

Personality Type, Spirituality, and its Relationship with Job Satisfaction Among Male and Female Government Sector Employees

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Abstract

Personality is one of the most important psychological attributes directly influencing the level of job satisfaction in employees. Some of the studies (e.g. Nicodemus, 2012) affirmed the relationship of different personality type and job satisfaction of employees. In essence, both spirituality and personality lie at the core of human existence (Emmons, 1999). As it is clear that, job satisfaction has very keen association with different personality types and spirituality, still very few studies conducted to find out the relationship between spirituality and its impact on job satisfaction especially has been in India. The present study is conducted on a sample of 100 Government employees in Delhi NCR. The researcher used Big Five Personality Test (McCrae and Costa, 1996), The Spiritual test (Hussain et al. (2011) and Job Satisfaction Scale (Singh and Sharma 2009). A survey method of research design was followed for the entire study.

The results of the present study, indicate that there is a negative correlation between Extraversion and Sense of Purpose ($r=-0.300^*$) but there is a positive the correlation between Extraversion and Maintenance of Discipline ($r= 0.336^*$). The study also indicated that except the conscientiousness of the personality, there is no significant difference between male and female participants. The study also indicates that, there is no significant difference between spirituality and job satisfaction levels between male and female participants. From the results of the present study, it can be concluded that people with extraversion, openness and conscientiousness are more satisfied in their job than to the people having neurotic personality. Further, it can be concluded that people with good maintenance spirituality are also more satisfied in their job than to the person having poor maintenance spirituality.

Keywords: Job Satisfaction, Personality, Spirituality, Extraversion, Conscientiousness.

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INTRODUCTION

Job satisfaction is relatively a term which can be defined more subjective rather than objective. In this regard, it can be said that even after having a high profile or good job in hand, people are not satisfied. Some of the studies (Nicodemus, 2012) indicated the relationship of different personality type and job satisfaction of employees. Further, the researcher demonstrated that three points

which are important in observations of job satisfaction can be illustrated as the (a) Dispositional factors; how the person think, feel, and act, are important in determining job satisfaction; (b) there is significant data indicating that a reciprocal relationship between person's personality and the employment environment exists; and (c) the quality of the match between person's personality and the work environment that they chose impact the chances of job satisfaction. Personality can be defined as a set of habits of perceiving, thinking, feeling and behaving. Although numbers of psychologist defined personality in different ways, John, Robins, and Pervin, (2008) affirmed that personality is an individual's consistent pattern of feeling, thinking, and behaving. In relation to personality, it can be said that the successful attainment of job satisfaction is mainly based on three important characteristics such as- (1) Dispositional factors i.e how you think, feel, and act, are important in determining the job satisfaction; (2) there significant data indicating that a reciprocal relationship between the personality and the employment environment exists; and finally (3) the quality of the match between the personality and the work environment people chose that will dramatically impact their chances for job satisfaction.

Spirituality has been expressed through religion, art, nature and the built environment. But the definition and the meaning of spirituality is now defined in a variety way. In organizational setting spirituality means the work ethics of the person and how the person is dealing with his/her work effectively with high level of satisfaction. Today expressions of spirituality have become more varied. In other words it can be said that spirituality helps people to make sense of the world they live in and their place within. In this context, the study of study of Williams, Keigher and Williams (2012) affirmed that spirituality and religious beliefs contribute a lot for better quality of life. The quality of life not only confined with family and social sector but the person who is spiritual are also maintained a healthy occupational life with better job

satisfaction. In the study of Rhodes, (2006) it can be stated that spirituality positively impact workplace culture and overall all development of the organization by motivating the employees intrinsically. Spirituality also improves the value that might bring to members of the work community. Numbers of studies (Ronen (1978), Furnham, 2005) stated that employees having workplace spirituality are more satisfied in their job and performed well in their workplace.

