is used in chapter 3. Results of data analyzing are shown by detail in chapter 4. The final chapter which is chapter 5 is explaining the research concluding remarks. In addition, this chapter reviews on the results of data analyzing for providing some recommendations for further studies.

## **Chapter 2**

### **LITERATURE REVIEW**

#### **2.1 A review of personality types**

##### **2.1.1 Personality Theory**

Job satisfaction of people who spends a big portion of life in the working environment is a joint function of the personality characteristics s/he has and the situation s/he is included in, like in all other aspects of human behavior.

When the literature related to personality is examined, it is seen uncertainty. This uncertainty can be in use of this concept in very diverse meanings in daily life – and most of the times, as the synonyms of character, mental disposition, temper, or ego.

However, the general belief is that personality includes the harmony of the person of the individual and the environment and the factors that make him/her unique, and therefore is an integral unit organizing various properties.

Personality theory was an important element of the counseling relationship that explore different culture to improve people ability to engage in effective relationships with others (Russel et al., 2002). Personality is an individual's unique constellation of consistent behavioral traits in this research.

The Big Five model is a hierarchical organization of personality traits in terms of five basic dimensions that include openness to experience, conscientiousness, extroversion, agreeableness and neuroticism or called emotional stability (McCrae & Oliver, 1992).

Today, the general use of Type at Prosperity many companies, in scholastic and religions societies, and among profession psychoanalysts and recruiters is mainly the outcome of the effort of Swiss psychologist Carl Jung and two American women, Katherine Briggs and her daughter, Isabel Briggs Myers. At one fell swoop Jung was chasing personality relationships and differences, Briggs was evolving her own scheme for "typing" individuals. Upon analysis the 1923 English paraphrase of Jung's typical work Psychological Kinds, Briggs decided to assume Jung's typical and interested the remarkably talented Myers in her attempt. Myer's work over the following 40 years cleared up and extended Jung's prototypical from eight to the 16 Personality Types known by the MBTI test.

### **2.1.2 The Four factors of Personality Type**

A major foundation of the Type model is that simply one of the 16 Types finest describes each individual — the Type that you are born will be the one you take to your grave. We may standardize our deeds over time — or at a party as opposed to a funeral — but our peculiar Type remains the similar for life. The Type model is a broadminded system of accepting human behavior built on four features of the human personality:

i) Extroversion versus. Introversion

- How we network with the world and where we straight our energy.

ii) Sensing vs. Intuition



- The kind of material we naturally sign and remember.

iii) Thinking vs. Feeling

- How we make decisions.

iv) Judging vs. Perceiving

- Whether we favor more structure or more impulsiveness.

Obviously the type we can notify by just having a conversation with an individual or a bite of interacting with him/her is the first topic which demonstrates a larger definition of people and was always more used in evaluating job and communication satisfaction and performance. Since in present study, the amount of job satisfaction is going to be evaluated, the first two groups are going to be explained in details.

### **2.1.3 A description of Extroversion Vs. Introversion**

It was Jung who leaded creating the concepts of "extroversion" and "introversion" to define the worlds in which we interrelate and how our ideal world energizes us. In everyday norm we consider these terms as standing "talkative" or "outgoing" versus "shy" or "silent" but that only initiates to touch on their importance as applied to Type.

### **2.1.4 A brief history of E/I ; Variances Extroverts (E) Introverts (I)**

In a brief not extroverts are more likely to Act, then think. They mostly think out loud. Talk further than listen. Interconnect with enthusiasm. Answer quickly; enjoy wild pace. Prefer extent to depth Consider, then act. (Rawlings & Carnie, 1989).

In the place of work, extroverts settle to jobs that let for a decent deal of oral interaction with others while introverts do well in situations that require focus and the management of one task at a time.

Extroverts center their energy and courtesy outside of them. They indeed look for others, whether personal or in large groups. As extroverts want to experience the biosphere in order to cognize it, they prosper on lots of actions. When searching any situation, extroverts examine themselves “How do I mark this?”

Introverts, on the other hand, revel in spending time by themselves so as to “recharge their batteries.” Since they try to cognize the world afore they experience it, plentiful of their movement goes on mentally, in their inside world. Wherever an extrovert may find plenty of time alone challenging and counter-prolific, an introvert becomes turned off and exhausted by the outcry of a cocktail party. Introverts step back to observe a situation, wondering “How does that mark me?” (Rawlings & Carnie, 1989).

Research has set up that introverts typically perform more successfully on tasks that need reflection and vision (Matthews, 1992), whereas their equals are normally more appropriate for tasks that need physiological stimulation such as speedy pace tasks (Rawlings & Carnie, 1989).

Although introverts are inclined to think deeply, they can occasionally be at a drawback socially. A study on correspondent image of introversion/extraversion, found that extroverts had an expressively upper communicator image than introverts.

Previous researches of this topic, describes communicator image as representing a general evaluation of the individual's perception of whether the person is a good communicator or not. Tough predictors of this contain dominance and exposed and relaxed personality behaviors.

Norton found that individuals with a great communicator image can interact with others at ease. These results add up due to the statement that introverts focus privately, noticing theories and concepts whereas extroverts emphasize more on outside matters and other features of their environment (Opt & Loffredo, 2003).

This study supports the point that introverts have short confidence in their communication expertise and believe that others observe them as useless socially (Opt & Loffredo, 2003). In light of this, introverts are likely to shy away from community situations, making ties to crowds, and meeting new people.

Since they don't feel easy communicating with others, the number of public encounters they have faced may be low, pushing them to count on stereotypes more regularly.

Introverts have as well been found to fur away from competitive happenstances down to the anxiety it provokes (Graziano, Feldesman, & Rahe, 1985).

This added limits their social abilities thus keeping them from linking effectively with antagonistic people (Graziano et al., 1985). As their social skills are stumpy, introverts may use categorize to deal with those that look threatening them?

## **2.2 Relationship between Personality and Job Satisfaction**

Studies examined the relationship between personality traits and aspects of job satisfaction. Observations proved that full time employees from three different companies in positions ranging from administration to senior management took part in this study. The researchers concluded that personality traits does not have a strong

or consistent influence either on what individuals perceive as important in their job environment or on their level of job satisfaction .

Rothmann and Coetzer (2002) had investigated on the relationship between personality dimensions (Big Five Model) and job satisfaction in a pharmaceutical organization in South Africa. The samples were collected from 159 employees in a pharmaceutical organization and Minnesota Satisfaction Questionnaire and NEO Personality Inventory Revised were used as measuring instruments. They found that job satisfaction has a negative relationship with neuroticism, and it has a positive relationship with extroversion and agreeableness; as well as Facets of conscientiousness. Selin and Pinar (2011) had also studied on the relationship between personality traits (conscientiousness, extroversion, agreeableness and neuroticism) and job satisfaction in insurance companies. Survey data were collected from 218 employees. They found that organizations should focus more on developing employees' justice which is the underlying relationship between personality and job satisfaction. Besides, this study also demonstrated that the relationship between conscientiousness and job satisfaction were completely mediated by procedural justice, therefore the relationship between extroversion, agreeableness and neuroticism and job satisfaction were partially mediated by procedural justice (Selin & Pinar, 2011). Sampath (2012) conducted a study to investigate the impact of the Five factor model of personality on job satisfaction of non-academic employees' in Sri Lankan universities.

The data was tested using correlation coefficient and regression analysis. A total 150 non-academic employees from the University of Rajarata, Wayamba and Sabaragamuwa was chosen in this study. From the survey, extroversion,

agreeableness and conscientiousness of non-academic employees had significant positive relationships with their job satisfaction.

Second, significant negative relationship was reported between neuroticism and job satisfaction. Third, openness to experience had insignificant relationship with job satisfaction. As a conclusion, the five factor model had an important influence on non-academic employees' job satisfaction.

Tesdimir, et al. (2012) has examined the effects of the personality traits and job satisfaction among professional sales representatives working in the pharmaceutical industry in Turkey. 450 sales persons from Turkish pharmaceutical companies were chosen in this study. This study showed that personality traits can be an important factor and make a difference in job satisfaction. For example, manager can utilize the personality traits as a screening in recruiting to select and retain good personal sales representative. Personal sales representative who had an extra or more pharmaceutical experience will have higher job satisfaction. The results showed that personal sales representative who had a higher education level will had lower job satisfaction.

