

RELATION BETWEEN JOB SATISFACTION OF EMPLOYEES AND THEIR PERSONALITY DIMENSIONS ACCORDING TO THE 'BIG FIVE' THEORY

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Abstract. Awareness regarding the increasing importance of human resources for achieving the organizational competitiveness on the market became an integral part of modern economy, where people, together with their knowledge and skills, represent strategic organizational resource. The aim of this research is to assess the influence of employees' personality dimensions, according to the 'Big Five' theory, and certain facets of job satisfaction as well as different facets of job satisfaction on the overall assessment of job satisfaction. The influence of respondents' socio-demographic characteristics on the individual facets of job satisfaction is also evaluated. The research results indicated that there is a significant difference in the assessment of individual facets of job satisfaction regarding the respondents' demographic characteristics. Also, statistically significant correlations are found between personality dimensions: 'Extraversion', 'Openness to new experiences', 'Conscientiousness', 'Agreeableness' and 'Neuroticism' and individual facets of job satisfaction. The research results will be beneficial for providing the appropriate guidelines for improvement of human resource management of large organizations, especially in the case of public-owned organizations within the countries facing significant restructuring changes, such as Serbia.

Key words: job satisfaction, personality dimensions, Big Five theory, transition

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1. INTRODUCTION

In contemporary business environment, including the high level of global competitiveness, there is a need for seeking the adequate organizational responses and their reactions to constant ongoing changes (Jansen et al., 2006; Olsen & Sallis, 2006). Changes that take place at strategic level of organizations cannot be implemented without appropriate changes within the management of the human resources (Hult et al., 2004; Kwon Choi et al., 2013; Yidong & Xinxin, 2013).

As a response to inadequacy of bureaucracy, or more precisely to hierarchical organization of work in modern companies, caused by increased complexity of managerial processes, Tayloristic principles, based on the strict hierarchy, are increasingly complemented by *participative management* (Fassin et al., 2017). Changes in the environment are characterized by the appearance of multi-competition, new intra- and interorganizational forms, while advances in information and communication technology have been shown valuable for the implementation of new efficient organizing schemes for the advancement of human resources and effective positioning of competent employees (Petković & Lukić, 2014). Changes in attitudes of contemporary management are also manifested in providing greater importance to the employees' job satisfaction, which might further cause numerous positive repercussions for entire organization (Pacheco & Webber, 2016).

Job satisfaction is often the topic within the organizational psychology studies, since it is correlated with "the employees' motivation and job performances, reduced turnover and absenteeism, organizational citizenship behavior and organizational commitment" (Kayal & Das, 2016). Research regarding the employees' satisfaction issues is often related to various sociological and psychological constructs (Arthaud-Day et al., 2012; Lopez et al., 2009). One of important psychological theories, that was also researched in the context of the employees' job satisfaction, is labelled as the 'Big Five' theory, which is related to five dimensions of personality (Berglund et al., 2016; Hahn et al., 2016; Judge & Zapata, 2015).

Herein, the research was conducted within the large public-owned organization Electric Power Industry of Serbia (EPS), an organization that is expected to face restructuring period. The awareness regarding the inevitable incoming transformations is very pronounced among the employees and the research results are analyzed in the light of this fact. For majority of the employees, these transformations would cause changes in their job positions or even their dismissal, which could certainly influence the different facets of job satisfaction.

1.1. Job Satisfaction

Different authors are defining the term of job satisfaction in different ways. However, definitions of this term as provided by Locke (1976) and Vroom (1982) are the most frequently cited in the literature. Locke noted that job satisfaction is 'a positive emotional state that results from assessment of individual's job or experience at work'. On the other hand, Vroom, who equally used the terms 'job satisfaction' and 'job attitude', said that 'job satisfaction is affective orientation of individual towards his/her business tasks'.

Previous research indicated that job satisfaction could be considered as a key variable that might be reflected in the employees' behavior, which is one of the main reasons why job satisfaction is often researched as integral and important aspect of organizational behavior (Burke et al., 2005; Cronin et al., 2000). Besides, previous research also indicated that job satisfaction could be considered on the basis of different facets, including the

employees' satisfaction with pay, promotion, supervision, rewards, benefits, relations with co-workers, nature of the work and communication, as well as satisfaction with operating conditions (Hur et al., 2015; Pantouvakis & Bouranta, 2013, Weiss, 2002), which was also considered for the purposes of this research.

