Chapter One
Introduction

There has been a growing recognition of the importance of mental health in the workplace. Most of our adult life is spent at work and thus, work has become one of the key determinants of our health and happiness. "Happiness in the workplace is beneficial not only to the employees but also to the employers, organizations, our community and our society" (Peter Warr, 2009).

Employees, who are happy in their work, translate happiness into learning, growing and contributing. The organization is successful because the work is done effectively, qualities are better and costs are less. Thus, it is necessary to systematically attempt a job selection and placement plan in order that optimum results are obtained from individual-organization interaction (Rebecca Fatima Sta. Maria,1993).

A well- planned job selection and placement plan assume that a good match between the character of the job and the characteristics of the job-holder be advantageous both to the organization and the job-holder. From the organization's point of view, the job gets done by a competent individual who has the skills and abilities and finds the job compatible with his interests and needs. Likewise for the individual; if the job is compatible with his/her interests and skills , he/she would be happy and find the quality of working life higher than in a situation where there is no match between his personality ,interest and ability and the work /job (Rebecca Fatima Sta Maria,1993).

1.1 Background

Job selection and placement of medical professionals in West Bengal are carried out by a selection committee based on the public service commission (PSC) and Health Department of West Bengal Government. The selection and placement of doctors are based on the needs of the institutions. Nonetheless, due consideration is given to the ability, interest, and skills of doctors. It is imperative that a job selection and placement system assure consistently high performance with minimum wastage of resources that can occur through low performance, absenteeism, and other related

problems (CIPS). A prudent long-term manpower development plan is thus essential. Such a plan would put the right person in the right job. This task of selection and placement becomes more pertinent and relevant when dealing with doctors. Doctors who are in right job able to utilize their natural talents in their jobs are more likely to be happy in the workplace. It is thus significant that this research study tests the issue of doctors job fit with respect to workplace happiness.

The right person for the right job or person- job fit makes individual happy and engaged in the workplace. Happiness at work results in various positive outcomes, including better awareness, longevity, revitalization from illnesses, and caring people against the inception of disease. Furthermore, happiness contributes to better business results and, improved interpersonal relationships. On the other hand, unhappiness in the workplace has been associated with decreased work performance, loss of productivity, increased risk of accidents, relationship conflicts at work, increased absenteeism, sick leave, short term or long term unfitness , feebleness , increased rates of job turnover , various health conditions, and increased disability and health care costs (Peter Warr, 2009).

Happy people are generally more creative and solve problems in more flexible ways. People in positive moods are more helpful to others and are more likely to engage in citizenship behaviors and other helpful activities. Happy people are more pleasant to be around .Seligman (2002) points out that about 54% of people are moderately happy - yet not flourishing. These individuals lack enthusiasm and are not actively and productively engaged with the world (Llewellyn E. van Zyl et.al 2010). Many researchers work on the topic have tried to explain happiness with objective working conditions (income, working hours, etc). At present time, there has been a growing interest in understanding how intangible job characteristics and personal characteristics affect the happiness (Elena Arjona Perez, 2010). Individual differences are important inner indexes for predicting of happiness degree. Studies show that regardless of life situations, some persons experience more happiness and satisfaction than others. Today it is believed that up to fifty percent of person's happiness is predicted by their personality traits (Masoum Ali Salimian1 and Reza Hosainian, 2012). Boehm and Lyubomirsky (2008) indicated that happiness is created genetically

(50%), environmentally (10%) and by enhancing personal skills and activities (40%). Cognitive and attitudinal factors such as optimism and pessimism influence satisfaction and happiness. Self-control too boosts the happiness (Kobasa , 1982 in Mansoor Momen et.al.).