REVIEW OF LITERATURE

The widely used Five-Factor Model or the similar Big Five model consists of Openness to Experience, Conscientiousness, Extraversion, Agreeableness, and Emotional Stability (Costa, & McCrae, 1992; Goldberg, 1993; Digman, 1997). Researchers using Big Five model have consistently affirmed that personality predicts job performance, mental health, and job satisfaction in a variety of jobs ranging from skilled and semiskilled workers to high-level management jobs (Barrick, 2005; Sitser, 2014). Cor-relational studies (e.g. Judge, Heller, & Mount, 2002) confirmed the relationship between Big-Five Factors of personality and job satisfaction. Judge, Heller, & Mount, (2002) observed that people high on the Neuroticism scale perceives negatively to their world and feel negative to their workforce. People with high Conscientiousness and Extraversion scales the more likely satisfied in their work. Extraversion and Conscientiousness people are more active and put great effort into their work product. Judge and Locke (1993) emphasized the importance of work environment and personality type that predict the job satisfaction. Holland, Daiger, and Power, (1980) stated that vocational identity is highly correlated with job satisfaction it is relatively consistent and stable across time.

Many studies (Zika & Chamberlain, 1992; Van der Walt, & de Klerk, 2014) asserted that spirituality is one of the key predictor of people's well-being that improves the life satisfaction in general and job satisfaction in particular. In this context it can be said that job satisfaction is a indication of life

satisfaction. Further, Greenberg and Baron, (2000) stated that job satisfaction is a relatively stable predisposition i.e. the characteristic which remains relatively idempotent in different time and situations. Job satisfaction has been found to have an impact on outcomes such as job involvement (Brown, 1996), motivation (Pool, 1997), organizational commitment (Capelleras, 2005) etc. On the other hand, some of these factors have been found to influence job satisfaction (Pool, 1997). Organisational spirituality should be congruent in order to achieve desirable organisational outcomes, such as job satisfaction. In this context it can be said that both the organisation as well as its employees should be spiritual. Further it can be said that spirituality has been found to be related to life satisfaction (Sawatzky, Ratner, & Chiu, 2005), and positive work attitudes such as job involvement (Milliman et al., 2003), and organisational commitment (Trott, 1996). Life satisfaction and positive work attitudes have also been found to be related to positive work attitudes such as job satisfaction.

A dearth of studies (Ozer & Benet-Martinez, 2006) examined the relationship between spirituality and personality. Some of the other studies (e.g. MacDonald, 2000; Maltby & Day, 2001; Piedmont, 1999; Saroglou, 2002; Saucier & Skrzypinska, 2006) confirmed the consistent correlational trends between spiritual constructs and dimensions of personality. In contrary studies (Piedmont, 1999; MacDonald, 2000; Maltby & Day, 2001) stated that the correlation between spirituality and the dimensions of personality. Lindquist (1995) found numerous significant relationships between each of the dimensions of the Spirituality and the Big five factors of personality.

NEED OF THE PRESENT STUDY

Organizational behavior is one of the important interdisciplinary subject that is dedicated for the improvement of understanding and management of people in the workplace (Kreitner & Kinicki, 2001). In this concern the objective can be satisfied using a holistic approach. In other words it can be

said that individual should be studied from different orientations taking the individual's various attributes into consideration. Giacalone & Jurkiewicz, (2003a) stated that, from organizational systems perspective, an individual may be regarded as a system consisting of various subsystems such as physical, psychological (including cognitive and emotional dimensions), and spiritual subsystems. Although the impact of the physical and psychological subsystems of individuals has been thoroughly studied within the context of the workplace, but the spiritual dimension has received little attention. In this context, spirituality is fundamental to the human experience and, in accordance with a holistic perspective, it should be studied within the organizational context. Besides that, very few studies conducted on the organisational sector in relation to the personality type, spirituality and the job satisfaction in employees in developing and under developed countries especially in India. Therefore the present study was planned to find out the relationship between personality type, spirituality and job satisfaction of employees.

METHODOLOGY

Objectives: Following the need of the research, the following objectives were framed:

- To find out the different types of personality type, spirituality and job satisfaction among the Government employees.
- To find out the relationship between different personality type, spirituality and job satisfaction among government service employees.

Hypotheses: Following the some of the literature review and objectives of the present study, the following hypotheses were formulated:

H₁: There will be significant difference of personality type, spirituality and job satisfaction between male and female employees.

H₂: There will be a significant relationship between the different personality type spirituality and job satisfaction in both male and female employees.

Sample: A total of 100 (n1=50 male and n2=50 Female) Government employees from Delhi, NCR participated in the present study. Further, the entire sample for the present study was collected following purposive random sampling technique. Employees of the from the government organisation participated in the present study were taken randomly despite their grades. The age group of the participants in the present study was ranged from 20-60 years of old.

