

CAPITAL UNIVERSITY OF SCIENCE AND
TECHNOLOGY, ISLAMABAD



**Personality and Psychological Contracts:
Mediating Roles of Epistemic Curiosity
and Rule-following Behavior with
Moderating Role of Uncertainty
Avoidance**

by

Muhammad Mubbashar Hassan

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**Personality and Psychological Contracts:
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Rule-following Behavior with Moderating Role
of Uncertainty Avoidance**

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To my Wife

and

Loving Children



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It is certified that following publication(s) has been accepted out of the research work that has been carried out for this thesis:-

1. Hassan, M, M. & Bashir, S. (2018). Personality and psychological contracts: Does uncertainty avoidance matter? *Pakistan Journal of Social Sciences*, 38(2), 625-640.

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Abstract

This study evaluates what and how personality traits (Big Five) of employees form their psychological contracts with respective employers. Therefore, apart from testing the direct relations between personality traits of employees and their psychological contracts towards employers, the present study investigates the explanatory mechanisms (epistemic curiosity & rule-following behavior) between the Big Five personality traits and dimensions of psychological contracts, which includes transactional, relational, balanced and ideological contracts. In addition, the moderating role of individual level uncertainty avoidance is also examined in the relations between personality traits and explanatory mechanisms i.e. epistemic curiosity and rule-following behavior. Trait activation theory provides overarching theoretical framework for this study and norms of reciprocity offer additional support. Time-lagged data in three time-lags were collected from 469 respondents employed in various public and private sector organizations across Pakistan.

Results indicate that Openness to Experience positively relates to transactional, balanced and ideological contracts and negative relates to relational contracts. Conscientiousness positively relates to transactional contracts and negatively relates with relational, balanced and ideological contracts. The other personality dimension Extraversion positively relates to relational contracts and ideological contracts whereas it negatively relates to transactional contracts. Similarly, Agreeableness is found positively related with relational contracts and negatively with transactional and ideological contracts. Finally, Neuroticism negatively relates with all types of psychological contracts.

Regarding explanatory paths, epistemic curiosity and rule-following behavior explain the relations between specific personality traits and psychological contracts as epistemic curiosity explains the relations between Openness to Experience, Conscientiousness and Extraversion and psychological contract types. While in case of rule-following behavior, majority of the hypotheses stand accepted, except for balanced contracts. In case of moderation, the results show that uncertainty avoidance weakens relationship between Openness to Experience, Conscientiousness and

Extraversion and epistemic curiosity. The results regarding moderating role of uncertainty avoidance in the relations between Conscientiousness, Agreeableness, Neuroticism and rule-following behavior could only be partially claimed due to the fact that uncertainty avoidance was not found affecting the relation between Conscientiousness and rule-following behavior. Overall directions of buffering effects were somehow mixed as compared to expectations.

These results have theoretical as well as practical significance. The study makes theoretical contribution in psychological contracts body of knowledge by adding two new explanatory mechanisms to elucidate the reasons why people with certain personality traits form different types of psychological contracts and what affect individual level uncertainty avoidance has on these relations. The practitioners can also benefit from these finding as they can ensure better expectations management and personality-job fit.

Keywords: Personality; psychological contracts; epistemic curiosity; rule-following behavior, uncertainty avoidance

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Abbreviations

OTE	Openness to Experience
CON	Conscientiousness
EXT	Extraversion
AGR	Agreeableness
NEU	Neuroticism
TC	Transactional Contracts
RC	Relational Contracts
BC	Balanced Contracts
IC	Ideological Contracts
CFA	Confirmatory Factor Analysis

Chapter 1

Introduction

1.1 Background

Organizations aspire for motivated workforce to achieve superior performance benchmarks. Apart from other motivation strategies, effective management of psychological contracts can be very helpful. Therefore, it is important to understand the dynamics of psychological contract. Psychological contracts affect employees turnover intentions, job satisfaction and eventually the job performance (Bal, De Cooman, & Mol, 2013; Gakovic & Tetrick, 2003; Karagonlar, Eisenberger, & Ase-lage, 2016; Rayton & Yalabik, 2014; Zhao, Wayne, Glibkowski, & Bravo, 2007). Psychological contract is formed when an employee perceives that organization will reciprocate the contributions made by him or her while managers of the organizations can form such psychological contracts with employees on behalf of the organization (Rousseau, 1989). Psychological contract theory is essentially concerned with employee preparedness to depend on employer assurances, and to feel indebted in return. So, it is a perceptual process founded in social cognition and social exchange purposes (Thomas, Au, & Ravlin, 2003).

