

## The relationship between personality characteristics with job skills and quality of work life of high school principals in Zahedan

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**Abstract:** Background: This study examines the relationship between personality characteristics and the quality of work life and job skills of high school principals in Zahedan. Methods: method of this study was descriptive - correlative and population includes secondary school principals in Zahedan academic year 1390 – 1391 with the number of 92 persons. To analysis data, Pearson's correlation coefficient is used. **Results:** The results of Pearson correlation test showed that there was a direct and significant relationship between extraversion - introversion, enthusiasm for new experience, and conscientiousness components with quality of work life but between dimensions of Managers' personalities and job skills; there is no significant relationship. There is significant relationship between neurosis component with perception skills and passion to new experience with technical skills. However, there is not significant relationship between the components of a passion for new experiences with perceptual skills, a passion for new experience with human skills, adaptation component with perceptual skills, adaptation components with human skills, adaptation component with technical skills, the component of conscientiousness with perception skills, conscientiousness with human skills, conscientiousness with technical skills. In addition, there is no significant relationship between perception skills with quality of work life, human skill factors with quality of life work. In addition, components of technical skill with quality of working life in the community, there is no significant relationship. Conclusions: Because of the positive, constructive and effective five dimensions (neurosis, Extraversion - Introversion, passion for new experiences, adaptation and conscientiousness), managers should try to make it. This important point conduct through identify disciplined, diligent and punctual individuals in keeping conscientiousness dimension, increasing the managers capacity to accept ideas, concepts, ideas and opinions of others in order to enhance the experience of Openness toward the acceptance of experience, enhance moral characteristic, in order to enhance adaptation dimension, identify managers with hospitality mood to enhance extraversion dimension.

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### Introduction:

Management has essential role in today's world. So that Alfred Marshall, English economist says, "If capital and means of production in the world suddenly disappear, but the art and science of management remain; production, development, and progress will continue" (3).

An increasingly complex society, advances in science, technology, and consequently needs and the development of organization requires using the skilled and effective managers in efficient management of organization, since efficiency of reasonable performance management results in the survival and growth (2). Effectiveness and efficiency of managers also requires management skills, and lack of each skill reduces the possibility of a successful manager and ultimately the probability of success of the organization

as a whole. Thus, each of the skills to perform management tasks is important (14).

In other words, competence and quality of managers concerning management skills is one of the most important factors in the continued success of the organization. Managers to have the essential performance need basic skills (4). These skills and abilities in job activities of managers, and outside of the work environment makes them efficient and their existence is necessary to achieve organization efficiency, and mastering them, give managers more satisfaction and make them sure that they need to progress (8).

Therefore, school principals, concerning the critical role that they have in the school administration, must have certain abilities and skills to be able to effectively and efficiently carry out their duties in the school. However, features of these people need to be

considering in an intellectual, spiritual, psychological and emotional needs. Educational principals, as well as individuals have individual differences, talents, motivations, and desires of their own interest and the attitudes, knowledge and different value systems that the quality of individual differences and personality will influence the operation and behavior of them respectively (16).

Extraversion and introversion are two main property managers' personality that has emphasized in this study. Levine (1965) states that managers that have extroverted personality; mainly they are social oriented persons, hospitable, successful in effective human relationships with employees and subordinates, consistent with the requirement to live in the outer world (18).

Mitchell (1973) believes introverted see events and accidents because of their behavior and is satisfied from work and they prefer collaborative management style but extroverted see events and accidents arising from the fortunes and prefer the imperative style (10).

What can be infer from most studies is that just salary does not link between person, job and the Organization, but also the social culture, psychological characteristics, behavior, and sometimes even physical and physiological factors has impact in strengthening or separation of this link and the complexity of this behavioral and personality features cause complexity of relationships.