MATERIAL

- Big Five Personality Test, (McCrae and Costa, 1997):
- Spiritual test (Hussain, Jahan, Nishat, Siddiqui, and Akram, (2011)
- Job Satisfaction Scale, (Singh and Sharma, 2009)

SETTING: The entire study was conducted in the natural work place setting of the participants. The participants in the present study were selected from different Government organisation from Delhi NCR., India.

RESEARCH DESIGN: The present study followed a Non-Experimental Field survey of research techniques. Further, in the present study, the data related to the objectives were collected individually from each and every participant.

ETHICAL ISSUES: Before the data collection all the participant's consent for the study were taken. Then after, all the participants were debriefed about the purpose of the study. All the participants were assured that, their information related to the present study will be kept confidential and will not be disclosed to anyone.

PROCEDURE: Before collection of data individually from each and every participant, the researcher visited to their work place and

established a warm relationship with the participants. After a comfortable relationship established, the data for the study was collected. The instruction related to each test material used in the present study followed their respective manuals. The instructions for collection of information from the participants were similar despite of different organisational settings. After the appropriate instruction for every individualized test, the researchers started collection of information related to one by one test material related to the present study. The collection of the information related to the present study was conducted during the leisure time of the participants. During the study, after each individual test, a 10 minutes of rest interval was given to the participants to avoid the fatigue effect. The data collection procedure was done following individualized procedure to fulfill the confidentiality of the participant's information.

SCORING AND DATA ANALYSIS: After collection of all the information related to personality followed by big five personality test, spirituality and job satisfaction, the scoring for each test were done following their respective manuals. The direct and reverse scoring according to the test manuals were done for each test. Finally the data were analyzed using SPSS software 16.0 version. Both descriptive and inferential statistics were employed for entire information collected related to personality, spirituality and job satisfaction. the descriptive data analysis followed by mean, and standard deviation and inferential statistics followed by Pearson's product movement correlation and Student's 't' test for comparison between the male and female participants score of spirituality, personality and job satisfaction were done.

RESULTS AND DISCUSSION

The inter-correlation between Big Five personality Factors, Job satisfaction and Spirituality of male participant (n1=50) participated in the present study indicates that the inter-correlation between Extraversion and Agreeableness is (r=0.444**) followed by the

inter-correlation between Extraversion and conscientiousness is ($r=0.222$); the inter-correlation between Extraversion and Neuroticism is ($r=0.227$); the inter-correlation between Extraversion and Openness is ($r=0.386^{**}$); the inter-correlation between Extraversion and Job Satisfaction is ($r=0.193$); the inter-correlation Extraversion and Sense of Purpose is ($r=-0.300^*$); the inter-correlation between Extraversion and Maintenance of Discipline is ($r=0.336^*$) and the inter-correlation between Extraversion and total spirituality is ($r=-0.166$). Further the inter-correlation between Agreeableness and conscientiousness is ($r=0.256$); the inter-correlation between Agreeableness and Neuroticism is ($r=0.462^{**}$); followed by the inter-correlation between Agreeableness and Openness is ($r=0.273^*$); the inter-correlation between Agreeableness and Job Satisfaction is ($r=0.007$); the inter-correlation Agreeableness and sense of Purpose is ($r=-0.147$); the inter-correlation between Agreeableness and Maintenance of Discipline is ($r=0.079$) and the inter-correlation between Agreeableness and total spirituality is ($r=-0.199$). Further the inter-correlation between Conscientiousness and Neuroticism is ($r=0.299^*$); followed by the inter-correlation between Conscientiousness and Openness is ($r=0.324^*$); the inter-correlation between Conscientiousness and Job Satisfaction is ($r=-0.112$); the inter-correlation Conscientiousness and sense of Purpose is ($r=-0.042$); the inter-

