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An Investigation into the Relation between Personality Traits and Happiness at Work. A Case Study of Qom Province Post Bank

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Abstract

The present study is aimed to survey the relation between personality traits and happiness at work among employees of Qom Province Post Bank. Through literature review and surveying different models eleven elements were identified in happiness at work. These elements are learning, openness, positive thinking, meaningfulness of work, Interest in job, structure, flexibility, interaction with colleagues, fairness, security and trust. In addition, a combination of Big Five and Meyers & Briggs's model including eight traits (emotional stability, elitism, sense of responsibility, compatibility, intuition, emotionalism, extroversion, and perception) was applied. A questionnaire was used for data gathering. Results of t-test showed that flexible structural elements, fairness, security all are at average level. Learning, self-openness, participation, positive thinking, meaningfulness, interest in job, interaction with colleagues, preferred work environment, and happiness were at desired level. Spearman test results showed a significant relation between personality traits and happiness at work with confidence level of 99%. Step by step regression was applied to determine dependent variables and also effect coefficient of dependent variables. Results showed a linear relation between happiness from one hand and elitism and emotionalism from the other hand with error level of 0.05. Results of regression also showed more effective role of elitism on happiness at work in comparison with emotionalism.

Keywords: Happiness, Personality Traits, Extroversion, Sense of Responsibility, Interest to Job, Security, Trust

Introduction

For about 50% of respondents, as the results of researches on sense of excellence and happiness showed, happy life and feeling happy were the most important issues of life (Safari Shali, pp.2, 2008). Happiness, hope, and sense of satisfaction among citizen have been taken into account

by the UN to measure development index of nations since 2000. So that, unhappy and dissatisfied citizen conveys the fact of underdevelopment of the nation (Shali, 2008). Therefore, necessity and importance of happiness and alacrity is undeniable.

On the other hand, personality is determinant factor regarding manager's strategies and practice (Jahromi, & Hosseini, 2007). Personality plays a vital role in professional path and performance. So that mental abilities and motor skills are not sufficient though necessary. The fact is that occupation has to do with different aspects of human personality. This is to say that other human characteristics such as compatibility with job and work environment need to be taken into account when studying effective factors at work. In fact, even being master in doing the job does not guarantee success carrier and good services to clients when the staff's personality does not fit the job.

The history is seeped with different theories regarding personality differences. The field of personality in recent two decades has been ruled by five element model (FEM) of Robert McCari and Poal Costa (1987, 1997, 1999). Considering the advantages of a combination of FEM and Meyers and Briggs' model of personality traits, this study is focused on this combination. The combined model is open for modification. Factors effective on creation of a happy work environment are first to be considered following by finding answer to the question "what type of personalities are more happy at work?"

Literature Review

Happiness at Work

Happiness at work is an internal feeling, which is not easy to define as all other feelings are. Although there is not a generally accepted definition of happiness, people actually feel it and can determine exactly when they are happy.

Happiness at job happens after a triumph in doing a task which makes the individual to be proud of what he had done, when staffs believe they have an important job, find the task valuable, accept the responsibility, learn and develop at work; feel motivated and energized and find the job enjoyable (Kjerulf, 2007)

Happiness at work is realized when individual employs his talents and abilities (Dutton & Endmun 2007).

Models of Happiness and Alacrity at Work

Scientists have introduced different models regarding the factors of happiness. What follows is an introduction to some of the models (figure 1):

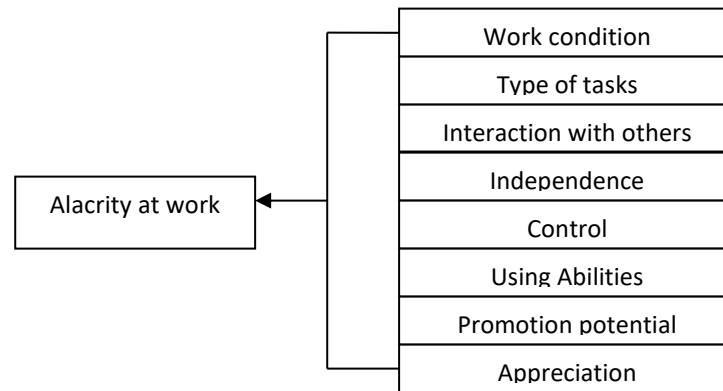


Figure 1. Sharp model

Triple Section Model for Inducing Sense of Happiness at Work

Three stages are mentioned in the model to illustrate what factors are needed to be taken into account at work:

- a) Security: essential for happiness, encompassing safety, descend work environment, reasonable salary and security;
- b) Perks: results in happiness, encompassing advantages, retirement pension, medical/dentist insurance, annual summits and bonuses;
- c) Choice: allows staff choice being happy. (Kjerulf, 2007)

Conceptual Models for Happiness at Work

Alexander Crolove's Model of Happiness at Work

In their model, Alexander Crolove's introduced six measures to be taken into account: 1- positive thinking; 2- learning; 3- openness; 4- participation; 5- meaningfulness; 6- interest to job.

Elements of Happiness in Organizations

Ten elements were derived as happiness in organization through surveying and studying the literature. Validity of the elements was verified by the experts. What follows is a brief introduction to the elements:

Job security

Among different needs of human being, security is one the most important (Safari Shali, 2008). Mazlo's theory of needs hierarchy places security after physiologic need at second level. Sense of security entails with ability to preserve what has been obtained and guarantee of advantages in future (Safari Shali, 2008). This need encompasses fundamental needs for happiness in life including safety, decent work environment, fair salary, allowances and security (Kjerulf, 2007)

Justice

First definitions were introduced by Plato, Socrates, and Aristotle. According to Plato's definition, justice happens when everybody in a government are assigned with what they deserve. His disciple Aristotle believed that justice is to observe equality regarding every sole (Hosseinzadeh and Naseri, 2008). First studies on fairness in organization were conducted by Mr. Adams in 1960s.

According to Adams's theory of justice, one compares his rate of results to contributions with others'. The feeling of being treated fairly or unfairly is rooted in this comparison (Alvani, 2000)

Interaction with colleagues

Human is naturally a social creature and tends to establish and keep relation with others (Vaier, 2003). Loinso & Archil et al. argued that positive relation with others is an essential element of happiness (Safery Shali, 2008). Fordais also supported empowerment of intimate relations as the element for happiness (the same, pp.60). Not only positively affects wellbeing and mental health of staffs, Intimate relations within the limits of official codes of behaviors is one of the key factors for happiness and alacrity.

Flexible organizational relations

When staffs are supposed to realize their potential in the most optimum way, granting more freedom and authorities to them is inevitable (Benis, 2002). Therefore, bureaucracy tackles staffs' success and damages their motivation.

Positive thinking

This is not about positive day dreaming, as day dreaming is not based on facts and only increases vulnerability. Positive thinking is based on discovering preferred realities (Pasandide 2005,). Positive thinking based on desired reality is the root of dynamism, happiness and quest. On the other hand hopelessness about the future may result in ignorance or lose of motivation for doing the job and mental health disorder (Safari Shali, 2008). Positive thinking is also effective on physical health. (Lama and Cattler, 2004).

Learning

Astata, managing director of analogue parts, argued that pace of learning in an organization is only considered as limiting factor of relative advantage (Seng, 2005). Managing director of Herman Miller Co., Simon defined organizational learning as "searching for, accepting and implementing changes". (The same, pp. 444, 445)

Openness

Openness results in happiness at work and concealing thought and actual feeling on the other hand ends up to lose of happiness at work. Openness increase self-esteem and the sense of effectiveness (Kjerfulf, 2007). Golman argued that when relation between individual is based on openness, it will result in optimum usage of creativity and energy. Failing to do so, people may feel being exploited and unhappy.

Participation

Several psychology researches illustrated that ability to control environmental factors is the main factor in happiness. One may feel happier when participates in planning of the future (Kjerulf, 2007). One of the effective methods to improve participation among staffs in an organization is participation management. It is one of the modern solutions for motivating effect of management in producing/service organizations whether in public or private sectors. Participatory management

argues that people should have more roles in making decision about their future, more authority regarding their issues and more control over their professional life (McLegan and Nell, 1998)

Meaningfulness of Job

Likewise the life, engaging in job needs definition of meaning and reasons to do the job (Benies, 2002). According to the theory of actual happiness and excellence, carrying out useful and purposeful deeds, as a source of happiness, means doing deeds to create value and extending beyond personal needs and demands. (Safari Shali, 2008)

Interest in job

Modern organizational environment adds to mental deprivation. To fight this, here and there we hear about love and emotion regarding working environment. In some occasions supporters of the love for work theory proceed to make relation between love for work to more earnings. Dr. Alexis argued “people of warm love for and interest in their job find it as joyful activities and have less time to feel sad”(Amani, 2006).