One of the prominent researchers of job satisfaction is Paul Spector (Spector, 1997). He pointed to several reasons for the importance of job satisfaction. The first reason is related to increased humanization of work, which implies that employees should be respected as individuals that are contributing to overall business success of the company, while, on the other hand, job satisfaction could also serve as an indicator of the employees' level of business efficiency. Furthermore, high level of job satisfaction, according to Spector (1997), could also be a sign of positive emotional attitude towards the job, which is important for achieving the high-quality job performances. Besides, organization should be aware of the importance of the employees' job satisfaction, due to the fact that it could have overall positive effects on the fulfillment of organizational goals, which could be manifested by positive behavior towards the achievement of these goals, or by negative behavior of the employees in the case of their dissatisfaction (Spector, 1997; 2000; Spector et al., 2000).

Expressed interest of researchers towards the concept of job satisfaction, as well as towards the identification of its antecedents and consequences, is evident in extensive literature related to job satisfaction (Furnham et al., 2002; Horppu et al., 2008; Kilili & Bozdağlar, 2013; Lee et al., 2013; Moliner et al., 2007; Noe et al., 2010; Pacheco & Webber, 2016).

Antecedents of job satisfaction (factors that cause job satisfaction) are, for example, interpersonal relations between the employees and their personality characteristics (Furnham et al., 2002), representation of participative management as an optimal balance in the degree of involvement of managers and their subordinates in the process of information and knowledge sharing, decision making and problem solving (Pacheco & Webber, 2016; Wright & Kim, 2004).

Consequences of job satisfaction are, for example, higher labor productivity, less absenteeism or less turnover of the employees' (Horppu et al., 2008; Kilili & Bozdağlar, 2013; Lee et al., 2013; Moliner et al., 2007; Noe et al., 2010).

1.1. Personality dimensions of the 'Big Five' theory and their implication within the business environment

There are numerous definitions of the term *personality* in the literature. Personality is defined as “*those characteristics that account for a person's consistent patterns of feeling, thinking, and behaving*” (Pervin & John 1997, p. 4) or as “*an individual's characteristic patterns of thought, emotion, and behaviour, together with the psychological mechanisms—hidden or not—behind those patterns*” (Funder, 2004, p. 5).

Therefore, personality is expressed in different ways, through specific behaviors, opinions and feelings, which make that person different from the other persons.

Employees are satisfied with their jobs, due to internal dispositions, including their personality, among other things (Judge et al., 2002). Personality could be considered as a predictor of career success (Ward, 2019), life satisfaction (Suldo et al., 2015) and job satisfaction (Templer, 2012). According to that, numerous researches indicated the correlation between the employees' personality and various forms of organizational

behavior. Relations between personality and business performances (Conte et al., 2017; Judge & Zapata, 2015) and team performances (Park et al., 2017; Soomro et al., 2016) are subjects for analyzing the problems of correlation between the employees' personality and organizational outcomes. The 'Big Five' theory of personality dimensions is one of the widely used theories when researching these relations. With minor variability, majority of the authors accepted the following five dimensions of personality: extraversion, neuroticism, agreeableness, conscientiousness and openness to new experiences (Atari et al., 2017; Sun et al., 2018).

Extrovert (high level of extraversion) is an expressive person that has many friends, socially oriented, feels good in a group environment and he/she is popular in it. Prevalence of empathy has a positive influence on the work setting, characterized by direct contact with customers and public. This is especially represented within the service sector, politics or profession of the PR managers. Such a person could also be a good supervisor, since he/she easily makes contact with people, and his/her relations with other employees are also characterized by informality that contributes to the establishment of mutual trust (Kaczmarek & Kaczmarek-Kurczak, 2017; Seibert & DeGeest, 2017).

In organizational terms, an individual with a high degree of agreeableness could be excellent team member, due to the fact that such a person usually brings harmony into the team, but also due to the fact that such a person is open for accepting the opinions of other team members, if he/she feels that their ideas could contribute to successful realization of the entire project (Judge et al., 2002; Judge & Zapata, 2015).

An individual with high level of conscientiousness is very organized and strict throughout the implementation of established procedures and rules. In business environment, such a person would be successful within the job positions that do not require greater degree of flexibility when choosing directions for accomplishment of business tasks, but consistency in following the established procedures (Anwar et al., 2018).

Furthermore, an individual with a high degree of openness to new experiences is original, creative and innovative, with the belief that changes would cause better situation in business environment. Such a person does not avoid complex situations and he/she tries to find a way out of them. All those job positions that require originality, creativity and global approach to solving the problems could be considered as appropriate for these individuals. On the other hand, an individual with low degree of openness to new experiences usually expresses unwillingness for using the non-traditional resources and he/she also expresses doubt regarding the choice of non-standard manners for solving the problems (Ivcevic & Brackett, 2015; Ngeek, 2015).