In the performance of managers, also Stewart (1987) know the most important factor in unemployment in the present century, lack of job skills (technical, perceptual and human) in the people, that with organizations and job changing, there is feeling of needs of new skills. In addition, attention to the quality of working life of the managers of schools creates a sense of affiliation, accountability and thus increasing their efficiency. In this field, Thomas quoted Mirsepasi (1992) quality of working life in the four following forms summarized:

- 1- Security and safety in the form of job security, physical and mental safety
- 2- Fair-wages and salaries
- 3- Field progress and create opportunities of education, skills and the continuous learning
- 4- Freedom and participation in the decision (9)

So according to what said the main research question is 'is there a relationship between personality characteristics, job skills (technical, perceptual and human) and the quality of working life of high schools principals in city of Zahedan?

The definition of concepts:

Quality of working life: quality of working life is the amount of ability of working organization members in fulfilling important personal needs in an organization through self-experiences (1).

The dimensions of the personality characteristics include:

Neuroticism (spirit of melancholy) :( N) It is most effective territory of the character scale or the emotional stability with incompatibility, neuroticism. Clinical professionals recognize a variety of emotional discomfort, such as social phobia, depression and hostility in people, but a numerous studies show, the people which are prone to the one of the emotional situation, possibly also experience other situations too (19).

Extraversion (E): Extraversion of course, has been a social, but community-oriented ability is just one of the features that extraversion territory has. In addition, loving people, prefers a large group and meetings, have courage, being active and talkative are features of extravert as well. They like sexual arousal and stimulation and they have tendency to be cheerful. In addition, they are intoxicated, energetic and optimistic. The scale of contributions for E correlated strongly with a interest in great ventures in the jobs (20).

Openness (experimentalist, openness) (O): as the main dimension of characteristic, flexibility in experience a lot less than E and N is known. Elements of flexibility as the active imagination, sense of beauty loving, attention to inner feelings, seeking diversity, intellectual curiosity and independence of judgment, often has played a character in theories and assess characteristics, but also continuity in a wide gamut and constitute a factor of personality rarely has been raised. The scale of flexibility in testing NEOPL-R is perhaps the most extensive researched dimension (21).

Being pleasant, (agreement, and agreeableness) (A): like extraversion, being pleasant initially is dimension of interpersonal sentiment. A pleasant person mainly is altruist, she has sympathy towards others and is eager to help and believes that others also are helpful mutually. In contrast, non-pleasant person are stubborn, selfish and skeptical than the others and has an atmosphere of competitiveness rather cooperation. None of the two end poles of this factor is desirable from the point of view of society. In addition, none of them is necessarily useful for the mental health of individual. The low score in A is associated with fascination, anti-social moods and paranoid personality disorder and while a high score in A is associated with dependent personality disorder (7).

Being a conscientious (Conscientiousness (C): a person with a conscience is purposeful, strong will and determined. Successful people, great musicians and famous athletes have these characteristics in high degree. Digman and Takomotochok (1981) called this territory "desire to have success" (15).

Job skills (technical, human, perception)

Technical skills: technical skills include the manager ability to use a specialized knowledge or particular specializations. When someone think about experts skills such as the way engineers, tax accountant, surgeon doctors, regard to specialized skills. These people through extensive and formal training, in their field achieved practical specializations and knowledge. Obviously, these people are expert (Professional) do not exclusively technical skills; this certainly is not such to acquire in a formal training program or class. As a result, all tasks require some kind of expertise and people achieve many technical skills when they do their task (5).

Human skills: A human skill means the ability to understand and operate, in creating incentives in individual or a group. Many people are very high in terms of technical skills but do not have the necessary competence in terms of human relations. For example, there is the possibility of one person in terms of listening to others is very weak and will not tolerate anything. Hence, cannot understand others and the issues and solve problems that exist between individuals. Since, managers through a canal and by others are doing tasks, in terms of the relationship, motivation and grant powers should have very high human skills (5).

Theoretical skills (cognitive): managers must be able to think of complex problems and issues analysis and identify them. For example, managers should understand the issues in deciding making; identify and evaluate the various solutions and finally choose best possible solution. It is also possible, managers technically and creation a connection between people have enough competence and qualifications but not to interpret information in a reasonable way and process it.

