

## The Study of the Influence of Personality Factors on Job Stress and Job Satisfaction Considering the Mediator Role of Individual Answer

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### Abstract

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Different studies have shown that personality factors influence performance and organizational behavior of personnel. The significance of the influence of personality factors on job stress and job satisfaction and finally its effects on exploitation and organizational revenue made us to begin the present research with this question that " how much do personality factors influence job satisfaction of an organization personnel due to the mediator role of individual answer?". To do so after reading previous researches and sampling using standard questionnaires related to the variables based on the study purpose and concept model of the study, independent, dependent and mediator variables data were gathered. Correlation between the variables was calculated showing that there is a meaningful correlation between variables, the greatest meaningful correlation was found between the job stress and job satisfaction. Finally using a T-test one of the test hypotheses was tested and it showed that all hypotheses are accepted gaining three marks more than the test mark. The study results tend to show a causal relation between personality factors, conscience, and harmony and job stress and job satisfaction. The interesting point found here is the role of individual answer as a mediator, though the negative effect of conscience on stress, this effect along with the mediator role of individual answer caused stress in personnel.

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**Keywords:** personality factors, job satisfactions, job stress, individual answer

### 1. Introduction

Organization personnel enjoy different personality factors. These personality factors are among the significant factors on their job quality. Different studies have shown that differences in personality influence the personnel's performance and behavior in such a way that these personality factors have a potential effect on forming the job atmosphere and finally organization exploitation (Hughes et al, 2009). Breaux and Hont's studies on hundreds of employees in different organizations showed that personality factors effect more than lack of skill and talent their role on promotion of organization personnel ( Amrabi et al, 1998).The process of applying, transaction and promotion can be improved according to the personality factors. Since the personality factors work as a determiner of behavior, awareness of personality factors help the management system to use qualified employees in different jobs, this will decrease transaction of personnel and increase their job satisfaction accordingly (Robins, Stephen, pee, 1996 quoted in Parsaeean and Aarabi,2005).

Every job has its unique features such as whether it needs thinking or physical activity, it is done in private or in crowded room, it needs one or a team, how it is supervised, etc. while people have different personality features, some like to work alone some don't. Personality is a combination of constant psychological features determining his thoughts and behavior. In other words personality is a combination of psychological features we use to classify people(Robbins and D,Senzo,1998 translated by Shadi, Arabi and Rafiee,2006).

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Witt believes that personality factors can be used to predict performance and behavior of employees (Witt,2002). In recent years a lot of attention has been directed to the relation between morality of employees and their job consequences (Daus and Ashkanasy,2005).while in recent researches satisfaction framework and job stress have been neglected as an organization consequence.

In recent years changes in personality theories and development in measuring and analysis has led to emerge of theories of personality known as five factor model (Digman,1990).nowadays many researchers believe that the best concept of personality is defined in Digmann's Model (Goldburgh,1990,Mc Karry and Costa,1987 quoted in Hoseini and Latifian, 1388). Accordingly a lot of theoreticians of motivation era believe that emerge of five factor model caused a lot of interest to study personality factors and pre-awareness in motivational performance of people. These theoreticians believe that a difference in personality aspects of people is key factors that influence their motivation in performance and learning (Zweig and Webster, 2004). Experimental studies in Digmann's five factor Model emphasized the relation between personality and job consequences.(Hough et al,1990,Tett et al,1991, Rezaian and Naieji,2009). Job satisfaction as a job consequence is related to the amount of gladness of employees related to their job(McCloskey and McCain 1987). Job satisfaction is a key factor in job success. Job satisfaction causes increase in efficacy and self-satisfaction. Researchers have defined job satisfaction differently but they agree on the relation between job and social and psychological factors, and believe if job provide the pleasure expected by employee, he will enjoy his job,(Parhizgar,1994). A combination of different factors, intrinsic such as pleasure or extrinsic such as salary and job atmosphere makes person enjoy his job.

The level of job satisfaction affects the performance greatly (Bacharch et al, 1990, Ma et al,1999,Spector,1997). Studies have shown that job satisfaction affects one's physical and psychological health(Cole and Freeman,1997, Decham et al, 2000, Paglici,1999 quoted in Kaldy et al,2003).So far the study of personality factors and its relation to job satisfaction is important, since researchers have consensus that firstly five factor models describes the personality aspects the best. Secondly Digmann's five factor model has been used in economic psychology in relation to job performance (Barick and Mont.1991). a few studies on the relation between personality factors and job stress and job satisfaction are available, these studies show a strong relation between conscience and job satisfaction(Levin and Stokes,1989, Rezaianad Naiji,2009). Recent studies show a relation between personality factors, job atmosphere and personnel psychological health(Smith et al,1995).More studies show the interaction between special job environment and personality factors ( Samari and Laali Faaz, 2004).The significant importance of personality factors on job stress and job satisfaction and eventually organization performance made us to begin the study with this Question" how much do personality factors influence job satisfaction of an organization personnel due to the mediator role of answer?".

