

Impact of Stressors on Employee Performance: Moderating Role of Big Five Traits



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DEDICATION

“To my great parents who are praise worthy for their sustenance of me on right lines

Because I am today, only due to their untidy efforts for my sake”

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APPRECIATION AND GRATITUDE

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ABSTRACT

The nature of jobs, across the globe, is becoming more complex and demanding since last few decades. Today, the technological innovations, growing competition, and pressure of performance at the workplace are inducing the organizations to take necessary steps to make their workforce more productive. Scholars suggest that organizations under such circumstances exert pressure to perform better that results in negative consequences for both the organizations and the individuals. The purpose of the current study was to examine the effects of two important workplace stressors such as time pressure and workload on desirable job behaviors (i.e. in-role job performance, OCB and creative performance). The study also examined the effects of big five personality traits (Emotional Stability, Extraversion, Agreeableness, Conscientiousness, and Openness to Experience) on these job outcomes. In addition, the study examined the role of personality traits as buffering agents against the harmful effects of workplace stressors on these job outcomes.

Data was collected from 230 full time employees working in different organizations in Pakistan in two stages whereby data on independent and moderating variables were collected in Time 1 and data on dependent variables were collected in one month later in Time 2. The results revealed that time pressure had a negative effect on job performance and OCB. Workload was found to have no significant effect on job performance, OCB, and creative performance.

The results suggested that conscientious individuals were less likely to demonstrate creative performance. The findings also suggested that extravert and conscientious individuals were less likely to demonstrate citizenship behaviors at the workplace. Further, agreeableness and openness to experience had a positive effect on both OCB and creative performance.

The results for moderation suggested that time pressure had a significant negative effect on job performance for high conscientiousness. Similarly, time pressure had a significant negative effect on job performance for low extraversion. The findings also revealed that the negative

relationship between time pressure-OCB was stronger when extraversion was high. In addition, time pressures had a significant negative relationship with OCB for low agreeableness. Further, the negative relationship between time pressure and creative performance was significant for those low on agreeableness

The results further demonstrated that the workload-OCB relationship was positive when emotional stability was low whereas this relationship was negative when extraversion was high. Findings also suggest that the workload-OCB relationship was positive when extraversion was high whereas this relationship was negative when extraversion was low. Moreover, the workload-OCB relationship was positive when agreeableness was high whereas this relationship was negative when agreeableness was low. Furthermore, workload had a negative relationship with creative performance for high extraversion. Finally, workload had a negative effect on creative performance for low agreeableness.

CHAPTER 1

INTRODUCTION

Organization success lies in the productivity and performance of its workforce. Performance of individual depends upon the knowledge; skills and ability but other factors also contribute the overall performance and productivity. Worldwide, the nature of jobs and work related tasks are changing quickly (Dunnette, 1998) and technological innovation, growing competition and pressure of performance at workplace induce the organizations to take necessary steps to make their work force more and more productive. These changes also affect the overall work environment which has direct impact on the performance of individual employee.

It is the prime function of human resource management to develop and make employees more productive and efficient for competing in current tough and competitive environment for getting better and enhanced performance. The utmost purpose of all activities performed by Human Resource Management is to increase the performance of employees up to the maximum level. Due to the pressure of performance, sometimes employees take more stress, which left negative impact on human's function condition (P. Hancock, Williams, & Manning, 1995; Robert & Hockey, 1997)

Globalization and open market operations also pressurized the organizations to achieve highest standard of performance through maximization of workforce productivity. According to research, performance is all about productivity and achievements of an employee which are recognized or admitted by company or organizational system in which he performs (Robbins, Summers, Miller, & Hendrix, 2000). Few scholars (Motowidlo & Van Scotter, 1994) defined task performance or in-role performance as those duties, behaviors and tasks officially required by organization and these tasks serve the direct goals of organization. These past studies clearly indicate that all organizational efforts should be directed towards enhancement of performance.

Job performance/contextual performance is the important criterion variable in the organizational behavior and human resource research. Employees are selected to perform that tasks and activities assigned to them. Job performance is defined as the performance of an individuals in his or her work role or the accomplishment of assigned duties and responsibilities by an individuals assigned him by his or her supervisor and/or as specified in his or her job description.

As per definition of organ (1988) OCB is an “Individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system and that in aggregate promotes the effective functioning of the organization. By discretionary, we mean that the behavior is not an enforceable requirement of the role or the job description. In the clearly specifiable terms of the person’s employment contract with the organization; the behavior is rather a matter of personal choice, such as its omission is not generally understood as punishable” (p. 4). So it is also important for organization to have the knowledge about why OCB is important and what things increase or decrease the OCB of individual employee.

The most important things that have high impact and importance in behaviors related to performance are creativeness and proactive/preemptive behaviors (Pulakos, Arad, Donovan, & Plamondon, 2000). According to (Amabile, Conti, Coon, Lazenby, & Herron, 1996) creativity is all about generating new, innovative and valuable ideas. It can be part of one’s job or it might be individual efforts beyond the job, while proactive behavior is taking initiative and actively involved in describing the solutions to upcoming problem (Crant, 2000; Frese & Fay, 2001; Unsworth & Parker, 2003)

Organizations across the world are striving hard to maintain competitive advantage & sustainability through technological advancement and productive workforce. Organizations that are market leaders are facing and trying hard to solve the problems of work related pressures, dual-couple jobs, time constraints, and long working hours across the globe. Work

associates in Pakistan & overseas are experiencing high stress (Jamal, 1999; Jex, 1998; Khurram Shahzad, Rehman, Shad, Gul, & Khan, 2011). According to Katz (1964) Individuals in organizations are required not only to carry assigned roles and responsibilities but also exhibit innovative and spontaneous activities beyond their role requirements. However, in few cases organizational environment itself creating hurdles and obstacles. (Jamal, 2007; Jex, 1998; Malik, Nawab, Naeem, & Danish, 2010). Employees working in different organizations are being exposed to different types of stressors particularly time pressure and work load.

Unfortunately, organizations are unable to identify the harmful effect if any caused by these stressors.

Most studies related to stressors claimed/debated about the different responses of individuals while fronting with different types of stress, this difference is due to assessment and evaluation of stressors by individual employee (Lazarus & Folkman, 1984). This mean that it depend on the personality traits of individuals ,if employee takes stressor positive, his reaction will be optimistic which result in better performance, if employee takes it negative, his reaction will be pessimistic, which result in worse performance. In spite of many studies, researchers are not yet agreed on the direction of relationship between performance and stress, so it is very important to explore and investigate this inconsistency between two constructs to clarify confusion and ambiguity which is crucial for theorist and practitioners (Jex, 1998). Raja, Johns, and Ntalianis (2004) put emphasis on to investigate the exact phenomenon through which different personality traits impact the job outcomes, this phenomenon also suggested by Chang, Rosen, and Levy (2009). Past research in domain of personality suggested to further examine the relationship between openness to experience and different outcomes (Raja & Johns, 2010)

1.1. Justification of the Study

In spite of many studies, researchers are not yet agreed on the direction of relationship between performance and stress, so it is very important to explore and investigate this inconsistency between two constructs to clarify confusion and ambiguity which is crucial for theorist and practitioners (Jex, 1998). This mean there are few other factors which affect the relationship between these two constructs, so it is necessary to find out these factors.

Since last few years researchers are consistently working to investigate the role of personality or individual's differences while studying different kinds of stress (Cavanaugh, Boswell, Roehling, & Boudreau, 2000; Xie, 1996). Different studies narrated specific strategies that are adopted to cope up with stress or considered appropriate varies across different individuals and it might be due to differences in their personalities (Carver, Scheier, & Weintraub, 1989; Watson & Hubbard, 1996). Accordingly few studies (Fox, Spector, & Miles, 2001; Penney & Spector, 2005) also reported the moderating effects of differences among individuals and different types of stressors on counter work behavior. And further suggesting the need to explore this important effect in different cultural context.

Employees working in different cadres experience stress in spite of different career goals or job responsibilities, employees who possess higher position also experience stress as well as employees who possess lower position (Cavanaugh et al., 2000). These research questions need to be addressed through a comprehensive study to highlight this important theoretical notion.

Meta-analysis on stressors (e.g. workload and time pressure) and performance relation/correlations were unable to explain the numerous variance among these two constructs and insisted to investigate the variables that can moderate between stressors and performance relationship (Tubre & Collins, 2000). This mean it will be worthwhile and can be value addition to current understanding and knowledge that in what manners stressors impact the

performance. Many moderators have been identified in previous studies like education, age and gender (Jex, 1998) but these have not been yet tested empirically in adequate studies. As narrated by different researchers that different type of stressors have different relation with performance, so there is further need to study and identify the actual reasons and causes behind these relations (Gilboa, Shirom, Fried, & Cooper, 2008). Latest meta-analysis done by (Gilboa et al., 2008; LePine et al., 2005) on the relation between stressors and performance also showed contradictory or inconsistency results regarding role of work load, LePine et al. (2005) treat workload as challenge stressor which is positively related to job performance, while Gilboa et al. (2008) did not find any relationship between workload and job performance.

Literature clearly indicate that workload is significant stressor which has significant impact on employees. Study conducted in Pakistani context also considered it a significant stressor as compared to others (Kazmi, 2008).

Ohly and Fritz (2010) described that long lasting and day level job features may be practiced characterized as stimulating and create interest in the tasks which result in better performance; it might be possible that there will be another variable i.e .personality that causes this relationship.

According to the well-known demand-control model (Karasek Jr, 1979) job strain is particularly caused by the combination of high job demands (particularly work overload and time pressure) (Karasek Jr, 1979).

Different studies (M. Smith & Bourke, 1992) performed on teachers showed time pressure second highest stressor and moderately high range. Gilboa et al. (2008) observed time pressure as stressor, and determined that it might have both positive and negative effects related to job performance. So there is further need to investigate actual reasons behind these relationship.

Raja et al. (2004) put emphasis on to investigate the exact phenomenon through which different personality traits impact the job outcomes, this phenomenon also suggested by (Chang et al., 2009) According to Personal x Situation Interaction perspective, situational factors and personal factors interact to determine behaviors of individuals. Neither only the situation nor only personality affects attitudes and behaviors.

1.2. Problem statement

Due to rapid change in technology, consistent innovation and increased competitiveness among organizations change the nature of work. Existing data of knowledge about these constructs have not sufficient. No one before has explored the model proposed in this study. Most theories in field of organizational behavior are tested and developed in western settings. Testing of these theories in eastern cultures is very important and significance to comprehend the applicability, relevance and validity. This study tried to fill the gap as narrated in previous sentences by validating and testing suggested model in the context of Pakistan, therefore furnishing few theoretical as well as practical comprehension from local view point. This study will try to address this important issue through dominant framework.

As workplace is an important factor of stress for individuals due to the amount of time have to spend at workplace, increased responsibilities, time pressures, workload, , and miscellaneous job demands. Due to cut throat competition in different industrial sectors, and every player in the market is trying to achieve dominance/market share by putting emphasis on sales of products and after sale service. This has increased pressure on all departments including sales, support staff and operations, to achieve the set targets and deadlines. Which result in employees burnout and effected the overall productivity of workforce, so its important to provide solutions to these problems

1.3. Research Questions

Research Question 1: What is the relationship between workload and job outcomes?

Research Question 2: What is the relationship between time pressure and job outcomes?

Research Question 3: Does Conscientiousness personality moderates the relationship between workload and job outcomes?

Research Question 4: Does Extraversion personality moderates the relationship between workload and job outcomes?

Research Question 5: Does Emotional stability personality moderates the relationship between workload and job outcomes?

Research Question 6: Does Agreeableness personality moderates the relationship between workload and job outcomes?

Research Question 7: Does Openness to experience personality moderate the relationship between workload and job outcomes?

Research Question 8: Does Conscientiousness personality moderates the relationship between time pressure and job outcomes?

Research Question 9: Does Extraversion personality moderates the relationship between time pressure and job outcomes?

Research Question 10: Does Emotional stability personality moderates the relationship between time pressure and job outcomes?

Research Question 11: Does Agreeableness personality moderates the relationship between time pressure and job outcomes?

Research Question 12: Does Openness to experience personality moderates the relationship between time pressure and job outcomes?

1.4. Objectives of the study

The objective of this study is to explore and test the impact of workload and time pressure on the job outcome i.e. in-role job performance, OCB and creative performance while using Big Five (Openness to experience, Agreeableness, Neuroticism, Extraversion, Agreeableness, Conscientiousness, and Openness to Experience).

The specific objectives of the study are:

- To examine and comprehend the relationship between workload and i) In-role Job performance ii) OCB iii) Creative performance.
- To examine and comprehend the relationship between Time Pressure and i) In-role Job performance ii) OCB iii) Creative performance.
- To examine and comprehend the moderating role of Big Five (Openness to experience, Agreeableness, Neuroticism, Extraversion, Agreeableness, Conscientiousness, and Openness to Experience) in the relationship between workload and i) In-role Job performance ii) OCB iii) Creative performance. .
- To examine and comprehend the moderating role of Big Five (Openness to experience, Agreeableness, Neuroticism, Extraversion, Agreeableness, Conscientiousness, and Openness to Experience) in the relationship between time pressure and i) In-role Job performance ii) OCB iii) Creative performance. .
- To provide theoretical contribution to the field of workload, time pressure, Big Five (Openness to experience, Agreeableness, Neuroticism, Extraversion, Agreeableness, Conscientiousness, and Openness to Experience), in-role performance, OCB and creative performance.

1.5. Significance of the study

Different type of stressors are extensively studied in recent past and got noteworthy support in organizational setting in western countries, Europe and America. Most of these studies performed in western culture prospective, hence it's deem necessary to investigate these theories in non-western culture and developing countries' culture. Clear relation of workload and time pressure and their relationship with job outcomes are not still clear, so this study will try to address the gaps of theoretical work. This study will contribute to the existing body of knowledge about these constructs and role of Big Five between time pressure, workload and job outcomes. In decisions related to hiring and selection personality is playing pivotal role, that why organizational behavior researchers are concentrating more on exploring the personality traits (Raja & Johns, 2010)

The findings of this study will help practicing managers to formulate and prepare policies accordingly to avoid the harmful effects of time pressure and workload if any. Moderating role of big five personality traits will help hiring managers in recruitment & selection of right person for the right job.

CHAPTER 2

LITERATURE REVIEW

2.1. Organizational Stressors

The endocrinologist Selye (1982) first introduced the terminology of “stress”. After that different researchers worked on the harmful effects of stress. According to (Muse, Harris, & Feild, 2003, p. 358) “In our opinion many studies on the stress-performance relation have used stress measures that appear to contain items with a negative connotation of stress”. During last decade researchers also explored the positive impacts of stress. Different researchers define stress differently e.g. (French, Cobb, Caplan, Van Harrison, & Pinneau, 1976) narrated in scenario of demand and supply “any characteristic of the job environment which poses a threat to the individual, either due to excessive demands or insufficient supplies to meet his needs” i.e. too much demand and inadequate supplies can cause stress in work setting. According to L. R. Murphy, Hurrell Jr, Sauter, and Keita (1995) "harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources or need of the worker". Jamal (2007, p. 76) define stress as “an individual’s reactions to characteristics of the work environment that seem emotionally and physically threatening”.

For a performance to be optimal certain quantity of stress is needed. Functional stress that are helpful for increasing performance is called eustress. When quantity of stress increases up to a certain level, performance will be effected in a negative way. This type of stress create anxiety and dysfunctional and is called distress (Selye, 1982). There are many reasons why this research is interesting and beneficial for organizations. Organizations consider stress as a factor which hinder effectiveness of performance of organizations by effecting and lowering the performance of employees (McGrath, 1984). Stress also badly increasing the cost of

organization and indirectly playing role in decline of their profits e.g. according to Tangri (2003, p.10)“Stress costs industry over \$300 Billion a year in the United States, over \$16 Billion a year in Canada, and as much as £7.3 Billion in the United Kingdom, (\$12 billion corrected for PPP in 2004”.

There are different theories that examined the effect of stress on the level of performance. The negative linear theory narrates that stress always decrease the performance of individual irrespective of level of stress. Organizations and individuals consider it dysfunctional and hurdle in achieving goal. Individuals waste their time and energy for coping stress and engage in undesired tasks and activities (Sullivan & Bhagat, 1992). So organization should avoid stress for maintaining their effectiveness. The positive linear theory shows opposite relation as compared to negative theory, according to this theory, individual does not face any challenging situation at low level of stress, which result in low performance. So with increase of stress, performance level will be increased and performance at its peak at highest level of stress. The inverted U-theory states that due moderate level of arousal, individual performance at its best and effect of positive stress i.e. eustress is at maximum. This theory is mixture of negative and positive theories , increase of stress at specific point is necessary for good performance, but when level of stress increases from specific amount it hinders the performance of individuals. So stress is necessary for motivation of individuals to perform better and we may call this stress as functional (McGrath, 1984; Selye, 1982). The no relation model of stress is based on the “idea of psychological contract. Individuals are viewed as rational beings who are concerned with performance because they are paid for performing.” (Jamal, 2007, p. 416). Individuals ignore the impact of stressors and they do not allow these stressors to hinder their performance, as human is rational and can easily ignore the impact of stressors.