Trust

Trust is a positive expectation from an individual not to act based on opportunistic considerations and to be trustworthy. Sense of trust is developed gradually based on information and perception about people. Sometimes it is tough to achieve and many obstacles are ahead (Matin, 2009)

Personality

Definitions and meaning

The term “personality” in French “personalite” which is derived from Latin root “Persona” means a mask used by actors in ancient Greek and Rome (Karim, 2001).

Personality refers to how people affect each other and perceive themselves. In addition, it refers to external and internal measurable traits and interaction with different peoples and situations. (Luthans, 2005).

Personality theories

During Hippocrates era, personality was divided into four groups based on dominance of one of four temperaments including sanguine, choleric, melancholic and phlegmatic. Dominance of each temperament results in specific features. The history is full of variety of theories about personality. What follows is a brief introduction to some of them:

1. Psychoanalytic theories: such as Freud’s theory;
Neo-psychoanalytic theories (neo-Freud): such as Karl Young theory, Meyers-Briggs’ theory of stylistic, Alfred Adler’s theory;
2. Type theories: Hippocrates, Galien, Kerchmer and Sheldon’s theories
Factor analysis theory (trait theories): Cattle, Aizne’s theory, five element theory of Mccray and Cousta.

3. Humanism theory: Abraham Mazlo and Carl Rajerz’s theory.

Now we discuss Big Five and Mayers-Bridges’s theories.

Big – 5 Personality model:

4. The model comprises 5 main factors: extroversion, compatibility, responsiveness, emotional stability, and elitism. These five factors are briefly explained in what follows:

Extroversion or possessing a positive feeling is a specific personal characteristic that makes people to picture their environment with good feeling and positive scenarios. Extroverts tend to be social, emotional and friendly and usually prefer people with different attitudes. On the opposite side are introverts who tend to have less positive emotional features and less interested in social interactions with others (M. George & R.Jones, 1999). This is not as if introverts have no social skill, but the fact is that, instead of social activities, this group prefers to convert their interests into ideas. Introverts feel better off when they are alone, and this in the opposite side of extroverts (Mcshane & Von Glinow, 2003). At word, the latter group tends to show more energy and more positive modes and develop more positive attitudes toward job than the former (M.George & R.Jones, 1999). Extroverts find their job less stressful, while introverts are better candidates in management, physics and natural sciences. Those who are located at the middle of the spectrum may easily take the mode of the environment they are living in (Huczynski & Buchanan, 2000).

5. Compatibility or Match quality tells us how good are people to harmonize with others around. Loving others, caring, Sacrifice, forgiveness, emotional, accepting different ways of thinking all are characteristic of high compatible people. People with this characteristic are placed lower on the spectrum. Moreover they are known as antagonistic, mistrust, unpleasant and rude. Low compatibility is suitable for tasks that need antagonism to some extents (accountants and military commanders). However, people with high compatibility tend to have easy going personality and usually good leaders. They are also good candidates for teaching, psychological services, consultation and social jobs. People at middle of the spectrum oscillate between being a leader or follower. (Huczynski & Buchanan, 2000)

Responsiveness and Work conscientiously show how much value a person places on doing a task properly and accurately. People known with this characteristic are located at upper section of the spectrum, well-disciplined and continent. This trait is usually found in successful managers, and leaders. Those on lower section of the spectrum show no self-control and usually good for research and manager consultation tasks. (Huczynski & Buchanan, 2000)

Emotional stability or neurotic is about those at top of the spectrum of neurotic. In comparison with low neurotic score, this group has tendency to experience negative experiences and stress at different place and time. Neurotics usually take negative role at work. The term is usually used by magazine and mass media for mental disorders. At any rate, neurotic may be found among healthy people too. Those with high score of neurotic may criticize their performance and this may lead to improvement of their performance even to a stage of mastery in some tasks. They are good candidate for a job as quality controller. In addition, individuals with high score in neurotic may bring in sobering influence to the stage through finding and expressing negative aspects. (M.George & R.Jones, 1999) Ready to gain more experience, openness or elitism all are found in individual who accept different viewpoints. They develop different beliefs and tend to take risks and face challenging situation. These characters are good candidates for stressful jobs which demands innovation and taking considerable risks (entrepreneurship, architecture, artist, scientist and leading changes in organization). (Huczynski & Buchanan, 2000).