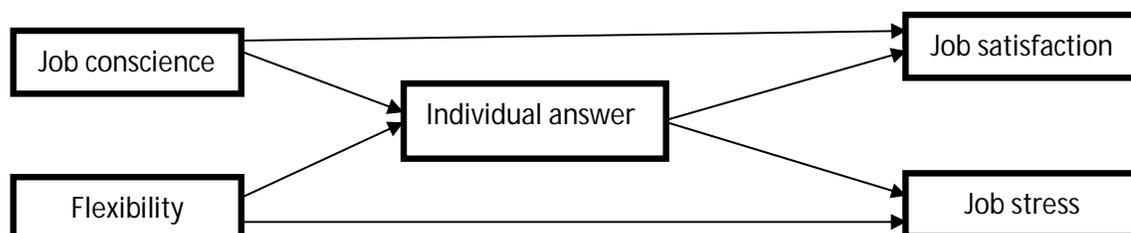
## 2. Methodology

The research method is descriptive correlation because of the practical purpose, data gathering and analysis. Moreover research hypotheses are determined based on the purpose and concept model. Sample of the study are the management department personnel of Bank Mellat in Tehran, Iran. The number of the subjects is calculated according to Cochran formula. Data gathering was done through standard questionnaires focusing on personality factors, job satisfaction and job stress. Later all of them are discussed in detail.

### 2.1. Concept model of the study

The concept model was chosen based on the purpose of the study that is the relation between personality factors and two variables: job stress and job satisfaction. In this concept model dependant variable, personality factor, is divided into two subgroups: job conscience and flexibility. Mediator is the individual answer, while job stress and job satisfaction are two dependant variables.

**Figure 1: conceptual model (Ali Shah.et.al, 2012)**



## 2.2 sample of the study

Sample of the study includes all 217 managers in Bank Mellat in Tehran, Iran in 1395. Using Cochran Formula the sample was determined to include 138 people.

$$n = \frac{\frac{z^2 pq}{d^2}}{1 + \frac{1}{N} \left( \frac{z^2 pq}{d^2} - 1 \right)}$$

## 2.3. Data gathering

The present study gathered the data through questionnaires and library research. Through library research, theoretical basis on the research and a summary in the introduction was prepared. To gather the needed data related to the study variables, standard questionnaires were used that are presented:

### Conscience and flexibility questionnaire

60 question version of NEO-PI-R test was used to gather the needed data of conscience and flexibility of personnel that has been developed by Costa and McGury based on five factor model (Haghshenaas,2005,Garoosi Farshi, 2001, Poursharifi, 2003). GaroosiFarshi (2001) reported Cronbach's Coefficient Alpha from 56 percent to 87 percent for the main factors . GaroosiFarshi (2001) found the main factors through factor analysis. The present study used the localized Persian 60 question version of NEO-PI-R test (Garoosi Farshi, 2001),each variable had 12 questions. Each question had a scale of five from zero to four. For some questions different answers were prepared: strongly agree and strongly disagree, also from zero to four.

### Answer questionnaire

To measure conceptual answer, a test of eight questions developed by Hochwarter et al was used. The answer to the test had 7 degrees: from strongly disagree (0) to strongly agree(7). All the answers to the 8 questions were gathered and turned to a number. Cronbach's Coefficient Alpha to the test was reported 73 to 91 percent( Hall and Harris,2010, Hall et al,2009,Breaux et al,2008,Hall et al,2006,Hachwarter et al 2007,2005).

### Job satisfaction Questionnaire

To measure the job satisfaction of managers of Bank Mellat a five question test developed by Brifield and Roots was used. The questionnaire measures job satisfaction in five levels, completely satisfies (5) to not satisfied (0) which are indirectly asked. The sum shows the overall job satisfaction.

### Job stress questionnaire

Job stress was measured through a 6 question test developed by Haus and Rizoo ranging from strongly disagree(1) to strongly agree(5) (Breaux et al ,2008).

## 3. Data analysis

Table 1 shows the mean and standard deviation of all indicators and variables.

**Table 1.mean and standard deviation of variables**

indicator	Conscience	flexibility	Individual answers	Job satisfaction	Job stress
Mean	3.51	2.5	5.1	2.1	3.5
Standard deviation	0.61	0.53	1.5	1.2	0.86

Next, correlation between studies variables are analyzed in table 2.

**Table 2. Correlation of variables**

variable	Conscience	flexibility	Individual answer	Job satisfaction	Job stress
conscience	1				
flexibility	0.25	1			
Individual answer	0.16	0.13	1		
Job satisfaction	0.21	0.26	0.28	1	
Job stress	-0.12	-0.22	-0.10	-0.32	1

According to the data in table 2, it can be concluded that there is a meaningful positive correlation between study variables. The strongest negative correlation was found between job stress and job satisfaction while the lowest meaningful correlation was found between conscience and job stress. From the intrinsic and extrinsic variable analysis it can be concluded that increase in personality factors, conscience and flexibility will increase individual answers of the sample. Next K-S test was used to the normality of data distribution, and then one of the inferential statistics to test the hypotheses was used.

