Extraversion, Openness to Experience-Outcomes: Mediating Role of Orgnizational Commitment

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Extraversion, Openness to Experience-Outcomes: Mediating Role of Orgnizational Commitment

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A thesis submitted in partial fulfillment of the requirements for the Degree of Master of Philosophy/Science in Managent with specialization in Human Resource Management at the Faculty of Management Sciences
International Islamic University Islamabad.

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DEDICATION

They fed me when I was hungry, gave me
strength when weak, protected me when in danger,
taught me to walk on my feet. Nursed me when hurt,
encouraged when dejected and helped me to
live honorably in this world; I dedicate this
humble effort to my
loving parents.

(Acceptance by the Viva Voice Committee)

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ABSTRACT

The main theme of this study is to find out the role of organizational commitment which mediate the relationship between two personality trait (extraversion, openness to experience) and job outcomes like job satisfaction and organizational citizenship behavior. A sample of total 253 employees was taken from different public and priviate organization of pakistan, like industry, bank sector and higher education instituition. The results of the study found that organizational commitment partially mediate the relationship between extarversion and job satisfaction, while on the other hand organizatiional commitment also mediate the relationship between openness to experience and job satisfaction. The results also showed that organizational commitment does not mediate the relatiionship between extraversion with OCB and openness to experience with OCB.

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ABBREVIATIONS

BFI : Big Five Inventory
SAT: Satisfaction
JOS: Job satisfaction
OCB: Organizational citizenship Behaviour
OC: Organizational commitment

DECLARATION

I here by declare that this thesis , neither as a whole nor as a part thereof has been copied out from any source. It is further declared that I have prepared this thesis entirely on the basis of my personal effort made under the sincere guidenance of my supervisor.

No portion of the work presented in this thesis has submitted in support of any application for any degree or qualification of this or any other university or institute of learning.

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FORWARDING SHEET

The thesis entitled "Personality (Extraversion, oppenness to experience)-outcomes:Mediating role of orgnizational commitment" submitted by Mr.Imran Saeed in partial fulfillment of M.Phil degree in Management with specialization in Human Resource Management has been completed under my guidance and supervision. I am satisfied with the quality of student's research work and allow him to submit this thesis for further process of as per IIU rules & regulations.

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Chapter No. 1

Introduction

CHAPTER - 1

1. INTRODUCTION:

In contemporary psychology, the "Big Five" factors (or Five Factor Model; FFM) of personality are five broad domains or dimensions of personality which are used to describe human personality. The Big five factors are Openness, Conscientiousness, Extraversion, Agreeableness, and Neuroticism (OCEAN, or CANOE if rearranged). The Neuroticism factor is sometimes referred to Emotional Stability. Some disagreement remains about how to interpret the Openness factor, which is sometimes called "Intellect". Each factor consists of a cluster of more specific traits that correlate together. For example, extraversion includes such related qualities as sociability, excitement seeking, impulsiveness, and positive emotions. For instance, Elliot and Thrash (2002) investigated the relations between Extraversion and Neuroticism and goal orientation and found significant results. Based on their findings, Elliot and Thrash (2002) theorized that personality traits and goal orientations might have sequential functions in the motivational process. Specifically, personality traits are viewed as energizers of valenced propensities, whereas goal orientations are viewed as specific, cognitive forms of regulation that give focus and direction to these general propensities. Job satisfaction describes how an individual is content with his or her job. The happier people are within their job and they are considered to be more satisfied. Job satisfaction is not the same as motivation, although it is clearly linked. Job design aims to enhance job satisfaction and performance; methods include job rotation, job enlargement and job enrichment. Other influences on satisfaction include the management style and culture, employee involvement, empowerment and autonomous work groups. Job satisfaction is a very important attribute which is frequently measured by

organizations. Warr et., al. (1979) defines job satisfaction as the degree to which a person reports satisfaction with intrinsic and extrinsic features of the job. The literature also indicates that the existence of role ambiguity and role conflict in complex organizations influence member satisfaction and propensity to leave the organizations, which in turn result in dysfunctional individual and organizational consequences (Rizzo et al., 1970).

Organizational Citizenship Behaviors (OCBs) are a special type of work behavior that are defined as individual behaviors that are beneficial to the organization and are discretionary, not directly or explicitly recognized by the formal reward system. These behaviors are rather a matter of personal choice, such that their omissions are not generally understood as punishable. OCBs or extra-role behaviors are discretionary in nature and are usually not recognized by the formal reward system of organization Netemeyer et al., (1997). Helping behaviors, civic virtue, and sportsmanship are subdimensions of OCBs that are described in the literature (Netemeyer et al., 1997; Podsakoff and MacKenzie, 1997). OCBs are thought to have an important impact on the effectiveness and efficiency of workteams and organizations, therefore contributing to the overall productivity of the organization. OCBs are often considered as a subset of contextual performance. The topic of organizational citizenship behaviors (OCBs) continues to stimulate interest among researchers and practitioners. This interest is not surprising giving the argument and emerging evidence that willingness to perform OCBs is associated with individual and organizational performance (Netemeyer et al., 1997; Organ, 1988; Podsakoff et al., 1996).

Organizational commitment in the fields of Organizational Behavior and Industrial/Organizational Psychology is, in a general sense, the employee's psychological attachment to the organization. It can be contrasted with other work-related attitudes, such as Job Satisfaction and Organizational identification. Beyond this general sense, Organizational

scientists have developed many nuanced definitions of organizational commitment, and numerous scales to measure them. Over the past two decades, organizational commitment has become a highly researched job attitude. Indeed, commitment has been the subject of several meta-analyses Cooper-Hakim & Viswesvaran, (2005); Mathieu & Zajac, (1990); Meyer, Stanley, Herscovitch, & Topolnytsky, (2002), theoretical reviews Lawler, (1992); Reichers, (1985), and one overview book Meyer & Allen, (1997), largely because employees with low levels of commitment are more likely to leave their organizations Meyer et al., (2002).

In recent years, along the emerging consensus of a Five-Factor Model of personality (i.e., Big Five), there has been increasing interest among researchers in studying the dispositional source of work motivation. The Big Five personality traits of extraversion, conscientiousness, agreeableness, openness to experience and neuroticism are the most widely discussed traits in personality and organizational behavior literature. The scholars in this line of research are focusing on the impact of these Big Five personality traits on organizational outcomes of job performance, job satisfaction, anxiety, job involvement, organizational commitment, and organizational citizenship behavior. Personality research has provided deeply to this notion that these organizational outcomes are the function of individual personality traits, which are inherited and varies from individual to individual. These findings showing implication of this research for managers to consider personality traits in selection of employees in order to ensure the person- job and person- organization fit for better individual outcomes are focused in this study.

Organizational commitment and personality traits are the highly researched areas among different scholars, every one proves his research in different ways; everyone find some relationship between it. Some of the scholars conducted meta-analysis, and had given some

theoretical reviews, and some scholars had done the overview of book Cooper-Hakim & Viswesvaran, (2005). The characteristic of personality trait is that it characterize individual's which demonstrate the stability of individuals life and over the situations Pervin & John, (1997); Shaffer, (2000).On the other hand, personality trait is in previous literature, finds that it has some links with human activities and some other type of human behavior for example, donation of blood, behavior where a person is living, leadership behavior, job performance McShane, Walter, & Rey, (2001); Kelmanson, (1999). In the early 1990's Mount and Barrick, (1998) suggested that personality such as (Extraversion and openness to experience) especially in the areas of industrial and organizational psychology some important place.

The quality of openness to experience which is described by mangers and recruiters, are employees who show originality, demonstrate think of interest, believe on diversity and always accept challenge of tradition Barrick & Mount, (1991); Goldberg, (1993); McCrae & Costa, (1987).

The personality factor i.e Openness to Experience, is related to scientific and artistic creativity, divergent thinking, and political liberalism Judge et al., (2002); McCrae, (1996). The behavioral tendencies typically associated with Openness to Experience include being imaginative, cultured, curious, original, broad-minded, intelligent Digman, (1990), and having a need for variety, aesthetic sensitivity, and unconventional values McCrae & John, (1992).

Extraversion can be defined as the behavioral tendencies used to measure this factor include being sociable, gregarious, assertive, talkative, and active Barrick & Mount, (1991).

Alot of research has been conducted in personality and satisfaction relationship. In recent meta-analysis of personality and job satisfaction estimated true score correlations found (0.25) for extraversion Judge, Heller, Mount, (2002). Extraverts are more likely to experience constructive

feelings Costa & McCrae, (1992). Positive emotionality is positively linked to job satisfaction Connolly and Viswesvaran, (2000). Because extraverts are social and friendly they find social interactions more beneficial than others Watson & Clark, (1997) and that rewarding situation makes extravert more satisfied than others. So positive link among extraversion, job satisfaction, and job performance has already been established.

Positive affectivity (PA) is the theme of extraversion personality George, (1992) also stated that PA and extraversion have the same link with outcomes and both have sensitivity to pleasurable and rewarding stimuli (Larsen & Ketelaar, 1991; Rusting &Larson, 1998) on the basis of the above results obtained from studies, we can say that, Due to its outgoing and social nature, and more emphasis on reward extraversion's organizational commitment will be high.

Those people who are energetic, hopeful, gracious, friendly and self-confident, are called open minded personality people (McCrae & Costa, 1987). The approach of job satisfaction is connected with a job. The characteristic of organizational commitment is that how employees are thinking or feeling about the whole organization (Williams and Hazer, 1986).

The effect of personality traits on the human behavior is a question for the management scholars or related to this area that how to deliberate this issue (Epstein & O'Brien, 1985). There are some important features of a job that how and when people feel joyful in the working organization and what is the personality trait that he or she thinks as important. In recent studies in the areas of personality and job satisfaction all have focused and found that they are correlate to each other (Connolly & Viswesvaran, 2000; Judge, Higgins, Thoresen, & Barrick, 1999).