correlation between Conscientiousness and Maintenance of Discipline is ($r=0.203$) and the inter-correlation between Conscientiousness and total spirituality is ($r=0.067$). Further the inter-correlation between Neuroticism and Openness is ($r=0.257$); followed by the inter-correlation between Neuroticism and Job Satisfaction is ($r=0.011$); the inter-correlation Neuroticism and Sense of Purpose is ($r=-0.284^*$); the inter-correlation between Neuroticism and Maintenance of Discipline is ($r=0.279^*$) and the inter-correlation between Neuroticism and total spirituality is ($r=-0.154$). Further the inter-correlation between Openness and Job Satisfaction is ($r=0.120$); followed by the inter-correlation Openness and Sense of Purpose is ($r=-0.237$); the inter-correlation between Openness and Maintenance of Discipline is ($r=0.368^{**}$) and the inter-correlation between Openness and total spirituality is ($r=-0.072$). Further the inter-correlation Job Satisfaction and Sense of Purpose is ($r=-0.036$); followed by the inter-correlation between Job Satisfaction and Maintenance of Discipline is ($r=0.283^*$) and the inter-correlation between Job Satisfaction and total spirituality is ($r=0.102$). Further the inter-correlation between sense of Purpose and Maintenance of Discipline is ($r=-0.467^{**}$) and the inter-correlation between sense of Purpose and total spirituality is ($r=0.879^{**}$). There is zero correlation between Maintenance of Discipline and total spirituality (Table-1).

Table 1: Inter-correlation Between Big Five Personality Factor, Job Satisfaction and Spirituality of Male Participants (n1=50)

Variables	Extraversion	Agreeableness	Conscientiousness	Neuroticism	Openness	Job Satisfaction	Sense of Purpose	Maintenance Discipline	Total Spirituality
Extraversion	1	.444**	.222	.227	.386**	.193	-.300*	.336*	-.166
Agreeableness		1	.256	.462**	.273*	.007	-.147	.079	-.119
Conscientiousness			1	.299*	.324*	-.112	-.042	.203	.067
Neuroticism				1	.257	.011	-.284*	.279*	-.154
Openness					1	.120	-.237	.368**	-.072
Job of satisfaction						1	-.036	.283*	.102
Sense of purpose							1	-.467**	.879**
Maintenance discipline								1	.000
Total Spirituality									1

The inter-correlation between big five personality Factors, Job satisfaction and Spirituality of female participant (n2=50) participated in the present study indicates that the inter-correlation between Extraversion and Agreeableness is ($r=0.270$) followed by the inter-correlation between Extraversion and conscientiousness is ($r=0.226$); the inter-correlation between Extraversion and Neuroticism is ($r=0.147$); the inter-correlation between Extraversion and Openness is ($r=0.618^{**}$); the inter-correlation between Extraversion and Job Satisfaction is ($r=0.080$); the inter-correlation Extraversion and Sense of Purpose is ($r=-0.091$); the inter-correlation between Extraversion and Maintenance of Discipline is ($r=0.185$) and the inter-correlation between Extraversion and total spirituality is ($r=-0.017$). Further the inter-correlation between Agreeableness and conscientiousness is ($r=0.451^{**}$); the inter-correlation between Agreeableness and Neuroticism is ($r=0.149$); followed by the inter-correlation between Agreeableness and Openness is ($r=0.243$); the inter-correlation between Agreeableness and Job Satisfaction is ($r=0.030$); the inter-correlation Agreeableness and sense of Purpose is ($r=-0.143$); the inter-correlation between Agreeableness and Maintenance of Discipline is ($r=0.375^{**}$) and the inter-correlation between Agreeableness and total spirituality is ($r=0.019$). Further the inter-correlation between Conscientiousness and Neuroticism is ($r=0.144$); followed by the inter-correlation between Conscientiousness and Openness is ($r=0.076$); the inter-correlation between Conscientiousness and Job Satisfaction is ($r=-0.068$); the inter-correlation Conscientiousness and sense of Purpose is ($r=-0.140$); the inter-correlation between Conscientiousness and Maintenance of Discipline is ($r=0.030$) and the inter-correlation between Conscientiousness and total spirituality is ($r=-0.174$). Further the inter-correlation between Neuroticism and Openness is ($r=-0.004$); followed by the inter-correlation between Neuroticism and Job Satisfaction is ($r=0.145$); the inter-correlation Neuroticism and sense of Purpose is ($r=0.277$); the inter-correlation between Neuroticism and

