

Relationship Between Managers' Personality Characteristics And Job Satisfaction In Martyr Foundation Of Mazandaran Province

¹Dr. Javad Khalatbari, ²Dr. Shohreh Ghorbanshiroudi, ²Samira Safdari, ³Zahra Asgarpour Gazafzoudi, ⁴Mohammad Mojtaba Keikhayfarzaneh.

¹Department of Psychology, Ramsar Branch, Islamic Azad University, Ramsar, Iran.

²Department of Psychology, Tonekabon Branch, Islamic Azad University, Tonekabon, Iran.

³Department of Educational Sciences, Tonekabon Branch, Islamic Azad University, Tonekabon, Iran.

⁴Young Researchers Club, Zahedan Branch, Islamic Azad University, Zahedan, Iran.

Abstract: The purpose of this study was investigating the relationship between managers' personality characteristics and job satisfaction in Martyr foundation of Mazandaran Province. The study was done in descriptive (correlation) method and 49 people were selected as the samples of the research. The applied tools in his study include tow scales: A) personality characteristics questionnaire: which measure five characteristics (Neurosis, Externalism, Flexibility, Being Scrumptious and Responsibility). B) Job satisfaction questionnaire: with 20 five-option questions through Likert Scale. The gathered data were analyzed by using multiple variable regression analysis and Pierson correlation coefficient. The obtained findings through the research showed that there is a meaningful relationship between managers' job satisfaction and personality characteristics and among the personality characteristics, responsibility and externalism are the major parts in predicating managers' job satisfaction. - there is not a relationship between neurosis and managers' job satisfaction - there is a positive and meaningful relationship between responsibility and managers' job satisfaction. - there is a positive and meaningful relationship between flexibility and managers' job satisfaction. - there is a positive and meaningful relationship between externalism and managers' job satisfaction. - there is a positive and meaningful relationship between being scrumptious and managers' job satisfaction.

Key words: Personality characteristics, Neurosis, Responsibility, Flexibility, Externalism, being scrumptious, job satisfaction.

INTRODUCTION

In modern organizations the manager plays the main role in each organizations, managers play a vital role in organizations from the ancient up to now, the manager should do her/his duties on the ideal manner and rule over on its job, for he can control organization, make harmony among staffs, and verify effectiveness and usefulness in organization. When a manager mold with his/her job and harmonize his personality with his responsibility, feels dominate and success feeling on his job, although everyone enter to the organization with particular characteristics. This will be different with other members. When people enter to the organization and obtain jobs should focus on property of persons' characteristics with devolved job therefore a person should has necessary characteristics for obtaining job since s/he can be effective, on the other hand if people's characteristics has been similarity with their job, they will satisfy with her job and if job satisfaction is of high level, they certainly will try with high motivation and commitment, and finally the organization will be more successful. About this reason job planning is discussed everywhere today. (Robinz, 1943).

Responsibility, endurance, trying for duty completion, obtaining job satisfaction, and dependence to organization are effective at job success. (Barik and Mont, 1991).

Peoples efforts are their self idea marching and personal characteristics has more effective role on job performance so people choose the job to represent a character. (Souper, 1998).

Power in picturing, being creative, extensive and multilateral thought in hob, and wisdom are effective at job success, generally successful people on managing job has focus and property for new experience a lot. (Tet *et al.*, 1991).

Actually characteristic is a dimension of human life that allows us to predicate at specified circumstances a person will show which treatment of himself. Psychologists give different opinions about characteristic dimensions and count different characteristics for people.

Including these characteristics we can point to Mairs-Brigs' opinion which personality has five characteristic: 1) Externalism 2) Compromise 3) Being conscionable stability about feelings 5) obtaining experience with tendency.

Each of these personal dimensions' Owners treat on particular way and has particular expectancy, also they have unique ability and treatment skills and different necessities as well as on the basis of personal sample they have necessities, expectancies, and particular goals too. (Ferench and shauzed, 1945).

Corresponding Author: Dr. Javad Khalatbari, Department of Psychology, Ramsar Branch, Islamic Azad University, Ramsar, Iran.

