

**Personality-Outcomes:  
Mediating role of perceived organizational politics.**

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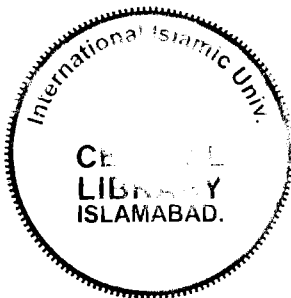
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A thesis submitted in partial fulfillment of the requirements for the Degree of Master of  
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# DEDICATION


*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 and my family.*

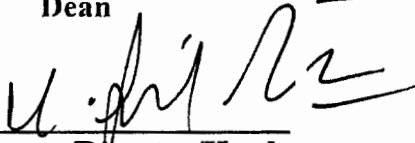
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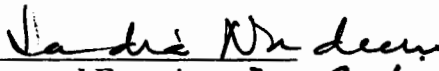
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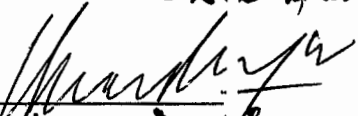
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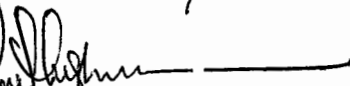
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بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

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## ABSTRACT

This study aims at investigating the mediating role of Perception of Organizational Politics (POP) in the relationship between Big Five personality traits and job outcomes such as job performance, job satisfaction, job stress, and intention to leave. A personally administered cross sectional field survey was conducted across various local and multinational firms. The sample consisted of 212 full time employees ranging from supervisory to managerial levels.

The results reveal that POP is negatively related to job satisfaction and positively related to job stress and intent to leave. The hypothesized relationship between POP and job performance is not confirmed by this study. The relationship between neuroticism and job stress is found to be partially mediated by POP. The results indicate that POP fully mediate the relationship between neuroticism and intent to leave. The mediation effects of POP in the relationship between Extraversion, Conscientiousness, Agreeableness and Openness to experience with outcomes could not be confirmed.. This study contributes as a foundation to two paradigms (Big Five traits and perception of organizational politics) in organizational behavior research. Limitations to the study and future research directions are specified at the end.

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## 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 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.



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## **LIST OF ABBREVIATIONS**

**POP:** Perception of Organizational Politics  
**POPS:** Perception of Organizational Politics Scale  
**BFI :** Big Five Inventory  
**TOI:** Turnover Intention  
**SAT:** Satisfaction  
**NOUT:** Neuroticism

# CHAPTER - 1

## INTRODUCTION

# CHAPTER - 1

## 1.INTRODUCTION

The Big Five personality traits (extraversion, conscientiousness, agreeableness, openness to experience and neuroticism) are the most widely discussed traits in personality and organizational behavior literature. The influence of personality traits on human behavior has remained an issue of debate among major scholars (Epstein & O'Brien, 1985). This debate is still continued between the proponents of the situational versus trait approaches. The scholars in this line of research have focused on the impact of Big Five personality traits on job performance (Barrick & Mount, 1991), job satisfaction (Judge, Heller, Mount, 2002), job stress (Penley & Tomaka, 2002), and intent to leave (Mobley, Hand and Meglino, 1979).

Personality research has provided strong evidence to the notion that these organizational outcomes are functions of individual personality traits. These findings transpire implications for managers in selection and placement decisions.

Perception of Organizational Politics (POP) is the realm of research, which has received special attention of the organizational behavior researchers. Perception of politics has become a vital variable in determination of organizational performance. Perceptions of politics and organizational outcomes such as job satisfaction and job performance have been widely discussed in POP literature. It has been revealed that perception of organizational politics is the predictor of job satisfaction, job performance, job stress, and intent to leave. (Ferris, Russ & Fandt, 1989; Ferris, Frink, Galang, Zhou, Kacmar, Howard, 1996)

Based on the relationship between these variables, it can be apprehended that personality traits and perception of organizational politics both exist simultaneously in organizational settings. The question arises about the mediation of perceived politics between Big Five and organizational outcomes. Proceeding with this research question, I have explored the mediating effect of perception of politics in personality-outcomes relationship.

**1.1 Rationale for the Study** This study is an attempt to explain the effect of personality and perception of politics on the individual performance, job satisfaction, intent to leave and job stress. More specifically, this study examined the mediating effect of perception of politics in the relationship between Big Five personality traits and the desirable workplace attitudes and behaviors. Job environment cannot be separated from organizational politics and hence the perception of organizational politics by the individual employees.

At the same time, the individual employees lie on either of the Big Five traits. How this combination affects the outcome is the focus of this study. It will help managers to form person-job and person-organization fit for better organizational performance. The major contribution of the current research is to establish the link of Big Five traits with job performance, job satisfaction, job stress and turnover intention.

Additionally, this study attempted to find the relationship between Big Five model of personality and perception of organizational politics. The investigation of the mediating effects of perceived organizational politics in Big Five-outcomes relationship was the focus and contribution of this study.

**1.2 Paradigm** This study contributes in the research of the two (i.e. personality traits and perception of politics) paradigms of organizational behavior research. This study

specifically tried to link the individual's outcomes with personality traits through perception of organizational politics. How an individual with specific personality trait can perceive the politics at the workplace and how the individual's outcomes are affected by the perceived politics? Another value addition in research of both areas is that both the perceived politics and Big Five traits have their specific directional links with outcomes like performance, job satisfaction, job stress and intention to leave. In this study these links have been replicated as in case of Big Five and outcomes while in case of perception of politics new links have been established and tested between Big Five and perceived organizational politics.

**1.3 Findings** The findings of the study can be explained in terms of confirmed hypothesis of the study. To summarize, insignificant relationship has been found between perception of politics and job performance, while a significant relationship was confirmed between POP and job satisfaction. On the other hand, a vital positive relationship between POP and outcomes of job stress, intent to leave has been confirmed by this study results.

The positive relationship between POP and neuroticism has been found significant. Finally, POP partially mediated between neuroticism and job stress and full mediation of POP confirmed between neuroticism and intent to leave. In other words, perception of politics mediated the relationship between Big Five personality traits and outcomes of job stress and intent to quit. While this mediation was not confirmed for the outcomes like, job satisfaction and job performance as well as the remaining four traits of Big Five taxonomy such as conscientiousness, agreeableness, Extraversion, and openness to experience.

**1.4 Organization of Study** The second chapter of this study discusses the literature on perceived politics and Big Five traits in brief. First, it reviews the literature on perception of organizational politics relationship with outcomes. Second, it shed light on Big Five and perception of organizational politics relationship, perception of politics as a mediator between Big Five and outcomes. Research methodology of the study has been comprehensively explained in chapter 3. In this chapter sampling and data collection procedures has been described along with measures used for all constructs in this study. The control variables have also been discussed in the same chapter. The chapter 4 presents the results of the study along with comprehensive interpretation and discussion of these results. Three tables present the mean, standard deviation, reliabilities & correlation, regression and mediation results for all variables used in the study. Chapter 5 provides conclusion of the study along with limitations and future research directions. The last chapter consists of the bibliography and appendix. .

# CHAPTER - 2

## **REVIEW OF LITERATURE**

## CHAPTER - 2

### 2. REVIEW OF LITERATURE

**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 characteristics. As per Digman (1990) these traits include (1) Conscientiousness (e.g., committed, task oriented and punctual). (2) Extraversion (e.g., aggressive, interactive and opportunist, reward oriented). (3) Agreeableness (e.g., relationship oriented, accommodating, and credulous). (4) Openness to experience (e.g., creative, sensitive, scholarly). (5) Neuroticism (negative minded, nervous, lacking confidence)

During the last three decades, the research of Big Five personality revolve 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.