According to Muse et al. (2003) and Sullivan and Bhagat (1992) that up to 1970s Stressors were considered as detrimental, in 1980s Stressor were dealt as beneficial while 1990s it was suggested that Stressors have a curvilinear relationship

Lazarus and Folkman (1984) describe stress as specific interaction between environment and individual, assessed by the individual as exceeding his resources and as a result disturbing and upsetting his day to day practices. This indicate that when there is stress it mean that people cannot manage or do not have capability to organize the extra job related goals or tasks in particular situation (Lazarus, 1966). Work stress is very important for managers as every job causes stress to every individual job holder (Cooper, Sloan, & Williams, 1988). So it is very important for managers to understand the different types of stress, so they may be able to manage their staff effectively.

Past studies also emphasized on the cost occurred due to stress and anxiety, the cost of stress anxiety disorders was more than 42 billion dollars in 1990 Greenberg et al. (1999) and medical expenditures related to stress are near to \$ 150 billion on annual basis. US alone spent around \$ 83.1 billion as cast of depression (Greenberg et al., 1999).

Lot of organizations are working to maximize the productivity of their employees by investing huge amount for minimizing their stress (Cooper, Dewe, & O'Driscoll, 2001), this clearly indicate organizations realized the importance of stress and its effect on performance. Usually it has been observed that organizations and employees feel that stress is bad and have negative effects, both try to avoid and avert this (Boswell, Olson-Buchanan, & LePine, 2004).

Recent perspective on stress has revealed in 2000s that says the harmful or beneficial effects of stress are determined by the source of stress. Some stressors can be good and some can be bad. Stress can be unsettling and other side can be attractive or enhancing, one can differentiate between two kinds of stress i.e. challenge-related stress “work-related demands or

circumstances that, although potentially stressful, have associated potential gains for individuals.” and hindrance-related stress “work-related demands or circumstances that tend to constrain or interfere with an individual’s work achievement, and which do not tend to be associated with potential gains for the individual” (Cavanaugh et al., 2000, p.12).

Research done on executive described that there is much difference in feeling between emotions of stress related to challenging work or job experience and emotions related to hindering work or job experience (Cavanaugh et al., 2000). Stress related to challenging work motivate the employees because it relate to feeling of accomplishment or achievement while stress related to hindrance work de-motivate the employees because it relate to failure or non-accomplishment of goals or tasks. It clearly indicates that those organizations that are unable to differentiate between these two types of stress could use intrusions that involuntarily eradicate those type of stress which play important role in motivation or retention of employees (Boswell et al., 2004).

Ohly and Fritz (2010) described that long lasting and day level job features may be practiced characterized as challenging, and these challenging tasks can be called challenge appraisals which are associated with actions or behaviors related to performance, it might be possible that there will be another variable i.e .personality that cause this relationship. On the basis of this study it can be inferred that individual personality play important role in making one stressor challenging or hindrance. Accordingly, Boswell et al. (2004) in their research study stated that normally it was assumed that challenge stressors result in optimistic and progressive approach/behavior towards job but sometime positive kinds of stress may create adverse or undesirable results. So for researchers are unable to make clear differentiation between two types of stressors i.e. who are the good stressors and who are the bad stressors , in this regard no theories have yet been developed (Podsakoff, LePine, & LePine, 2007).

Studies conducted during last decade (Beehr, Farmer, Glazer, Gudanowski, & Nair, 2003; LePine, Podsakoff, & LePine, 2005) proposed that assessment of stressors show two kinds, the one type is related to hazards or hindrance which is assumed to be inversely proportion or negatively correlated with job performance, and second type is related to challenge, which is assumed to be positively correlated to performance. Organizations those are unable to differentiate between these two types of stressor can unintentionally eradicate the positive experiences that may motivate or retain the employees (Boswell et al., 2004). There are many examples of two types of stressors i.e. few examples of hindrance stressors include role ambiguity, role conflict, hassles, red tape, etc. and examples of challenge stressors are workload, job demands, and job complexity Lazarus and Folkman (1984). Eustress (stress that generates the feeling of accomplishment or fulfillment) and distress (stress that generates the feeling of failure and disappointment) differentiated by past researchers also show the different arguments regarding both types of stressors (Selye, 1982) and it may be possible that an employee who feels stress has desired motivation which result in needed or required behavior. Latest meta-analysis done by (Gilboa et al., 2008; LePine et al., 2005) on the relation between stressors and performance also showed contradictory or inconsistency results regarding role of work load, LePine et al. (2005) treat workload as challenge stressor which is positively related to job performance, while Gilboa et al. (2008) did not found any relationship between workload and job performance. These contradictory views need to be investigated. It is also interesting that stressors performance relationship among managerial and non-managerial also showed difference, the employees on managerial level have high workload as compared to non-managerial employees, so managerial employees are more exposed to stress (S. Cohen, 1980; Schieman, Whitestone, & Van Gundy, 2006; Schuler, 1982; Szilagyi, 1977).

2.1.1. Workload

According to Cooper et al. (2001) and Spector (1987) define workload as degree or level that employees having more or unnecessary work requirements and been related to keys of happiness, like job satisfaction. Kahn (1973) described workload as quantitative and qualitative; he elaborated the amount of work performed as quantitative and simplicity or difficulty of work to be performed as qualitative.

Workload can be categorized in two way i.e. Work overload and work under load .According to Conley and Woosley (2000) work overload may be defined as having more work in short span of time. Research showed that quantitative workload is foundation or cause of stress which has been persuaded by difficulty of work and time pressure (Mazloun, Kumashiro, Izumi, & Higuchi, 2008)

Caplan, Cobb, and French (1975) also worked on both types of workload and narrated that these both types also present other type of stressors. Workload produces different types of stress i.e. positive and negative, although researchers are indifferent about these two types but few researchers (Boswell et al., 2004) found it so positive that employees working in different organizations even sought it. Douglas McGregor's theory X also treated workload as positive way to increase stress on individuals which cause positive impact (Weissman, 2001). However those employees who have little control, how to meet the workload will not respond positively due to frustration. In other studies done on mentors described that people are not willing to become mentor because of high work load and extra ordinary time demand (Allen, Poteet, & Burroughs, 1997; Allen, Poteet, Russell, & Dobbins, 1997). According to (Waters, 2004) workload also effect the different characteristics of mentorship i.e. experience and structural. When expectation from a particular person is more than the abilities of individual, then it may be said there is work overload (Spector & Jex, 1998). In this case it will work as negative

stressor. Few researchers also found negative relation between job satisfaction and workload (Schaefer & Moos, 1993). Above literature clearly indicate that workload is significant stressor which has significant impact on employees. Study conducted in Pakistani context also considered it a significant stressor as compared to others (Kazmi, 2008).

According to Liu and Shi (2014) in current scenario, creativity is very important and vital for organizations in this competitive era, and human capital is main competitive factor around the world. Most of the organizations want to have creative employees. So employers are also thinking how to decrease the deleterious effect of stress? Whether all individuals have same reaction while facing stress? Stress has negative relationship with creativity i.e. harmful for employee creativity (Probst, Stewart, Gruys, & Tierney, 2007). Most of the prevailing literature suggests mix outcomes and inconsistent results on the association between work-related stress and job performance (Hon, Chan, & Lu, 2013).

2.1.2. Workload and Job Outcomes.

Researchers Griffin & Hart (1999) related to organizational environment and occupational stress identified the significant impact of workload on health and performance of individual employee. However influence of workload has not yet been confirmed whether it is positive or negative. Situation in which workload go beyond the existing resources to encounter them, may have positive or negative impact on performance of individual employee i.e. it depends upon the personality type of individual (Gilboa et al., 2008). Sometime impulsive decline or escalation of workload might result in lower performance Cox-Fuenzalida, Swickert, and Hittner (2004) , it could be due to lack of adjustment of particular individual in due course of time. It is also interesting that sometime extraordinary performer accept more duties and responsibilities and more enthused to do them better and well (Gilboa et al., 2008), it is clear indication that sometime work overload may motivate individual instead of causing de-

motivation. It may be the job conditions that sometime motivate and de-motivate, according to Jex (1998) “when organizational or job conditions make it more difficult for people to do their jobs, job performance would suffer” (p. 52).

In corporate sector, it is assumed that people feel stress due to high workload and job demand; it is also true for academia, where level of stress increase due to workload and low reward system (Winefield & Jarrett, 2001). Most of the time, employees consider work overload as something challenging and interesting, in this particular type of situation it might be positive instead of negatively correlated with job performance (LePine et al., 2005).

It may be vice versa i.e. if employee feels work overload as burden, it may de-motivate him and cause negative impact on job performance. According to study Boswell et al. (2004), politics as well as red tape may cause stress among employees and seen by them as negatively related to job performance, but stress related to workload or intensified responsibilities may be seen as positively related to job performance and in some cases wanted by individuals.

But sometime workload and time pressure damage the health of employees (Houkes, Janssen, Jonge, & Bakker, 2003; LePine et al., 2005; Teuchmann, Totterdell, & Parker, 1999) and claim that time pressure increase the job performance is too premature. However employees thought it as challenging in growth stage of company and negative when business of organization is declining (Gilboa et al., 2008).

Employees are now start reporting the increasing workload, study conducted in Australia found that workloads in academic sector of Australia has been increasing, steadily (Houston, Meyer, & Paewai, 2006)

In spite of reported issue of high workload, many organizations in Australia are still involve in signing Enterprise bargaining agreement as employment agreement with employees in tertiary sector (Boyd, 2014). Many employees reported poor management of workload and its

implementation that results in negative effects on employees' satisfaction and work culture (Vardi, 2009)

Cost related to stress are growing day by day, for example its cost in alone Australia, has been calculated approximately around \$14.81 billion a year, and absenteeism due to stress also costing \$10.11 billion to employers (Private, 2008).

If stress is prolonged it may cause burnout to employees. The symptoms related to burnout, workplace stress can result in burnout. The features of burnout comprise emotional exhaustion, anger, frustration, cynicism, and feeling of failure and ineffectiveness (Eager & Moritz, 2009).

All above mentioned symptoms directly affect the performance, OCB and creative performance at workplace.

Past studies also provided future research directions for exploring the impacts of workload for managers and academics. They also suggested how different workload models be used to create knowledge among different disciplines and organizations (Boyd, 2014). Sonnentag and Niessen (2008) suggested that if current workload of employees increased from their usual or routine workload, they experience stress. Due to this perceived stress they have to exert extra effort to overcome high demand. Which ultimately affect their performance. Few researchers (Byrne, Stoner, Thompson, & Hochwarter, 2005; Meyer, Dalal, & Bonaccio, 2009) have found interesting results that conscientiousness has a positive relation with performance , only in case of positive emotional climate in work setting. And otherwise it may have negative relationship with performance.

In challenging situation, conscientious individuals reported heavy workload ratings, while in less challenging situation they report a lower workload as compared other participants (Szalma & Taylor, 2011).

Few studies suggested the direct relationship with subjective workload and in role job performance, however few of researchers found dissociation between these two constructs.

(P. A. Hancock, 1996; Oron-Gilad, Szalma, Stafford, & Hancock, 2008; Yeh & Wickens, 1988). This created ambiguity regarding the role of workload in predicting performance. In continuation with these findings, performance drops down, when workload increases a certain point. When load exceeds a critical point, however, performance drops suddenly; therefore we can say workload and performance are re-associated (Yeh and Wickens 1988).

In continuation to explore this phenomenon Yang, Edwards, and Love (2004) described different variables that have impact on performance, and found workload as key variable. Perry-Smith and Shalley (2003) proposed work stress such as workload and time pressure have more focus on job completion rather than generation of new ideas and creativity. Workload and other extrinsic pressures are considered as creativity barriers consequently having negative relationship with creative performance. On the basis of literature, it may be inferred that workload hinder the performance of individual by creating stress. Person who is high score in OCB, tried to complete his own tasks in case of high workload instead showing help to other persons and also will avoid the tasks that are not directly related to required outcomes. Similarly, individual may not show creative performance, because he/she is already under heavy workload of normal job tasks.

In case of high workloads and time pressure, people look for only solutions from their supervisors, and they do not want creative and new ideas for immediate relief. Therefore, workload may be perceived as hindrance in achievement of job outcome.

Hypothesis 1:

Workload is negatively related to in role job performance, OCB and Creative performance.

2.1.3. Time Pressure.

According to Baer and Oldham (2006) time pressure is defined as degree to which employees' sense that they have inadequate time to perform their tasks related to job or requirement to perform work at faster speed than normal before that. Kinicki and Vecchio (1994) also defined time pressure in term of insufficient time to perform certain tasks.

Time pressure has been discussed in many studies as a form of stress particularly decision-making scenario i.e. (MacRae, 2002); Solomon and Brown (1992) discussed it in auditing, Heroux, Laroch, and McGown (1988) in marketing and finally Bronner (1982) narrated in business management. (Allen, Poteet, & Burroughs, 1997; Allen, Poteet, Russell, et al., 1997) in his studies claimed that people are reluctant to become mentors due to high time demand and pressure because these factors cause stress among them.

Researchers (Garden, 1997; Wynekoop & Walz, 2000) are agreed on this phenomenon that due to personality characteristics of individual one perceived the work deadlines as positive or negative. If person loves working under time pressure, positive stress may enhance the job performance and if person does not like to work under tight deadline, negative stress may decrease his job performance and most of the time depends upon the personality type of employees.

Few times it has been observed (P. Hancock et al., 1995; Hockey, 2011) that working under high time pressure may have negative effect on the well-being and standard working of human. In different literature, time pressure found to be negatively related to other job outcomes such as in profession of accounting (Choo & Firth, 1998; Solomon & Brown, 1992). For coping time pressure in work environment, one should increase the efforts, if they manage the situation

successfully, he feel a sense of achievement and accomplishment and will be able to gain formal appreciation and recognition (Podsakoff et al., 2007).

In this way, time pressure may be considered a form of stress that is positively related to job performance, but not everyone has such personality characteristics, sometimes time pressure may be considered as type of stressors which is negatively associated with job performance. Whether it is positively or negatively related, it depends upon the one or more moderators who establish these relations. Different researchers (Kelly & McGrath, 1985; Shergold, 1995; Turnage & Spielberger, 1991) reported meeting work deadlines and other condition of time pressure as most common things which create stress in different types of occupations and work tasks in organizational setting.

This mean organizations are working to cope up with this type of stress because it has dual effect, one side it may motivate the employees while other way, it may cause health and well-being problems in employees (Jeanie, 2005). Those individuals who complete the work deadline show their performance in number of ways such as productivity (amount of work performed), timelines (on time completed the tasks), error free and totality of work or mixtures of all these (Rao & Pradhan, 2007). Winefield et al. (2003) also reported insufficient time to perform task among the stressors. Work life balance is also important for happy life, if time pressure intruding the life at home, it become the negative stressor and different studies (M. Smith & Bourke, 1992) performed on teachers showed it the second highest stressor and moderately high range.

2.1.4. Time Pressure and Job Outcomes.

Baer and Oldham (2006) defined time pressure as degree to which employees' sense that they have inadequate time to perform their tasks related to job or requirement to perform work at faster speed than it should be. Kinicki and Vecchio (1994) also defined time pressure in term of insufficient time to perform certain tasks.

Time pressure has been discussed in many studies as a form of stress particularly in decision-making scenario (MacRae, 2002); Solomon and Brown (1992)auditing (Solomon & Brown 1992), marketing (Heroux et al. (1988) and business management (Bronner, 1982). Scholars argue that working under high time pressure may have negative effect on the well-being and human functioning (P. Hancock et al., 1995; Hockey, 2011). Past studies found time pressure to be negatively related to a variety of job outcomes (Choo & Firth, 1998; Solomon & Brown, 1992).

For coping with time pressure in work environment, one should increase the efforts, if they manage the situation successfully, they feel a sense of achievement and accomplishment and will be able to gain formal appreciation and recognition (Podsakoff et al., 2007). Different researchers (Kelly & McGrath, 1985; Shergold, 1995; Turnage & Spielberger, 1991) reported meeting work deadlines and other conditions of time pressure as most common things that create stress in different types of occupations and work tasks in organizational setting. This means organizations are working to cope up with this type of stress because it has dual effect, on one side it may motivate employees but on other, it may cause health and well-being problems (Jeanie, 2005). Gilboa et al. (2008) observed time pressure as stressor, and determined that it might have both positive and negative effects related to job performance.

In a recent study, Ohly and Fritz (2010) found that time pressure is perceived as challenging and challenging appraisal is associated with creativity and preemptive behavior.

Similarly, LePine et al. (2005) also reported positive consequences of time pressure on desirable job outcomes. These scholars suggested that when employees are performing under time pressure there are more chances that they will also achieve other organizational work related goals. Other studies also found time pressure to be positively related to pre-emptive behavior in different type of professions and occupations (Fay & Sonnentag, 2002; Sonnentag, Binnewies, & Mojza, 2010). Ohly, Sonnentag, and Pluntke (2006) also found positive relationship between time pressure and proactive behavior. Accordingly empirical evidence also proposes that challenge related stressors such as time pressure usually have a positive impact on work performance and job enjoyment (Freedman & Edwards, 1988).

Gilboa et al. (2008) observed time pressure as stressor, and determined that it might have both positive and negative related to job performance. Scholars also suggest that increased time pressure creates high levels of activation and employees are highly stimulated to display promising responses such as creativity (Gardner, 1986; Scott Jr, 1966).

In contrast, Ohly and Fritz (2010) described time pressure as dangerous and unfavorable to human health and well-being, and also negatively related to job performance. Semmer, Jacobshagen, Meier, and Elfering (2007) proposed that time pressure might be harmful or dangerous when individuals find it unlawful or illegitimate such as working experience in bad atmosphere or irrationally high expectation from higher management. Other researchers studied time pressure and performance relationship in context of decision makers and found U-shaped association which is again negative consequence (Anderson (1976); (Bronner, 1982; Easterbrook, 1959).