Apparently, it seems logical to claim that psychological contracts may exist in the absence of formal contracts but it is not the case. Formal contracts between employees and employer might be comprehensive and contain the explicit obligations of the contracting parties but it is not possible to cover all aspects of employment

in the formal contracts. Therefore, psychological contracts may also exist in the presence of formal contracts in order to reduce the ambiguity and have satisfaction of self-regulatory environment (Shore & Tetrick, 1994). Because, psychological contracts give feeling to employees that if they perform well, the employer will reciprocate positively. Usually, formal contracts do not offer conducive environment, job security or accelerated promotions in writing but during pre-employment interactions and post-employment socialization, the employee can infer such things hence, a psychological contract. Pre-employment interaction include discussion on compensation, work details as well as nature and scope of obligations. In addition to explicit communication, employees may infer things from body language of employer's agent or characteristics of the organization (Dunahee & Wangler, 1974). Secondly, when employee joins the organization, he contributes positively and expects reciprocity in terms of fair compensation and job security.

The origin of construct "psychological contract" can be traced in the formative works of 1960s (Levinson, Price, Munden, Mandl, & Solley, 1962;) while social exchange theory and norms of reciprocity provide theoretical basis for this concept (Blau, 1964; Gouldner, 1960). Initially, psychological contract was viewed as an implied understanding between employees and their managers. It was argued that such a relationship would progress in a way that the employee(s) will exchange higher productivity and lower their complaints in exchange for a fair compensation and a secure employment. However, this exchange relationship was believed to be of tangible resources (Argyris, 1960). Later, Levinson et al. (1962) further extended this concept by stating that psychological contract comprises common anticipations between employee and employer. Unconscious motives may cause these expectations and thus both sides may not be conscious of their own expectations, what to talk of knowing the expectations of the other party. Schein (1965) also supplemented the works of Levinson et al. (1962) and emphasized on the matching anticipations between employee and employer. Levinson et al. (1962) and Schein (1965) differed with Argyris (1960) by stating that in exchange relationship the resources can be both tangible and intangible. The contemporary work on psychological contracts has been carried out by Rousseau (1989).

When employees perceive that their expectation are not met by the employers, a breach of psychological contract occurs. In such case, the employees retort with adverse attitudes and conducts (Taylor & Tekleab, 2004), such as reduced job satisfaction, commitment, trust and intentions to leave etc. (Bal, De Lange, Jansen, & Van Der Velde, 2008; Coyle-Shapiro & Kessler, 2000; Gakovic & Tetrick, 2003; Quratulain, Khan, Crawshaw, Arain, & Hameed, 2016; Rigotti, 2009; Robinson & Rousseau, 1994; Tekleab, Takeuchi, & Taylor, 2005; Zhao et al., 2007), therefore dipping their reciprocating contributions in an attempt to achieve a balance in this exchange relationship (Conway & Briner, 2005; Zhao et al., 2007). Thus, it is very significant to study the dynamics of psychological contracts.

There are four key types of psychological contracts. **TC** have economic orientation and are short-term in nature. These contracts cause limited engagement by the employee and the employer (Rousseau, 2000, 2004). The components of such contracts are narrow and short-term. **RC** instead are long-term in nature. In relational contracts, employees expect job security and career progression in exchange of commitment towards the organizations. The components of such contracts are stability and loyalty (Rousseau, 2000, 2004). **BC** pool the flexible time span and common concern of RC with performance requirements and renegotiation of transactional agreements. The components of such contracts are external employability, internal advancement and dynamic performance (Rousseau, 2000, 2004). In **ideological contracts**, the employees believe that the organization is required to exhibit a reliable pledge for investment in a valued cause and in response; the employee is indebted to perform his role in a way that helps the organization to follow that cause (Thompson & Bunderson, 2003).