### History of research

Ranjbar (1999), in a research entitled the relationship between the properties of the managers personality with job skills in terms of high schools teachers in the city of Shiraz 76-77, these results obtained that between the extroversion and introversion of managers with their perceptual skills there is a negative significant relationship. This means that whatever a person is higher introverted has greater perceptual skill. Study of the relationship between the extroversion and introversion of managers with their human skills also a significant positive correlation was observed. This means that whatever a person is grater extrovert has higher human skill and another part of the results of the extroversion introversion of managers with their technical skill has negative significant relationship. In way, that more introverted person has greater technical skill. Other survey results a significant negative relationship between extroversion introversion of managers with triple management skills. This means

that introverted people has more triple management skills. In this regard, between the variables age, sex, marital status, management experience, experience in service, education and the number of children no significant relationship observed. Moreover, only diploma grade point average variable has significantly positive correlation with the job skills (6). Nadrian Jahromi and Amir Hosseini (2007) explores personality characteristics and demographic of sport principals with their job skill achieved these results that character properties of introvert managers with the perceptual and technical skills has significant relationship and they character feature of extrovert managers with human skills has a significant relationship (11). Levine (1965) says that managers that have extroverted personality; mainly they are social oriented persons, hospitable, successful in effective human relationships with employees and subordinates and customers, consistent with the requirement to live in the outer world (18).

Mitchell (1973) believes introverted see events and accidents because of their behavior and is satisfied from work and they prefer collaborative management style but extroverted see events and accidents arising from the fortunes and prefer the imperative style (10). George (1992) review the results of some research say introverts in improvement of their adaptive methods, in the face of stressful events and opposition show more versatility. However, it did not observe extroverts have such flexibility (17). Fridson (1999) in research conclude that introvert in face of stress act better, because such a belief is that whereby the individual evaluate and assume disorders and problems as controllable. Also introvert more than extrovert seek solving ways and the difficulty making and less to emotional strategy in face of stress (16). Nadi and Sajadian (2010) conduct research entitle path analysis of the relationship between personality characteristics and dependence to the Internet with the quality of life of users in coffee net in Isfahan. The results suggest that between the Internet dependency and social quality, there is significant negative relationship and among personality characteristics of extroversion dimension, conscientiousness and satisfaction with Internet dependency had a negative significant relationship. In addition, results indicate the relationship between personality characteristics with Internet dependency and the quality of working life. Therefore, it concluded that between personality characteristics (extroversion, conscientiousness and satisfaction) and the quality of working life there is significant direct relationship (12). Lauer (2001) in study of the early styles and quality of work life showed that participatory projects in the creation of a better quality of working life, is more effective. Another similar study also showed that if some

activities guided participatory improve comparison of communication skills and quality of working life of all the Board members..., quality of work life, more satisfied labor and increase status, growth and personal development of one hand and the other hand to accept the changes. As a result, this reduce passive and active opposition or planned lack of cooperation or spontaneous (13).

#### The assumptions of this research:

There is a relationship between the dimensions of the personality characteristics and job skills and the quality of school managers' life.

There is a significant relationship between the dimensions of the personality characteristics and dimensions of the job skills of school managers.

There is a significant relationship between the dimensions of the job skills and the quality of working life of school managers.

#### Research methodology

A descriptive correlation research method is used. The statistical population consists of all the managers of high school in Zahedan. In this study, due to the small nature of the Statistical Society census sampling used. Total statistical community (N = 92) were chosen as sample. After data collection, number of incomplete questionnaires (8) removed and analyses of data conduct based on 84 surveys related to the 45 male Managers and 39 female managers. Method of data collection carried out through a questionnaire. In order to collect information related to the investigation of neo personality characteristics questionnaire 60 questions, job skills (technical, human, perceptual) 30 question and 26 questions of quality of life used. In this study, personality through the neo personality test that has 60 questions measured which include dimensions: neurosis involves questions 1, 6 and 11 and 16 and 21 and 26 and 31 and 36 and 41 and 46 and 51 and 56.

