Study of Relationships between Working Personality Types and Employees Job Satisfaction (Case Study: Payame Noor Universities, Kermanshah)

Peyman Akbari1, Jila Khaniabad2 and Rezvan Rezavandi3

1- Department of Management, Payame Noor University, I. R. of IRAN
2- Master of Psychology, University of Isfahan, Iran
3- Master of Commercial Management financial trends, Islamic Azad University, Kermanshah Branch, Iran.

*Corresponding Author Email: peymanakbari3537@yahoo.com

Abstract

In any organization, individual personality is a subject which helps organizations reach productivity. If personality conforms to job, job satisfaction level is higher, if not so, employees will become dissatisfied and such dissatisfaction entails numerous negative effects and outcomes to organizations. The aim of present research is to study relationships between working personality and job satisfaction of employees of Payame Noor universities, Kermanshah province. To this end, this research used questionnaires (personality questionnaire of McClelland and Atkinson; job satisfaction questionnaire of burryfield and Ruth) simply randomly distributed to 210 employees of Payame Noor universities Kermanshah province. By calculating cronbach’s alpha- coefficient, reliability of the first and second questionnaires was obtained at 0.719 and 0.710, respectively. Research method is a descriptive one being of correlation type. The second half of the year of 2011 constituted study period. Data was analyzed by using correlation coefficient and stepwise regression. The result of the research shows that there is a meaningful relationship between Working Personality Types and Employees Job Satisfaction in Payame Noor Universities, Kermanshah province. This research concludes with some recommendations in this Field.

Keywords: success-thirst; hegemonism; Attachment-needy, job satisfaction.

Introduction

Observation of individuals and their behaviors tells us one thing: all persons are unique to a large extent. So each person behaves characteristically, has particular expectations, and different abilities and talents. Now, suppose you want as an employer, to employ a person. "What characteristics do you like he/she to have?" It's your absolute right to select a person being the fittest one for your organizational goals and duties, being more efficient and effective, and being able to fulfill assigned duties well. Now, is there any tool helping you with this selection and giving you an opportunity to select people suitable for your organization? by doing extensive studies on personality – especially in relation to the working aspects of that –, organizational behavior psychologists and scientists have provided extremely invaluable and useful tools and information, 2 of whom are David McClelland and john Atkinson who did some very extensive and interesting works in this area. During their studies on personality and its work-related aspects, they classified people into 3 groups: success—thirty, hegemonic, and attachment—needy persons. According to McClelland Atkinson's model, any types of personality behave in a particular manner, have particular expectations of its job and unique behavioral abilities and skills, and, finally, have different needs. In other words, people with different personalities behave differently, and have various expectations, needs, and motivations. On the other hand, organizations need to behave particularly and are able to meet certain needs, expectations, and motivations. Consequently, each type of personality is compatible with certain kinds of organization and job. Obviously, compatibility / incompatibility between personality and job-organization entail various functional, behavioral, and attitudinal effects and outcomes to people and organizations. The more compatible the
personality is with job and organization, the more negative the behavioral and attitudinal effects are (Mosleh, 1995). One major reality on which individual personality – its compatibility – incompatibility with job - has some effects is employee’s job satisfaction. The more compatible the personality is with job and organization, naturally, the more expectations of people are met and the higher the level of job satisfaction is. Now, the question is: “what personality model is more suitable for organizational jobs?” and “what types of people with what kinds of personality model be employed by organizations so that they are more satisfied with their jobs?” the model provided by McClelland – Atkinson offers the best framework to study personality within organizations. Based on this model, individuals' personality is divided into 3 groups according to their needs:

- Success–thirsty, hegemonic, and attachment-needy ones. Now, given the nature of organizational duties and tasks, is there any relationship between employees' personalities and their job satisfaction? Why, under the same conditions, are some employees more satisfied with their jobs, but are others dissatisfied? Key points of this study are:
  1. There are major differences among individual personalities.
  2. There are different types of job in society and in organizations.
  3. Now are people working in on workplace compatible and homogenous to their personalities more satisfied with their jobs? Is there any relationship between the level of employees' hegemonism and job satisfaction? Is there any significant relationship between the level of employees' success – thirst and job satisfaction? Are expectations of employees with high success-thirst the same as those of employees with low success-thirst from the jobs they do? Is there any relationship between attachment need and job satisfaction of employees? What types of employees with what personality model are more satisfied with their jobs, having more suitability for organizational jobs? Why are some employees of an organization dissatisfied with their jobs, their needs and expectations are not met, and, eventually, they leave service?