### 3.1. Normalized standard score of data

To see the normality of research data K-S (Kolmogorov-Smirnov) test was run to make sure about the distribution of the research data. K-S test measures the probability of the distribution of the data to see if there is a big difference in one variable the distribution is not a normal one. The amount of P-value is considered 0.5. All the research variables data was confirmed to be normal according to K-S test as shown in table 3.

**Table 3. K-S test results**

	1 <sup>st</sup> hypothesis	2 <sup>nd</sup> hypothesis	3 <sup>rd</sup> hypothesis	4 <sup>th</sup> hypothesis	5 <sup>th</sup> hypothesis	6 <sup>th</sup> hypothesis	7 <sup>th</sup> hypothesis	8 <sup>th</sup> Hypothesis
N	138	138	138	138	138	138	138	138
Mean	3.53	3.38	3.26	3.24	3.58	3.21	3.36	3.55
S.deviation	0.607	0.515	0.619	0.612	0.618	0.571	0.622	0.641
P-value	0.189	0.168	0.103	0.178	0.160	0.111	0.152	0.173

The distribution of data is normal according to table 3. A T-test was run to test the research hypotheses.

### 3.2. T-test

Research hypotheses determined based on the purpose of the study and the concept model were analyzed through a T-test and SPSS was run to help it. In many project that data is gathered through Likert scale a T-test is run to analyze the research hypotheses. The present study hypotheses are:

1. Conscience influences the job satisfaction.
2. Flexibility of employees influences their job stress.
3. Conscience influences the answers of the employees.
4. Flexibility of employees influences how they answer individually.
5. Conscience, mediating individual answer, influences job satisfaction.
6. Conscience, mediating individual answer, influences job stress.
7. Employees' flexibility, mediating individual answer, influences job satisfaction.
8. Employees' flexibility, mediating individual answer, influences job stress.

T-test results for the research hypotheses are presented in table 4.

**Table 4. research hypotheses test results**

Research hypotheses	T	df	sig	The mean difference in the number of test	Confidence interval 95%	
					lower	upper
1 <sup>st</sup> hypothesis	28.479	137	0.000	3.26250	3.0390	3.4860
2 <sup>nd</sup> hypothesis	29.769	137	0.000	3.38281	3.1968	3.5688
3 <sup>rd</sup> hypothesis	32.868	137	0.000	3.53125	3.3121	3.7504
4 <sup>th</sup> hypothesis	37.099	137	0.000	3.66667	3.4041	3.9293
5 <sup>th</sup> hypothesis	31.251	137	0.000	3.45612	3.3214	3.6215
6 <sup>th</sup> hypothesis	32.123	137	0.000	3.51236	3.4123	3.6324
7 <sup>th</sup> hypothesis	34.213	137	0.000	3.61237	3.61237	3.8412
8 <sup>th</sup> hypothesis	36.123	137	0.000	3.64123	3.5312	3.9135

According to table 4, it can be concluded that all research hypotheses are accepted and two variables in the research sample were influential. Since the numerical value of T-test is 3 marks bigger in all test hypotheses, all research hypotheses are accepted. The results show that 4<sup>th</sup> hypothesis enjoyed a higher point among others. It means that flexibility of the employees is very influential on their answers.

#### 4. Conclusion

The present study aiming at finding the relationship between personality factors, conscience, flexibility and job stress and job satisfaction took individual answer as mediator variable. Some researchers focused on the relationship between personality factors and job stress individually while the present study used individual answer as mediating variable. There are two reasons to show significance of the relationship: first there is a theoretical and conceptual tie between personality factors and individual answer. Second, answer conditions is one of main organization systems that help us understand personal differences (Frink and Klimosky, 2004). The result showed the mediating role of individual answer between personality factors and job stress. Moreover a causal relationship between personalities factors, conscience, flexibility and job stress and satisfaction. It is in accordance with recent researches on the same topic such as Fredrickson 1 (2001), Kafetsios 2 and Loumakou 3 (2007) , Rezaian and Najji (2009) and Levin and Stokes (1989).

Moreover a negative correlation was found between conscience and job stress. No research was found to prove this. But Samari and Laalifaz (2004) reported a meaningful relationship between personality types ( A and B) and stress. According to the result a meaningful correlation between individual answer and two variables, conceptual and job stress was found. This is in accordance with Breaux et al (2008), Hochwarter et al (2007), Hall et al (2006) and Hochwarter et al (2005). The result showed the mediating role of individual answer in the relationship between conscience and job stress. The result also showed the negative effect conscience as a personality factor on job stress. The interesting point here was the mediating role of individual answer on these two variables. It means that while conscience had a negative effect on stress, this effect, mediating individual answer, caused stress in employees. It seems necessary to do more studies on the relationship between individual answer, flexibility and job satisfaction using some new research methods. Also some other mediators should be taken into study focused on two personality factors, conscience and flexibility so it is suggested that other personality factors can be studied.

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