

**OUTCOMES OF JOB STRESS AMONG
UNIVERSITY TEACHERS: THE MODERATING
ROLE OF PERSONALITY**

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- 1- Job stress
- 2- Job evaluation
- 3- Performance.

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UNIVERSITY TEACHERS: THE MODERATING
ROLE OF PERSONALITY**

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A thesis submitted in partial fulfillment of the requirements for the Degree of Master
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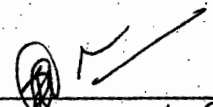
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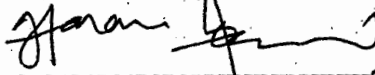
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The thesis entitled "Outcomes of Job Stress among University Teachers: The Moderating Role of Personality" submitted by Mr.Naeem Ahmed Tahir in partial fulfillment of M.Phil degree in Management with specialization in Human Resource Management has 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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**IN THE NAME OF ALLAH, THE MOST MERCIFUL AND
BENEFICIENT**

Dedication

To my parents and my wife, especially my father Mr. Abdur Rehman Tahir, because this whole work got completed with their unconditional support. I also dedicate it to my children Maryam, Ayesha, Hafsa and Muhammad. As they missed a lot of their recreational activities during this course of time.

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DECLARATION

I hereby 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 guidance of my supervisor.

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

Naeem Ahmad Tahir

MS Scholar

Faculty of Management Sciences

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ABSTRACT

Stress and its consequential outcomes have been a major area of concern for organizational scholars as well as practicing managers. Research in Big Five Personality traits (conscientiousness, agreeableness, openness to experience, extraversion, and neuroticism) had received a considerable amount of attention among organizational researchers. Scholars involved with this category of research have tried to study the impact of the above-mentioned personality traits to assess the organizational outcomes pertaining to job satisfaction, intentions to leave and organizational commitment.

This study was a cross sectional research, conducted on university teachers of management schools in Rawalpindi/ Islamabad and Peshawar, the total number of valid responses was 172, and the educational level was ranging from MBA to PhD. Data was collected through a self report survey, a five point likert scale was used to access the responses. One-way anova was used to get an insight of the demographic variables. Main affects were gained through multiple regression analysis. Moderation was tested through moderated regression analysis.

This study examined the relationship of job stress and job outcomes from a new standpoint by investigating the moderating effects of big five personality. In this aspect, this study could be seen as a unique contribution towards the existing body of knowledge. It provided evidence for some of the relationships between job outcomes and personality types with special regards to the South Asian/ Pakistani academic scenario. The results revealed a significant correlation between stress in jobs and the overall intention with regard to the turnover as well as organizational commitment. Results also revealed that stress significantly predicted organizational commitment and turnover intentions, the inputs of personality variables could also be observed as appropriate with ample variance, in the outcome variables. Which in turn were appropriately explained through the means of personality variables. However, it did not predict job satisfaction.

CHAPTER - 1

INTRODUCTION

1.1 Background

In today's fast-paced world, life is becoming tough and hard for individuals, and even more intense for working professionals. The major problems caused by above-mentioned factors are stress, work family conflict and burnout, which in return cause major organizational problems such as higher turnover intentions. Whereas the individual problems such as health issues both in terms of physiological such as headaches, pain in the back and shoulders, anxiety, and psychological issues such as sleep disorders and depression happens (Cooper, & Marshall, 1976; Cooper & Roden, 1985; French, Caplan & Van Harrison, 1982; Hockey, 1983; Lefcourt, 1983a; Ivancevich & Ganster, 1987).

Research reveals that work-related stress has remained a major concern for both employers and employees (Cohen, 1997; Tillson, 1997). This stress triggering environment is not limited to the industrial workplace but uniformly prevails in the academic circles (Hakanen, Bakker, & Schaufeli, 2006; Wu, Li, Wang, Wang, & Li, 2006). University teachers are also part of this vicious circle especially this recent new demand of high focus on publication, which leads to the popular phrase of "publish or perish". Another difference in Pakistani context is the heavy workloads of teachers, which is normally four subjects per semester, which makes it eight subjects in a year, where as in comparison a university teacher in the western world has to teach 3-4 subjects in a year. . In summer faculty in Pakistan, normally take full load of courses due to financial benefits, whereas in western countries teachers mostly update their fall courses in summer. In Pakistani universities, permanent faculty members

are required to perform administrative tasks regularly such as monitoring and participating in admission campaigns, exam duties, student's semester registration etc. there is almost no concept of research/ teaching assistants in Pakistan. The salary package offered to the faculty is much lesser as compared to their industry counterparts. For example an assistant professor in a university is paid about Rs. 80,000 where as a middle manager in any local company gets about Rs. 120,000 to 150,000 and in multinationals it can go up to even Rs. 250,000. Hence, the University faculty gets almost half of the remuneration as compared to their industry counterparts, no facility such as car/ fuel, cell allowance and housing is given to them, which makes this gap even bigger. All these factors along with increasing level of inflation which is about 21% currently is pushing the faculty to go for visiting teaching opportunities which in turn creates even greater level of stress. In Pakistan, only 2.7% of GNP is given to education, which, is also subject to different deductions. One such incident occurred recently when most the funds for higher education were shifted to flood victims in Punjab and Khyber Pukhtunkhuwa.

Researchers have long been trying to focus stress and its consequences and in this regard many studies have been conducted across the world, personality and its outcomes are a major concern for scholars. Many researchers especially from the discipline of education have tried to view these impacts empirically, but to best of my knowledge, no one has taken personality as moderator for stress and job outcomes, which shows a gap in the current domain of knowledge.

No Pakistani University comes in the top ranked universities of the world. One reason for that is lower level of commitment and satisfaction of the university teachers in Pakistan (Shezad. K, Sajid. S & Ramay. M.I, 2008). A recent exception for top ranking universities from Pakistan is NUST which ranks 376th in the world. One

major reason for these low ranks of the Pakistani universities in the global arena is the lower satisfaction level of the university faculty.

The big five personality traits of conscientiousness, agreeableness, openness to experience, extraversion, and neuroticism are evidently the most overtly discussed traits with special regards to organizational and personality behavior literature. The scholars focusing in this field are directing their research on the aftermath of these five traits, also known as personality traits to assess organizational outcomes in context to performance in job, satisfaction in a particular job, anxiety, job involvement, organizational commitment. Researchers in the area of personality provide in-depth support to this view that these organizational outcomes are mostly the result of individual personality traits, which are inherited and vary from individual to individual. Our findings shows implications of this research for managers to consider personality traits in selection of employees to ensure the person- job and person- organization fit for better organizational outcomes mentioned earlier.

1.1 Objectives of the Study

Following are the main objectives of the study:

- To examine the relationship between Job Stress and its outcomes i.e.
 - Job satisfaction,
 - Organizational Commitment,
 - Turnover intentions.
- To investigate the moderating effects of Personality (Neuroticism, Extraversion, Conscientiousness, Openness to Experience, Agreeableness) on Job Stress, Organizational Commitment, Job Satisfaction and Turnover.

1.2 Rationale of the Study

This research is an endeavor to explain the joint effect of personality and job stress on the individual job satisfaction, turnover and organizational commitment. Hence, in this study I have tried to test the moderating effect of big five personality traits on organizational outcome variables mentioned above. Employees have their own personalities among Big Five traits. The focus of this research is to study the overall effect of this combination. This in turn would allow academic managers to create a better person to job as well as person to organization fit to ensure better performance of organization

The big five personality traits of agreeableness, openness to experience, neuroticism, extraversion and conscientiousness, are the most sought after traits with regards to personality and organizational behavior literature. The students involved in this research lay emphasis on the impact of these Big Five personality traits on organizational outcomes of job satisfaction, anxiety, job involvement, organizational commitment, and turnover. Personality research has clearly supported this notion and stated that most of such organizational outcomes are the aftermath of individualistic personality traits, which in turn are stated to be inherited and differ from one individual to another. These findings showed implication of this research for academic managers to consider personality traits in selection of employees to ensure the personality- job and personality- organization fit for improved organizational outcomes.