It is believed that intelligence also leads to happiness. People who are happy generally do much- complicated work better and are talented (Isen and Means, 1983). They are constructive, learn things easily, dynamic and imaginative (Isen, 2000). Much of our life outcomes such as educational achievement, occupational attainment, and job performance are influenced by our intelligence level. (Gottfredson 86a; O'Reilly & Chatman, 1994; Schmidt, Ones, & Hunter, 1992 in Yoav Ganzach, 1998). The complex mental task could be done better by the people who induced to experience happiness and existing knowledge structure has a positive correlation with positive mood. Intelligent and happy people are more flexible, creative and able to learn things by themselves. Fredrickson's 'broaden and build theory' demonstrates that the experience of positive emotions elaborate individual's transitory belief and increase the ability to perform in a different range of activities and to promote personal resources, including intellectual capital (Ruut Veenhoven1 and Yowon Choi 2012).

Stress is an inevitable part of our modern life and can produce momentary discomfort as well as long-term consequences (Dumitru et al 2012). A mismatch between the resources and capabilities of the worker to meet the demands of jobs causes stress at work (Ricardo Blaug et.al).

The job of doctors is very stressful because their works are related to patients' well-being and need accurate and timely service (Wikipedia.org). They have to deal not only with patients but also with patient's party and any kind of silly mistake may increase the stress level of doctors. Poor medical knowledge and expectation of highly effective treatment of patient party leads to tensionfull doctor-patient relation and forced them to be frustrated (Xiaojun Chen et.al, 2013).

Research studies show that there is an inverse relationship between happiness and stress (Schiffrin & Nelson, 2010, Natvig, Albrektsen & Qvarnstrom, 2003). Personality types is an essential factor in determining stress (Cooper 2005) and self-

confidence (Cassidy & O'Connor 2004) is an effective tool in coping with it (Dumitru et al 2012). In Medical profession personal relationships with the patients is an important factor and it requires empathy and emotional involvement (www.asrn.org); so emotional intelligence is considered an essential part of this profession (Best et al 2005).

The relationship among personality ,intelligence ,stress and individual education ,occupation , performance and many other outcomes have acknowledged significant consideration in the scholarly writing, and have been criticized in the public spheres .However, there is a dearth(Sasanpour M et.al.;2012) of literature that establishes the relationship among personalities, intelligence factors , occupational stress, and happiness .

1.2 Statement of the Problem

The relationship among personalities, intelligence, and stress and workplace happiness are unclear. Some researchers have concluded that personality is a greater determinant of happiness and stress than the external factors like race, money, work, social class, social relationships, religion, leisure, etc. (Adrian Furnham and Irene Christoforou, 2007). Eternal features of the person can have a strong impact on happiness from the inside rather than the outside. Intelligence is normally related to test taking, and the research on multiple intelligences outside the classroom has been limited. In the workplace, the intelligence of employees is important because the way they interact with others affects the organization's performance. Employees hired for their knowledge and expertise have the discretion to use their skills and training, and the flexibility to experiment and solve problems as they arise. Various studies have examined the relation of personality traits to happiness and stress, and intelligence to happiness and stress, and have yielded reliable findings. Fewer studies have inspected the relationship among happiness, personality type, multiple intelligences (MI), emotional intelligence (EI) and occupational stress (OS).

The specific problem for the present study is to find whether personality and natural talent or strength of doctor's match with work nature .If it is so they will be happy in the workplace and less stressed. Happy workers are more engaged in their

jobs, more satisfied and obtain more achievements compared to their counterparts. Happy employees are less secluded in the workplace and have low tendency to leave their job (Boehm & Lyubomirsky 2008). Positive and happy feelings are related to feebleness, job turnover and non-attendance negatively. Consideration of this relationship is highly crucial since feebleness; job turnover and non-attendance are too expensive for an organization and reduce output. Therefore, organizations should look for employing and retain happy people and make an effort to increase workplace happiness (Mansoor Momeni et.al).

1.3 Research Questions

This study has the following research questions:

1.Which work attributes give happiness to doctors working in medical college?

2. The combination of which personality type and intelligence factor gives maximum happiness at workplace?

3. The combination of which personality type and intelligence factor gives minimum happiness at workplace?

4. Is there any relationship between Locus of control, Emotional Intelligence and Workplace Happiness?

5. Is there any relationship between Locus of control, Emotional Intelligence, Workplace Happiness, and Occupational Stress?