Also organizations satisfy particular expectations according to goals, duties, and their current activities. Therefore for every different characteristics job and job community is proper and any amount adaptation and similarity among character and job are a lot, there will be more job satisfaction and any amount this adaptation and similarity are low job satisfaction will be low, so it will contain several negative subjects and affects. Occasionally choosing proper characteristic can obtain best job application and effect on staff's opinion and has a good job satisfaction. A manager In modern evolving world should made powerful and effective personal characteristic in himself and others since from this way he can grade success and growth way of organization, when a manager in hypertensive seconds of new organization will be successful and powerful that keep job satisfaction and usually try to increase it from different ways, therefore manager should first of all start it from himself and he tries to use all opportunities his position and job has it and improve proper characteristics on himself. (Stewart,1976).

Managers has focus a lot on job satisfaction in organizations today that consider that as an ultimate goal because this is important agent on staff's individual improvement.(Rabinz, 1943)

Job satisfaction attribute to total tendencies or positive feelings which people has with regard to their job i.e. any amount person has high job satisfaction like his job a lot and satisfy its necessities via that and finally and positive feelings about it.(Ferench and *et al.*, 1945).

Job satisfaction is the result of tendency and person who has job satisfaction enjoy from following his job.

Including:

- A) Job satisfaction on habitual conditions caused person to follow his job till retirement.
- B) Satisfied person of his job present at work timely and tidy, it means that this satisfaction motivate him to doesn't absent.
- C) There is direct relationship between increasing usefulness and job satisfaction and caused person improved in his job and has good efficiency on his work.
- D) Job satisfaction caused person observes regulations ruling over work environment and tries for making work conscience. (Bakhtiary, 1383).

Laak (1383) introduce job satisfaction made by job appraisal as an action which provide reaching or possibility of reaching to important values. (Kamp, 1385).

Salimy *et al.*, (1385) study, under the heading: relationship between personal characteristics and managers' job success in public organization. In this study 80 persons randomly has been choose elder managers society, from these persons 30 persons fit in successful managers group and 30 fit in unsuccessful group by job satisfaction analysis test. For gathering data they use job satisfaction test criterion and Ketel characteristic test. Testable things had average age 40 expertise.

Obtained findings show that there is meaningful relationship between demographic characteristics and job satisfaction. Comparing personal characteristics in tow successful and unsuccessful managers' group show that successful manager has meaningfully self-dominance. This group obtained more score in warmth, recitative, superego strength, social bravery, and elegance and self-sufficiency standards. Successful group has a few meaningfully dependence and obtained more score in their proficiency ability. Both tow groups obtain high externalism score, although successful managers group had high average score. Also anxiety score of both groups was low.

Baghban study *et al.*, (1388) under the head of personal characteristics' role in job satisfaction of staffs, in this study he tries to compare relationship between job satisfaction and peoples characteristics.

-Main purpose of this study is determining the relationship between job satisfaction and staffs' personal characteristics on recent two decades more researches done about relationship between characteristics, people's personal characteristics and their hob satisfaction. (Kenoly and Loutsovaran, 2000: Hart, 1999: Haj Hingis, Tourenso and Berik, 1999). studies with purpose of investigating relationship between similarity. (1994) Nolarok & Makolive (1992) Nay Skrowdrow dular. Result of these tests show, there is meaningful correlation among job satisfaction, job similarity and characteristic. In addition there is meaningful relationship between reminded options.

Abedi (1384) done a study under the head of investigating relationship between motivating education growth of high school students in Isfahan with their personal characteristics and finally the result of his study is:

- There is relationship between personal agents and motivation educating growth, and among these agents' psychological tenacity (28%), self effectiveness (21%), and internal values (18%) internal control resource (16%) & self respect (16%) were expresser of motivation educating growth.

Smary and Lali Faz (1383) study about mutual relationship between personal characteristics and job stress at work place. Obtained findings through this study show that: obvious anxiety has the most shares on predicating staffs' low respect.

-There is meaningful relationship between educating level of people and existing psychic difference.

-Narimani, Khanbazadeh & Farzaneh (1386) done a study under the head of investigating personal characteristic and Ardabil university staffs' job satisfaction.

Obtained findings show the fact that: socialism and self confidence characteristic are the most notable characteristic of Ardabil university staffs. Staff of this university has high job satisfaction. Tend to be nervous and domination variables can predicate job satisfaction on Ardabil University staffs. Also determined domination characteristic in men is more than in women.

Lanzbry *et al.*, (2008) done a study under the head of investigating personal characteristic and job satisfaction of human resource experts and obtained results of this study proved the multiple relationship between managers job satisfaction and personal characteristics. It seems that on next research which is related to experts' job satisfaction has increasing importance.

Actually managers of organizations are responsible for providing job satisfaction in staffs. But this essay wants to investigate managers' job satisfaction and reply this basic question that: Is there relationship between managers' personal characteristics and their job satisfaction?