Focus of t research is to ascertain the reasons why personality is symbolic to both job satisfaction as well as job performance.

1.3 Statement of Research Problem

- Stress relates to Job Satisfaction, Organizational Commitment and Turnover intentions. University Faculty is exposed to highly stressed issues which in turn causes deficiency both in their health and job satisfaction.

1.4 Justification of Study

- Stress has been a major area of research but no significant study among university Faculty (using Personality as moderator) has been done, to the best of my knowledge.
- In recent years, a greater emphasis on research and publications has been a major cause of stress for the university faculty and its implications needs to be studied.

1.5 Paradigm

The focus of this study is to contribute to two paradigms which are present in organizational behavior research. first paradigm is related to personality and second to job stress. Through the means of this research, I have tried to merge the individual outcomes in relation to stress at work. How an individual with specific personality traits can handle the negative effects of job stress on various preferred job outcomes such as organizational commitment, job satisfaction, and turnover intentions.

1.6 Significance of the Study

Most of the studies done on stress and its outcomes were conducted in western context. This study focuses Pakistani/ South Asian context. More over the sample chosen for the this study was university profesors especially from management sciences faculty. This makes it very related to current ongoing debate of changing demands of Business schools and faculty orginally genrated by harvarvard business

review. This study also provides a significant insight to academic managers to better understand, predict and the influence their faculty with the help of personality type and its relevant behavior.

1.8 Organization of Study

The second chapter of the current research discusses the literature review on stress and its effects on various important outcomes such as job satisfaction, organizational commitment, and intentions to leave using big five personality as a moderator. In chapter three, research methodology of the study has been explained in detail. Sample size, its locations, procedure of data collection, details of all the tools used to measure the variables and the control variables are included in chapter three. In chapter 4 results and their interpretation along with the tables are discussed. Chapter 5 consists of conclusions and avenues of future research. Finally, bibliography consists of references and appendices.

CHAPTER-2

REVIEW OF LITERATURE

2.1 Job Stress, Organizational Commitment and Personality

If the environment where the employee is working is perceived as threatening then it can be stated that employee is working in a stress related environment. Stress is classified as an aftermath of an individual's surroundings. Stressors are classically the foremost cause of originating job stress (Williams, 2003).

There could be a number of factors that may cause stress and it is not a hereditary characteristic that one owns through inheritance. While other researchers, who hold the opposite view, state that heredity, do contribute to stress as such in neurotic people. Physiological, expressive or spiritual response occurs when an individual is experiencing stress (Selye, 1976). The reaction of a stressed person can be observed in different ways i.e. he might show physical reaction, or a spiritual reaction, or a psychological or mental reaction and they can demonstrate it through emotional reaction.

According to DeLongis, Folkman and Lazarus (1988), stress is a self-motivated and mutual relationship between an individual and its surroundings. The reactions or responses of stress can bring costly destructions to any organization. It may result in the abandon of complaints of customers, careless behavior, job dissatisfaction, turnover and absenteeism (Schwab, 1996). Job stress is the tension, which is created within the working hours, there may be certain reasons behind it like over-load of work, irritating environment and working conditions.

These feelings are quite often the result of environmental pressures to normalize the individual to the surroundings, either prior to or upon entry to the workplace. The three types of organizational commitment are affective, continuance and normative. The first type has three links between a worker and the organization; there is the creation of an identity, the opportunity to be involved, and the enhancement of emotional attachment, developing a sense of commitment with the employer. The second type refers to the stress that employees exhibit, and is often negative to the first type. The final type bases itself on the obligatory sense that a worker portrays towards an organization (Allen & Meyer, 1990). Research has shown that higher stress levels tend to lower the affective organizational commitment, especially when no moderating factor is in place to assist in normalizing the situation (Jamal, 2007). The current study draws upon cognitive appraisal theory of stress given by Lazarus and Folkman (1984). According to this theory, people appraise stressful events and then develop strategies to cope with these stressors. These authors maintained that an individual's dispositional factors might influence the appraisal of the stressful events. Consistent with this line of thinking, This Study believes that job stress may not be equally detrimental to job satisfaction and commitment but it may depend upon the individual differences on how people appraise job stress. Concomitantly, This Study argues that big five personality traits may moderate the relationship between job stress and job commitment, job satisfaction, and turnover intentions. Hence, This Study develop the following hypotheses,

Hypothesis 1:

Job stress is negatively related to organizational commitment.

Hypothesis 1a:

Extraversion moderates the relationship between stress and organizational commitment.

Hypothesis 1b:

Conscientiousness moderates the relationship between stress and organizational commitment.

Hypothesis 1c:

Neuroticism moderates the relationship between stress and organizational commitment.

Hypothesis 1d:

Agreeableness moderates the relationship between stress and organizational commitment.

Hypothesis 1e:

Openness to experience moderates the relationship between stress and organizational commitment.

2.2 Personality

Human beings cannot avoid their nature for so long and they have to cope up with their nature, which they have developed throughout their life. Workplace is very sensitive towards nature of an employee because it is directly affected by it. Keeping this factor in view, many researchers have conducted deep analysis of personalities of employees so that any appropriate solution can be given to organizations in this regard. Personality contains five major types i.e. extraversion, emotional stability, agreeableness, conscientiousness, and openness to experiences and it is known as the Big Five (Digman, 1990).

Employment remains a core component of daily organizational life, with statistics showing that almost 70% of human development tasks are a result of the crafting of professional progress among individuals. Satisfaction in employment requires a delicate balance between environmental conditions like communication and responsibility, and the objectives that are desired by the individual and organization. Absenteeism and counter-productive behavior are factors that relate to workplace satisfaction, often becoming the outcomes of the earlier-stated conditions (Dormann & Zapf, 2001). Most studies have ended up declaring the limited effect of

employment conditions on employee satisfaction (Noble & McCormick, 2008; Scott et al, 1998; Ma & MacMillan, 1999).

While the above mechanisms hold true to a certain degree, a large part of literature in recent years has been subjected to the criticism and debate over the importance that dispositions in personality hold in terms of satisfaction for individuals within their workplace (Arvey et al, 1989, 1993; Bouchard et al, 1992, 1990; Cropanzano & James, 1990; Davis-Blake & Pfeffer, 1989; Gerhart, 1987; Gutek & Winter, 1992; Judge & Hulin, 1993; Keller et al., 1992; Levin & Stokes, 1989; Newton & Keenan, 1991; Staw et al., 1986; Staw & Ross, 1985; Watson & Slack, 1993). The crux of the debate revolves around the influencing power that organizational measures hold in terms of an individual's job satisfaction, especially when an assumption of disposition is taken into context. The conclusion, which is ideally drawn from the interrelationship between satisfaction at the job front, and personality traits can vary to a large extent, especially as measuring the satisfaction level based on work design would be questionable. The inclusion of character traits would require the personnel selection procedures to be revamped in order to include an individual's job satisfaction (Staw & Ross, 1985) as higher satisfaction levels would allow for a more positive result from the individual in the future, while affecting factors like turnover, absenteeism and inefficiency (Carsten & Spector, 1987; Brayfield & Crockett, 1955; Herzberg et al., 1957; Mobley et al., 1978; Nicholson et al., 1976; Vroom, 1964). This makes the comparative relationship between dispositional influences and determinants like working conditions ever more important for the assessment of job satisfaction. With time, researchers have been able to provide numerous explanations with regards to the interrelationship between personality and satisfaction at the work front. According to Locke (1969, 1976), the