**2.2 PERCEPTION OF ORGANIZATIONAL POLITICS** While talking about the organizational politics and its definition, the studies conducted in 1970's and early 1980's (Gandz & Murray, 1980; Mayer & Allen, 1977) reported great controversy in definition of politics in the organization. However, similarities exist in some definitions (Drory & Romm, 1990). Vigoda (2000) stated that politics is an act strategically designed to maximize one's self interest. Some researchers view politics as a social tool that is mandatory for effective functioning of organization (Buhler, 1994). Others view it as phenomenon that generates negative outcomes or is the cause of negative behavior (Gandz & Murray, 1980). By reviewing several definitions, I argue organizational politics as an illegitimate behavior centered at attainment of resources and maximization of self/group interest at any cost.

When employees in organization convert their power into actions for achievement of their own self-interests, and engage in activities not legally sanctioned by the organization, they are supposed to be engaged in politics. Political activities are those, which are not, required as part of one's formal role in the organization, but that influence or attempt to influence, the distribution of advantages and disadvantages in the organization.

**2.2.1 Perceptions of Organizational Politics (Definition)** When meaning is added to the sensation, with the help of previous experience and learning it becomes perception. In other words, perception provides meanings and awareness to a particular sensation.

The concept of perception of organizational politics as Lewin (1936) defines that individuals respond to their perceptions is not necessarily, what is real, which is further verified by (Ferris, Brand, Rowland, Gilmore, King, Kacmar and Burton, 1993).

Another view argues that organizational politics may be perceived as posing either an opportunity or threat (Ashforth & Lee, 1990). Understanding employees' perceptions of politics is mandatory for the success of organizations (Lewin, 1936). Understanding of the employees' perceptions of organizational politics is very important because different people perceive the same behavior either as political or non-political, depending on individual's prior experience and frame of reference (Kacmar, Bozeman, Carlson, Anthony, 1999).

**2.2.2 Dimensions of perceptions of Politics** Organizational politics is a multidimensional construct (Ferris et al, 1989). Ferris & Kacmar (1992) explained these dimensions as supervisor political behavior, coworker political behavior, and organizational policies and practices. Further Kacmar & Ferris (1991) described three dimensions as general political behavior, go along to get ahead, pay and promotion policies

General political behavior has been defined as overt, self-serving, and ensuring advancement of personal gains. These behaviors are blatant actions that lead to self-serving interests (Byrne, 2005). It is the self-serving behavior of individual for attainment of valuable outcomes. In absence of tight controlling environment, the chances for existence of political behavior increase (Ferris et al, 1989; Kacmar & Ferris, 1993).

The 'go along to get ahead' dimension refers to covert, indirect behaviors emphasizing on individuals' compliance with actions taken by others in one's best interest (Byrne, 2005). In this behavior, individuals remain "silent" for attainment of valuable outcomes. Conflict arises when the self-serving behavior causes threat to interest of others (Porter, Allen and Angle, 1981).

The 'pay & promotion policies' dimension refers to how organizational policies are working to reward the performance of employees. Individual's promotional policies & decisions are mostly political in nature (Ferris et al, 1989). Any type of perceived inequity by individuals in reward distribution leads to future involvement in political activity by these individuals (Kacmar & Ferris, 1993).

**2.3 Important Outcomes** Historically, job satisfaction has its deep roots in Taylor's scientific management view, Hawthorne studies and the theoretical roots lies in theories of needs (e.g., Maslow's need theory, Herzberg need theory) and process theories. More than 3300 studies were conducted up until 1976 on this construct (Locke, 1976).

Three major historical trends had been identified from the previous research on job satisfaction. First, the physical economic schools of thought had emphasized more on physical aspects of job like compensation and job environment. Second, the human relation or social school of thought discussed the concept of good human resource management and better leader-member relationship. Third, the growth or work attachment school of thought had focused more on issues related to love with the job itself, the utility of task accomplishment and cognitive association with the job

(Locke, 1976). While discussing the consequences of job satisfaction in his classical article, Locke (1976) found that it can affect individual's attitude towards job, family and about self, physical and mental health as well as length of life, It can also be the major cause of absenteeism and turnover. According to Ferris et al (1989), perception about presence of politics in the organization is the major cause of employee dissatisfaction. Some of the scholars have found divergent results between job satisfaction and perception of organizational politics. Some researchers have found insignificant

relationship (Randall, Cropanzano, Bormann, & Birjulin, 1999), while others have found significant relationship between job satisfaction and perception of organizational politics (Ferris & Kacmar, 1992; Ferris et al, 1996; Vigoda, 2000)

Job performance is one of the most extensively investigated job behavior in organizational behavior and industrial/occupational psychology research. The relationship between personality and performance has been clearly established in empirical research (Barrick & Mount, 1991). Ferris et al (1989) predicted detrimental effects of perceived politics on employee's performance. Although Vigoda (2000) has found a positive relationship between perception of politics and job performance, others found insignificant relationship between these two constructs (Hochwarter, Witt, & Kacmar 2000; Randall et al, 1999). Some other scholars (Ferris et al. 2002; Witt, Kacmar, Dawn, Carlson and Zivnuska, 2002) have also found negative relationship between job performance and perceived politics.

Job stress refers to the emotional response to stimuli that may have dysfunctional psychological or physiological consequences (Parker & Decotiis, 1983). There is a consensus among researchers that job stress is caused by stressors, which evoke negative psychological or physiological reactions (Kahn & Byosiere, 1993). Job stress has been treated frequently as both an independent and a dependent variable in organizational behavior. As an independent variable, most of the research focused on its relationship with performance and to some extent with withdrawal behaviors. There has been some progress in studying dispositional basis of job stress (Penley & Tomaka, 2002). Still there is a room vacant for further research to either clearly link personality to job anxiety or rule out any such possibility.

Ferris et al (1989) had proposed a positive relationship between perceptions of politics and job stress. Perceived organizational politics guides to negative psychosomatic states like job anxiety (Kacmar et al, 1999). Vigoda (2002) in his study of three different sectors found strong prediction of job distress by perception of organizational politics. Studies have found that perceptions of organizational politics are positively related to job anxiety (Ferris, Frink, Gilmore and Kacmar, 1994).

According to Frost (1987), employees may withdraw from organization as a means of avoiding political activities. One form of withdrawal is turnover, whether it is actual or intended. For those who have external mobility, leaving the organization (i.e., actual turn over) may be an option (Mobley et al, 1979). However, for those with limited job mobility, psychological turnover may be an option. Psychological turn over includes thinking about quitting as well as perhaps talking about it with others. Turnover is expected to exhibit positive relationship with perception of organizational politics (Kacmar et al, 1999).

## **2.4 PERSONALITY AND OUTCOME RELATIONSHIP**

**2.4.1 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. Jung (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 positive 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 (Cannolly & 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 performance and job satisfaction. Extravert's positive relationship with job satisfaction and job performance is due to his/her rewards focused nature. If rewards are expected with specific performance as per expectancy theory then extravert, personalities will perform better and tend to be more satisfied.

Meta-analytic studies show that extraversion is positively related to performance in jobs that require interpersonal skills (Barrick & Mount, 1991; Salgado, 1997). Extraverts are expected to perform well when the job carries a challenge, a promise for gains, and social interactions. 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.

Positive affectivity (PA) is the theme of extraversion personality (George, 1992). It is 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). Hence, it can be argued that due to their social nature and reward sensitivity, extravert individuals may perceive higher levels of organizational politics especially.