An individual with a high degree of neuroticism tends to evaluate numerous situations in life in a negative way, so his/her job dissatisfaction is often a consequence of this personality dimension, rather than the real situation. It is also important to note that an individual with pronounced neuroticism is characterized by the lack of emotional stability and concern. Such a person hardly fits into a team, mostly due to his/her pessimism regarding the realization of organizational goals (Marchand & Vandenberghe, 2016; Vandenberghe et al., 2019).

1.2. Importance of personality dimensions for shaping the employees' job satisfaction

In recent years, there has been a significant increase in the number of researchers regarding the effects of dispositional factors on job satisfaction, with particular interest on affective disposition. The importance of individual factors for gaining the job satisfaction might be changed over time. However, some studies suggest that personality dimensions have certain stabilizing role in assessment of job satisfaction, which is the main reason of increased interest of researchers regarding the personality-related factors (Avery et al., 2015; Maggiori et al., 2016). Existence of different theories regarding the personality dimensions also influences different approaches to researching the job satisfaction. Hence, researchers usually choose the appropriate instruments for measuring personality dimensions, which are in accordance with the specific theory accepted as relevant by the researcher (Kampkötter, 2017; Maggiori et al., 2016). Herein, the research is based on the 'Big Five' theory of personality dimensions, due to considerable suitability of this theory in studies related to business environment.

Numerous authors found significant correlation of neuroticism with job satisfaction (Hackman & Oldham, 1974; Fiori et al., 2015; Judge et al., 2017). Perception and cognition have an important role in different theories related to job satisfaction, which are suggesting that an individual with high neuroticism perceives the environment as generally negative, which might cause negative job experience and low job satisfaction among these employees (Fiori et al., 2015; Judge et al., 2017).

Employees' job satisfaction surveys were also conducted over prolonged period, which revealed the stability of the employees' job satisfaction, despite the frequent changes in business conditions and business tasks. One of the possible explanations for this phenomenon is certain genetic conditionality of the employees' perception of job satisfaction (Li et al., 2016).

Arvey, Bouchard, Segal and Abraham (1989) indicated that determinants of job satisfaction could be genetically inherited. They came to these conclusions by examining the monozygotic twins (by using MSQ), which showed that 30% of the variance in job satisfaction was related to genetic components. This research was stimulated, in particular by the research conducted by Staw and Ross (1985), who pointed out that, over the five years of research in the same company, job satisfaction was very stable, regardless of the fact that pay and status of numerous employees were changed significantly during the researched period.

For example, it happens that people, who were often faced with different failures in any area of life, might generalize their dissatisfaction and transfer it to overall business environment, regardless of the real situation at work, which is confirmed on the basis of the study conducted by Zhao, Ghiselli, Law and Ma (2016) who focused their research on the intrinsic motivation and relations between job characteristics, job satisfaction, job stress and life satisfaction. Such people could feel the job dissatisfaction without the real grounds. They tend to experience the business tasks even harder than they actually are. On the other hand, personal satisfaction would lead to mature and tolerant way of behaving, which might result in mitigating the negative situations in business environment. Personality's compliance with specific job requirements allows the balance between the personality traits and job requirements to be consistent. Misbalance between personality and business tasks, together with dissatisfaction, caused by the other factors, might lead to different conflicts

between the people, absenteeism, fluctuation, passivation, alcoholism, injuries at work, frequent illnesses due to increased sensitivity and reduced resistance to stress (Fiori et al., 2015; Judge et al., 2017). Stress is particularly recognized as a serious problem for the functioning of individuals and organizations (Lukić & Lazarević, 2018).

Existence of harmony between the employees and demands of their job positions, enables better usage of their knowledge and abilities and yields the sense of achievement and greater personal satisfaction. On the other hand, organization also benefits in terms of gaining the productivity and achieving the good interpersonal relations (Kilili & Bozdağlar, 2013; Lee et al., 2013; Noe et al., 2010).

In one meta-analysis, Judge, Heller and Mount (2002) showed that emotional stability (expressing the indifference in conflict situations, providing the optimistic explanation for possible solution of the conflict, rapid consolidation after the conflict and rapid adjustment to new situation) correlates with job satisfaction. Loveland et al. (2015) confirmed that high levels of extraversion and emotional stability are significant predictors of job satisfaction. Agreeableness is also an important predictor of job satisfaction, according to Judge et al. (2017), since high score of this personality dimension implies motivation for achieving high degree of interpersonal closeness, which could further contribute to overall job satisfaction. Openness to new experiences is associated with creativity, especially with scientific and artistic creativity and readiness for accepting the divergent attitudes. Previous research also indicated that conscientiousness is positively correlated with job satisfaction, as it is associated with positive business performances. This should lead to significant promotion, rewards or benefits as important facets of job satisfaction. Finally, previous research also indicated that neuroticism would cause low levels of job satisfaction, although there are disagreements on this finding in the literature, which is understandable, since every study is conducted on specific sample and it could be significantly dependent on the type of specific business organization in which the research is conducted (Judge et al., 2017).