Therefore to fulfill this goal, following hypothesis discussed and be examined.

1) There is relationship between personal characteristics (Responsibility, Flexibility, Externalism, Being Scrumptious, and Neurosis) and managers' job satisfaction in Martyr Foundation of Mazandaran Province.

Method:

Present research is of descriptive (correlation) kind. 49 managers of Martyr foundation are statistic society. According to census method and because of limited statistic society, all society considered as a sample. Using tools in this study including:

A) Personal characteristics scale which investigate five characteristics: (Neurosis, responsibility, Flexibility, Externalism, being scrumptious), this questioner is standard. It contains 60 five choice questions of Likert spectrum. This questionnaire use for determining managers personal characteristics.

B) Job satisfaction scale: Using criterion in this research used for testing Martyr Foundation managers' job satisfaction. This questionnaire is standard and designed by Deyvis & Laf Kuist as well as contain 20 five choice questions of Likert spectrum. Questionnaires' admissibility obtained after necessary and wanted by professors' amendments and questionnaire constancy obtained through Kronbak Alfa coefficient which estimated 89% for personal characteristic questionnaire and 93% for job satisfaction questionnaire.

C) Using multiple regression analysis test and Pierson correlation coefficient for data analysis.

Findings:

1) There is relationship between personal characteristics ((Responsibility, Flexibility, Externalism, Being Scrumptious, and Neurosis) and managers' job satisfaction.

To reply current hypothesis they use multiple regression analysis that its result showed on table (1). Stepwise method in multiple regressions is the most complex statistical method. In this method each variables enter continually then determined its quantity. If adding variable help the model, but here all remain variables retest in the model till specified in model success or not. Therefore in using this model should make sure that remain more few predicated variables in model. Distributing average and standard deviation of personal characteristics ((Responsibility, Flexibility, Externalism, Being Scrumptious, and Neurosis) and job satisfaction reported at following table.

Table 1: average and standard deviation of personal characteristics (Responsibility, Flexibility, Externalism, Being Scrumptious, and Neurosis) and managers' job satisfaction.

variables	Mean	Standard deviation(SD)
Neurosis	90/55	14/814
Responsibility	58/96	1/141
Flexibility	37/71	14/831
Externalism	33/90	10/046
Being scrumptious	95/04	1/154
Job	36/67	11/248

Table 2: Correlation Matrix.

variables	Job satisfaction	Neurosis	responsibility	flexibility	externalism	Being scrumptious
Job satisfaction	1/000	0/095	0/434	0/289	0/368	0/381
Neurosis	0/095	1/000	0/289	0/321	0/027	0/324
responsibility	0/434**	0/289	1/000	0/688	-0/010	0/803
flexibility	0/289*	0/321	0/688	1/000	0/146	0/822
externalism	0/368**	0/027	-0/010	0/146	1/000	0/127
Being scrumptious	0/381**	0/324	0/803	0/822	0/127	1/000

Investigating Pierson correlation coefficient distribution (Responsibility, Flexibility, Externalism, Being Scrumptious, and Neurosis) reported in table (2).

Table 3: correlation coefficient between personal characteristics level (Responsibility, Flexibility, Externalism, Being Scrumptious, and Neurosis) and job satisfaction level.

variables	Correlation level with job satisfaction
Neurosis	0/095
Responsibility	0/434**
Flexibility	0/289*
Externalism	0/368**
Being scrumptious	0/381**

* Meaningful level on 0/05 ** Meaningful level on 0/01

Results of table (3) show that there is relationship between Neurosis and job satisfaction (0/095), this relationship is meaningful on 0/05 level and there is relationship between flexibility and job satisfaction on (0/298) level so this relationship is meaningful on 0/01 level and there is relationship between externalism and job satisfaction on (0/368) and this relationship is meaningful on 0/01 level, there is correlation between being scrumptious and job satisfaction on (0/381), and this correlation is meaningful on 0/01 level.

Table 4: Indexes and regression analysis statistics about researches' first hypothesis.

	Correlation coefficient R	Correlation coefficient square R ²	Square of modified correlation coefficient R ²	Standard error
Responsibility variable	0/434	0/189	0/171	13/486
Responsibility and externalism variable	0/572	0/327	0/298	12/412

Above table's results show that personal characteristics of responsibility express only 18/9% of managers' job satisfaction variance and personal characteristics of responsibility and externalism just express 32/7% of managers' job satisfaction variance.

