Evaluation of the Relationship between Personality Types (ExtrovertIntrovert) with Job Satisfaction of Bank Employees
Case Study: Private Banks in the City of Karaj

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Abstract

One of the major and fundamental topics of science of psychology is personality traits. Since these traits form the infra-structure of the behavior system, attention to this topic can clarify special aspects of individual’s performance in various areas. Among important examples of this topic is effect of personality traits of individuals on their occupational performance. This research has the main goal of evaluating the relationship between personality types of extroversion and introversion with level of job satisfaction of private bank employees in the province of Karaj. Participants in this study include 50 employees of private banks in the province of Karaj who were selected by stratified randomization and in access sampling. For questionnaire completion, gender was not a criterion. The questionnaires were distributed by the researcher among employees. The kind of research was descriptive (correlational). Two questionnaires of personality (extroversion-introversion) of Michell Gooclen and Dant’s job satisfaction were used. For data analysis descriptive and inferential statistics (including Pearson’s correlation test) were used with the help of the SPSS software. Results showed that meaningful correlation exists between personality types of introversion and extroversion with job satisfaction such that the level of job satisfaction of bank employees are higher in extrovert individuals compared to introvert ones. Considering the information obtained, the level of job satisfaction of extroverts is higher than introverts. Therefore, according to the results of this research, personality type and work environment are influential on job satisfaction.

Keywords: Extrovert Personality Type, Introvert Personality Type, Job Satisfaction, Private Bank.
Introduction

Economic growth and development of every country depends on production and profiting from production factors and among them, profiting from human factors has major importance. Undoubtedly, one of the main and fundamental topics of psychology is personality traits. Since these traits form the infra-structure of a person’s behavioral system, attention to this topic can clarify special aspects of individual performance in various areas. Among significant examples of this issue is effectiveness of personality traits of individuals on their job performance. Occupied individuals if able to select their profession with attention to their personality traits, they can engage in work and be productive with a positive mannerism and patience. Evaluation of the overall situation of individuals with respect to their work shows that when a person is involved with numerous factors in his or her work environment, he or she tries to select a job that in addition to providing his or her financial needs also satisfies him or her psychologically (Maslow, 1970: 102). On the one hand, he or she has a unique personality and therefore, engaging individuals in appropriate occupations and evaluation of their personality traits is a necessary matter. Otherwise, organizational job success and reaching goals will be slowed down (Davis and Newstorm, 1994: 53).

Human force is one of the important assets of any enterprise that has very important role in reaching organizational goals. Therefore, every organization for reaching desired efficiency and effectiveness seeks qualified individuals who are appropriate to the conditions of occupation in particular posts based on their abilities, skills and behavioral characteristics (personality) (Pourkiani and Jalali, 2009: 66). Micshell believes that people’s success in the social environment and particularly job environment depends on various factors among which include desirability of the occupation and job satisfaction and under conditions where personality and occupation are adaptable, job satisfaction reaches its highest and abandoning work its lowest levels (Micshel, 1997: 64). Therefore, psychological wise, it is appropriate to evaluate different personality types and level of job satisfaction in selected positions.

Statement of the Problem

In the recent century, scientists and economic experts have reached the conclusion that efficiency and dynamicism at work in economic and industrial organizations is not possible without use of the human factor. The importance of human force in the destiny and success of nations is to the degree that even if other resources are available or are present in minimal, the society can with belief and will in a short time provide its means of progress and well-being. Yet, societies who have other resources but lack the necessary active human force for profiting from them will not have significant progress. Therefore, measures should be taken to engage humans actively in service.