2. METHODOLOGY

2.1. Data collecting procedure

The survey research was conducted on the sample of the employees in the public company RB Kolubara, Elektroprivreda Srbije (EPS). This company was founded in 1992, deals with mining and distribution of coal and employs around 12,000 people. Its size and importance of the organization for the entire economy of Serbia were the main reasons for choosing this organization as the object of the research. At the beginning of the research, 250 questionnaires were distributed to the employees during 2018, with 222 of them completely answering the questions. Respondents provided their answers by using the standard method of pen and paper.

Subject of the research was focused on the relations between individual facets of job satisfaction and the employees' personality dimensions, according to the 'Big Five' theory. In addition, the impacts of the respondents' demographic variables on individual facets of job satisfaction were to be determined, within the organization that will experience significant changes in the transitional economy. The research results could find their practical implications in improving the employees' job satisfaction according to their personality traits in such important organization for Serbian economy with almost 12,000 of employees, which is reflecting the importance of conducting this research.

2.2. Hypotheses

Based on the literature review, as well as on the basis of aforementioned specifics of the business within the organization in which the research was conducted, three hypotheses of the research could be identified:

Hypothesis 1 (H1): There is a significant correlation between the employees' demographic characteristics (gender, age, education degree, working tenure, job position) and individual facets of job satisfaction.

Hypothesis 2 (H2): There is a significant correlation between assessment of overall job satisfaction (as dependent variable) and assessment of individual facets of job satisfaction (as independent variables)

Hypothesis 3 (H3): There is a significant relationship between the dimensions of personality and the facets of job satisfaction.

2.3. Instrument

The survey research was based on standardized questionnaires, which were affirmed in the literature as questionnaires that comprehensively analyze job satisfaction and personality dimensions within the 'Big Five' theory. Accordingly, the questionnaire could be divided into four parts. The first part of the questionnaire covered the questions related to the employees' demographic characteristics (gender, age, education level, working tenure and job position (subordinate or managerial)). The second part of the questionnaire contains 36 items for measuring nine dimensions of job satisfaction (pay, promotion, nature of the work, supervision, relations between co-workers, communication, benefits, operating conditions and rewards), on the basis of the Likert scale, from 1 (completely disagree) to 6 (completely agree), according to the Questionnaire formed by Paul Spector (Spector, 1997) and reused in further studies (Argyle, 2013; Frey & Stutzer, 2010).

The third part of the questionnaire refers to assessment of overall job satisfaction. Respondents expressed their satisfaction/dissatisfaction on the scale from 1 (completely dissatisfied) to 5 (completely satisfied). The fourth part of the questionnaire contained the items for measuring five dimensions of personality (extraversion, neuroticism, agreeableness, openness to new experiences, conscientiousness). These personality dimensions were measured on the basis of the scale established by Howard and Howard (2000). Collected data were statistically processed by using the SPSS (17.0), on the basis of descriptive statistics, as well as variance, correlation and multiple regression analysis.

3. RESULTS

3.1. Sample characteristics

Demographic characteristics of the employees were distributed among the respondents as follows: percentage of the male respondents (62%) was higher than percentage of the female respondents (38%). About 14% of the respondents are up to 30 years old, while 26% of the respondents are between 31 to 40 years old. There are 40% of the respondents in the category between 41 and 50 years, while 20% of the sample belongs to the age category between 51 and 65 years. According to the employees' education degree, minority of the respondents gained elementary education degree (3%), while majority of the

respondents gained high school education degree (47%). On the other hand, 16% of the respondents gained college (two-years) education degree, while 34% of them gained faculty (four-years) education degree. There were 18% of the respondents in the category that has up to five years of working tenure, 10% of those who have between 6 and 10 years of working tenure, while 6% of the respondents have between 11 and 15 years, 21% have between 16 and 20 years, 24% have between 21 and 25 years and 21% of the respondents have over 25 years of working tenure. Most of the respondents (83%) are employed within subordinate job positions, while 17% of them are employed within managerial positions.