1.4 Objectives of the Research

The primary aims of the study are to identify the relation between personalities, intelligence, occupational stress and workplace happiness. In particular, the primary objectives of the research are:

1. To study the relationship between Demographic variables, Work Attributes, and Workplace Happiness.

2. To study the relationship between Personality Type (Myers Briggs Type Indicator), Multiple Intelligences (MI) and Workplace Happiness.

3. To identify the Personality Type and Multiple Intelligences of very happy and very unhappy doctors.

4. To study the relationship between Locus of control, Emotional Intelligence and Workplace Happiness.

5. To study the relationship between Locus of control, Emotional Intelligence, Workplace Happiness and Occupational Stress.

1.5 Direction and Significance of the Present Study

The study of individual differences examines how people are alike and how they are different in their thinking, feeling, and behavior. The two most popular individual differences that psychologists study are general intelligence and personality characteristics. General intelligence and personality are also classified as traits, or lasting dispositions to act in similar ways across situations, and have been allied to several organizational and individual outcomes, such as job performance, job satisfaction, career success, leadership, career prospective, and acquirement of job related knowledge . In recent years; the measurement in the domain of individual differences necessitates incorporation of multiple areas to assess (Kazdin.A.E.). Researchers tend to focus only on one set of constructs at a time when studying individual differences across domains, such as interest, personality, intelligence or values; they have also realized that a more powerful understanding of how individuals adjust to their environments will materialize when multiple areas are assessed simultaneously. The study measures personality type by the Myers Briggs Type Indicator and eight domains of Multiple Intelligences of Howard Gardener's model that are component of this rising issue of individual differences.

The purposes of the first model of the study are to identify the work attributes that make doctors happy in the workplace and to examine the impact of two psychological strengths on the degree of happiness of doctors who work at North Bengal medical college in West Bengal. One of the psychological strengths is Personality Type and the other is   Multiple Intelligences that are generally less focused to their relation to workplace happiness.

The findings of this section of descriptive study may be significant to give a clear understanding of the attitudes of the employee in the workplace. In addition, the result of study would   assist in strategic human resource management in selection and

recruitment process, and provide valuable knowledge about workplace happiness.

The aims of the second model of the study are to assess the relationship between locus of control, Emotional Intelligence, and   Workplace Happiness, and also to examine the relationship between   Locus of control, Emotional Intelligence, Workplace Happiness and Occupational Stress. The results of this model of the study give a scope to know and understand the Emotional Intelligence, Occupational Stress, Workplace Happiness and Satisfaction level of doctors who are working in the medical college. The findings of the research will help the policy maker to know the problem areas which is leading to unhappiness and cause stress among doctors and hence declining their performances. Workplace happiness/unhappiness of a doctor influenced his relation with colleague, administration and mostly with patients. The quality of medical care and doctor-patient relationship is also dependent on the level of happiness (R. Kaba and P. Sooriakumaran, 2007). The results of the research will help in recruitment as it helps to know the personality type/trait and multiple intelligence profiles of very happy medical professionals.

1.6 The Plan of the Study

The following chapter plan was adopted for the study:

Chapter-One: Following a discussion of the environment in which the problem under investigation exists, the objectives of the study is introduced in this chapter. It also portrays the research questions, research   significance, and definition of terms.

Chapter- Two: It deals with the review of related literature on personality and happiness, intelligence and happiness, stress and happiness so on.

Chapter- Three: In this chapter, an attempt has been made to portray theoretical analysis, research methodology and research hypotheses.

Chapter- Four: It describes the relation between happiness and demographic variables, and analysis of Work Attributes of Happiness.

Chapter-Five: Under this chapter discussions relating to the relationship between personalities and happiness, and intelligence and happiness have been made. Here an attempt has also been made to identify the personality type and multiple intelligence profiles of very happy and very unhappy doctors.