Table 5: Variance analysis test to investigating meaningfulness of used model in multiple regressions (stepwise).

Changes source statistical index	Sum of squares SS	Freedom degree d.f	Mean of squares m.s	F test	Meaningful level
Regression effect	1986/530	1	1986/530		
remainder	8547/593	47	181/864	10/923	0/002
Total sum	10534/122	48			
Regression effect	3447/348	2	1723/674		
remainder	7086/775	46	154/060	11/188	0/0001
Total sum	10534/122	48			

According to above table results, since calculated F of responsibility variable (10/93) with free scale (d.f= 1 & 47) and meaningful level is p<0/005, therefore calculated F is statistically meaningful and show that observed relationship between personal characteristics (responsibility) and job satisfaction are meaningful and this result show that for job satisfaction level responsibility variable is proper predictor among personal characteristics variables.

Also calculated F is responsibility and externalism variable (11/188) with free scale (df=2 & 46) and meaningful level p<0/005. Besides calculated F is statistical meaningful and show that observed relationship between personal characteristics (responsibility, externalism) and job satisfaction are meaningful and this result show that for job satisfaction level predictor responsibility and externalism variable is proper among personal characteristics variables.

In the same manner that we see personal characteristics components (responsibility, externalism) is meaningful in expressing its role of job satisfaction. So following table says this note that there is meaningful relationship between personal characteristics components (responsibility, externalism) and job satisfaction and observed relationship is meaningful on 0/01 level.

Table 6: variables which enters to the regression equation by stepwise model.

Changes source index	Regression separation coefficient (B)	Standard error SE	Regression separation stand. coefficient (B)	Meaningfulness t- test	Meaningful level
responsibility	0/438	0/121	0/438	3/622	0/001
externalism	4/781	1/553	0/372	3/079	0/003

Above table represent this fact that responsibility and externalism variables play role in managers' job satisfaction and we can predicate role scale of managers' job satisfaction from responsibility and externalism variables scores.

Table 7: role of predictor variables (responsibility, externalism) in predicating variable changes (managers' job satisfaction).

Predictor variables(responsibility and externalism)	Dependence variable predicting level scores according to stepwise regression equation based on beta values by predictor variables	Change creating size scores in criterion variable deviation according to one change unit in standard deviation of each components based on obtained Beta
Responsibility x_1	0/438	0/121
Externalism x_2	0/372	1/553

Focusing on the result of table (7) shows that by considering Stepwise model, responsibility variables and externalism enter the regression equation as the most effective variables in personal characteristics and predictor variable predicts responsibility on the scale of 43/8% standard variation variable. While a variation unit in standard deviation of responsibility variable caused 121% variations of variables standard deviation (managers' job satisfaction). And predictor variable (externalism) predicts 37/2% variation of standard variable (managers job satisfaction), while a unit of variation in standard deviation of responsibility variable caused 1/553% variation in standard deviation of that (managers job satisfaction) and other variables of personal characteristics (Neurosis, flexibility, being scrumptious).omitting from regression equation, for they don't help to meaningfulness of model. Therefore we can say there is a relationship between personal characteristics (responsibility, externalism, flexibility, and being scrumptious) and managers job satisfaction, responsibility and externalism among personal characteristics are the major parts in predicting job satisfaction.

2) There is relationship among neurosis and job satisfaction.

Table 8: correlation coefficient distribution between neurosis and managers' job satisfaction.

	Calculated R	Determination Coefficient Cd	Level of α	r-table	Freedom degree df	Meaningful level	Pearson correlation coefficient meaningful test (tr)	T -table
Neurosis And job satisfaction	0/095	0/90 %	0/05	0/284	47	0/518	0/65	2/021

There is a relationship between job satisfaction and neurosis, with considering calculated correlation coefficient on the scale of 0/095%. About calculated tr (0/65) which is little than t on the level of 08/05(2/021) with free scale of 47 we can say there is a relationship between neurosis and job satisfaction with 0/95 certainty is not meaningful.

With considering non-meaningfulness of the calculated relationship with 0/95 certainty we say that the hypothesis of this study is rejected on the basis of existing relationship between neurosis and managers job satisfaction.

3) There is relationship between responsibility and managers job satisfaction.

Table 9: distributes correlation coefficient among responsibility and managers job satisfaction.