Perceived organizational politics of extraverts will be high due to their over emphasis on rewards and social activities. When these individuals feel threat to their expected rewards (due to politics), their performance and satisfaction may be detrimentally affected. I expect that extraverts will perceive higher levels of politics, which in turn will negatively affect their performance and satisfaction levels. It can, therefore, be hypothesized that

Hypothesis 1: Extraversion will be negatively related to perception of politics.

**2.4.2 Conscientiousness** Conscientious personality in Big Five traits is termed normally as punctual, obedient, and following rules involved in the job. High conscientious individuals tend to be logical, dependable and risk-averse (Goldberg, 1990).

Organ and Lingle (1995) argued that as conscientiousness is highly inclined towards job involvement and likelihood of achieving rewards of pay and promotion as well as recognition for the sense of personal achievement it is likely to generate job satisfaction.

De Neve and Cooper (1998) also found positive relationship between this personality trait and job satisfaction. High conscientious individuals have been found to be more satisfied with their jobs and inclined to exhibit higher levels of performance at the workplace (Barrick and Mount 1991; Judge et al, 1999).

Another study by Stewart (1996) found that employees high on conscientiousness had higher desires for achievement and they were more concerned with the accomplishment of tasks rather than economic rewards. Conscientious personalities may attempt to find the setting where they have greater opportunities for achievement and success. They prefer to form relationship-oriented contracts and for those relationships, they can sacrifice even their future growth opportunities. (Raja et al, 2004)

Conscientious trait has positive link with job performance and job satisfaction (Barrick and Mount 1991; Judge, Higgins, Thoresen, Barrick, 1999; Saldago, 1997). Goal setting motivation is linked to conscientious individuals (Barrick, Mount, and Strauss, 1993) which is directly related to high performance. Ones and Viswesvaran (1996) also summarized from results of several Meta analyses that conscientiousness is more predictive of performance than any other trait. Their results were also consistent with Barrick and Mount (1994).

In a recent meta analytic study by Judge et al (2002) the true score correlation between conscientiousness and job satisfaction was found to be positive ( $r = .26$ ). Being punctual, obedient, and rule following personality, conscientious are logical, dependable and risk-averse (Goldberg, 1990; Organ and Lingle, 1995). Moreover, Witt et al (2002) found a negative relationship between conscientiousness and perception of organizational politics.



Due to greater emphasis on task accomplishment and risk aversion, their performance and satisfaction will not be affected by the environmental circumstances and their perception of politics will be low. Hence, I expect that conscientiousness is more likely to perceive lower levels of politics. I suggest the following hypothesis.

Hypothesis 2: Conscientiousness will be negatively related to perceptions of organizational politics.

**2.4.3 Agreeableness** In the Five Factor model of personality, the agreeable personality is termed as social, having belongingness and happiness in interpersonal relations. Organ and Lingle (1995, p, 340) commented, "Agreeableness involves getting along with others in pleasant, satisfying relationship."

McCrae and Costa (1991) argued that agreeableness is related to happiness because agreeable individuals have greater motivation to achieve interpersonal familiarity, which should lead to greater level of well being. They also found a positive relationship between agreeableness and life satisfaction.

Of the Big Five dimensions, agreeableness has the second most unstable factor structure after openness to experience (Hough & Ones, 2001). This trait is a highly susceptible to the problems associated with social desirability mechanisms. In addition, agreeableness exhibits weak relevance to organizational behavior and other personal outcomes. For example Barrick and Mount (1991, p. 21) noted, "The results for agreeableness suggest that it is not an important predictor of job performance, even in those jobs containing a large social component (e.g., sales or management)." Consistent with Barrick & Mount (1991), the meta analysis by Judge et al (2002) concluded that both agreeableness and openness to experience displayed weak correlations ( $r = 0.17$ ) with job satisfaction. They

have greater motivation to achieve; they are positively related to job satisfaction (Judge et al, 2002). According to Barrick & Mount (1991), Agreeableness is covariate to interpersonal facilitation. Due to their high interpersonal facilitation and well-being, these individuals are intrinsically satisfied with their jobs.

Due to their good, cooperative, and trusting, nature (Barrick & Mount, 1991), perception of organizational politics had a weak relationship with interpersonal facilitation for individuals high on agreeableness (Witt et al, 2002).

Agreeable individuals do not have desire for power (Judge et al, 2002). Due to more focus on relationships and interpersonal facilitation and less focus on reward, these individuals may not be affected by the circumstances responsible for perceptions of politics. Consequently, their perception of politics will remain low. Hence, I argue that agreeableness will be negatively related to perceived organizational politics.

Hypothesis 3: Agreeableness will be negatively related to perceptions of  
organizational politics.

**2.4.4 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. Due to controversy about the structure of this trait, no clear link has been

established yet between openness to experience and job performance. Openness to experience has a positive relationship with creativity (McCrae & Costa, 1997); hence, these individuals will perform better in creative jobs.

According to (Bass, Avolio, Jung, & Berson (2003) transformational leaders are more effective leaders. Moreover, Judge and Bono (2000) also found that transformational leadership had a positive relationship with openness to experience. Hence, it can be expected that individuals high on openness to experience may perform better.

Weak true score correlation ( $r = .02$ ) has been found between openness and job satisfaction in Meta analysis by Judge et al (2002). Another study has found a weak relationship with outcomes (McCrae and Costa, 1997). Although the relationship between openness and job satisfaction is not clear yet, these individuals have high emotional attachments with their jobs. Hence, they may be satisfied on the job.

Openness to experience is cultured, imaginative and creative. People high on this trait have sense of low religiosity, scientific thinking (McCrae, 1996). They are imaginative, curious, broad minded and artistic (Goldberg, 1990). This trait is the least studied due to controversy about its structure among researchers (Hough and Ones, 2001). They have close emotional bindings with their profession (DeNeve and Cooper, 1998). Another study found weak relationship with outcomes and stated openness individuals as politically liberal (McCrae and Costa, 1997). Due to their emotional attachment with their work and political liberalism, individuals high on openness to experience may not be influenced by the environmental forces and their perceptions of organizational politics will be low. Hence, I propose a negative relationship between openness to experience and perceived organizational politics.

Hypothesis 4: Openness to experience will be negatively related to perceptions of organization politics.

**2.4.5 Neuroticism** Among the Big Five personality traits, neurotic people have a negative nature and they mostly experience negative events in their lives (Magnus, Diener, Fujita, Pavot, 1993). Further, Emmons, Diener, Larsen (1985) posited that neurotic people tend to be inclined towards situations that have negative effects.

Connolly and Viswevaran (2000) described the neuroticism as a major source of NA (negative affectivity) and also found a negative link between NA and job satisfaction. The individuals with neurotic traits have poor social skills and escape from the jobs that are highly demanding (Judge, Locke and Drham, 1997). Other studies have found negative correlation between neuroticism and job satisfaction (Judge et al, 1999; Judge et al, 2002) and job performance (Barrick and Mount, 1991; Judge et al, 1999; Judge et al, 2002).

In a Meta analysis by Judge and Ilies (2002) on personality and performance motivation, the average relationship between neuroticism and performance motivation was found to be negative ( $r = -0.31$ ). Neuroticism is also closely related to negative affectivity (Watson & Tellegen, 1985).