As a result, this study will specify what types of employees and with what needs or personality models can be employed, given each organizational job and its nature, so that higher performance and more job satisfaction are provided for the organization and employees and will specify how to design organizational jobs in order to make employees more satisfied (Hassani et al, 2010). Given above remarks, present research seeks to study relationships between working personality types and job satisfaction of employees of Payame Noor Universities of Kermanshah in order to offer some suggestions and approaches enhancing and improving status quo and to provide extant model. Researchers believe that in the case no study is performed in the field of research subject, no one can understand the effects of individuals working personality on their job satisfaction. While the position of job-personality relationship gains more value and credit than before by proving such matters.

**Significance and necessity of research**

Based on accepted scientific rules, there must be some fit between individuals' personality features and their workplace because each of personality models performs different jobs differently. Following points can be pointed to in relation to the importance of personality and its relationship with job satisfaction:

First, appropriate personality examination and selection provide an organization with better job performance, based on which decisions on employment, transfer, and promotion of employees can be improved in order to employ employees with better performance, more efficiency and commitment, fulfilling their assigned duties well;

Second, the second reason why studying personality is important within organizations is that this factor influences employees' attitudes toward their work and job satisfaction. Experts believe that when personality and job are in agreement, the level of job satisfaction is higher, when not so, employees become dissatisfied and their dissatisfaction entails negative effects and outcomes to any organizations. Thus, job satisfaction is of extraordinary importance in its own place, the reason for which is evident. For 3 reasons, managers need to be sensitive to the level of job satisfaction in their own organizations:

- There is clear evidence that dissatisfied employees most often shirk and are more likely to resign;
- On the basis of studies performed, satisfied employees enjoy more mental-physical health and longer lifetime;
- Individuals' job satisfaction is transferred into their personal life, that is, out of their working life; hence a satisfied employee is a satisfied citizen. Job satisfaction conversely relates to employees’ service leaving and absence, all of which are extremely important to any organizations.

One major aspect of job satisfaction, often being paid attention to, is its relationship with employees' health. Many studies have demonstrated that employees who are dissatisfied with their jobs lose their health more quickly and suffer different complications and illnesses from headaches to heart attacks. Some studies have clarified that job satisfaction plays a more important role in determining an individual's lifetime compared to his physical condition or to smoking. According to the results of researches done, job
satisfaction is not a merely mental phenomenon. Psychological stress caused by job dissatisfaction most likely increases probability of occurrence of heart attack and other diseases in a person. This means that even if job satisfaction does not lead to service leaving and absence, still having satisfied work force is justifiable because it decreases costs the society pays to treat sick people and prevents early lock of invaluable employees’ due to problems, diseases, and heart attacks. Final point supporting the importance of job satisfaction is the periodic effect it has on the society at large. When employees are satisfied with their jobs, their lives quality is better off. In contrast, dissatisfied employees convey their negative attitudes to their homes. Now, is not management responsible for creating conditions resulting in high level of job satisfaction? And, does not this issue with such important effects and outcomes require more research? Moreover, a lot advantage of job satisfaction relate to socio-political life within society. Satisfied employees are more likely satisfied citizens, that is, in the case we have satisfied employees, we enjoy more socio-political satisfaction; otherwise socio-political dissatisfaction will manifest itself (Robbins, 1993). Therefore, employees’ job satisfaction provides mental health and socio–political security across the society. An example clarifies the importance of the issue: suppose that national unemployment rate is 20%, on one hand, and at least 30% of employees are dissatisfies with their jobs. This means that, in fact, 44% of society active populations are not satisfied with their occupational status, which potentially leads to socio–political dissatisfaction. Thus, the issue of job satisfaction is not only important individually and organizationally but also socio-politically, requiring double effort being made by researchers. Job satisfaction needs, therefore, to be paid attention to not only by researchers but also by society authorities and managers (Hassani et al., 2010).