Moreover Hui, Organ, and CROCKER (1994) conducted a laboratory experiment to examine the effect of time pressure on OCB, these author found that time pressure had negative effect on OCB. Later on, Organ and Hui (1995) replicated the same study using field surveys. These authors found that time pressure did not inhibit organization citizen behaviors. Ohly and

Fritz (2010) described time pressure as harmful and unfavorable to human health and well-being, and also negatively related to job performance. Semmer et al. (2007) proposed that time pressure might be harmful or dangerous when individuals found it unlawful or illegitimate such as work experience in bad work organization or irrationally high expectation from higher management. Other researchers Anderson (1976); (Bronner, 1982; Easterbrook, 1959) studied time pressure and performance relationship in context of decision makers and found U-shaped association which is again negative consequence.

Jex (1998) reviewed all existing empirical evidence and concluded that there is a mixed evidence on the relationship between time pressure and job performance, whereby some studies reported positive relationship, some reported negative relationship and some studies found no relationship between time pressure and job outcomes. Componential theory of creativity which is one of the prominent theories of creativity (Amabile, 1983, 1985, 1996) has described the effect of time pressure on creative performance. This theory shows that time pressure has negative impact on creative performance. Kelly and McGrath (1985) study also predicts the negative relationship between time pressure and performance.

Bargh (1992) and Keinan, Friedland, Kahneman, and Roth (1999) investigated the impact of time pressure and suggested that time pressure extract from stress and stimulation, which divert employees from particular task, they are doing at that time . Time pressure also enhance monitoring activity of employees regarding progress of work in hand and time remaining to complete these tasks ,which ultimate use the mental resources and resultant in diversion from main task performance (Karau & Kelly, 1992; Kelly, Jackson, & Hutson-Comeaux, 1997).

Stress due to time pressure sometime may not hurt the performance of individuals, according to study conducted by Chajut and Algom (2003) It may also increase the focus of individual on those particular tasks, which ultimately result is better performance. Sometimes time pressure may have a positive impact on performance (Baas, De Dreu, & Nijstad, 2008) and

sometime may be activating Gardner (1986) which can increase enjoyment and pleasure (Zivnuska, Kiewitz, Hochwarter, Perrewé, & Zellars, 2002)

Few studies highlighted the U-shaped relationship of time pressure and performance, according to them performance may be decreased at when time pressure is at high level and may also be effected when the time pressure at its lowest level (Baer & Oldham, 2006; Byron, Khazanchi, & Nazarian, 2010; Zivnuska et al., 2002). Interestingly those employees are more creative who experienced a moderate level of time pressure as compared to those who experienced a minimum level of time pressure (Baer & Oldham, 2006). Multiple studies examined the time pressure has harmful performance effects (Proctor & Van Zandt, 2008; Wickens & Hollands, 2000)

Kaluza (2012) suggested that Time pressure causes stress, which lead to behavioral change. As discussed in previous literature Kobasa and Puccetti (1983)suggested that due to personality few people get sick under stress and other do not get ill. This mean, personality play vital role in stress related issues.

In the face of these controversial findings regarding the effects of time pressure on various job outcomes, I believe that time pressure may cause individuals to demonstrate low creativity, low extra-role behaviors and low performance at their jobs. Individuals exposed with high time pressure may find no time to demonstrate citizenship behaviors and creativity at the workplace as these individuals themselves are occupied with heavy workload with deadlines. Therefore, it is reasonable to believe that time pressure will have a negative effect on citizenship behaviors, job performance, and creative performance. Consequently, I develop the following hypothesis:

Hypothesis 2:

Time pressure is negatively related to in role job performance, OCB and creative performance.

2.2. Big Five Personality Traits and Job Outcomes

The most common model of personality is five factor model “Big Five” it include as name show five factors i.e. Neuroticism (N), Extraversion (E), Agreeableness (A), Conscientiousness (C), and Openness to Experience (O). These factors are ingrained in genetic structures and procedures (John & Srivastava, 1999; McCrae et al., 2000; Rothbart, Ahadi, & Evans, 2000). The most important thing about this model is that traits are comparatively stable in different cultures and age groups (Jolijn Hendriks et al., 2003; McCrae et al., 2000). Similarly, big five theory has been tested and validated in almost every country including Pakistan (Raja & Johns, 2010).

These characteristics make Big Five model a best inaugural point for establishing diverse measure for personality and temperament. During recent research we found agreement in social psychology regarding categorization of Big Five personality traits which clearly indicates its ability as measurement tool of individual personality (Digman, 1990; McCrae et al., 2000).

Goldberg (1981) and McCrae and Costa Jr (1999) also accepted and described five-factor model as widely accepted and mutually agreed model. According to Perrewé and Spector (2002) Five Factor Model played an important role after 1990 when we saw the re-arrival of personality interest, because it is more prominent model of describing one’s personality than other model of personality. Judge and Bono (2000) analyses also confirm this fact.

Every individual has different personality traits and these differences play crucial role in well-being and performance of employees Motowidlo, Packard, and Manning (1986).

(Judge & Erez, 2007; Witt, 2002; Witt, Burke, Barrick, & Mount, 2002) have measured the interactions of personality traits for the prediction of job performance and discovered incremental discrepancy in prediction. Many authors (Penney, David, & Witt, 2011) Tett & Burnett, 2003; Witt, Burke, Barrick, & Mount, 2002) have agreed that the working of each personality trait partly relies on several factors.

Few researchers have checked out the multiplicative interaction of these personality traits on many behavioral outcomes at workplace (Blickle et al., 2013)

Conscientiousness people possess such qualities which are linked to different behaviors at work that are very important for successful performance at different work setting in organizations (Barrick & Mount, 1991). Feature related to conscientiousness are significant for better performance in number of different jobs, even organization sought these qualities during recruitment and selection phase. Focus on amount and quality of work with job knowledge, all these things positively impacts the job performance. Conscientious is much important for achieving excellence in organization Moberg (1997). Chen, Casper, and Cortina (2001) also found a stronger relationship between conscientiousness and performance in a complicated job. However, according to Le et al. (2011) there is a curvilinear relationship between these two constructs i.e. conscientiousness and performance. While few research studies have showed that conscientiousness may have a non-significant negative effect on performance in few circumstances (Yeo & Neal, 2004). Agreeableness and Conscientiousness are among the common predictors of OCB (Hurtz & Donovan, 2000; Ilies, Fulmer, Spitzmuller, & Johnson, 2009).

According to Hoseinifar et al. (2011) conscientiousness has positive relationship with creativity. According to (Murphy, and Lee, 1994) conscientiousness plays important role in contextual performance.

These characteristics of conscientiousness such as self-discipline and competence (Costa et al., 1991), and ability to direct behavior P. T. Costa and McCrae (1987) , help them in those processes that have influence on work environment.

Extroversion people have greater capability to adjust themselves according to situation as compared to introvert people that are not able to adjust themselves to the repeated changes which are occurring during job (Rao & Pradhan, 2007) . C. Smith, Organ, and Near (1983) in

their study included Extroversion and Emotional stability possible predictors/forecasters of Organizational citizenship behavior and they found minor relationship between these two constructs of personality traits and Organizational citizenship behavior.

According to Hoseinifar et al. (2011) extraversion has positive relationship with creativity. Furnham and Bachtiar (2008) found that Extrovert people are more creative than introvert people and extroversion has positive relation with creativity Fiesta (1998) also confirmed this relationship. Low emotional stability has negative relationship with job performance (-.21) (R. P. Tett, Jackson, & Rothstein, 1991). According to Hoseinifar et al. (2011) Neuroticism (Low emotional stability) has negative relationship with creativity. Different studies found different relationship between neuroticism (Low Emotional Stability) and creativity, Kaufman, (2001) found inconsistent, and some time positive correlation Batey, Furnham, and Safiullina (2010) found negative correlation and McCrae (1987) found sometime null correlation. R. P. Tett et al. (1991) found positive and strongest association between agreeableness and job performance ($r = +.33$).

Agreeableness is among the big five personality traits and it is associated with kindness, sympathy, cooperation, and warmth. Agreeable individuals care and understand the emotions of others and are empathetic (Graziano, Habashi, Sheese, & Tobin, 2007), helpful and friendly John and Srivastava (1999), and have the capability to constrain and control their negative emotion (Graziano et al., 2007). Agreeable persons get less frustrated and annoyed on the wrong doing and misbehavior of other people as compared to others who have low score in agreeableness (Meier, Robinson, & Wilkowski, 2006) and have less aggression and hostility (Meier et al. 2006). These individuals are able to maintain good and healthy relationships with other colleagues at the workplace (Jensen-Campbell & Graziano, 2001). Agreeableness is important for better performance at job (P. Hancock et al., 1995; Moberg, 1999). (R. P. Tett et al., 1991) found positive and strongest association between agreeableness and job performance.

Chiaburu, Oh, Berry, Li, and Gardner (2011) in a meta-analysis found that agreeableness had stronger relationship with OCB.

Past research suggests that agreeable individuals are more likely to engage in citizenship behaviors at the workplace. According to Hertz & Donovan (2000) individuals who are high on agreeableness perform better. Highly agreeable individuals are more likely to assist their peers than those low on agreeableness (Organ & Ryan, 1995). Ashton et al. (2004) found a significant relationship between agreeableness and OCB. Furthermore, Berry, Ones, & Sackett, (2007) and Ones & Viswesvaran, (2001) also found positive relationship between agreeableness and OCB.

Barrick et al. (2001) also found the lowest correlations of agreeableness and performance. Agreeableness and Conscientiousness are among the common predictors of OCB (Hurtz & Donovan, 2000; Ilies et al., 2009; Organ & Ryan, 1995). Comeau and Griffith (2005) also found agreeableness, a good predictor of Organizational Citizenship Behavior, however, few study did not find any association between agreeableness and creativity. According to Hoseinifar et al. (2011) agreeableness has positive relationship with creativity.

R. R. TETT, Jackson, Rothstein, and Reddon (1994) also confirmed the positive relationship between openness to experience and job performance (+.27). According to Hoseinifar et al. (2011) openness to experience has positive relationship with creativity. Openness to experience has positively related to creativity (Fiest, 1998 and Furnham & Bachtiar, 2008). Penney et al., (2011) found inconclusive and non-significant relationship with performance. Barrick et al. (2001) also found the lowest correlations, between these two constructs i.e. openness to experience and performance.

On the basis of above information and literature, I suggested following hypothesis.

Hypothesis 3:

Extraversion is positively related to in role job performance and creative performance and negatively related to OCB.

Hypothesis 4:

Conscientiousness is positively related to in role job performance, OCB and creative performance.

Hypothesis 5:

Agreeableness is positively related to in role job performance, OCB and creative performance.

Hypothesis 6:

Openness to experience is positively related to in role job performance, OCB and creative performance.

Hypothesis 7:

Emotional stability is positively related to in role job performance, OCB and creative performance.

2.3. Moderating Role of Big Five Traits in Stressors –Outcomes Relationships

Previous research shows that big five personality traits have been adopted by researchers who were concerned with job performance of employees and it as prominent and most widely accepted and used measure of personality related to performance, while those who were interested with well-being, safety and health of employees used individual personality constructs or variables (Perrewé & Spector, 2002). Barrick and Mount (1991) described the different explanations and interpretations on the basis of past many studies during 1945 to 1995 and concluded that all psychologist of personality are agreed on five personality constructs and found these adequate and satisfactory for measuring basic things of personality.

Constructs of this model have been described to interact with different work related characteristics i.e. prediction of performance outcomes (Barrick & Mount, 1991).According to R. P. Tett et al. (1991) also found that personality has impact on job performance, motivation,

job satisfaction and different other factors. Individual differences have impact on job outcomes even after changing for different level of ambiguity Behrman and Perreault Jr (1984)

Affective events theory is helpful to identifying situation and person influences on contextual performance (Weiss & Cropanzano, 1996). This theory conceptualize the concept how situation and person is important for performance of individual in the organization. In continuation of this phenomenon (Mischel & Shoda, 1995; Mischel & Shoda, 1998) proposed the cognitive-affective personality system which also discusses the intra-individual variations in behavior of individual over occasions and situations and further role of personality traits in impacting patterns of individual behavioral variations. This mean that personality factors should not only be studied in context to OCB but also as moderator or predictors of intra personal impacts of situational factors on different types of job outcomes. Employees those are working under time pressure have their specific opinions and attitudes, which affect the overall job performance either in positive or negative direction (Rao & Pradhan, 2007), it mean researchers are unable to identify clear association of time pressure with job performance. Some people like to work under time pressure or deadlines and some dislike to work under time pressure, for formers it give them the opportunity to utilized their full capabilities and for lateral ,it causes dysfunctional consequences (Capretz, 2003).

Most of the organizations reduced employees for becoming financially complete and reducing the cost (Reilly, 1998) which ultimately increase the workload on remaining employees. Due to time pressure at job employees face different issues e.g. feel less time to complete assigned tasks and less time to fulfill their family commitments and other non-work related duties (Darrah, 2007; Barrett & Randle, 2008; Jiraporn et al, 2009). Time pressure is perception, and every person have different level of urgency even at same situation, because time pressure is perceptual, it can be effected by environmental cues. (Connelly, Ford, Turel Gallupe and Zweig; 2014).

Past studies suggested the high correlation of neuroticism, conscientiousness with perceived stress (Gunthert, Armeli, & Cohen, 1999; Tokar, Fischer, & Subich, 1998; van den Berg & Pitariu, 2005; Watson, 2001; Hyde, 2004; Knudstrup, Segrest, & Hurley, 2003; Tokar et al., 1998; van den Berg & Pitariu, 2005; Witt, Andrews, & Carlson, 2004). Similarly, extraversion (Bowling, Beehr, & Swader, 2005; Dijkstra, Dierendonck, Evers, & Dreu, 2005; Hart, Wearing, & Headey, 1995; Tokar et al., 1998), agreeableness (Chen & Spector, 1992; Dijkstra et al., 2005; Simmons et al., 2001), and openness to experience (van den Berg & Pitariu, 2005; Wiggins, 2004) have some effect on perceived job stress. However, these effects are considered to be complex, or are poorly understood. Some researchers suggested that people may differ even in their traits in case we see their level of consistency in behavior (Baumeister & Tice, 1988; Bem & Allen, 1974; Britt & Shepperd, 1999; Smelser & Baltes, 2001).

As discussed in previous literature Kobasa and Puccetti (1983) suggested that due to personality few people get sick under stress and other do not get ill. This mean, personality play vital role in stress related issues.

2.3.1. Moderating role of Conscientiousness

According to McCrae et al. (2000) conscientious people are self-controlled, well-organized and preserving and they usually perceive themselves as hardworking and diligent. They are well aware of their capabilities and skills and do not surrender themselves in case of difficult and challenging situation. As they are well-organized and systematic, conscientious people precisely judge the requirement and pre-requisite of tasks which give them a competitive edge on other people.

Conscientiousness remained the important personality traits in personality research with relation to different job outcomes. Many past studies proved that conscientiousness has been

linked and connected with in role performance and results between these two constructs have been consistent (Barrick & Mount, 1991; R. P. Tett et al., 1991). Furthermore, few studies also suggested that conscientiousness also played significant role in OCB and researchers found that it is a stronger and significant predictor of OCB than other personality traits (K. R. Murphy & Lee, 1994)

They possess such qualities which are linked to different behaviors at work that are very important for successful performance at different work setting in organizations (Barrick & Mount, 1991). Feature related to conscientiousness are significant for better performance in number of different jobs, even organization sought these qualities during recruitment and selection phase. Barrick and Mount (1991) define conscientious as characteristics of individual such as determination, well planned, carefulness, hardworking and responsibility. It is the leading factor of Big Five Factor model in research of personality (P. Costa & McCrae, 1996; Hart, Griffin, Wearing, & Cooper, 1996)

Conscientiousness plays very significant part in contextual performance of individual (K. R. Murphy & Lee, 1994). Different meta-analyses (Barrick & Mount, 1991) also showed that conscientiousness may be the better predictor of performance at job throughout many work related groups, and many researchers Gellatly (1996) connected this to commitment to goal and objective and other with self-set objectives setting. Martocchio and Judge (1997) described interesting view about conscientious individuals that they have tendency to involve in self-deception, this phenomenon is also supported by Barrick and Mount (1991).

However these psychological conditions also help the conscientious individual to increase the efforts (Mount & Barrick, 1998), they increase the amount of time on every task (Biderman, Nguyen, & Sebren, 2008), and also focus on amount and quality of work with job knowledge, all these things positively impacts the job performance. Conscientious is much important for

achieving excellence in organization Moberg (1999) also agreed with this argument of P. Hancock et al. (1995) because these characteristics are sought by organizations. Miller, Griffin, and Hart (1999) termed it the important predictor of workload but not the unique, and found that it is very difficult to establish the relationship between personality measure and work load. R. P. Tett et al. (1991) described the significant personality-performance correlation to be with conscientiousness (+.18). Another studies focused on sale people also found that conscientiousness is the most important factor which is directly related to successful performance rather than extroversion (Barrick, Mount, & Strauss, 1993; Mount & Barrick, 1998). It also has positive relationship with well-being of individual (P. Costa & McCrae, 1996).

As discussed previously, past studies consider workload as one of the workplace stressors that may harmfully effect one's performance. Previous studies suggest that conscientiousness has the capacity to buffer against workplace stressors. For example, Hochwarter, Witt, and Kacmar (2000) found that conscientiousness buffers against the harmful effects of organizational politics which is an acute workplace stressors. Similarly, Grant and Langan-Fox (2007) also found that conscientiousness weakens the harmful effects of occupational stressors on outcomes.