Due to their negative nature, these individuals come across negative dealings in life (Magnus et al, 1993). Neurotic individuals prefer themselves for negative situations to advance the negative effect (Emmons et al, 1985). Neuroticism is the basic cause of negative affectivity. Negative affectivity was found to be negatively correlated with job satisfaction in Meta analysis of Connolly and Viswesvaran (2000). In another Meta

analysis by Judge and Ilies (2002), true score correlation between job satisfaction and neuroticism was found to be negative ( $r = -.29$ ).

Neurotic people are viewed as negative, nervous, tense, and lacking in social skills (Judge et al 1999; Judge et al, 2002). One of the reasons why neurotics perform poorly could be explained in terms of their perceptions of world around them. Neurotics lack trust in others and have unfair views of the world. They perceive failure scenarios in life that can lead to defensive attribution processing (e.g. perception that organization has been unfair) in an attempt to discount psychologically threatening information (Duval & Duval, 1983). Individuals high on negative affectivity (NA) tends to perceive higher levels of organizational politics (Watson, Clark and Tellegen, 1988).

As neuroticism and negative affectivity are covariate to each other in characteristics, hence it can be argued that individuals high on neuroticism may perceive higher levels of organizational politics. On, the other hand, individuals low on neuroticism may be less likely to perceive organizational politics. Hence, I suggest the following hypothesis

Hypothesis 5: Neuroticism will be positively related to perceptions of  
organizational politics.

## **2.10 Perception of organizational politics and outcomes**

Job performance is major outcome affected by the perception of organizational politics. In their theoretical model, Ferris et al (1989) proposed that perception of politics would have detrimental effects on employee performance. Considerable amount of research has suggested a negative relationship between perception of politics and job performance (Poon, 2003; Cropanzano, Howes, Grandey, Toth, 1997; Drory, 1993; Ferris et al, 1996; Bozeman, Perrewe, Hochwarter, Brymer, 2001). Based on this evidence, I propose that

the negative relationship between perceived organizational politics and job performance will hold.

Hypothesis 6: Perception of organizational politics is negatively related to

job performance.

Job satisfaction is the degree to which employees feel gratification with their jobs. Research shows that perception of organizational politics has detrimental effects on job satisfaction (Ferris & Kacmar, 1992; Ferris et al, 1996).

Ferris et al (1989) suggested a negative relationship between perceptions of politics and job satisfaction. Others verified this notion of negative relationship between perceived politics and job satisfaction. (Hochwarter, 2003; Randall et al, 1999; Vigoda, 2000; Witt et al, 2000; Kacmar et al, 1999; Valle & Perrewe, 2000). Based on this evidence, I propose that the negative relationship between perceived organizational politics and job performance would hold.

Hypothesis 7: Perception of organizational politics is negatively related to

job satisfaction.

Job stress refers to the emotional response to stimuli that may have dysfunctional psychosomatic or physiological consequences (Parker & Decotiis, 1983). There is a consensus among researchers that job stress is caused by stressors, which evoke negative psychological or physiological reactions (Kahn & Byosiere, 1993). Poon (2003) and Valle & Perrew (2000) found positive relationship with job stress and perceptions of organizational politics. Stress is the state of nervousness created by ambiguity and uncertainty in the environment. It was found that perceived organizational politics leads to negative psychological states like job anxiety (Poon, 2003; Valle & Perrew, 2000;

Kacmar et al, 1999). Perception of organizational politics is a stressor so I propose that positive relationship will hold between job stress and perceived organizational politics.

Hypothesis 8: Perception of organizational politics is positively related to  
job stress.

Ferris et al (1993) found significant positive relationship between perception of organizational politics and intent to turnover (Cropanzano et al 1997; Vigoda, 2000; Valle & Perrew, 2000; Kacmar et al, 1999). I propose the following hypothesis for replication purpose.

Hypothesis 9: Perception of organizational politics is positively related to  
intent to leave.

### **2.11 Perception of politics as a Mediator between Big Five Personality and outcomes**

In the above sections of the study, the Big Five and perception of politics link has been discussed comprehensively. More specifically, I have hypothesized that extraversion will be negatively related to perception of organizational politics, conscientiousness will have a negative relationship with perception of organizational politics, openness to experience and agreeableness will also have negative relationship with organization politics and neuroticism will have a positive relationship with perception of organizational politics. The link between perception of politics and the job outcomes such as job performance, job satisfaction, job stress and intention to leave has been discussed with strong theoretical support. The relationship between perception of politics and job performance,

job satisfaction is negative and the link between perception of politics and job stress, intent to leave is positive.

There is a significant relationship reported in literature between Big Five and perceived organizational politics. In addition, a significant relationship exists between perception of politics and outcomes. I argue that perception of politics is the phenomenon through which individuals of Big five personalities are linked to outcomes.

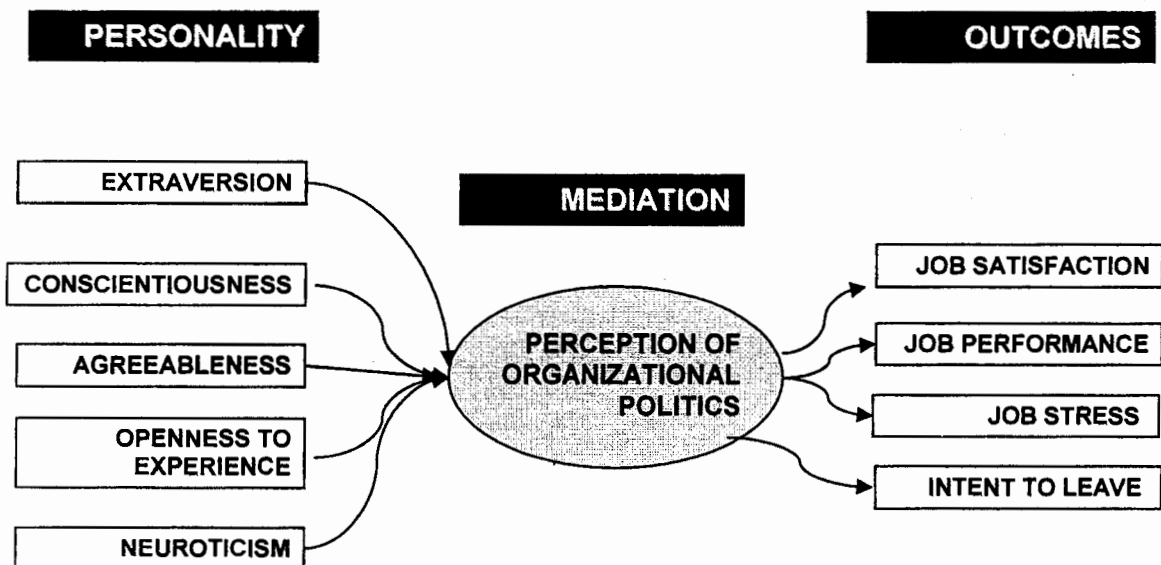
Hypothesis 10: Perception of organizational politics will mediate the relationship between Big Five personality and outcomes of job performance (b) Job satisfaction, (c) Job stress and (d) Intent to leave.

To check this mediation effect in single hypothesis is a complicated task in nature. I will be going to test almost 20 relationships while exploring the mediation of POP between Big Five personality traits and outcomes such as job performance, job satisfaction, job stress, and intent to leave. Mediated multiple regression technique is recommended by Barron and Kenny (1986) to test such mediated links. By this technique, the following conditions should be met to prove the mediation effect of any construct. (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 controlled then already significant main effect between independent and dependant variable should be about zero for full mediation and it should be weaker for partial mediation (Barron and Kenny, 1986). For application of this technique in this study, I will explored first five hypothesis to test path (a ) and hypothesis 6, 7, 8, 9 will be tested to check path (b) of the model. The main effects between Big Five and outcomes will be explored in this study



although not hypothesized. By controlling the perception of organizational politics in second step of mediator analysis, job outcomes will be regressed on Big Five traits to check the mediation of POP between Big Five traits and job outcomes.