**Research literature**

Hassani et al. (2010) examined relationships between job satisfaction and organizational commitment of employees of Azad Islamic university, Kermanshah Branch and concluded that there is a significant relationship between job satisfaction and organizational commitment.

Othman and Anugerah (2009) studied relationships between job commitment and success and intermediary role of commitment in terms of emotional intelligence – job success. Results showed that (1) people with high emotional intelligence are more committed to their jobs; (2) commitment is predicative of job satisfaction; and (3) commitment is an intermediator between emotional intelligence and job satisfaction.

Mansouri et al. (2008) studied applications of path analysis model to explain factors influencing job satisfaction of Iranian customs employees. Results demonstrated that, in this regard, the most effect relates to job security with standard coefficient of 0.389, and the least one relates to meeting social needs with 0.036 on job satisfaction of customs employees.

Shahbazi et al. (2008) examined the effects of job satisfaction and of organizational commitment on employees’ service leaving. Results of their research demonstrated that 3 categories of factors (environmental variables like environmental opportunities; individual variables such as general training of job involvement; and structural variables like independence, distributional justice, job stress, payments, promotional chances, and social support) influence employees’ service leaving by influencing satisfaction and organizational commitment directly.

Parvin (2008) studied relationships between personality 5-factor construction and organizational commitment among junior- and senior high-school teachers in city of Eslamabad-e Gharb. Results showed that extroversion, experimentalism, and dutifulness play the highest roles in explaining variance of Allan - Meyer’s 3-fold organizational commitment dimensions while extroversion, experimentalism, and unanimity play such roles in explaining variance of Belfour- veklers’ 3-fold organizational commitment dimension. Results of their research can help education authorities select and employ volunteers, that is, individual personality features must be paid attention to in addition to other selective requirements in order for committed people to be selected.

Hazavehee and Samsdi (2007) studied factors related to job satisfaction of employees of administrative apparatus of Hamadan province. According to the results, although relationships of job with different factors examined in that study exhibited some differences from other studies’, in some aspects, they were entirely in agreement with the results of previous studies. Generally, findings fall in the general framework of conceptual models resulted from prior studies, but more serious and stronger relationships fall in managerial factors domain, reflecting the necessity of paying more attention to job satisfaction.

Wood and Ford (2007) examined relationships between elements of job satisfaction among American salespersons and their organizational commitment. Results indicated that there is a relationship between job satisfaction and organizational commitment.

Findler et al. (2007) did some research into struggle among managers within global community as well as the model of relationships among diversity, Capacity, organizational cultures, goodness of employees, job satisfaction, and organizational commitment. Results showed that employees’ job
satisfaction and, as a result, organizational commitment increase as their culture and incomes get improved and that there is some relationship between job satisfaction and organizational commitment.

Sirota et al. (2005) did a 7-year research with more than 100,000 employees of small to large organizations during 1995-2002. Results indicated that making employees satisfied increases their willingness to do effective activities by 15 times, bringing about organizational success.

**Research hypotheses**

**Major hypothesis**
There is a significant relationship between personality and job satisfaction of employees of Payame Noor universities Kermanshah.

**Minor hypotheses**
1. There is a significant relationship between success-thirst level and job satisfaction of employees of Payame Noor universities, Kermanshah province.
2. There is a significant relationship between hegemonism level and job satisfaction of employees of Payame Noor universities Kermanshah province.
3. There is a significant relationship between Attachment-needy level and job satisfaction of employees of Payame Noor universities Kermanshah province.