Maintenance of Discipline is ($r=0.038$) and the inter-correlation between Neuroticism and total spirituality is ($r=0.266$). Further the inter-correlation between Openness and Job Satisfaction is ($r=0.071$); followed by the inter-correlation Openness and sense of Purpose is ($r=-0.135$); the inter-correlation between Openness and Maintenance of Discipline is ($r=0.271$) and the inter-correlation between Openness and total spirituality is ($r=-0.036$). Further the inter-correlation Job Satisfaction and sense of Purpose is ($r=0.008$); followed by the inter-correlation between Job Satisfaction and Maintenance of Discipline is ($r=0.247$) and the inter-correlation between Job Satisfaction and total spirituality is ($r=0.140$). Further the inter-correlation between sense of Purpose and Maintenance of Discipline is ($r=-0.192$) and the inter-correlation between sense of Purpose and total spirituality is ($r=0.886^{**}$). The inter-correlation ($r=0.263$) between Maintenance of Discipline and total spirituality (Table-2).

The inter-correlation between big five personality Factors, Job satisfaction and Spirituality of total participant (N=106) participated in the present study indicates that the inter-correlation between Extraversion and Agreeableness is ($r=0.343^{**}$) followed by the inter-correlation between Extraversion and conscientiousness is ($r=0.168$); the inter-correlation between Extraversion and Neuroticism is ($r=0.150$); the inter-correlation between Extraversion and Openness is ($r=0.493^{**}$); the inter-correlation between Extraversion and Job Satisfaction is ($r=0.139$); the inter-correlation Extraversion and Sense of Purpose is ($r=-0.219^{*}$); the inter-correlation between Extraversion and Maintenance of Discipline is ($r=0.259^{**}$) and the inter-correlation between Extraversion and total spirituality is ($r=-0.085$). Further the inter-correlation between Agreeableness and conscientiousness is ($r=0.339^{**}$); the inter-correlation between Agreeableness and Neuroticism is ($r=0.272^{**}$); followed by the inter-correlation between Agreeableness and Openness is ($r=0.255^{**}$); the inter-correlation between Agreeableness and Job Satisfaction is ($r=0.020$); the inter-correlation Agreeableness and sense of Purpose is ($r=-0.165$); the inter-

Table 2: Inter-correlation between Big Five Personality Factor, Job Satisfaction and Spirituality of Female Participants (n2=50)

Variables	Extraversion	Agreeableness	Conscientiousness	Neuroticism	Openness	Job Satisfaction	Sense of Purpose	Maintenance Discipline	Total Spirituality
Extraversion	1	.270	.226	.147	.618**	.080	-.091	.185	-.017
Agreeableness		1	.451**	.149	.243	.030	-.143	.375**	.019
Conscientiousness			1	.144	.076	-.068	-.140	-.030	-.174
Neuroticism				1	-.004	.145	.277	.038	.266
Openness					1	.071	-.135	.271	-.036
Job Satisfaction						1	.008	.247	.140
Sense of Purpose							1	-.192	.886**
Maintenance Discipline								1	.263
Total									1

correlation between Agreeableness and Maintenance of Discipline is ($r=0.238^*$) and the inter-correlation between Agreeableness and total spirituality is ($r=-0.038$). Further the inter-correlation between Conscientiousness and Neuroticism is ($r=0.268^{**}$); followed by the inter-correlation between Conscientiousness and Openness is ($r=0.196^*$); the inter-correlation between Conscientiousness and Job Satisfaction is ($r=-0.092$); the inter-correlation Conscientiousness and sense of Purpose is ($r=-0.105$); the inter-correlation between Conscientiousness and Maintenance of Discipline is ($r=0.094$) and the inter-correlation between Conscientiousness and total spirituality is ($r=-0.058$). Further the inter-correlation between Neuroticism and Openness is ($r=0.118$); followed by the inter-correlation between Neuroticism and Job Satisfaction is ($r=0.075$); the inter-correlation Neuroticism and sense of Purpose is ($r=-0.016$); the inter-correlation between Neuroticism and Maintenance of Discipline is ($r=0.154$) and the inter-correlation between Neuroticism and total spirituality is ($r=0.075$). Further the inter-correlation between Openness and Job Satisfaction is ($r=0.096$); followed by the inter-correlation Openness and sense of Purpose is ($r=-0.225^*$); the inter-correlation between Openness and Maintenance of Discipline is ($r=0.321^{**}$) and the inter-correlation between Openness and total spirituality is ($r=-0.053$). Further the inter-correlation Job Satisfaction and sense of Purpose is ($r=-0.033$); followed