Harold (2010) also found that personality traits in relation to job satisfaction of management educators. The study evaluated Big Five personality traits and general job satisfaction. 175 management faculty members from 25 business schools were chosen in this study. However, this study showed that personality tests is useful in the hiring processes like hiring the right candidates; as job satisfaction, almost leads to higher level of productivity and effectiveness.

Richardson, et al. (2009) had examined the relationship between personality traits (Big Five Model) and job satisfaction. The research proved that business majors scored higher for conscientiousness, emotional stability, extroversion, assertiveness and tough-mindedness but scored lower for agreeableness and openness to experience. Therefore, all personality traits except agreeableness and touch-mindedness correlated significantly and positively with job satisfaction (Richardson et al., 2009).

Lavanda (2013) also demonstrated that there was a significant relationship between personality and job satisfaction amongst workers in Bahamas. The sample was collected from 384 workers in the New Providence. The study found that the internal locus of control is highly correlated with job satisfaction. The results indicated that there is a positive impact from an individual personality on job satisfaction (Lavanda, 2013).

Mi Hwa Jung and Myung Suk Koh (2012) had studied on the effects of preceptor nurses' self-leadership on role recognition and job satisfaction. 171 preceptor nurses who worked in one of the three general hospitals in Seoul were chosen in this study. Role recognition was found to be important but they also found that to improve preceptor's job satisfaction, special training programs should or must be added or provided to enhance all preceptor's self-leadership.

What features of a job do people rate as important contributors to their happiness at work and how does one's personality bear on what he or she perceives as important? Does personality influence what job seekers look for in a job?

The present studies examine these questions and also look at the relationships between personality traits and actual job satisfaction, i.e. the degree to which job features that are highly valued by individuals are present in their work environment. Number of recent studies have looked at personality trait correlates of job satisfaction (e.g. Connolly & Viswesvaran, 2000; Hart, 1999; Judge, Higgins, Thoresen, & Barrick, 1999).

Because earlier research demonstrated the dispositional nature of job satisfaction (Arvey, Bouchard, Segal, & Abraham, 1989; Bouchard, Arvey, Keller, & Segal, 1992; Keller, Bouchard, Arvey, Segal, & Dawis, 1992), researchers (e.g. Brief, 1998) have called for an examination of the psychological processes underlying this trait. The purpose of the present paper is to investigate the extent to which personality traits can predict what work-related aspects employees perceive as important to their job satisfaction.

Probably the best-known popular “theory of job satisfaction” is that of Herzberg, Mausner, and Snyderman (1959). Herzberg et al. (1959) argued that job satisfaction and dissatisfaction depend on substantially different sets of work-related conditions and are therefore influenced by\ different factors. This position, along with a range of relevant empirical evidence, have been partly reviewed by Brief (1998, p. 21), who noted: “I will reconsider job satisfaction as affect and introduce evidence suggesting that positive and negative affect likely are independent of one another. Thus, of the ideas advanced by Herzberg, I remain somewhat attached to the possibility that job satisfaction is not necessarily the opposite of job dissatisfaction.”

According to Herzberg et al.'s (1959) two-factor theory, workers have two major types of needs: hygiene and motivator. Hygiene needs are said to be satisfied by certain conditions called hygiene factors or dissatisfiers (supervision, interpersonal relations, physical working conditions, salary, benefits, job security, etc.), which concern the context in which the job has to be done. The theory suggests that job dissatisfaction ensues in those cases where hygiene factors are absent from one's work environment. Conversely, when hygiene factors are present, e.g. when workers perceive that their pay is fair and that their working conditions are good, barriers to job satisfaction are removed. However, the fulfillment of hygiene needs cannot in itself result in job satisfaction, but only in the reduction or elimination of dissatisfaction.

Motivator needs are fulfilled by what Herzberg et al. (1959) called motivator factors or satisfiers (achievement, responsibility, advancement, etc.). Whilst hygiene factors are related to the context of work, motivator factors are concerned with the nature and consequences of work. Compared to hygiene factors, which result in a 'neutral state' (neither satisfaction nor dissatisfaction), the presence of motivator factors is thought to result in job satisfaction.

However, when recognition, responsibility, and other motivator factors are absent from a job, the result will not be dissatisfaction, as with the absence of hygiene factors, but rather the same neutral state associated with the presence of hygiene factors. The theory also implies that if motivator factors are present and hygiene factors absent, the job incumbent will still be dissatisfied. Herzberg et al.'s (1959) two-factor theory led to widespread enthusiasm for job enrichment schemes, i.e. the



design of tasks in such a way as to build in the opportunity for personal achievement, recognition, challenge, and individual growth (e.g. job rotation and enlargement).

Job enrichment programmes provided workers with more responsibility and autonomy in carrying out tasks as well as with timely feedback on their performance. However, studies in the 1970s failed to provide evidence in support of the two-factor theory and reviewers became very critical of Herzberg's methods, conclusions, and discount of individual differences (Locke, 1969, 1976).

Early research failed to provide support for the theory or replicate Herzberg's findings (e.g. Hulin, 1971) and it was shown that both types of factors could influence both satisfaction and dissatisfaction (Wernimont, 1966). Korman (1971, p. 179) concluded that disconfirming evidence had "effectively laid the Herzberg theory to rest". More importantly, many studies that have tried to distinguish between the two types of factors have found them highly correlated. King (1970) also pointed out conceptual problems in the theory by offering five slightly different hypotheses derived from it. He concluded that three of the hypotheses were either invalid or not tested in the original studies where defensive bias in self-reporting was not controlled. Waters and Waters (1972) in fact tested four of the five hypotheses, but failed to find any support for them. Nevertheless, they concluded that motivator/intrinsic variables are generally more potent than hygiene/extrinsic variables and that job satisfaction is more predictable than job dissatisfaction. Kerr, Harlan, and Stogdill (1974) found that people systematically differentiated motivator from hygiene needs in a hypothetical interview situation devoid of concrete features that could warrant such a distinction. The fact that people preferred motivator over hygiene factors in this situation led the authors to suggest that Herzberg's theory is

little more than an (attribution) error of attributing satisfaction to internal factors and dissatisfaction to external factors.

Despite the criticisms, the ideas of Herzberg et al.'s (1959) two-factor theory have not passed out of the literature. Many researchers currently differentiate between 'intrinsic' and 'extrinsic' aspects of various job-related attitudes and beliefs (Amabile, Hill, Hennessey, & Tighe, 1994; Judge et al., 1999; Judge & Larsen, 2001; Pelletier, Fortier, Vallerand, Tuson, Brere, & Blais, 1995). Knoop (1994b) factor analysed measures of job satisfaction and workvalues completed by 386 adult educators. He found evidence of five factors, which he labelled 'intrinsic work-related values' (e.g. exercising responsibility, doing meaningful work); 'intrinsic work-outcome values' (e.g. job status, recognition for workwell done); 'extrinsic job-outcome values' (e.g. benefits like vacation and pension, job security); 'extrinsic job-related values' (e.g. convenient hours of work, good working conditions) and, finally, 'extrinsic people-related values' (e.g. satisfaction with supervisor and co-workers, promotions). Knoop (1994b) argued that these results supported and extended the two-factor theory, with the two intrinsic factors concerning motivator variables (satisfiers) and the three extrinsic factors concerning hygiene variables (dissatisfiers). In a second study, Knoop (1994a) tested two predictions from the two-factor theory, i.e. that intrinsic workvalues would have an inverse relationship with stress (individuals with a strong sense of achievement, recognition, responsibility, etc., should experience less stress) and that the presence of extrinsic work values would not lead to stress reduction. Knoop's (1994a) study was based on a sample of 607 teachers and administrators, who completed measures of work values and stress. He found that stress correlated negatively with most of the

intrinsic work values, but was not consistently related to extrinsic ones. Nevertheless, it should be noted that not all authors use the terms ‘intrinsic’ and ‘extrinsic’ as synonyms of the Herzbergian hygiene and motivator factors.

Although this paper takes into consideration some of the more influential of Herzberg’s ideas and uses his terminology (in this case, synonymously with intrinsic/extrinsic satisfaction), it is certainly not an attempt to revive his theory. Rather, it aims to replicate and extend Furnham.

