

**Milena Nedeljković Knežević**

University of Novi Sad  
Faculty of Sciences  
Department of Geography, Tourism and  
Hotel Management

**Sanja Kovačić**

University of Novi Sad  
Faculty of Sciences  
Department of Geography, Tourism and  
Hotel Management

**Sladana Nedeljković**

JP EPS  
Ogranak RB "Kolubara"

**Maja Mijatov**

University of Novi Sad  
Faculty of Sciences  
Department of Geography, Tourism and  
Hotel Management

## EFFECTS OF THE EMPLOYEE'S JOB POSITION ON THE CORRELATION BETWEEN JOB SATISFACTION AND PERSONALITY DIMENSIONS

Uticaj radne pozicije zaposlenih na korelaciju između zadovoljstva poslom i dimenzija ličnosti

### Abstract

Job satisfaction represents an important predictor of achieving business success of an organization in contemporary business conditions. Hence, it is important to explore this construct, taking into account that the employees' personality dimensions influence their rating of job satisfaction. Moreover, the correlation between the dimensions of personality and job satisfaction may be also influenced by the employees' job position. Thus, the current study explores the effect of job position on the relation between personality traits and job satisfaction. The study sample consists of 116 employees of a public organization, operating in energy sector within Serbian transitional society. According to the research results, the employees' job position significantly shapes the relation between personality dimensions: neuroticism, conscientiousness and openness to new experiences and different facets of job satisfaction, such as supervision, relation with co-workers, benefits, pay and communication. The obtained results are expected to contribute to an improvement of human resource management practice within the transitional economies.

**Keywords:** *job satisfaction, personality dimensions, Big Five theory, job position, transitional economy*

### Sažetak

Zadovoljstvo poslom predstavlja važan prediktor postizanja poslovnog uspeha organizacije u savremenim uslovima poslovanja. Stoga je važno istražiti ovaj konstrukt, uzimajući u obzir da dimenzije ličnosti zaposlenih mogu da utiču na nivo zadovoljstva poslom. Pored toga, na povezanost između dimenzija ličnosti i zadovoljstva poslom može uticati i radna pozicija zaposlenih. U skladu sa tim, ovo istraživanje je fokusirano na uticaj radne pozicije na odnos između dimenzija ličnosti i zadovoljstva poslom. Uzorak je obuhvatio 116 zaposlenih u organizaciji koja posluje u energetskom sektoru Srbije, tačnije u okviru tranzicionog društva. Prema rezultatima istraživanja, radna pozicija zaposlenih statistički značajno oblikuje odnos između dimenzija ličnosti: neurotičnost, savesnost i otvorenost za nova iskustva i različite aspekte zadovoljstva poslom, kao što su odnos sa nadređenima, odnos sa saradnicima, beneficije, plate i komunikacija. Očekuje se da će dobijeni rezultati doprineti poboljšanju prakse upravljanja ljudskim resursima u tranzicionim ekonomijama.

**Ključne reči:** *zadovoljstvo poslom, dimenzije ličnosti, teorija Velikih pet, radna pozicija, tranziciona ekonomija*

## Introduction

In the contemporary business and conditions of global competitiveness, there is an overall necessity for adequate responses to the changes that are constantly occurring within the organizational environment [25], [31]. Changes conducted by the management at the organizational level cannot be implemented without the adjustments in managing the human resources [21], [28], [40]. Nowadays, employees, with their knowledge and creative skills, represent contemporary strategic resource for modern organizations, which puts emphasis on the need for researching the employees' job satisfaction as a predictor of achieving the successful business performances [2], [6], [9], [11], [13], [15], [16], [19], [24], [39].

The research conducted within the organizational environment, with the aim of determining the employees' job satisfaction, could reveal the necessary steps for improvement of organizational performances. The results of such study could point to the possible weaknesses in organizational operations, but they could also help in establishing the guidelines for eliminating the different causes of possible job dissatisfaction [13], [15], [39]. Such studies are particularly relevant for organizations in transitional societies, which face a series of transition-specific problems that are not typically evident within the organizations in countries with stable economic and political conditions [38].

The complexity of the job satisfaction studies is reflected in the fact that it is often related to different psychological theories, including the one termed as the theory of Big Five personality dimensions [17]. During the past decade, numerous authors focused their job satisfaction research on the influence of personality traits of the employees' [1], [7], [17], [18], [26], [34]. However, it is important to take into account that these constructs might be also shaped by different factors, such as the employees' job position.