This discussion is among situationlists and the trait theorists. Those scholars who are working on this area have focused the effect of personality traits such as extraversion and openness to

experience on the work outcomes of job performance (Barrick & Mount, 1991), job satisfaction (Judge, Heller, Mount, 2002), job stress (Penley & Tomaka, 2002), intent to leave (Mobley, Hand and Meglino,1979), organizational commitment, and organization citizenship behavior.

As such, the application of the Big Five model may provide much needed integration in this literature. However, to date, we are not aware of any studies that have investigated the relationship between the Big Five and organizational commitment. Therefore, the purpose of this study is to assess the relationship between these constructs to understand better the dispositional basis of organizational commitment.

On the basis of these two variables relationship like personality trait and job outcomes it can be apprehended that both of these exist simultaneously in organizational settings. On the other hand the questions now come up that what is the impact of mediation of organizational commitment on the work outcomes. So proceeding with this research question I will further explore the mediation effect of organizational commitment in personality (Extraversion and openness to experience) and outcome relationship.

1.1 RATIONALE FOR THE STUDY:

This study is aimed at to explain the joint effect of personality (Extraversion, openness to experience) and organizational commitment on job outcomes like, job satisfaction, and organizational citizenship behavior. Hence, in this study I will be trying to test the mediation effect of organizational commitment between personality traits (Extraversion, openness to experience) and work outcomes which I have mentioned above. The basic objective of my study is to investigate how and why personality trait (Extraversion, openness to experience) is related to job satisfaction and organizational citizenship behavior. This will be achieved through

hypothesizing and testing the mediating role of organizational commitment in the relationship between the personality trait (Extraversion, openness to experience) and the outcomes.

1.2 PARADIGM:

This study contributes to two paradigms of orgnizational behavior research. Personality paradigm and organzational commitment paradigm.In this study I have tried to connect the individual's outcomes through organizational commitment. How an indivdual with specific personality trait can percieve the commitment on workplace and the outcomes of the indivdual is based on the organizational commitment, whether it is low or high.

Another value addition in research of both these constructs is that both the organizational commitment and personality traits (Extraversion, openness to experience) have their specific directional links with outcomes like job satisfaction, and organizational citizenship behavior. In this study these links have been replicated as in case of personality trait and outcomes while in case of organizational commitment new links have been established and tested between personality trait as I have mentioned and organizational commitment.

1.3 STATEMENT OF THE STUDY/RESEARCH PROBLEM

- Are extraversion, openness to experience related to organizational commitment?
- Is organizational commitment related to OCB and Job satisfaction?
- Does organizational Commitment mediate the relationship between the two B.F traits and outcomes (OCB, and Job satisfaction)?

1.4 OBJECTIVES OF THE STUDY:

- Exploring the link between Extraversion, Openness to experience and Organizational Commitment.
- Exploring the link between Organizational Commitment and Outcomes such as OCB, and Job Satisfaction.

- Exploring the mediation of organizational commitment between personality traits (Extraversion & openness to experience) and outcomes.

1.5 SIGNIFICANCE OF THE STUDY:

- The main link between the two personality traits (Extraversion & openness to experience) and outcomes, Such as OCB, and Job satisfaction has been established in literature. This study will try to prove that this established link is through Organizational Commitment.
- Results of this study will help practitioners and managers in selection and retention decisions.
- No such research has been conducted on these constructs.

1.6 ORGANIZATION OF STUDY:

The second chapter of this study discusses review of litrature on organizational commitment relationship with outcomes. Personality trait (Extraversion, openness to experience) and organizational comitment relationship. organizational commitment used as a mediator between personality trait (Extraversion, openness to experience) and outcomes. Research methodology of the study has been comprehensively explained in chapter 3. Sampling and data collection procedures are described along with measures used for all constructs in this study. The chapter 4 presents the results of the study along with comprehensive interpretation and discussion of these results. Chapter 5 provides conclusion of the study along with limitations and future research directions.

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Chapter No. 2

Literature Review

CHAPTER - 2

2. LITERATURE REVIEW:

2.1 PERSONALITY:

With the start of research in the area of social psychology, the study of personality remained a major area of interest for the scholars. Most of the early researchers have divergent views about the impact of personality on behavior of an individual (Epstein & O'Brien, 1985). Personality theorists believe in pervasiveness of individual traits in predicting behaviors, while the situational view believes that situation is more robust and better predictor of behavior (Epstein & O'Brien, 1985).

Major criticism on personality trait paradigm by Mischel (1968) discouraged further research in this area for almost 20 years. The major breakthrough in personality research was presentation of Big Five Model of personality by Costa and McCrae (1987). This model resumed the research in personality after almost two decades. According to Big Five taxonomy, all individuals can be divided into five different personality traits. As per Digman (1990) these traits include Conscientiousness (e.g., committed, task oriented and punctual), Extraversion Jang (1996) describes extraverts as outgoing, flexible, slanting, social and interested in outdoor behavior, thick skinned, and do not get hurt easily by the circumstances., Agreeableness (e.g., relationship oriented, accommodating, and credulous), Openness to experience can be defined as scientific artistic, and creative Feist, (1998) Neuroticism (negative minded, nervous, lacking confidence)

In last three decades , the research of Big Five personality revolved around relationship with constructs like career success (Judge, Higgins, Thoresen, & Barrick, 1999), job satisfaction (Judge, Heller, & Mount, 2002), job performance (Barrick & Mount, 1991), leadership (Judge,

Bono, Ilies, & Gerhardt, 2002), performance motivation (Judge & Ilies, 2002) and several other outcomes.

Until now the function of the Big five model has provided much wanted integration in the literature. Up to date we are not aware of any study that has fined the relationship between Extraversion, Openness to experience and organizational commitment. Therefore the purpose of this study is to find the relationship between organizational commitment and these traits. In Pakistani context it is important because we want to find out that what type of personality trait plays very important role in organization and what type of job outcomes will effect from these personality traits.

According to the best of my knowledge, no other research has investigated the mediating effects of organizational commitment in the relationship between personality trait and job outcomes.

2.2 Organizational Commitment:

The focus of many studies is organizational commitment because it is strongly related to work-related attitudes and behavior (Meyer et al., 2002). The past literature showed many definitions and model of organizational commitment (Allen & Meyer, 1990; Angle & Perry, 1981; O'Reilly & Chatman, 1986). The most widely used conceptualizations are Meyer and Allen's three-component model (Allen & Meyer, 1990; Meyer & Allen, 1991, 1997). They believe that Commitment binds an individual to an organization and reduces likelihood of turnover.

Although multiple definitions of organizational commitment have been proposed, they each share the view that commitment is a psychological state that characterizes an employee's relationship with his or her organization and has implications for that employee continuing membership in the organization (Meyer & Allen, 1997). What has traditionally differed among

these definitions of organizational commitment is the nature of the psychological state being described (Mowday, Steers, & Porter, 1979). In order to acknowledge these differences, Meyer and Allen (1991) developed a three-component model of organizational commitment. The first component is affective commitment, which refers to an employee's ''emotional attachment to, identification with, and involvement in an organization'' (Meyer & Allen, 1991, p. 67). The next component is continuance commitment, which refers to an employee's perceptions of the costs associated with leaving an organization. These costs can either be work-related (e.g., wasted time and effort acquiring non-transferable skills) or non work-related (e.g., relocation costs). The last component is normative commitment, which refers to an employee's feelings of obligation to remain in his or her organization.

Organizational commitment can be defined generally as a psychological link between the employee and his or her organization that makes it less likely that the employee will willingly go away from the organization (Natalie L. Allen and John P. Meyer, 1996). Even though early work in the area was characterized by different, and often contradictory, unidimensional views of the build, organizational commitment is now broadly recognized as a multidimensional work attitude (Mathieu & Zajac, 1990; Mayer & Schoorman, 1992; Meyer & Allen, 1984, 1991; O'Reilly & Chatman, 1986). Not amazingly, some of the theoretical changes in the study of organizational commitment have been accompanied by hard work to refine the measurement of the commitment construct.

Many researchers have defined commitment in different ways, but one of the most important flow of present research shows this term as multidimensional in natural history, including an employee's faithfulness to organization, readiness to use effort on behalf of the organization (Angle & Perry, 1981; Mowday, Steers, &Porter, 1980).

In past some research scholar defined that organizational commitment as a forecaster of vital behavioral outcomes as performance, absenteeism, and turnover (Porter & Smith, 1970, Mowday, Porter, & Dubin, 1974). Stevens et al. (1978) proposed that the diverse perceptions of organizational commitment can be classified in two categories, exchange approaches and psychological approaches, the exchanges approaches defined that commitment is the outcome of motive/donation dealing between organization and its associate, the most important determined of the member's accumulation of benefits and non-benefits in the continuing procedure of swapping is the clear importance of instrumentalities of membership.

The second is psychological approach, which defines commitment as an additional vigorous and helpful direction on the way to the organization (Porter and Smith,. 1970). For example, Sheldon defined commitment as "an attitude or an orientation toward the organization which links or attaches the identity of the person to the organization" (1971, p. 143). Organizational commitment is contained on three components, direction includes, how to identify the goals and standard of the organization, a high level of participation in work related environment, and trustworthy involvement in the organization Buchanan (1974b). The same research has been conducted by Porter et al. (1974) in his point of view on organization's standard commitment is engaged internally, readiness to concentrate on powerful attempt in the direction to the organization attain its objective, and best wishes to preserve attachment in the organization.

Organizational commitment can be defined as that it is a relative force of person recognition with and participation in a specific organization Steers (1977). Organizational commitment consisted of three components: (1) getting interest in organization goals and principles and have a good and powerful faith; (2) ready for put forth and significant attempt in the context of organization; (3) have a good and long wishes to stay with the organization was proposed by Porter, Steers,

Mowday, and Boulian (1974). Some scholars have found that age factor has significant relationship with organization (Morris & Sherman, 1981), and some other found that tenure is also closely related with organizational commitment (Koch & Steers, 1978).