correlation may be an emotion-related consequence where satisfaction is linked with a more pleasurable state. Recent theories on the influences of dispositions in relation with work satisfaction have held a focus on negative affectivity (NA), while a lower extent has been stated on the positive affectivity (PA) (Brief et al., 1988; Brief & Roberson, 1989; Munz et al., 1996). On certain occasions, negative affectivity has been regarded as a dimension that lowers an individual's threshold to experience negative emotions, in some way equating it neuroticism, while PA sees a rise in positive emotions (Burke et al, 1993; Watson & Clark, 1984). As personality holds an influencing power on satisfaction over working conditions, it can be assumed that it is likely for the factor to have an impact on the job satisfaction level (Hulin, 1991). At the same time, personality remains an important element in selection of employees, as well as their progression within an organization (Hogan, 1991), resulting in the use of various tests of mental ability to complete personnel selection. In a study conducted by Spector et al (1999), the resultant was that NA showed a stronger correlation with job measures of non-incumbents, than those of incumbents. Field studies by Cook et al (1995) displayed that individuals who score higher in NA were less likely to have successful interviews at job selections. Openness or intelligence, along with other dispositions like NA and PA has an effect on the employment secured by an individual and their satisfaction with the working conditions. In the same way, working conditions would also play a role in the job satisfaction experienced by an individual. The correlation between personality disposition and conditions of the workplace remains directly proportional. The instigator of such dispositions could be the individual and their career decisions or the selection policy administered by the organization. However, job satisfaction does not remain a threatening mechanism for evaluating workers, as it is largely a reactionary emotion generated by the working

environment. That would mean that individuals facing bad conditions at the workplace might hold certain dispositions allowing them to reach higher levels of job satisfaction, as the environment is improved.

The aim of this study is to assess the relationship between the various factors that form the personality model and work satisfaction. In this research This Study have used the Barrick and Mount (1991) meta-analysis of the five-factor traits as a guidance towards analyzing the various dimensions in play, linkages of each factor with job satisfaction are also discussed

2.2.1 Neuroticism

For neurotic individuals, their negative nature leads them to experience more negative events in life as compared with other individuals (Magnus et al, 1993); it is because they involve themselves in such activities, which in turn promote negative response (Emmons, Diener, & Larsen, 1985). While finding themselves in such situations further foster the negativity (Emmons et al, 1985). Where such scenarios are linked the work environment, the resultant is a decreased level of satisfaction at the workplace. Connolly and Viswesvaran's (2000) meta-analysis documented the link between the satisfaction that an individual held at the workplace and NA, with NA being the primary source for neuroticism.

2.2.2 Extraversion

Extraverts relate the opposite of neuroticism and their negative life experiences, by displaying more positive emotions (Costa & McCrae, 1992). According to Connolly and Viswesvaran's (2000) meta-analysis regarding the relationship between job satisfaction and the factor of PA, there was strong tendency for positive emotionality to encourage a greater satisfaction from the workplace. The basic nature of extroverts allow them to be more friendly and outgoing, with strong

social skills that help them deal well with interpersonal interactions and are duly rewarded for it (Watson & Clark, 1997).

2.2.3 Openness to Experience

Feist (1998) found this factor related to the creativity that an individual possessed, as well as other traits like divergence in thinking and a liberal thought-process (McCrae, 1996). However, there appears little correlation with job satisfaction for these factors. According to DeNeve & Cooper (1998, p. 199), the factor of openness resulted in individuals feeling both good and bad at much deeper level, meaning that a true reaction was not clear in relation to job satisfaction.

2.2.4 Agreeableness

This factor is quite close to the state of true happiness, as individuals who exhibit such a trait possess greater motivation for higher levels of well-being (McCrae & Costa, 1991). In tests performed, agreeableness showed a stronger correlation to satisfaction. The factor has a tendency for individuals to involve with others for a relationship that portrays satisfaction (Organ & Lingl, 1995, p. 340). This concept can also be related with the job satisfaction. Organ and Lingl (1995) mentioned that agreeableness results in healthy environment in the organization in regard to relationship with the employees. An agreeable employee can prove to be the best asset for an organization as such individuals never step back from taking challenging tasks.

2.2.5 Conscientiousness

The argument for this factor relates to its representation of involvement in work, and the opportunity held to gain satisfaction in work in terms of rewards, from pay to respect and an acknowledgement of accomplishment (Organ & Lingl, 1995). Literature that deals with well-being also displays a positive relationship between

conscientiousness and job satisfaction (DeNeve & Cooper, 1998). There is a significant and positive relationship of conscientiousness with job satisfaction (DeNeve & Cooper, 1998).

2.2.6 Personality and Psychological Contract

There is relationship between personality of the employee and the type of psychological contract and perceived contract breach, and thoughts of contract violation (Raja, Johns & Ntalianis, 2004). Generally, personality traits (conscientiousness, neuroticism, extraversion, equity sensitivity, locus of control and self-esteem,) were related to concerned contract type. (Raja, Johns & Ntalianis, 2004). Both contract form and thoughts of violation were related with job satisfaction, organizational commitment, and intentions to quit (Raja, Johns & Ntalianis, 2004).

2.3 Turnover

Labor turnover has remained an important social concept that has intrigued various experts including heads of institutions into performing research to understand the dynamics, which effectively make employees move from jobs, or cause employers to have high rates of workers exit the organization. In most cases, turnover has been found to be directly linked with de-motivation and dissatisfaction among the employees, or conflict with the existent organizational structure, culture or behavior that is exhibited by the management or leadership (Pettman, 2007). High rates of turnover result in low productivity and high costs for employers, as each departing employee must be replaced with a new entrant who will require some form of training to become as effective (Guthrie J.P, 2001).

The concept of turnover relates to the voluntary transition of workers from an organization, with replacements needed to be recruited in order for operations to remain effective (Steel, 2002). Over the years, there has been extensive research into

the area of employee turnover in a wide variety of organizations, in a bid to understand the underlying dynamics, which prompt individuals to take a drastic measure in relation to their employment. There has been some degree of disagreement on whether it is internal or external factors that contribute to the intent of an individual to leave an organization (Al Kraut, 1975).

According to Hughes (2001), the external market factors only play a role in the overall scenario when internal factors become too strong and unbearable for the individual. If an employee is unable to cope with the structure, role, management, or functions of an organization, it is likely that conditions available to him in the market will appeal. In contrast, the existence of job stress due to the lack of cohesion between the worker and the organization can often escalate the environmental conditions to an extent that external factors seldom play a decisive role in turnover for the employee. Research conducted by Mobley (1983) pointed to a need for a multivariate analysis into the intention of employees to leave an organization, calling for employers to conduct exit interviews to assess the performance levels of the leaving personal in a bid to better understand the relationship of turnover with various factors that create stress and cause complexities in the workings of an organization. However, it remains up to management to control turnover in a way that the net result is positive for the organization, in terms of utilizing the process to allow those with average or below performance to depart, while discouraging the intentions of high performers in order for better consequences for the organization.

According to research (Hughes, 2001), there is sufficient support for the concept of turnover to occur in organizations as a result of burnout. The term 'burnout' relates to the high level of dissatisfaction that exists within an individual for the organization and/or the position and responsibilities being undertaken. Most individuals utilize

turnover or voluntary change from an organization as a means of dealing with the factor of burnout. In most circumstances, the concept of burnout is linked with behavior of an individual and a strong correlation with stress and satisfaction, the higher the level of stress, the more likely for an organization to have a higher rate of turnover. Similarly, a greater extent of satisfaction leads to a reduced turnover amongst the employees working in an organization.

Mobley (1983) focused on five aspects of turnover: definition, consequences, measures, control and causes. The application of social psychological principles as well as the varying dynamics with regards to the labor market permitted Mobley to provide a strong case of argument with special regards to the concept of turnover in corporations, and its relationship with various factors like unemployment and wage disparity, as well as stress and organizational change.