Table 1 Descriptive statistics for personality dimensions, facets of job satisfaction and general job satisfaction assessment (N = 222)

Dimension	Minimum	Maximum	Mean Value	Standard deviation	Alpha coefficient
Neuroticism	1.0	7.0	4.25	1.30	0.72
Extraversion	1.4	7.0	5.72	1.22	0.78
Openness to new experiences	2.0	7.0	5.57	1.02	0.82
Agreeableness	1.8	8.0	5.81	1.15	0.75
Conscientiousness	1.0	7.2	6.22	0.90	0.81
Benefits	1.0	5.75	2.80	0.96	0.79
Communication	1.0	7.0	3.27	1.02	0.86
Supervision	1.5	6.0	4.26	0.98	0.82
Relations with co-workers	1.75	6.0	4.35	0.77	0.83
Operating conditions	1.0	5.5	3.46	0.80	0.80
Pay	1.0	5.25	2.65	0.93	0.84
Nature of the work	1.0	6.0	3.95	0.92	0.78
Rewards	1.0	5.5	2.80	0.94	0.81
Promotion	1.0	6.0	3.00	0.88	0.78
General job satisfaction	1.0	5.0	2.71	0.80	0.72

Influence of the employees' demographic characteristics (gender, age, education degree, working tenure and job satisfaction) on individual facets of job satisfaction was analyzed by ANOVA test. According to the respondents' job position, the research results pointed to significant difference of this demographic variable on the 'Nature of the work' facet of job satisfaction ($F = 8.00$; $p = .005$), as shown in Table 2. The research results did not point to significant differences in other facets of job satisfaction on the basis of the respondents' job position.

Table 2 'Nature of the work' facet of job satisfaction and the respondents' job position

Job position	Mean Value	Standard deviation	F	P
Subordinates	3.86	0.93	8.00	.005
Managers	4.32	0.77		

Also, the research results pointed to significant differences in the facets of job satisfaction 'Supervision' ($F = 3.88$; $p = .010$) and 'Benefits' ($F = 2.75$; $p = .043$), according to the respondents' age, which is shown in Table 3. On the other hand, the research results

did not point to significant differences in other facets of job satisfaction, on the basis of the respondents' age.

Table 3 'Supervision' and 'Benefits' facet of job satisfaction and the respondents' age

Age (years)	Supervision					
	Mean Value	Standard deviation	F	P	Significant Contrast	Significant Differences
Up to 30	4.70	0.80	3.88	.010	1-3	0.52
31-40	4.38	1.01			1-4	0.69
41-50	4.18	0.94			2-4	0.38
51-65	4.01	0.94				
	Benefits					
	Mean Value	Standard deviation	F	P	Significant Contrast	Significant Differences
Up to 30	2.91	1.07	2.75	.043	2-4	-0.53
31-40	2.62	0.95				
41-50	2.76	0.90			3-4	-0.38
51-65	3.15	0.96				

The research results did not point to significant differences in researched facets of job satisfaction on the basis of the respondents' educational degree and their working tenure. However, significant difference was found for 'Operating conditions' facet of job satisfaction, according to the respondents' gender ($F = 4.10$; $p = .044$), which is shown in Table 4, while significant differences were not found for other facets of job satisfaction.

Table 4 'Operating conditions' facet of job satisfaction and the respondents' gender

Gender	Mean Value	Standard deviation	F	P
Male	3.37	0.83	4.10	.044
Female	3.61	0.73		

Based on the research results, H1 is partially confirmed. There is a correlation between certain demographic variables and individual facets of job satisfaction, according to the research results. More precisely, according to the previously represented research results, there is a correlation between 'Supervision' and 'Benefits' facets of job satisfaction and the respondents' age. Besides that, significant correlation was recorded between 'Operating conditions' facet of job satisfaction and the respondents' gender, while the respondents' job position significantly correlates with 'Nature of the work' facet of job satisfaction.

Finally, multiple step-by-step regression analysis was conducted for identifying the impact of individual facets of job satisfaction factors (as independent variables) on the assessment of overall job satisfaction (as dependent variable). The research results pointed to the following regression rating equation = $0.147639 + 0.0846863 \times$ 'Communication' facet of job satisfaction + $0.103804 \times$ 'Supervision' facet of job satisfaction + $0.184344 \times$ 'Pay' facet of job satisfaction + $0.363224 \times$ 'Nature of the work' facet of job satisfaction + $0.118417 \times$ 'Recognition' facet of job satisfaction + $0.0843225 \times$ 'Promotion' facet of job satisfaction

Significant relation between the variables at significance level of 99% was found. From the previously presented equation it follows that 'Nature of the work' and 'Pay' facets of job satisfaction have the greatest impact on the overall job satisfaction. Gained result could be explained by the type of the business tasks that are mostly performed within the researched company. Majority of the respondents are employed on the mining positions, in direct production process, where working conditions are difficult, so it is not surprising that 'Nature of the work' is an important facet in assessing the overall job satisfaction. Transition period in most of the countries within the Central and Eastern Europe is characterized by high degree of dismissal of workers, thus facing numerous existential problems. On the other hand, such potential problems are already recognized by policymakers, trade unions and employers within developed countries and they are keep in mind when planning the new reforms or changes within the workplace settings (Hess et al., 2016). In such situation, job security becomes one of the most important factors affecting their business performances. This, for example, results in the fact that answers to questions about the employees' 'Pay' facet of job satisfaction might be strongly influenced by the fact that numerous citizens have no pay at all, which is indicating that unemployment is one of the key macroeconomic problems facing the economy of the Republic of Serbia, as well as that minimizing the unemployment problem is one of the most important tasks of the modern era, since it has direct negative implications on the quality of life and the average living standard of the population (Gnjatović & Leković, 2019). It is, therefore, not surprising that employees labeled their 'Pay' facet as the second most important factor in assessing the overall job satisfaction.