Despite huge and costly investments that can consume milliard Tomans of a country’s budget, we still suffer from crisis and lack of success in banking and industry. Therefore, necessary evaluations should be performed to identify the contexts that lead to deficiencies and endeavor to resolve them in an all inclusive way. If we want to be a country filled with profit making and profiting with consideration of human factors at work, this research can help us regarding these
goals and be used by directors and officials, industry, banks and service occupations. In the opinion of Rogers, the human factor in organizations has high importance and their success depends on the spirit, effort, motivation and satisfaction and overall high organizational efficiency and effectiveness to a great extent depends on efficiency and effectiveness of the human force (Rogers, 1991: 145). Job satisfaction is a factor that in today’s world has allotted a major portion of the time, budget and attention of experts to itself. Our country is not an exception to this matter because this structure can be effective on predicting organizational behaviors in the future such as work abandonment, delay, work slow-down and absenteeism and have significant effect on profiting of human force. When individuals are satisfied of their job, their efficiency increases. In other words, individuals will have desired and effective performance when appropriate connection exists between their expectations and level of abilities and capabilities and when in the high pressure work environment, the support system has appropriate credibility and value whether it be at the work environment or at the level of society (Shafiabadi, 2009: 54). The first and most important part of an organizational system is their human individuals with various personalities. It is motivations, abilities, desires, opinions and ideas that in fact form the constituents of human personality and determine the level of expectations of individuals relative to each other (Siasi, 2011: 19). Therefore, it is better that each individual selects a path based on his or her interests and mannerism that will not lead to confusion and mental anguish.

In the opinion of Raymond, work has best results when there is best adaptability and conformity between employees and their occupation (Raymond, 2005: 43). In this research, the relationship between personality type «introversion-extroversion» with job satisfaction of bank employees is evaluated.

Importance and Necessity of the Topic:

Banks and organizations are arms of society and individuals in them form their arms and if we know which factors lead to increased job satisfaction, a topic that has engaged individuals and enterprises, we have taken effective steps in the direction of prosperity of the economic market and cheerfulness of societal psyche (Mehdad, 2008: 59). Psychologists endeavor to consider appropriate individuals for job positions and very year huge expenses are incurred in employing new individuals. Therefore, it is better to simplify their task and minimize the costs of testing and erring. This research can help psychologists and make them aware of variables related to occupations and that which ones increase job satisfaction. Two variables are introduced in this study which are factors that can help advance organizations and provide them with advantage. Undoubtedly, job satisfaction has significant effect on employee practical behavior and effectively shows its influence on current job, efficiency, effectiveness and preparedness for job promotion. Job satisfaction also leads to decreased absenteeism and since individuals’ healthiness is to the advantage of companies regarding insurance and hospital expenditures, returns are increased. A satisfied employee transfers cheerfulness and happiness from the organization to the home environment and society. Therefore, it is possible with attention to the method of improvement of social responsibility taking and better financial situation of society due to job satisfaction to act to the advantage of society and defend this factor. As a result, the
important point that needs attention is that an individual should select a profession with attention to his or her personality trait. In other words, his or her job should be appropriate to his or her personality such that the individual’s occupation leads to provision of his or her fundamental needs and physical and mental comfort. In such case, he or she will undoubtedly be a responsibility accepting individual, reliant on moral and work principals and ultimately, he or she will perform his or her duties with health and complete excellence.

The importance of the topic is such that every year, more than one hundred articles regarding importance and effectiveness of the human factor in all areas of occupational and organizational domain has significant importance and is published in specialty journals.

Research Background:

Ahadi, Jamhari and Lashkari (2011) evaluated the relationship between job satisfaction of nurses in public hospitals of district 2 of Tehran with personality types of introversion-extroversion. Results showed that meaningful and positive correlation exists between job satisfaction of nurses with their personality type of extroversion.

Aghajani (2011) in an organizational psychology seminar showed that positive and meaningful correlation exists between Myers’s 16 personality types and job satisfaction.

Mostafaii and Roshan (2010) performed a research titled “Evaluation of the relationship between personality traits and job satisfaction in officers and results of the Pearson correlation test showed that personality traits have positive and meaningful correlation with job satisfaction.

Najarivar, Akbari and Livarjani (2010) evaluated the relationship between personality traits and job satisfaction in employees of the telecommunications office of Eastern Azerbaijan province and results showed presence of meaningful correlation between the two variables.

Narimani, Khanbananzadeh and Farzaneh (2007) performed a research titled “Evaluation of the relationship between personality traits and job satisfaction of employees at Ardabil universities.” Results showed that meaningful correlation existed between personality traits and satisfaction.

Conceptual Definitions

Type: refers to classification of people into several groups each of which has its own characteristics and for the purpose of identification of the kind of personality of individuals, various classifications exist (Lawrence E, cited in Javadi and Kadivar, 1994: 91).