According to Steel (2002), the contemporary turnover models that shaped the landscape to provide an argument for the shift in individual traits and its correlation with organizational environment have remained valid till date. Most of the models have retained *affect* as the centerpiece in the theory to describe turnover. The concept of *affect* is expressed in the form of job satisfaction and commitment to an organization. In most studies conducted, the research pool has been segmented among those who would stay and those who leave. The reasoning behind this is the core factor that defines turnover has remained to be attitude and the links with organizational environment has been a by-product of this. Furthermore, Steel (2002) looked into models of turnover that suggested the job search process to play a part in supporting the impact on the overall procedure. In many cases, the search process was a part of the actual turnover phase, with stress being a determinant for the final step to be activated. The search process was split into three portions, passive

scanning, a focused search and contacting prospective employers. For each portion, the role of organizational facets like stress had a different role to play, in addition to other behavioral characteristics that formed part of the individual's personality.

Research conducted by Cohen (1999) showed a dual effect of stress within an organization, on the employees as well as the organization. One of the outcomes that formed part of the job stress process was turnover, with the concept not being attributed in its entirety to be the result of stress, but more likely for stress to have some effect on the intentions that caused turnover to become active. Wisniewski (1990) concluded that turnover decisions were the product of several stages of the decision process, with behavioral intention often reflecting the last stage of the process. Consistent with this line of research, This Study propose the following

Hypothesis 2:

Job stress is negatively related to turn over intentions.

Hypothesis 2a:

Extraversion moderates the relationship between stress and turn over intentions.

Hypothesis 2b:

Conscientiousness moderates the relationship between stress and turn over intentions.

Hypothesis 2c:

Neuroticism moderates the relationship between stress and turn over intentions.

Hypothesis 2d:

Agreeableness moderates the relationship between stress and turn over intentions.

Hypothesis 2e:

Openness to experience moderates the relationship between stress and turn over intentions.

2.4 Job Satisfaction

In a research study by Blegen (Jamal, 1997) on job satisfaction, various variables like age, commitment, peer communication, education, professionalism, and

the level of experience were looked into to ascertain the relationship between job satisfaction and stress. The analysis from the study showed that strong relationship existed between job satisfaction and the variables of stress and commitment. This was translated into a statement concluding a negative correlation between job satisfaction and stress, despite the fact that the former was a complex construct, but requires attention from management of organization.

According to Frew and Bruning (1987), there is little to support for a correlation between job and life satisfaction. Workers who associate positive activities and feelings with both life and work are few in numbers, but are likely to possess a higher degree of satisfaction in their jobs and show stronger commitment towards an organization. Job satisfaction is one of the most important factors in reducing turnover rate of employees. If employees are satisfied with their existing job then it is likely that they would never leave the organization. Job satisfaction helps an organization to retain their skilled staff and get benefits out of their work as long as possible. Job satisfaction is the constructiveness or unconstructiveness with which an employee perceives certain task (Davis, 1981). There is a direct relationship between the salaries given to coaches and the job satisfaction (Evans et al., 1986). Moreover, low salaries and compensation plans may affect the level of job satisfaction of an employee.

Another factor that has been found to raise the level of job satisfaction is presence of motivators in a work place. Employee's foremost desire in the work place is that they get recognition, position and valued place in an organization and it adds to the job satisfaction of an employee (Hackman & Oldham, 1976). According to recent researches, job characteristics can also help to raise the levels of job satisfaction of an employee. There are four different work experiences namely job variety, job autonomy, job feedback and job stress.

Job satisfaction plays an important role in the overall stress factor that exists in the working environment of an organization. The concept focuses on the overall attitude expressed by individuals in relation to their role and position in an organization, and in reply to the various elements that they are exposed to on a random level in the workplace. Research conducted on the subject has yielded satisfaction directly influence the aspect of commitment to an organization and vice versa (Youssef, 1999). Commitment relates to the loyalty that an individual shows towards an organization and its culture, values and principles. Higher levels of job satisfaction often lead to a greater commitment with an organization, while lower levels would yield the opposite. However, job stress would have an impact on both facets of personality, as it could end result in a decrease in the satisfaction that an individual holds in their role and cause a drop in the commitment they have with the organization.

According to Ssenga and Garrett (2005), employee satisfaction and the relating commitment to an organization is a by-product of the feelings that an individual exhibits after normalizing the pressures that are exerted on them by the organizational environment. An emotional attachment with the organization would normally cause the individual to have a higher satisfaction level in the workplace, with a continued commitment to the dynamics of the workplace and negating any large impact of changes.

Job satisfaction exists in both dimensions of the workforce; the self-employed and the non-self-employed (Jamal, 1997). The levels of stress in both contexts vary, that is why we state that stress may not have a direct relation to job satisfaction. However, job commitment portrays a different picture as self-employed are more likely to remain committed for longer with their position despite lower satisfaction,

than the non-self-employed. According to Jamal (1997), a direct distinction on job satisfaction and the underlying factors is not possible as quality of work and non-work life also play a role in the levels of an individual and the attachment experience with the work environment.

The relevance of job satisfaction is linked strongly to the evaluation of various conditions of the workplace like responsibility and communication, since such events have a higher impact on the overall level of satisfaction, which is experienced by an individual (Dormann & Zapf, 2001). In most cases, the overall satisfaction in the job front has been considered symbolic to the stability with regards to the existing working conditions and stress in the workplace has played a determining factor in an employee's commitment to the organization. There is doubt raised over the measuring of job satisfaction for organizational assessment. Rather, the usage of trait characteristics is more dominant towards the selection procedures implemented by an organization as high-satisfied individuals are stated to remain composed in the future. More often, job satisfaction has been considered symbolic to the pleasurable side of a human emotional state; in recent times, negative affectivity has had a stronger focus when dealing with job satisfaction as there is a greater likelihood for the levels to be reduced where neuroticism is experienced.

Job satisfaction has been linked to various job facets indirectly, resulting in different dimensions of attitudes being exposed (Youssef, 1999). Commitment to the organization, whether affective or otherwise, is closely linked to the satisfaction that an employee feels in the workplace. In most cases, emotional attachment increases the threshold for satisfaction that an individual holds for an organization or within its structure, resulting in a greater acceptance of changes. Furthermore, the higher level

of satisfaction would also in this case allow the individual to remain in the organization for longer than where commitment was lower.

According to Hunter and Thatcher (2007), job satisfaction was related to commitment, which had a strong relation to stress and performance. This further led into the conclusion that stress-performance relationship was quite important to the level of job satisfaction that an individual felt at an organization. Where job satisfaction was low and the individual had little work experience, there were neutral to negative effects of stress on performance, with commitment also declining between the individual and the organization.

The study by Judge, Heller and Mount (2002) found that the correlation between job satisfaction and neuroticism and extraversion was quite generalized across various other dispositional sources including the structure and nature of personality. A five-factor model that included conscientiousness, agreeableness and openness to experience, showed moderate correlations with job satisfaction for the first factor along with neuroticism and extraversion, while the remaining two showed weak correlations. The strongest factor of all remained neuroticism, identifying the link between personality and job satisfaction, with negative outlook causing a decrease in job satisfaction, with stress remaining an outside determinant of the scenario. Hence, as per this research, This Study has developed the following hypotheses.

Hypothesis 3:

Job stress is negatively related to Job satisfaction.

Hypothesis 3a:

Extraversion moderates the relationship between stress and Job satisfaction.

Hypothesis 3b:

Conscientiousness moderates the relationship between stress and Job satisfaction.

Hypothesis 3c:

Neuroticism moderates the relationship between stress and Job satisfaction.

Hypothesis 3d:

Agreeableness moderates the relationship between stress and Job satisfaction.

Hypothesis 3e:

Openness to experience moderates the relationship between stress and Job satisfaction.