**Conceptual model of research**

**Materials and Methods**

As an applied one, present research is descriptive – survey of correlation type. Library method was used for section of subject literature. To test hypotheses, some questionnaires (McClelland and Atkinson's personality questionnaire and burryfield and Ruth's job satisfaction questionnaire), which were designed with Likert spectrum, were used comments from 3 experts were taken into account in order to determine validity (0.719) and reliability (0.710) of questionnaire by using cronbach's alpha test. for analysis of statistical data to find the relationship between minor hypotheses Pearson correlation coefficient and for main hypothesis test stepwise regression has been used , the minimal number of square at 95% assurance level multiplication level medium level and p, amount used mean while P-value<5% hypothesis approved as (H₁) otherwise (H₁) is rejected. Besides this for drawing statistical tablets analysis of statistical data model making and arranging the graphs spss software has been used Statistical Society of this research consists of 210 individuals employees of Payame Noor universities of Kermanshah province during a period of the Second half of the year of 2011: considering the fact that Statistical Society is 470 individuals, using ladder data collection model, of Morgan category the chosen samples is includes 210 individuals.
Results of testing hypothesize

Table 1. Sub hypotheses

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Type of Relationship</th>
<th>Coefficient of Type of Relationship</th>
<th>Std. Error</th>
<th>N</th>
<th>R</th>
<th>R^2</th>
<th>value-P</th>
<th>Sig</th>
<th>Hypothesis Verification</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Linear</td>
<td>Pearson</td>
<td>0.05</td>
<td>210</td>
<td>0.164</td>
<td>0.027</td>
<td>0.095</td>
<td>H_1</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Linear</td>
<td>Pearson</td>
<td>0.05</td>
<td>210</td>
<td>0.152</td>
<td>0.023</td>
<td>0.095</td>
<td>H_1</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Linear</td>
<td>Pearson</td>
<td>0.05</td>
<td>210</td>
<td>0.148</td>
<td>0.022</td>
<td>0.095</td>
<td>H_1</td>
<td></td>
</tr>
</tbody>
</table>

The main hypothesis

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Type of Relationship</th>
<th>Coefficient of Type of Relationship</th>
<th>Std. Error</th>
<th>N</th>
<th>R</th>
<th>R^2</th>
<th>value-P</th>
<th>Sig</th>
<th>Hypothesis Verification</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Linear</td>
<td>Pearson</td>
<td>0.05</td>
<td>210</td>
<td>0.164</td>
<td>0.027</td>
<td>0.095</td>
<td>H_1</td>
<td></td>
</tr>
</tbody>
</table>

Results of testing hypothesize

1. Findings resulted from examination of hypothesis 1 suggest that, given significance level of 0.018, acceptable error level of 5%, and confidence interval of 95%, Success-Thirst Level has a significantly positive effect on job satisfaction of employees of Payame Noor universities, Kermanshah province. That is, H_1 stating the existence of some relationship is supported.

2. Findings resulted from examination of hypothesis 1 suggest that, given significance level of 0.027, acceptable error level of 5%, and confidence interval of 95%, Hegemonism Level, has a significantly positive effect on job satisfaction of employees of Payame Noor universities, Kermanshah province. That is, H_1 stating the existence of some relationship is supported.

3. Findings resulted from examination of hypothesis 1 suggest that, given significance level of 0.033, acceptable error level of 5%, and confidence interval of 95%, Attachment-needy level has a significantly positive effect on job satisfaction of employees of Payame Noor universities, Kermanshah province. That is, H_1 stating the existence of some relationship is supported.

4. Findings obtained from examination of major hypothesis (relationships between personality and job satisfaction of employees of Payame Noor universities, Kermanshah province). Are as follows: This hypothesis, is executed through one step, in first steps Attachment-needy level variable is entered into the equation because it has the most influence, other variables are eliminated since they do not have meaningful impact. In this case, the amount of multiple R for complexity is equal to 0.164, which shows that these variables can 0.164 job satisfactions predictive. Ultimately given sig .level of 0.018 a significant relationship exists between personality and job satisfaction of employees of Payame Noor universities, Kermanshah province. At 95% confidence interval that is H_1 indicating some relationship is supported.
Results and Discussion