There is significant association amongst early attitudinal commitment, job performance, and subsequent attitudinal commitment, and also hypothesized that early commitment effect to enhanced job performance, which then also leads to higher level of organizational commitment Mowday et al. (1982).

Schechter (1985) prepared a measure of organizational commitment designed to distinguish between the two commitments dimensions, which he named "value commitment and continence commitment." He found that continence commitment was positively interrelated with intensions to quit, and value commitment was appreciably interrelated with self-ratings of performance, extra-role behaviors, and satisfaction with the organization.

Workers have a central life interest (CLI) in job, had a higher commitment to their host organization and a higher level of magnetism to specific features of their systems resemblance to other participants with diverse CLI orientations Dubin et al. (1975).

Affective commitment is defined as the ''identification with, involvement in, and emotional attachment to the organization'' (Allen & Meyer, 1996, p. 253), It is extremely interrelated with management interest, organizational dependability, organizational support, and support from supervisors. Research which was conducted on feed back environment shows that employee who recognized more favorable feedback environment gain more affective commitment then those who think an unfavorable feedback environment (Steelman & Levy, 2001).

Until the perception of organizational commitment is contentious, dissimilarity comes that whether commitment is attitudinal or behavioral observable fact (Griffin & Bateman, 1986; Mottaz, 1989; Mowday, Porter, & Steers, 1982; Randall, Fedor, & Longnecker, 1990). Different research scholar debate on commitment and attitudinal theorist finally agree that commitment is multidimensional, but until research does not fully define the components of commitment and not found their antecedents and consequences (Allen & Meyer, 1990; Meyer & Allen, 1984; Meyer, Allen & Gellatly, 1990; Randall et al., 1990).

The theory of Becker's which he proposed in 1960, and he called it side-bet theory, this theory had been extremely powerful in shaping commitment research (Kline & Peters, 1991; Meyer & Allen, 1984; Mottaz, 1989; Salancik, 1977; Stevens, Beyer, & Trice, 1978), this combination work developed the arrangement that the investments, or side-bets, organization is made by an employee, just like as time, job effort, and the increasing size of work friendships, organization-specific skills, and political deals, comprise sunk costs that reduce the pleasant appearance of outdoor employment alternatives.

The side-bet concept is related with exchange-theory concepts of commitment; the exchange theory says that commitment evolved as a result of an employee's fulfillment with the rewards and motives organization offers-rewards that should be sacrifice if the employee wants to no more stay in the organization (Farrell & Rusbult, 1981; Mueller, O'Reilly & Chatman, 1986).

In recent time O'Reilly and Chatman (1986) find that identification commitment as employees' approach of satisfaction in the direction of and wish for membership with an organization. Affective commitment as an emotional attachment to an organization in the employee "identifies with and enjoys membership in the organization" Allen and Meyer (1990).

Moral commitment which is the main point to the continuance view of commitment is depended on internalization of values and recognition with organizational power (Etzioni, 1975). The idea of a person incorporating an organization's goals and principles into their identities has been essential to organizational commitment research but on the other hand researchers emerging this theme have not connected their work properly to a thought of moral commitment (Angle & Perry, 1983; Bateman & Strasser, 1984; Buchanan, 1974a, 1974b; Hall, Schneider, Morris & Sherman, 1981; Porter et al., 1974; Steers, 1977).

2.3 PERSONALITY AND OUTCOME RELATIONSHIP:

2.3.1 Extraversion Among the big five personality traits the most widely discussed is the extraversion. This personality trait has been the focus of scholars discussing personality and outcome relationship. Jang (1996) describes extraverts as outgoing, flexible, slanting, social and interested in outdoor behavior, thick skinned, and do not get hurt easily by the circumstances. They do not confine themselves to routine activities. They are not easily affected by the environmental influences. They efficiently gain the information regarding their short term or long-term benefits by taking advantage of their social skills, so that organization could not refuse them these opportunities. (Raja, Johns and Ntalianis, 2004). Extraversion is inclined towards positives emotions (Costa & McCrae, 1992) and a recent meta analysis on PA-Job satisfaction relationship has shown that positive emotionality is more likely to increase job satisfaction (Cannoly & Viswesvarans, 2000).

Extrovert's interpersonal relationships are more rewarding, these people keep more friends, and they use to spend most of their time in their social circles (Watson & Clark, 1993). Extraversion's qualities of social belonging and enthusiasm are similar with the positive affectivity and it is found that extraverts show a high level of positive affectivity (George, 1992).

Judge and Larson (2001) also describe positive affectivity as high level of energy, engagement with the environment and enthusiasm.

From the above discussion, it can be argued that extraversion and positive affectivity have the same characteristics and both have positive relationship with job satisfaction. A positive relationship between extraversion and outcomes has been established (Barrick & Mount, 1991; Judge, Heller, Mount, 2002).

Considerable amount of research has been conducted on personality and satisfaction relationship. Recent meta- analysis of personality and job satisfaction estimated true score correlations found (r = 0.25) for extraversion (Judge et al, 2002). Extraverts are more likely to experience constructive feelings (Costa & McCrae, 1992). Positive emotionality is positively linked to job satisfaction (Connolly and Viswesvaran, 2000). Because extraverts are social and friendly, they find social interactions more beneficial than others (Watson & Clark, 1997). That rewarding situation makes extravert more satisfied than others.

Sociability and OCB Individuals high on sociability (affiliation) according to Watson and Clark (1997) are those people who have warm feelings towards others, consider their interpersonal relationships of particular importance, and are strongly attracted to frequent social interaction. Watson and Clark also note that sociable individuals place 'a high value on close interpersonal relationships' and 'enjoy the company of others, and are strongly motivated toward frequent social interaction' (p. 776). Positive emotion and OCBs. The existing literature suggests that there is a link between extraversion and happiness and well-being (Argyle & Lu, 1990; Pavot et al., 1990). Positive emotion refers to a stable individual difference (trait) that indicates the extent to which an individual maintains a positive and upbeat mood (Watson & Pennebaker, 1989).

Positive mood has already been examined as an antecedent to OCBs (George & Brief, 1992). According to Moon. H.,et al (2008) extraversion and OCB both are positively related to each other.

H 1: *Extraversion is positively related with job satisfaction*

H 2: *Extraversion is positively related with Organizational citizenship behavior (OCB)*

2.3.2 Openness to Experience Among Big Five traits of personality, openness to experience is viewed as scientific artistic, and creative (Feist, 1998) different thinking, less inclined towards religiosity, and political broadmindedness (McCrae, 1996). De Neve and Cooper (1998, p, 199) found that "openness to experience is a double edged sword that predisposes individual to feel both the good and more deeply". McCrae and Costa (1997) also found that openness to experience has very low association with the behavioral outcomes at the workplace. McCrae and Costa (1997) found weak relationship between openness to experience and job outcomes.

There is research and theory to suggest that the effects of personality on search may be mediated by situational factors. For example, research on career success and performance Harrell & Alpert, (1989) suggests that Extraversion is a desirable trait, which may increase alternative employment opportunities. However, Extroversion also shows a positive relationship with job satisfaction Furnam & Zacherl, (1986); McCrae & Costa, (1991), suggesting an indirect negative effect on search.

Organ (1990, p. 46). defined OCB as ``those organizationally beneficial behaviors and gestures that can neither be enforced on the basis of formal role obligations nor elicited by contractual guarantee of recompense."

For example, Williams and Anderson (1991) examined the relationship of employees' IRBs and two broad categories of OCBs with job satisfaction. They used the OCB factors from Smith et al. (1983), and expanded and re-labeled these as OCBI (citizenship behaviors that benefit specific individuals), and OCBO (citizenship behaviors that benefit the organization in general). Even though these factors were highly intercorrelated (r values ranged from 0.52 to 0.56).

H 3: *Openness to experience is positively related with job satisfaction*

H 4: *Openness to experience is positively related with organizational citizenship behavior (OCB)*

2.4 Extraversion and organizational commitment:

Extraversion is one of the big five traits, first extraversion was introduced by Eysenck's in (1947), 50 years ago. Extraversion can be measured through its behavioral tendencies and the factor included are as, sociable, gregarious, assertive, talkative, and active (Barrick & Mount, 1991).

Past research has been demonstrated that extraversion is appreciably linked to organizational commitment, motivational concepts as like goal-setting and self efficacy (Judge & Ilies, 2002), due to high performance goals and accomplish them, and is probable to set active skill/knowledge gaining goals. Extraversion has been recognized as one of the traits that include the Big Five model of the structure of personality traits (John, 1990). Extraverts are extremely friendly people they are active, hopeful, welcoming, and self-confident (McCrae & Costa, 1984). Scholar really have observed that it is associated with extraverts personality that they will be formally agree over and over and wide ranging social interactions and they have with full of organizational commitment ability (Burke & Hall, 1986).

Affective commitment represents an employee's positive emotional response to the organization and positive emotionality is the central part of Extraversion (Watson & Clark, 1997). It is logical that those high in Extraversion be supposed to higher affective commitment on the other side those who are less extraverted, so literature has found significant bivariate correlations between positive emotionality and affective commitment predictable positive way (Cropanzano et al., 1993).

Extraverts have the ability that it adopts the proving goal orientation and it tend to be subsumed by positive emotionality (Watson & Clark, 1997), which suppose gives them the self-confidence to shift them in the direction of their pleasing competency look also build them that show a superior approaching tendency (Judge & Ilies, 2002).

Normative commitment develops from the word saving that an organization makes in its employees (Meyer & Allen, 1991). Specially when upholds its ending of psychological contract, which shows an employee's thinking about the mutual obligations between him or her and the organization (Meyer et al., 2002), that individual his or her will feel that I m being under obligation to the organization and want to give in return to organization initiatives. Because positive emotionality is the foundation of extraversion, if extraverts employees compare with introverts, then those employees who have extraverted personality may try to find out more social interactions inside in the place of work and also find these communications as additional rewarding as compared to introverts (Watson & Clark, 1997), these experiences might guide extraverted employees give in return to the organization as long as a context for these pleasing interpersonal exchanges.