Accordingly, this study was focused on exploring the personality dimensions and job satisfaction within an organization in Serbia, whose economy is characterized by the ongoing economic transition. Aim of the research was primarily oriented towards determining the relationship

between the employees' personality dimensions and their job satisfaction, with exploring the effects of their job position on this relation. This study was conducted within a large public-owned organization that is operating in the energy sector, which is also expected to face significant changes in the future through reduction of the state interventionism, lowering of its monopolistic position on the market and possible future privatization, which may cause the feeling of job insecurity among the employees.

Furthermore, one of the basic problems within the organizations in transitional societies is insufficient knowledge in the field of human resource management (these organizational functions are mainly reduced and oriented towards the bureaucratic business tasks, without an adequate vision of developing this organizational sector), including the shortage of studies on the variables that determine the employees' job satisfaction and provide fruitful business conditions. Therefore, the main aim of this research is to explore the influence of employee's personality dimensions on their job satisfaction in the transitional society. Important goal is also to test the role of employees' job position on this relationship, with the aim of providing a database that would enable the improvement of human resource management within the country in transition, such as Serbia.

## Literature review

### Job Satisfaction

According to the definition that is used in majority of the literature dedicated to job satisfaction, this concept is related to pleasant and generally positive emotional state that is arising from the evaluation of the job or work experience [30]. One of the most prominent authors, focused on researching job satisfaction, Paul Spector [33], highlighted the different facets of job satisfaction: pay, promotion, supervision, benefits, rewards, operating conditions, relation with co-workers, nature of the work and communication. The same author also emphasized the three most important reasons for evaluation of the employees' job satisfaction. The first one implies that employees should be respected as individuals that could

contribute to general organizational success. The second reason is pointing to the fact that evaluation of the employees' job satisfaction could serve as an indicator of the business effectiveness among the employees. The third reason is related to the fact that job satisfaction of the employees might cause positive effects on general fulfilment of the organizational goals [33]. Different authors followed up with the studies on job satisfaction among the employees in different specific organizational environments [10], [22].

### Personality Dimensions

One of the basic theories for researching the individual's personality is represented in the frames of the Big Five theory, which postulated the main dimensions of personality: extraversion, neuroticism, conscientiousness, agreeableness and openness to new experiences [5], [35]. The first dimension, *extraversion*, is characterized by sub-dimensions such as cheerfulness, cordiality, sociability and dominance of the empathy. In organizational environment, extraverts want to develop good relationships with the co-workers and they are also open for accepting challenging business tasks, if that will provide good relations with the managers [3]. Individuals with high *neuroticism* are focused on the negative aspects of the other people or different situations. This personality trait is typically characterized by several sub-dimensions, including the lack of emotional stability, feeling pressure, dissatisfaction and concern [29]. *Conscientiousness* is characterized by the following sub-dimensions: respecting the rules, systematic planning and performing the tasks, inflexibility and conformism. In organizational environment, individuals with high degree of this personality dimensions are responsible, self-disciplined and persistent [23]. *Agreeableness* is characteristic for individuals oriented towards establishment of closeness with other people, which is also of particular importance for working in a team. Such a person is sensitive and altruistic, but also expects to be treated in the same way [29]. Finally, an individual characterized by the *openness to new experiences* is creative and adaptive to different changes, so it could be said that these individuals are independent, efficient and curious [3], [23], [29].

### Personality Dimensions and Job Satisfaction

Previous research suggests that personality dimensions could shape the employees' job satisfaction [1], [8], [18], [26], [34]. Employees are often pressured to act contrary to their personal characteristics and against their individual values, which may enable their progress in the organization, but very often at the expense of their job satisfaction. Also, if the employee's individual values are more liberal comparing to those represented within the organization, employees might consider that organization restricts their business potential, which might be also reflected in a decrease of job satisfaction. In case when personality dimensions are in line with the values promoted by the organization, their job satisfaction increases [4]. Hence, the balance between the employees' personality dimensions and the organizational job requirements could provide the environment where employees' skills and talents are utilized more efficiently. Therefore, one of the main tasks of the managers should be oriented towards meeting the needs of the employees' personality, in order to achieve their better commitment to performing various business tasks [4].

