

# Comparing job performance, job satisfaction, and opposition solving styles between workers of Ahvaz Medical Science University having personality type being proportion to their job, and those who don't have this proportion

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**Abstract-** The aim of this study is to compare job performance, job satisfaction, and opposition solving styles between workers of Ahvaz Medical Science University that have personality type that is proportion to their job and those workers who do not have this proportion, is based on personality theory of Myers – Briggs. Sample of 309 workers from Ahvaz Medical Science University were selected based on class sampling (based on job), and they were divided into two groups based on the theory of Myers – Briggs: those who have job and personality proportion and those who do not have. The research tools were Myers – Briggs type indicator, job satisfaction questionnaire of Minnesota, job performance questionnaire of Peterson, opposition solving. The result of the data analysis and Manawa showed a meaningful difference between workers that have personality and job proportion and those who do not have in case of job performance, job satisfaction (extroverted and introverted ) , opposition solving styles, cooperation, competition and compromising and avoidance.

**Key Words:** Job proportion; Personality type of Myers – Briggs; Job performance; Job satisfaction; Opposition solving styles

## 1 Introduction

Success and progress organizations is subject to having proper and useful human resources with eligible function who are indeed satisfied enough with their job to expect them to achieve progresses and bring creativity in their jobs. For these two important objectives to be achieved in job; there is an essential need to have a precise knowledge about human resources, their selection and about applying them to the jobs that are appropriate for them. For job appropriateness; theorists have pointed to two kinds of matches between job and employed. The first match related to the appropriateness of job and employee from the point of view of knowledge\_ skills\_ ability (KSA) which means whether a person owns the required knowledge of the job or not. The second factor relates to the skills meaning that whether a person is having the essential skills to accomplish his job and eventually the third is whether the essential ability to accomplish the task in job exists in the person or not. Industrial psychologists and management theorists however believe that the first type match dose not guarantee the progress and success in organizational selection as industrial and organizational psychologists believe that among the other factors related to the second

type match personality is one of the most important factors which is highly considered by them.

For this purpose various theories related to personalities are proposed to explain the role of this factor that each of them has explained part of it. Yet as to the complexity of human mind and its autonomous property there haven't been any complete pattern so far to thoroughly predict human personality. With applying mayrz and Brigz theory, this research seeks to clarify the differences that exists between the employees with appropriate matches between their personalities and their jobs from those who lack the appropriate match considering variables in job performance job satisfactions and methods of handling conflicts. This theory of personality so far could have turned to a useful mean for selections and applications of individuals in organizations in a way that according to the estimations provided by future magazine in 1987 1/5 million people in 1986 have used this test to select their appropriate job. (Lanyon & Partners, 1987). This case revealed that the aforementioned test is the most widespread mean for non\_ clinical purposes specially management development (kroeger & Thuesen, 1988) and making groups in the trade world (Hirsh & Kummerow, 1990). So far numerous researches on appropriateness of job and personality and the effect of

this appropriateness on job performance job satisfaction and methods of handling conflicts has been made based on the theory of mayers and brigs. For example kyndon (2006) and Catherine (2006) have provided researches on the appropriateness of personality classes jobs and performance in job which also approved mayers& brigs finding. Casper (2007) based also the relation between the mentioned appropriateness whit job satisfaction and the results demonstrated a positive and satisfying relation. Among the other researches about job appropriateness based on the theory of mayers & bring with the variable of handling conflicts is the research of Bobbiesue (2005) and Linden (1985). They could prove that personality aspects can determine the type of method to solve conflicts.

As a tool to help managers in the selection and application of their personal etter explanation of the relation between personality vs. jobs and significant organizational variables this theory can be even more investigated. Therefore for this goal to be achieved the present research investigates the matter that whether the employees whose jobs are appropriate with their personality class have any reasonable difference with those whose jobs are inappropriate white personality class according to the three variables of performance in job; job satisfaction and methods handling conflicts.

**2. Material and procedures**

**2.1 Research assumption**

There are reasonable differences regarding performance in job; job satisfasction and method of solving conflicts.

**2.2 Statistical society**

The present research includes all the jobs that exist in universities; hospital; health centers of medical sciences university of ahvaz (Jondi Shapour).

**2.3 Sample and sampling method**

Sampling method is class based and based on job. First appropriate job of each personality class is determined based on the theory of Myers and Brigs and then from each class of job 30 individuals have randomly been selected and of 480 individuals selected; 309 individual filled questionnaire.

**2.4 Myers & Brigs type indicator (MBTI)**

Myers and Bring provided this questionnaire as a self-evaluation questionnaire which has been used both for research and application (Yee, 1984). The form used in this research is the form G which includes 94 options.

**2.4.1 Validity and reliability coefficients of MBTI**

Casta and Mccrae (1989) reported the following validity coefficients through correlatin MBTI and NEO in a research.

Table1: correlating coefficients of MBTI questionnaire and NEO questionnaire.