The extroversion introversion includes questions 2, 7 and 12 and 27 and 32 and 37 and 42 and 47 and 52 and 57. Passion for new experiences includes questions 3 and 8 and 13 and 18 and 23 and 28 and 33 and 38 and 43 and 48 and 53 and 58. Agreement adaptation includes questions 4 and 9 and 14 and 19 and 24 and 29 and 34 and 39 and 44 and 49 and 54 and 59. Conscientiousness consists of questions 5 and 10 and 15 and 20 and 25 and 30 and 35 and 40 and 45 and 50 and 55 and 60. To assess the quality of the work life, WHOQOL-BREF questionnaire used. This questionnaire has 26 questions with five Likert scale option (very low to very high). Grading questions is in this way if respondent choose the too much option score is 5, option much, score is 4, and option not much not least is 3, the option low score is 2, option very low score is 1 (22). For assessing job skills from job skills questionnaire of managers (Farhang, 1996) 30

questions on a Likert scale of 5 option in a scale from very low to very high.

Grading for questions is in this way, if the respondents select the option too much, score is 5, high option score is 4 and if select somewhat option score is 3, option low, 2, the too low option score is 1. The questions 1-13 measure perceptual field, 14 -20 measure human field and technical skills field measure 21-30 May. Validity in this study is content type. In the content validity, some expert view that questionnaire questions completely examine the concerning field. To determine the validity of the questionnaire study was given to five teachers and scholars of educational science (educational management) and after about the examination, approved by the Advisor and consultant. The result of the reliability of the questionnaire for this thesis, achieved with the Cronbach's alpha, is as follows:

The alpha coefficient for the reliability

Rows	questionnaire	Alpha
1	Personality characteristic	0/91
2	Job skills	0/95
3	Quality of working life	0/87

In order to respond to the hypotheses assumption, Pearson correlation coefficient test used. It should be note that all statistical calculations were performed using SPSS version 18.

#### First hypothesis: there is relationship between the dimensions of personality characteristic of managers with job skills and quality of work life.

The results of the table showed that the correlation coefficient neurosis component with the job skills ( $r = 0.173$ ), neurosis, with quality of life ( $r = 0.104$ ), that are all at the level of 95% is not significant ( $P > 0/05$ ). Extraversion introversion component with job skills ( $r = -0.09$ ) at the 95% level is not significant ( $P > 0/05$ ). Extraversion - Introversion with the quality of life ( $r = 0.39$ ) is significant at the 99% level ( $p < 0/01$ ). Component of passion for new experiences with job skills ( $r = -0.023$ ) is not significant at the 95% level ( $p > 0.05$ ). Passion for new experiences with quality of life ( $r = 0.433$ ) is significant at the 99% level ( $p < 0.01$ ). Component of agreement with job skills ( $r = 0.055$ ) and quality of life ( $r = 0.058$ ) at the level of 95% is not significant ( $p > 0.05$ ). Component of Conscientiousness with job skills ( $r = 0.052$ ) is not significant at the 95% level ( $p > 0.05$ ). Conscientiousness with quality of life ( $r = 0.285$ ) that is significant at the 99% level ( $p < 0.01$ ). Therefore, statistically can conclude between dimensions of personality characteristics of managers with job skills; there is not a direct significant relationship.

**Second hypothesis: there is relationship between the dimensions of the personality characteristics of managers with their job skills.**

Results of correlation in dimension of personality characteristics with job skills and quality of life

Quality of life	Job skills	variables	
0/104	0/173	r	Neurosis
0/34	0/11	Sig.	
0/39	-0/09	r	Extraversion - Introversion
** 0/000	0/39	Sig.	
0/433	-0/023	r	Passion for new experiences
** 0/000	0/83	Sig.	
0/058	0/055	r	Agreements adaptation
0/60	0/61	Sig.	
0/285	0/052	r	Conscientiousness
** 0/009	0/63	Sig.	