Chapter- Six: It describes the locus of control profiles, levels of emotional intelligence of doctors, and the relationship between locus of control, emotional intelligence and workplace happiness

Chapter- Seven: Here an attempt has been made to describe the occupational stress levels of doctors, the relationship between occupational stress and workplace happiness; the relationship between occupational stress and emotional intelligence and also the relationship between locus of control and occupational stress .

Chapter- Eight: Under the final chapter of the study, overall conclusion including suggestions, limitations of the study as well as direction for future research have been discussed.

1.7 Definition of Terms

In order to ensure a common understanding of the purpose of this study the following terms are defined as follows:

Happiness: Happiness is the extent to which an individual judges the overall quality of his/her own life positively. In other words: how much an individual likes his/her life that he/she experiences (Ruut Veenhoven, 2015). Happiness at work means employees positive feelings, positive attitudes, mood, emotion and flow of states at work.

Personality: Personality is defined as a distinct merger of traits characterizing individuals, and influencing their relations with their environment. At present, there is no common definition to explain personality, though in psychology it is usually looked at as a pattern of behavioral, temperamental, emotional and mental traits of an individual, and all these together comprise a unique individual (Sarah E Hampson,2012).

Personality traits: Personality traits are unique behavior or distinctiveness that is the personification of an individual's. They are our "habitual patterns of behavior, temperament, and emotion" (Dr.TOM Danham, 2010).

Myers-Briggs Type Indicator (MBTI): MBTI is a psychological assessment tool that measures differences in personality styles and preferences. It indicates information processing system, decision-making strategies and the lifestyle of an

individual. It is extensively used in education, counseling, and management and has sufficient reliability and validity.(MBTI.org)

Personality type: A clue of personality preferences ensuing from responses to MBTI choices measuring how persons perceive their world and make judgments about these perceptions. The preferences are categorized into four dichotomous scales: Extraversion-Introversion (E-I), Sensing-Intuition (S-N), Thinking-Feeling (T-F), and Judging Judging-Perceiving (J-P). Type is articulated as four-letter combined preferences (e.g., ENFJ).(capt.org)

Personality type indices: The four fundamental personality preference scales as measured by the MBTI.(myersbriggs.org)

Intelligence: By single definition, it is not easy to define   intelligence .Human intelligence is an amazing concept and in general, it is used to explain a person`s learning style, traits, skills, and competencies.(Frank Romanelli et.al. , 2009)

Multiple Intelligences (MI): Multiple intelligences are a set of eight intelligences projected by Gardner in Multiple Intelligence Theory (1983). This multiple intelligences are verbal-linguistic intelligence, logical-mathematical intelligence, musical-rhythmic intelligence, visual-spatial intelligence, bodily-kinesthetic intelligence, naturalistic intelligence, interpersonal intelligence, intrapersonal intelligence and in 2006 he added existential intelligence as candidate intelligence.(Wikipedia)

 Multiple Intelligences Profiles: Multiple intelligence profiles are an intelligence report poised of an ideographical grouping of multiple intelligences.(www.springhurst.org)

Locus of control (Loc): "Locus of control refers to the extent to which individuals believe that they can control events that affect them. Individuals with a high internal locus of control believe that events result primarily from their own behavior and actions", and in contrast individuals with high external locus of control believe that their life is control by luck, fate, and chance (T. V Rao, 2016).

Emotional Intelligence (EI): Emotional intelligence is a bunch of qualities or "abilities involving to the emotional side of life – abilities such as recognizing and

managing one's own emotions, and managing other's emotions, and handling interpersonal relationship" (Robert A. Baron in C. Ashok Kumar, 2016).

Occupational Stress (OS): Stress is the body's reaction that changes the physical, psychological or emotional adjustment or response (Dr, Stefan Ivanko, 2013). Occupational/job Stress is a complex relationship between a person and his/her work environment. It refers to the circumstances at which a person's skills and ability do not match with the work demands and requirements, and/or when the employees' needs are not fulfilled by the job environment (Ramirez et al., 1996).

Health professionals include   doctors, physicians, nurse, dietitian, dentists, pharmacists, radiologist, and physiotherapists etc. The present study mainly focused on doctors /physicians.