Since, the psychological contracts are individual beliefs and perceptions therefore; the role of peoples personality in formation of psychological contracts cannot be ignored. Personality is also combination of thoughts, perceptions, emotions and cognition. For studying personality in social and behavioral sciences, different taxonomies are used and Big Five personality traits is the most acknowledged taxonomy in this regard. It includes five traits i.e. OTE, CON, EXT, AGR and NEU (McCrae & John, 1992).

Trait activation theory (Tett & Burnett, 2003) suggest that personality is expressed in work related behaviors in response to trait relevant situation cues, which may stem from task, organization or society. It is quite possible that in our society that is high on uncertainty avoidance, Big Five personality traits may express some work related behaviors in response to high uncertainty avoidance i.e. a trait relevant situational cue stemming from the society. Moreover, when employees contribute towards the organization with positive work related behaviors such as epistemic curiosity or rule-following behavior; they may expect something from the organization in the shape of monetary, socio-emotional or ideological currency, hence a psychological contract. This expectation is supported by the norms of reciprocity (Gouldner, 1960).

Epistemic curiosity is the desire to obtain new knowledge (e.g., concepts, ideas, and facts) expected to stimulate intellectual interest or eliminate conditions of informational deprivation (Mussel, Spengler, Litman, & Schuler, 2012). Whereas, Rule-following behavior is the tendency of employees to follow organizational rules (Tyler & Blader, 2005).

1.2 Statement of the Problem

The employers need to understand the personalities of their employees in order to build effective employment relationship through right type of psychological contract. Unfortunately, this awareness does not exist in our workplace. Therefore, there are high chances of breaches of psychological contracts, leading to lower employee commitment, satisfaction, performance and high turnover intentions.

From theoretical perspective, research on psychological contracts revolves around antecedents and outcomes (relating to breach and violation) of such contracts. However, antecedents of psychological contracts are less studied as compared to outcomes (Boey & Vantilborgh, 2015; Conway & Briner, 2009; Sherman & Morley, 2015). Researchers cannot effusively study psychological contracts if the mechanism of contract development is not understood. Nevertheless, some researchers have tried to identify various individual level (e.g. tenure, gender, age, personality,

employee designation, work status/employee class etc.) and organizational level (e.g. socialization, justice, power and politics, organizational change, , trust, leadership, workplace familism, human resource practices, communication, perceived organizational support etc.) antecedents (Agarwal, 2014).

Within the antecedents, dispositional antecedents of psychological contracts are very critical since the essence of psychological contracts is based on the idiosyncratic beliefs however, dispositional antecedents of psychological contracts are even less studied (Agarwal, 2017), except a handful studies e.g., see Raja, Johns, and Ntalianis (2004), but these studies do not adequately cover the relatedness of all psychological contract types with personality traits. Since most of the studies only focused on relation of transactional and RC therefore, two important dimensions like balanced and ideological contacts remained understudied (Krause & Moore, 2017).

In addition, the explanatory mechanisms that explain the relation between personality traits and various kinds of psychological contracts are still not clear. Thus, there is a need to identify some robust mediators, which answer many unanswered questions in this area (Raja et al., 2004). Raja, Johns, and Bilgrami (2011) have also suggested that dynamics of personality and psychological contracts need to be understood.

Most of the studies on psychological contracts have been carried out in western contexts (Abdullah, 2017) and the role of culture in personality outcomes relationship is unclear. This study argues that cultural variable uncertainty avoidance has the propensity to affect the relation between Big Five personality traits and the proposed mediators i.e. epistemic curiosity as well as rule-following behavior.

1.3 Gap Analysis

1.3.1 Gap Analysis - Big Five Personality Traits and Psychological Contracts

Despite the significance of dispositional tendencies as a critical individual level antecedent of psychological contracts, few researchers have evaluated the predictive powers of this antecedent (Bingham, 2006; Boey & Vantilborgh, 2015; Metz, Kulik, Cregan, & Brown, 2017; Raja et al., 2004; Tallman & Bruning, 2008; Vantilborgh et al., 2013). Even in the mentioned studies, the main focus has been on the predictability of transactional and RC by some personality dispositions. Whereas, dispositional antecedents of balanced and ideological types of psychological contracts are virtually neglected so far (Bal & Vink, 2011; Ntalianis, 2006).