Those persons who have extraverted personality always salutation and take pleasure it is probable that they see a smaller amount of deep-level difference between themselves, extravert personality habitually has positive emotions according to Watson & Clark, (1992) so at this way they have positive ability which we can say extra ability that vision of his or her is more positive and therefore they have full positive thinking George & Brief, (1992). Extraverted person can distinguish a smaller amount of deep-level difference to their colleagues in the group, so extraversion is associated with the propensity to suppose comparison between oneself and others Indeed, Beck and Cartwright (1982).

Research conducted on police work by Cortina et al., (1992); Topp & Kardash, (1986) that extraverts take pleasure while working in teams and be liable to learn some new activities and face some new situations, because teamwork is an initial characteristic of police employment.

According to smith (1994) those people who have extravert personality they connected with clubs and have a good relational as compared to introverts, those individuals which have numerous organizational commitment have many opportunities knowledgeable concerning and have the ability to ask for contribution in different activities.

Due to extra quality some researchers have find that extraverts have sociability and interpersonal interaction they have their better community networks, greater get in touch with friends, top class friendships, and have additional satisfaction quality with their social support than are introverts Costa, Zonderman, & McCrae, (1985); Finch & Graziano, (2001).

Hypothesis 5: *Extraversion is positively related with organizational commitment*

2.5 Openness to experience and organizational commitment:

The past research have shown the implication of openness to experience in the job situation on a variety of other factors, openness to experience will have a tendency improve perceived job performance and is related with organizational commitment (Barrick & Mount, 1991). An interactive model which was propounded by Tett and Burnett (2003) can be invoked to expect the related factors that might moderate then consequence of openness to experience inside in the work environment.

Many job characteristics can make possible the look of openness to experience, For example, openness is more likely to be related with organizational commitment in the organization and employer's give confidence to the employee to do their jobs which give confidence to the employees to challenge obsolete practices, propose creative suggestions, introduce original practices, and develop additional skills (Tett & Burnett, 2003). There are some qualities through which managers and recruiters search those that to show imagination, show thinking interest, and challenge any type of situation, these are the qualities which are obviously represented in openness to experience (Barrick & Mount, 1991; Goldberg, 1992, 1993), it is also showed in five factor model of personality (McCrae & Costa, 1987).

Openness to experience is less associated to job performance on the other hand as other traits that are in the five factor model of personality, it has been explored in earlier meta-analyses by Barrick, Mount, and Judge (2001). In past numerous studies were conducted to find the relationship between openness to experience and work attitudes but still have not exposed and encourage, openness is closely linked with job satisfaction (Judge, Heller, & Mount, 2002).

Many researchers work on personality traits and organizational commitment and find the connection between openness and commitment across a choice of environment (Meyer, Stanley,

Herscovitch, & Topolnytsky, 2002). Burke and Witt (2002) established that openness to experience would be likely to improve perceived job performance in extraverts as well as not in introverts. Adding up to the individual characteristics, background factors, such as job difficulty has also been established to pressure the effect of openness to experience, for example it is likely that it improve performance in expert quite then in inexpert role.

The interactive model proposed by Tett and Burnett (2003), can be summon to foretell the background factors that might moderate the end result of openness to experience in the work environment. By this Tett and Burnett model, traits show stable pattern of behavior that individual person show in answer to particular situation.

All personality traits response to exact shape of needs, drives, or motivations (Allport, 1951), as a result when person is able to convey their traits, they experience an inherent sense of satisfaction or pleasure and this way their job satisfaction and commitment will probably go up (Cote & Moskowitz, 1998; Wiggins & Trapnell, 1996).

At the end to evaluate the employee work attitude, participant accomplished scale that to value affective and normative commitment to the organization (Allen & Meyer, 1990; Meyer & Allen, 1991, 1997; Meyer, Allen, & Smith, 1993).

Open person be supposed to particularly likely look upon resource ease of use as a sign of support, which must raise their level of commitment, which was formulated by Tett and Burnett (2003) in their interactive model. According to (Bass, 1985) Transformational leadership an approach that has established substantial concentration since its characterization in the 1980 (Bycio, Hackett, & Allen, 1995; Jung, 2001; McColl-Kennedy & Anderson, 2002; Shin & Zhou, 2003) will significantly oversee the appearance of openness to experience.

Openness to experience, which have numerous qualities that manager, practitioners and scholars, to protect mostly in the active environment in which many organizations work, do not seem to be powerfully associated to work attitudes or performance Barrick & Mount, 1991; Barrick et al., 2001; Salgado, 1997).

It is so amazing that researchers have not focused on the openness to experience construct, openness has been to represent by words as a person propensity to be inventive, mentally inquisitive, and ready to do new things (Mount and Barrick, 1995). According to (Mount and Barrick, 2001) that those employees who score low on openness will consider as lower performers particularly increasingly organic firms. The conceptual nature of openness and how it has been deliberate, suggest a close connection with such other dispositional traits as creativity, curiosity, self-sufficiency, and change acceptance (Goldberg, 1992). Those persons who are high in openness are expected to show certain propensity of particular value in current work environment such as completely presentation, change of working place, imaginative thoughts of dreams in active ways, and outstanding to new alternatives (Wanberg and Banas, 2000). Persons high in openness have a reference to make insight separately, so in this way they are independent in nature and wish to organize their own work (Judge *et al.*, 1999b).

Hypothesis 6: *Openness to experience is positively related with organizational commitment*

2.7 Organizational commitment and job satisfaction:

Job satisfaction refers to a positive affective resulting from an evaluation of the total work situation (Clifford J. Mottaz, .1987). The concept of job satisfaction has defined by Locke (1969) as "enjoyable emotional state resulting from the evaluation of one's job as achieving or facilitating the success of one's job values."

There is some conceptual extend further than between existing models of satisfaction and organizational commitment i.e. (work related rewards and values etc.), empirically they are related with one another, on the other hand they have separate concepts (Porter et al. 1974; Peters et al. 1981; Bateman and Strasser 1984). These constructs differ in many ways. First, job satisfaction refers to the scale to which individuals "like," or are "happy" with the work, while commitment refers to their degree of "attachment" or "faithfulness to the organization" (Price and Muller 1981). Second, commitment as whole, while satisfaction represents a response to one's precise task and task atmosphere (Mowday and steers 1979). Third, commitment is considered to be a fairly constant attitude that develops slowly over time during which individuals set up a relationship with the organization. Satisfaction, on the other hand, is considered to be a less constant, more quickly formed attitude, brilliant more direct reactions to particular aspects of the work situation (Porter et al. 1974; Mowday et al. 1982). Finally satisfaction is present leaning, while commitment is at least in part future oriented-intent to stay (Mobley et al 1979).

In the meta-analysis on the antecedents, correlates, and consequences of commitment to the organizational, Meyer et al,. (2002) have been found that job satisfaction and affective commitment are strongly correlated with each other. There are some other empirical studies that have found that satisfaction is the strong determinant of organizational commitment (Martensen & Gronholdt, 2001).

Job satisfaction may possible that it will be intrinsic, resulting from within mediated rewards like the job itself and chance for personal growth and achievement and on the other side the extrinsic which is coming from externally mediated rewards like satisfaction from pay, organization policies and decision, administration, colleagues working in a team, promotion opportunity, and

clients (Walker et al., 1977). Job satisfaction is the degree to which an employee's think positively or negatively on behalf of their job (Odom et al., 1990). In hospital industry job satisfaction play a very important role it helps to make sure that employees are taking care of customers with great respect (Arnett et al., 2002). It is common that job satisfaction has good effect on employee performance, which make it sure that he will not think of to leaving the organization (Arnett et al., 2002).

According to Jerome and Kleiner (1995) they state that those organizations which have high commitment to enhance the employee's job satisfaction, inspiration, and confidence may understand long-term benefits of business success, faithfulness, output, and employee retention. Organizational commitment and job satisfaction are positively associated to each other Fletcher and Williams, (1996); and also with job performance (Boles, 1996; Birnbaum and Somers, 1993). Some of quantitative research finds that job satisfaction is an antecedent to organizational commitment (Brown and Peterson, 1994).

Most of researchers have elaborated the definition of satisfaction as positive approach or aggressive feedback; while on the other hand some scholars defined that it is the space between expected gain and the real gain, one of scholar Cribbin (1972) explained different but common definition of job satisfaction: job satisfaction originally defined by Hoppock and also give concept of job satisfaction in 1935. He realized that job satisfaction is considered to feel oneself in the job environment and how the employees are satisfied physically and psychologically.

Job satisfaction as from the name it connects to an approach in the direction of job. Organizational commitment shows further that how employees are aware of the company or organization. On the other hand job satisfaction shows an efficient response to precise aspect of

the job, while organizational commitment is an effectual reaction to the complete organization (Williams and Hazer, 1986).

Even though there are a lot of definitions of organizational commitment, but the most frequent idea is that committed employee believe in and organizational objectives and its standard, and is ready to stay inside in organizations, and agree to present this significant efforts to the organization from his behalf (Mowday et al., 1979). So organizational commitment work as a ''psychological bond'' in organization which effect person and do something which are reliable for the organization's benefits (Porter et al., 1974). According to Mowday et al. (1982) they find out that job satisfaction can be an antecedent variable for organizational commitment.

Many studies have reported that there is strong correlation between organizational commitment and job satisfaction because of its good involvement to retention (AL-Aameri, 2000; Blegen, 1993; Fang, 2001). Some of researchers have worked on hospital industry and they found that in a health care staff in a nursing home in UK there is also a high association between organizational commitment and job satisfaction Redfern et al. (2002). One other study which was conducted in US on qualified nurse staff and had exposed a strong and positive connection between organizational commitment and job satisfaction and they showed that ($r = .63$, $P < 0.001$) (Ingersoll et al., 2002).