In literature of stress, conscientiousness is considered as the most prominent trait factor that influences, how employees response to different work stressor (Hobfall, 2001), it also considered important factor that assist employees against researchers generally deem conscientiousness as a type of personal resource that may help individuals resist the harmful effects of stress (Perry, Witt, Penney, & Atwater, 2010; Zellars, Perrewé, Hochwarter, & Anderson, 2006). Accordingly, conscientiousness also reduce the negative relation between abusive supervision and performance (Nandkeolyar, Shaffer, Li, Ekkirala, & Bagger, 2014).

Individuals with higher level of conscientiousness also have strong negative relationship in case of role conflict and job satisfaction Grant and Langan-Fox (2007).

Many researchers highlighted the significant influence of conscientiousness on organizational settings (Meyer et al., 2009; Taylor, Bedeian, & Kluemper, 2012). And high conscientiousness people spend more effort to counter the work-related issues and problems (Wang & Erdheim, 2007; Watson, Clark, & Harkness, 1994)

Therefore, on the basis of above, I believe that individuals high on conscientiousness may demonstrate high levels of performance, OCBs, and creative behaviors in the workplace, even under high time pressure and when their workload is very high. Since such individuals are achievement oriented, disciplined, and ambitious, they may easily handle heavy workloads and time pressure and thereby reducing the negative effects of workload on job outcomes.

Hypothesis 8:

Conscientiousness moderates the relationship between workload and Job Outcomes i.e. in role job performance, OCB and Creative Performance.

Hypothesis 9:

Conscientiousness personality moderates the relationship between Time Pressure and Job outcomes i.e. in- role job performance, OCB and Creative performance.

2.3.2. Moderating role of Extraversion.

Extraversion is related with warmth, enthusiastic, aggressive, optimism, affection and friendliness. They have positive relationship with the workplace deviance as reported in literature (Judge, Heller, & Mount, 2002). Along with emotional stability, extroversion also got significant attention in occupational stress studies, it is also linked individual well-being outcomes (Hart et al., 1996) and Sutherland, and Cooper (1986) also supported this

phenomenon. Extroversion people have greater capability to adjust themselves according to situation as compared to introvert people that are not able to adjust themselves to the repeated changes which are occurring during job (Rao & Pradhan, 2007). According to Barrick et al. (1993) extroversion are weakly related to job performance, however, (R. P. Tett et al., 1991) found the positive relationship between extroversion and job performance (+.16). Extroversion people usually tried their best to achieve high milestones, because they want to remain visible. Previous research showed that extroversion has the prospective to describe the co-variation of a wide variability of behaviors, and this is one of the important phenomenon in the area of research related to personality (Funder, 2006). This mean situation and work related environment also play important role in organizational performance. Under situation of workload and time pressure, performance and creativity of extroversion people vary.

Extraversion people are usually considered to be optimistic (Costa & McCrae, 1992) , due to this they can cope up with difficult issues and problems positively as compared to others. Therefore, on the basis of above, I believe that individuals high on extroversion may demonstrate high levels of performance, OCBs, and creative behaviors in the workplace, even under high time pressure and when their workload is very high. Since such individuals are related with warmth, enthusiastic, aggressive, optimism, affection and friendliness, they may easily handle heavy workloads and time pressure and thereby reducing the negative effects of workload on job outcomes.

Hypothesis 10:

Extraversion personality moderates the relationship between workload and Job outcomes i.e. in role job performance, OCB and creative performance.

Hypothesis 11:

Extraversion personality moderates the relationship between Time pressure and Job outcomes i.e. in role job performance, OCB and Creative Performance.

2.3.3. Moderating role of Emotional Stability.

The persons who are low in this attribute of personality have shown hostility, anxiety, helplessness, low self-esteem (Costa Jr & Widiger, 1994). If we see the literature of occupational stress, emotional stability has received significant consideration because of its link with well-being outcomes of employees (Hart et al., 1996). Emotional stability has important role in occupational stress and many researchers focused on this aspect of personality (Moyle, 1995; Schaubroeck, Ganster, & Fox, 1992). Emotional stability associates to measures of stress i.e. low job satisfaction (Judge et al., 2002) and negative impact on performance (Matthews et al., 1999). The person who has low score in Emotional stability react negatively to task and job demands (Matthews et al. 1999). It means that the individuals who have high score in emotional stability are react positively to challenging task demands at work setting, which ultimate result in good job performance. Low emotional stability has negative relationship with job performance (-21) (R. P. Tett et al., 1991). Emotional stability may be used as predictor of performance under stress (R. P. Tett & Burnett, 2003).

Szymura and Wodniecka (2003) narrated that under more demanding tasks neuroticism (low emotional stability) were related to poor task performance.

Because of negativity of neuroticism, they feel more as compared to other people in case of bad life events (Magnus, Diener, Fujita, & Pavot, 1993).

Therefore, on the basis of above, I believe that individuals high on emotional stability may demonstrate high levels of performance, OCBs, and creative behaviors in the workplace, even

under high time pressure and when their workload is very high. Since such individuals with high emotional stability are related with confidence, coolness, and have control on their emotions, they may easily handle heavy workloads and time pressure and thereby reducing the negative effects of workload on job outcomes.

Hypothesis 12:

Emotional stability personality moderates the relationship between workload and Job Outcomes i.e. in role job performance, OCB and Creative Performance.

Hypothesis 13:

Emotional stability personality moderates the relationship between Time pressure and Job Outcomes i.e. in role job performance, OCB and Creative Performance.

2.3.4. Moderating role of Agreeableness.

Past studies suggest that personality characteristics may help to explain whether an individual perceives work deadlines as either positive or negative. The current study proposes that agreeableness may moderate the relationship between time pressure and OCB.

Agreeable individuals care and understand the emotions of others and are empathetic (Graziano et al., 2007), helpful and friendly (John and Srivastava (1999) and have the capability to constrain and control their negative emotion (Graziano et al., 2007). High agreeable individuals get less frustrated and less annoyed on the wrong doing and misbehavior of other people (Meier et al., 2006) and have less aggression and hostility (Meier et al., 2006).

We believe that agreeableness will buffer the negative effects of time pressure on OCB. Individuals who are exposed with time pressure may exhibit low levels of OCBs. However, those who are highly agreeable may buffer against the negative effects of time pressure on citizenship behaviors. Particularly, individuals high on agreeableness may demonstrate high

levels of OCB, even under high time pressure. Since agreeable individuals care and understand the emotions of others and are empathetic, helpful and friendly and have the capability to constrain and control their negative emotions, we expect that these individuals may easily handle time pressure and demonstrate citizenship behaviors under situations where time pressure and work load is high. Consequently, we develop the following hypothesis:

Past conceptual studies (R. P. Tett et al., 1991) related to treatments of individual variance identified two personality traits conscientiousness and agreeableness that were consistently related to OCB (Tett et al., 1991; Organ and Ryan, 1995; Ashton et al., 2004).

Therefore, on the basis of above, I believe that individuals high on agreeableness may demonstrate high levels of performance, OCBs, and creative behaviors in the workplace, even under high time pressure and when their workload is very high. Since agreeable persons care and understand the emotions of others and are empathetic, helpful and friendly and have the capability to constrain and control their negative emotions, on the basis of these characteristics, it is assumed that they may easily handle heavy workloads and time pressure and thereby reducing the negative effects of workload on job outcomes. On the basis of these facts and literature following hypothesis were proposed.

Hypothesis 14:

Agreeableness personality moderates the relationship between workload and Job Outcomes i.e. in role job performance, OCB and Creative Performance.

Hypothesis 15:

Agreeableness personality moderates the relationship between Time Pressure and Job outcomes i.e. in role job performance, OCB and creative performance.

2.3.5. Moderating role of Openness to Experience.

It is another important personality trait and related to open minded, imaginative characteristics, innovation and interest in new things. According to few studies, these types of people are narrow minded (Costa Jr & Widiger, 1994). But Goldberg (1981) described that those people with low score on this personality factor have high workplace deviance. It clearly shows that people who have high score on openness to experience are committed with their work as compared to others who have low score. Its mean openness to experience people should have positive relationship with performance.

Openness to experience is one of the unique personality trait that is associated with specialty of dreaming, eagerness for new things and seeking for new ideas (McCrae et al., 2000). Openness to experience people are usually creative and always in search for discovering new methods for solving work related performance, which ultimately create positive impact on their performance. R. P. Tett et al. (1991) and R. R. TETT et al. (1994) also confirmed the positive relationship between openness to experience and job performance (+.27). However some researchers P. Costa and McCrae (1996) described that openness to experience is a two-edged sword, because open people have positive emotion but they also have negative emotions. Past research in domain of personality suggested to further examine the relationship between openness to experience and different outcomes (Raja & Johns, 2010).

Therefore, on the basis of above, I believe that individuals high on openness to experience may demonstrate high levels of performance, OCBs, and creative behaviors in the workplace, even under high time pressure and when their workload is very high. Since Openness to experience is one of the unique personality trait that is associated with specialty of dreaming, eagerness for new things and seeking for new ideas and usually creative and always in search for discovering new methods for solving work related performance, which ultimately create positive impact on their performance. For openness to experience people , it is much easier to accept new things and ideas for improvement of work processes, may easily update their knowledge and working skills, and may able to respond and understand politics within

company as compared to other individuals (Greguras & Diefendorff, 2010; Seibert, Kraimer, & Crant, 2001)

On the basis of these characteristics, it is assumed that they may easily handle heavy workloads and time pressure and thereby reducing the negative effects of workload on job outcomes. On the basis of these facts and literature following hypothesis were proposed.

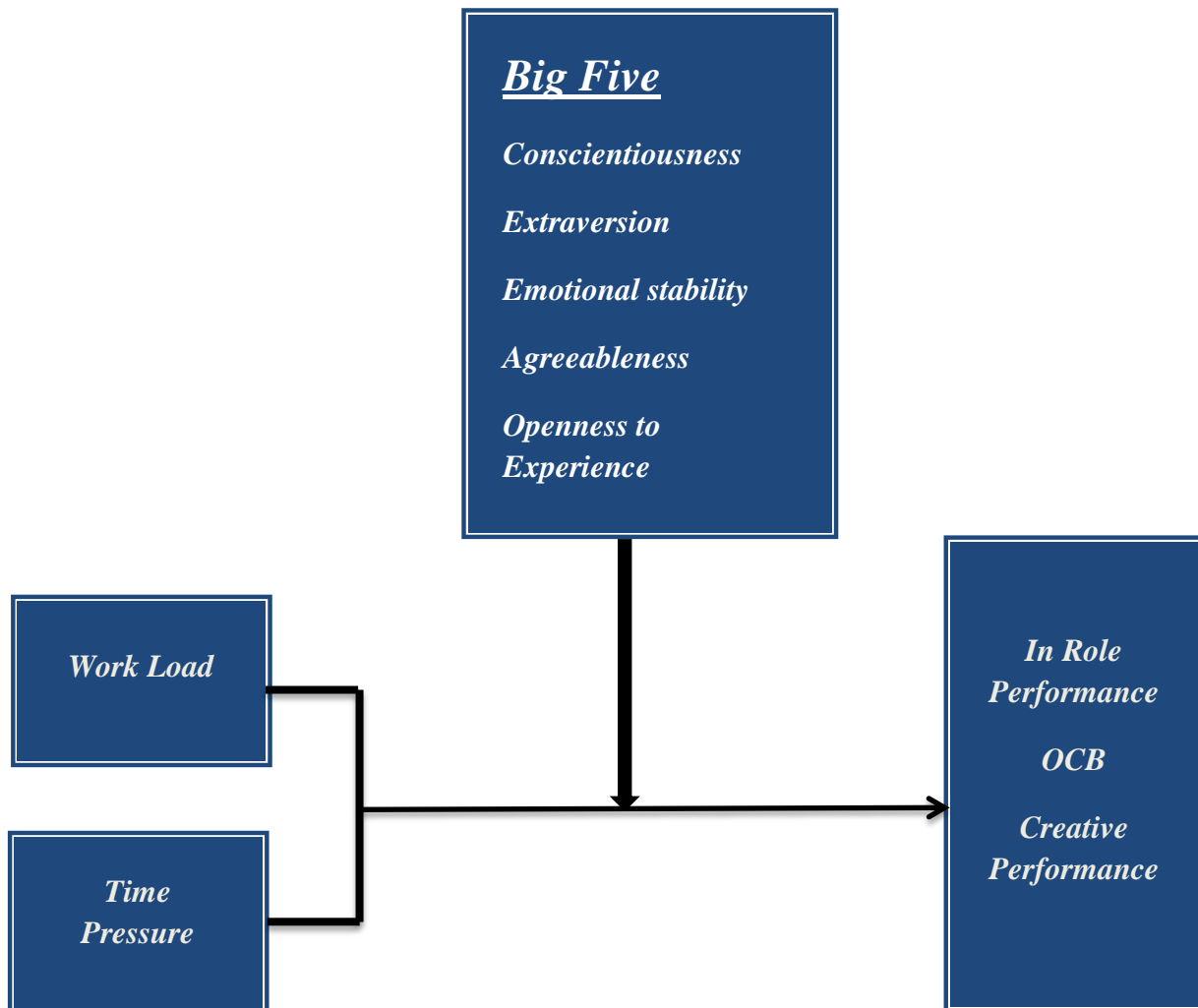
Hypothesis 16:

Openness to experience personality moderates the relationship between workload and Job Outcomes i.e. in role job performance, OCB and creative performance.

Hypothesis 17:

Openness to experience personality moderates the relationship between Time pressures and Job Outcomes i.e. in role job performance, OCB and Creative Performance

2.4. Research Model



CHAPTER 3

METHODOLOGY

3.1. Research Design

Variables of this study were centered on the behavior and perception of employees working in different organizations. Researcher collected data from full time permanent and contractual employees from organizations located in four different cities of Pakistan i.e. Haripur, Hassan Abdal, Rawalpindi and Islamabad. Researcher used time lag survey method for this study. Because time lag method is more suitable method especially in case of theoretical causal study. In domain of stress related research studies, most of authors used time lag or longitudinal survey method i.e. (recent studies conducted by Wallace, Edwards, Arnold, Frazier, and Finch (2009) and (Webster, Beehr, & Christiansen, 2010). Researcher collected data in two different time period. Data on workload , time pressure and Big Five personality traits were collected at stage 1 through self-reported while data on in-role job performance, OCB and creative performance were collected in stage 2 (after one month of data collected in stage 1) by using supervisory-rating measure. Past studies conducted in this particular area /domain at Pakistan also used survey method (Bashir & Ramay, 2010) Cost restraints, time and other advantages related to this type of study i.e. survey method make it the better method of data collection (Robson, 2002)

3.2. Population

According to (Van Blerkom, 2008) population is whole number of persons being studied for gathering of data and to examine the study phenomenon.

Population of this study consisted of the permanent and contractual employees working in different organizations of Pakistan. As this study is related to Stressors (two dimensions i.e. Workload and Time pressure), Big Five Personality Traits (Extraversion, Conscientiousness, Agreeableness, Openness to experience and Emotional stability) and their impact on job outcomes, that's why researcher did not limit sample size to a specific sector. This gave researcher opportunity to analyze effect of these constructs in different sectors, because each sector have their own work-setting. Second reason for choosing different sectors is to tap variance among them, and increasing our confidence on generalizability of study findings. Different studies i.e. (Grant, Langan-Fox, & Anglim, 2009; Ohly & Fritz, 2010; Richardson, Yang, Vandenberg, DeJoy, & Wilson, 2008) that chose single organization or sector for data collection admitted that this practice limited their findings and these findings could not be generalized.

Data were collected form employees from all levels including Staff, Assistant Managers, Managers and Directors. All of these persons were fluent in English.

3.3. Instrumentation and Measurement

It is very important to use instruments that are scientifically suitable and have better psychometric properties. Many researchers and scholars insisted on the usage of widely validated instruments. As all instruments used in in this study have been used and verified in past studies and have been endorsed across different cultures, work settings, businesses and occupations including Pakistan, hence I used already available questionnaires .I run reliability analysis and confirmatory factor analysis to check that the instruments have good reliabilities, psychometric properties and appropriate validity.

Variables including workload , time pressure and big five personality traits were measured by using self-reported responses as self-reports are more appropriate for these

constructs. However, variables including In role job performance, OCB and creative performance were measured by using supervisory-rated responses to overcome the issue of self-reporting bias.

Previously established and used questionnaires have been validated in Pakistan across different work-setting (Jamal, 2005; Malik & Waheed, 2010; Shahzad, Hussain, Bashir, Chishti, & Nasir, 2011). In abroad these measures were also validated (Cavanaugh et al., 2000; Harackiewicz, Barron, Tauer, Carter, & Elliot, 2000) Moreover, according to Luthans and Youssef (2007) use of pre-established instruments to measure the variables of study also minimizes the probabilities for the instrumentation threat.

Following questionnaires were used for the collection of data.

Stressors i.e. Workload and Time pressure.

In this study 05 items scale was used to measure workload developed by (Peterson, Miller, & Wellems, 1995). This scale was used to measure workload in 21 countries. Previously reported coefficient alpha for this scale is 0.93. Items of this questionnaire include “There is a need to reduce some part of my job”. The responses for workload were taken on 5-point likert-scale from 1 (Strongly Disagree) to 5 (Strongly Agree).