Personality: refers to collection of physical, psychological and behavioral characteristics of every individual that differentiates him or her from another person (Atkinson and Rital, cited in Nouri, 1998: 52).

Hoffman and colleagues define personality as a unique model and relatively stable of thoughts, emotions and actions (Hoffman et al, 2000: 126).
**Extrovert:** The extrovert individual is strongly influenced by environmental forces. He or she is intermingling in a wide range of situations and has self-esteem (Jung, cited in Shultz, 2012: 176).

**Introvert:** The introvert individual is resistive to external influences and has less self-esteem in relations with other individuals and the external world and is less intermingling compared to extroverts (Jung, cited in Shultz, 2012: 174).

**Job Satisfaction:** refers to the overall level of positive effect or an emotion an individual has towards his or her job and it can result from factors such as work quality, income, promotion and conditions of the work environment (Hackman and Oldheim, cited in Mehdad, 1997: 81).

**Employees:** employees and workers are individuals who are hired for taking charge of an organizational post based on employment regulations (Title (5), first chapter of employment statutes).

Research Variables:

Independent variables: is the factor that leads to change in the dependent variable (Delavar, 1999: 54). In this research the independent variable is the employees’ personality type and dependent on whether their personality type is extrovert or introvert, their job satisfaction will vary.

Dependent variable: is a response affected by an independent variable (Delavar, 1999: 55). If stated based on a hypothesis, it is a variable that the researcher tries to explain. In this research the dependent variable is employees’ job satisfaction. It appears that the higher the job satisfaction of employees, the higher will also be their responsibility acceptance with regards to the organization and their work.

**Research Purpose:**

- Identification of the relationship between extrovert personality type and level of job satisfaction.

- Identification of the relationship between introvert personality type and level of job satisfaction.

**Research Questions:**

1- Is there a correlation between extrovert personality type and level of job satisfaction?

2- Is there a correlation between introvert personality type and level of job satisfaction?

**Research Hypotheses:**

1. Correlation exists between extrovert personality type and job satisfaction.

2. Correlation exists between introvert personality type and job satisfaction.
Theoretical Background on Personality:

Personality types include a model by which we can evaluate the real person. Every type is a product of interaction between hereditary and environmental factors such as peer groups, hereditary and genetic factors, parents, social and cultural strata and physical environment. In other words, each type has special store of outlooks and skills for overcoming environmental problems and duties. Since various types have different interests and qualifications, they have tendency to surround themselves with special individuals and topics and seek issues that are in agreement with their interests, qualifications and method of thinking with respect to the world. One of the most prevalent classifications used by psychologists for personality is introversion and extroversion which was used for the first time by Carl Jung. Two dimensions that are found in most studies of personality factor analysis are «extroversion-introversion». Jung also for individuals based on whether they are focused on the world inside or outside considers two kinds of personality: the first group was called introvert and the second extrovert. At the introversion end of this scale, shy individuals exist that prefer to work and try in loneliness and particularly when faced with tension or emotional disagreement, withdraw into themselves and at the extroversion end, individuals exist that mingle with people and prefer professions where they are in direct contact with people. These individuals at time of tension, request other’s help (Jung, 1927 cited in Shultz).

Theoretical Principles of Job Satisfaction:

Lock provides the following definition for job satisfaction. Job satisfaction is a result of evaluating one’s job as a matter that reaching or the possibility of reaching important work values are provided for. Provision of these values is coordinated with satisfaction of the individual’s basic needs and helps their realization. These needs are of two kinds that are separate but interdependent namely body and physical needs and psychological needs particularly the need for growth. Growth is basically possible with attention to automatic qualities (Kamp 1976, cited in Lock).

Job satisfaction refers to the overall outlook of an individual regarding his or her job. A person who has high job satisfaction level will have a positive outlook towards his work. Yet, the individual who is dissatisfied from his or her work will have a negative view point towards his or her job. When we say that an individual has job satisfaction, it means that he or she likes his or her job overall and values it highly and has a positive feeling towards it.