RESEARCH MODEL

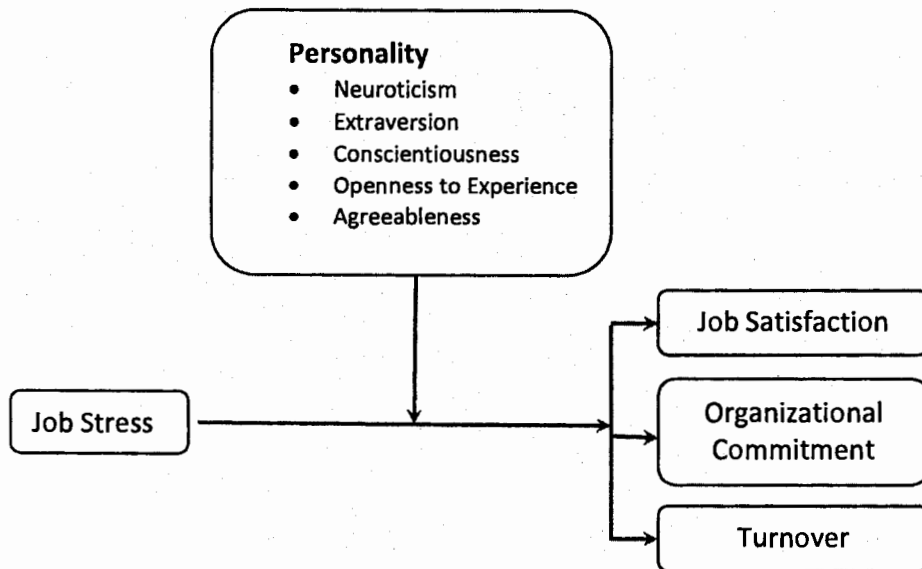


Figure 1: Job Stress and its outcomes, moderating effects of Personality.

CHAPTER-3

RESEARCH METHODOLOGY

3.1 Sample and Data Collection

A cross sectional field survey was conducted in different universities of Rawalpindi, Islamabad and Peshawar, which are among the bigger cities of Pakistan. This Study has chosen the above-mentioned cities due to convenience, as sampling was convenient sampling so it was easy to access data from the above-mentioned cities. Other reasons for selecting Islamabad are, it has faculty from all over Pakistan, which gave us a viewpoint of multiple ethnic/ provincial backgrounds where as in Rawalpindi it has most of the faculty from Punjab province. To gather a different provincial/ ethnic touch we also collected data from Peshawar. The sample included Lecturers, Assistant Professors and Professors of various Business Schools. Data was collected through self-reported questionnaires.

Data was collected in the form of survey questionnaires. Around 250 questionnaires were distributed among five universities. Out of which 183 were received back. 11 questionnaires were incomplete so the final valid number was 172 with a response rate of 68%. The Six universities which were surveyed are International Islamic University Islamabad, Riphah International University, Islamabad, CASE (Center for Advance Studies in Engineering), Islamabad, NUML(National University of modern languages), Islamabad, Fatima Jinah Woman University, Rawalpindi and IQRA University Peshawar. A cover letter was attached ensuring the participants that the data will remain confidential. Interested respondents were assured that this Study will share the results with them(verbally).

3.2 Measures

In this study, self-reported measures were used to gather the data. A five point likert scale was used with 1= strongly disagree, 2 = disagree, 3 = neither disagree nor agree', 4 = 'Agree', to 5 = 'strongly agree. If the average was higher for any variable, it verified a strong construct. Some demographic questions including total work experience (in years) and highest qualification were also asked. This study used shorter versions of all the measures as it becomes more convenient for the respondents to fill the shorter questionnaires. That is the reasons we opted for Mowdey et al 1982 instead of Allen & Meyer 1997, the same was the reason for opting other questionnaires. BFI has a standardized 44-item scale, which was utilized in its original form.

3.2.1 Job stress, Parker and Decotiis (1983).

Stress is mainly caused because of the following four factors. The factors are psychological, physical, emotional or spiritual. Stress can be either external or internal and can arise from any of the four dimensions (Jamal, 2007).

Job stress was measured by a nine-item scale adopted from Parker and Decotiis (1983). This is a Likert scale instrument wherein the responses from 1-5 indicate strong disagreement as well as strong agreement. An upper score on this scale clearly implies a higher degree of job stress and vice versa. One dimension of the scale is time stress (when one feels of being under constant pressure) and the 2nd dimension is anxiety (which are the anxieties pertaining to job). This scale is a reduced version of the job stress scale by Jamal and Baba (1992). Examples of items included "sometimes when I feel about my job i get a tight feeling in my Chest", "I sometimes dread the telephone ringing because the call might be job

related”, “I have felt fidgety or nervous as a result of my job”, “There are lots of times when my job drives right up the wall”.

Coefficient alpha value of this shortened version is 0.83. Job stress was negatively correlated with organization commitment, job satisfaction, job performance and organizational citizenship behavior. Job stress is positively related to role ambiguity and work overload.

3.2.2 The Big Five Inventory (BFI), V. Benet-Martinez and Oliver P. John, (1998).

Personality of a person depicts his overall life that includes his way of living, career performance and flexibility in his nature.

Neuroticism is the most negative type of personality as it refers to have negative personality and attitude. Such individuals always face more negative events than normal ones (Magnus, Diener, Fujita, & Pavot, 1993). Agreeableness is a factor through which an individual is more agreeable when he is happy and contented with life and such individuals are highly motivated hence produces positive response (McCrae & Costa, 1991). Conscientiousness also affects the outcome of an employee. It involves an extensive job involvement hence it should be related to job satisfaction (Organ & Lingl, 1995).

This 44-item test, developed by V. Benet-Martinez and Oliver P. John, Ph.D. in 1998, is stated to be in the public sphere and has been weighed on thousands of individuals. It highlights a score for all the Big Five personality traits (Emotional Stability, Conscientiousness, Agreeableness, Extroversion and Intellect or Openness). There are 9 items for each variable to measure conscientiousness and agreeableness, 8 items apiece for variables of neuroticism and extraversion, 10 items to measure openness to experience. Example of items in conscientiousness is

“Does a thorough job”, for agreeableness” Has a forgiving nature”, for openness to experience is “Is ingenious, a deep thinker” and for neuroticism “Worries a lot”, for extraversion” Is full of energy” Scores on these traits can often explain fiery issues for individuals and thus make the counseling efforts easy. Standard coefficient values (alpha reliabilities) are .85 for neuroticism, 0.87 for extraversion, 0.85 for conscientiousness, 0.83 for agreeableness, and 0.81 for openness.

3.2.3 Organizational commitment, Mowday et al., (1982).

Organizational commitment is defined as a temperament to slot in steady position of commotion (Becker, 1960)

The Organizational commitment was observed with the scale developed by (Mowday et al., 1982). The scale has 9 Likert-type items, it has response categories varying from 'strongly agree' to 'strongly disagree' on a five-point scale. This scale is idyllically used and has passable psychometric properties. Upper score on this scale implies a greater degree of commitment towards an organization. Reduced organizational commitment questionnaire (OCQ) is a nine-item abridged version of the 15-item Organization Commitment Questionnaire (OCQ). It depicts affective commitment as well as attitudinal issues. Examples of the items in organizational commitment are” I find my values and the values of the organization are same”, “I talk up this organization to my friends as a great organization to work for”, “I am proud to tell others that I am part of this organization”. The shortened OCQ has shown to have a large positive correlation with the 15 item OCQ (Huselid & Day, 1991). Coefficient alpha value ranges from 0.74 to 0.92. Organization commitment has positive imagery with the success and power of an individual’s working unit, assessed opportunity with regards to development, the income level of an employee, the overall contribution in work, as

well as employee satisfaction with regards to the elasticity in work schedule. It interlinked negatively with random personnel practices, intentions with special view to turnovers, as well as the overall turnover of an employee. The questionnaire is affirmed to highlight the mind-set that an individual may harbor with regards to the company or organization in which he is currently employed. We requested respondents to cater with respect to such ideas pertaining to the concerned organization for which the employee is currently attached with (company name), respondents were requested to express the true extent of this agreement or disagreement keeping in mind not to miss each statement by keeping a close tab on each alternatives listed below the concerned statements.