Mayer and Briggs' stylistics

Kathrin Briggs and her daughter Isabel Myers developed a personality test known as Myers – Briggs' type indicator (MBTI). (Mcshane & Vonglinow, 2003)

MBTI is in fact a personality test comprised of 100 questions, which asks respondents to determine how they feel at specific situations. Based on the answers, respondents are classified into introversion (I) vs. extroversion (E), sensing (S) vs. intuition (I), thinking (T) vs. feeling (F), judging (J) vs. perceiving (P). (Schermerhorn, 2005).

MBTI, as personality-assessment instrument, is the first choice for many. Many prestigious enterprises such as Apple, many hospitals, training academies and even the US Army have used MBTI. (Robbins, 2005)

Literature Review

a. Domestic researches

A study to survey the relation between happiness and different aspects of personality was conducted among girl athletic and non-athletic students in Tabriz University. Results showed that athletic students had higher score of personality extroversion in comparison to non-athletic students. The difference was significant ($\alpha < 0.05$). Moreover, athletic students showed higher level of happiness in comparison to the other group of participants. Again, the difference was significant ($\alpha < 0.01$). This is while, higher correlation between extroversion and happiness among.

b. Foreign Researchers

A study to appraise a unified model of happiness was conducted in 1996 using factors of personality (demography, extroversion, neurotic, and center of control) combined with environmental factors (life event and social support). The study used general appraisal to measure happiness among Chinese. Applying Reizil 27 analyzing method as an important intermediate variable, social support was found as the most important factor with strongest relation with happiness. In addition, to feature of sociology (age and gender) found to have indirect effect on happiness through social support and extroversion. While neurotic and center of control found to have direct effect on happiness.

Conceptual Model

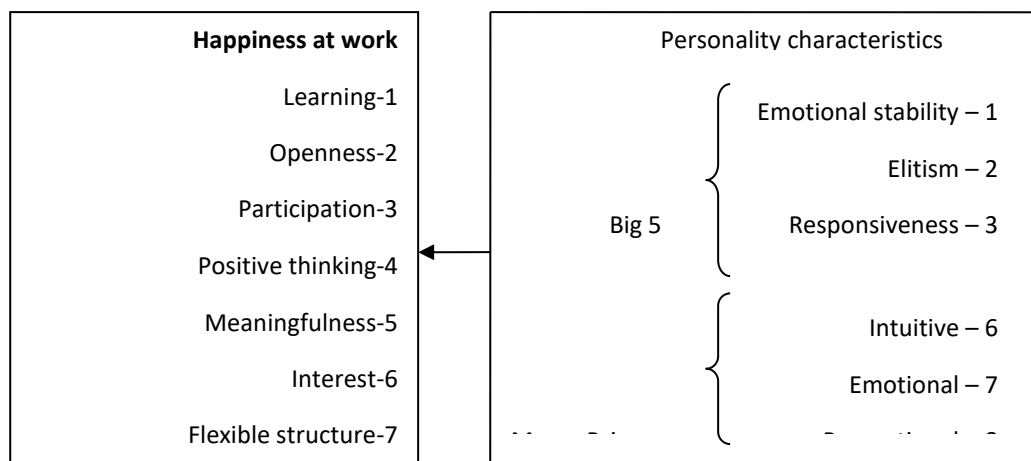


Diagram 1. Research conceptual model

As pictured in diagram 1 (conceptual model) type of individuals' personality traits (Big Five and Meyers – Briggs combined model) and intensity of traits is expected to affect on creation and stability

of happiness at work. What follows represents field study of research and investigates which personality characteristic is effective on inducing happiness among statistic society (Qom Post Bank).

Objectives

Main objective

Surveying and studying relation between personality traits and happiness at work among participants in the study:

Secondary Objectives

1. Identifying elements of happiness at work
2. Surveying role of happiness elements
3. Surveying role of personality traits
4. Surveying the relation between personality traits and happiness at work

Hypotheses

Main hypotheses

5. Factors of happiness among staffs in Qom Post Bank are at acceptable level.
6. Factors of personality among staffs in Qom Post Bank are at acceptable level.
7. There is relation between personality traits and happiness at work.