### Job Position as a Predictor of Job Satisfaction

Factors that could influence an increase or decrease in job satisfaction might be related to the employees' job position [12], [14], [27], [37]. Results of the previous studies pointed out that managers have higher job satisfaction in comparison with those employed at the lower organizational levels. This finding is not surprising, since the managers usually have higher incomes, greater job security, greater freedom in performing their business tasks, including better working conditions. Besides that, previous findings indicated that job satisfaction could be increased by providing greater autonomy in performing business tasks and by ensuring conditions for gaining adequate balance between work and other daily responsibilities, which is more achievable for employees at the managerial positions [36].

Besides impacting job satisfaction, the employees' job position is known to correlate to their personality dimensions. Thus, [32] pointed out that job complexity at different job positions negatively affect the validity of

conscientiousness and emotional stability of the employees, while it positively affects the validity of their openness to new experiences.

Following up on these previously conducted studies, this research was oriented towards determination of the effects of the variable 'job position' on the correlation between the employees' personality dimensions according to the model of the Big Five and individual facets of their job satisfaction.

## Methodology

### Instrument

The questionnaire, constructed for the purpose of this research, was divided into three groups of questions. The first group of questions was related to the respondents' characteristics, with their job position being the most important for this research. The second group of questions was focused on the five personality dimensions: extraversion, neuroticism, conscientiousness, agreeableness and openness to new experiences. These personality dimensions were measured by the scale established by [20]. Third group of questions contained 36 items related to the respondents' attitudes on their job satisfaction and this scale was developed by Paul Spector [33]. Nine facets of job satisfaction were explored in the research, such as: pay, promotion, supervision, benefits, rewards, operating conditions, relation to co-workers, nature of the work and communication. The respondents expressed the degree of their agreement or disagreement with the statements in the questionnaire, on the basis of the 6-point Likert scale, from 1 (I completely disagree) to 6 (I completely agree).

### Procedure

The research was conducted at the public-owned organization in Serbia in 2016. This energy-sector organization is operating in a small town, with the majority of inhabitants oriented towards this energy complex in terms of the citizens' employment. The respondents participated in the survey on a volunteer basis and they were informed that the research is completely anonymous. The questionnaires

were distributed in person within the organization and the respondents expressed their attitudes on the research subject by using the standard pen-and-paper procedure. Collected data were analysed by using the Statistical Program for Social Sciences (SPSS 17.0). Statistical analyses were primarily focused on determining the effects of the employees' job position on the correlation between the personality dimensions and job satisfaction, as the main constructs of the research, while only significant differences are represented within the research results.

### Sample

The total sample of the research consists of 116 respondents. According to their job position, 77.6% of the respondents were employed at the working level job positions (staff), while 22.4% of them were in managerial positions. Monopolistic position and bureaucratic organizational culture of the large public organizations in Serbia, including the one included in this study, created a specific organizational environment. As already mentioned, the majority of the citizens of the small town, where this organization is located, are employed within this organization. Thus, the upcoming organizational changes, in the form of privatization and possible job uncertainty, could shape the specific relation between the personality dimensions of the employees at the different organizational levels and their job satisfaction. The context of these forthcoming organizational changes could be particularly unsettling for the employees because job alternatives may be severely limited for those employed within this energy-sector organization.

## Results

Mean and standard deviations for facets of job satisfaction and dimensions of personality are represented within the Table 1. Besides that, the research results represented within the Table 1 are indicating the values of Cronbach's alpha coefficients for all researched dimensions.

Furthermore, the research results presented in Table 2, are indicating that the correlation coefficient between the variables openness to new experiences and

the supervision facet of job satisfaction in the sub-sample of the employees in the managerial position is positive and significantly different from zero ( $r = 0.445^*$ ,  $p = .020$ ), which is not the case in the sub-sample of the employees in working level positions ( $r = 0.000$ ,  $p = .997$ ).

Furthermore, the correlation coefficient between the variables openness to new experiences and the co-workers' facet of job satisfaction in the sub-sample of the employees in the managerial position is positive and significantly different from zero ( $r = 0.424^*$ ,  $p = .027$ ), which is not the case in the sub-sample of the respondents employed in working level positions ( $r = -0.068$ ,  $p = .525$ ). These results are represented within the Table 3.