In the opinion of Lock, job satisfaction or dissatisfaction depends on the difference a person feels between what he or she has achieved and what he or she is interested in. Lock defines the level of interest in job characteristics as the least level necessary for satisfaction of current needs. Therefore, if there is no difference between level of individual interest and real observation, satisfaction exists and in reverse if job characteristics are less than desired, dissatisfaction results (Kamp 1976, cited in Lock).
Method:

This study was descriptive and correlational (Delavar, 1999: 78). The researcher used questionnaire for evaluation of the relationship between personality type (introvert and extrovert) of private bank employees in the province of Karaj and their job satisfaction and whether their personality type leads to increased or decreased job satisfaction in them. Statistical sample included 50 individuals and method of sampling was by stratification and in access (Delavar, 1999: 78).

Method of implementation of the questionnaires was such that in private banks of the city of Karaj, two questionnaires selected by the researcher that evaluate personality type and job satisfaction were distributed between 60 employees and necessary explanations for completion of the questionnaires were provided for the participants. Due to lack of cooperation of some employees, 50 completed questionnaires were returned to the researcher. In this research, two questionnaires were used: 1) Personality type questionnaire (extrovert-introvert) that has been prepared by Mischell Gooclen (1974) and 2) Dant’s job satisfaction questionnaire that has been prepared by Dant and his colleagues (1966) in the theoretical framework of two factors of Herzberg.

Method of scoring these questionnaire is as follows: the Dant job satisfaction questionnaire has 36 items. These items pertain to motivational factors (intrinsic factors) and health factors (extrinsic factors) and each item is scored on a 7 degree scale. The responder has been requested to read the items carefully and show his or her degree of agreement with it. For calculation of job satisfaction score, initially distribution of responses relevant to each choice has been extruded. In other words, it is determined how many times each choice has been selected. Next, a weight giving method is used for acquiring the job satisfaction score. For this purpose, the first choice gets 7 points, the second 6 points and …and the seventh choice gets 1 point. By multiplication of the scores in the relevant distribution numbers for each choice a value is obtained which has been considered as the individual’s job satisfaction score. The highest score possible is (36*7)=252 and the lowest score is (36*1)=36. To obtain the level of satisfaction, the maximum score has been divided into 4 and individuals in the highest quartile have high job satisfaction (questionnaire cut off point). The personality type questionnaire (introversion-extroversion) of Mischell Gooclen has 50 items and the response to each item has two choices «a” and “b”, in some items «a.” show extroversion and representative of introversion In some questions, also some of “b” in various items is representative one of these two types .Considering the sum of responses to relevant choices for the extroversion and introversion items, if the number of responses for extroversion is higher than 35, the responder is a true extrovert. Yet, if the number of responses in less than 15, it can be stated that the respondent’s extroversion is really weak and it the number of extroversion responses is 25, the participant is at a moderate level (questionnaire cut off line) and is not considered introvert or extrovert. The logic used in the number of responses also applies regarding the sum of responses to questions relevant to introversion.

Data analysis was performed using the Pearson correlation test and with the help of the SPSS software.
Results:

After data collection, findings were statistically analyzed and the results are as follows.

First section pertains to demographic findings; second section to descriptive findings (Table 1) and third section pertains to findings related to the purpose of the research (Table 2).

According to the demographic findings regarding the distribution of the age of the bank employees, the lowest age was 22 and the highest 40 with a mean of 31/3 years.

Regarding distribution of education level of bank employees, 6 percent had diploma, 14 percent Associates of Arts and 80 percent had Bachelor’s degree.

Regarding distribution of work experience of bank employees, 16 percent had worked less than 5 years, 48 percent between 5 and 10 years, 30 percent between 10 and 15 years and 6 percent more than 15 years in private banks of the city of Karaj.

Table 1: Mean and standard deviation of the personality type and job satisfaction scores

<table>
<thead>
<tr>
<th>Standard deviation</th>
<th>Mean</th>
<th>Personality type</th>
</tr>
</thead>
<tbody>
<tr>
<td>6/91</td>
<td>22/26</td>
<td>Introvert</td>
</tr>
<tr>
<td>6/89</td>
<td>27/66</td>
<td>Extrovert</td>
</tr>
<tr>
<td>51/86</td>
<td>175/50</td>
<td>Job satisfaction</td>
</tr>
</tbody>
</table>

Table 1 shows the mean and standard deviation of personality type introvert-extrovert and job satisfaction scores. As observed, mean (standard deviation) of the introvert type was 22/26 (6/91) and mean (standard deviation) of the extrovert type was 27/66 (6/89) and mean (standard deviation) of job satisfaction was 17/5 (15/86).