3.2.4 Job Satisfaction, Agho, Price, & Mueller, (1992).

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Locke (1976) defined job satisfaction very clearly and related it with the happiness of job experiences and emotional state, which an employee undergoes during his job.

A 6 item scale by (Agho, Price, & Mueller, 1992) was used to measure job satisfaction. Alpha value reported for this scale is .83 Examples of questions is 'Most days I am enthusiastic about my work', "I like my job better than the average worker does ", "I find real enjoyment in my work".

3.2.5 Intention to leave, (Vigoda, 2000).

The concept of turnover relates to the cyclic change in the number of employees within a particular organization (Florence, 2003).

A 3-item scale (Vigoda, 2000) was used to measure intention to leave. The alpha reliability for this measure is reported .84. Examples include "I often think

about quitting this job” and “Next year I will probably look for a new job outside this organization”.

3.2.6 Control Variables

This Study controlled demographic variables because previous studies have shown a strong correlation between demographic variables such as tenure and education with organizational outcomes such as organizational commitment and job satisfaction (Glisson. C and Durick M. 1988)

This Study applied one way ANOVA (analysis of variance) for finding the impact of demographic variables in the data of this study. No variable showed any significant impact on the outcomes.

3.3 Data Analysis

Descriptive statistics were used to explore sample descriptive and characteristics. . Correlation analysis was conducted to analyze the trends and the general relationships among all study variables. As correlation only reveals the relationship between two variables and it does not explain the direction and variance accounted by any specific predictor, Multiple Regression Analysis was conducted to test the hypothesis 1, 2, and 3. In addition, Moderated Regression Analysis (Cohen, Cohen, West, & Aken, 2003) was conducted to test Hypothesis 1a, 1b, 1c, 1d, 1e, 2a, 2b, 2c, 2d, 2e, 3a, 3b, 3c, 3d, 3e.

CHAPTER-4

RESULTS

4.1 Descriptive Statistics and Correlations

The descriptive statistics (which include the mean and the standard deviation) of the study are shown in Table 1. The average tenure of the sample was 6.4 years (S.D. 6.9). Average total qualification is 3.7 (S.D. 1.05), which means the majority is holding a master degree. This is quite understandable as our sample included university faculty ranging from lecturers to full professor. Mostly the terminal degree was MBA and in some cases MS (we only studied management science departments). This Study has quoted the reliabilities in parenthesis against each variable. Alpha reliabilities of data were very good and meeting the standard level of .70 from TOI .69 and extraversion .67 which are slightly below the conventional standards. Reliabilities for agreeableness are .75, for conscientiousness .75, for extraversion .67, for openness to experience .76, for neuroticism .75, for stress .71, for job satisfaction .78, for turnover intentions .69 and for organizational commitment was .81.

Stress is negatively related to education level, which means individuals with higher education felt lower level of stress, this is because as the tenure increases people become mature so they are less exposed to stressful situations. Second, reason is that with higher tenure individuals can co-op the stressful situations better than those with lesser tenure. The relationship is insignificant ($r = -.1$, n.s). Another result, which is not consistent with previous research, is individuals with high tenure showed less commitment. This might be due to increase in job openings and with that better opportunities for faculty but again this result is also insignificant ($r = .11$, n.s).

Hypothesis 1 stated a negative relationship between job stress and organizational commitment. Table 2 (Appendix B) reveals that job stress is positively related to organizational commitment ($r = .17$ $p < .05$). Stated Hypothesis 3 stated a negative relationship between stress and turnover intentions this was also not proved as ($r = .27$, $p < .01$). Hypothesis 4 stated that stress will be negatively related to job satisfaction this was also not proved as ($r = .05$, n.s). In contrast to the previous studies, no relationship was proved.

Table 1: Inter-correlations among Study Variables a, b

	Mean	S.D	1	2	3	4	5	6	7	8	9	10	11
1. Total work Experience	6.4	6.9	--										
2. Total Qualification	3.7	1.05	.24**	--									
3. Agreeableness	3.9	.67	.04	-.14	(.75)								
4. Conscientiousness	3.6	.6	.21**	.02	.36**	(.75)							
5. Extraversion	3.5	.72	.09	-.01	.50**	.34**	(.67)						
6. Openness to Experience	3.6	.69	-0	-.06	.40**	.26**	.43**	(.76)					
7. Neuroticism	2.7	.66	-.18*	.04	-.13	-.07	-.31**	-.13	(.75)				
8. Stress	2.7	.62	-0.1	.03	.10	.06	0.11	-.08	.13	(.71)			
9. Job Satisfaction	3.7	.69	.20*	.02	.42**	.23**	.33**	.32**	-.13	.05	(.78)		
10. Turnover Intentions	2.6	1	-.32**	.00	-.06	-.08	0.03	0.14	0.15	.27**	-.14	(.69)	
11. Org. Commitment	3.6	.64	.11	-.09	.61**	.20**	.48**	.36**	-.21**	.17*	.58**	-.18*	(.81)

a. p value **<.01, *<.05

b. n= 172,

4.2 Regression Results

To examine the impact of independent variables i.e. stress and personality on outcomes i.e. job satisfaction, organizational commitment and turnover intentions, This Study used regression analysis.

Table 2 (Appendix B) shows the results of independent variables, where as tenure and education were controlled to know the exact relationship. In step 1 tenure and in step 2 stress was entered.

Job stress strongly predicted organizational commitment, ($\beta = .19$, $p < .01$) and turnover intentions ($\beta = .33$, $p < .001$), however in accordance to the existing literature it did not predicted job satisfaction ($\beta = .08$, n.s). It means that individuals, who had higher levels of job stress, were more committed and had higher levels of turnover intentions.

In next step control variables were again entered and in second step personality variables were entered which predicted some interesting results. Agreeableness predicted organizational commitment ($\beta = .56$, $p < .001$), it slightly predicted TOI negatively ($\beta = -.07$, $p < .01$), and it predicted job satisfaction ($\beta = .35$, $p < .001$). In other words, individuals, who were high on agreeableness, were more committed to their organizations and had higher levels of job satisfaction. Conscientiousness predicted organizational commitment ($\beta = .21$, $p < .001$), did not predicted TOI ($\beta = -.03$, n.s), and it also predicted job satisfaction ($\beta = .19$, $p < .01$). Openness to experience predicted organizational commitment ($\beta = .34$, $p < .001$), did not predicted TOI ($\beta = .15$, n.s), and it also predicted job satisfaction ($\beta = .28$, $p < .001$). In other words, individuals, who were high on conscientiousness, were more committed to their organizations and had higher levels of job satisfaction.

Extraversion predicted organizational commitment ($\beta = .40$, $p < .001$), did not predicted TOI ($\beta = .11$, n.s), and it also predicted job satisfaction ($\beta = .28$, $p < .001$). In other words, individuals,

who were high on extraversion, were more committed to their organizations and had higher levels of job satisfaction.

Neuroticism negatively predicted organizational commitment ($\beta = -.10, p < .01$), did not predict TOI ($\beta = .09, n.s$), and it did not predict job satisfaction ($\beta = -.10, n.s$). In other words, individuals, who were high on neuroticism, were less committed to their organizations.