Results of correlation coefficient of personality characteristics dimension of managers with their job skills

technical skills	human skills	perceptual skills	variables	
0/069	0/131	0/238	r	Neurosis
0/53	0/23	* 0/03	Sig.	
0/071	0/033	-0/103	r	Extraversion - Introversion
0/52	0/76	0/35	Sig.	
0/62	-0/065	0/044	r	Passion for new experiences
** 0/000	0/55	0/69	Sig.	
0/043	0/125	0/045	r	agreements
0/69	0/25	0/68	Sig.	
-0/100	0/047	0/023	r	Conscientiousness
0/36	0/67	0/83	Sig.	

The results of the table indicate that the correlation coefficient component of neurosis with perceptual skills ( $r=0.238$ ), which is significant at the 95 percent level ( $P<0.05$ ). Neurosis with human skills ( $r=0.131/0$ ) neurosis with technical skills ( $r=0.069$ ), all of which are not significant at 95% ( $P>0/05$ ). Component of extroversion - introversion with perceptual skills ( $r=-0.103$ ), extraversion – introversion with human skills ( $r=0.033$ ), Extraversion - Introversion with technical skills ( $r=0.071$ ) is not significant at 95% ( $P>0.05$ ). However, component of passion for new experiences with perceptual skills ( $r=0.044$ ), passion for new experiences with human skills ( $r=0.131$ ) is not significant at 95% ( $P>0.05$ ).

However, the passion for new experiences with technical skills ( $r=0.62$ ) is significant at the 99% level ( $P<0.01$ ). Agreement constituents with the perceptual skills ( $r=0.045$ ), component of the agreement with human skills ( $r=0.125$ ), component of agreement with technical skills ( $r=0.043$ ) is not significant at the 95% level ( $P>0/05$ ). Moreover, components of conscientiousness with perceptual skills ( $r=0.023$ ), conscientiousness with human skills ( $r=0.047$ ), conscientiousness with technical skills ( $r=0.100$ ) is not significant at 95% ( $P>0.05$ ).

**Third hypothesis: there is a relationship between the dimensions job skills of managers with quality of work life.**

The correlation coefficient dimension of job skills and quality of work life

Quality of working life	variables	
-0/14	r	perceptual skills
0/18	Sig.	
-0/043	r	human skills
0/69	Sig.	
-0/011	r	technical skills
0/91	Sig.	



The results of the table indicate that the correlation components of perceptual skills with quality of work life ( $r=-0.14/0$ ), components of human skills with quality of work life ( $r=-0.43/0$ ) and technical components with quality of work life ( $r=-0.011$ ) all of which are significant at 95% ( $P>0.05$ ).

#### **Discussion and conclusions**

First hypothesis: there is a relationship between the dimensions of personality characteristic of managers with job skills and quality of work life.

The results of the table indicate that between the components of the extraversion - introversion, passion for new experiences and conscientiousness with quality of work life there is direct significant relationship. However, between dimensions of personality characteristic of manager with job skills there is not a significant relationship. This results with the findings of Nadi and sadjadian (2010) correlated; they concluded that between personality characteristics (Extraversion - Introversion, Conscientiousness, and Satisfaction) and the quality of working life there is significant direct relationship. However, the above results with the research of Ranjbar (1999), Nadrian Jahromi and Amir Hosseini (2007), Levin (1965) is inconsistent.

Ranjbar achieved these results, that between the extraversion - introversion of managers with their perceptual skills there is a significant negative relationship. This means that whatever a person is more introverts has higher perceptual skill. In addition, in examination a relationship between extraversion - introversion principals with the human skills a significant positive relationship was observed. This means that whatever a person is more extroverts has greater human skill and in another part of this results extraversion - introversion of managers with technical skills has negative significant relationship. Therefore, whatever a person is an introvert has the greater technical skill. Other survey results a significant show negative relationship between the extraversion - introversion of principals with triple managerial skills. This means that introvert people has more triple management skills.