For measuring time pressure researcher used (Dapkus, 1985) 9-items time pressure scale. Respondents were asked to state the extent to which they agree with the statements using 5-point likert scale. Examples include: ‘You feel pressed for time’ and ‘There just does not seem to be enough hours in the day’. “This scale has good internal reliability with a Cronbach’s alpha of 0.892” (Roxburgh, 2004, p.120)

Researcher ran confirmatory factory analyses (CFA) to compare a single factor model versus Two factor model for Time Pressure and Workload. Results for CFA revealed that a two factor structure for Time Pressure and Workload provided a better fit ($\chi^2 =$

85.62, $df = 53$; comparative fit index [CFI] = .97, goodness-of-fit index [GFI] = .96, incremental fit index [IFI] = .97, and root mean square error of approximation [RMSEA] = .04) as compared to a single factor structure ($\chi^2 = 139.92$, $df = 54$; comparative fit index [CFI] = .91, goodness-of-fit index [GFI] = .93, incremental fit index [IFI] = .91, and root mean square error of approximation [RMSEA] = .07).

In-role Performance.

William and Anderson (1991) 7-item scale was used to measure job performance. Reliability of this measure was $\alpha = .85$. Examples of items included in the questionnaire are “This person adequately completes assigned duties” and reverse coded item include “This person fails to perform essential duties”. Responses was taken from 5-points likert scale ranging from 1 for strongly disagree to 5 for strongly agree.

OCB.

Organizational citizenship behavior was assessed with a 13-items measure developed by Williams and Anderson (1991) as he reported reliability of this scale more than 0.88. Examples of items included in the questionnaire are “Helps others who have been absent” and reverse items include “Great deal of time spent with personal phone conversations”. Responses was taken from 5-points likert scale ranging from 1 for strongly disagree to 5 for strongly agree.

Creative Performance.

Creative performance was measured using 6-items from the (Janssen, 2000) scale for individual innovative behavior at the workplace that individual innovative behavior at the workplace that individual innovative behavior at the workplace that is based on Kanter (1988) work on stages of innovation. Two items on this questionnaire referred to idea generation, two items to idea promotion, and two items to idea realization. Examples of items are, “Creates new ideas for

improvements”, “Generates original solutions to problems” and “Transforms innovative ideas into useful applications”. Responses was taken from 5-points likert scale ranging from 1 for strongly disagree to 5 for strongly agree.

Researcher ran confirmatory factory analyses (CFA) to compare a single factor model versus three factor model for job performance, OCB and Creativity. Results for CFA revealed that a three factor structure for job performance, OCB and Creativity provided a better fit ($\chi^2 = 405.84$, $df = 150$; comparative fit index [CFI] = .92, goodness-of-fit index [GFI] = .80, incremental fit index [IFI] = .92, and root mean square error of approximation [RMSEA] = .08) as compared to a single factor structure ($\chi^2 = 1308.17$, $df = 170$; comparative fit index [CFI] = .62, goodness-of-fit index [GFI] = .63 , incremental fit index [IFI] = .15, and root mean square error of approximation [RMSEA] = .27).

Big Five Personality Traits.

The 50-items IPIP scale representation of the Goldberg (1981) markers for the big-five factor was used in this study to measure these constructs. For each factor there are 10 items.

Example of items included in questionnaire for first dimension i.e. Extrovert is “I am the life of the party” and reverse coded items include “I don't talk a lot”.

Example of items included in questionnaire for second dimension i.e. Conscientiousness is “I am always prepared” and reverse coded items include “I leave my belongings round”.

Example of items included in questionnaire for third dimension i.e. Agreeableness is “I sympathize with others' feelings” and reverse coded items include “I feel little concern for others”.

Example of items included in questionnaire for fourth dimension i.e. Openness to experience is “I have a stunning imagination” and reverse coded items include “I have difficulty understanding abstract ideas”.

Example of items included in questionnaire for fifth dimension i.e. Emotional stability is “I am relaxed most of the time” and reverse coded items include “I get stressed out easily”.

Responses was taken from 5-points likert scale ranging from 1 for very Inaccurate to 5 for very Accurate.

Researcher ran confirmatory factory analyses (CFA) to compare a single factor model versus five factor model for Emotional Stability, Conscientiousness, Extrovert, Openness to experience and Agreeableness. Results for CFA revealed that a five factor structure for Emotional Stability, Conscientiousness, Extrovert, Openness to experience and Agreeableness provided a better fit ($\chi^2 = 1365.92$, $df = 622$; comparative fit index [CFI] = .63, goodness-of-fit index [GFI] = .80, incremental fit index [IFI] = .65, and root mean square error of approximation [RMSEA] = .06) as compared to a single factor structure ($\chi^2 = 1691.69$, $df = 632$; comparative fit index [CFI] = .47, goodness-of-fit index [GFI] = .74 , incremental fit index [IFI] = .49, and root mean square error of approximation [RMSEA] = .07).

Table 1. Instruments used in this study

Variable	Instrument Author	Number of items
Workload	Mark F. Peterson et. al. (1995)	05
Time Pressure	Dapkus, Marilyn A. (1985)	09
In-role Performance	William and Anderson (1991)	07
OCB	Williams and Anderson (1991)	13
Creative Performance	Janssen's (2000)	06
Big Five personality Traits	Goldberg (1992)	50

3.4. Control Variables:

In demographic part of self-reported questionnaire each respondent provided information regarding age, gender, education, position in the organization, tenure, nature of employment, sector of organization and ownership status in addition.

As narrated by Becker and Huselid (2006) only those factors should be controlled necessary for each analysis. A one-way ANOVA comparing job performance, OCB, and creativity across gender, education, position and organizations revealed that there were significant differences in job performance ($F = 5.06, p < .000$), OCB ($F = 3.84, p < .001$) and creativity ($F = 10.25, p < .000$) across organizations. Post hoc analyses showed that the differences were only between the two groups of organizations in the manufacturing industry and other industries. Hence, I used a dummy variable (0 = all other organizations, 1 = two manufacturing organizations) to control for the effects of organization type.

Table 2. Results of Reliability Analysis of study variables

S. No	Variables	Reliability
1	Workload	0.8
2	Time pressure	0.7
3	Conscientiousness	0.7
4	Neuroticism	0.7
5	Openness to Experience	0.7
6	Extraversion	0.71
7	Agreeableness	0.71
8	In-role Job Performance	0.84
9	OCB	0.7
10	Creative Performance	0.9

3.5. Sample and Data Collection Procedures

Sample size of this study was 230 employees working in different organizations .Due to the following reasons, researcher chose representative sample from the organizations on the basis of convenience sampling:

- Resource constraints,
- Difficulty in access of research sites
- Time constraints
- Wide dispersion of the selected industries and
- Most decisively the time lag design of the study

For data collection, researcher distributed 500 questionnaires among employees who were full time employees (Permanent or Contractual) working in different private and public sector organizations which are located in four cities of Pakistan i.e. Islamabad, Haripur, Attock and Rawalpindi. These organizations include two large organizations of Cement sector, three large organizations from telecom sector, four organizations from different manufacturing sector, one large organization from banking sector and one large organization from textile sector. All correspondence in these organizations was in English language and employees working in these organizations were fluent in English language. English is used and considered to be suitable for surveys related research in Pakistani organizations (Butt, Choi, & Jaeger, 2005). Past researches also used English language as a survey language in Pakistan for their studies (Abbas, Raja, Darr, & Bouckennooghe, 2012; Khan, Abbas, Gul, & Raja, 2013; Raja et al., 2004)

For explaining the purpose of research, researcher attached cover letter with each questionnaire. Main points included in cover letter are:

- Purpose of Study
- Confidentiality of study
- Anonymity of responding organizations
- Anonymity of responding individuals
- Only aggregate results will be reported

According to previous studies i.e. (Cole & Maxwell, 2003; Mitchell & James, 2001) cross sectional study designs are problematical in context to stressors-outcomes relationships. Therefore, I used a time lagged design to examine the impact of stressors and personality on job outcomes. Researcher distributed surveys on Time pressures, workload, and big five personality in stage 1 and then surveys on job performance, OCBs, and creative performance in stage 2.

Out of 500 questionnaires distributed, researcher received 360 filled questionnaires at time 1. In time 1 questionnaire, questions on workload, time pressure and big five personality traits were included. Out of these 360, 10 questionnaires were not completely filled. After one month, Supervisors of these 350 respondent employees were contacted and time 2 questionnaires were distributed. In Time 2 surveys, questions on in-role Job performance, OCB and Creative performance were included. Every supervisor was requested to assess his or her junior's in-role performance, OCB and creative performance on the particular scales. Researcher received 230 supervisory responses. Therefore, the final sample size was 230 with response rate of 60%.

CHAPTER 4

RESULTS AND DISCUSSION

4.1. Introduction of Analysis

Descriptive statistics that included Mean, Standard Deviation and minimum/maximum values of the study variables were calculated. The Mean scores show the average responses of employees on a variety of variables, the standard Deviation shows the variation in the collected data that how data values are far away from the mean (Blumberg, Cooper, & Schindler, 2005), whereas minimum and maximum values provides the information regarding end limits.

I ran Cronbach alpha reliability analysis to find out internal consistency amongst items for each variable of study, results are presented in Table 1.

To find out the relationship among study variables and direction of this association, I conducted Pearson's correlation analysis, it ranges from +1 to -1. + symbol shows the positive relationship and – sign depicts the negative association among variables. If correlation value is zero, its mean that there is no relationship among variables (Blumberg et al., 2005). Then researcher ran multiple regressions and moderated regression analysis to assess the study hypothesis related to the main effects and moderating effects. To check the significance of slopes, I used simple slope test (Aiken & West (1991) for low and high levels of moderator.

4.1.1. Reliability Analysis.

Researcher used Cronbach Alpha reliability analysis to check the internal consistency among all items for each scale. According to Blumberg et al. (2005) reliable scales are consistent and they always provide reliable results in different times (Blumberg et al., 2005). The alpha reliabilities for scales used in this study have been reported in Table 2.

4.1.2. Confirmatory Factor Analysis.

After collection of data, in first stage Researcher ran confirmatory factor analyses (CFA) to compare a single factor model versus two factor model for Time Pressure and Workload. Results for CFA revealed that a two factor structure for Time Pressure and Workload provided a better fit ($\chi^2 = 70.38$, $df = 53$; comparative fit index [CFI] = .98, goodness-of-fit index [GFI] = .96, incremental fit index [IFI] = .98, and root mean square error of approximation [RMSEA] = .04) as compared to a single factor structure ($\chi^2 = 86.98$, $df = 54$; comparative fit index [CFI] = .95, goodness-of-fit index [GFI] = .94, incremental fit index [IFI] = .95, and root mean square error of approximation [RMSEA] = .05).

Then, researcher run confirmatory factor analyses (CFA) to compare a single factor model versus three factor model for job performance, OCB and Creativity. Results for CFA revealed that a three factor structure for job performance, OCB and Creativity provided a better fit ($\chi^2 = 263.12$, $df = 117$; comparative fit index [CFI] = .95, goodness-of-fit index [GFI] = .89, incremental fit index [IFI] = .95, and root mean square error of approximation [RMSEA] = .07) as compared to a single factor structure ($\chi^2 = 988.72$, $df = 135$; comparative fit index [CFI] = .68, goodness-of-fit index [GFI] = .61, incremental fit index [IFI] = .69, and root mean square error of approximation [RMSEA] = .17).

Researcher also run confirmatory factor analyses (CFA) to compare a single factor model versus five factor model for Emotional Stability, Conscientiousness, Extrovert, Openness to experience and Agreeableness. Results for CFA revealed that a five factor structure for Emotional Stability, Conscientiousness, Extroversion, Openness to experience and Agreeableness provided a better fit ($\chi^2 = 1079.50$, $df = 520$; comparative fit index [CFI] = .64, goodness-of-fit index [GFI] = .78, incremental fit index [IFI] = .66, and root mean square error of approximation [RMSEA] = .06) as compared to a single factor structure ($\chi^2 =$

1301.10, $df = 530$; comparative fit index [CFI] = .50, goodness-of-fit index [GFI] = .74 , incremental fit index [IFI] = .52, and root mean square error of approximation [RMSEA] = .08).

4.1.3. Descriptive Statistics.

Standard Deviation, Mean and minimum maximum have been examined for assessing the variability and central tendency. Mean tells central tendency of the data whereas Standard Deviation states variability in the data. Table 3 shows descriptive statistics, standard deviation and mean of study variables.

90% percent of respondents were males and 10 % percent were females. Results further showed that 43% of the respondents were at staff level, 39 % at Assistant/Deputy Manager level and rest of respondents i.e. 18 % were at General Manager/Director level.

54% respondents were working in manufacturing sector and 86 % respondents were permanent employees. 92% of respondents were at undergraduate (two years Master degree i.e. 16 years of education).

Table 3. Descriptive Statistics

	Minimum	Maximum	Mean	Std. Deviation
Age	20.00	70.00	31.60	8.84
Gender	1.00	2.00	1.10	.30
Education	1.00	2.00	1.06	.23
Position	1.00	4.00	1.70	.81
Tenure	1.00	28.00	4.60	4.79
Nature of employment	1.00	2.00	1.88	.32
Time pressure	1.38	5.00	3.10	.58
Workload	1.00	5.00	2.88	.86
Consciousness	1.88	5.00	3.76	.59
Emotional stability	1.17	5.00	3.22	.75
Extroversion	1.43	5.00	3.19	.63
Openness to experience	1.86	4.86	3.48	.58
Agreeable	2.00	5.00	3.87	.59
Performance	2.00	5.00	3.96	.59
OCB	2.00	4.57	3.56	.55
Creativity	1.00	5.00	3.38	.82

N= 230

4.1.4. Correlation Analysis.

Table 4 is prepared to indicate correlations in order to develop an idea about the major associations between the constructs investigated in the study.

Table 4 presents that workload had no significant relationship with job performance, OCB and creativity. Time pressure was not significantly related to job performance and creativity, whereas it had a significantly negative relationship with OCB. Similarly, the correlation results for big five personality are also presented in Table 4. Extroversion had an insignificant relationship with Performance and creativity however it was negatively related to OCB.

Conscientiousness was not significantly related to performance, OCB, and creativity.

Moreover, agreeableness showed a significant relationship with performance and OCB whereas it was not significantly related to creativity. Openness to experience showed an insignificant relationship with Performance and OCB, however it was significantly related to creativity. Finally, emotion stability showed an insignificant relationship with Performance, OCB and Creativity.

Table 4. Correlation Results

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1 Age	1															
2 Gender	-.248**	1														
3 Education	-0.091	-0.082	1													
4 Position	.414**	-0.075	.182**	1												
5 Tenure	.622**	-.166*	-0.125	.251**	1											
6 Orgcontrol	-0.057	0.078	-0.126	-0.024	.169*	1										
7 TimePress	-0.116	-0.083	-0.016	-.130*	-0.049	-0.096	1									
8 Workload	-0.092	-0.072	-0.063	-.200**	0.002	-0.054	.469**	1								
9 Conscien	-0.024	-0.016	-0.053	0.06	-0.013	-0.044	-.165*	-.238**	1							
10 Emotional	0.065	-0.128	0.049	.156*	-0.024	-0.019	-.352**	-.248**	.258**	1						
11 Extrovert	0.094	-0.091	.135*	0.103	0.055	-0.066	-0.077	-0.028	.172**	.187**	1					
12 Openness	-.146*	-0.028	0.098	-0.065	-.150*	-0.061	-0.003	-0.027	.301**	0.116	0.099	1				
13 Agreeable	-0.01	-0.064	-0.022	0.089	0.108	-0.035	-0.032	-0.091	.484**	.140*	.135*	.185**	1			
14 Perform	.163*	0.005	0.071	.162*	.226**	-.191**	-0.085	-0.032	0.087	0.036	0.04	0.036	.130*	1		
15 OCB	0.02	0.065	-0.014	0.037	0.066	-.246**	-.130*	-0.027	-0.054	0.017	-0.106	0.098	.131*	.409**	1	
16 Creativity	-0.067	0.033	0.05	.132*	-.150*	-.379**	-0.006	0.012	-0.038	0.013	0.029	0.118	0.078	.381**	.604**	1

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

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

4.1.5. Regression Analysis.

Researcher performed multiple linear regression analyses to examine main effect hypotheses and moderated multiple regression analyses for testing moderating effects as recommended by J. Cohen, Cohen, West, and Aiken (2013). These analyses are used commonly to find out the association between two variables and up to what degree one variable is affected by the independent variables. Simple slope tests as recommended by Aiken and West (1991) were used to observe the significance of slopes for high and low levels of moderators.

Main Effects of Time Pressure and Workload on Job Performance, OCB and Creative Performance

Table 5 (step 2) presents results for the main effects of Emotional Stability, Conscientiousness, Extroversion, Openness to Experience, Agreeableness and Time Pressure on job performance. Results reported in Table 5 (step 2) revealed that workload was not related to Job Performance ($\beta = .01, ns$), OCB ($\beta = .01, ns$). Similarly, results presented in Table 6 (step 2) showed that the workload was not related to OCB ($\beta = .01, ns$). Furthermore, the result shown in Table 7 (step 2) revealed that workload was not related to creative Performance ($\beta = .00, ns$). **Therefore, hypothesis 1 was not supported.**

Similarly, the results revealed that time Pressure was negatively related to Job Performance ($\beta = -.10, p < .10$). Similarly, results presented in Table 6 (step 2) showed that the time pressure was negatively related to OCB ($\beta = -.21, p < .01$). Furthermore, the result shown in Table 7 (step 2) suggested that time pressure was not related to creative performance ($\beta = -.07, ns$). **Therefore, hypothesis 2 was supported for job performance and OCB.**

Main effect of Big Five Traits on Job Performance, OCB and Creative Performance

Table 5 presents results for the main effects of big five personality traits on job performance. Table 6 presents results for the main effects of big five personality traits on OCBs. Table 7 presents results for the main effects of big five personality traits on creative performance.