4.3 Moderation Results

This Study applied the principles of moderated multiple regression following the guidelines of Cohen, Cohen, West, and Aken (2003) to test the hypothesis 1a to 1e. All these hypothesis suggested that personality type (extraversion, conscientiousness, neuroticism, agreeableness and openness to experience will moderate the relationship between job stress and job outcomes as if these traits are high and stress is also high different individuals will perform differently. Control variables (tenure and education) were entered in step 1, stress and the concerned personality trait in step 2 and interaction term (stress x personality trait) in step 3. The results in table 3 (Appendix B) shows entire hypothesis of organizational commitment as insignificant. Table 3 (Appendix B) also reveals a significant relationship between Extraversion and TOI ($\beta = -.35, p < .01$) it also accounted for a significant variance over and above the main effects ($\Delta R^2 = .03, p < .01$). Hypothesis 2 a was supported, table 5 (Appendix B) shows that a significant moderated relationship between neuroticism and TOI is present ($\beta = -.12, p < .01$). There was no variance found ($\Delta R^2 = .00, n.s$). Hence, hypothesis 2 c was partially supported. Table 6 (Appendix B) reveals a significant relationship between Agreeableness and TOI ($\beta = -.22, p < .05$) it also accounted for a significant variance over and above the main effects ($\Delta R^2 = .03, p < .05$). Hypothesis 2d was supported.

Table 3 (Appendix B) also reveals a significant relationship between extraversion and job satisfaction ($\beta = -.17, p < .05$) it also accounted for a significant variance over and above the

main effects ($\Delta R^2 = .02, p < .05$). Hypothesis 3a was supported. Hypothesis 2b and 2c are not supported. However Table 6 (Appendix B) reveals a significant relationship between agreeableness and job satisfaction ($\beta = -.20, p < .05$) it also accounted for a significant variance over and above the main effects ($\Delta R^2 = .02, p < .05$). Hypothesis 3d was supported. Table 6 (Appendix B) also reveals a significant relationship between openness to experience and job satisfaction ($\beta = -.16, p < .05$) it also accounted for a significant variance over and above the main effects ($\Delta R^2 = .02, p < .05$). Hypothesis 3e was supported.

CHAPTER-5

DISCUSSION AND CONCLUSION

5.1 Major Findings

The current paradigm of organizational studies predicts that stress will lead to lower job satisfaction, higher turnover intentions and lower organizational commitment, in this research This Study tried to examine this relationship from a new standpoint by taking personality as a moderating variable. In this aspect, this study could be seen as a contribution towards the existing body of knowledge as it provides evidence of some of the relationships between personality type and job outcomes, especially in the south Asian/ Asian academic scenario.

Table 1 reveals a positive correlation between job stress and turnover intentions and organizational commitment. Table 2 (Appendix B) shows that stress significantly predicts organizational commitment and turnover intentions, regression results shows that in many occurrences the contribution of personality variables can also be seen as significant with a good amount of variance been explained by the personality variables. However, it does not predict job satisfaction. This is again consistent with the existing body of literature.

Moderated effects of personality (extraversion, conscientiousness, agreeableness, openness to experience and neuroticism) on organizational commitment, turnover intentions and job satisfaction are shown in table 3, 4,5,6,7 (Appendix B) respectively.

Table 3 (Appendix B) reveals that in high stress individuals with personality trait of extraversion will not opt for leaving the job, where as their job satisfaction will also be low. Table 4 (Appendix B) did not reveal any significant results. Table 5 (Appendix B) shows that in high stress people with the trait of neuroticism are less likely to leave the job. Table 6 (Appendix B)

reveal that in high stress people with the trait of agreeableness will not leave the job and their job satisfaction will also be on the lower side. Table 7 (Appendix B) shows that in high stress people with the personality trait of openness to experience will face lower job satisfaction.

5.2 Practical Implications

This study provides some valuable insight for academic professionals. It proves that old theories for big five to be still practically applicable in today's fast paced and highly stressed work environments. In selection of faculty people with high personality traits of extraversion, openness to experience and agreeableness should be given preference as they can co-op stress comparatively well. Professionals with the trait of neuroticism can also handle stress. Another aspect for the academic managers is that they can switch their academic staff to more stressful positions according to the personality of the respective individuals. This study provided external validity to all the instruments especially in the eastern/Pakistani context.

5.3 Limitations and Future Research

This research has numerous limitations. First, this study was done through self-reported surveys, which is open to self-serving bias. Individuals who were quoting their stress level at one end were asked to reveal their organizational commitment and job satisfaction. Secondly, reliabilities for a few variables are slightly less than the basic standards (.67 for extraversion and .69 for turnover intentions). This study was done through a cross sectional survey which exposes both stress and job outcomes at a specific point of time which must be checked at another time as well. Another limitation was that, sample was taken from only 3 cities i.e. (Islamabad, Rawalpindi and Peshawar) of Pakistan hence to generalize it to the south Asian academic scenario more empirical studies needs to be conducted.

5.4 Conclusiong

Mostly it is considered that teaching jobs are relaxed in nature as compared to industry jobs. This study proved that there is a lot of stress in academia. The major reasons for stress are monetary not social or academic.

This study provides some valuable answers to our research questions. It tells us how stress affects job outcomes such as organizational commitment, turnover intentions and job satisfaction. It also reveals the moderating effects of personality variable (extraversion, conscientiousness, agreeableness, openness to experience and neuroticism) job outcomes. Most of the researchers of personality dimensions have reported insignificant results for the trait of openness to experience where as this study shoes some significant results of moderation openness to experience to job satisfaction. Other trait where we found moderation in contrast to most of the research was agreeableness. These two findings open new dimension for research, which might be due to the cultural/ ethnic factors. We further reveal neurotic individual with high P.A (Positive affectivity) can coop with high stress can be given preference in selecting our candidates.

Another noticeable thing is that it is commonly thought that personality has to contribute to job satisfaction, which would significantly affect organizational commitment. Which in turn would highly affect turnover intentions, but our findings reveal that there was no significant relationship found for job stress and job satisfaction, which nullifies this popular notion.

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APPENDICES

APPENDIX A: COVERING LETTER AND QUESTIONNAIRES



INTERNATIONAL ISLAMIC UNIVERSITY
Faculty of Management Sciences
Islamabad



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

Dear Respondent,

I am a research scholar at Faculty of Management Sciences, International Islamic University Islamabad. I am working on my MS Thesis. My current research deals with consequences of Stress at work place.

You could help me by filling out this questionnaire. I assure you that any information obtained will remain highly confidential and only I will have the access to the collected information.

There are no trick question, neither are there any right or wrong answers, therefore kindly answer ALL questions as honestly and accurately as possible. I once again thank you for your help and cooperation in this research endeavor.

Yours truly,

Naeem Ahmed Tahir

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.

Kindly use the following 5 point Likert scale to answer.

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

I feel myself as some who.....

Personality traits (44 items) Big Five in Vector (self-referent)

Tends to find fault with others

Is helpful and unselfish with others

Has a forgiving nature

Is generally trusting

Can be cold and aloof

Is considerate and kind to almost everyone

Is sometimes rude to others
Likes to cooperate with others
Does a thorough job
Can be somewhat careless
Is a reliable worker
Tends to be disorganized
Tends to be lazy
Perseveres until the task is finished
Does things efficiently.
I make plans and follow through with them.
Is easily distracted
Is Talkative
Is reserved.
Is full of energy
Generates a lot of enthusiasm
Tends to be quiet
Has an assertive personality
Is sometimes shy, inhibited
Is outgoing, sociable
Is relaxed, handles stress well
Is depressed, Blue
Can be tense
Worries a lot
Is emotionally stable, not easily upset.
Can be moody
Remains calm in tense situations
Gets nervous easily
Is original, comes up with new ideas
curious about many different things
Is emotionally stable, not easily upset.
Is ingenious, a deep thinker

Has an active imagination

Is inventive

Value artistic, aesthetic experiences

Has a few artistic interests

Job Stress (9 items) Jamal and Baba, 1992 (Self-report)

I have too much work and too little time to do

I sometimes dread the telephone ringing because the call might be
job related

I feel that I never have a day off.