Further results reveal that the correlation coefficient between the variables conscientiousness and the co-workers' facet of job satisfaction (Table 4) in the sub-sample of the employees in the managerial position is positive and significantly different from zero ( $r = 0.383^*$ ,  $p = .048$ ), which is not the case in the sub-sample of those employed within the working level positions ( $r = -0.108$ ,  $p = .314$ ).

According to the research results represented within the Table 5, the correlation coefficient between the variables neuroticism and the co-workers' facet of job satisfaction in the sub-sample of the respondents employed within the managerial position is negative and significantly different from zero ( $r = -0.381^*$ ,  $p = .050$ ), which is not

**Table 1: Descriptive statistics**

| Name                        | N   | Minimum | Maximum | Mean   | Std. Deviation | a            |
|-----------------------------|-----|---------|---------|--------|----------------|--------------|
| Pay                         | 116 | 1.00    | 5.25    | 2.7086 | .92109         | .766         |
| Promotion                   | 116 | 1.25    | 4.75    | 2.9567 | .82460         | .757         |
| Supervision                 | 116 | 1.50    | 6.00    | 4.2887 | .93342         | .789         |
| Fringe Benefits             | 116 | 1.00    | 5.25    | 2.8541 | .87290         | .762         |
| Contingent Rewards          | 116 | 1.00    | 5.00    | 2.7599 | .84391         | .761         |
| Operating Procedures        | 116 | 1.00    | 5.50    | 3.5609 | .72756         | .750         |
| Coworkers                   | 116 | 2.25    | 6.00    | 4.2737 | .72530         | .732         |
| Nature of Work              | 116 | 1.25    | 6.00    | 3.9655 | .92307         | .778         |
| Communication               | 116 | 1.00    | 6.00    | 3.2722 | .98885         | .791         |
| Extraversion                | 116 | 2.40    | 7.00    | 5.5789 | 1.19319        | .772         |
| Openness to new experiences | 116 | 2.00    | 7.00    | 5.4690 | 1.03448        | .702<br>.859 |
| Agreeableness               | 116 | 2.00    | 7.00    | 5.7595 | 1.10467        | .780         |
| Conscientiousness           | 116 | 2.00    | 7.00    | 6.1497 | .89946         | .806         |
| Neuroticism                 | 116 | 1.00    | 7.00    | 4.2289 | 1.27859        |              |

**Table 2: Correlation of the supervision facet of job satisfaction and openness to new experiences according to the employees' job position**

|                             |              | Managers              |                             | Staff                 |                             |
|-----------------------------|--------------|-----------------------|-----------------------------|-----------------------|-----------------------------|
|                             |              | The supervision facet | Openness to new experiences | The supervision facet | Openness to new experiences |
| The supervision facet       | Correlation  | 1                     | .445*                       | 1                     | .000                        |
|                             | Significance |                       | .020                        |                       | .997                        |
| Openness to new experiences | Correlation  | .445*                 | 1                           | .000                  | 1                           |
|                             | Significance | .020                  |                             | .997                  |                             |

**Table 3: Correlation of the co-workers' facet of job satisfaction and openness to new experiences according to the employees' job position**

|                             |              | Managers              |                             | Staff                 |                             |
|-----------------------------|--------------|-----------------------|-----------------------------|-----------------------|-----------------------------|
|                             |              | The co-workers' facet | Openness to new experiences | The co-workers' facet | Openness to new experiences |
| The co-workers' facet       | Correlation  | 1                     | .424*                       | 1                     | -.068                       |
|                             | Significance |                       | .027                        |                       | .525                        |
| Openness to new experiences | Correlation  | .424*                 | 1                           | -.068                 | 1                           |
|                             | Significance | .027                  |                             | .525                  |                             |



the case in the sub-sample of the employees in working level positions ( $r = 0.187, p = .080$ ).

The correlation coefficient between the variables openness to new experiences and the pay facet of job satisfaction (Table 6) in the sub-sample of the employees in working level positions is negative and significantly different from zero ( $r = -0.293^{**}, p = .005$ ), which is not the case in the sub-sample of those respondents employed within the managerial positions ( $r = -0.280, p = .158$ ).