There are some outcomes of job satisfaction which are as follows, turnover intensions, motivation and absenteeism (Tett & Meyer, 1993). Brown and Peterson (1993) have investigated and planned that there are some antecedents to job satisfaction and they also recognize person level demographic and dispositional variables, supervisory behavior, role perceptions, and job uniqueness as effected on employee job satisfaction.

Organizational commitment and job satisfaction the relation between these two are broadly explored, and there is also a significant discussion in relation to as job satisfaction leads to organizational commitment and vice versa (Good, Page, & Young, 1996; Testa, 2001).

A meta-analytic review of past research in organizational commitment have been proposed by Mathieu and Zajac (1990), they have noted that from the review both organizational commitment and job satisfaction are attitudinal variables and could reproduce universal approach towards the organization.

Hypothesis 7: *Organizational commitment is positively related with job satisfaction*

2.8 Organizational commitment and organizational citizenship Behavior:

Smith, organ, and Near (1983), introduced the concept of organization citizenship behavior for the very first time and this concept is referred to as the extra roles and activities which are conducted by the employees other than their job responsibilities in order to contribute towards the progress of an organization.

The idea of organizational citizenship behavior was resulting from Katz's (1964) which was the origin of extra-role behavior, first it was defined by Organ (1977) that is an actions that is ''discretionary, not directly or clearly recognized by the proper reward system, and which totally promotes the efficient implementation of the organization (Organ, 1988). Some scholars have documented the positive impact of OCB on the accomplishment of an organization (Chen, Hui, & Sego, 1998; Karambayya, 1989).

In the field of psychology and management the organizational citizenship behavior (OCB) has established a great deal of attention in the literature (Bateman and Organ, 1983; Bergeron, 2007; Bolino et al., 2002). There are almost 30 different forms of OCB. Organizational citizenship

behavior "represents individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization" (Organ, 1988, p. 4). These behaviors "lubricate the social machinery of the organization", "provide the flexibility needed to work through many unforeseen contingencies", and help employees in an organization "cope with the otherwise awesome condition of interdependence on each other" (Smith et al., 1983, p. 654).

Affective commitment had the strongest and the most favorable correlation with organizational citizenship behavior (Meyer et al. 2002). The subject of organizational citizenship behavior is going to begin attention between practitioners and researchers, but this importance is not amazing given the statement and rising confirmation that readiness to perform OCBs is related with person and organizational performance (Netemeyer et al., 1997; Organ, 1988).

Organizational citizenship behavior generate efficiencies by decreasing the requirement for monitoring and realizing time for additional important management actions as like scheduling and difficult solution (Podsakoff et al., 1995). Organizational citizenship behavior has its meaning that it absolutely effecting organizational performance. Some other researchers have explained that OCB exert significant pressure on organizational performance, due to it facilitate soci-emotional help to other employees, also provide and to facilitate others employees work Niehoff (2005).

There are a lot of literature which explained that OCB as consisted of many dimensional performance variable (Organ, 1988; Williams and Anderson, 1991), some scholars shows that it have two dimensions (Smith et al., 1983) and some show somehow up to seven dimensions (Podsakoff et al., 2000). The dimension model contained of "interpersonal citizenship" and

"organizational citizenship" it is also called Coleman and Borman Integrated Model dimensions. but on the other hand Coleman and Borman (2000) talk about third dimension i.e. "job/task citizenship" performance. They defined that interpersonal citizenship as the behavior that helps, holds up, and build up organizational members from the beginning to end and facilitate them that it goes further then it prospect, organizational citizenship performance is the behavior which shows commitment to the organization through faithfulness and trustworthiness, and job/task conscientiousness it is defined as additional efforts that go further the position requirement and which show commitment to the job.

Many scholars have noted that OCBs are essential to the organization in a sense of proper job descriptions; organizations cannot expect complete range of behaviors desirable for the accomplishment of organizational goals (Vanyperen, van den Berg, & Willering, 1999).

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Some research scholars have identified that those workers who have high commitment to their organizations have good attendance, poorer leaving chance, extra organizational citizenship behavior, and good possibility levels of job performance (Becker, Billings, Eveleth, & Gilbert, 1996; Meyer, Stanley, Herscovitch, & Topolnytsky, 2002).

The management and marketing literatures support the job attitudes–OCBs relationship. Bateman and Organ (1983) and Organ and Konovsky (1989) report positive associations between job satisfaction and citizenship behaviors in their studies of academics and managers. Williams and Anderson (1991) report a positive relationship between job satisfaction and OCBs in their study of professional managers. However, a relationship between organizational commitment and OCBs is not supported in their study. OCBs are important to the organization because through formal job descriptions, organizations cannot anticipate the whole range of

behaviors needed for the achievement of organizational goals (Vanyperen, van den Berg, & Willering, 1999).OCB provides the organization with additional resources and eliminates the need for expensive formal mechanisms otherwise crucial to successful restructuring processes. Earlier Chinese studies provide evidence of effects for supervisor commitment on OCB and performance, but have not find such relationships for work group commitment (Chen et al., 2002; Cheng et al., 2003).

Hypothesis 8: *Organizational commitment is positively related with organizational citizenship behavior.*

2.9 Organizational commitment as a Mediator between extraversion, openness to experience and outcomes

In the above sections of the study, the personality traits (Extraversion, Openness to experience) and organizational commitment link has been discussed comprehensively. More specifically, I have hypothesized that extraversion will be significantly related to organizational commitment openness to experience will also be significantly related with organizational commitment. The link between organizational commitment and the job outcomes such as job satisfaction and organizational citizenship behavior (OCB) has been discussed with strong theoretical support. The relationship between organizational commitment and job satisfaction is significant and the link between organizational commitment and organizational citizenship behavior (OCB) is also significant.

There is a significant relationship reported in literature between personality traits (extraversion, openness to experience) and organizational commitment. In addition, a significant relationship exists between organizational commitment and outcomes. I argue that organizational

commitment is the phenomenon through which individuals of personalities traits (extraversion, openness to experience) are linked to outcomes.

H 9: Organizational commitment will mediate the relationship between personality traits (a). extraversion, (b). Openness to experience) and outcomes (c) job satisfaction (b) OCB

2.10 RESEARCH MODEL:

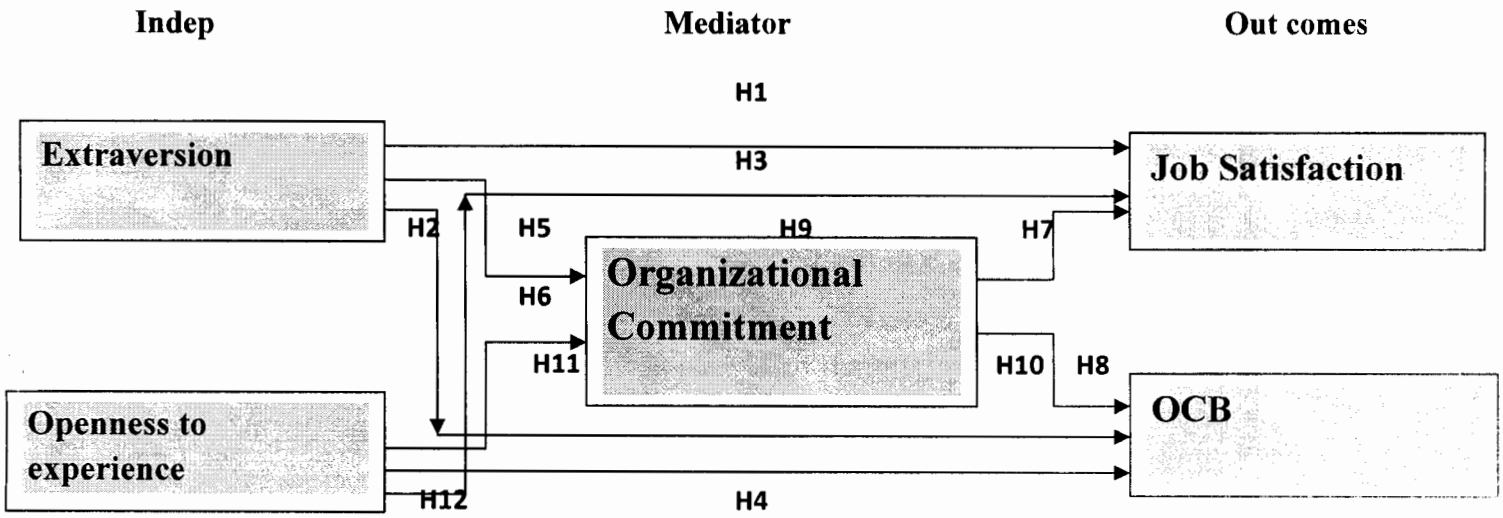

Figure: 1 **Model of the Study**

Chapter No. 3

Research Methodology

CHAPTER - 3

3: METHODOLOGY:

3.1 Sample and Data Collection:

I have chosen sample for this study consisted of employees doing job in 8 well reputed private and public sector organizations across Pakistan. I have used convenient sampling techniques due to time and financial constraints, that's why most of the data was collected from four cities including Islamabad, Rawalpindi, Peshawar and Kohat. The research is carried out through well known organizations such as banks, NADRA offices, industries, public and private sector institutions. Questionnaires were personally administered to managers, officers, and executives of the target populations.

I have attached authority letter with the questionnaires, and explained the scope and purpose of the study with the strong secrecy of the employees. All these questionnaires were totally depending on those employees which are working in their respective organizations. A total of 390 questionnaires were distributed personally in organizations as we have mentioned above. About 190 questionnaires were administered in public and private institutions, out of 190 questionnaires total of 160 questionnaires were returned with the response rate of 79%. 100 questionnaires were distributed in banks, total of 60 questions were returned with response rate of 60%. And 100 questionnaires were distributed in industries, out of 100 questions total 70 questions were returned with response rate of 70%. Overall from the total distributed 390 questionnaires total 290 questionnaires were received, these questionnaires were filled with response rate of 74.35%. on the other hand during entering data in SPSS (Statistical) for to find analysis I have found that some of questions were not filled properly i.e with biasness, so I have

not included those question in our data and not entered those question to SPSS, so final questionnaires I have obtained are 253 which I have used in the analysis.