FIGURE 1



### MODEL OF THE STUDY

**Personality and outcome: Mediating role of organizational politics**

# CHAPTER - 3

## **RESEARCH METHODOLOGY**

## CHAPTER – 3

### 3.0 RESEARCH METHODOLOGY

**3.1 Sample and Data Collection** The sample of the study consisted of employees working in 12 well-reputed private and public sector organizations in Pakistan. The organizations included private sector multinational banks, textile mills and public sector institutions. Survey was personally administered to be filled in by the officers and managerial level employees of these organizations.

In a brief covering letter attached with the questionnaire, I explained the research purpose and scope of the study along with assurance of stringent confidentiality. In total 400 questionnaires were distributed and about 200 questionnaires were administered in banks (complete responses returned with supervisory rated performance, 145; with the response rate of 72.5 %). In addition, 100 questionnaires were administered in textiles industry (complete responses returned with supervisory rated performance, 60 with the response rate of 60 %) and 100 questionnaires were administered in public sector institutions (complete responses returned with supervisory rated performance, 51; with the response rate of 51 %).

Overall, out of the 400 questionnaires, 256 were returned. After removing 44 inappropriately filled or partially filled questionnaires, I was left with 212-paired useable responses resulting in effective response rate of 53 %. The respondents had mean age of 29.41 years (S.D = 6.94 years), out of which 79.7 % were male. Mean tenure was 3.44 years (S.D = 4.58 years). Qualification of the respondents ranged from undergraduate to

graduate level. About 70 % of the respondents had at 16 years of education. Most of the respondents were at supervisory and Managerial level.

**3.2 Measures** Except for performance, all responses were acquired through self-report measures in which the responses were taken on 5-point likert-scale ranging from 1 = strongly disagree, 2 = Disagree, 3 = neither disagree nor agree, 4 = Agree, and 5 = strongly agree. Higher values represented higher level of the construct in the questions. As English is the official language in Pakistan and medium of instructions in all educational institutions, especially in colleges and universities. My entire sample consisted of graduates and higher level of qualification.

**3.2.1 Big Five-Personality Measure (BFI)** I used the Big Five Inventory (BFI), a 44-item measure by (John and Srivastava, 1999). In the BFI, 8 items each measures neuroticism (N) and extraversion (E), 9 items each are for conscientiousness (C) and agreeableness (A), and 10 items to measure openness to experience (O). Mean scores of the corresponding items reflect each personality dimension. Higher scores reflected high level of the trait in question. Reported mean reliabilities were ( $\alpha = .85$ ) for neuroticism, ( $\alpha = .87$ ) for extraversion, ( $\alpha = .85$ ) for conscientiousness, ( $\alpha = .83$ ) for agreeableness, and ( $\alpha = .81$ ) for openness to experience. Examples of items included in the questionnaire were, for Extraversion "I see myself as someone who is talkative". For Conscientiousness, "I see myself as someone who does a thorough job". For Agreeableness, "I see myself as someone who is helpful and unselfish with others". For Openness to experience, "I see myself as someone who is original, comes up with new ideas" and for Neuroticism "I see myself as someone who can be tense". When I analyzed alpha reliabilities for my data, I found that extraversion had a reliability of

( $\alpha = .54$ ), agreeableness had a reliability of ( $\alpha = .69$ ), conscientiousness had a reliability of ( $\alpha = .66$ ), openness to experience had a reliability of ( $\alpha = .70$ ), and neuroticism had a reliability of ( $\alpha = .66$ ).

**3.2.2 Perception of Organizational Politics** The 12-Item (POPS) Perception of organizational politics scale (Kacmar and Ferris, 1991) was used to measure the perception of organizational politics in employees. Examples of the items included were “In this organization one group always gets its way” and the example for reverse coded item included, “In this organization there is no place for yes men”. The alpha reliability on data collected in this study was ( $\alpha = .67$ ) for 11 items of perception of organizational politics scale.

**3.2.3 Performance** William and Anderson (1991) 7-item scale was used to measure supervisory rated job performance. To avoid self-reporting bias performance of the respondents was recorded by their immediate supervisors. Example of items included, “This person adequately completes assigned duties” and reverse coded item included were like “This person fails to perform essential duties.” The reliability for performance in current data was ( $\alpha = .72$ ).

**3.2.4 Job Satisfaction** A six-item version by (Agho, Price, & Mueller, 1992) was used to measure the overall job satisfaction. Examples of the items included “I find real enjoyment in my work”. The found reliability for job satisfaction was ( $\alpha = .65$ ).

**3.2.5 Job Stress** The shortened version of Job Stress Scale (Jamal and Baba, 1992) was used to measure job stress. Jamal and Baba (1992) reported that the 9 items scale had a good reliability (i.e.  $\alpha = .83$ ). Example of items included “Sometimes when I think about

my job I get a tight feeling in my chest” and “I have too much work and too little time to do it”. The alpha reliability for job stress was ( $\alpha = .65$ ).

**3.2.6 Intent to leave** The 3 item scales developed by (Vigoda, 2000) was used to measure intention to leave. Example of the item included “I often think about quitting this job” and “Lately, I have taken interest in job offers in the newspaper”. The alpha reliability for the data of this study found ( $\alpha = .70$ )

**3.2.7 Control Variables** One-way analysis of variance revealed that responses only differed across organization type. Post hoc analysis revealed that differences were only in responses from two organizations. Only organization type was the variable, which showed significant impact on outcomes, and the mediator variable perceived organizational politics. All other variable showed highly insignificant impact on outcomes of the study and mediator variable. Therefore, to control the impact of organization, two dummy variables named OR1 and OR2 were created and these were controlled for their impact on analysis. Other variables such as age, gender, tenure, qualification, job type and income did not have impact on the dependant variables.

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# CHAPTER - 4

## Results

## CHAPTER – 4

### 4.0 RESULTS AND DISCUSSION

Table 1 shows descriptive statistics, and correlations among variables used in this study. The means and standard deviations of variables are also given in the table. I found support for my hypothesis number 1, 2, 5,6,7,8, and 9 from correlation analysis. The mean for perception of organizational politics was 3.10 (S.D = .55) and the mean for outcomes were 3.69 (S.D = .65) for performance, 3.47 (S.D = .65) for job satisfaction, 2.93 (S.D = .55) for job stress and for intention to leave it was found as 3.09 (S.D = .90). Perception of politics and job stress displayed positive relationship ( $r = .14$   $p < .05$ ) consistent with Ferris et al (1994). The association between POP and turn over intention was ( $r = .29$   $p < .01$ ) which is consistent with the findings of Kacmar et al (1999).

The mean value for extraversion was 3.25 (S.D = .54), for neuroticism 2.01 (S.D = .65), for Agreeableness was 3.67 (S.D = .56), for Conscientiousness 3.69 (S.D = .57) and for Openness to experience it was 3.66 (S.D = .56). The frequencies were measured to check the normality of data and it revealed that the data used in this study for analysis was normally distributed.