This is a serious omission for various reasons. First, the nature of employment and organizational structures are moving toward flexibility (Ramsdal, 2016). Therefore, employees are expected to engage in flexible (balanced) contracts rather than fixed ones (i.e., transactional or relational contracts). However, hardly any studies have been conducted on personality-related, or even other determinant-related BC, despite having evidence that individual differences impact the formation of BC (Goyal, 2009; Yin & Wu, 2009). In collectivist cultures, there is the added possibility of having relational contracts, whereas TC are more likely to be formed in individualist societies (Zhao & Chen, 2008). In countries such as Pakistan (high on collectivism) with a low per capita income, it is unknown whether employees will tend to form RC because financial considerations may induce them to try to achieve TC. Thus, a balanced approach (BC) might be more appropriate for such societies.

The ideological contract (Thompson & Bunderson, 2003) mainly revolves around the idea that not every workplace relationship or work itself is engaged for monetary rewards. Instead, employees might work for the organization under the belief that the organization provides a platform from which the employees contribute something to others. Hackman and Oldham (1975) referred to such jobs as having

more task significance, which enhances employee motivation. Except for studies in the not-for-profit sector (Goll, 2012; Vantilborgh et al., 2013), the extant literature has generally been silent about the role of personality in the development of such contracts. However, IC should be important in a corporate (for-profit) set-up as well (Krause & Moore, 2017). Thus, the full spectrum of psychological contracts has yet to be extensively explored (Conway & Briner, 2009; Rousseau, 2001).

To bridge the above-mentioned gaps, instant study comprehensively evaluates the capability of the Big Five personality traits in predicting the formation of psychological contract types.

1.3.2 Gap Analysis - Explanatory Mechanisms of Epistemic Curiosity and Rule Following Behavior between Personality Traits and Psychological Contracts Types

Big Five traits model (Digman, 1990; McCrae & Costa, 1987) is one of the most robust models presented about personality. The traits included are OTE, CON, EXT, AGR and NEU. The OTE dimension relates to inquisitiveness, imagination, and inventiveness. The features relating to this personality dimension are imagination, activities, concepts, aesthetics, and principles. OTE is the inclination towards the novel and diverse in different aspects of life. CON judges your attention to detailing, perseverance, and objective oriented approach. Expertise, dedication, endeavoring for success, self-control, and attention to detail are few other dimensions of CON. EXT is the personality feature that measures amiability, keenness, and pleasurable stimulation. The features relating to this personality dimension are cordiality, sociability, assertiveness, enthusiasm, activity and progressive sentiments. The AGR personality dimension measures kind-heartedness, cooperativeness, and politeness. The aspects relating to this dimension are faith, honesty, selflessness, obedience, humility, and sympathy. The NEU personality

dimension measures nervousness, self-esteem, and emotional firmness. The sub-part of this personality dimension are edginess, hostility, downheartedness, self-consciousness, carelessness, and susceptibility (McCrae & John, 1992).

Personality is a major, yet distal, determinant of psychological contracts (Raja et al., 2004), and there is limited information on how psychological contracts are determined by personality. Thus, we propose two explanatory mechanisms that provide a promising way to solve this puzzle: epistemic curiosity and rule-following behavior. These are also potential proximal determinants. Raja et al. (2004) suggested that employees' work behaviors and attitudes must be explored with regard to their impact on psychological contracts. He identified three processes through which personality traits might affect the psychological contracts i.e. choice, construal and enactment. Choice means the job seeking behavior, construal means the opinions of contract types and enactment means the impact of personality on organizational behavior and attitudes, which might affect the contract terms. It is further suggested in the mentioned study that impact of enactment i.e. work behaviors and attitudes on part of the employee must be explored vis--vis impact on the psychological contracts. At present, the intermediating mechanism/s that can explain the possible relation between traits of personality and types of psychological contracts are somehow missing in extant literature. Therefore, following the leads of Raja et al. (2004), the present study proposes two intermediating variables i.e. epistemic curiosity and rule following behavior that can explain the relation between traits of personality and psychological contract types.