The research results also indicated that the correlation coefficient between the variables openness to new experiences and the benefits facet of job satisfaction (Table 7) in the sub-sample of the employees in working level positions is negative and significantly different from zero ( $r = -0.218^*$ ,

$p = .040$ ), which is not the case in the sub-sample of the respondents employed within the managerial positions ( $r = -0.309, p = .117$ ).

The correlation coefficient between the variables conscientiousness and the benefits facet of job satisfaction in the sub-sample of the employees in working level positions is negative and significantly different from zero ( $r = -0.321^{**}, p = .002$ ), which is not the case in the sub-sample of the respondents employed in managerial positions ( $r = -0.122, p = .546$ ). These results are represented within the Table 8.

In addition, the correlation coefficient between the variables neuroticism and the benefits facet of job satisfaction in the sub-sample of the employees in working

**Table 4: Correlation of the co-workers' facet of job satisfaction and conscientiousness according to the employees' job position**

|                       |              | Managers              |                   | Staff                 |                   |
|-----------------------|--------------|-----------------------|-------------------|-----------------------|-------------------|
|                       |              | The co-workers' facet | Conscientiousness | The co-workers' facet | Conscientiousness |
| The co-workers' facet | Correlation  | 1                     | .383*             | 1                     | -.108             |
|                       | Significance |                       | .048              |                       | .314              |
| Conscientiousness     | Correlation  | .383*                 | 1                 | -.108                 | 1                 |
|                       | Significance | .048                  |                   | .314                  |                   |

**Table 5: Correlation of the co-workers' facet of job satisfaction and neuroticism according to the employees' job position**

|                       |              | Managers              |             | Staff                 |             |
|-----------------------|--------------|-----------------------|-------------|-----------------------|-------------|
|                       |              | The co-workers' facet | Neuroticism | The co-workers' facet | Neuroticism |
| The co-workers' facet | Correlation  | 1                     | -.381*      | 1                     | .187        |
|                       | Significance |                       | .050        |                       | .080        |
| Neuroticism           | Correlation  | -.381*                | 1           | .187                  | 1           |
|                       | Significance | .050                  |             | .080                  |             |

**Table 6: Correlation of the pay facet of job satisfaction and openness to new experiences according to the employees' job position**

|                             |              | Staff         |                             | Managers      |                             |
|-----------------------------|--------------|---------------|-----------------------------|---------------|-----------------------------|
|                             |              | The pay facet | Openness to new experiences | The pay facet | Openness to new experiences |
| The pay facet               | Correlation  | 1             | -.293**                     | 1             | -.280                       |
|                             | Significance |               | .005                        |               | .158                        |
| Openness to new experiences | Correlation  | -.293**       | 1                           | -.280         | 1                           |
|                             | Significance | .005          |                             | .158          |                             |

**Table 7: Correlation of the benefits facet of job satisfaction and openness to new experiences according to the employees' job position**

|                             |              | Staff              |                             | Managers           |                             |
|-----------------------------|--------------|--------------------|-----------------------------|--------------------|-----------------------------|
|                             |              | The benefits facet | Openness to new experiences | The benefits facet | Openness to new experiences |
| The benefits facet          | Correlation  | 1                  | -.218*                      | 1                  | -.309                       |
|                             | Significance |                    | .040                        |                    | .117                        |
| Openness to new experiences | Correlation  | -.218*             | 1                           | -.309              | 1                           |
|                             | Significance | .040               |                             | .117               |                             |

level positions is positive and significantly different from zero ( $r = 0.297^{**}$ ,  $p = .005$ ), which is not the case in the sub-sample of the respondents employed in managerial positions ( $r = -0.102$ ,  $p = .613$ ), which is represented within the Table 9.

Finally, the correlation coefficient between the variables neuroticism and the communication facet of job satisfaction (Table 10) in the sub-sample of the employees in working level positions is positive and significantly different from zero ( $r = 0.266^*$ ,  $p = .012$ ), which is not the case in the sub-sample of the respondents in managerial positions ( $r = 0.087$ ,  $p = .668$ ).