Forde, and Ferrari’s (1999) research on the features that applicants tend to personally value in a job. The findings of that study indicated that Extraversion is related to intrinsic factors of job satisfaction, whereas Neuroticism is mainly associated with extrinsic factors. However, as Furnham et al. (1999) noted, their sample size was small and the results needed replication. Thus, Study 1 is a straightforward replication of Furnham et al. with a bigger sample, whereas Study 2 extends this research by examining job satisfaction in relation to the Big Five rather than the Eysenckian three. Furthermore, Study 2 looks both at ratings of importance for 37 work aspects relevant to job satisfaction as well as at ratings of actual job satisfaction. In other words, in addition to rating how important each of the 37 facets are, participants also rated the degree to which each facet is actually present in their current work environment. Thus, the primary aim of the two studies presented herein is to examine the effects of basic personality traits on judgments pertaining to job satisfaction.

Raja et al. (2004) took a step forward in filling this gap in our knowledge when they connected several facets of employees’ personality to their psychological contracts.

They examined neuroticism, extroversion and conscientiousness from the Big Five model of personality (Goldberg, 1990) plus three narrow personality traits and the extent to which these personality constructs related to employees' choice of a transactional or relational psychological contract. Their study indicated that employees' personalities are related to their contract choice.

Raja et al.'s (2004) research is the only study to date that establishes a link between personality and employees' psychological contracts. This paucity of research is surprising considering that studies have established links between personality and work attitudes (Lilly and Virick, 2006; Metz, 2004; Vakola et al., 2004). Our study differs from Raja et al.'s work in two important ways. The first is that we examine the Big Five model in its entirety. The second difference is that we examine the relationship between employees' personalities and their beliefs about obligations that relate to employee and organizational behavior rather than their choice of contract. From a management perspective, it is the content of psychological contracts that is important rather than the type of contract. It is the content of these contracts that is managed or determines employee' behavior and that determines feelings of fulfillment or breach.

Researchers have defined job satisfaction as the extent of affective reaction to which frontline employees like their jobs. The affect theory of social exchange contends that emotions are a core feature of social exchange processes, which individuals engage in to show reciprocal behaviors and support parties from whom they benefit. The application of this theory can range from support among coworkers, information flows among firms, as well as the relationships between frontline employees and customers. Furthermore it is widely accepted that job satisfaction is a positive

emotion since frontline employees can benefit from salary or bonuses from satisfying customers.

According to the affect theory of social exchange, researchers have suggested that job satisfaction of frontline employees would have positive effect on customer orientation behavior.

Edwards (1991), in an overview of the person-job fit literature and research, suggested that the person and the job operate as joint determinants of individual and organizational outcomes. Kristof (1996) addressed this issue saying that it concerns the antecedents and consequences of compatibility between people and the organization in which they are employed. According to those two reviews, two issues in P-O fit are important. These are the supplementary vs complementary fit, and the needs-supplies, demands-abilities distinctions. Supplementary fit occurs when the person possesses similar characteristics to other individuals in the work environment, whereas complementary fit exists when the person brings into the organization abilities and characteristics which act incrementally to the existing organizational attributes (Kristof, 1996). The second perspective of needs-supplies and abilities-demands has attracted more attention, because of its application to congruence theories and vocational psychology.

Personality develops under the influence of the inherited characteristics of the individual and the environment, in which s/he takes place in. Many dimensions can be talked of within this process, like talent, intelligence, education, feelings, joy, sorrow, beliefs, friendship, traditions, expediency, morals, and way of talking,

responsibility, culture, sincerity, talkativeness, jealousy, and nervousness – some known, some unknown, some of first rank (Zel; 2001: 21).

The reason for such multi-dimension has been based on the complex structure of the factors constituting the personality. Strake (2006: 11) relates this diversity to the displaying of the personality characteristics in different styles.

Hampson (1988: 1-4), relates the differences observed in conceptualizing the personality characteristics to the discussions between psychologists on the issue of what the basic factor that forms the personality is. This quality of multiple dimensions is shown as the grounds for imposing various meaning to personality by philosophers, theologians and sociologists and also defining the concept in psychology in several ways.

Furthermore, this quality of multiple dimensions reflects in studies investigating the relationship between the personality and job satisfaction, and can limit the point of view of various scientific branches.

For example, when studies relationships between the personality characteristics of individuals and acquiring occupations are considered, it is seen that sociologists historically handle non-cognitive characteristics too little (Jackson, 2006: 187), on the other hand, economists have been uninterested in these studies until recently (Uppal, 2003:336).

Freeman (1978: 135-141) relates this negligence to a professional cynicism against Subjective variables that attempt to measure what people say, rather than what they

do. However, attempts of explaining the reasons of behavior starting from the personality characteristics of the individual have a long history in the area of personality psychology and social psychology.

In other words, personality characteristics concept in the personality psychology area has also undertaken the responsibility of explaining the reasons of behavior in terms of personality characteristics (Aizen, 2005: 1), because personality described as the “individual’s way of living” as a concept (Dubrin, 1994: 56) is based on internal factors that render the behavior of the individual consistent at different times and different from the behaviors of other individuals. This definition, recognized today by many psychologists, is a definition that includes all the generally-accepted assumptions of the idea of personality and emphasizes that personality is based on stable, internal, consistent and individual differences in general (Hampson, 1988: 1).

When literature on personality is examined, it is seen that classification of personality is done by either including personality characteristics observed throughout the population within certain dimensions according to the distribution in general, or by including individuals with similar personality dimensions within certain personality types.

Job satisfaction has become a very discussable topic in organizational studies because of its many effects on the organization’s overall improvement. Satisfied employees can create a more pleasant working atmosphere for organizations. Among job satisfaction’s variable aspects, Personality is always considered as one of the most significant factors that acts almost like the sources of job satisfaction (Locke. 1976).

Personality has been conceptualized as “The complex organization of cognitions, affects, and behaviors that gives direction and pattern (coherence) to the person’s life” (Pervin, 1996, p. 414). Personality researchers typically worked on a trait, considered to be relatively stable, from a state, which is more transient (John and Srivastava, 1999).

Turban and Lee (2007) mentioning that Actually few studies have focused on the importance of personality in mentoring and other developmental relationships, which is highly important and deserves more research attention. (Locke. 1976).

Early meta-analytic work by Barrick and Mount (1991) and Tett et al. (1991) provided evidence proposing that the Big Five might have some degree of relationship for selecting employees in many jobs. In both of these reviews, researchers are referring us to studies that provided correlations between types of personality variables and job performance. By categorizing the various personality variables and matching them into one of the Big Five dimensions to estimate the strength of considered variable’s correlation with job performance. Although their results were not altogether consistent. (Dougherty, T. W., Cheung, Y. H., & Florea, L. 2008)

The correlation between personality traits, Job satisfaction and job performance  
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In both of these reviews, researchers are referring us to studies that provided correlations between types of personality variables and job performance. By categorizing the various personality variables and matching them into one of the Big Five dimensions to estimate the strength of considered variable's correlation with job performance. Although their results were not consistent, ( Zhao, H., & Seibert, S. E. 2006) the general consensus drawn by researchers and practitioners was that personality does in fact hold some utility as a predictor of job performance. (Tett, Jackson, Rothstein, & Reddon, 1994)

The trace of these researches on the word of personality tests in employee hiring has been pretty missed among the 1990s. Subsequent meta-analyses by Mount and Barrick (1995) and Salgado (1997) have caused to solidify this new brand information related to this topic, especially to Conscientiousness. (Tett, Jackson, Rothstein, & Reddon, 1994) Behling (1998), for example, recently admitted that Conscientiousness which is one of the most important things for predicting job performance in many jobs, somehow even after the total intelligence parameter.

Employees' psychological behavior have been suggested in literature, organizational impacts and employees' personal dispositions (Rousseau, 1995,2001). Employee's opinion about information from the employer and other coworkers they are in same work frame with, their observation of actions in the workplace, added to their personal dispositions are going to create an individualistic contract ways in the employees minds . (Hurtz, G. M., & Donovan, J. J. 2000)

Despite these theoretical suggestions, there have been few revisions that have endeavored to determine the causal factors that may create these particular attitudes.