Table 5 (step 2) showed that extraversion was unrelated to job performance. Table 6 (step 2) showed that extraversion was negatively related to OCBs ($\beta = -.15, p < .05$). Table 7 (step 2) showed that extraversion was unrelated to creative performance. **Therefore hypothesis 3 was supported for OCBs only.**

Table 5 (step 2) showed that conscientiousness was unrelated to job performance.

Table 6 (step 2) showed that conscientiousness was negatively related to OCB ($\beta = -0.20, p < .01$). Table 7 (step 2) showed that conscientiousness was negatively related to creative performance ($\beta = -0.16, p < .05$). Therefore **hypothesis 4 was supported for OCBs and creative performance.**

Table 5 (step 2) showed that agreeableness was unrelated to job performance.

Table 6 (step 2) revealed that agreeableness was also positively related to OCB ($\beta = .20, p < .05$). Table 7 (step 2) showed that agreeableness was positive related to creative performance ($\beta = .13, p < .01$). **These results supported hypothesis 5 for OCB and creative performance.**

Furthermore, Table 5 (step 2) showed that openness to experience was unrelated to job performance. Table 6 (step 2) suggested that openness to experience was positively related to OCB ($\beta = .14, p < .05$). Table 7 (step 2) showed that openness to experience was positively related to creative performance ($\beta = .12, p < .05$). **These findings support hypothesis 6 for OCB and creative performance.**

Finally, Table 5 (step 2) showed that emotional stability was unrelated to job performance.

Table 6 (step 2) showed that emotional stability was not related to OCB ($\beta = -.02, ns$).

Moreover, table 7 (step 2) showed that emotional stability was unrelated to creative performance. Therefore, **these results did not support hypothesis 7.**

Moderating Role of Big Five Personality Traits

The researcher centered the independent and moderating variables by subtracting the mean from individual values of independent and moderating variables to perform moderated regression analyses. For moderated regression analyses, the researcher entered interaction term of the independent and moderating variables in step 3 of the regression, which if found significant, confirmed moderation.

Furthermore, researcher attained the tolerance statistics variance inflation factor (VIF) scores (Hair, Anderson, Tatham, & Black, 1998; Tabachnick & Fidell, 2001), these two measure the degree to which collinearity between predictors affects the accuracy and precision of a regression model. According to Chatterjee and Price (1991) if scores of VIF is less or smaller than 5 is normally considered acceptable and scores for tolerance above than .10 (Hair et al., 1998) are normally considered adequate. The scores of VIF were below 2 and scores of tolerance were greater than .5 in all analyses, clearly demonstrating that multicollinearity was not a problem.

Moderating Role of Big Five Traits in Time Pressure-Job Outcomes relationships

Table 5 (step 3) reports the results for the moderating role of big five personality traits in the relationship between time pressure and job performance. The results reveal that emotional stability, openness to experience, and agreeableness did not moderate the relationship between time pressure and job performance. Furthermore, controlling for the effects of big five traits, workload, and time pressure, the interaction terms conscientiousness x time pressure ($\beta = .14, p < .10$) and extroversion x time pressure ($\beta = .10, p < .10$) were significant for job performance.

Researcher plotted the significant interactions for high and low ($M \pm SD$) values of the moderators. The plots of the significant interactions are shown in Figures 1 through figure 8. Figure 1 showed that, time pressure-Job performance relationship was stronger when conscientiousness was high. Simple slope tests as suggested by Aiken and West (1991) showed that the slope for high levels of Conscientiousness was significant ($\beta = -.25, p < .04$); however, the slope for low levels of Conscientiousness was insignificant ($\beta = 0.03, ns$). Similarly, Figure 2 showed that, time pressure-job performance was stronger when extraversion was low. Simple slope test suggested that the slope for high levels of extraversion was insignificant ($\beta = 0.02, ns$) whereas the slope for low levels of extraversion was significant ($\beta = -.20, p < .03$).

Table 6 (step 3) reports the results for the moderating role of big five personality traits in the relationship between time pressure and OCB. The results reveal that emotional stability, conscientiousness, and openness to experience did not moderate the relationship between time pressure and OCB. Furthermore, controlling for the effects of big five traits, workload, and time pressure, the interaction terms Extraversion x time pressure ($\beta = .14, p < .05$) and agreeableness x time pressure ($\beta = .10, p < .10$) were significant for OCB.

Researcher plotted the significant interactions for high and low ($M \pm SD$) values of the moderators. Figure 3 showed that, time pressure-OCB relationship was stronger when extraversion was high. Simple slope tests showed that the slope for low levels of extraversion was significant ($\beta = -.31, p < .001$); however, the slope for high levels of extraversion was insignificant ($\beta = -.07, ns$).

Similarly, Figure 4 showed that, time pressure-OCB was stronger when agreeableness was low. Simple slope test suggested that the slope for high levels of agreeableness was insignificant ($\beta = -.10, ns$) whereas the slope for low levels of agreeableness was significant ($\beta = -.28, p < .01$).

Table 7 (step 3) reports the results for the moderating role of big five personality traits in the relationship between time pressure and creative performance. The results reveal that emotional stability, conscientiousness, extraversion and openness to experience did not moderate the relationship between time pressure and creative performance. Furthermore, controlling for the effects of big five traits, workload, and time pressure, the interaction terms agreeableness x time pressure ($\beta = .14, p < .05$) was significant for creative performance.

Researcher plotted the significant interactions for high and low ($M \pm SD$) values of the moderator. Figure 5 showed that time pressure-creative performance relationship was stronger when agreeableness was low. Simple slope tests showed that the slope for low levels of agreeableness was significant ($\beta = -.32, p < .02$); however, the slope for high levels of agreeableness was insignificant ($\beta = .07, ns$).

These results support hypothesis 9 for job performance only. The results support hypothesis 11 for job performance and OCB. The findings did not support hypothesis 13 and hypothesis 17. The results supported hypothesis 15 for OCB and creative performance.

Moderating Role of Big Five Traits in Workload-Job Outcomes relationships

Table 8 (step 3) reports the results for the moderating role of big five personality traits in the relationship between workload and job performance. The results reveal that the interaction terms between workload and all big five traits were insignificant. Therefore big five traits did not moderate the relationship between workload and job performance.

Table 9 (step 3) reports the results for the moderating role of big five personality traits in the relationship between workload and OCB. The results reveal that conscientiousness and openness to experience did not moderate the relationship between workload and OCB. Furthermore, controlling for the effects of big five traits, workload, and time pressure, the

interaction terms emotional stability x workload ($\beta = -.13, p < .05$), Extraversion x workload ($\beta = .09, p < .07$) and agreeableness x workload ($\beta = .12, p < .07$) were significant for OCB.

Figure 6 showed that, the workload-OCB relationship was positive when emotional stability was low whereas this relationship was negative when extraversion was high. Simple slope test suggested that both slopes for high levels of emotional stability ($\beta = -.08, ns$) low levels of emotional stability were insignificant ($\beta = .08, ns$).

Figure 7 showed that, the workload-OCB relationship was positive when extraversion was high whereas this relationship was negative when extraversion was low. Simple slope test suggested that both slopes for high levels of extraversion ($\beta = .06, ns$) low levels of extraversion were insignificant ($\beta = -.06, ns$).

Figure 8 showed that, the workload-OCB relationship was positive when agreeableness was high whereas this relationship was negative when agreeableness was low. Simple slope test suggested that both slopes for high levels of agreeableness ($\beta = .07, ns$) low levels of agreeableness were insignificant ($\beta = -.07, ns$).

Table 10 (step 3) reports the results for the moderating role of big five personality traits in the relationship between workload and creative performance. The results reveal that emotional stability, conscientiousness, and openness to experience did not moderate the relationship between time pressure and OCB. Furthermore, controlling for the effects of big five traits, workload, and time pressure, the interaction terms extraversion x workload ($\beta = -.13, p < .07$) and agreeableness x workload ($\beta = .12, p < .07$) were significant for creative performance.

Figure 9 showed that, workload-creative performance relationship was positive when extraversion was low, however this relationship was negative when extraversion was high.

Simple slope tests showed that the slope for low levels of extraversion was insignificant ($\beta = .09, ns$); however, the slope for high levels of extraversion was significant ($\beta = -.15, p < .10$).

Figure 10 showed that, workload-creative performance relationship was positive when agreeableness was high, however this relationship was negative when agreeableness was low. Simple slope tests showed that the slope for low levels of agreeableness was significant ($\beta = -.15, ns$); however, the slope for high levels of agreeableness was insignificant ($\beta = .09, ns$).

The results did not support hypothesis 8. The results supported hypothesis 10 for OCB and creative performance. The findings supported hypothesis 12 for OCB only. The findings supported hypothesis 14 for OCB and creative performance. The results did support hypothesis 16.

Table 5. Results of Moderated Regressions Analysis for Time Pressure and Big Five Personality

	Job Performance	
	B	ΔR^2
Step 1		
Organization	-.24***	
Tenure	.27***	.11***
Step 2		
Time pressure	-.10†	
Work load	.01	
Emotional stability	-.01	
Consciousness	.02	
Extroversion	-.01	
Openness to Experience	.04	
Agreeableness	.08	.02
Step 3		
Time pressure x Emotional Stability	-.04	
Time pressure x Conscientiousness	-.14†	
Time pressure x Extroversion	.10†	
Time pressure x Openness to Experience	.06	
Time pressure x Agreeableness	.07	.02

Note. N = 230

† p < .07, * p < .05, ** p < .01, *** p < .001

Table 6. Results of Moderated Regressions Analysis for Time Pressure And Big Five Personality

	OCB	
	B	ΔR^2
Step 1		
Organization	-.26***	
Tenure	.11**	.07***
Step 2		
Time pressure	-.21	
Work load	.02	
Emotional stability	-.02	
Consciousness	-.20**	
Extroversion	-.15*	
Openness to Experience	.14*	
Agreeableness	.20**	.10***
Step 3		
Time pressure x Emotional Stability	-.05	
Time pressure x Conscientiousness	-.10	
Time pressure x Extroversion	.14*	
Time pressure x Openness to Experience	.01	
Time pressure x Agreeableness	.10†	.03

Note. N = 230

† p < .07, * p < .05, ** p < .01, *** p < .001

Table 7. Results of Moderated Regressions Analysis for Time Pressure and Big Five Personality

	Creativity	
	B	ΔR^2
Step 1		
Organization	-.36***	
Tenure	-.09†	.15***
Step 2		
Time pressure	-.07	
Work load	-.00	
Emotional stability	-.01	
Consciousness	-.16*	
Extroversion	.01	
Openness to Experience	.11†	
Agreeableness	.13*	.03
Step 3		
Time pressure x Emotional Stability	.06	
Time pressure x Conscientiousness	-.07	
Time pressure x Extroversion	-.07	
Time pressure x Openness to Experience	.01	
Time pressure x Agreeableness	.14*	.03†

Note. N = 230

† p < .07, * p < .05, ** p < .01, *** p < .001

Table 8. Results of Moderated Regressions Analysis for Work Load and Big Five Personality

	Job Performance	
	B	ΔR^2
Step 1		
Organization	-.24***	
Tenure	.27***	.11***
Step 2		
Time pressure	-.10†	
Work load	.01	
Emotional stability	-.01	
Conscientiousness	.02	
Extroversion	-.01	
Openness to Experience	.04	
Agreeableness	.08	.02
Step 3		
Workload x Emotional Stability	-.06	
Workload x Conscientiousness	-.04	
Workload x Extroversion	.07	
Workload x Openness to Experience	-.01	
Workload x Agreeableness	.08	.01

Note. N = 230

† p < .07, * p < .05, ** p < .01, *** p < .001

Table 9. Results of Moderated Regressions Analysis for Work Load and Big Five Personality

	OCB	
	B	ΔR^2
Step 1		
Organization	-.27***	
Tenure	.11†	.07***
Step 2		
Time pressure	-.21**	
Work load	.02	
Emotional stability	-.02	
Consciousness	-.20**	
Extroversion	-.15*	
Openness to Experience	.14*	
Agreeableness	.20**	.10***
Step 3		
Workload x Emotional Stability	-.13*	
Workload x Conscientiousness	-.03	
Workload x Extroversion	.09†	
Workload x Openness to Experience	-.04	
Workload x Agreeableness	.12†	.03†

Note. N = 230

† p < .07, * p < .05, ** p < .01, *** p < .001

Table 10. Results of Moderated Regressions Analysis for Work Load and Big Five Personality

	Creativity	
	B	ΔR^2
Step 1		
Organization	-.36***	
Tenure	-.09†	.15***
Step 2		
Time pressure	-.07	
Work load	-.00	
Emotional stability	-.01	
Consciousness	-.16*	
Extroversion	.01	
Openness to Experience	.11†	
Agreeableness	.13†	.03
Step 3		
Workload x Emotional Stability	-.05	
Workload x Conscientiousness	-.03	
Workload x Extroversion	-.13†	
Workload x Openness to Experience	-.06	
Workload x Agreeableness	.12†	.03†

Note. N = 230

† p < .07, * p < .05, ** p < .01, *** p < .001

Table 11 Summary of Results in Relation to Proposed Hypotheses (cont'd)

Hypothesis No.	Ind. variable	Moderator	Dep. Variable	Result	Overall Status
8	Workload	Conscientiousness	Job Performance	Not Confirmed (<i>ns</i>)	No Support
			OCB	Not Confirmed (<i>ns</i>)	
			Creative Performance	Not Confirmed (<i>ns</i>)	
9	Time Pressure	Conscientiousness	Job Performance	Confirmed	Partial Support
			OCB	Not Confirmed (<i>ns</i>)	
			Creative Performance	Not Confirmed (<i>ns</i>)	
10	Workload	Extraversion	Job Performance	Not Confirmed (<i>ns</i>)	Good Support
			OCB	Confirmed	
			Creative Performance	Confirmed	
11	Time Pressure	Extraversion	Job Performance	Confirmed	Good Support
			OCB	Confirmed	
			Creative Performance	Not Confirmed (<i>ns</i>)	
12	Workload	Emotional stability	Job Performance	Not Confirmed (<i>ns</i>)	Partial Support
			OCB	Confirmed	
			Creative Performance	Not Confirmed (<i>ns</i>)	
13	Time Pressure	Emotional stability	Job Performance	Not Confirmed (<i>ns</i>)	No Support
			OCB	Not Confirmed (<i>ns</i>)	
			Creative Performance	Not Confirmed (<i>ns</i>)	
14	Workload	Agreeableness	Job Performance	Not Confirmed (<i>ns</i>)	Good Support
			OCB	Confirmed	
			Creative Performance	Confirmed	
15	Time Pressure	Agreeableness	Job Performance	Not Confirmed (<i>ns</i>)	Partial Support
			OCB	Confirmed	
			Creative Performance	Confirmed	
16	Workload	Openness to experience	Job Performance	Not Confirmed (<i>ns</i>)	No Support

			OCB	Not Confirmed (<i>ns</i>)	
			Creative Performance	Not Confirmed (<i>ns</i>)	
17	Time Pressure	Openness to experience	Job Performance	Not Confirmed (<i>ns</i>)	No Support
			OCB	Not Confirmed (<i>ns</i>)	
			Creative Performance	Not Confirmed (<i>ns</i>)	

Figure 1: Interactive effects of Time pressure and Conscientious on Job performance.

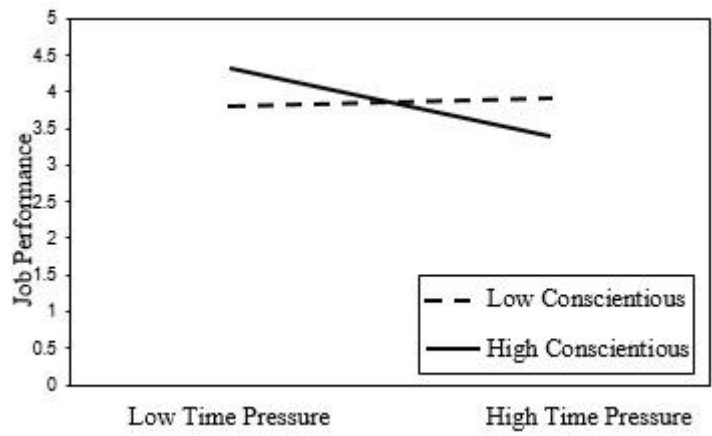


Figure 2: Interactive effects of Time pressure and Extraversion on Job performance.

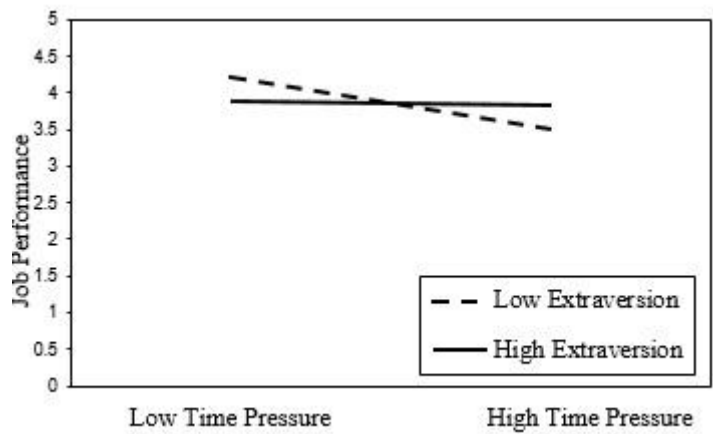


Figure 3. Interactive effects of Time pressure and Extraversion on OCB.