**TABLE 1**  
**Means, Standard Deviations, Correlations, and Reliabilities**

Variables	Mean	S.D	1	2	3	4	5	6	7	8	9	10	11	12	13
1. Gender	1.21	0.41													
2. Age	29.42	6.95	<b>-.26**</b>												
3. Tentot	5.65	6.06	<b>-.23**</b>	<b>.92**</b>											
4. Ext	3.25	.54	<b>-.04</b>	<b>.05</b>	<b>.02</b>	<b>.54</b>									
5. Agree	3.67	.56	<b>.13</b>	<b>.11</b>	<b>.13</b>	<b>.43**</b>	<b>.69</b>								
6. Cons	3.69	.57	<b>.04</b>	<b>.01</b>	<b>.10</b>	<b>.46**</b>	<b>.60**</b>	<b>.66</b>							
7. Open	3.66	.56	<b>.12</b>	<b>.02</b>	<b>.48</b>	<b>.38**</b>	<b>.41**</b>	<b>.40**</b>	<b>.71</b>						
8. Neurot	2.81	.65	<b>.11</b>	<b>-.02</b>	<b>.01</b>	<b>-.34**</b>	<b>-.38**</b>	<b>-.46**</b>	<b>-.09</b>	<b>.66</b>					
9. POP	3.10	.55	<b>-.05</b>	<b>.01</b>	<b>.01</b>	<b>-.02</b>	<b>.04</b>	<b>-.03</b>	<b>.08</b>	<b>.13</b>	<b>.67</b>				
10. Per	3.69	.65	<b>.01</b>	<b>-.03</b>	<b>.01</b>	<b>.01</b>	<b>.15**</b>	<b>.08</b>	<b>-.05</b>	<b>.02</b>	<b>-.11</b>	<b>.72</b>			
11. Sati	3.47	.65	<b>-.07</b>	<b>.18*</b>	<b>.22**</b>	<b>.25**</b>	<b>.23**</b>	<b>.20*</b>	<b>.34**</b>	<b>-.06</b>	<b>-.08</b>	<b>.09</b>	<b>.65</b>		
12. Stress	2.93	.55	<b>-.12</b>	<b>-.08</b>	<b>-.10</b>	<b>-.13</b>	<b>-.42**</b>	<b>-.25**</b>	<b>-.08</b>	<b>.30**</b>	<b>.14*</b>	<b>-.21**</b>	<b>-.15*</b>	<b>.66</b>	
13. TOI	3.09	.90	<b>-.06</b>	<b>-.32**</b>	<b>-.33**</b>	<b>-.11</b>	<b>-.21**</b>	<b>-.11</b>	<b>.10</b>	<b>.19**</b>	<b>.29**</b>	<b>-.19**</b>	<b>-.28**</b>	<b>.44**</b>	<b>.71</b>

\*\* Correlation is significant at the 0.01 level (2-tailed).  
 Correlation is significant at the 0.05 level (2-tailed). N= 212  
 Reliabilities ( $\alpha$ ) given in bold along the diagonal

**4.1 Regression Analysis** Table 2 shows all regression results between Big Five traits and perception of organizational politics.

**4.2 Perception of Organizational Politics and Outcomes** In Table 3, regression results of perception of organizational politics with outcomes are presented. In these, regression analyses Big Five traits of extraversion and Agreeableness showed insignificant results with all outcomes. Big Five traits of conscientiousness showed significant results only with job stress ( $\beta = -.20, p < .05$ ) and openness to experience showed significant results with outcomes of job satisfaction ( $\beta = .30, p < .001$ ) and turnover intention ( $\beta = .20, p < .001$ ), while Neuroticism showed significant results with job stress ( $\beta = .22, p < .01$ ) and intention to quit ( $\beta = .15, p < .05$ ). After analyses of these main effects, I regressed perception of organizational politics on job performance, job satisfaction, stress, and intent to leave to test hypotheses 6, 7, 8, and 9 as presented in table 3 of this study. The sixth hypothesis predicting a negative relationship between perceived organizational politics and job performance was not supported. The seventh hypothesis regarding negative relationship between perception of organizational politics and job satisfaction was supported with ( $\beta = -.13, p < .05$ ) and it showed variance of ( $R^2 = .03$ ) with ( $\Delta R^2 = .02, p < .05$ ). This shows that 1.8% variance in job satisfaction accounted for only due to the effect of perceived organizational politics. The eighth hypothesis regarding positive relationship between perception of organizational politics and job stress was also supported by findings of this study. The results revealed that ( $\beta = .13, p < .05$ ) and it explained variance ( $R^2 = .02$ ) and ( $\Delta R^2 = .02, p < .05$ ). As hypothesized, this 1.6% variance in job stress accounted only for perceived organizational politics, these

significant results are consistent with the findings of Ferris et al (1994) providing further evidence for this relationship. The ninth hypothesis was regarding positive relationship between perceived organizational politics and turnover intention. Result showed ( $\beta = 0.38, p < .001$ ) highly significant positive relationship between intention to quit and perception of politics, while it explained significant variance ( $R^2 = .14$ ) with ( $\Delta R^2 = .14, p < .001$ ) consistent with the findings of Vigoda (2000). Hence, Hypothesis nine received strong empirical support.

**4.3 Big Five Traits and Perception of politics** The results of the five hypotheses are presented in table 2 showing the regression of perception of organizational politics on extraversion, conscientiousness, agreeableness, openness to experience and neuroticism. For controlling the impact of organization type dummy variables OR1 and OR2 were entered as control variables in first step of regression analyses. In the second step, Big Five traits were entered in the equation. The results showed that only the predicted hypothesis five was confirmed from this regression analysis and the remaining four hypotheses i.e. 1, 2, 3, and 4 were not confirmed. The only confirmed hypothesis in Big Five traits and perception of politics was hypothesis 5, which predicted positive relationship between neuroticism and perceived organizational politics. The results showed ( $\beta = .21, p < .01$ ) significant positive relationship between neuroticism and perceived organizational politics to provide strong support in confirmation of hypothesis 5. The regression analyses of Big Five traits and perception of politics was ( $R^2 = .061$ ) while ( $\Delta R^2 = .06, p < .01$ ). These results revealed that 6.1% change in POP accounted for only due to neuroticism providing strong support for confirmation of hypothesis five of this study.

**TABLE 2**  
**Results of Regression Analyses Big Five traits and Perception of politics**

Predictors	POP		
	$\beta$	R <sup>2</sup>	$\Delta R^2$
<b>Step 1</b>			
<b>Control Variables</b>		.01	
<b>Step 2</b>			
<b>Extraversion</b>	-.12		
<b>Agreeableness</b>	.07		
<b>Conscientiousness</b>	.08		
<b>Openness to experience</b>	.07		
<b>Neuroticism</b>	.21**	.07	.06**

N = 212. Only organization was controlled in analysis and used as control variables\*

\*\*Correlation is significant at the .001 level (2-tailed)

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

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

**4.4 Mediator Analysis** In this study hypothesis 10 states that perception of organizational politics will mediate the relationship between Big Five personality traits and job performance, job satisfaction, job stress and turnover intention. To test this hypothesis, the mediated multiple regression technique recommended by Barron and Kenny (1986) has been used. By this technique, the following conditions should be met to prove the mediation effect of any construct. (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 controlled then already significant main

effect between independent and dependant variable should be about zero for full mediation and it should be weaker for partial mediation (Barron and Kenny, 1986). For application of this technique in this study, I explored first five hypothesis to test path (a) and hypothesis 6, 7, 8, 9 are tested to check path (b) of the model. The main effects between Big Five and outcomes are explored in this study although not hypothesized. By controlling the perception of organizational politics in second step of mediator analysis job outcomes were regressed on Big Five traits to check the mediation of POP between Big Five traits and job outcomes.