It is not an easy task to draw conclusions on a subject as expansive as measurement of opinions of relationships between personality and job satisfaction of employees of universities performed within one realm. Although present research has tried to observe all scientific rules of doing a research in order to reach reliable findings, secure conclusion on such a subject requires a nation – wide and / or a lot regional research. Because, Researchers believe that in the case no study is performed in the field of research subject, no one can understand the effects of individuals working personality on their job satisfaction. While the position of job- personality relationship gains more value and credit than before by proving such matters. Therefore, paying attention to the aspects of individual's personality within an organization is subject helping organizations reach productivity. But what always leaves us (organization) behind ambiguity is the manifestation of individual's behaviors and mental states being exhibited in different conditions and arenas. Many exports believe that job satisfaction is the most important research subject of all concepts psychologists and specialists of organizational behavior and management have studied in organizational situations. Job satisfaction is important because of the role it plays in terms of organizational progress and work force health and safety, on one hand, and of being common to many scientific domains like psychology, sociology, management and even economics and politics in addition to having multiple definitions and conceptualizations which are sometimes complicated. According to the above the objective of this research was to explain the relationship between working personality types and employees' job satisfaction in order to offer some suggestions and approaches enhancing and improving status quo and to provide extant model. The results of research show that there is a meaningful relationship between working personality types and employees job satisfaction. Therefore, Applied Suggestions As follows:

Suggestions

Success- thirsty people

As results of current research showed, there is a relationship between success-thirst and job satisfaction. That is, success–thirsty individuals become satisfied with their jobs if the jobs have desirable features, if not, their job satisfaction will decrease. Thus, following recommendations are provided in order to create desirable conditions for such employees and to satisfy their needs in respective organizations:

1. Given conditions of respective organizations, one way to satisfy needs of success-thirsty people is to appoint them for jobs satisfying their needs and expectations. To this end, intensity of individuals' success–thirst need can be specified while administrating personality tests for applicants and / or for those already working. On the other hand, job desirable features can be identified and studied by analyzing and scrutinizing jobs to see what kinds of motivation and need they satisfy, as a result of which individuals are appointed to compatible jobs, providing match and compatibility ground between people and their jobs, ultimately, acting in such a manner that success–thirsty individuals become satisfied with their jobs sufficiently.

Based on results obtained, seemingly, few jobs can represent such features, therefore, it is suggested that if it is decided to employ success–thirsty individuals, those must be employed who are of relatively high hegemonic motivation and others with low hegemonic motivation must not be employed.

2. The second solution to satisfy needs of success-thirsty people is to reform structure of organizational goals and duties. To this end, diverse needs of diverse individuals with different personality models are satisfied by delegating them some non-political tasks such as those merely being economic or developmental. One main feature being recognized as essential for organizations is that an organization needs to have potentials and capacity to satisfy diverse needs in order to respond to motivations and needs of people with different personality models. However, organizations are merely performing power- and influence–related activities which only satisfy needs of hegemonist people and are unable to satisfy needs related to other personality models. In the first glance, therefore, primary solution is to diversify organizational goals, duties, and activities in order to provide the ground of satisfying different individual needs.

Now, what effects and outcomes does delegation of merely economic / developmental activities have? Results of prior research and practical experiences indicate that such on action, that is, merely performing economic / developmental tasks, entails some risks for the organization to be overshadowed by merely economic / developmental activities, for managers of such organizations to quit their main duties over time and to pursue economic / developmental tasks. In other words, since economic / developmental activities are accompanied by objective and concrete effects, they make financial income for organizations whose performances are sensible and tangible in the form of developmental projects.

Managers spend their best and most efforts on economic tasks, being prevented from fulfilling their main duties and goals so that, after some time, respective organization will be really denatured and changed into
To take action on tasks being worthy to be pursued; jobs with differing values be distributed to people instead of Power and independence be given to success-thirsty people as the nature of tasks requires instead of It must be avoided employing people with high and/or with irritated specialties as much as possible; To take action on tasks being worthy to be pursued; jobs with differing values be distributed to people based on their expectations; repeated simple and dull tasks not be assigned to success-thirsty individuals, rather they need to be assigned relatively difficult but affordable tasks as much as possible in order to satisfy their success-thirst motivation; Power and independence be given to success-thirsty people as the nature of tasks requires instead of it. Also, such people's responsibilities and powers need to be defined and specified; Success-thirsty individuals like to be informed of the results of tasks they performed, therefore, the results must convey to them as soon as possible. Giving feedback needs to be quick and real; In order to create occupational identity and a sense of pride of performing a task, a single task should be assigned to one person performing it from beginning to the end, avoiding assigning different parts of a single task to different persons; To create a sense of being important occupationally, it is recommended that each success-thirsty personal employee do a task bearing tangible effects within society, being invaluable and important to society members, and, in other words, people outside the organization regard his job important and valuable.

