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The Relationship Between Personality Type and Job Satisfaction

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## Abstract

The purpose of this investigation is to determine if personality type, specifically Type A or Type B has any relationship to job satisfaction. We hypothesize that individuals with Type A personality will report having higher job satisfaction than individuals with Type B personality. The subjects of this study were college students at private university in Minnesota. The subject's exact ages were not ascertained. For this study, self-administrated surveys were passed out to Psychology students in 2 classes. The only correlation that was significant at the 0.05 level in our data was regarding JS8, with the correlation being  $-.381$ . This correlation goes against our prediction and shows that job satisfaction and personality type A are inversely related.

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### The Relationship Between Personality Type and Job Satisfaction

The purpose of this investigation is to determine if personality type, specifically Type A or Type B has any relationship to job satisfaction. Type A personality types “exhibit a cluster of behaviors: increased competitiveness, a striving for achievement, aggressiveness that may be strongly repressed, impatience, restlessness, hyper alertness, explosive speech stylistics and chronic sense of urgency” (Rose, 1987). On the other side of the spectrum lie Type B personality types who “are more contemplative and will take time to ponder alternatives. They usually feel there is plenty of time” (Frost & Wilson, 1983)

The term job satisfaction is, “generally held to indicate a subject’s feeling of being satisfied with his or her job” (Hagihara et al.). The results from this research could benefit the working world in the following ways: supervisors can take into account or identify people’s personalities and work to re-evaluate and improve job positions and the overall working environment. This would benefit the employees and company as a whole. Studies were reviewed on this subject manner and a variety of results were found. Both an article from Kirkcaldy, Cooper and Furnham (1999) and an article by Al-Mashaan (2003) had results that showed that individuals with internal type A personality had high job satisfaction. However, an article by Bulboltz and Winkelspecht (2004) found results that did not support the findings of personality being correlated with job satisfaction. A second study by Kirkcaldy, Shephard, and Furnham (2002) looked at personality type, job satisfaction and occupational health, and locus of control which looks at an individual’s underlying beliefs about their control of various outcomes. This study found that individuals with personality Type A combined with an external locus of control had lower job satisfaction.

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We hypothesize that individuals with Type A personality will report having higher job satisfaction than individuals with Type B personality.

### **Method**

#### **Participants**

The subjects of this study were college students at private university in Minnesota. The subject's exact ages were not ascertained. For this study, self-administrated surveys were passed out to Psychology students in 2 classes. The surveys consisted of questions on both sides of the paper to generally assess personality type A/B and job satisfaction.

#### **Measures**

The personality type survey was based on a test developed by Dr. Howard Glazer for the book, Executive Health. This survey included two columns of contrasting behaviors listed on opposite sides of each other and subjects was told to rate where they thought they belonged between the two extremes. Numerical values were assigned to each answer between the two extremes in sequential order: such that 1-5 points were possible. The survey consisted of 20 questions all rated on this scale. Personality type A/B was determined by the total of the 20 questions. Subjects scoring 80 points and over were labeled as having Type A personality, those 60-79 as Type A/B and those scoring 59 and under Type B.

For the job satisfaction portion of the survey was based on a survey found at a human resources website collected by Davi Ngo. This survey was a 11 question survey in which subjects were told to circle the amount of satisfaction they had toward different work aspects. The values were assigned as 1- Very Dissatisfied, 2- Dissatisfied, 3-Neither Satisfied nor Dissatisfied, 4- Satisfied and 5- Very Satisfied. The sums of the questions were

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then evaluated. The researchers at hand then labeled a range for varying job satisfaction.

The limits were that 0-18 was Low Satisfaction, 19-37 was Medium Satisfaction and 38-55 was High Satisfaction.

### **Procedures**

Upon collection of completed surveys, data was inputted into an Microsoft Excel spreadsheet. Each survey question response was recorded for every participant. Once the data was accurately recorded in Excel, it was then transferred into SPSS statistical analysis program. Within SPSS, data calculations and analysis were run. Types of statistics computed include correlations, means and standard deviations.

### **Results**

The aim of this study was to evaluate the relationship between job satisfaction and personality type A/B. There was an % response rate to the survey pair. It should be noted that not every participant fully completed the survey. Specifically, two surveys were incomplete due to one to two survey questions left blank.

The minimum score found in the sample set for personality trait was 65, and the maximum was 118. The mean score for personality trait was 86.38. See appendix B for mean and standard deviation for each survey question as well as personality type. Upon review of these results it was determined that none of the participants scored as Type B personality. This information led to the formation of a revised hypothesis being that those scoring higher as a Type A would have higher job satisfaction; that the two variables are positively correlated.

The only correlation that was significant at the 0.05 level in our data was regarding JS8, with the correlation being  $-.381$ . See Appendix C for full table. This

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correlation goes against our prediction and shows that job satisfaction and personality type A are inversely related.

### **Discussion:**

Our results showed that the only significant correlation between personality trait and job satisfaction was regarding question 8 on the job satisfaction questionnaire. This question asked, "How satisfied are you with your job?" This correlation was found to be negative which suggests an inverse relationship between personality type A and job satisfaction. Those with personality type A have lower job satisfaction. These findings go against what we had originally hypothesized.

### References

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## Appendix B

Table 1

*Mean and Standard Deviations of Personality Trait and Job Satisfaction*

<b>ID</b>	<b>N</b>	<b>Mean</b>	<b>St. Deviation</b>
JS1	27	3.78	0.892
JS2	26	3.46	0.905
JS3	27	3.59	0.844
JS4	27	3.78	0.934
JS5	27	3.63	1.115
JS6	26	3.5	1.068
JS7	26	3.54	0.905
JS8	27	3.48	1.156
JS9	25	3.76	0.97
JS10	26	3.35	0.936
JS11	27	2.93	1.238
P21	29	86.38	12.568

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## Appendix C

Table 2

*Correlations Between Job Satisfaction Questions and Personality Traits*

	How satisfied are you with job security?	How satisfied are you with the performance management system and the outcome?	How satisfied are you at your job?	How satisfied are you with your job's employee policies?	How satisfied are you with the fairness of the way all employees are treated?	How satisfied are you with overall communication at your job?	How satisfied are you with the facilities provided at your job?	How satisfied are you with what is expected of you?	How satisfied are you with your level of involvement in planning and executing projects?	How satisfied are you with salary?
How satisfied are you with job security?										
How satisfied are you with the performance management system and the outcome?	0.38									
How satisfied are you at your job?	0.23	0.31								
How satisfied are you with your job's employee policies?	0.40*	0.39*	0.61*							
How satisfied are you with the fairness of the way all employees are treated?	0.38	0.52**	0.49*	0.73**						
How satisfied are you with overall communication at your job?	0.33	0.33	0.33	0.62**	0.65**					
How satisfied are you with the facilities provided at your job?	0.45*	0.22	0.41*	0.65**	0.74**	0.66**				

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How satisfied are you with your job?	0.48*	0.18	0.52*	0.53**	0.32	0.43*	0.41*				
How satisfied are you with what is expected of you?	0.13	-0.70	0.49*	0.42*	0.33	0.21	0.31	.47*			
How satisfied are you with your level of involvement in planning and executing projects?	0.38	0.09	0.39*	0.53**	0.46*	0.54**	0.62**	.46*	.41*		
How satisfied are you with salary?	0.02	-0.16	0.34	0.48*	0.26	0.14	0.27	0.38	.42*	.46*	
Personality Type A	-0.08	0.03	-0.13	-0.32	0.02	-0.01	-0.13	*-0.38	-0.04	-0.34	-0.38

Note: \*p < .05. \*\*p < .01.