Firstly, the epistemic curiosity i.e. the wish to acquire new knowledge (e.g., ideas concepts and facts) anticipated to arouse intellectual interest or eradicate circumstances of informational deficiency. There are opposing schools of thoughts relating to two curiosity dimensions. Firstly, the state curiosity denotes the curiosity in an explicit state, whereas trait curiosity denotes the general ability or propensity to feel curious (Loewenstein, 1994). We are using "trait" epistemic curiosity as a mediating variable. Personality traits have been found predicting the epistemic curiosity or its related construct i.e. need for cognition e.g. Johnson (2011) suggested that EXT predict epistemic curiosity whereas CON, AGR and OTE have

also been found predicting epistemic curiosity (Hassan, Bashir, & Mussel, 2015). Leslie (2014) asserted that demand for really curious people will substantially increase in future as organizations are looking for employees who can do more than just following SOPs by having a robust aspiration of learning, problem solving and raising probing queries. People high on epistemic curiosity are found to be learning more and performing better on the job (Mussel, 2010). Accordingly, following the norms of reciprocity, people with high levels of epistemic curiosity are expected to form (with their employers) different types of psychological contracts.

Secondly, not all the jobs in an organization require curious people who do not like to follow set procedures. Organizations are combination of curious and compliant people according to characteristics of their personalities. Moreover, nature of some jobs may require strictly following set organizational procedures. There are different constructs explaining the compliance in the organizations e.g. “generalized compliance” i.e. a dimension of organizational citizenship behavior, which is directed towards organization and “rule following behavior” etc. For this study, we are proposing “rule-following behavior” as a second intermediating variable between traits of personality and different forms of psychological contracts. Studies have reported the predictability of affiliative contextual performance behaviors (e.g. cooperation and compliance etc.) by traits of personality i.e. CON, emotional stability, and AGR (Ilies, Scott, & Judge, 2006; Organ & Ryan, 1995). Psychological contracts are linked with the individual’s commitment towards the organization (Pohl, Bertrand, & Ergen, 2016), which is divided in three factors i.e. approval of organizational principles, preparedness to employ efforts on organization’s behalf and wish to continue as an employee (Mowday, Porter, & Steers, 2013; Rousseau, 1989). Rule-following behavior or compliance is primarily based on these factors of organizational commitment. Thus, considering the predictive powers of personality traits (e.g. as mentioned above) towards compliance, it is expected that subsequently, the compliant employees may enter into specific psychological contracts with their employer/organization.

1.3.3 Gap Analyses - Moderating Role of Uncertainty Avoidance

Moreover, there have been strong correlations between culture and personality traits of its inhabitants. For example, McCrae and Terracciano (2005) have reported that those cultures wherein members are high in OTE are described by high individualism and low power distance. EXT was also found linked to individualism, a skepticism on fate, an emphasis on expressiveness rather than survival, and high subjective well-being. EXT and Power Distance are inversely related in a culture i.e. any culture high on one dimension will be low on the other. AGR was also found negatively related with power distance and positively related with individualism. NEU was found positively linked to uncertainty avoidance, a cultural dimension, which is connected to anxiety (Hofstede, 2003).

Since, culture is one of the dominant factor in shaping the personalities of employees; hence, it also directs their attitudes and behavior. All cultural dimensions are widely studied in relation with personality and its outcomes. Cultural dimensions like power distance, masculinity, long-term/ short-term orientation and collectivism have some sort of obvious effect on epistemic curiosity and rule-following behavior. Like in high power distance culture, people will tend to follow rule regulations more than the low power distance cultures. Highly collectivist societies may also follow rules and will be less likely to engage in certain practices, which result in unpredictable situations. However, uncertainty avoidance is that particular dimension of culture, which can results in dual processing due to its paradoxical nature. People living in such cultures will try either to avoid the uncertain conditions to engage in rule-following behavior or to come up with new knowledge and ideas in order to prove their significance.