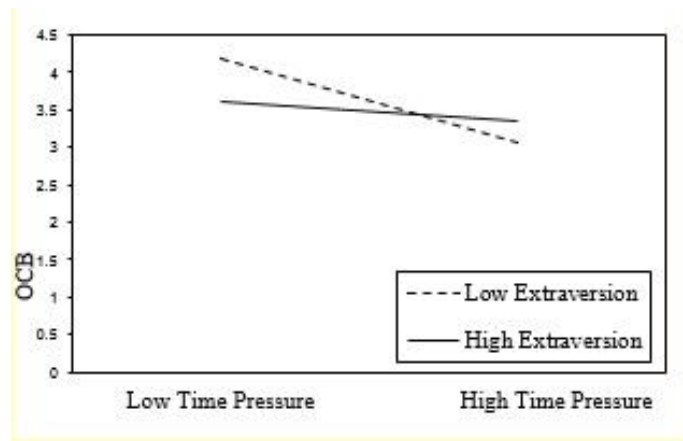


Figure 4. Interactive effects of Time pressure and Agreeableness on OCB.

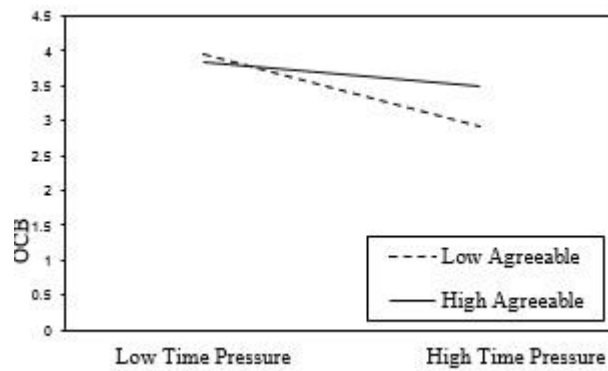


Figure 5. Interactive effects of Time pressure and Agreeableness on Creativity.

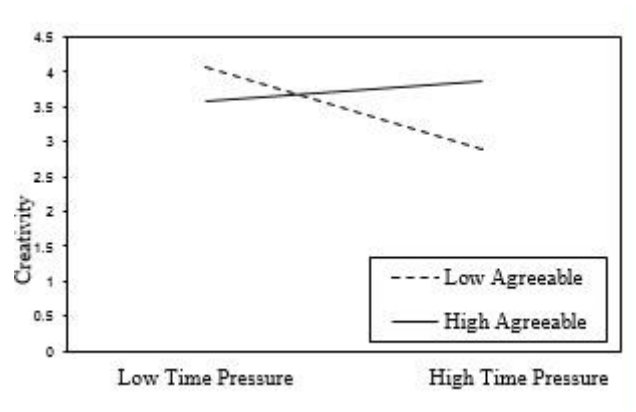


Figure 6. Interactive effects of Workload and Emotional Stability on OCB

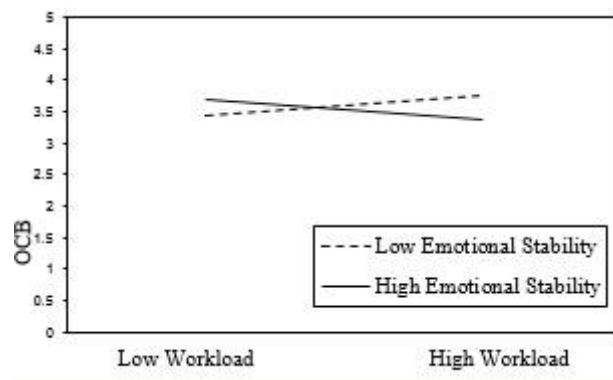


Figure 7. Interactive effects of Workload and Extraversion on OCB.

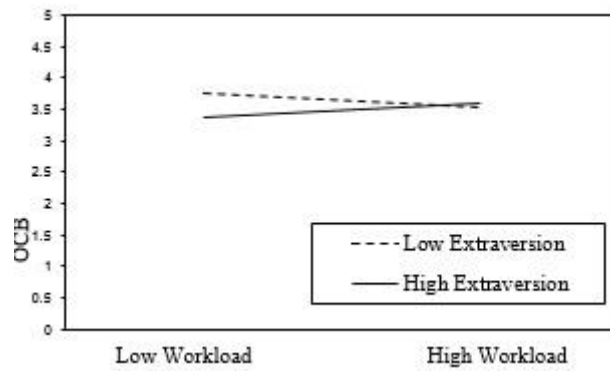


Figure 8. Interactive effects of Workload and Agreeableness on OCB.

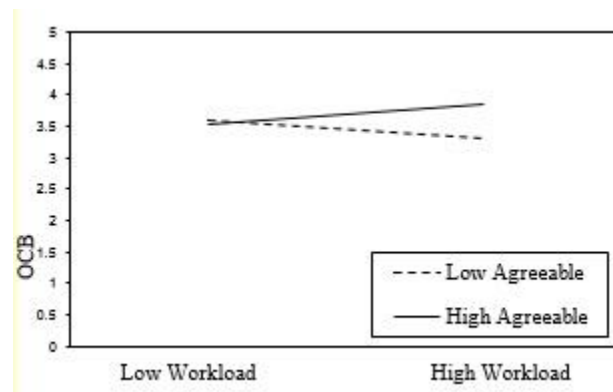


Figure 9. Interactive effects of Workload and Extraversion on Creative Performance.

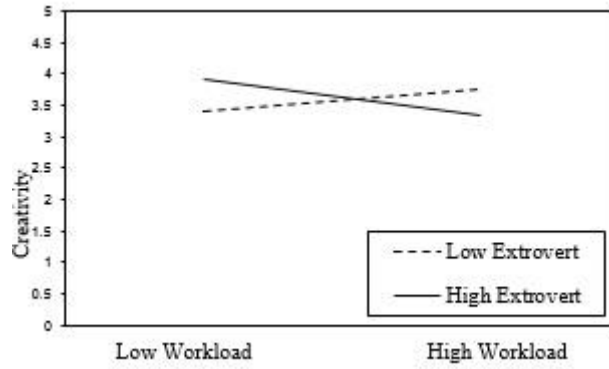
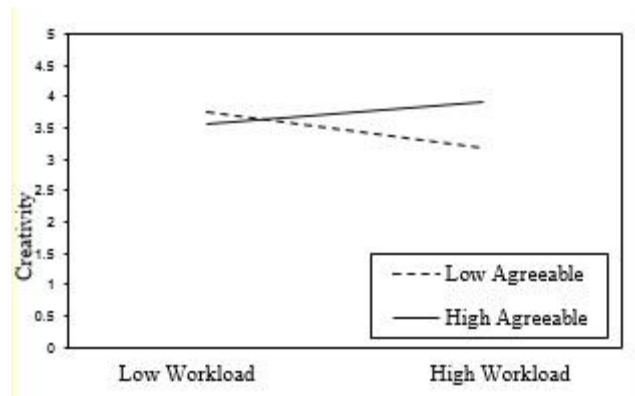


Figure 10. Interactive effects of Workload and Agreeableness on Creative Performance.



CHAPTER 5

DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.0. DISCUSSION

5.1. Findings of the Study

Researchers from numerous domains worked in the area of job-related stress and its positive and negative impact on different constructs (Beehr et al., 2003). So it was very important to study these impact in particular context as enormous body of research has observed the possibly detrimental or constructive effects of workplace related stressors on anticipated job behaviors. In spite of that existing research has explored the association between numerous kinds of stressors and significant individual-level outcomes, yet, according to many researchers i.e. (Boswell et al., 2004; Podsakoff et al., 2007) the current developments are not quite auspicious and In lately years, these stressors have been characterized as either hindrance or challenge related stressors in the hindrance-challenge context. It mean in this particular domain our knowledge is very inadequate as very insufficient studies have been done to investigate the psychological mechanisms that clarify differential effects of hindrance-challenge stressors on different job outcomes.

Different researchers tried to clarify why few stressors should have harmful effects on job outcomes and few stressors should generate positive outcomes. Yet, these studies did not describe the Whys and How's of these differential effects. This study tried to clarify the psychological mechanism (i.e. the moderating role of Big Five personality traits) through which workload and time pressure stressors are interrelated to in role job performance, OCB and creative performance.

5.2. Overview of Results

In general this study found a decent support for the suggested hypotheses. First seven hypotheses were suggested to find out main effect and among these seven only two hypotheses which have direct relationship were not supported whereas remaining five hypotheses got ample support. Detail finding are shown in table 11.

First hypotheses of study suggested a negative relationship between workload and Job outcomes i.e. in role job performance, OCB and Creative performance. This relationships were not supported by results of study.

Second hypothesis of this study suggested a negative relationship between time pressure and job outcomes i.e. in role job performance, OCB and Creative performance. The negative relationship between time pressure and OCB and job performance was confirmed however, the negative relationship between time pressure and creative performance was not supported.

Third hypotheses of study suggested a positive relationship between extroversion personality and two job outcomes i.e. in role job performance and Creative performance and negative relationship with OCB. Results of study confirmed the negative relationship between extroversion personality and OCB as suggested in the hypothesis, while study did not confirm the relationship between extroversion and job performance and creative performance.

The fourth hypothesis suggested was Conscientiousness is positively related to in role job performance and creative performance and negatively related to OCB. The negative relationship of Conscientiousness with OCB and creative performance was confirmed while relationship between Conscientiousness and job performance was not supported.

Fifth hypothesis of proposed was agreeableness would be positively related to job performance, OCB and creative performance. Results of study partially supported this suggested hypothesis. A positive relationship between agreeableness and OCB and creative

performance was confirmed by this study, while relationship between agreeableness and job performance was not confirmed.

Sixth hypothesis suggested a positive relationship between openness to experience and job outcomes (In role performance, OCB and creative performance). This relationship was confirmed in case of openness to experience and two job outcomes (OCB and creative performance), while relationship between openness to experience and in role job performance was not supported.

In hypothesis seven, it was suggested that Emotional stability is positively related to in role job performance, OCB and creative performance. Results of this study did not confirm proposed relationship between emotional stability and job outcomes.

This research proposed ten hypotheses related to moderation and results of this study revealed that most of the proposed hypothesis got good support, however few hypotheses got no support.

Hypotheses 8 suggested that Conscientiousness personality moderates the relationship between workload and Job Outcomes i.e. in role job performance, OCB and Creative Performance. Results of study did not confirm the proposed moderation.

Hypothesis 9 got partial support from the results of this study. It was confirmed that Conscientiousness personality moderates the relationship between Time Pressure and job performance, however it did not moderate between time pressure and two job outcomes i.e. OCB and Creative performance.

In hypotheses 10 it was proposed that Extraversion personality moderates the relationship between workload and Job outcomes i.e. in role job performance, OCB and creative

performance. Results revealed that Extroversion personality moderated between workload and two job outcomes i.e. creative performance and OCB, while extroversion personality did not moderate the relationship between workload and job performance. This hypothesis got support for creative performance and OCB

In hypotheses 11 it was proposed that Extraversion personality moderates the relationship between time pressure and Job outcomes i.e. in role job performance, OCB and creative performance. Results revealed that Extroversion moderated between time pressure and two job outcomes i.e. job performance and OCB, while extroversion personality did not moderate the relationship between time pressure and creative performance. This hypothesis got support for job performance and OCB

In hypothesis 12 it was suggested that Emotional stability personality moderates the relationship between workload and Job Outcomes i.e. in role job performance, OCB and Creative Performance. Results revealed that emotional stability moderated between workload and OCB, while emotional stability did not moderate the relationship between workload and job performance and creative performance. This hypothesis got support for OCB only.

Moderation as proposed in hypothesis number 13 was not proved. It means Emotional stability personality did not moderate the relationship between Time pressure and Job Outcomes i.e. in role job performance, OCB and Creative Performance.

Moderation as proposed in hypothesis 14 got good support. Hypothesis 14 proposed that Agreeableness personality moderates the relationship between workload and Job Outcomes i.e. in role job performance, OCB and Creative Performance. Results revealed that Agreeableness moderates the relationship between workload and two Job Outcomes i.e. OCB and Creative Performance, while Agreeableness personality did not moderate the relationship between workload and job performance.

Hypothesis 14 proposed that Agreeableness personality moderates the relationship between workload and Job Outcomes i.e. in role job performance, OCB and Creative Performance. Results revealed that Agreeableness moderates the relationship between workload and two Job Outcomes i.e. OCB and Creative Performance, while Agreeableness personality did not moderate the relationship between workload and job performance. Therefore, moderation as proposed in hypothesis 15 got support for OCB and creative performance.

Moderation as proposed in hypothesis number 16 was not supported. It means openness to experience did not moderate the relationship between workload and Job Outcomes i.e. in role job performance, OCB and Creative Performance.

In hypothesis 17, it was proposed that Openness to experience personality moderates the relationship between Time pressures and Job Outcomes i.e. in role job performance, OCB and Creative Performance. Results of study did not prove this proposed moderation.

5.3. Main Effects of workload on Job outcomes

In the current investigation, workload was proposed to have a negative effect on job performance, OCBs, and creative performance. Unfortunately, the findings did not support this hypothesis. Workload was found to have no significant effect on job performance, OCB, and creative performance. Perhaps, it appears that have workloads doesn't effect the level of performance, OCB, creative performance of employees at the workplace.

Majority of the past research suggests mixed evidence on the relationship between workload and desirable job outcomes whereby some studies suggest that workload has a positive effect on job outcomes and other studies suggest that workload has a negative effect on job outcomes. A few recent studies confirmed that there is no relationship between challenge

stressor and performance and creativity e.g. Sacramento, Fay, and West (2013) suggested that there is no relationship between job demands (such as workload and time pressure) and creative performance. So these results are consistent with findings of previous research. Unfortunately, workload as a stressor was not related to job outcomes. It seems that workplace environmental stressors such as workload do not affect these outcomes in Pakistan context. Possibly, the effect of workload on job outcomes can be moderated by situational or other personal factors.

5.4. Main Effects of Time Pressure on Job outcomes

In the current investigation, time pressure was proposed to have a negative effect on job performance, OCBs, and creative performance. The findings suggested that time pressure had a negative effect on job performance and OCB, however it was not significantly related to creative performance. In other word, individuals who reported high time pressure performance poor at their jobs and demonstrated low citizenship behaviors.

Past studies suggest some mixed evidence on the relationship between time pressure and desirable job outcomes whereby some studies suggest that time pressure has a positive effect on job performance and OCB and other studies suggest that time pressure has a negative effect on these outcomes. The current study demonstrates that time pressure is harmful for the proper functioning of employees at the workplace however it does not effect creative performance.

These results are consistent with findings of previous studies such as reviewed all existing empirical evidence and found different types of relationship (Jex, 1998) between time pressure and job performance, few reported positive relationship, few reported negative relationship and some studies found no relationship between these. According to recent study conducted (Sacramento et al., 2013) there is no relationship between job demands (such as workload and time pressure) and creative performance. Time pressure has negative but significant relation with OCB i.e. with increase of time pressure OCB of individual employee will decrease. This

relationship is consistent with finding of (Choo & Firth, 1998; McDaniel, 1990; Solomon & Brown, 1992) that time pressure found to be negatively related to other job outcomes (Choo & Firth, 1998; McDaniel, 1990; Solomon & Brown, 1992).

5.5. Main effects of Big Five personality traits on Job outcomes

Study suggested a positive relationship between extroversion personality and two job outcomes i.e. in role job performance and Creative performance and negative relationship with OCB. The findings suggest that extravert individuals are less likely to demonstrate citizenship behaviors at the workplace. The findings also suggest an insignificant relationship between extraversion and job performance and creative performance.

These results are consistent with findings of R. P. Tett et al. (1991) and contradicting with the finding of (Raja et al., 2004) a study conducted in similar context in which no relationship was found. So these results entail substantial importance for the future research. While study did not confirm the relationship between extroversion and creative performance. These results are consistent with findings of (Raja & Johns, 2010) in similar settings in which they exhibited that no Big Five personality trait is directly related to creative performance except openness to experience.

A negative relationship of Conscientiousness with OCB and creative performance was found in the current study which is consistent with findings of (Organ & Ryan, 1995) while relationship between Conscientiousness and job performance was not supported. The findings for insignificant effect of conscientiousness with job performance contradict the traditional view of conscientiousness individuals as high performers across various jobs. These findings are not consistent with the findings of researchers who studied these constructs in Eastern settings like Raja & Johns (2010) in which they exhibited that no Big Five personality trait is directly related to creative performance except openness to experience.

The current study found positive effect of agreeableness with OCB and creative performance. These these finding are consistent with findings of (Ashton et al., 2004; Graziano et al., 2007; John & Srivastava, 1999) according to which agreeable persons care and understand the emotions of others and are empathetic, helpful and friendly and have the capability to constrain and control their negative emotion. While relationship between agreeableness and job performance was not confirmed. These findings are consistent with previous studies (Barrick & Mount, 1991; McCrae & Costa, 1997) that suggest that personality research generally considers agreeableness as a weak predictor of job performance.