	Calculated R	Determination Coefficient Cd	Level of α	r-table	Freedom degree df	Meaningful level	Pearson correlation coefficient meaningful test (tr)	T - table
responsibility And job satisfaction	0/434**	18/83%	0/01	0/368	47	0/002	3/29	2/704

**Meaningful level on 0/01 scale

There is relationship between responsibility and managers job satisfaction with considering correlation coefficient on the scale of (0/434).About Calculated tr (3/29) which is larger than table's t on 0/01(2/704) with free scale of 47 showed that the relationship between responsibility and managers job satisfaction with 99% certainty is meaningful. Also this coefficient is positive and direct, it means by increasing the mark of responsibility, the mark of managers job satisfaction increases too and vice versa. As well as calculated coefficient (18/83%) shows that responsibility explains managers job satisfaction variance on the scale 18/83%. For the calculated relationship become meaningful we can say this hypothesis is confirmed with 99% certainty on the basis of relationship between responsibility and job satisfaction.

4) There is relationship between flexibility and managers job satisfaction.

Table 10: distributes correlation coefficient among flexibility and managers job satisfaction.

	Calculated R	Determination Coefficient Cd	Level of α	r-table	Freedom degree df	Meaningful level	Pearson correlation coefficient meaningful test (tr)	T-table
flexibility And job satisfaction	0/298*	8/88%	0/05	0/284	47	0/037	2/12	2/021

*Meaningful level on 0/05

With considering correlation coefficient on the scale of 0/298 there is relationship between flexibility and managers job satisfaction .About Calculated tr (2/12) which is larger than table's t on (2/021)0/05level with free scale of 47 showed that the relationship between flexibility and managers job satisfaction with 95% certainty is meaningful. Also this coefficient is positive and direct, it means by increasing the score of flexibility, the score of managers job satisfaction increases too and vice versa. As well as calculated coefficient (8/88%) shows that flexibility explains managers job satisfaction variance on the scale 8/88%.

For the calculated relationship with 95% certainty we can say this hypothesis is confirmed on the basis of relationship between responsibility and job satisfaction.

5) There is relationship between externalism and managers job satisfaction.

Table 11: correlation coefficient distribution between externalism and managers job satisfaction.

	Calculated R	Determination Coefficient Cd	Level of α	r-table	Freedom degree df	Meaningful level	Pearson correlation coefficient meaningful test (tr)	T-table
externalism And job satisfaction	0/368**	13/54%	0/01	0/368	47	0/009	2/54	2/704

**Meaningful level on 0/01

With considering correlation coefficient on the scale of (0/368), there is relationship between externalism and managers job satisfaction. About Calculated tr (2/54) which is larger than table's t on (2/704)0/01 level with free scale of 47 showed that the relationship between externalism and managers job satisfaction with 99% certainty is meaningful. Also this coefficient is positive and direct, it means by increasing the score of externalism, the score of managers job satisfaction increases too and vice versa. Also calculated coefficient (13/54%) shows that externalism can explain managers' job satisfaction variance on the scale 8/88%.

For the calculated relationship with 99% certainty we can say this hypothesis is confirmed on the basis of relationship between externalism and job satisfaction.

6) There is relationship between being scrumptious and managers' job satisfaction.

Table 12: correlation coefficient distribution between being scrumptious and managers' job satisfaction.

	Calculated R	Determination Coefficient Cd	Level of α	r-table	Freedom degree df	Meaningful level	Pearson correlation coefficient meaningful test (tr)	T-table
Being scrumptious And job satisfaction	0/381**	14/51%	0/01	0/368	47	0/007	2/82	2/704

**Meaningful level on 0/01

With considering correlation coefficient on the scale of (0/381), there is relationship between externalism and managers job satisfaction. About Calculated tr (2/82) which is larger than table's t on (2/704)0/01 level with free scale of 47 showed that the relationship between externalism and managers job satisfaction with 99% certainty is meaningful. Also this coefficient is positive and direct, it means by increasing the score of being scrumptious, the score of managers job satisfaction increases too and vice versa.

Also calculated coefficient (14/51%) shows that externalism can explain managers' job satisfaction variance on the scale 14/51.

For the calculated relationship with 99% certainty we can say this hypothesis is confirmed on the basis of relationship between being scrumptious and job satisfaction.

Discussion and Conclusion:

The obtained outcomes through multiple regression analysis test showed that there is positive and meaningful relationship between personal characteristics and managers job satisfaction. And among personal characteristics externalism and responsibility variables can predicate managers' job satisfaction.