Based on the research results, H2 is partially confirmed. There are significant correlations between assessment of the employees' general job satisfaction (as dependent variable) and their assessments of different facets of job satisfaction (as independent variables).

The research results also showed that significant linear dependence was found between the following pairs of personality dimensions and job satisfaction facets: 'Extraversion' and 'Supervision', 'Extraversion' and 'Relations with co-workers', 'Extraversion' and 'Nature of the work', 'Neuroticism' and 'Benefits', 'Neuroticism' and 'Pay', 'Openness to new experiences' and 'Benefits', 'Agreeableness' and 'Supervision', 'Agreeableness' 'Relations with co-workers', 'Conscientiousness' and 'Benefits', as shown in Table 5. In line with the research results, H3 is confirmed. There are significant relations between certain dimensions of personality and certain facets of job satisfaction. Table 5 shows only those facets of job satisfaction that showed significant correlations with individual dimensions of personality.

Table 5 Correlations between personality dimensions and job satisfaction facets (N = 222)

	Supervision	Relations with co-workers	Nature of he work	Benefits	Pay
Extraversion	0.1658*	0.1494*	0.1368*	-0.0862	-0.0931
Neuroticism	-0.0126	-0.0204	-0.0636	0.2305**	0.1563*
Openness to new experiences	0.0619	0.0767	-0.0181	-0.1563*	-0.1249
Agreeableness	0.1588*	0.1433*	0.0447	-0.0687	-0.0527
Conscientiousness	0.1000	0.0984	0.0468	-0.1371*	-0.1070

*Correlation is significant at the .05 level (2-tailed).

**Correlation is significant at the .01 level (2-tailed).

4. DISCUSSION

Based on the research results, the highest assessment by the employees (6.22) was recorded for personality dimension 'Conscientiousness', while the lowest assessment (4.25) was provided for personality dimension 'Neuroticism'. Such assessments might be result of subjective evaluation of the employees that high level of 'Conscientiousness' is appropriate characteristic that would be highly evaluated by the management throughout the future transformation process when reducing the number of employees. Also, high 'Neuroticism' is highly undesirable for teamwork within the organizations that are highly oriented to collaboration between the different workplaces, due to complexity of the business tasks. In the case of facets of job satisfaction, the highest rating (4.35) was recorded for 'Relations with co-workers' facet of job satisfaction, while the lowest grade was recorded for 'Pay' facet of job satisfaction (2.65). Earnings in this organization are relatively high comparing to other organizations outside the public sector. For example, monthly incomes within the sector that is mainly operating through the private organization in Serbia is tourism. The research results of the study conducted by Jovanović et al. (2019) indicated that majority of the respondents (even 45% of them) have monthly incomes between 15,001 and 30,000 RSD, that is under the average monthly incomes in Serbia which amounts to around 49,650 RSD according to data basis of Statistical Office of Republic of Serbia. On the other hand, also according to data basis of Statistical Office of Serbia, average monthly incomes in the field of mining and distribution of coal amounts to between 76.873 and 79.481 RSD, which is above the average earnings for Serbia. One of the possible explanations for such low 'Pay' facet of job satisfaction might be related to the respondents' assessment that even this relatively good personal income is still insufficient for the needs of the employees, especially for those with large number of unemployed household members. In addition, this result may be a consequence of a possible organizational practice on rewarding some employees not due their productivity but due to their political engagement or some other non-work-related circumstances, which is viewed as unjust by most of the employees.