Secondary hypotheses

8. There is a significant relation between emotional stability and happiness at work.
9. There is a significant relation between extroversion and happiness at work.
10. There is a significant relation between responsiveness and happiness at work.
11. There is a significant relation between compatibility and happiness at work.
12. There is a significant relation between elitism and happiness at work.
13. There is a significant relation between intuition and happiness at work.
14. There is a significant relation between emotionalism and happiness at work.
15. There is a significant relation between perceptual and happiness at work.

Method and Materials

Considering that the research is conducted to explain and study, it is classified as a descriptive study. Since, descriptive studies focus on characteristics of the society under study through surveying, the present work is a description of surveys in correlative branch.

Statistic Society, Sample and Sampling

Statistic society was comprised of 139 associates in urban and rural Post Bank Office in Qom Province. Participants were selected through random cluster sampling through following formula:

$$(1) \quad n = \frac{z_{\alpha/2}^2 pq}{e^2}$$

Where, n = sample size;

p = rate of success in the society;
 q = rate of failure in the society;
 e = rate of error; $z_{\alpha/2}$ = distribution of normal society
 "p" and "q" both were set 0.5.

As listed in the table below, sample size was obtained, from the above formula, equal to 83 at confidence level or 90% and error level of 0.9.

Table 1. Sample size based on classification of the society

Class	Members of the society	Sample size
Branches	36	21
Urban offices	43	25
Rural offices	60	34
Total	139	80

Data Gathering Tools and Methods

Library researches: Libraries, the Internet resources (Farsi and English) were studied to gather theoretical foundation and literature review.

Field studies: Three questionnaires were used for field information gathering. First questionnaire was about happiness at work; second one about: Big. Five characteristic models and the last one about Mayer-Briggs's personality model. The questionnaires were standard and well-known for Iranian readers.

Validity and Reliability of the Questionnaire

Considering the fact that the questionnaires were standards and commonly used in Iran, there was no need to test validity of the questionnaires. Regarding creditability data from 30 was inputted to software to obtain Chronbach's alpha of 0.953 (>0.70). Results implied that the questionnaires' reliability were acceptable.

Information Analysis

Sociologic status of the society: Gender, education level, marital status, and faculty frequently were applied in descriptive statistics section. Data about the gender showed that associates in Qom Province Post Bank offices were comprised of 68 men (85%) and 21 women (15%). Thirty-nine individual had high-school diploma (48.8%), 15 with associate degree (18.8%), 22 with B.A (27.5%) and 4 with M.A degree (5%). Regarding marital status, 61 participants were married (76.2) and 19 were single (23.8%). Moreover, 42 associates (21.2%) had worked in Post Bank for less than 6 years, 17 (21.2%) between 6 – 13 years, and 15 (18.8%) between 13-20, and 6 (7.5%) more than 20 years.

Hypothesis one: average one-sample test was applied to test hypothesis one (factors of happiness among staffs in Qom Post Bank are at acceptable level). Results of the test are listed in table 2.

Table 2. Average one-sample test on elements of happiness at work

One-sample test					Value = 3 test	
Variables	t	df	Sig (2-tailed)	Mean difference	Confidence interval 95% of the difference	
					Lower	Upper
Learning	4.271	77	0	0.4402	0.2350	0.6454
Openness	6.457	78	0	0.5570	0.3852	0.7287
Participation	4.809	79	0	0.4760	0.2790	0.6731
Positive thinking	4.130	77	0	0.4316	0.2235	0.6397
Meaningfulness of job	10.391	78	0	0.9452	0.7641	1.1262
Justice	6.419	78	0	0.6076	0.4191	0.7960
Security	0.421	77	0.675	0.0374	-0.1394	0.2142
Preferred work environment	12.230	77	0	0.9712	0.8130	1.1293
Alacrity	-0.946	77	0.347	-0.1250	-0.3882	0.1382
Security	1.015	74	0.313	0.1422	-0.1369	0.4213
Trust	7.986	74	0	0.7478	0.5612	0.9344
Decent work environment	3.753	74	0	0.4033	0.1892	0.6175
Happiness	6.527	79	0	0.4935	0.3430	0.6439

As depicted in the table above, variables such as flexible structure, justice, and security with significance level of higher than 0.05, are in normal condition. Variables such learning, openness, participation, positive thinking, meaningfulness of the job, interaction with colleagues, trust, decent work environment, and happiness are in acceptable condition.