3.2 Measures :

All questions were self reported and the scale started from 1 to 5, such as from 1=strongly disagree, 2=Disagree, 3=neither disagree nor agree, 4=Agree, and 5= strongly agree. I prepared questionnaire in English because in Pakistan English is used as an official language and a medium of instructions in almost all institutions such as private schools, public and private colleges and universities etc. on the other hand my target areas contained mostly educated people, so most of my target population consisted of bachelor and master degree holders. So everyone could easily follow English language.

3.2.1 Personality trait:

I have decided to use two personality traits in our thesis such as Extraversion and Openness to experience. Big five inventory (John & Srivastava, 1999), for Extraversion (E) 8-item scale will be used and for Openness to Experience (O) 10-item scale will be used to measure it. Past reported mean reliability are as follows, for extraversion is (.81) and for openness to experience (.81). Examples of items included in the questionnaire were for Extraversion "I see myself as someone who is talkative", for Openness to experience "I see myself as someone who is original, comes up with new ideas". When I interpret my data I have found that reliability of extraversion is (.70) of their 8-items, and (.77) for 10-items of openness to experience.

3.2.2 Organizational Commitment:

Lincoln and Kalleberg;s (1990)6-item scale is used to measure organizational commitment , coefficient alpha was .78. When I analyzed my data I found (.72) mean reliability of

organizational commitment. Example of item included were "I am willing to work hard than I have to in order to help this organization succeed".

3.3 Job Outcomes:

3.3.1 Job Satisfaction:

For job satisfaction a 6-item scale was used to measure over all job satisfaction. It was developed by (Agho, Price, & Mueller, 1992). Alpha reliabilities was reported in previous studies were from 0 .83 to 0 .90. The examples of the items included in questionnaire were "I find real enjoyment in my work" and example for reverse coded item used to measure overall job satisfaction include, "I am often bored with my job". I have found the reliability of job satisfaction in this study is (0.70).

3.3.2 Organizational citizenship behavior:

For organizational citizenship behavior I have used 19-item scale which was developed by Moorman and Blakely (1995), the alpha reliability which was measured by Moorman and Blakely (1995) is from .67 to .86. Examples of items included in questionnaire were "Goes out of his/her way to help co-workers with work-related problems" and "Actively promotes the organization's products and services to potential users". The alpha reliability which I have found in this study is (0.73).

Chapter No. 4

Analysis and Results

CHAPTER - 4

4 RESULTS AND DISCUSSION:

4.1 Description of demographic data:

4.1.1 Gender of Respondent:

Table 4.1 Gender of Respondents

Gender	Frequency	Percentage
Male	163	64.4
Female	90	35.6
Total	253	100.0

The above table shows that out of 253 employees 163 employees were male which is 64.4% of total sample and 90 employees were female which is 35.6% of entire sample.

4.1.2 Age of Respondent:

Table 4.2 Age of Respondent

Age group	Frequency	Percent
20-24	15	5.9
25-30	87	34.4
31-35	100	39.5
36-40	39	15.4
40 and above	12	4.7
Total	253	100.0

Out of 253 employees 15 had age group of 20-24 years, 87 had age group of 25-30 years, 100 had age group of 31-35 years, 39 had age group of 36-40 years, while above 12 had age group of 40 years.

4.1.3 Experience of Respondent:

Table 4.3 Experience of Respondent

	Frequency	Percent
0-5	86	34.0
6-10	105	41.5
11-15	45	17.8
16-20	7	2.8
21 and above	10	4.0
Total	253	100.0

Out of 253 employees 86 had an experience of 34%, 105 had an experience of 41.5%, 45 had an experience of 17.8%, 7 had an experience of 2.8%, while from above 10 had an experience of 4%.

4.1.4 Qualification of Respondent:

Table 4.4 Qualification of Respondent

	Frequency	Percent
Bachelor	29	11.5
Master	130	51.4
MS/MPhil	71	28.1
Others	23	9.1
Total	253	100.0

Out of 253 employees 29 employees i.e. 11.5% of total sample had bachelor qualification, 130(51.4%) of total sample had master qualification, 71 employees i.e. 28.1% of entire sample had MS/Mphil qualification, and 23 employees i.e. 9.1% of entire sample had other qualification.

4.1.5 Nature of job:

Table 4.5 Nature of Job

	Frequency	Percent
Field work	10	4.0
Office Work	14	5.5
Technical Work	43	17.0
Staff	130	51.4
Managerial	56	22.1
Total	253	100.0

Out of 253 employees i.e. 4% of sample were on field work, 14 (5.5%) employees sample were from office work, 43 employees i.e. 17% of entire sample were on technical work, 130 employees i.e. 51.4% of entire sample were administrative staff whereas 56 employees i.e. 22.1% of entire sample were managerial staff.

4.2 Descriptive statistic:

The total number of samples collected was 253. I conducted descriptive analysis because it provides useful information about the data and we have included these things, mean and standard deviation of the variables. The mean value of extraversion was 3.1, while it standard deviation was (SD= 0.41). The mean value indicated that on average extraversion respondent were on neutral side and the mean value can only deviate by .41 upward or downward. The second independent variable is openness to experience in this study , the descriptive statistics of this variable were as follows, the mean value of this variable is 3.8, while its standard deviation is (SD= 0.3). The third variable is organizational commitment which was used in this study as a mediator. The mean of organizational commitment was 2.9 while its standard deviation was .56. The other two variables were job outcomes. The first one was job satisfaction, the descriptive

statistics of job satisfaction were as follows, the mean of job satisfaction was 3.8, and the standard deviation was (SD=.34). The second outcome is organizational citizenship behavior the mean value of OCB was 3.8, while the standard deviations was (SD= .3).

4.2.1 Means, Standard Deviations, Correlations, and Reliabilities

Table 4.6 Mean, Standard Deviations, Correlations, and Reliabilities

	Mean	SD	1	2	3	4	5
1 Extraversion	3.1	.41	(.70)				
2 Openness	3.8	.30	.263(**)	(.77)			
3 Job satisfaction	3.8	.34	.267(**)	.257(**)	(.70)		
4 org commitment	2.9	.56	.235(**)	.164(**)	.351(**)	(.72)	
5 OCB	3.8	.30	.195(**)	.123	.002	-.098	(.73)

***Correlation is significant at the 0.001 level (2-tailed)

** Correlation is significant at the 0.01 level (2-tailed)

* Correlation is significant at the 0.05 level (2-tailed

4.3 Regression Analysis:

To test of my hypotheses I conducted a number of hierarchical regression analysis using SPSS version 15.0 in this study. I have not used control variable, because ANOVA results showed that there were no significant differences in dependent variables across all the control variables. So we did not require to include control variables.

4.3.1 Personality Trait and Outcomes:

4.3.1.1 Extraversion with Outcomes:

The results for main effect of extraversion and job satisfaction are shown in Table 4.7. The results for main effect of extraversion and organizational citizenship behavior are shown in Table 4.8. In the table a type of personality trait extraversion is regressed on job outcomes. First extraversion was regressed on job satisfaction, the regression analysis of extraversion and job satisfaction showed significant results i.e. the value of (β= .26, $P<0.001$), so from this it showed that regression is possible between them. So from this regression analysis our Hypothesis 1 is accepted. The results revealed that those individuals, who are high on extraversion, are more satisfied that those individuals who are low on extraversion. Now for Hypothesis 2, I regressed extraversion on Organizational Citizenship behavior. The regression results of extraversion and OCB were significant (β=.19, $P<0.01$). Confirming hypothesis two, the results showed that those individuals, who were high on extraversion, did exhibit higher levels of organizational citizenship behaviors than those individuals who were low on extraversion. These results were consistent with the evidence found in previous literature, as discussed in my literature review portion.

4.3.1.2 Openness to Experience with Outcomes:

The results for main effects of openness to experience and job satisfaction are shown in Table 4.9. Similarly, the results for main effects of openness to experience and organizational citizenship behavior are shown in Table 4.10. To test my Hypothesis 3 & 4, I conducted regression analysis between openness to experience and job outcomes. First I regressed openness to experience on job satisfaction. The results revealed that openness to experience significantly predicted job satisfaction (β= .25, P<0.001), Hence, confirming our hypothesis 3, the results showed that those individuals, who were high on openness to experience, were more satisfied with their jobs than those individuals who were low on openness to experience. Now to test hypothesis 4, I again regressed openness to experience on Organizational Citizenship behavior (OCB).In consistent with the literature review, the regression result showed that openness to experience did not significantly predict OCB (β=-.12, P<0.10). The results were in accordance with the literature in a sense that I also did not find any significant relationship between openness to experience and organizational citizenship behaviors. Hence, hypothesis 4 was not proved. This line of research has been supported in the literature. The literature also shows a weak relationship between openness to experience and organizational citizenship behavior (Lounsbury, Loveland, Sundstrom, Gibson, et al. 2003)

4.3.1.3 Extraversion with Organizational Commitment:

To find out the relationship between extraversion and organizational commitment linear regression was run. Results revealed that extraversion significantly predicted organizational commitment with (β=.23, P<0.001). We found that those individuals, who were high on

extraversion, had higher levels of organizational commitment than those individuals who were low on extraversion. Therefore hypothesis 5 was accepted.

4.3.1.4 Openness to Experience with Organizational Commitment:

Hypothesis 6 indicates that openness to experience is positively related with organizational commitment. To test this relationship, I regressed openness to experience on organizational commitment. The regression analysis results showed that openness to experience significantly predicted organizational commitment (β=.16, P<0.01). Confirming the hypothesis, I found that those individuals, who were high on openness to experience, were more committed to their organizations than those individuals who were low on openness to experience.