This is a deficit in the nonfiction that has allegations for study and management. Researchers cannot wholly explore psychological bonds if they do not recognize how they progress.

At the unchanged time, if administration understands the features that stimulus the development of employees' psychosomatic contracts, they may be capable to take dealings to manage these conventions more effectively. (Concerning employees' psychological Pacts to their personality) ( DeYoung, C. G. 2011).

Researchers have found connections across valuations of job satisfaction as individual's variation jobs and organizations (Gerhart, 1987; Gupta, Jenkins and Beehr, 1992). Schneider and Dachler (1978) noted that job satisfaction appeared very steady over time, and they ventured that it might be the produce of personality behaviors. Staw and Ross (1985) additional explored the fulfillment stability idea by learning the job satisfaction of individuals who change kinds of jobs or employers and figured that the job satisfaction of these personalities was connected across jobs and administrations. They decided that job satisfaction was produced in part by fundamental personality. Some people are inclined to like their jobs, while others are inclined not to like them. Newton and Keenan (1991) established proof that personality, in addition to the job setting is Significant. . (Hurtz, G. M., & Donovan, J. J. 2000).

The behavioral course essentials that employees with Definite personality traits, for example scrupulousness, extraversion or sensitive stability, are happier at job Since they are more possible to attain satisfying results(Connolly & Viswesvaran 2000,

Watson et al. 2002). Meta-analytic study (e.g. Barrick & Mount 1991) has revealed how some personality scopes are systematically Linked to job performance.

Another method to the relationship among personality and job satisfaction derives from the strain and Tension literature. Job turnover is frequently found between those who know-how elevated stress ranks or job burnout (Maslach et al. 2001). The connection between employee's personality and burnout is glowing established (Hallberg et al. 2007, Shimizutani et al. 2008). This process can be clarified by the statement that one's personal line to work is important in evolving work stress. Active coping styles are significant to handle work tension and employee's comfort (Houtman et al. 1999).

Delahaij et al. (2009), for example, found that soldierly cadets who counted high on hardiness displayed extra problem-focused managing strategies, stated higher wellbeing, and made better in a critical stress condition compared with cadets low-slung on this trait. ( DeYoung, C. G. 2011)

Personality raises to cognitive and communication patterns that indication stability over time and through situations (e.g. Cattell, 1965). So, it is rational to expect that personality behaviors influence individual values and approaches, as most recent experiential research has proved (Olver and Mooradian, 2003).

Work participation reflects approaches and values towards a specific aspect of life and, therefore, it must state personality traits, as previous (Lawler and Hall, 1970) and more current writers (Elloy and Terpening, 1992) have recommended. Work participation refers to the degree to which a singular is generally hooked on,

classifies with, and is pre-occupied with one's work in evaluation with other parts of one's life (Kanungo, 1982).

It mirrors the significance personalities attach to taking and acting work (Elloy and Terpening, 1992). Therefore, work participation constitutes a significant motivational adjustable that is of concern to organizations, exclusively in the innovative economy, which inflicts the need for complete utilization of the human resources (e.g. Work Study, 2002; Gore, 2001). Taking into version the significance of employees' work participation for organizations, study should focus on the documentation of its antecedents.(Coyle-Shapiro, J. A., & Shore, L. M. 2007)

The impression of extraversion on common relationships has also been studied. In Asendorpf and Wilpers' (1998, June) longitudinal research, both male and female partakers were asked to retain a record of the associations they made and kept during this time.

An amount of The Big Five Personality dynamics was also booked of the participants each six months of the research. The upshots of their study presented that extroversion positively affects a person's skill to make determined relationships (Asendorpf & Wilpers, 1998). They also got that extroverts had time-consuming and better relationships.

Extroversion is described by sociability, confidence, social dominance, motivation, tendencies towards action, feeling-seeking, and experience of optimistic affect. (Connolly & Viswesvaran 2000, Watson et al. 2002).

They are more willing to possess the need to dwell in a central position at work environment so they can fulfil their ambitious and dominant tendencies. So, they should claim higher totals on work participation. Observed research is matched with the above perceptives, as it advises a positive connection between instrumentality and job participation (Berthiaume et al., 1996). Instrumentality segments common features with extroversion, such as confidence and action propensities, and has been empirically based to relate to extroversion (Kimlicka et al., 1988). In addition, extroversion positively communicates to a preference for basically motivating job aspects (Furnham et al., 1999) and to work presentation motivation (Judge and Ilies, 2002).

Extroverts are sociable, assertive and excitement-seeking (Costa and McCrae, 1992). They mostly are directly related to interactive contracts and contrariwise related to transactional contracts representative extroverted employees choose to grow a long and deep relationship with the organization.

Not surprisingly, extroversion has been associated to high job performance, job satisfaction, and team work, and low absence (Judge et al., 1997; Judge and Bono, 2000; Judge et al., 2002; Kichuk and Wiesner, 1997; Tett et al., 1991). People high in extroversion are inclined to be good performers and loyal to the organization.

They will improve psychological contracts that imitate their hard work, obligation and preparedness to work with others. There is no cause to believe people great in extroversion will be more or less tending to provide stewardship or attend organizational needs. People high in extroversion as well have a bias towards position, appreciation and power (Costa and McCrae, 1992).

These employees would try to find growth opportunities that directed to the satisfaction of their desires for status, recognition and authority and may origin them to have prospects that the organization would offer them woruk that met these needs. Extroverts' need for power and recognition may also cause them to take more risks in the job and they would expect the organization to support their work activities. (Connolly & Viswesvaran 2000, Watson et al. 2002).

The negative relationship between extroversion and transactional contracts found by Raja et al. (2004) likely reflects extroverts' desire for long term relationships rather than an aversion to the organization providing for existence needs. We did not anticipate any relationship between extroversion and the organization's obligations to provide job support or meet existence needs.

There will be a positive relationship between extroversion and employees' obligations of commitment to the organization, commitment to the job, and show initiative and no relationship between extroversion and employees' obligations to provide stewardship behaviors or to serve the organization's needs from.

Overall, it appears that global measures of Conscientiousness can be expected to consistently add a small portion of explained variance in job performance across jobs and across criterion dimensions. (Patrick, H. A.2010)

In addition, for certain jobs and for certain criterion dimensions, certain other Big Five dimensions will likely add a very small but consistent degree of explained variance. If the global Big Five measure is uncorrelated with the other predictors that are currently used ~br a job (e.g., personality tends to be uncorrelated with cognitive

ability; Day & Silverman, 1989; Rosse, Miller, & Barnes, 1991), then even this small incremental explained variance can, under certain circumstances, make a practically significant contribution to predictive efficiency for a job and perhaps contribute to a reduction in adverse impact (Hattrup, Rock, & Scalia, 1997; Murphy & Shiarella, 1997; Schmitt, Rogers, Chan, Sheppard, & Jennings, 1997; but see Ryan, Ployhart, & Friedel, 1998).

In terms of theory rather than practice, however, we do interpret our findings as indicating a pattern of theoretically meaningful relations between the broad personality dimensions and job performance that should be explored in future research, perhaps using facet scales of the Big Five dimensions.

Although the strength of the relations are low to moderate, different personality dimensions appear to affect performance in different types of jobs or along different dimensions. In a relative sense, the Conscientiousness dimension does appear to have the strongest relation to overall job performance. (Olver and Mooradian, 2003). People who describe themselves as hard-working, reliable, organized, and so on do appear to perform somewhat better than do those who believe they are less strong in these characteristics.

It is also interesting that Emotional Stability showed a rather stable influence on performance throughout nearly all of our analyses. It appears that being calm, secure, well adjusted, and low in anxiety has a small but consistent impact on job performance. Agreeableness also gains importance for those jobs that require interpersonal interactions, so that being likeable, cooperative, and good-natured has a small but consistent impact on performance.

Finally, being Extraverted appears to influence sales and perhaps managerial jobs, and Openness to Experience appears to affect performance in customer service jobs. Although these theoretically meaningful relations are rather low in magnitude at the broad dimension level of the Big Five, the magnitude of these correlations might be enhanced if the most relevant specific facets of these broad dimensions could be specified.