Hypothesis two: average one-sample test was applied to test hypothesis two (factors of personality among staffs in Ghom Post Bank are at acceptable level). Results of the test are listed in table 3.

Table 3. Average one-sample test on personality elements

One-sample test					Value = 3 test		
Personality models	Variables	t	df	Sig (2-tailed)	Mean difference	Confidence interval 95% of the difference	
						Lower	Upper
Big Five	Emotional stability	-4.545	75	0	-0.525	-0.755	-0.295
	Extroversion	8.579	75	0	0.622	0.477	0.766
	Responsiveness	21.873	75	0	1.246	1.132	1.359
	Compatibility	19.577	75	0	1.191	1.070	1.312
	elitism	14.029	74	0	1.027	0.881	1.173
Meyers-Briggs Model	Intuitive	-1.011	73	0.316	-0.115	-0.341	0.112
	Emotional	5.284	73	0	0.476	0.279	0.656
	Perceptual	13.759	73	0	1.189	1.017	1.361

As depicted in the table above, intuitive with significance level of higher than 0.05 is in normal condition. Variables such extroversion, responsiveness, elitism (Big Five model) and emotional and perceptual (Meyers-Briggs Model) are in acceptable condition as upper and lower limits are negative. Emotional stability (Big Five model) is not acceptable condition- upper and lower limits are negative. Therefore all personality aspects in Big Five Model have acceptable condition. For Meyers' Briggs model, intuitive aspect was at acceptable condition while emotional aspect was at average level.

Hypothesis three: Pearson correlation test was applied to test hypothesis three (There is relation between personality traits and happiness at work). Results of the test are listed in table 4.

Table 4. Relation between personality and happiness in organization

Correlation			
Personality	Happiness at work		
0.427**	1	Pearson Correlation	Happiness at work
0.000		Sig.(2-tailed)	
76	80	N	
1	0.427**	Pearson Correlation	Personality
	0.000	Sig.(2-tailed)	
76	76	N	
**.Correlation is significant at the 0.01 level(2-tailed)			

As depicted in table 4, H0, having significance level less than 0.05, is rejected and H1 is conformed. That is, hypothesis three is confirmed. Therefore, with confidence level of 99%, there is a significant relation between personality traits and happiness at work.

Secondary Hypothesis

Secondary hypothesis one: here we try to investigate relation between personality trait of emotional stability and happiness at work. H0 says there is no relation between personality trait of emotional stability and happiness at work; and H1 says there is a relation between personality trait of emotional stability and happiness at work. Table 5 lists results of test.

Table 5. Relation between emotional stability and happiness in organization

Correlation			
Emotional stability	Happiness at work		
0.167	1	Pearson Correlation	Happiness at work
0.150		Sig.(2-tailed)	
76	80	N	
1	0.167	Pearson Correlation	Emotional stability
	0.150	Sig.(2-tailed)	
76	76	N	

With significance level higher than 0.05, H0 is confirmed and H1 is rejected. That is, secondary hypothesis 1 is rejected. Therefore, there is no significant relation between personality traits of emotional stability and happiness at work.

Secondary hypothesis two: here we try to investigate relation between personality trait of extroversion and happiness at work. H0 says there is no relation between personality trait of extroversion and happiness at work; and H1 says there is a relation between personality trait of extroversion and happiness at work. Table 6 lists results of test.

Table 6. Relation between extroversion and happiness in organization

Correlation			
Extroversion	Happiness at work		
0.113	1	Pearson Correlation	Happiness at work
0.332		Sig.(2-tailed)	
76	80	N	
1	0.113	Pearson Correlation	Extroversion
	0.332	Sig.(2-tailed)	
76	76	N	

With significance level higher than 0.05, H0 is confirmed and H1 is rejected. That is, secondary hypothesis 2 is rejected. Therefore, there is no significant relation between personality traits of extroversion and happiness at work.

Secondary hypothesis three: here we try to investigate relation between personality trait of responsiveness and happiness at work. H0 says there is no relation between personality trait of responsiveness and happiness at work; and H1 says there is a relation between personality trait of responsiveness and happiness at work. Table 7 lists results of test.