Study suggested a positive relationship between openness to experience and job outcomes (In role performance, OCB and creative performance). Relationship between openness to experience and in role job performance was not supported. While relationship was confirmed in case of openness to experience and two job outcomes (OCB and creative performance) these results are consistent with findings of Raja & Johns (2010) in similar settings in which they exhibited that no Big Five personality trait is directly related to creative performance except openness to experience. Feist (1998) also revealed the openness to experience closely associated with creative performance.

In hypothesis seven it was suggested that Emotional stability is positively related to in role job performance, OCB and creative performance. Results of this study did not confirm proposed relationship between emotional stability and job outcomes. These findings confirmed the view of earlier research that emotional stability is a low associate of OCB and considered as minimum expected to display OCB at workplace Barrick et al. (1993) These results are also consistent with findings of Raja & Johns (2010) in similar settings in which they exhibited that no Big Five personality trait is directly related to creative performance except openness to experience. These outcomes entail substantial importance for the forthcoming research on these concepts.

5.6. Interactive effects of Time pressure and Big Five Personality Traits

The findings reveal that emotional stability, openness to experience, and agreeableness did not moderate the relationship between time pressure and job performance. However, conscientiousness and extraversion moderated the relationship between time pressure and job performance. AS shown in Figure 1, time pressure had a significant negative effect on job performance for high conscientiousness. Similarly, figure 2 showed that time pressure had a significant negative effect on job performance for low extraversion.

The results reveal that emotional stability, conscientiousness, and openness to experience did not moderate the relationship between time pressure and OCB. However, extraversion and agreeableness moderated the relationship between time pressure and OCB.

Figure 3 revealed that the negative relationship between time pressure-OCB was stronger when extraversion was high. Figure 4 showed that time pressures had a significant negative relationship with OCB for low agreeableness.

The results reveal that emotional stability, conscientiousness, extraversion and openness to experience did not moderate the relationship between time pressure and creative performance. However, agreeableness moderated the relationship between time pressure and creative performance. Figure 5 showed that the negative relationship between time pressure and creative performance was significant for those low on agreeableness.

5.7. Interactive Effects of workload and Big Five personality traits

The results reveal that the interaction terms between workload and all big five traits were insignificant. Therefore big five traits did not moderate the relationship between workload and job performance. The results reveal that conscientiousness and openness to experience did

not moderate the relationship between workload and OCB. However, emotional stability, extraversion, and agreeableness moderated the relationship between workload and OCB.

Figure 6 showed that, the workload-OCB relationship was positive when emotional stability was low whereas this relationship was negative when extraversion was high. Figure 7 showed that, the workload-OCB relationship was positive when extraversion was high whereas this relationship was negative when extraversion was low. Figure 8 showed that, the workload-OCB relationship was positive when agreeableness was high whereas this relationship was negative when agreeableness was low.

The results reveal that emotional stability, conscientiousness, and openness to experience did not moderate the relationship between time pressure and OCB. However, extraversion and agreeableness significantly moderated the relationship between workload and creative performance. Figure 9 showed that workload had a negative relationship with creative performance for high extraversion. Figure 10 showed that workload had a negative effect on creative performance for low agreeableness.

5.2. Limitations of Study

Every research related to any domain has limitations, because researchers are not able to draw 100% conclusion on the basis of his findings as truly said that no research can be perfect. Although hypotheses suggested in this study have got considerable support and results may be generalized with few exceptions because every culture has his own interpretations of things and hold different meanings. Except job outcomes i.e. In role job performance, OCB and Creative performance, all variable are self –reported so there may be chances of self-serving bias. So to overcome limitation I used time lag study design for better causality, and factor analysis results described ample validity of the examined phenomenon.

Respondents of this study were all full time employees either permanent or contractual, so these finding may not be applicable for part-time and telecommute workforce. Other limitation may be supervisory reported job outcomes; sometime it may be possible organizational politics effect the rating of supervisors. Time lag type of study gave more time to supervisors to evaluate their subordinates and past studies also confirmed that supervisory reported job outcomes are good to overcome self-serving bias (Barrick, Mount & Strauss, 1993). Another limitation might be impression management, sometimes supervisors are unable to differentiate between actual performance and impression management.

5.3. Strengths and Contribution of the Study

This study has numerous strengths in spite of few limitations mentioned above. Design of this study itself has significant strength because most of research studies conducted in this particular domain are cross-sectional thus lack the ability to infer causality. As this study verified theoretical causal model with time lag design increases the worth and understanding that how workload and time pressure effect the job outcomes. This study is free from common method bias, because I collected data in two different time span, while most of the previous studies in this particular domain used cross-sectional data for analysis.

Another strength of this study is generalizability of its findings, because I collected data from different organizations i.e. manufacturing, service, private and public and having this heterogeneous sample make it worthwhile. Because past studies lack the generalizability due to homogenous samples i.e. they took data from one organization or one sector (Ohly & Fritz, 2010; Parker & Crona, 2012; Zellars et al., 2006)

Previous study did not measure the effect of time pressure and workload in a single study, hence unable to identify them whether challenge stressors and hindrance stressors. This study

investigated the harmful and beneficial effects of these two constructs on job outcomes. This study also identified the factors that make these constructs harmful or beneficial.

First time this study identified the mechanism that links the time pressure and workload with in role job performance, OCB and creative performance. Past studies were unable to answers the hows and whys of this relationship. Exploring the moderating role of Big Five personality traits in this domain is also the significant contribution of this study.

Focus of previous studies (LePine et al., 2005; Podsakoff et al., 2007) in this particular domain remained on job performance, inclusion of creative performance and OCB also helped us to explore the effect of time pressure and workload on these constructs.

Previously, theories related to this domain were tested in western cultures, as this study was conducted in eastern culture specifically Pakistan, will provide insight for further development of indigenous theories and practices.

Results of direct relationship previously tested between time pressure, workload, big five personality traits and job outcomes also imparted significant contribution in this area of research.

Overall this study tried to fill the gap in stressors domain as well as personality domain in different context. Findings and results of this research added value in literature of personality and stressors with their effect on job outcomes.

5.4. Managerial Implications

Finding of this study are important and useful for practitioners to learn about effects of workload, time pressure and big five personality traits on different job outcomes i.e. in-role job performance, OCB and creative performance.

Role of big five personality traits in this study clearly indicate the significance of personality while taking any sort of decisions like selection, training, motivation, retention and issues related to different types of performance. After study the findings of this research, managers will be able to know the framework of these traits to recognize why and how employees differ from each other.

As big five traits are best predictor of performance at work (Raja et al., 2004), results of this study also confirmed the significance and importance of these traits. For example if manager wants to increase OCB in employees, he/she should hire people who possess relevant personality traits that have significant effect on OCB. Study results revealed that workload x OCB relationship was stronger when openness to experience was high. Goldberg (1999) described that those people with low score on this personality factor have high workplace deviance. It clearly shows that people who have high score on openness to experience are committed with their work as compared to others who have low score. Managers may use this finding in work-settings whether it is manufacturing concern or service concern, public or private sector because of generalizability of study. Moderation for Workload and agreeableness for Creative Performance revealed that relationship was stronger when Agreeableness was low. So for innovative work, manager should hire those people who have low on agreeableness trait.

It was revealed that negative relationship between workload and creative performance was stronger when Extroversion was high and positive relationship was stronger when Extroversion was low. These results are new in this domain, so practicing manager may use this information in hiring and assigning tasks to people. Managers may assign assignment under time pressure to those employees who have high in conscientiousness trait, because their in-role performance, contextual performance and creative performance is better as compared to other people who have low in this trait.

Most of the studies on this particular domain are conducted in western culture, as this study is conducted in eastern culture, so managers who were reluctant to implement the findings of studies conducted in western culture, will be confident enough to implement the findings of this study.

As data for this study was collected from different organizations (manufacturing, service, mix of service and manufacturing, private and public, permanent and contractual employees) managers may use these findings in every setting.

Overall this study will enable managers to differentiate the effects of stressors on employees' job outcomes with reference to their personality traits e.g. what tasks should be assigned to which person on the basis of their personality traits.

5.5. Future Research Directions

This study provides many avenues for future research and suggests multiple directions to explore. The results have multiple consistencies with previous research but few findings contradict the findings of previous research. Combinations of these results further may be explored by using other methods in other cultural context.

Direct relationship was not found between time pressure, workload and in-role job performance and creative performance consistent with previous studies. Future research may explore this relationship further in different context. Moderating role of other factors other than big five personality traits may be explored between workload, time pressure and job outcomes.

As this study only focused on harmful effects of time pressure and workload, future study may include other stressors to identify the similar relationship as it was not previously explored.

In this study few personality traits like emotional stability and openness to experience showed insignificant results as moderator between workload and job outcomes, it needs further investigation in western culture and may be replicated in eastern culture by using different methods.

Future research may investigate the impact of workload and time pressure on job outcomes in formal work setting as well as informal setting, because significant difference found between these two setting in different cultures identified by previous literature. Future research may further test the differential effects of these stressors using other techniques e.g quasi-experiments. Future research can also test the moderating role of other important personality traits like narrow traits in the relationship between workload and job outcomes and same is may also tested for time pressure and job outcomes relationship. As this study did not include job motivators, future research may examine the differential effects of motivation either it is extrinsic motivation or intrinsic motivation for variety of job outcomes. Such investigations are important because few personality traits have negative relationship with job outcomes in this study as compare to traditional view like conscientiousness personality trait.

5.6. Conclusion

Personality remained the important discussion for researchers and practicing managers since last four decades and provided a comprehensive understanding that how personality may play vital role at workplace. Role of stressors may not be ignored, because now researchers are recognizing their role in the productivity of employees and its effects on different job outcomes. But past research ignored the moderating role of personality between workload, time pressure and job outcomes. This study tried to fill this gap by theorizing the framework which includes both constructs. Further this study explored the new relationships that will contribute in literature which may be used for improvement in upcoming research related to this particular

domain. This study also answered the many questions i.e. how personality traits are related to in-role job performance, OCB and creative performance and furthermore how these job outcomes are determine through moderating role of big five personality traits in relation with workload and time pressure as independent variables. Moreover, this study also answered the question, how low and high level of personality traits affects the relationship between stressors and job outcomes. As this study was conducted in eastern culture and developing economy hence few findings differ from the studies conducted in western culture and developing economies.

In general, procedure as well as reliability and validity of the outcome it may be said that this study is a substantial piece of research which will add value to the literature, theory and practice.

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ANNEXURE

Questionnaires

Work Opinion Survey

Dear Participant,

I am a PhD student at Faculty of Management Sciences, Mohammad Ali Jinnah University, Islamabad Pakistan. My research interest is in the role of personality and work characteristics in influencing employees' attitudes and behaviors at work. You can help me in my current research project by completing the attached questionnaire, which I think you will find quite interesting. I appreciate your participation in my study.

The Questionnaire contains questions on your individual characteristics, your job, and your feelings and perceptions about your job. In the end I have asked you to provide some personal information such as age, gender, profession and your name. Although I am not asking you for any sensitive personal information, I assure you that ***your responses will be held in strictest anonymity***. Please keep in mind that the resulting data will be summarized on a general basis and **not** on an individual basis. If for any reason you do not want to participate in my study, please feel free to decline. If you wish to be informed of the findings of this study, the findings will be shared with you as a report discussing aggregated results only and will **not** disclose any raw data.

Please read the instructions carefully and answer all the questions. There are no “trick” questions, so please answer each item as frankly and as honesty as possible. It is important that **all** the questions be answered.

I once again thank you for your assistance and cooperation in this noble cause.

Sincerely,

Tariq Iqbal Khan

PhD. Candidate

Email: tariqfirst@gmail.com

SECTION A

How Accurately Can You Describe Yourself?

Describe yourself as you generally are now, not as you wish to be in the future. Describe yourself as you honestly see yourself, in relation to other people you know of the same sex as you are, and roughly your same age.

1 2 3 4 5 Very
Inaccurate Moderately Inaccurate Neither Accurate nor Inaccurate Moderately Accurate Very Accurate

1. _____ I am the life of the party.
2. _____ I feel little concern for others.
3. _____ I am always prepared.
4. _____ I get stressed out easily.
5. _____ I have a rich vocabulary.
6. _____ I don't talk a lot.
7. _____ I am interested in people.
8. _____ I leave my belongings round.
9. _____ I am relaxed most of the time.
10. _____ I have difficulty understanding abstract ideas.
11. _____ I feel comfortable around people.
12. _____ I insult people.
13. _____ I pay attention to details.
14. _____ I worry about things.
15. _____ I have a stunning imagination.
16. _____ I keep in the background.
17. _____ I sympathize with others' feelings.
18. _____ I make a mess of things.
19. _____ I seldom feel blue/depressed.
20. _____ I am not interested in abstract ideas.
21. _____ I start conversations.
22. _____ I am not interested in other people's problems.
23. _____ I get chores/routine tasks done right away.
24. _____ I am easily disturbed.
25. _____ I have excellent ideas.
26. _____ I have little to say.

27. _____ I have a soft heart.
28. _____ I often forget to put things back in their proper place.
29. _____ I get upset easily.
30. _____ I do not have a good imagination.
31. _____ I talk to a lot of different people at parties.
32. _____ I am not really interested in others.
33. _____ I like order.
34. _____ I change my mood a lot.
35. _____ I am quick to understand things.
36. _____ I don't like to draw attention to myself.
37. _____ I take time out for others.
38. _____ I shirk/avoid my duties.
39. _____ I have frequent mood swings.
40. _____ I use difficult words.
41. _____ I don't mind being the center of attention.
42. _____ I feel others' emotions.
43. _____ I follow a schedule.
44. _____ I get irritated easily.
45. _____ I spend time reflecting on things.
46. _____ I am quiet around strangers.
47. _____ I make people feel at ease.
48. _____ I am exacting/challenging in my work.
49. _____ I often feel blue/depressed.
50. _____ I am full of ideas.

SECTION B

This section asks you to describe the extent to which various characteristics of your job are stressful. Please write a number in the given blank, before each statement, to indicate the extent to which you

1	2	3	4	5
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

_____1. I never seem to have enough time to get every-thing done.

- _____2. I feel pressed for time.
- _____3. I am often in a hurry.
- _____4. I feel rushed to do the things that I have to do.
- _____5. I have enough time for myself.
- _____6. I feel that too much is expected from me.
- _____7. I worry about how I am using my time.
- _____8. I am always running out of time.
- _____9. There just don't seem to be enough hours in the day.

SECTION C

This section asks you to describe the extent to which various characteristics of your job are stressful. Please write a number in the given blank, before each statement, to indicate the extent to which you agree/disagree with that statement

1	2	3	4	5
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

- _____1There is a need to reduce some part of my job.
- _____2I feel overburdened in my job.
- _____3I have been given too much responsibility.
- _____4My workload is too heavy.
- _____5The amount of work I have to do interfere with the quality I want to maintain.

SECTION D

Please provide the following information about yourself.

1. Age: _____ years.
2. Gender: Male Female
3. Education (the highest degree attained): _____
4. Your position in the current organization: _____
5. Your tenure/experience in the current organization: _____ years.
6. Nature of employment? _____ Contract _____ Permanent/Regular
7. Sector of your current organization: _____
8. Ownership status of your current organization: _____ Public _____ Private
9. Name: _____
10. Email: _____

Work Opinion Survey

Dear Participant,

I am a PhD student at Faculty of Management Sciences, Mohammad Ali Jinnah University, Islamabad, Pakistan. My research interest is in the role of personality and work characteristics in influencing employees' attitudes and behaviors at work. You can help me in my current research project by completing the attached questionnaire, which I think you will find quite interesting. I appreciate your participation in my study.

The Questionnaire contains questions on your individual characteristics, your job, and your feelings and perceptions about your job. In the end I have asked you to provide some personal information such as age, gender, profession and your name. Although I am not asking you for any sensitive personal information, I assure you that ***your responses will be held in strictest anonymity***. Please keep in mind that the resulting data will be summarized on a general basis and **not** on an individual basis. If for any reason you do not want to participate in my study, please feel free to decline. If you wish to be informed of the findings of this study, the findings will be shared with you as a report discussing aggregated results only and will **not** disclose any raw data.

Please read the instructions carefully and answer all the questions. There are no “trick” questions, so please answer each item as frankly and as honesty as possible. It is important that **all** the questions be answered.

I once again thank you for your assistance and cooperation in this noble cause.

Sincerely,

Tariq Iqbal Khan

Ph. D Candidate

Email: tariqfirst@gmail.com

SECTION A. Following statements are about your evaluation of your subordinate's performance (name is mentioned below). Please write a number in the given blank, before each statement, indicating the extent to which you agree or disagree with that statement by using the following scale.

1

2

3

4

5

Strongly Disagree

Disagree

Neither Agree nor Disagree

Agree

Strongly Agree

This Person (_____)

- _____ 1. adequately completes the assigned duties.
- _____ 2. fulfills the responsibilities specified in his/her job description.
- _____ 3. performs tasks that are expected of him/her.
- _____ 4. meets formal performance requirements of the job.
- _____ 5. fails to perform essential duties.
- _____ 6. Helps others who have been absent.
- _____ 7. Helps others who have heavy workloads.
- _____ 8. Assists supervisor(s) with his/her work (when not asked).
- _____ 9. Takes time to listen to co-workers' problems and worries.
- _____ 10. Goes out of way to help new employees.
- _____ 11. Takes a personal interest in other employees.
- _____ 12. Great deal of time spent with personal phone conversations.
- _____ 13. Complains about insignificant things at work.
- _____ 14. Conserves and protects organizational property.

Please provide the following information about yourself

1. Your Age: _____ Years.
2. Your Gender: Male Female
3. Your Experience in the current organization: _____ Years
4. For how long you know this employee: _____ Years