NEO questionnaire aspect aiMBTI questionnaire aspect	Extroversion	Being Ready Fore Experiences	Flexibility In Agreements	Loyalty	Nervousness
Extroversion	-0/74	-0/03	-0/03	-0/08	0/16
Introversion					
Sensory-Initiative	-0/10	-0/72	0/04	-0/15	-0/06
Intellectual-Emotional	-0/19	-0/02	0/44	-0/15	0/06
Judgmental-Perceptual	-0/15	0/30	-0/06	-0/49	0/11

As the data shows, between MBTI measures and personalities there are five correlation factors. Mayers and Mccrae caulley reported the alpha coefficients of 0/76 to 0/84 for four MBTI measures 1985.

**2.5 Minnesota satisfaction questionnaire (MSQ)**

This questionnaire was first introduced by wai ; England and Lafcosite in 1967. Vanos in 1974 reported the validity coefficient of this questionnaire by correlating it with job description indicator (JDI) rated as 0/71 which is reasonable in a range of p\*0/0001 (cook and partners; 1989). Naami in 1381 reported the final factor of this

questionnaire in two procedure of (tansif) and cronbach alpha as 0/88 and 0/89 respectively.

**2.6 Handling conflict style inventory**

This inventory was first introduced by Putnam and Wilson. In this research ; validity coefficients of each micro measures in the inventory resulted from correlating each measure with the proposed question is as follows:

Validity coefficient of comparative measure 0/76- preventive method 0/67- adoptive method 0/50- compromising method 0/46 and colleague method 0/48 all of which were reasonable in a range of p\*0/0001. Final coefficient of this inventory is 0/76 by cronbach alpha method and 0/67 by spirman brown method which is reasonable in a range of p\*0/0001

**2.7 Job performance questionnaire**

This questionnaire was introduced by Paterson. Tabib Nejad and Shehni Yeylagh (1382) report the validity coefficient of this questionnaire through correlating it with the proposed question as 0/40. Naami (1381) has reported the final coefficient of this questionnaire using alpha cronbach as o/74 and using tansif method as 0/68.

**3. Research findings**

Findings of research has been gathered using the statistical method of analyzing multi- variable variance; evaluation of hypothesis and investigating the statistical reasonability DUE FROM DIFFERENCES between two groups; one group with the personality compatible with their jobs and the other group lacking such compatibility.

Table2: results of analyzing multi- variable variance for marks of job performance; job satisfaction and methods of handling conflicts

Test	quantity	f	Degree of freedom in hypothesis	Degree of freedom in error	Reasonability level (P)	
Pilaiy	0/995	3/949	9	194	0/0001	
Larmbedai weekis	0/005	3/949	9	194	0/0001	
Hotling	183/193	3/949	9	194	0/0001	
Greatest root	183/193	9/949	9	194	0/0001	

As it is obviours in the table; all the reasonability tests show that the two groups; meaning the group having an appropriate personality class to their jobs and the group lacking such appropriateness in the reasonability level of 0/0001 differ reasonably at least in one dependent variable among the variables of performance in job; job

satisfaction and methods of handling conflicts. In order to figure out differences of two groups in one of the dependent variable; more variance analysis is demonstrated in table 3.

Table 3- effects between subjects for dependent variables of performance in job; job satisfaction (internal and external); and methods of handling conflicts (cooperative, compromisive, preventive, comparative, adaptive) among the personnel having personality class appropriate to their jobs and employees lacking this appropriateness.

Source of change	Dependent variable	Total of squares	Degree of freedom	Squares average	F	Reasonability level (P)
appropriateness	Performance job	1581/56	1	1581/56	79/149	0/0001
	Total job satisfaction	5472/2	1	5472/2	49/731	0/0001
	Inherent external satisfaction	469/62	1	469/62	26/479	0/0001
	Inherent external satisfaction	2211/03	1	2211/03	54/501	0/0001
	Cooperation	1753/57	1	1753/57	100/419	0/0001

	method					
	Compromise method	1109/7	1	1109/7	47/114	0/0001
	Prevent method	7257/07	1	7257/07	125/817	0/0001
	Comparative method	2236/67	1	2236/67	33/084	0/0001
	Adaptive method	2233/92	1	2233/92	51/076	0/0001

According to table 3 which demonstrates the results achieved from the test of effects between subjects, two groups which include the group having an appropriate personality class to their jobs and the group lacking such appropriateness have a reasonable difference with each other in the reasonability level of  $p < 0/0001$ , in variables of performance, job satisfaction (internal and external) and also in different methods of handling conflicts. Therefore hypothesis of research is approved.

Job appropriateness is one of the significant variables that explanation of its finding for employees and organization may help improvements in performances, job satisfaction, methods of handling conflicts and different point of view of job. According to the researches made about job appropriateness, specially about the appropriateness of job and personality of the employee which is indeed the subject of the present research, it can be mentioned that:

Hypothesis: between employees having appropriate personality class to their jobs and the employees

Results achieved from hypothesis test in the field of methods of handling conflicts which are approved, comply with the results from the researches of Chinobo (1990), Gardener and Martin (1996), and Powel (2008).

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