by the inter-correlation between Job Satisfaction and Maintenance of Discipline is ($r=0.265^{**}$) and the inter-correlation between Job Satisfaction and total spirituality is ($r=0.122$). Further the inter-correlation between sense of Purpose and Maintenance of Discipline is ($r=-0.423^{**}$) and the inter-correlation between sense of Purpose and total spirituality is ($r=0.840^{**}$). The inter-correlation ($r=0.136$) between Maintenance of Discipline and total spirituality of total participants (Table-3).

The results of the present study is also supported by many studies. The meta-analysis study of Saroglou (2002) indicates significant positive correlations between this type of open spirituality with Extraversion, Openness, Agreeableness, and Conscientiousness and a statistically significant negative relationship with Neuroticism. Further, Saroglou, (2002) explored the relationship between religious fundamentalism and the FFM. The meta-analysis of these studies revealed a statistically significant inverse relationship between religious fundamentalism and the Neuroticism and Openness factors of personality; there was a positive association between fundamentalism and Agreeableness (Saroglou, 2002). spirituality, has been found to be positively related to positive work attitudes (Neck & Milliman, 1994) and intrinsic job satisfaction (Davis, Kerr, & Kurpius, 2003). These research findings strengthen the proposition that spirituality and job satisfaction are related

because of the positive relationship which exists between positive work attitudes and intrinsic job satisfaction. The proposition is offered that spirituality, general life satisfaction and job satisfaction are related. General life satisfaction has not only been found to be an outcome of job satisfaction, but also to influence job satisfaction (Orpen, 1978, Schmitt & Mellon, 1980). Its relation to spirituality is implied by Garcia-Zamor (2003), who postulates that spirituality in the workplace creates a new organisational culture in which individuals feel happier. An empirical study conducted by

Sawatzky et al. (2005) found a relationship between spirituality and quality of life (or life satisfaction). A positive relationship has also been found between meaning and purpose in life and general life satisfaction (Reker & Cousins, 1979) which is contradictory for the present study.

Comparison of Personality Factors, Spirituality and Job Satisfaction between male and Female Participants (n1=n2=50, df=98): The average mean score of male participant in sub-test of Extraversion is

Table 3: Inter-correlation between Big Five Personality Factor, Job Satisfaction and Spirituality of total participant (N=100)

Variables	Extraversion	Agreeableness	Conscientiousness	Neuroticism	Openness	Job Satisfaction	Sense of Purpose	Maintenance Discipline	Total
Extraversion	1	.343**	.168	.150	.493**	.139	-.219*	.259**	-.085
Agreeableness		1	.339**	.272**	.255**	.020	-.165	.238*	-.038
Conscientiousness			1	.268**	.196*	-.092	-.105	.094	-.058
Neuroticism				1	.118	.075	-.016	.154	.075
Openness					1	.096	-.225*	.321**	-.053
Job Satisfaction						1	-.033	.265**	.122
Sense of Purpose							1	-.423**	.840**
Maintenance Discipline								1	.136
Total									1

74.15±7.94. The average mean score of female participant in sub-test of Extraversion is 71.90±8.12. The comparison result of Extraversion of personality between male and female indicates no significant difference (df=98; t=1.44; P=0.152). The average mean score of male participant in sub-test of Agreeableness is 69.56±6.41. The average mean score of female participant in sub-test of Agreeableness is 69.51±8.48. The comparison result of Agreeableness of personality between male and female indicates no significant difference (df=98; t=0.036; P=0.971). The average mean score of male participant in sub-test of conscientiousness is 67.74±6.77. The average mean score of female participant in sub-test of conscientiousness is 72.04±6.67. The comparison result of conscientiousness of personality between male and female indicates

a significant difference (df=98; t=3.291; P=0.001**). The mean average score of male participant in sub-test of Neuroticism is 62.54±7.01. The average mean score of female participant in sub-test of Neuroticism is 65.80±8.29. The comparison result of Neuroticism of personality between male and female indicates a significant difference (df=98; t=2.189; P=0.031*). The average mean score of male participant in sub-test of Openness is 75.89±8.39. The average mean score of female participant in sub-test of Openness is 75.84±8.54. The comparison result of Openness of personality between male and female indicates no significant difference (df=98; t=0.032; P=0.974). The average mean score of male participant in sub-test of Sense of Purpose is 49.64±12.10. The average mean score of female participant in sub-test of Sense of