4.3.1.5 Organizational commitment with outcomes:

To test Hypothesis 7 & 8, I regressed organizational commitment (which I have used as a mediator here) on outcomes. To test hypothesis 7, I regressed organizational commitment on job satisfaction and found that organizational commitment significantly predicted job satisfaction (β=.37, P<0.001). Hence, hypothesis 7 was accepted. Now to test hypothesis 8, I regressed organizational commitment on Organizational Citizenship behavior. The regression results showed that organizational commitment was not significantly related to organizational citizenship behavior (β=.13, *n.s*). So from this regression analysis it shows that organizational commitment is not significantly related to OCB, Hence hypothesis 8 was not accepted. This result was in consistency with Williams and Anderson (1991) who found that organizational commitment and organizational citizenship behavior are not related to each other and there is no relationship between them.

4.4 Mediator Analysis:

In this study hypothesis 9 states that Organizational Commitment will mediate the relationship between Personality trait (Extraversion and Openness to experience) and outcomes of job satisfaction, and organizational citizenship behavior. To test this mediation I used the technique recommended by (Barron and Kenny, 1986). By this technique the following conditions should be met to prove the mediation. (1) Path (a) between independent and mediator should be significant.(2) Path (b) between mediator and outcomes should also be significant(3)When path (a) and (b) both are significant than already significant main effect between independent and dependant variable should be about zero for full mediation and it should be weaker for partial mediation.

4.4.1 Mediation between extraversion and job satisfaction:

To check mediation firstly the main effect of extraversion on job satisfaction was verified. Extraversion explained 7% variance in job satisfaction. The results showed that extraversion is significantly related to job satisfaction (β=.26, P<0.001).

When organizational commitment was entered into the regression equation, there was a significant change in extraversion value (β= .19, P<0.01). Therefore organizational commitment partially mediated the relation of extraversion and job satisfaction. Hypothesis 9 was partially accepted. Due to extravert personality an employee is committed with organization, when they are committed to the organization the end result will be job satisfaction, mean extravert personality will be satisfied from their job.

Table 4.7 mediation between extraversion and job satisfaction

Predictor	Job satisfaction		
	B	R	ΔR
Main effect			
Step 1		0.07	
Extraversion	0.26****		
Mediation effect			
Step 1		0.12	
Organizational commitment	0.35****		
Step 2		0.15	.036***
Extraversion	0.19***		

***Correlation is significant at the 0.001 level (2-tailed)

** Correlation is significant at the 0.01 level (2-tailed)

* Correlation is significant at the 0.05 level (2-tailed

4.4.2 Mediation between extraversion and OCB:

To check mediation firstly the main effect of extraversion on OCB was verified. The results showed that extraversion is significantly related to OCB (β=.19, P<0.01). Extraversion explained 3% variance in OCB.

When organizational commitment was entered into the regression equation there was no significant change in value of extraversion (β= .18, P<0.01). Therefore organizational commitment does not mediate the relation of extraversion and OCB. Hypothesis 10 is not accepted. It is because those employees who have extravert personality will already showed OCB, so it is not necessary that extraversion shows OCB through Organizational commitment.

Table 4.8 mediation between extraversion and OCB

Predictor	OCB		
	B	R	ΔR
Main effect			
Step 1		0.03	
Extraversion	0.19***		
Mediation effect			
Step 1		0.01	
Organizational commitment	0.09		
Step 2		0.04	.03***
Extraversion	0.18***		

***Correlation is significant at the 0.001 level (2-tailed)

** Correlation is significant at the 0.01 level (2-tailed)

* Correlation is significant at the 0.05 level (2-tailed

4.4.3 Mediation between openness to experience and Job satisfaction:

To check mediation firstly the main effect of openness to experience on job satisfaction was verified. The results showed that openness to experience is significantly related to job satisfaction (β= .25, P<0.001). Openness to experience explained 6% variance in job satisfaction.

When organizational commitment was entered into the regression equation there was a significant change in value of extraversion (β=.20, P<0.01). Therefore organizational commitment partially mediated the relation of openness to experience and job satisfaction. Hypothesis 11 was partially accepted. Openness personality minded person have their open opinion, they are broad minded and committed to organization, so at this way he is satisfied with their job.

Table 4.9 mediation between openness to experience and JOB SATISFACTION

Predictor	Job satisfaction		
	B	R	ΔR
Main effect			
Step 1		0.06	
Openness	0.25****		
Mediation effect			
Step 1		0.12	
Organizational commitment	0.35****		
Step 2		0.16	.04***
Openness	0.20***		

***Correlation is significant at the 0.001 level (2-tailed)

** Correlation is significant at the 0.01 level (2-tailed)

* Correlation is significant at the 0.05 level (2-tailed

4.4.4 Mediation between openness to experience and OCB:

To check mediation firstly the main effect of openness to experience on organizational citizenship behavior was verified. The results showed that openness to experience is negatively and insignificantly related to OCB and the results are as (β= -.12, P<0.10). Openness to experience explained 1% variance in OCB.

When organizational commitment was entered into the regression equation there was no significant change in value of extraversion (β= -.11, P<0.10). Therefore organizational commitment does not mediate the relation between openness to experience and OCB. Hypothesis 12 was rejected. It is clear from the definition of openness experience, these are the people which are broad minded, imaginative which are satisfy from their job due to their intelligence mind, so there is no need to showed job satisfaction through organizational commitment which is used here as a mediator.

Table 4.10 mediation between openness to experience and OCB

Predictor	OCB		
	B	R	ΔR
Main effect			
Step 1		0.01	
Openness	-0.12*		
Mediation effect			
Step 1		0.01	
Organizational commitment	0-09		
Step 2		0.02	.01*
Openness	-0.11*		

***Correlation is significant at the 0.001 level (2-tailed)

** Correlation is significant at the 0.01 level (2-tailed)

* Correlation is significant at the 0.05 level (2-tailed

4.5 Discussion

There has been sufficient work done in the areas of Big Five Personality and various desirable job outcomes. However the exact mechanism, through which personality traits are linked with different job outcomes, has been largely ignored in the literature. The current study is aimed at filling this gap by exploring the mediating effects of organizational commitment in the relationship between two important personality traits (extraversion, openness to experience) and two outcomes including job satisfaction and organizational citizenship behavior. Second, this study provided an opportunity to test theories that have been developed and tested in Western settings and to see their applicability and generalizability in Eastern settings. In this study I found support for many of my hypothesis. The current study applied and tested this model in many public and private sector organizations, industry and higher education institution. The first hypothesis showed that extraversion was positively related to job satisfaction and its value as (β= .26, P<0.001). The results revealed that those individuals, who were high on extraversion, were more satisfied with their jobs than those individuals who were low on extraversion. This line of research is consistent with the literature exploring the relationship between extraversion and job satisfaction (Judge, Heller, and Mount 2002). Another research also finds positive relationship (Furnham & Zacherl., 1986). The relation between extraversion and OCB was also positive and significant (β= .19, P<0.01) which mean that those individuals, who were high on extraversion, tend to exhibit higher levels of organizational citizenship behaviors than those individuals who were low on extraversion. The existing study also supports this notion. Specifically the research conducted by Beaty, Cleveland, and Murphy (2001) found positive link between extraversion and OCB. So past literatures also found positive links between these two variables. The third hypothesis indicates that openness to experience and job satisfaction are significantly related to

each other, the regression analysis showed the value as (β= .25, P<0.001) this consistent with previous study conducted by Rendel D. de Jong et., al (2001) and who have mention that positive correlation between openness to experience and job satisfaction is high, so our third hypothesis is accepted according to our results and consisting with previous studies. Individuals, who were open to new and unique experiences, tend to be more satisfied than those individuals who were not open to new experiences. Similarly, the results found an insignificant relationship between openness to experience and OCB, revealing that openness to experience individuals were not related to organizational citizenship behaviors (β= -.12, P<0.10), so this hypothesis indicate that both are insignificant and negatively related to each other. These results are consistent with previous study conducted by McCrae and Costa, (1997) who found that openness to experience have very low association with OCB.

Hypothesis 5 which indicate that extraversion is positively related with organizational commitment, after the regression analysis the output showed the value as (β= .23, P<0.001), so it showed that both are significantly related to each other. In other words, high extrovert individuals tend to be more commited to their organizations than low extrovert individuals. The comparison of this study is related with the (Erdheim, Wang, & Zicker, 2006) who indicate that big five are the reliable sources for a number of outcomes and extraversion is significantly related with organizational commitment. Extraversion is the most consistent predictor of organizational commitment. So from this study and comparison with previous literature the positive and significant relationship between extraversion and organizational commitment can be generalized. In second half of the model the next hypothesis indicates that openness to experience is significantly related with organizational commitment. Result of this hypothesis are as (β= .16, P<0.01), which shows that openness to experience significantly predicted

organizational commitment. In other words, those individuals who were high on openness to experiences tended to be more committed to their organizations than those individuals who were low on openness to experience. In past (Judge et al., 1999b) also showed the same results whereby openness to experience individuals were more committed to their organizations.

In addition, hypothesis 7 indicate that organizational commitment is positively related to job satisfaction and the values after regression analysis as (β= .37, P<0.001). According to (Liao. H. et.,al, 2008) the correlation between organizational commitment and job satisfaction is positive and its alpha value as α= .74, so from our statistical analysis this hypothesis showed significant relationship. The next hypothesis indicate that organizational commitment is significantly related to organizational citizenship behavior, the statistical analysis showed that (β= .13, P<0.10), if we compare it with previous studies then Bateman and Organ (1983) and Organ and Konovsky (1989) report positive associations between job satisfaction and citizenship behaviors in their studies with a sample of academicians and managers. Moreover, Williams and Anderson (1991) report a positive relationship between job satisfaction and OCBs in their study of professional managers. However, a relationship between organizational commitment and OCB is not supported in their study.