We suggest, then, that the Big Five framework and the patterns of small to moderate validities for these broad dimensions that have begun to emerge should be used in future research to help guide the selection back "downward" toward somewhat narrower personality facets with theoretical links to the performance dimensions under investigation. If a broad, global performance criterion is of interest, perhaps a global Conscientiousness scale will suffice with a moderate level of validity.

However, if multiple performance dimensions such as those distinguishing task performance from contextual performance, or perhaps those consistent with other typologies such as that presented by Campbell (1990), will be delineated, then perhaps narrower facets of performance with strong theoretical links to those criteria can be identified and used individually or in combination to enhance their criterion-related validity. (Patrick, H. A. 2010)

It is also noted that the formation of optimal composites may involve grouping facets from across the five broad dimensions. For example, combining selected facets of Conscientiousness, Emotional Stability, and Agreeableness may optimize the prediction of an interpersonal facilitation criterion.



The circumplex models of the Big Five presented by Hofstee, de Raad, and Goldberg (1992) and Johnson and Ostendorf (1993) could also prove useful in this regard by guiding the formation of predictor scales that simultaneously represent aspects of two dimensions, in a sense falling between two of the broader dimensions. This is a hypothesis that deserves consideration in future research. (Kanungo, 1982)

Individuals with similar properties within similar personality characteristics or theories and to provide easiness of analysis to scientists in explaining and understanding their behaviors (Özdevecioğlu, 2002: 116). Studies performed have revealed that there is a close relationship between job satisfaction and efficiency in work (Hampson, 1988; Özdevecioğlu, 2002; Göktaş, 2007; Friedman and Rosenman, 1974).

This applies to also teachers, who undertake important functions in the basic institutions of the social structure to educational institutions in preparing students in various age groups. During the long-lasting training and education process, efficacy and efficiency of teachers who undertake important responsibilities depend on the quality of the working conditions they works in on the one hand, and to whether they possess the characteristics required by their profession on the other hand.

Although effective management of frontline employees has been commonly considered a key element in quality management in both practice and academia, the predominant focus has been on work force training, development, empowerment, involvement, and incentive systems, without utilizing the benefit of understanding the frontline worker's personality and perception of the work environment. This paper utilized the 16 Personality Inventory (16PF) and Work Environment Scale

(WES) to explore the relationship of frontline employee's personality and perception of the work environment to their quality assurance performance ratings in a medium sized manufacturing company in America. By using 16PF and WES Real Form, Vigilance (factor L) and Work Pressure were discovered to be positively correlated with the frontline workers' overall quality assurance performance ratings. Caution of generalization of the research result was raised in Discussion section. Recommendations for future research were presented.

Work involvement refers to the extent to which an individual is generally interested in, identifies with, and is pre-occupied with one's work in comparison to other aspects of one's life (Kanungo, 1982). It reflects the significance individuals attach to having and performing work (Elloy and Terpening, 1992).

Therefore, work involvement constitutes an important motivational variable that is of interest to organizations, especially in the new economy, which imposes the need for full mobilization of the human resources (e.g. Work Study, 2002; Gore, 2001). Taking into account the importance of employees' work involvement for organizations, research should focus on the identification of its antecedents.

Personality refers to cognitive and behavioral patterns that show stability over time and across situations (e.g. Cattell, 1965). Therefore, it is reasonable to expect that personality traits influence personal values and attitudes, as most recent empirical research has demonstrated (Olver and Mooradian, 2003). Work involvement reflects attitudes and values towards a particular aspect of life and, hence, it must relate to personality traits, as earlier (Lawler and Hall, 1970) and more contemporary writers (Elloy and Terpening, 1992) have suggested.

The “big five” or five-factor model of personality represents a taxonomy to parsimoniously and comprehensively describe human personality, whose validity is strongly supported by empirical evidence (e.g. Digman, 1990; Goldberg, 1993; McCrae and Costa, 1996; O’Connor, 2002). The big five consists of the following traits: neuroticism, extroversion, openness, agreeableness and conscientiousness (e.g. Digman, 1990). Because of its validity and wide acceptance the big five has been extensively utilized in recent organizational and other applied research (e.g. Barrick and Mount, 1991; Hertz and Donovan, 2000; Judge et al., 1999; Judge et al., 2002; Salgado, 1997). Therefore, it is important to establish the relationship between the big five traits and vital organizational behavior variables, including work involvement.

### **2.3 Age and education can effect job satisfaction**

Despite the large number of studies on organizational commitment (Price and Mueller, 1981; Allen and Meyer, 1990; Mowday et al., 1979; Mottaz, 1988a), the influence of organizational culture and subculture on commitment has received little attention. For example, the major review and meta-analysis by Mathieu and Zajac (1990) on the antecedents, correlates and consequences of commitment did not include any reference to organizational culture or subculture. This is significant because influential organizational culture writers such as Deal and Kennedy (1982) and Peters and Waterman (1982) have suggested that organizational culture could exert a considerable influence in organizations, particularly in areas such as performance and commitment. Indeed, the importance of organizational culture in organizations has been discussed extensively by numerous other authors (Alvesson and Berg, 1992; Brown, 1995; Kotter and Heskett 1992; Hofstede et al., 1990; Sackman, 1991; Schneider, 1990; Trice and Beyer, 1993). One study which did

address this issue was carried out by Lahiry (1994). This showed only a weak association between organizational culture and commitment. However, the results of this study remained inconclusive. It revealed a weak link between passive/defensive culture and continuous commitment which is contrary to the popular assumption.

Several writers have emphasized that organizational subcultures may exist independently of organizational culture, and that a small work group may have its own distinct set of values, beliefs and attributes (Brown, 1995; Martin, 1992; Martin and Siehl, 1983; Schneider, 1990; Sackman, 1991; Trice and Beyer, 1993). Brewer (1993) further suggested that if an organizational culture is not articulated strongly enough, the subculture may take precedence over the organizational culture for individual employees and thus gain their commitment. Thus, it is the intention of this study to focus on the relationships of both organizational culture and subculture to commitment.

Variables that have been found in previous research to be related to either commitment or culture were also included in the study reported in this paper. These include measures of leadership style (Sergiovanni and Corbally, 1984; Smith and Peterson, 1988; Trice and Beyer, 1993; Mathieu and Zajac, 1990) and job satisfaction (Brief and Aldag, 1980; Mathieu and Hamel, 1989; Price and Mueller, 1981; Williams and Hazer, 1986; Bateman and Strasser, 1984; Curry et al., 1986; Mathieu and Zajac, 1990).

The link between leadership and commitment is further evidenced in the work of Brewer (1993). Here, employees' commitment was examined in relation to the level of consent to, and conflict with, managerial strategy. In Brewer's (1993) model of

commitment, although managerial strategy is not the same as leadership, the attributes and skills required in leadership could be seen as an essential part of managerial strategy.

Williams and Hazer (1986) used a causal modeling approach to examine the determinants of organizational commitment and labor turnover. Their main conclusion was that a variety of variables (age, reemployment expectations, perceived job characteristics, and the consideration dimension of leadership style) all influence commitment indirectly via their effects on job satisfaction. In other words, job satisfaction mediated the effects these variables had on commitment. Similar conclusions were drawn by Mathieu and Hamel (1989), Iverson and Roy (1994), and Michaels (1994). A weaker conclusion was drawn by Price and Mueller (1981) who concluded that the influence of some, but not all, antecedents of commitment were mediated by job satisfaction.

## **Chapter 3**

### **METHODOLOGY**

The purpose of this chapter is to present research strategy which relevant to this theses. This strategy implements a plan to investigate about the correlation between personality type (extrovert) and the amount of job satisfaction in front line employees. For the finding of research of research questionnaire method was one of the most proper tools. This chapter discusses about the objects, methods and strategies which are followed in the whole of this research.

#### **3.1 Research objectives**

This study also tried find relationship between the personality type, education and age on job satisfaction in front line employees. Many of today's employees are doing front line jobs but the thing that matters is that we need to measure this job satisfaction in those employees who are doing this job according to their willingness and it's not particularly for wage or other variables in job satisfaction. So, the way the respondents are chosen is really important and cannot be taken random.

#### **3.2 Data collection & Sampling technique**

Collecting data is the most important part of any survey. In this study, I observed a very special group of employees and collected data in a very careful selection way. I had to choose the exact type of people who had the most contact to others in their job and for being more international and easy, I choose those employees who had and could speak English in their job.