**Hegemonist people**

1. Considering the importance of individuals' hegemonism respective organizations can strengthen hegemonic motivations of people by using various methods. In this regard, coworkers group plays a determinant role. When newly employed people settle within on organizational atmosphere, they become familiar with methods of abusing of power and influence, applying them.

2. In order to develop hegemonic motivations, various educational methods and behavioral changes can improve such motivations in people in addition to potential conditions existing among coworkers. Inter alia, to educate behaviors, training tactics and methods of power abusing and influence are of special importance. For this reason, educational tactics and behaviors effective for efficacy and effectiveness of activities and measures can be taught to employees by holding different educational courses. In addition, in educational institutions, people get positive feedbacks and/or rewards for any of their influence activities. Under such conditions, therefore behaviors of power abuse and influence are enhanced, being led to hegemonic model over time. It is obvious, of course that people need to have a background of hegemonic motivation as a bed for abusing power and influence in order for such motivation to be developed and expanded progressively.

3. Seemingly, the more the power and authority are in an organization, the more satisfied the hegemonist individuals are, having more job satisfaction. So it is recommended that organizations make efforts to exercise power of directing others. Also, managers and administrators of organizations must possess high hegemonic motivations in order to be able to exercise power and influence. Such conditions make a bed for employees to exercise power who, as hegemonist individuals, will be satisfied with their jobs.

4. Another leading and considerable factor in organizations is the presence of some powerful political backing. Hegemonist people severely need others', especially of superiors, support. They are always looking for channels in order to maintain their position, and to strengthen beds of abusing power and influence inside and outside their organizations. Under these conditions, if any supporter is present in the organization, hegemonist people rely on him, satisfying their hegemonic needs by using him. Obviously, such a supporter himself must possess power and ability necessary to harmonize direct, and support individuals, being capable of playing this role well.

Within educational organizations, perhaps managers with required qualifications and abilities are the only people being supporters for others. If such support is not found in an organization, and if managers fail to play this supporting role, hegemonist individuals will search it outside their organizations. Lack of political support in an organization causes any of employees to look for powerful and influential people outside their organizations. Naturally, each individual makes access to one of influential channels outside the organization possible and contact it, creating a supporter for him. On the other hand employees consistently try to act officiously in
order to impress and gain support from their supporters. In other words, they take their supporters' wants and views into account in relation to doing their daily activities, acting based on their opinions. In addition, such employees provide their supporters with intra organizational information, even confidential one, and always pursue meeting their views. What is the result of this? Eventually it is observed that the only thing being sacrificed is the organization goals and interests and each employee seeks to meet goals and views of people and / or of agencies outside his own organization. If such situation continues, respective organization will suffer severe disharmony, which, ultimately, can lead to gradual organization collapse. So it is essential to strengthen political managers and to appoint strong and powerful ones at the top organizational hierarchy. The less realized the task just mentioned is, the more unstable and disharmonic the thoughts and views and the more weakness prevail organization, resulting in employees' job dissatisfaction. Also, manager must possess extremely high level of skill and abilities to exercise power and direct others. In other words, organizational success depends on managers' skills and abilities to exercise power and on their hegemonism. Thus, it is necessary for managers to be trained in terms of political skills, tactics, and behaviors as well as of political behavior management by holding required training courses.