This founding is equal with outcomes obtaining through research which is done by Baghban *et al.*, (1388) Narimani (1386) and Lansbry *et al.*, they found that there is meaningful relationship between personal characteristics and managers job satisfaction as well as there is multiple relationship between personal characteristics and managers job satisfaction.

Also these findings are equal with lansbry's *et al.*, study outcomes because during these studies positive and meaningful relationship between managers' two characteristics (responsibility and externalism) and job satisfaction specified. Also these outcomes show that there is no relationship between neurosis and managers job satisfaction. This outcome has concord with Magnous (2009), Helromount (2008) outcomes, for they obtained this outcome in their research that there is no relationship between neurosis and managers job satisfaction, depression and mental non-stability so about this outcome there is no difference between these persons.

Obtained findings through this study represent positive and meaningful relationship between responsibility and managers job satisfaction. This finding is equal with findings which Lansbry *et al.*, (2008) obtained in his research; there is meaningful relationship between managers' job satisfaction, responsibility and loyalty.

Also during this study positive and meaningful relationship specified between responsibility and managers job satisfaction. This outcome is equal with that obtained through study of Ayan and Kukusik (2010). Because this study shows that those who are more flexible than others have more job satisfaction and this is positive and bilateral relationship. As a result, test of hypothesis study, findings show that there is positive and meaningful relationship between externalism and managers job satisfaction while this finding is equal with findings obtained by Jobin *et al.*, (2009) because these results showed that there is positive and meaningful relationship between externalism, socialism and managers job satisfaction as well as these managers can make a manageable relationship, also they can give more serves. Also study of Patil and Manrikar (2005), Narimani(1386), Salimi *et al.*, (1385)confirm this outcome. Besides in these studies specified that managers have high externalism and they are very sociable and there is positive and meaningful relationship between managers' job satisfaction and success.

Also outcomes of this study show that there is relationship between being scrumptious and managers job satisfaction on the scale of $r=0/381$ beside this relationship is positive and meaningful. This outcome has concord with finding obtained by Baghban (1388) Chun An Li (2007) Abedi (1384) and Jabin (2009) because in these researchers specified meaningful relationship between self respect, self satisfaction and managers job satisfaction and others. Those have more effort, increase their skills to obtained internal satisfaction and seem scrumptious for others, as well as reach to high job satisfaction.

REFERENCES

- Abedi, Ahmad, 1384. Investigating the relationship between educational growth of Isfahan high school students with their personal characteristics, researchable and scientific monthly periodical of Shahed University. 12th year, New edition, 12.
- Baghban, Mehrdad, Baghban, Yavari, Mohammad Ali, Nasiri, Farbod, 1388. Personal characteristics roles on job satisfaction of hospitals, depend on Gilans medical science University, staffs. New Approach on Educational Management. Third year. 6th period.
- Bakhtiari, Mohsen, 1383. Work and Job Psychology, Daneshju Publication.Hamedan.
- Barrick, M.R. and M.K. Mount, 1991. The big five personality dimensions and job performance: a meta-analysis. Personnel psychology, 44: 1-26.
- Ferench and Shavezd Hizh, 1945. cultural management.
- Kanp Stewart, 1976. Applied and social psychology.
- Lanzbry, Joth, Moral, Henry, Rajers, Fil, 2008. Relationship between personal characteristics and experts job satisfaction of spanish public university.
- Narimani, mohammad, 1386. Investigating Personal characteristics and staff hob satisfaction of Ardabil University. Ardabil Scientific-researchable magasine of medical university- 7th period- 1st one.
- Rabins 1943. Management of organizational treatment.
- Salimi, Hossein, 1385. The relationship between personal characteristics with elder manager's job success of public organization. Treatment Sience researches, towice per year. 4 period-1& 2.
- Samari, Ali akbar, 1383. Study of Mutual Relationship between Personal characteristics, and job stress at work environment, Quarterly periodical psychohygiene principles, 6th year, 21/22.
- super, D.E., 1998. vocational adjustment. Journal of career development quarterly, 36, 351-358.
- Tett, R.P., D.N. Jackson and M. Rothstein, 1991. personality measures as predicators of job performance: a

metat- analytic review. Personnel psychology, 44: 703-742.

Translator, Ali Parsian, Seid Mohammad, Arabi 1379. Publication: cultural studies office. Tehran.

Translator, Farhad Maher, 1385. Ghodse Razavi Publication.

Translator, Mohammad Saebi 1379. Tehran, central publication of public management education.