**4.5 Main Effects of Big Five on Outcome** Table 3 shows main effects of Big Five on outcomes in upper portion and it shows the mediation results in the lower portion. Following the Barron and Kenny's (1986) approach, I regressed the outcomes on Big Five personality traits to find out the main effect of independent and dependant variables. Results of this regression analysis illustrate that for the main effects of personality traits on outcomes conscientiousness were found significant ( $\beta = -.19, p < .05$ ) with job stress ( $R^2 = .11$ ) and ( $\Delta R^2 = .11, p < .001$ ), which clearly shows that conscientious personality accounted for 11% impact on job stress .

Another significant main effect was found between openness to experience with outcomes of job satisfaction and intent to leave. For both outcomes, regression results showed positive relationship of openness to experience with job satisfaction and intent to leave. For Job satisfaction ( $\beta = .30, p < .001$ ), while variance explained was ( $R^2 = .12$ ) and ( $\Delta R^2 = .11, p < .001$ ) showing almost 10 % change due to impact of openness to experience. For intention to quit ( $\beta = .21, p < .01$ ) and the explained variance was ( $R^2 =$

.07) and ( $\Delta R^2 = .07, p < .01$ ) showing almost 7 % change in intention to quit only due to the impact of openness to experience personality.

Among the Big Five personality traits, neuroticism is the trait having positive relationship with outcomes of job stress and intention to leave. The main effects for neurotic personality were found significant with both of these outcomes. The results for job stress were ( $\beta = .22, p < .01$ ), the variance was ( $R^2 = .11$ ) and ( $\Delta R^2 = .11, p < .001$ ) showing 11% change in job stress account only for neurotic personality.

The results for Intention to leave were ( $\beta = .15, p < .05$ ) while explained variance was ( $R^2 = .07$ ) and ( $\Delta R^2 = .07, p < .01$ ), showing this 7 % unique variance due to neurotic personality. This analysis of main effect shows that only conscientiousness has significant main effect with job stress, openness to experience has significant main effect with job satisfaction and intent to leave. Neuroticism has significant main effect with job stress and intent to leave.

**4.6 Mediation of Politics Perception** The mediation analysis shown in lower portion of Table 3. In step 1, the control variables OR1 & OR2 were entered. In second step, the mediator perception of politics was entered and in the third step, all Big Five personality traits were entered in the equation. This was regressed on all outcomes of performance, satisfaction, stress, and turnover intention one by one.

As per recommendations (Barron & Kenny, 1986), the result partially supported hypothesis 10 in which it was stated that perception of organizational politics mediates the relationship between Big Five personality traits and outcomes. The Big Five traits of

extraversion, agreeableness, openness to experience and conscientiousness did not fulfill the conditions prescribed for the proof of mediation by (Barron & Kenny, 1986).

The same process was adopted to test the mediation of politics perception between neuroticism and outcomes. The main effect size reduced (from  $\beta = .22, p < .01$  to  $\beta = .20, p < .01$ ) and the explained variance varied (from  $\Delta R^2 = .11, p < .001$  to  $\Delta R^2 = .10, p < .001$ ) fulfills the partial mediation conditions prescribed by Barron and Kenny (1986). This partial mediation provides support for main hypothesis 10 of this study. For the test of mediated link of politics perception between neurotic personality and intent to leave, the regression results showed that main effect size reduced about zero (From  $\beta = .15, p < .05$  to  $\beta = .08, ns$ ) while change in explained variance was (from  $\Delta R^2 = .07, p < .01$  to  $\Delta R^2 = .03, ns$ ) that fulfills the full mediation conditions prescribed by Barron and Kenny (1986). This proved full mediation supported my hypothesis ten, which proposed the mediation of politics perception between Big Five personality and outcomes.

**4.7 Summary of Results** To summarize the results of this study Hypotheses 6 predicted the negative relationship with perception of politics and job performance but unfortunately, it was not confirmed by regression results. Hypothesis 7 also predicted the same negative relationship between POP and job satisfaction and it showed significant results to confirm the hypothesis 7.

Hypothesis 8 and 9 also predicted the same significant positive relationship between perception of organizational politics and job stress as well as intent to leave. So the hypothesis 8 and 9 were also confirmed with significant results. For hypothesis 1, the predicted negative relationship of extravert personality and perception of politics was not

supported by this data. Similar to hypothesis 1, other hypothesis 2, 3, and 4 were also not confirmed in this study. Hypothesis 5 of this study exhibited the positive relationship between POP and neurotic personality. It was significantly proved by the results of regression analysis to confirm the positive relationship between POP and neuroticism. POP partially mediated between neuroticism and job stress and full mediation POP was confirmed between neuroticism and intent to leave. Only the mediation results of neuroticism supported my hypothesis 10. While the mediation of POP was not confirmed for other four traits of Big Five taxonomy. This can now be rephrased as perception of politics mediates the relationship between Big Five personality traits and outcomes like job stress and intent to quit. This mediation was not confirmed for the outcomes such as job satisfaction and job performance.



**TABLE 3**  
**Results of Mediator Analyses**

Predictors	PER			SAT			TOI			STRESS		
	$\beta$	R <sup>2</sup>	$\Delta R^2$	$\beta$	R <sup>2</sup>	$\Delta R^2$	$\beta$	R <sup>2</sup>	$\Delta R^2$	$\beta$	R <sup>2</sup>	$\Delta R^2$
<b>Main effects of Big Five</b>												
<b>Step 1</b>												
Control Variables		.13			.01			.00			0	
<b>Step 2</b>												
Extraversion	-.04		.08				-.11				.05	
Agreeableness	.10		-.00				-.0				.05	
Conscientiousness	.13		.02				.00				.19*	
Openness to experience	-.03		.30*				.21**				.04	
Neuroticism	.07	.15	.03	.04	.12	.11***	.15*	.07	.07**	.22**	.11	.11***
<b>Mediation of Perception of Politics</b>												
<b>Step 1</b>												
Control Variables		.13			.01			.00			0	
<b>Step 2</b>												
Perception of Politics	-.10	.14	.01	-.13*	.03	.02*	.37***	.15	.14***	.13*	.02	.02*
<b>Step 3</b>												
Extraversion	-.06		.06				-.07				.06	
Agreeableness	.11		.01				-.03				.05	
Conscientiousness	.14		.03				-.024				-.20*	
Openness to experience	-.02		.30				.18**				.03	
Neuroticism	.07	.17	.03	.08	.14	.11***	.08	.18	.03	.20**	.12	.10***

N = 212. Only organization was controlled in analysis and used as control variables

\*\*\*Correlation is significant at the .001 level (2-tailed)

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

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

# CHAPTER - 5

## CONCLUSION

## CHAPTER – 5

### 5.0 CONCLUSION

From the foregoing results, quite encouraging support has been found for the hypotheses proposed in this study. Among four hypotheses related to perception of politics and outcomes, three were supported except the hypothesis regarding performance and perception of organizational politics. The possible reason behind this unexpected result could be the cross-sectional nature of the study. There might be a chance of biased reporting specially in Pakistani culture, where respondents prefer to give socially acceptable responses.

The other three hypothesis regarding negative relationship between job satisfaction and POP as well as positive relationship of POP , job stress and intent to leave were significantly supported by results of this study.