Table 7. Relation between responsiveness and happiness in organization

Correlation			
Responsiveness	Happiness at work		
0.121	1	Pearson Correlation	Happiness at work
0.296		Sig.(2-tailed)	
76	80	N	
1	0.121	Pearson Correlation	Responsiveness
	0.296	Sig.(2-tailed)	
76	76	N	

With significance level higher than 0.05, H0 is confirmed and H1 is rejected. That is, secondary hypothesis 3 is rejected. Therefore, there is no significant relation between personality traits of responsiveness and happiness at work.

Secondary hypothesis four: here we try to investigate relation between personality trait of compatibility and happiness at work. H0 says there is no relation between personality trait of compatibility and happiness at work; and H1 says there is a relation between personality trait of compatibility and happiness at work. Table 8 lists results of test.

Table 8. Relation between compatibility and happiness in organization

Correlation			
Correlation	Happiness at work		
0.320**	1	Pearson Correlation	Happiness at work
0.005		Sig.(2-tailed)	
76	80	N	
1	0.320**	Pearson Correlation	Correlation
	0.005	Sig.(2-tailed)	
76	76	N	
**.Correlation is significant at the 0.01 level(2-tailed)			

With significance level higher than 0.05, H1 is confirmed and H0 is rejected. That is, secondary hypothesis 4 is confirmed. Therefore, with confidence level of 99%, there is no significant relation between personality traits of correlation and happiness at work.

Secondary hypothesis five: here we try to investigate relation between personality trait of elitism and happiness at work. H0 says there is no relation between personality trait of elitism and happiness at work; and H1 says there is a relation between personality trait of elitism and happiness at work. Table 6 lists results of test.

Table 9. Relation between elitism and happiness in organization

Correlation			
elitism	Happiness at work		
0.380**	1	Pearson Correlation	Happiness at work
0.001		Sig.(2-tailed)	
75	80	N	
1	0.380**	Pearson Correlation	elitism
	0.001	Sig.(2-tailed)	
75	75	N	
**.Correlation is significant at the 0.01 level(2-tailed)			

With significance level higher than 0.05, H1 is confirmed and H0 is rejected. That is, secondary hypothesis 5 is confirmed. Therefore, with confidence level of 99%, there is no significant relation between personality traits of elitism and happiness at work.

Secondary hypothesis six: here we try to investigate relation between personality trait of intuition and happiness at work. H0 says there is no relation between personality trait of intuition and happiness at work; and H1 says there is a relation between personality trait of intuition and happiness at work. Table 10 lists results of test.

Table 10. Relation between intuition and happiness in organization

Correlation			
intuition	Happiness at work		
0.271*	1	Pearson Correlation	Happiness at work
0.019		Sig.(2-tailed)	
74	80	N	
1	0.271*	Pearson Correlation	intuition
	0.019	Sig.(2-tailed)	
74	74	N	
*.Correlation is significant at the 0.05 level(2-tailed)			

With significance level higher than 0.05, H0 is rejected and H1 is confirmed. That is, secondary hypothesis 6 is confirmed. Therefore, with confidence level of 95%, there is a significant relation between personality traits of correlation and happiness at work.

Secondary hypothesis seven: here we try to investigate relation between personality trait of emotionalism and happiness at work. H0 says there is no relation between personality trait of emotionalism and happiness at work; and H1 says there is a relation between emotionalism trait of intuition and happiness at work. Table 10 lists results of test.

Table 11. Relation between emotionalism and happiness in organization

Correlation			
Emotionalism	Happiness at work		
0.303**	1	Pearson Correlation	Happiness at work
0.009		Sig.(2-tailed)	
74	80	N	
1	0.303**	Pearson Correlation	Emotionalism
	0.009	Sig.(2-tailed)	
74	74	N	
**.Correlation is significant at the 0.01 level(2-tailed)			

With significance level higher than 0.05, H0 is rejected and H1 is confirmed. That is, secondary hypothesis 7 is confirmed. Therefore, with confidence level of 96%, there is a significant relation between personality traits of emotionalism and happiness at work.

Secondary hypothesis eight: here we try to investigate relation between personality trait of perceptual and happiness at work. H0 says there is no relation between personality trait of perceptual and happiness at work; and H1 says there is a relation between personality trait of perceptual and happiness at work. Table 12 lists results of test.