Also the scale of respondents should conclude different ages and education levels. Choosing respondents in this study was judgmental meaning that it has been tried to select those employees who had the most direct contact to people to measure their personality types and job satisfaction in next level. I collected all data set from 100 front-line employees containing: University professors and assistants and staff who had the most communication with students. Questionnaires were spread in Eastern Mediterranean University. Since the questionnaires I received back could hardly make the amount I needed, I organized that some of them were also in same failed in an Iranian international University (exactly the same parameters as EMU)

### **3.3 Research hypothesis**

Hypothesis 1:

There is a relationship between personality type extraversion and job satisfaction<sup>1</sup>. Organizations focus should be more in analyzing employees Personality Factors to give them a higher level of feeling in justice and Job Satisfaction (selin & pinar, 2011). Openness to experience and Extroversion has a direct relationship on employee's Job Satisfaction. (Chi Sang Long, 2015)

Hypotheses 2:

There is a relationship between age and education and job satisfaction<sup>2</sup>.

Weisman et al. (1981) found that age was a strong predictor of job satisfaction among nurses. In relation to educational level and organizational commitment, it has been found that educational level was negatively correlated with organizational

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<sup>1</sup> As the review of literature shows, the study comes to this theory that: Employee's Job Satisfaction has a correlation with Extraversion & Agreeableness (Rothman & Cotzer, 2002)

<sup>2</sup> A number of studies have suggested that age (Hrebiniak and Alutto, 1972; Lawler, 1973; Simpson, 1985; Steers, 1977) and education (Brief and Aldag, 1980; DeCotiis and Summers, 1987; Mowday et al., 1982; Steers, 1977) have a significant impact on organizational commitment.

commitment (DeCotiis and Summers 1987; Mowday et al., 1982; Battersby et al., 1990). DeCotiis and Summers (1987) suggest that this negative correlation arises because it might be perceived that rewards do not adequately reflect the level of education, knowledge and skills.

### **3.4 Statistical tools in the Research**

For this study, SPSS program was used for analyzing the data and providing them in some appropriate tables. Means scores were used to show in higher level of importance based on the important factors used in the questionnaires. In addition, correlation analyses were used to show a relationship between age and education and job satisfaction.



## **Chapter 4**

### **EMPIRICAL RESULTS**

#### **4.1 Descriptive statics**

It is used descriptive statistics methods to investigate on vital factors of this study. Descriptive statistics analysis assigns a certain value to a certain data and creates significant result for the thesis purpose. Table 4-1 shows the number of respondents which answered each question. According to this information, there are 100 participants who answered to 20 survey questions. Questions were arranged in a way that if the first result was positive, we go to second results easier but this format doesn't lead the respondent to answer in a specific way.

#### **4.2 interpretation of analyzing the results**

Table 4.1 includes the percentages of participants and comparing them to each other. This information was also shown in few diagrams which clearly display this information in more of a graphical way.

Table 4-1: Profile of the respondents

<b>Variable</b>	<b>Frequency</b>	<b>%</b>	<b>Variable</b>	<b>Frequency</b>	<b>%</b>
<i>Age</i>			<i>Educational Level</i>		
18-27	7	7	Bachelor	28	28
28-37	65	65	Master	50	50
38-47	28	28	PhD	22	22
Total	100	100	Total	100	100
<i>Gender</i>			<i>Work Experience</i>		
Male	44	44	1-5 years	7	7
Female	56	56	6-10 years	54	54
Total	100	100	more than 10 years	39	39
			Total	100	100
<i>Job status</i>					
Full time	35	35			
Part time	65	65			
Total	100	100			

As table 1 shows that the majority of respondents were aged between 28-37 years old (65%) which followed by people with 38-47 years old (28%) and 18-27 years by 7%. More than 50 percent of respondents were female. The majority of participants had part-time job (65%), while 35 percent of them worked as full-time workers. The half of respondents had master degree, 28 percent had bachelor and the rest had PhD degree. Fifty four percent of participants worked for 6-10 years, 39 percent had more than 10 years' work experience, and only 7 percent had work experience less than 5 years. These results are depicted in following Figures.

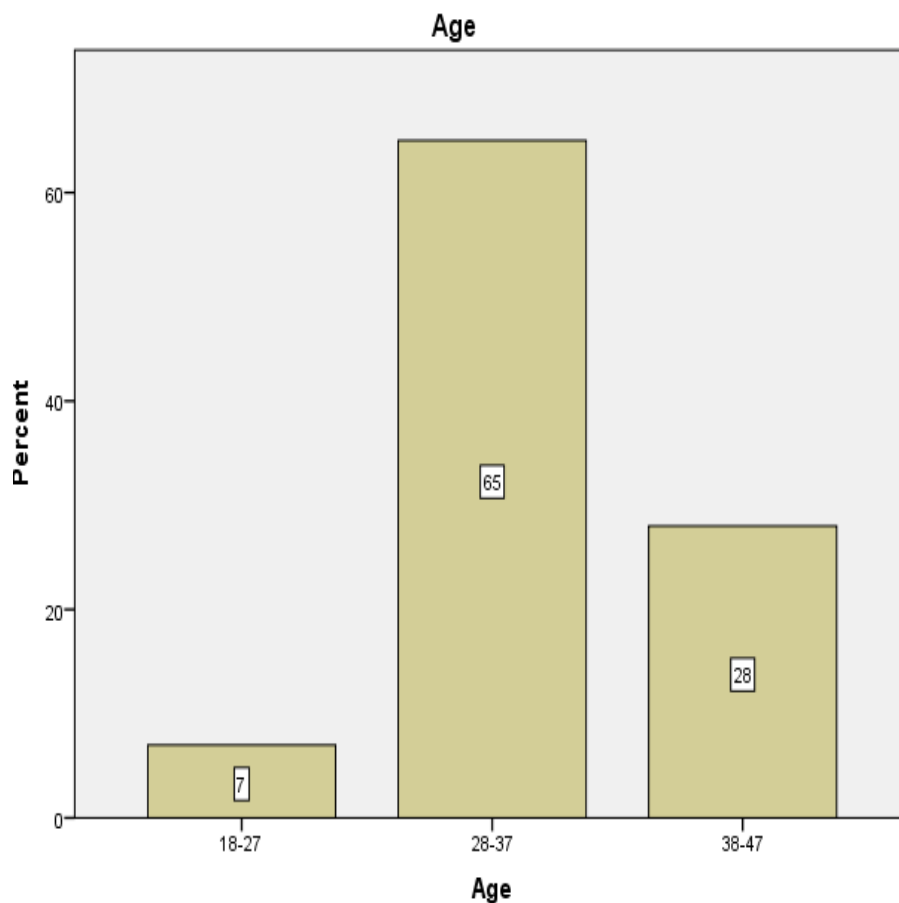


Diagram 4.1: age scale of participants

This diagram shows the percentage of age of participants. As it is shown in this diagram: age: 18 to 27 were the fewer population in this study (almost 7%). The next low percentage was 28% which is related to the people between the age 38 to 47 or higher. The most population is related to people between the age 28 to 37 which is 65 percent and that is totally normal because of the study field.