## Discussion

### Openness to New Experiences and the Supervision Facet of Job Satisfaction

The sub-sample of the employees in managerial positions mostly contained the mid-level managers. Their ability to creatively approach to the problem-solving within the

workplace, might secure them additional benefits, when they are recognized by the top management. This might increase the level of their satisfaction with relation to supervisors, which is the positive organizational outcome. On the other hand, also according to the research results of this study, the managers are not sufficiently responsive to the openness to new experiences by the subordinate employees, which could have a negative impact on creativity and innovation of the employees. This situation will not be possible in the future, as it is expected that the organization will have to become market-oriented with reduced financial support of the state. This will impose the need for synergistic effect of the total innovative capabilities of all employees.

### Openness to New Experiences and the Co-Workers' Facet of Job Satisfaction

It is expected that the manager with this dimension of personality is ready to adopt new business ideas or suggestions of his co-workers, on the basis of well arguments.

**Table 8: Correlation of the benefits facet of job satisfaction and conscientiousness according to the employees' job position**

|                    |              | Staff              |                   | Managers           |                   |
|--------------------|--------------|--------------------|-------------------|--------------------|-------------------|
|                    |              | The benefits facet | Conscientiousness | The benefits facet | Conscientiousness |
| The benefits facet | Correlation  | 1                  | -.321**           | 1                  | -.122             |
|                    | Significance |                    | .002              |                    | .546              |
| Conscientiousness  | Correlation  | -.321**            | 1                 | -.122              | 1                 |
|                    | Significance | .002               |                   | .546               |                   |

**Table 9: Correlation of the benefits facet of job satisfaction and neuroticism according to the employees' job position**

|                    |              | Staff              |             | Managers           |             |
|--------------------|--------------|--------------------|-------------|--------------------|-------------|
|                    |              | The benefits facet | Neuroticism | The benefits facet | Neuroticism |
| The benefits facet | Correlation  | 1                  | .297**      | 1                  | -.102       |
|                    | Significance |                    | .005        |                    | .613        |
| Neuroticism        | Correlation  | .297**             | 1           | -.102              | 1           |
|                    | Significance | .005               |             | .613               |             |

**Table 10: Correlation of the communication facet of job satisfaction and neuroticism according to the employees' job position**

|                         |              | Staff                   |             | Managers                |             |
|-------------------------|--------------|-------------------------|-------------|-------------------------|-------------|
|                         |              | The communication facet | Neuroticism | The communication facet | Neuroticism |
| The communication facet | Correlation  | 1                       | .266*       | 1                       | .087        |
|                         | Significance |                         | .012        |                         | .668        |
| Neuroticism             | Correlation  | .266*                   | 1           | .087                    | 1           |
|                         | Significance | .012                    |             | .668                    |             |

This way of collaboration might establish good relations with the co-workers, which is considered as the positive organizational outcome. The lack of significantly positive correlation between the openness to new experiences and the co-workers facet of job satisfaction in the sub-sample of the staff employees could be an indication of a low level of teamwork in the researched organization. Hence, relations among the employees in this organization are not based on joint engagement in solving complex business tasks that require creativity, innovation and knowledge sharing. New organizational culture, which would also be based on the high presence of teamwork, would also contribute to greater cohesion among the employees, based on the awareness of the high degree of their interdependence in solving complex work tasks.

#### Conscientiousness and the Co-Workers' Facet of Job Satisfaction

The role of the middle management is important for successful performance of the organization, while the personality dimension labelled as the conscientiousness of the managers within the middle management level is perceived as a desirable and well respected feature (both among the subordinates and the top management). Thus, the manager with high conscientiousness serves as a role model for the employees, which is also a predictor of good interpersonal relations between the managers and the subordinate employees. The research results showed that there is no significant correlation between the conscientiousness among the employees in working level positions and their co-workers facet of job satisfaction. One of the reasons for such result might be the absence of the teamwork in this organization. Good interpersonal relations are in this situation usually based on the emotional aspect of these relations and not on the quality of cooperation in solving the business tasks. Conscientious employee thus might be perceived as a danger for the other employees. This employee might enjoy the support of the managers, but he/she could also serve as a benchmark for establishing the performance standards, which may cause the resentment in the case of non-conscientious employees toward conscientious employee.