Table 12. Relation between perceptual and happiness in organization

Correlation			
perceptual	Happiness at work		
0.303**	1	Pearson Correlation	Happiness at work
0.009		Sig.(2-tailed)	
74	80	N	
1	0.303**	Pearson Correlation	perceptual
	0.009	Sig.(2-tailed)	
74	74	N	
**.Correlation is significant at the 0.01 level(2-tailed)			

With significance level higher than 0.05, H0 is rejected and H1 is confirmed. That is, secondary hypothesis 6 is confirmed. Therefore, with confidence level of 95%, there is a significant relation between personality traits of perceptual and happiness at work.

Regression Test Conclusion

Step by step regression test was applied to determine dependent variables and effect coefficient for each dependent variable. Results of the test are listed in table 13:

Table 13. Regression variance analysis

ANOVA ^c						
Sig	F	Mean Square	df	Sum of Squares	Model	
0.001a	12.559	4.79	1	4.79	Regression	1
		0.381	72	27.463	Residual	
			73	32.254	Total	
0.000.b	9.494	3.403	2	6.806	Regression	2
		0.358	71	25.448	Residual	
			73	32.254	Total	
<p>a. Predictors:(Constant), elitism b. Predictors:(Constant), elitism, emotional c. Dependent variable: Happiness</p>						

As clear in table 13, with significance level of emotionalism and elitism less than 0.05, there is linear relation between emotionalism and elitism.

Table 14. Coefficients of the model

Coefficients						
Sig	t	Standardized Coefficients	Unstandardized Coefficients		Model	
		Beta	Std.Error	B		
0	3.991		0.462	1.843	Constant	1
0.001	3.544	0.385	0.113	0.401	Elitism	
0.018	2.418		0.514	1.243	Constant	2
0.002	3.275	0.349	0.111	0.363	Elitism	
0.020	2.371	0.253	0.091	0.217	Emotional	
Dependent variable: Happiness						

As shown in column B of table 14, regression equation is:

$$(2) \quad Y = 1.243 + 0.363 (\text{Elitism}) + 0.217 (\text{Emotional})$$

Standard variables were applied for comparison between effects of the two variables (emotionalism & elitism) on independent variable (alacrity). Standardized coefficient column shows more effectiveness of elitism on alacrity, as for every unit of change in the variable, 0.349 unit of change happens in alacrity. This figure for elitism is 0.253.

7.4.4. Friedman's test Conclusion

Having level of significance less than 0.05 (0.000) regarding elements of happiness at work, H₀ (equality of elements of happiness at work) is rejected. Therefore elements of happiness are not equal. Ranks of elements are listed in table 15.

Table 15. Elements of happiness ranks based on average of rank using Freidman’s variance analysis

Rank	Elements of happiness in Almas Taali Model
1	Interaction with colleagues
2	Meaningfulness
3	Trust
4	Interest, openness, participation and decent work environment
5	Learning, positive thinking and security
6	Flexible structure and fairness

Regarding elements of personality of Big Five model numerical results were obtained significant ($0.00 < 0.05$). That is, H_0 (equality of elements of personality in Big Five model) is rejected and the elements are not equal. Table 16 ranks the elements.

Table 16. Personality elements ranking (Big Five model) based on average of ranks using Freidman variance analysis

Rank	Elements of personality (Big Five model)
1	Responsiveness and compatibility
2	elitism
3	Extroversion
4	Emotional stability

Considering elements of personality of Meyers and Briggs model numerical results were obtained significant ($0.00 < 0.05$). That is, H_0 is rejected and the elements are not equal. Table 17 ranks the elements.

Table 17. Personality elements ranking (Meyers and Briggs model) based on average of ranks using Freidman variance analysis

Ranking	Personality elements (Meyers & Briggs model)	Average of ranks
1	Perceptual	2.66
2	Emotional	1.93
3	Intuitive	1.41

Recommendations

Followings are some recommendation for managers and staffs to keep and improve happiness among the staffs.

Express their feeling and interest more clearly.

Improving level of trust in organization happens through optimizing communications.

Considering that people demand and learn easier what they feel about, training needs assessment and applied training needs more attention.

Proving a decent ground for transformation of tacit knowledge to explicit knowledge through sharing idea and communication

Following, based on main hypothesis three (a significant relation between personality traits and happiness at work) are some recommendation for human resources managers:

- As investigation into personality traits is depreciated, it must be taken into account for staffs placement and promotion.
- Establishing and permanently updating a databank for personality traits helps improving performance and happiness of the staffs.
- Industrial psychologists may be consulted in specific occasion or through the whole process for spotting characteristics of staffs for different positions.

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