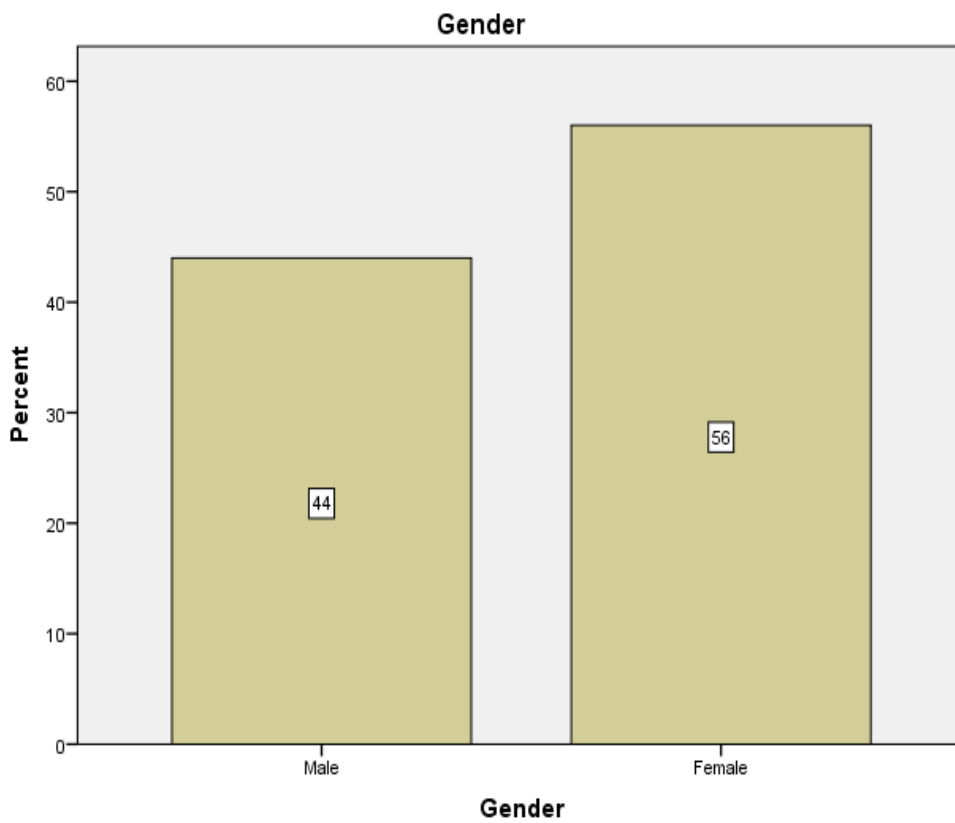


Diagram 4.2: percentage of Female/ male participants

This diagram shows the percentage of female comparing to male population took part in this study. Female population took 56% of the whole population and male population was 44%. This may be because of the more women are in university.

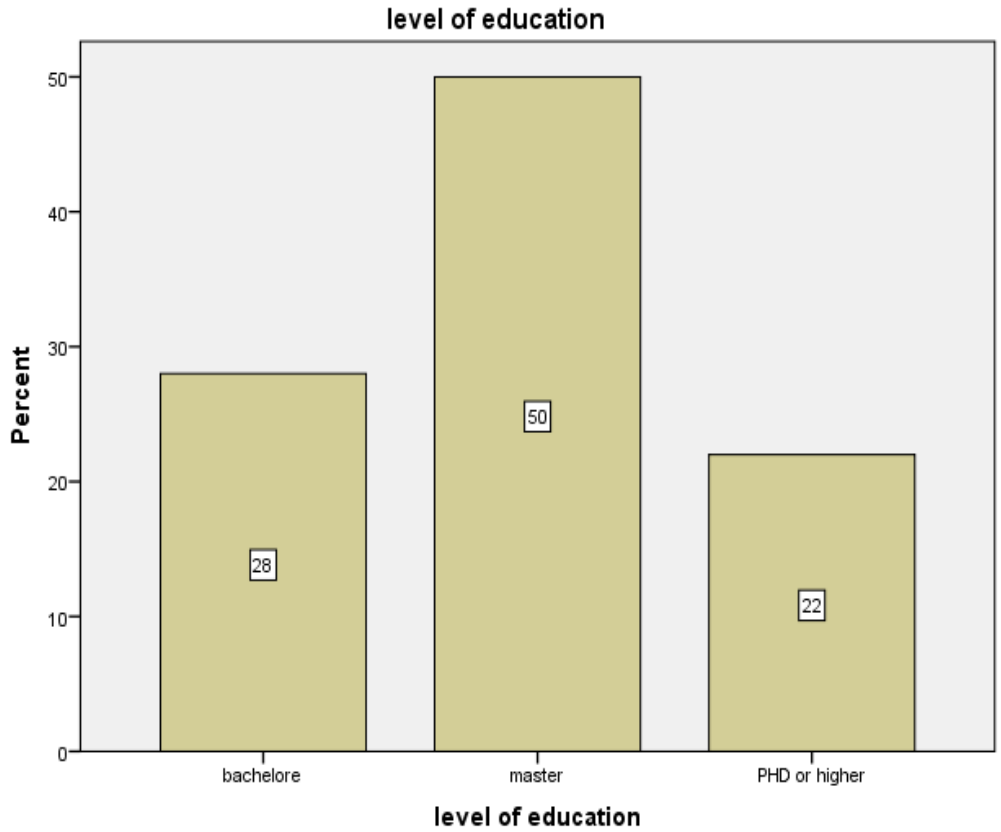


Diagram 4.3: percentage of education level in participants

This diagram shows the level of education of this study’s participants. As it is shown 28% of participants have bachelor degree, 50% of them have master degree which is mostly university assistants and the rest 22% are PHD research assistants or professors who accepted to be a part of this study.

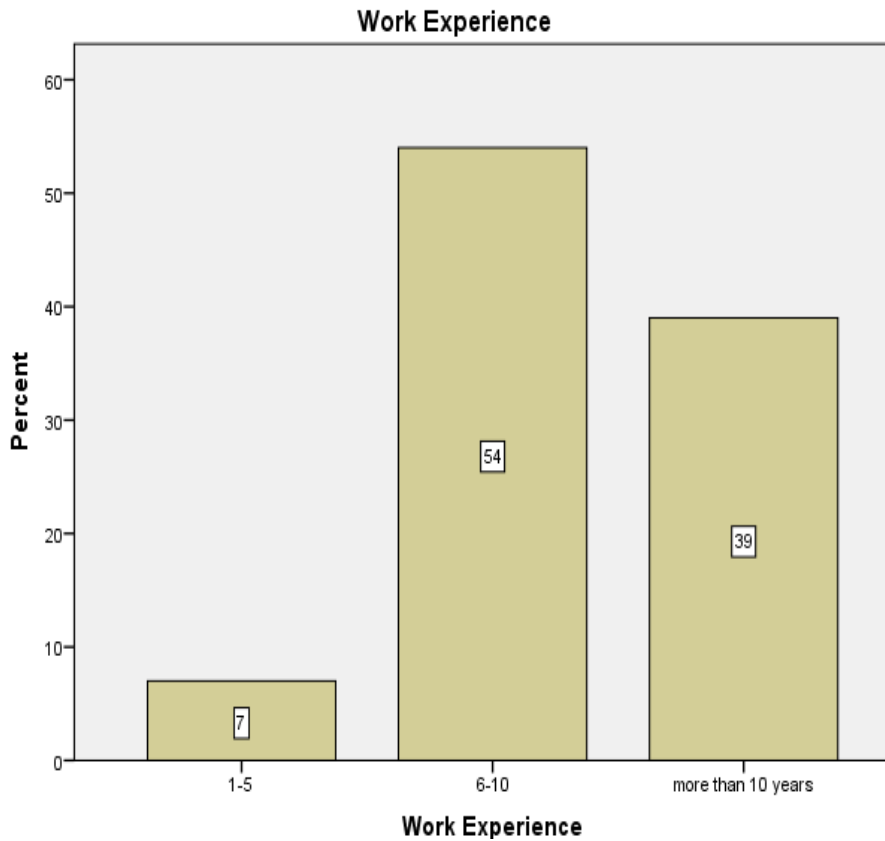


Diagram 4.4: work experience scale of participants:

The lowest work experience was between 1 to 5 years which took 7% of the whole participants of the study. Those who had between 6 to 10 years were 54% of the whole population. And finally those who had more than 10 years of work experience were 39% of the whole participants which shows a young range of workers in university since most of them were assistants in university.