#### Neuroticism and the Co-Workers' Facet of Job Satisfaction

High degree of neuroticism involves the presence of pressure and concern, which leads to an expectation that the managers with this dimension of personality can have impulsive reactions in relation to co-workers. If these reactions occur without a comprehensive analysis of the situation, they may cause the employees' dissatisfaction, especially if this reaction is unfair, according to the perception of the employees. Such a situation could lead to a strained relation between the managers and their subordinates, which could also be reflected in decreasing the quality of their interpersonal relations. Statistical results showed that increase in the level of neuroticism among the employees at working level positions did not cause significant change in the level of their co-worker's facet of job satisfaction. The neuroticism of the employees at working level positions does not affect their relation with co-workers because this state-owned, monopolistic organization is characterized by the absence of interdependence of the job performance at the staff level due to the absence of teamwork, as previously discussed.

#### Openness to New Experiences and the Pay Facet of Job Satisfaction

Among the managers within the middle management level in the researched organization, an increase in a degree of openness to new experiences was not followed by significant change in the pay facet of the job satisfaction. Managers in this organization have relatively high salary, consisted of the fixed part related to their education degree and a functional bonus. If the managers from this organization compare their salaries with those of the managers from the privatized organizations, they will notice that in privatized organizations, with all of the creative efforts required by the market game, the managers at the same organizational level cannot earn the personal incomes such as theirs. Accordingly, the level of the respondents' pay facet of job satisfaction within this research might be under the influence of that fact that could also mitigate their dissatisfaction



with the pay facet that is not adequately correlated with their business performance, innovation and creativity. Furthermore, employees at working level positions in the researched organization do not have a lot of opportunities for increasing the salaries based on their creative contributions. The pay facet of job satisfaction was researched on the basis of evaluating the different items, including the following one: “There are the opportunities for increasing the salaries within my job position” so the employees within the lower organizational level expressed low satisfaction with their salary.

#### Openness to New Experiences and the Benefits Facet of Job Satisfaction

The explanation is analogous to the previous one, since the managers have numerous benefits (for example, the ability to use the official vehicles, go on business travels etc.) that are not available to the employees in non-managerial positions. These employees at the lower organizational level realize that the only chance for gaining additional benefits may be through valorising their work contributions. However, when these expectations fail, an increase in openness to new experiences leads to a decrease in the benefits facet of job satisfaction. This dissatisfaction may be also enhanced through their perception that managers have various benefits, even if they do not express creativity and innovation, but a high level of loyalty to the top management.

#### Conscientiousness and the Benefits Facet of Job Satisfaction

Employees in managerial positions already have numerous benefits just due to their positions in organization, as already discussed, so the correlation between the personality dimension labelled as conscientiousness and their benefits facet of job satisfaction is not significant. An increase of this personality dimension among the employees in non-managerial positions is followed by a decrease in the benefits facet of job satisfaction, which points to such distribution of the benefits that does not adequately value the contribution of the employees to the overall success of the organization.

#### Neuroticism and the Benefits Facet of Job Satisfaction

In the sub-sample of the employees at the non-managerial positions, an increase in neuroticism is followed by an increase in the benefits facet of job satisfaction, which is not the case with the employees in the managerial position. Employees with a high degree of neuroticism are insecure (one of the items evaluated for this personality dimension) and they do not have high expectations of the benefits. It is expected that the employees with high degree of neuroticism even consider that they do not deserve benefits, which might be one of the possible explanations for their high level of satisfaction with this dimension of the job. On the other hand, managers with high level of neuroticism, despite insecurity, believe that they deserve the benefits they already have, just due to their higher level position in the organization, which reflects in the non-significant correlation.

#### Neuroticism and the Communication Facet of Job Satisfaction

Among the employees in non-managerial positions, an increase in neuroticism is followed by an increase in their communication facet of job satisfaction, indicating their satisfaction with the level of communication with co-workers. It could be said that this organization practices such organizational climate where relations between the employees become more personal. At the time of organizational changes, support from the co-workers and good interpersonal communication is important for reducing the pressure, particularly characteristic for the employees with a high degree of neuroticism. Besides that, typical characteristic of the employees with this dimension of personality is the presence of stress and fear about the future job uncertainty, which could make them prone to retreat into themselves and not express their problems transparently, in order to avoid the possible conflicts. Hence, as they avoid conflict situations with co-workers their communication is not strained and regarded as positive. On the other hand, managers with this type of dimension of personality do not exhibit significant correlation with the communication facet of job satisfaction, possibly due

to the fact that their higher level position inevitably leads to occasional confrontation with co-workers, which lowers their rating of this facet of job satisfaction.