The results of this study indicate that organizational commitment partially mediate the relationship of personality traits (extraversion, openness to experience) and job satisfaction with values (β= .26, P<0.001) and for openness to experience the value is (β= .25, P<0.001) and extraversion explained variance 7% variance in job satisfaction., while on the other hand organizational commitment does not mediate the relationship of extraversion and OCB. So it showed that our data does not support this hypothesis. If we see the other traits of personality i.e. openness to experience it showed positively and significant result directly related with

organizational commitment and job satisfaction. While the third mediation hypothesis showed that organizational commitment mediate the relationship between openness to experience and job satisfaction with values (β=.25, P<0.001) and also explained variance 6%, while on the other hand it does not mediated with OCB. So this regression analysis showed that organizational commitment mediate independent variable (extraversion, openness to experience) with job satisfaction. So both hypothesis of mediation is occurred with the same job satisfaction, while it does not associate with OCB. These results provides preliminary evidence that the mechanism between various personality traits and desirable job outcomes is not that simple as we suppose it to be. There may be different mediating factors which play their role in the relationship between Big Five personality traits and job outcomes. These links need to be identified in order to have a better understanding of this mechanism.

When employees believe on practices of company then their experience shows greater commitment to the organization, while on the other hand it showed greater job satisfaction (Jaworski and Kohli, 1993, 1990). One other study showed that there is possible relation between job satisfaction and organizational commitment (Edwards, 1991).

In my opinion some of the hypotheses were rejected because they do not fit in Pakistani culture. Because there is huge difference in Pakistani culture and western culture and there is also some communication gap as English is not a mother language, and most of population in Pakistan are Urdu speakers. So in this way biasness occurred during filling a questionnaire and had faced great problems.

4.6 Managerial Implication

This study also has some implications for practicing managers. As far as the identification and hiring of valued individuals is concerned, extrovert individuals seem to be more committed,

satisfied, exhibiting more citizenship behaviors. Similarly, openness to experience individuals were also strongly related to these outcomes but with a lesser extent. Managers needs to understand these things, when either hiring new employees or providing trainings to existing employees. Similarly, these valued individuals must be retained by the organization. Managers need to develop and formulate policies to ensure that these individuals keep membership of their organizations.

Chapter No. 5

Discussion and Conclusion

CHAPTER - 5

5.1 Conclusion:

I found good support for my hypothesis specially relationship between personality traits (extraversion, openness to experience) and outcomes. Most of hypothesis was accepted, except four hypotheses which were not sure and were rejected. Some hypotheses showed strong significance level and positively related to each other. Though some hypotheses showed negative and insignificantly related to each other. Those hypotheses which were rejected had strong evidence of literature. Out of twelve only four hypotheses were rejected and eight hypotheses were accepted. The hypothesis 4 which states that openness to experience is significantly related to organizational citizenship behavior (OCB) was not confirmed and rejected. While on the other hand hypothesis 10, which showed mediation analysis, was not confirmed and rejected. This hypothesis states that organizational commitments mediate the relationship between extraversion and OCB. The regression analysis of this hypothesis showed negative and insignificant relationship. On the other, hand hypothesis 12 also showed the same negative and insignificant results. So from this regression analysis hypothesis 12 is rejected.

So from these results of regression analysis most hypotheses were accepted, but the main theme of this study is to discover the mediation process between personality traits (extraversion, openness to experience) and outcomes. From the regression analysis of this whole study only two hypotheses of mediation were partially proved and two hypotheses of mediation were rejected.

5.2 Future Research direction:

The future research should replicate the model which I had applied in this study in Western settings, in order to verify the genrelizibility my findings. In Pakistani culture, I believe, it will be a unique area to find problems with using five personality traits. In future it will be the focus of many researchers in Pakistan to do work on both area of personality and organizational behavior. These two personality traits are not significant with outcomes and are considered to be a new model of research. The validation of organizational commitment scale extraversion, openness to experience and outcomes will be considered another good area for research scholars.

5.3 Limitation:

The basic limitation of this study is that in past it has been applied on western culture, but I applied this in Pakistani culture. So there is a big difference between Pakistani culture and western culture. After this one other and important point is all questionnaire were in English which understanding was not easy in Pakistan. In Pakistan Urdu is common language, so this was the problem for employees. Due to this reason low reliabilities found and there was a difference between found reliabilities and previous reported reliabilities. I have tried my best to collect standard data. So for this I have personally I have administered data to control this biasness. The other limitation was that the data was collected from different public, private industry, bank sector and higher education institutions.

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APPENDIX 1

INTERNATIONAL ISLAMIC UNIVERSITY

Faculty of Management Sciences

Islamabad

P.O. Box: **1243**, Telegram: **ALJAMIA, Telex: 54068** IIU PK, Fax: 9257944, Tel: 9258020

Respected Sir/Madam,

I am a research scholar and faculty member at Faculty of Management Sciences, International Islamic University Islamabad. I am working on my MS Thesis. The main objectives of this research are to identify extraversion, openness to experience-outcomes relationship and mediating role of organizational commitment.

Your precious time and valuable participation will be a great contribution towards the noble cause of knowledge creation. I ensure you that any information obtained in connection with a study that can be identified with you, will remain highly confidential. In any written report or publication, no one will be identified and only aggregate data will be presented.

Yours truly,
Imran Saeed
Faculty of Management Sciences (IIUI)

The following statements concern your perception about yourself in a variety of situations. For each item of the statements below, please indicate the extent of your agreement and disagreement by ticking (√) the appropriate number.

The response scale is as below

1. Strongly Disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly Agree

Statements Category: Personality BFI (Extraversion, Openness to experience)	Scale
I see myself as someone w	
1…….Is Talkative	1 2 3 4 5
2…….Is reserved	1 2 3 4 5
3……..Is full of energy	1 2 3 4 5
4……..Generates a lot of enthusiasm	1 2 3 4 5
5……..Is outgoing, sociable	1 2 3 4 5

6……..Tends to be quiet	1	2	3	4	5
7…….Has an assertive personality	1	2	3	4	5
8……..Is sometime shy, inhibited	1	2	3	4	5
9……...Is original, comes up with new ideas	1	2	3	4	5
10…….. Curious about many different things	1	2	3	4	5
11……..Is ingenious, a deep thinker	1	2	3	4	5
12……...Has an active imagination	1	2	3	4	5
13……..Is inventive	1	2	3	4	5
14……...Value artistic, aesthetic experience	1	2	3	4	5
15……..Prefers work that is routine	1	2	3	4	5
16…….Likes to reflect, play with ideas	1	2	3	4	5
17…….Has a few artistic interests	1	2	3	4	5
18…….Is sophisticated in art, music or literature	1	2	3	4	5

Statements **Category: Organizational Commitment**	**Scale**				
1……I am willing to work harder than I have to in order to help this organization succeed	1	2	3	4	5
2……I feel very little loyalty to this organization	1	2	3	4	5
3……I would take almost any job to keep working for this organization	1	2	3	4	5
4……I find that my values and the organization's are very similar	1	2	3	4	5
5……I am proud to be working for this organization	1	2	3	4	5
6……I would turn down another job for more pay in order to stay with this organization	1	2	3	4	5

Statements Category: Organizational Citizenship Behavior	Scale
1……. Goes out of his/her way to help co-workers with work-related problems	1 2 3 4 5
2……. Voluntarily helps new employees settle into the job	1 2 3 4 5
3…….Frequently adjust his/her work schedule to accommodate other employee's request for time off	1 2 3 4 5
4……Always goes out of the way to make newer employees feel welcome in the work group	1 2 3 4 5
5……Shows genuine concern and courtesy toward co-workers, even under the most trying business or personal situation	1 2 3 4 5
6……For issues that may have serious consequences, expresses opinions honestly even when others may disagree	1 2 3 4 5
7……Often motivate others to express their ideas and opinions	1 2 3 4 5
8……Encourage others to try new and more effective ways of doing their job	1 2 3 4 5
9…….Encourages hesitant or quiet co-workers to voice their opinions when they otherwise might not speak	1 2 3 4 5
10……..Frequently communication to co-workers suggestions on how the group can improve	1 2 3 4 5
11……Rarely misses' work even when he/she a legitimate reason for doing So.	1 2 3 4 5
12……Performs his/her duties with unusually few errors	1 2 3 4 5
13……Performs his/her job duties with extra-special care	1 2 3 4 5
14……Always meets or beats deadline for completing work	1 2 3 4 5
15……Defends the organization when other employees criticize it	1 2 3 4 5
16……Encourages friends and family to utilize the organization's products	1 2 3 4 5

17……Defends the organization when outsiders criticize it	1 2 3 4 5
18……Shows pride when representing the organization in public	1 2 3 4 5
19……Actively promotes the organization's products and services to potentials users	1 2 3 4 5

Statements Category: Job Satisfaction	Scale
1…….How satisfied are you with the nature of work you perform?	1 2 3 4 5
2…….How satisfied are you with the person who supervises you- your organizational supervisor?	1 2 3 4 5
3…… How satisfied are you with your relation with others in organization with whom you work----- your coworkers or peers?	1 2 3 4 5
4……How satisfied are you with the pay you receive for your job?	1 2 3 4 5
5……How satisfied are you with the opportunities, which exist in this organization for advancement or promotion?	1 2 3 4 5
6…… Considering everything, how satisfied are you with your current job situation.	1 2 3 4 5

Statements Category - Demographic Variables	Scale

Please tick/fill with the appropriate answer

Gender: Male Female **Age :**_____(years) **Designation:**_____

Tenure with current organization: _____ (Years) **Total Experience:** ____ (Years)

Highest Qualification: SAC HSSC Graduation Master M.Phil/PhD

Job Nature: (You can tick more than one option)

Field work Office work Technical Staff Managerial

Monthly Income: Below 15,000 16,000-30,000 31,000-45,000 46,000 and Above

Name: _____**(optional)**

"I am very grateful to you for giving us your precious time to fill this questionnaire"

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