5. One problem related to studied subject and used personality classification is that public culture considers negative hegemonism aspects (Machiavellia-nism), which is evaluated negatively. While scientific concept of term "hegemonism" is more comprehensive and is a characteristic necessary to run society affairs and to exercise management. According to scientific studies performed, having high hegemonic motivation is essential to exercise management and to fulfill managerial tasks. People lacking such motivation are not able to run affairs and to exercise management. Why does public culture evaluate power as a good feature, but hegemonism as a bad one? Seemingly, it is essential to explain subject of hegemonism in different ways and to clarify various dimensions to general public, especially to society managers. In Komail prayer, his holiness Ali (greetings upon him) says: "O God strengthens my internal and external powers", implying he asks the lord to give him power. Therefore, power and hegemonism are of no negative nature; rather, hegemonism is an individual trait and personality model being considered good or bad depending on its exercise and application. So moral principles must be observed while power abusing. Respective behavior is evaluated negatively in the case of not observing ethical principles and / or of applying power in order to achieve illegitimate and negative goals; otherwise hegemonic feature is a sort of capability essential to run affairs and to exercise management, which is considered good or bad depending on its goal and application. In this direction, it is recommended that an appropriate and eloquent term be selected for Latin one having no negative burden. It seems that terms like "power" or "efficacy" are relatively suitable terms replacing hegemonism. Similarly, terms "powerful", "effective", or "efficient" can replace "hegemonist" or "hegemonic".

Attachment-needy individuals

On the basis of statistical results obtained, present study showed that there is a significant relationship between attachments need and job satisfaction. So the first evident suggestion is to avoid employing people with intense need of attachment, especially those with low hegemonic motivation. An organizational atmosphere full of behaviors does not provide suitable grounds for establishing honest and intimate friendly relationships among coworkers, therefore, individuals' attachment needs are not sufficiently satisfied and such persons can make only a few intimate, sympathetic, and trusty friends. Under such conditions, obviously, people with attachment needs are minimally satisfied with their jobs, it is concluded that individuals with intense attachment needs can only be used in units with no political nature, which are run independently and separately from political units. Thus, it is recommended that those units meeting these requirement be identified by doing required studies and examinations, then, people with attachment needs be appointed to such units – units which can perform their activities based on intimate cooperation among employees, and in which there exists no conflict and interest clash, and in which available privileges are equally distributed to employees.

Suggestions for future research

In our country, subject of personality based on McClelland – Atkinson's model has remained intact to some extent. Personality models and its working–related dimensions entail numerous functional, attitudinal, and behavioral effects and outcomes being considerable from private to public sector organizations. Thus, a lot study suggestions are considered for various aspects of personality based on McClelland – Atkinson's model, some of which are pointed to below:

1. It's recommended that, given that hegemonism subject and its application is of ethical and value aspect, hegemonism be studied in Islamic viewpoint by researchers and individuals familiar not only with management texts and scientific view but also with Islamic views and canon law, studying the subject and determining its moral boundaries. In other words, moral framework of power abusing and influencing
others as well as positive and negative aspects of behaviors related to power abusing are specified by reflection on Islamic texts.

2. To study role of hegemonism in managers’ progress based on previous studies. Individuals’ hegemonism degree plays an important role in their job development and promotion. This issue has not been investigated in our country, if it is, the results can be interesting and invaluable.

3. To measure the level of national success–thirst motivation and to examine its role in economic development during different historical periods as well as to study ways of creating and enhancing success–thirst motivation and of it's spreading among general public.

4. Role of success–thirst motivation in commercial jobs and people’s success in economic–industrial jobs. Seemingly, success–thirst motivation is extraordinarily compatible and concordant with business jobs. Unfortunately, no study has been done in this field in our country, therefore, it is suggested that some studies be performed.

5. Role of managers’ personality models in their fame acceptability and popularity among employees. By performing a study, it can be examined what personality model (success–thirsty, hegemonist, attachment–needy) is of more fame acceptability and popularity among employees and on what factors such fame and popularity depend? What roles do subordinates’ personality models play in this regard? What effects does the nature of organizational goals and duties have?

6. Role of each personality model and its relationship with managers’ and employees' efficiency and performance is another subject study of which can be useful and invaluable.

7. Attachment need is one of important aspects of personality on which a little study has been performed unfortunately. So it is essential to do more studies on attachment–needy peoples’ characteristics and performance to see with what kinds of job and organization this personality model is more compatible, preferably being applied to them.

References