## Conclusion

In the environment of high job uncertainty, within the researched organization, the employees' job satisfaction is heavily influenced by the fact that employees are not rewarded through the evaluation of their real business performance, but mostly based on their position and education level. This business environment is also characterized by the absence of teamwork. Thus, it would be highly beneficial if the organizational culture was changed into one that would foster creativity and innovativeness of the employees. Such organizational culture should also strongly encourage teamwork, which would lead to greater cohesion among the employees. This would also enhance the awareness of the employees about the high level of their interdependence in solving the complex business tasks.

In case of the selection process for the manager positions, it is highly advisable to assess the personality dimensions of the candidates, in addition to their expertise and organizational skills. Thus, a high degree of neuroticism could be an obstacle in establishing good co-operation between the managers and their employees, leading to low job satisfaction and loss of personnel. Therefore, the top management should pay significant consideration to the aspects of the candidate's personality, especially among the candidates for the managerial positions, even in case of their excellent business performance indicators. Finally, it is highly important to establish an organizational culture which would nurture a reward system (including the pay and different benefits facets) that would stimulate the innovativeness and creativity of the employees within different organizational levels, in order to instigate successful business performances.

Finally, as this study was limited to the case study research of one big company in Serbia, the results should be generalized with caution. The results give some new insights that should be further tested on the companies of different sizes and types. Moreover, the future research should include employees of companies from other,

similar, transitional economies in order to obtain larger, more diverse study sample. Also, the future research is to consider the effects of other variables on the relationship between job satisfaction and personality traits (such as gender, age, education, culture, working experience etc.).

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#### **Milena Nedeljkovic Knezevic**

graduated with PhD in Human resource management in 2009 at the Faculty of technical sciences, University of Novi Sad. Second PhD dissertation she defended in 2016, in the area of Behavioral economics at the Faculty of economic and Faculty of philosophy (interdisciplinary), University of Novi Sad. She is employed as a Full professor at the Faculty of sciences, University of Novi Sad. Milena published 2 monographs and more than 30 scientific journal articles, and her research interests are within the area of management, management of human resources and entrepreneurship. Milena is the coordinator of the Serbian team in the project "Global Leadership and Organizational Behavior Effectiveness (GLOBE-2020)".



#### **Sanja Kovačić**

is an Associate Professor at the University of Novi Sad, Faculty of Sciences, Department of Geography, Tourism and Hotel Management and scientific employee at South Ural State University in Chelyabinsk (Russia). She teaches subject such as Psychology in Tourism and Tourism destination management. Her main research interests are related to the social and psychological aspects of tourism and hospitality, destination branding and application of mathematical and statistical methods in tourism and hospitality. She has published over 70 research papers, 4 book chapters and participated in over 30 scientific conferences. She has been a visiting lecturer to countries such as Russia, Netherlands, Spain and France. She is a member of the external evaluation team of European Capital of Culture Novi Sad 2022, as well as consultant in the field of destination branding, product development and market segmentation and research.



#### **Slađana Nedeljković**

graduated from the Faculty of Philosophy in Novi Sad, Department of Sociology. She finished her master's studies at the Faculty of Sciences in Novi Sad. Graduated in 2016 with interdisciplinary PhD in sociology and tourism at the University of Novi Sad. The topic of her doctoral dissertation is *Restructuring of industrial regions toward tourism development of local community*. Since 2004 she is employed at the mining basin "Kolubara". Actively engaged in organization and lecturing at cultural and humanitarian manifestations. Research interests: cultural tourism, sociology of culture, organizational culture. Coauthor of more than 10 scientific publications.



#### **Maja Mijatov**

is a Teaching Assistant at the Faculty of Sciences – Department of Geography, Tourism and Hotel Management (University of Novi Sad). She is a president of EGEA Novi Sad Association and Departments' Coordinator for Erasmus+ mobility. Her main fields of interest are business ethics, corporate social responsibility, organisational behaviour. She is an author and co-author of different papers presented throughout conferences and within different academic publications. Contemporary she is a member of international project GLOBE 2020, as one of four researchers from Serbia and projects approved by the Provincial Secretariat for Higher Education and Scientific Research. She also participated in project approved by the Ministry of Education, Science and Technological Development.