Jahromi and Amir Hosseini research had the following results; personality characteristics of introvert managers with the perceptual and technical skills have a significant relationship. A personality characteristic of extrovert managers with human skills has a significant relationship. Levin also says that managers that have extroverted personality; mainly they are social oriented persons, hospitable, successful in effective human relationships with employees and subordinates, customers, consistent with the requirement to live in the outer world. Therefore, this could say that about the existence of the relationship between the components of the personality

characteristics and job skills in schools studied in this research with the conducted research results is inconsistent.

Second hypothesis: there is significant relationship between the dimensions of personality characteristic of managers with their job skills. The results indicate that the between neurosis and perceptual skills with a passion for new experiences, with technical skills there is a significant relationship. But the passion for new experience with components of perceptual skills, a passion for new experience with human skills, agreement component with perceptual skills, agreement constituents with the human skills, agreement with technical skills, perceptual skills with component of the conscientiousness, the conscientiousness with human skills, conscientiousness with technical skills, there was no significant relationship. That with some results of Ranjbar (1378) and Amir Hosseini Jahromi (1386) and Levine (1965) in terms of some dimensions are inconsistent. All kind of relationship between extroversion and introversion of managers with their perceptual skills, as well as the relationship between extroversion and introversion of managers with their human skills, extraversion - introversion of managers with technical skills are inconsistent.

The third hypothesis: there is a relationship between the dimensions of the job skills of the managers with their quality of work life.

The results of these investigations showed that between perceptual skills components with quality of work life, human skills component with quality of working life as well as the technical skills component with quality of work life in the studied community there is not significant relationship. This result with the research of Lauer (2001), Nadi and sadjadian (2010) is inconsistent. In comparison with a study provided by Lauer (2001) in study of the early styles and life quality of work showed that participatory projects in better quality of life is more efficient. This article states that between quality of work life and human skills that make the participation of the staff and managers at work there is a meaningful relationship. In the field of personality characteristics and quality of work life, investigation by Nadi and sadjadian (2010) that results of the research indicates the relationship between the components of these two variables.

#### **Suggestions:**

With regard to the positive characteristics of effective and constructive of these, five dimensions (neurosis, extraversion-introversion, and passion to new experience, agreement and conscientiousness), have to create it in managers. This main point in order to strengthen extrovert dimension include:

- recognition of regular, punctual, hard working people;
- appreciation of their efforts to create motivation in order to maintain conscientiousness;
- increasing the capacity of managers to accept ideas, opinions, votes, comments of others in order to enhance the experiences of openness compared to the later acceptance of experience;
- strengthening communication ethics, love, altruism; to tolerate other in order to strengthen the adaptability;
- identification of managers with social behavior, affection, communication, with the benefit of hospitality; high verbal ability;
- compassion in communication on the part of organization communications and public relations; responsiveness to the clientele;
- reporting;
- outside organizational communication;
- Create team challenges and group interactions and opportunities to the level of a reasonable and positive competition appointment of the leaders of the teams in the Organization.

Note the Organization of education provides personality characteristics of individuals and managers can be grounds for the creation of a better performance of staff and resulting in a higher efficiency in the organization. Managers can provide effective leadership in the supervision unit and increase the sense of trust toward staff and organization, provide obey the guidelines of instruction with ethical and respectful relations with staff, with the commitment to rules and regulations, and honesty in speech and respect and humility in front of other employees along with the observance of laws and regulations. Because, it seems, the Manager uses the background above, can be guide and control an existing conflict. It is recommended that in educational organizations the system to be designed and implemented that people on the list are placed solely for the management aspects of human relationships and not be stressed out human relationship and extroversion but also to introversion characteristics that has the significant relationship with perceptual and technical skills.

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