Table 2: Correlation coefficient of personality type with job satisfaction

<table>
<thead>
<tr>
<th>Job satisfaction</th>
<th>Personality type</th>
</tr>
</thead>
<tbody>
<tr>
<td>-0/512**</td>
<td>Introvert</td>
</tr>
<tr>
<td>0/511**</td>
<td>Extrovert</td>
</tr>
</tbody>
</table>

P**<0/01
As shown in Table 2, negative and meaningful correlation exists between personality type of introversion and job satisfaction in bank employees \((r=-0.512, P<0.01)\). Yet, between personality type of extroversion and job satisfaction of employees positive and meaningful correlation exists \((r=0.511, P<0.01)\).

**Test of Hypotheses:**

**First hypothesis:** Correlation exists between extrovert personality type and job satisfaction.

Results of the Pearson correlation coefficient regarding the meaningful relationship between extrovert personality type and job satisfaction show that at a significance level \((r=0.511, P<0.01)\) positive correlation exists between the two variables.

**Second hypothesis:** Between introvert personality type and job satisfaction correlation exists.

Results of the Pearson correlation test shows that meaningful relationship exists between introvert personality type and job satisfaction where the relationship at a significance level \((r=-0.512, P<0.01)\) is negative correlation between the two variables.

**Discussion and Conclusion:**

Every research undoubtedly adds a page to the book of knowledge of society. Research as evident from its name arises from information about society and guides that society in the path of improving itself. If people wish progress, they should find their points of weakness and strength \((Shafiabadi, 2004: 32)\). Research is a way for finding these weak and strong points. This research can help us select individuals appropriate to their job and personality. In this research, statistical population included employees of private banks in the city of Karaj. Two hypotheses were presented in this research which were: 1) evaluation of the relationship between extrovert personality type and job satisfaction and 2) evaluation of the relationship between introvert personality type and job satisfaction. Considering the findings of this research, it can be concluded that between extrovert and introvert personality types and job satisfaction meaningful correlation exists and both study hypotheses are confirmed.

In past studies with this regard, presence of meaningful correlation between these two variables has been confirmed. According to the research by Koushaki, Houman and Zahedi (2009) between personality traits and job satisfaction of principals of junior high schools of the city of Tehran, positive and meaningful correlation was found. Results of studies by Sabzipour and Rashnoudi and Amiri (2011) regarding evaluation of personality types of introversion-extroversion and job satisfaction and organizational commitment of the department of education and development teachers in the county of Delfan, it was shown that positive and meaningful correlation existed between introvert personality type and job satisfaction and between extrovert personality type and organizational commitment. Yet, between extrovert personality type and job satisfaction negative and meaningful correlation existed. Additionally, results showed that between introvert personality type and organizational commitment correlation does not exist and
between men and women difference does not exist regarding introvert or extrovert personality types. Therefore, other evidence has been added to the previous research on this topic.

According to the personality theories of Jung, the reason for this issue can be explained as follows that introvert individuals seek challenging job opportunities less, while, extrovert individuals have high interest in challenging tasks and wish to decide regarding their duties themselves or to consult with management or other employees. They are less able to tolerate authoritative management, are more stimulatable and do not like performing repetitive and mundane tasks. Additionally, extrovert individuals are more successful in jobs that require social relationships and introvert individuals are involved with their own work only and do not have interest in major social relationships. They can work better than extrovert individuals far from social environments (Karimi, 2009: 62). All these factors mentioned govern over private banks and for this reason an appropriate context for work has been created for extroverts and naturally they are more satisfied from the work environments and the governing conditions compared to introvert type of personalities. Confirmation of this theory means that there is difference in the level of job satisfaction in individuals with extrovert personality type and those with introvert personality types. According to statistical findings and based on method of analysis of the information from the questionnaires, level of job satisfaction (r=0/511, P<0/01) is higher in extrovert individuals compared to introvert ones.
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