The research results pointed to significant difference in the employees' assessment of 'Nature of the work' facet of job satisfaction, according to the respondents' job position, with higher values obtained for the managers in comparison to the subordinates. There are numerous factors that contribute to higher grades of this job satisfaction facet among the managers. Managing position provides higher personal incomes, high degree of autonomy in performing the business tasks, realization of self-actualization, which is highly evaluated in the Maslow's hierarchy of the needs, as well as their greater influence in a decision-making process. In the surveyed environment, managing position often provides greater impact in a wider community, which could also bring certain benefits to these supervisors outside the organization. The research result also indicated significant difference in the employees' assessment of 'Supervision' facet of job satisfaction, according to the respondents' age, between those who have up to 30 years and between 41 and 50 years, those who have up to 30 years and between 51 and 65 years, as well as between those who have between 31 and 40 years and between 51 and 65 years. It is noticeable that employees' assessment of 'Supervision' facet decreases with the increase of their age, which might be a consequence of the employees' expectation that their life and work experience should bring them greater respect from the supervisors, greater participation in decision-making process, greater independence in performing their business tasks. The research results also pointed to

significant difference in the employees' assessment of 'Benefits' facet of job satisfaction, according to the respondents' age, between the respondents of the age group 31-40 years and those 51-65 years, as well as between the respondents of the age 41-50 and those 51-65 years. In both relations higher age group also brings higher values for the "Benefits" facet. One of the possible explanations could be related to the fact that older employees were repeatedly rewarded throughout their working lives and that they do not have high expectations in the future. For example, existence of organizational resorts allowed the best employees to spend their summer and winter vacations at the expense of the organization, while they also gave financial rewards to successful innovators. Aware of the present capabilities of the organization, they look more realistically at the place of this facet of job satisfaction in assessment of overall job satisfaction, which resulted in lower criteria in its assessment. Younger employees, who are striving for affirmation and recognition, also have high expectations that remain often unfulfilled in the present conditions, leading to lower assessment of this facet of job satisfaction. The research results also indicated significant difference in the employees' assessment of 'Operating conditions' facet of job satisfaction, in accordance to the respondents' gender. According to these results, female employees are more satisfied with this facet of job satisfaction, in comparison with their male colleagues. One of the possible explanations might be related to characteristics of the researched organization, due to the fact that significant number of male employees are working in difficult business conditions that require intensive physical work engagement.

The gained results indicated significant correlations between personality dimensions and facets of job satisfaction. Positive correlation between personality dimension 'Extraversion' with facets of job satisfaction: 'Supervision', 'Relations with co-workers' and 'Nature of the work' are a consequence of the fact that extrovert persons are able to easily establish good relationships with people, including their supervisors and other employees. Their relations with people are based on trust in them, which is of great importance for teamwork and such attitude might contribute to creating the harmonious relations between the team members and selfless exchange of knowledge, which might be important during the structural changes within the organizational environment.

Positive correlations between 'Neuroticism' and facets of job satisfaction 'Benefits' and 'Pay', together with the absence of correlation between 'Neuroticism' with other facets of job satisfaction, are indicating that high degree of 'Neuroticism' does not express high degree of satisfaction with those aspects of the job that are largely influenced by interpersonal relationships among the employees. If such a person is not involved in a teamwork possible increase of his or her personal incomes or receiving some benefits will be a consequence of his/her individual activities and, therefore, such a person expresses greater degree of 'Pay' and 'Benefits' facets of job satisfaction.

Negative correlation coefficient established as a measure of the linear relations between 'Openness to new experiences' and 'Benefits' facet of job satisfaction could be explained as follows: an individual with high degree of 'Openness to new experiences' is creative, innovative and full of ideas that, if realized, might create an expectation for such a person to receive certain benefits. Therefore, his/her expectations of benefits are higher and his/her criteria for high score of this job satisfaction facet are very high. If these criteria are not fulfilled, it could result in relatively low score of satisfaction among the employee with pronounced personality dimension 'Openness to new experiences'. Person with high 'Agreeableness' and tolerance for other people, who is inclined to forgiveness, will not be

demanding in assessing the quality of their 'Supervision' and 'Relations with co-workers' facets of job satisfaction and such a person will have lower criteria that will cause high grades for these relations. Individual with expressed 'Conscientiousness', especially if he/she is employed within the job positions characterized by the need for precision, meeting the deadlines and systematic approach in conducting the business tasks, has high work performance, which then induces high expectations of possible benefits. Therefore, criteria of such a person for assessing the 'Benefits' facet of job satisfaction are high and, if they are not fulfilled, such a person will give lower rating of aforementioned facet of job satisfaction.