The hypothesis regarding Big Five personality traits and perception of politics relationship did not get good support. Among Big Five personality traits, neuroticism was the trait which showed significant results with perceived organizational politics, however, all other four traits did not predict perception of organizational politics. These results could be due to misunderstanding in cultural context of different constructs used in questions regarding agreeableness and conscientiousness. Like agreeable item “Tends to find faults with others ‘ and “ Starts quarrels with others” have negative tone which is not acceptable in a collectivist culture. For conscientiousness item like, “ Tends to be lazy” and “ Is easily distracted”, the true responses for such questions can be accepted socially. Although strict anonymity was assured to all respondents yet due to cultural

norms impact and social psychological pressure the individual minds are preset for such questions and their acceptable replies. I believe this could be the possible reason for such surprising results.

The main hypothesis of this study was about theoretical notion that perception of organizational politics is the link through which Big Five personality traits are linked with outcomes of job performance, job satisfaction, stress and intent to leave. This hypothesis was confirmed for outcomes like job stress and intent to leave. While this mediation was not proved for outcomes of job satisfaction and job performance. POP partially mediated between neuroticism and job stress, while full mediation was proved between neuroticism and intent to leave. This was expected due to strong theoretical support and logical link between the two constructs.

The strongly expected mediation of POP between extraversion , conscientiousness and outcomes which was not supported by the results of mediated regression analysis. On the basis of above findings it is concluded that individuals with different personality traits perceive organizational politics differently and perceived politics is the phenomenon through which Big Five personality are linked to job outcomes.

As it is the first study ever to find the mediation of perceived politics in Big Five–job outcomes relationship, so this is an achievement towards reasonable support for mediation hypotheses. This research contributes to the Big Five taxonomy of research as well as stream of research related to perception of organizational politics. This study will work as a foundation stone for future research in both of these areas of research. This study also adds value in terms of replication of relationships between Big Five and outcomes as well as between POP and outcomes. Although mediation was confirmed

only for neuroticism among Big Five traits. This study has established new directional links between Big Five and perception of politics.

**5.1 Limitations of the Study** The basic limitation of the study could be that it has applied the western concepts of Big Five and perceived politics in Pakistani collectivist culture due to which some insignificant and some surprising results were found. Cultural impact and socially acceptable behavioral norms could be possible reason for biased responses. However, I have tried my best to cover the response bias by ensuring strict anonymity and by applying standard data collection procedures. The entire data collection was personally administered to avoid this biasness. Another possible limitation of this study could be the cross sectional nature. To avoid self rating biasness, the performance was taken by supervisory rating but it can be rated in relative terms by supervisors when one supervisors was rating almost more than five individuals. This relative judgement could be the possible cause of insignificant results with performance leading to the fact that no hypothesis related to performance was confirmed in the study.

**5.2 Future Research Directions** Future research is recommended to test the same model with empirical evidence from different cultures to verify the generalizability of these findings. Different construct measurements are recommended at different times, especially perception of politics and personality. The results found in this study should be tested on different data set for their validation and generalizability. The validity of personality measures in Pakistan could be a good future research topic for researchers of personality and organizational behavior. The big Five traits not significant with their relationship to perception of politics should be considered in a new model, in which personality traits should be tested for their moderation between POP and outcomes.

Validation of perception of politics scale in Pakistan could be another good area for new researchers interested in this field.

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# APPENDIX

## 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 the personal factors, job environment, attitudes, behaviors and their contribution towards employee performance.

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,  
 Farooq Ahmed Jam  
 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	Scale
Category: Personality BFI (Self reported) By (John and Srivastava, 1999)	

**I see myself as someone who...**

- |   |  |
|---|--|
| 1. ....Is Talkative                         | <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 |
| 2. ....Tends to find fault with others      | <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 |
| 3. ....Does a thorough job                  | <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 |
| 4. ....Is depressed, Blue                   | <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 |
| 5. ....Is original, comes up with new ideas | <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 |

31. ....Is sometimes shy, inhibited 1 2 3 4 5
32. ....Is considerate and kind to almost everyone 1 2 3 4 5
33. ....Does things efficiently 1 2 3 4 5
34. ....Remains calm in tense situations 1 2 3 4 5
35. ....Prefers work that is routine 1 2 3 4 5
36. ....Is outgoing, sociable 1 2 3 4 5
37. ....Is sometimes rude to others 1 2 3 4 5
38. ....Make plans and follow through with them 1 2 3 4 5
39. ....Gets nervous easily 1 2 3 4 5
40. ....Likes to reflect, play with ideas 1 2 3 4 5
41. ....Has a few artistic interests 1 2 3 4 5
42. ....Likes to cooperate with others 1 2 3 4 5
43. ....Is easily distracted 1 2 3 4 5
44. ....Is sophisticated in art, music, or literature 1 2 3 4 5

Statements	Scale
Category: Perception of Organizational Politics (Self reported)	
By: (Kacmar and Ferris, 1991)	

1. One group always gets their way 1 2 3 4 5
2. Influential group no one crosses 1 2 3 4 5
3. Policy changes help only a few 1 2 3 4 5
4. Build them up by tearing others down 1 2 3 4 5
5. Favoritism not merit gets people ahead 1 2 3 4 5
6. Don't speak up for fear of retaliation 1 2 3 4 5
7. Promotions go to top performers(R) 1 2 3 4 5
8. Rewards come to hard workers (R) 1 2 3 4 5
9. Encouraged to speak out (R) 1 2 3 4 5

10. No place for Yes men (R) 1 2 3 4 5
11. Pay and promotion policies are not politically applied 1 2 3 4 5
12. Pay and promotion decisions are consistent with policies 1 2 3 4 5

Statements Category: Job Stress (Self reported) By : ( Jamal and Baba, 1992)	Scale
--	-------

1. I have felt nervous as a result of my job. 1 2 3 4 5
2. My job gets to me more than it should. 1 2 3 4 5
3. There are lots of times when my job drives me right up the wall. 1 2 3 4 5
4. Sometimes when I think about my job I get a tight feeling in my chest. 1 2 3 4 5
5. I feel guilty when I take time off from job. 1 2 3 4 5
6. I have too much work and too little time to do it in. 1 2 3 4 5
7. I sometimes dread the telephone ringing at home because the call might be job related. 1 2 3 4 5
8. I feel like I never have a day off. 1 2 3 4 5
9. Too many people at my level in the organization get burned out by job demands. 1 2 3 4 5

Statements Category: Intent To Leave (Self reported) By: ( Vigoda, 2000)	Scale
--	-------

1. I often think about quitting this job 1 2 3 4 5
2. Next year I will probably look for a new job outside this organization 1 2 3 4 5
3. Lately, I have taken interest in job offers in the newspaper 1 2 3 4 5

Statements	Scale
Category: Performance (Supervisory reported) By: (William and Anderson, 1991)	

1. Adequately completes assigned duties. 1 2 3 4 5
2. Fulfills responsibilities specified in job description. 1 2 3 4 5
3. Performs tasks that are expected of him/her. 1 2 3 4 5
4. Meets formal performance requirements of the job. 1 2 3 4 5
5. Neglects aspects of the job he/she is obligated to perform. 1 2 3 4 5
6. Engages in activities that will directly affect his/her performance. 1 2 3 4 5
7. Fails to perform essential duties. 1 2 3 4 5

Statements	Scale
Category: Job Satisfaction (Self reported) By: (Agho, Price, and Mueller, 1992)	

1. I am often bored with my job 1 2 3 4 5
2. I feel fairly well satisfied with my present job 1 2 3 4 5
3. I am satisfied with my job for the time being 1 2 3 4 5
4. Most days I am enthusiastic about my work 1 2 3 4 5
5. I like my job better than the average worker does 1 2 3 4 5
6. I find real enjoyment in my work 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)

Managerial                      Field work   Office work   Technical   Staff

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”**