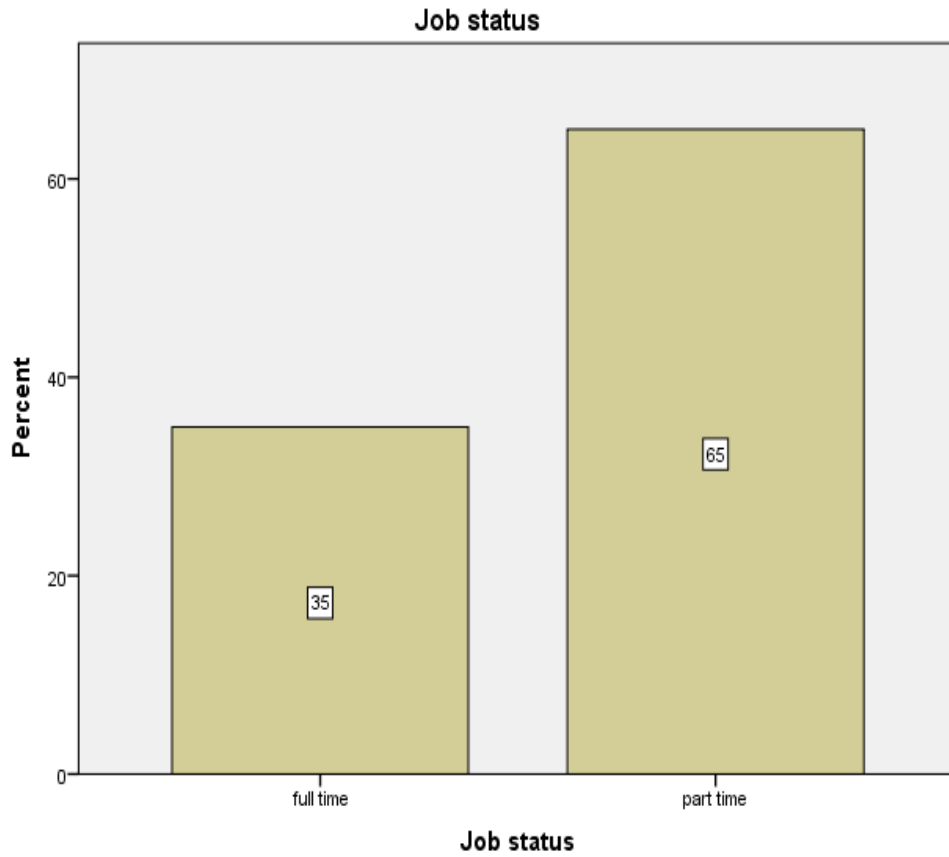


Diagram: 4.5: job status of participants

35% of participants were working full time jobs and 65% of them were part time employees.

Table 4.2: Means, Standard deviations, and Correlation matrix of the study

<b>Variable</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
1.Age	1	-.173	.315**	-.214*	.371**	.074	-.109
2.Gender		1	-.133	.152	-.267**	-.073	-.209*
3.Educational level			1	-.241*	.307**	.125	-.080
4.Job status				1	-.238*	-.155	.110
5.Work Experience					1	.231*	.184
6.Personality type						1	.442**
7. Job Satisfaction							1
Mean Scores	2.210	1.560	1.940	1.650	2.320	2.341	2.354
Std. Deviation	.556	.499	.708	.479	.601	.855	.823

*Note:* \*\*. Association is significant at the 0.01 level (2-tailed). \*. Association is significant at the 0.05 level (2-tailed).



Results in Table 4.2 show that age has not significant relationship to personality type and job satisfaction. Gender has a significant correlation with job satisfaction ( $r=-.209, P<.05$ ). It is not clearly shown in the table however, this is females are more satisfied from their job than males. Educational level and Job status have not related to personality type and job satisfaction. In the same Table, work experience has a significant correlation with personality type ( $r=.231, P<.05$ ). It means that those respondents who have high work experience exposed high level of introvert. Based on the results, personality type directly correlated to job satisfaction ( $r=.442, P<.01$ ). That is level of job satisfaction among employees with extrovert personality is more than introvert personality.

It is important to mention that, since job satisfaction was affected by personality type extroversion, as in the more the amount of extraversion was, the higher job satisfaction would go, our first hypotheses is accepted. Also results brought us to this achievement that the higher the level of education is, the lower the job satisfaction becomes. Also the older the employees are, the higher the job satisfaction is and this means that our second hypothesis is also accepted.

## Chapter 5

### CONCLUSION

#### 5.1 Main findings

From the data analysis and total results, I can come to this end that if extroverts are located in frontline jobs and have communication with many people in their daily working hours, they will have more general job satisfaction if all other things like wage and job environment are equal.

On the other hand, it can be seen that introverts are not really happy when they are made to be in frontline jobs and have definite interact with people in their working hours. This brings us to this theory that if it is organized a personality type test for the applicants before it is located them in some position. This could be really helpful to maximize the total amount of employee's job satisfaction and job performance in result. When the job satisfaction and performance is good we'll have more customer satisfaction and that brings us their brand loyalty. So it's defiantly a win-win situation for the employees and employer and customers. Also I came to other results that women mostly have more job satisfaction when they are located in front line jobs and that may be rooted in their interest and ability in more talkative actions or be in their biological mental differences.

But this study shows that if women are located in jobs that they would have more communication they will be happier and it can also affect to their performance and improve this part of the organization. One other result of this research was that age could affect job satisfaction in a way that the more it is, the job satisfaction grows. It can come from the fact of getting used to something makes you like it more and keep up with it.

It doesn't directly mean that youngers didn't have job satisfaction because the difference was not that high to be considered this much. However I thought that being education could affect job satisfaction, the results show that it doesn't have any effect on the amount of job satisfaction and could be not considered in this usage.

## **5.2 Recommendations**

Nowadays organization's system many surveys and tests are taken before they hire new employees but do they really measure the amount of individual's psychological needs and wants and somehow relate it to the job position they are putting him/her?

This is a win-win situation for both parties to get a very considerable benefit if they administrate a system to take this responsibility and arrange a system in which employees and management are both happy with the results and bring a finer atmosphere to the organization and job environment.

## **5.3 Limitations**

This study was done cross sectional and it means that it is possible to have different results in future studies or in different job sections. For example if we observe front

line employees in hotel and tourism section is could be end to different results that is got here.

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## **APPENDIX**

## Appendix: Sample of questionnaire

1. Gender:	a. Male	b. Female		
2. Age:	a. 18-27	b. 28-37	c. 38-47	d. 48-57
3. Job status:	a. Full time	b. Part-time		
4. Education:	a: bachelor	b: master	c: Phd or higher	
5. Work Experience:	a. 1-5 year's	b. 6-10 years	c. more than 10 years	
1. Given the choice, I would prefer to:				
Get acquainted with a lot of people and become friends with as many as I can manage.				
Get acquainted with a lot of people and become friends with a few.				
Get acquainted with some people and become intimate friends with a chosen few.				
Have one or two very intimate friends, without getting acquainted with many people.				
2. When I have free time :				
Almost always prefer to do something with others.				
Usually prefer to do something with others.				
Sometimes like to be with others but also enjoy spending time by myself.				

Usually prefer to spend time alone.
Almost always prefer to spend time alone.
3. All things being equal, I:
Almost always prefer working in a team.
Usually prefer working in a team.
Enjoy both teamwork and working alone.
Usually prefer working alone.
Almost always prefer working alone.
4. When I go out socially, it's usually with a large group of friends.
Most of the time    Often    Sometimes    Rarely    Almost never
5. I turn to others for inspiration.
Most of the time    Often    Sometimes    Rarely    Almost never
6. I am very talkative.

Most of the time	Often	Sometimes	Rarely	Almost never
7. When conversing with someone, I reveal personal facts about myself.				
Most of the time	Often	Sometimes	Rarely	Almost never
8. I eagerly share my thoughts and feelings with other people.				
Most of the time	Often	Sometimes	Rarely	Almost never

**Guidance for below questions:**

**1: Most of the time 2: Often 3: Sometimes 4: Rarely 5: Almost never**

<b>No</b>	<b>Job interest &amp; satisfaction related questions</b>	<b>LIKERT'S SCALE</b>
1	Do you find your job important and meaningful?	1 2 3 4 5
2	Do you try to learn new things regarding your job?	1 2 3 4 5
3	Do you think your job is suitable for your skills?	1 2 3 4 5
4	Do you come to work excitedly?	1 2 3 4 5
5	Do you think your job is suitable for your areas of interest?	1 2 3 4 5
6	Do you recommend your profession to others?	1 2 3 4 5
7	Do you think your job allows your development?	1 2 3 4 5
8	Do you feel tired and bored at the end of the workday?	1 2 3 4 5
9	Do you ever think about changing job?	1 2 3 4 5
10	Would you consider to shift to another job if had the opportunity?	1 2 3 4 5
11	Do you attend seminars and congresses to improve your professional knowledge?	1 2 3 4 5
12	Would you consider early retirement and live a sedentary life?	1 2 3 4 5