Too many people at my level in the company get burned out by job demands

I have felt fidgety or nervous as a result of my job

My job gets to me more than it should

There are lots of times when my job drives me right up the wall

Some times when I feel about my job I get a tight feeling in my Chest

I feel guilty when I take time off my job

I am willing to put in a great deal of effort beyond that normally expected in order
to help this organization be successful

Organizational Commitment, 9 item version by (Mowday et al., 1979)

I talk up this organization to my friends as great organization to work for

I find that my values and the organizations values are very similar

I would accept almost any type of job assignments in order to keep working
for this organization

I am proud to tell others that I am a part of this organization.

This organization really inspires the very best in me in the way of job
Performance

I am extremely glad that I chose this organization to work for over
others at the time I was considering at the time I joined

I really care about the fate of this organization.

For me this is the best of all possible organizations for which to Work.

Intentions to leave, 3 item Scale by (Vigoda, 2001)

I often think about quitting this job

Next year I will probably look for a new job outside this organization

Lately, I have taken interest in job offers in the newspaper

Job Satisfaction - 6-item version (Agho, Dado, & Mueller, 1972)

I am often bored with my job

I feel fairly well satisfied with my present job

I am satisfied with my job for the time being

Most days I am enthusiastic about my work

I like my job better than the average worker does

I find real enjoyment in my work

Please fill/tick (✓) the following with appropriate answers

What is your total work experience: _____

Highest Qualification _____

APPENDIX B: Tables of Multiple Regression and Modertaion .

Table 2: Multiple Regression Results of Stress and Personality Traits on Job Outcomes

Variable	Organizational Commitment			Turnover Intentions			Job Satisfaction		
	<i>B</i>	<i>R</i> ²	ΔR^2	β	<i>R</i> ²	ΔR^2	β	<i>R</i> ²	ΔR^2
Step 1									
Control variable		0.03			0.43			0.21	
Step 2									
Stress	.19**	0.06	.04**	.33***	0.15	.14***	0.08	0.41	0.22
Step 1									
Control variable		0.03			0.43			0.21	
Step 2									
Agreeableness	.56***	0.39	.36***	-.07**	0.11	.002**	.35***	0.17	.14***
Conscientiousness	.21***	0.07	.04***	-0.03	0.11	0	.19**	0.06	.03**
Openness to Experience	.34***	0.17	.14***	0.15	0.12	0.01	.28***	0.13	.10***
Extraversion	.40***	.25***	.22***	0.11	0.12	0.007	.28***	0.14	.11***
Neuroticism	-.107**	0.06	.03**	0.09	0.11	0.004	-0.102	0.04	0.01

*** $p < 0.001$ ** $p < 0.01$ * $p < .05$

Control variables, "Tenure and Education".

Table 3: Moderated Multiple Regression Results for Job Outcomes

Variable	Organizational Commitment				Turnover intentions				Job Satisfaction			
	Constant	B	R ²	ΔR ²	Constant	B	R ²	ΔR ²	Constant	β	R ²	ΔR ²
Step 1												
Total Work Experience		.01			2.68	.05			3.88	-.02		
Total Qualification	3.82	.07				.07				-.08		
Step 2												
Stress		.13*			1.53	-.32***			2.78	.04		
Extraversion	2.07	.39***	.27	.24***		.07	.16	.05**		.28***	.15	.11***
Step 3												
Stress × Extraversion	1.88	-.02	.27	.00	-1.81	-.35**	.19	.03**	1.14	-.17*	.17*	.02*

*** $p < 0.001$ ** $p < 0.01$ * $p < 0.1$

Control variables, "Total work experience and education"

Table 4: Moderated Multiple Regression Results for Job Outcomes

Variable	Organizational Commitment				Turnover intentions				Job Satisfaction			
	Constant	B	R ²	ΔR ²	Constant	B	R ²	ΔR ²	Constant	β	R ²	ΔR ²
Step 1												
Total Work Experience		.01				.05***				.01*		
Total Qualification	3.82	-.07			2.68	.07			3.87	-.07		
Step 2												
Stress		.18*				.34**				.07		
Conscientiousness	2.6	.19*	.1	.27**	1.97	-.06	.15	.04*	3.0	.18*	.07	.03*
Step 3												
Stress × Conscientiousness	1.08	.15	.11	.00	1.11	.08	.16	.00	1.56	-.14	.07	.00

*** $p < 0.001$ ** $p < 0.01$ * $p < 0.1$ Control variables, "Total work experience and education"

Table 5: Moderated Multiple Regression Results for Job Outcomes

Variable	Organizational Commitment				Turnover intentions				Job Satisfaction			
	Constant	B	R ²	ΔR ²	Constant	B	R ²	ΔR ²	Constant	β	R ²	ΔR ²
Step 1												
Total Work Experience		.01				.05***				.01*		
Total Qualification	3.82	-.07			2.68	-.07			3.88	-.07		
Step 2												
Stress Neuroticism		.22*				.33**				.09		
	3.77	.20*	.27	.24***	1.59	.07	.16	.04*	3.9	-.11	.05	.12
Step 3												
Stress × Neuroticism		-.04				-.12**				.02		
	3.44		.27	.00	.69		.16	.00	4.06		.05	.00

*** $p < 0.001$ ** $p < 0.01$ * $p < 0.1$

Control variables, "Total work experience and education"

Table 6: Moderated Multiple Regression Results for Job Outcomes

Variable	Organizational Commitment				Turnover intentions				Job Satisfaction			
	Constant	<i>B</i>	<i>R</i> ²	ΔR^2	Constant	<i>B</i>	<i>R</i> ²	ΔR^2	Constant	β	<i>R</i> ²	ΔR^2
Step 1												
Total Work Experience		.01										
Total Qualification	3.82	-.07			2.48	-.03***			3.87	-.01*		
Step 2												
Stress		.13*				.31**				.04		
Agreeableness	1.07	.55***	.15	.05**	1.81	-.04	.15	.05**	2.24	.35***	.18	.14***
Step 3												
Stress \times Agreeableness	.62	-.04	.16	.01	-.58	-.22*	.16	.03*	.11	-.20*	.20	.02*

*** $p < 0.001$ ** $p < 0.01$ * $p < 0.1$

Control variables, "Total work experience and education"

Table 7: Moderated Multiple Regression Results for Job Outcomes

Variable	Organizational Commitment				Turnover intentions				Job Satisfaction			
	Constant	B	R ²	ΔR ²	Constant	B	R ²	ΔR ²	Constant	β	R ²	ΔR ²
Step 1												
Total Work Experience	3.82	.01			2.68	-.05***			3.87	.01*		
Total Qualification		-.07				.07				-.07		
Step 2												
Stress	1.78	.23*			1.00	-.35*			2.41	.11		
Openness to Experience		.36***	.23	.19***		.18*	.17	.05**		.29***	.14	.11***
Step 3												
Stress × Openness to Experience	1.08	-.07	.23	.004	.21	-.08	.17	.002	.82	-.16*	.16	.02*

*** $p < 0.001$ ** $p < 0.01$ * $p < 0.1$

Control variables, "Total work experience and education"



Table 8: Moderated Multiple Regression Results for Job Outcomes

Variable	Organizational Commitment				Turnover intentions				Job Satisfaction			
	Constant	B	R ²	ΔR ²	Constant	B	R ²	ΔR ²	Constant	β	R ²	ΔR ²
Step 1												
Total Work Experience		.01				.05				-.02		
Total Qualification	3.82	.07			2.68	.07			3.88	-.08		
Step 2												
Stress		.13*				-.32***				.04		
Extraversion	2.07	.39***	.27	.24***	1.53	.07	.16	.05**	2.78	.28***	.15	.11***
Step 3												
Stress × Extraversion	1.88	-.02	.27	.00	-1.81	-.35**	.19	.03**	1.14	-.17	.17	.02*

*** $p < 0.001$ ** $p < 0.01$ * $p < 0.1$
and education”

Control variables, “Total work experience