According to the research results, conducted in this and other countries, there is no doubt that certain dimensions of personality affect certain aspects of job satisfaction. One of such studies was conducted in a Romanian company, with intention of comparing the research results with those conducted in the Western companies (van den Berg, Pitariu, 2005). As Romania is a country in transition, as well as Serbia, results of that study might be of interest to our companies as well. Van den Berg and Pitariu (2005) conducted the study on the sample of 228 male and 62 female engineers, who were employed within the science centers and now hold executive positions within Romanian companies and this research was related to relations between personality dimensions and job satisfaction. They found that significant correlation between extraversion and job satisfaction has not been confirmed, but they also found that there is significant correlation between conscientiousness and job satisfaction. Their research results also pointed to the fact that neuroticism is negatively correlated with job satisfaction, while the openness to new experiences is positively correlated with job satisfaction (van den Berg, Pitariu, 2005). In general, the results obtained, except for the extroversion dimension, are in agreement with the results obtained in the research conducted in Western companies. The discrepancy can be explained, as the authors state, by the fact that Romania has been under authoritarian rule for a long time, which has also been reflected in relations within companies, with no significant participation of employees in management and no expression of emotions and willingness to cooperate with others. Openness, and especially intellectual curiosity, are good predictors of a willingness to change, which is very important in transition times.

5. CONCLUSION

The necessity of studying the problems of job satisfaction is especially pronounced in the time of rapid changes, which is one of the main consequences of modern development in technology, politics and economy. Nowadays, this issue is approached from the perspective of human resources development, or more precisely from the perspective of the human resource management, which will enable the employees to maximize their potentials and thus enable themselves and the organization to realize the set of individual and organizational goals. Harmony between these goals is one of important preconditions for successful implementation of changes and, therefore, one of the most important tasks of management in the organization is to recognize the employees' job satisfaction and to take adequate measures for its achievement. Results of this study provide some indication of job satisfaction within the researched organization. The low level of pay satisfaction expressed in this research might be a consequence of inadequate organizational rules on rewarding. Pay satisfaction might, therefore, be a consequence of comparing the personal income with

incomes of other employees in similar job position and information that they have higher personal incomes without a clear work-related reason for this situation. Creating the more appropriate rules on rewarding system or providing the more transparent approach in rewarding process would also contribute to development of innovative programs, which is significant in organizations such as the one in which the research was conducted.

Significant correlation coefficients, which measure the degree of linear dependence between personality dimensions and job satisfaction facets, indicated the expected correlations. Thus, positive correlation of extraversion and satisfaction with supervisors, other employees and the nature of the work is, among the other things, a consequence of extroverts' ability to easily establish good relations with people in general, including their supervisors and other employees. There was also a positive correlation between the personality dimension "neuroticism" and satisfaction with benefits and pay, as well as the absence of correlation between the personality dimension "neuroticism" and other facets of job satisfaction. Negative correlation coefficient was found in the relation between the personality dimension "openness to new experiences" and satisfaction with benefits. Positive correlation between the personality dimension "agreeableness" and satisfaction with supervisors, as well as with relations with co-workers was identified, while conscientiousness negatively correlated with the employee's satisfaction with benefits.

All these correlations are certainly influenced by the specificity of the workplace and therefore they should be considered by the management, in consultation with psychologists, when selecting the candidates and forming the business teams.

Limitations of the study: About 50% of the employees are field workers in the company, working on the coal mine, which were hard to reach for the purpose of the study and therefore possibly underrepresented in the sample.

Similar research in other sectors could significantly contribute to the efficiency in managing the organizational changes, improving the business performances and increasing the employee's organizational commitment, which would undoubtedly increase the overall efficiency of the economy.

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RELACIJE IZMEĐU ZADOVOLJSTVA POSLOM ZAPOSLENIH I NJIHOVIH DIMENZIJA LIČNOSTI PREMA TEORIJI VELIKIH PET

Svest o sve većem značaju ljudske strane organizacija za postizanje konkurentnosti na tržištu postala je sastavni deo savremene ekonomije, gde u tržišnoj utakmici ljudi sa svojim potencijalima predstavljaju strateške resurse kompanija. Predmet ovog istraživanja su relacije između dimenzija ličnosti prema modelu Velikih pet i pojedinih dimenzija zadovoljstva poslom uzimajući u obzir i socio-demografske karakteristike ispitanika. Dobijeni rezultati su značajni u cilju obezbeđivanja baze podataka koja bi omogućila unapređenje upravljanja ljudskim resursima u zemlji koja prolazi kroz process tranzicije, kakva je Srbija. Rezultati do kojih smo došli ukazali su da postoji statistički značajna razlika u oceni pojedinih faseta zadovoljstva poslom u odnosu na demografske varijable ispitanika. Utvrđene su i statistički značajne korelacije između dimenzija ličnosti prema teoriji Velikih pet: Ekstraverzija, Otvorenost, Sistematičnost, Prijatnost i Negativna afektivnost i pojedinih faseta zadovoljstva poslom. Preporuke menadžmentu ljudskih resursa koje su izvedene na osnovu istraživanja, mogu biti relevantne za slične velike organizacije u javnim preduzećima kojima predstoje značajne organizacione promene.

Ključne reči: zadovoljstvo poslom, dimenzije ličnosti, teorija Velikih pet, tranzicija