Purpose is 48.87 ± 12.07 . The comparison result of Sense of Purpose of Spirituality between male and female indicates no significant difference ($df=98$; $t=0.330$; $P=0.742$). The average mean score of male participant in sub-test of Maintenance is 58.95 ± 6.68 . The average mean score of female participant in sub-test of Maintenance is 59.18 ± 6.79 . The comparison result of Maintenance of Spirituality between male and female indicates no significant difference ($df=98$; $t=0.175$; $P=0.862$). The average mean score of male participant in sub-test of Total Spirituality is 57.93 ± 5.94 . The average mean score of female participant in sub-test of Total Spirituality is 57.72 ± 7.13 . The comparison result of Total Spirituality between male and female indicates no significant difference ($df=98$; $t=0.166$; $P=0.868$). Table-4 depicts the same. The results of the present study indicate that, except the

conscientiousness of the personality, there is no significant difference between male and female participants participated in the present study. Further, the study also indicates that, there is no significant difference between spirituality and job satisfaction levels between male and female participants. The present study is the contradictory study of the study of Eagly, and Karau, (1991) and Seibert, and Kraimer, (2001) where they found a significant difference of personality between male and female government employees. Similarly, the study of Hunjra, et. al. (2010) is the contradictory result of the present study that indicates a significant difference of job satisfaction between male and female employees. The spirituality study (e.g. Yousef, 2001) in organisation sector also indicates a significant difference but the result of the

Table 4: Comparison of Big Five Personality Factors, Spirituality and Job Satisfaction (n1= n2=50, df=98)

Variables	Point	Mean	Std. Deviation	t-Value	P-Value
Extraversion	Male	74.1518	7.93835	1.44	0.152
	Female	71.9000	8.12153		
Agreeableness	Male	69.5634	6.41231	0.036	0.971
	Female	69.5108	8.48334		
conscientiousness	Male	67.7384	6.76716	3.291	0.001**
	Female	72.0438	6.67591		
Neuroticism	Male	62.5446	7.01445	2.189	0.031*
	Female	65.8000	8.29064		
Openness	Male	75.8929	8.38544	0.032	0,974
	Female	75.8400	8.54128		
Sense of Purpose	Male	49.6429	12.10084	0.330	0.742
	Female	48.8668	12.06733		
Maintenance	Male	58.9484	6.67816	0.175	0.862
	Female	59.1772	6.78568		
Total Spirituality	Male	57.9264	5.94170	0.166	0.868
	Female	57.7156	7.12916		
Job Satisfaction	Male	62.0829	6.98920	0.194	0.846
	Female	61.8128	7.30539		

present study indicates no significant difference between male and female participants. The reason might be that, the present study was conducted in a homogeneous and small sample of employees.

Conclusion

The study of workplace spirituality, job satisfaction and personality type are some of the important psychological attributes that influence more for the development of organization. From the present study what was intended to observe the relationship between job satisfaction with different types of personality and spirituality, indicates that, extraversion, agreeableness and openness people are more satisfied in their jobs than to the people with neuroticism personality. It is also found that the work place spirituality is better in extraversion, openness and conscientious personality people than to the neuroticism personality people. Further, study indicated that, people with spirituality maintain

good relationships in their workplace setting are more satisfied in their respective job than to the people having poor spirituality. The results of the present study indicate no significant difference in other type of personality factors of big five factors except the conscientiousness. Besides that, the study also indicates no significant difference in spirituality and job satisfaction between male and female participants. The reason might be the homogeneity of the sampling and the number of sample is very small. Therefore a further research with large sample on a heterogeneous group of sample may provide better results in this concern. Finally it can be concluded that spirituality, job satisfaction have great influence on organizational development. Besides that, it is also important to study which type of personality people is more satisfied in his/her job and also which type of personality people is high in organizational spirituality that can help to improve the employee's performance in general and the organizational performance in particular.

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