Out of the acknowledged cultural dimensions, we therefore expect that uncertainty avoidance can most likely affect the relations between traits of personality and intervening variables i.e. epistemic curiosity and rule-following behavior. The uncertainty avoidance facet of culture exhibits the extent to which a person in a

particular society has a feeling of discomfort with the sense of vagueness. Countries showing strong uncertainty avoidance have unyielding beliefs and do not accept unconventional behavior whereas countries low on uncertainty avoidance maintain an environment wherein practice matters more than principles. Cultures which have high uncertainty avoidance have individuals who are more emotional and sensitive. Such people may try to avoid vagueness by following SOPs or exploring further information. Similarly, people in low uncertainty avoidance cultures may accept unforeseen circumstances and feel comfortable in unpredictable atmospheres and try to have as few SOPs as possible. Such people hold more practical views and favor change (Hofstede, 1980).

In this study, uncertainty avoidance is being measured at individual level as within the same cultures, people can have different levels of this trait (Dwyer, Mesak, & Hsu, 2005). An individual within a culture may have a divergent viewpoint vis-à-vis dominant majority and this individual variability can be of considerable scale (Cross & Madson, 1997). Triandis (1995) has asserted that cultural dimensions can vary among individuals of same culture. Clugston, Howell, and Dorfman (2000) have also suggested that while exploring intra cultural variances, it is advisable to gauge individual perceptions of culture. A high score on uncertainty avoidance is associated with superior level of nervousness and pressure and concern with safety and following rules (Lynn, Zinkhan, & Harris, 1993).

Berlyne (1962) has noted that epistemic curiosity is directly predicted by the level of uncertainty therefore, in high uncertainty avoidance culture of Pakistan (Hofstede, 1986), the relation between Big Five personality traits and epistemic curiosity might be moderated by the individual level of uncertainty avoidance. As regards, effect of uncertainty avoidance on generalized compliance is concerned some economics literature suggests that uncertainty can enhance the level of compliance (Alm, Jackson, & McKee, 1992) so it is presumed that in case of high uncertainty avoidance, the relation between personality traits and level of compliance will be affected. Thus, the third contribution of this study is introducing a moderator i.e. uncertainty avoidance for the relation between personality traits and epistemic curiosity as well as for personality traits and rule-following behavior.

The cultural context of Pakistan having is high uncertainty avoidance (Ahmad & Allen, 2015; Hofstede, 1980) that also provides contextual relevance to this study coupled with the fact that majority of the previous research conducted on psychological contracts has been done in the Western context (Abdullah, 2017).

1.4 Research Questions

The instant study will try to answer the following research questions:

Research Question 1

What is the relation between OTE, CON, EXT, AGR, NEU and psychological contract types?

Research Question 2

Does epistemic curiosity mediates the relation between the selected Big Five personality traits and psychological contract types?

Research Question 3

Does rule-following behavior mediates the relation between the selected Big Five personality traits and psychological contract types?

Research Question 4

Does uncertainty avoidance moderate the relation between the Big Five personality traits and epistemic curiosity?

Research Question 5

Does uncertainty avoidance moderate the relation between the Big Five personality traits and rule-following behavior?

1.5 Research Objectives

The objective of this study is to examine the relation between Big Five personality traits namely OTE, CON, EXT, AGR, NEU and psychological contract types.

Mediating effects of epistemic curiosity and rule-following behavior on the relationship between the selected Big Five personality traits and psychological contract types are also studied. Furthermore, this study also investigates the moderating role of uncertainty avoidance on the relation between personality traits and epistemic curiosity as well as personality traits and rule-following behavior. The proposed relations between the predictor, moderating, mediating and dependent variables are depicted in the research model of the study.

The explicit objectives of this study are as follows:

- To find out the relation between the Big Five personality traits and psychological contract types.
- To explore the mediating effects of epistemic curiosity and rule-following behavior on the relation between the selected Big Five personality traits and psychological contract types.
- To investigate the moderating effects of uncertainty avoidance on the relation between the Big Five personality traits and epistemic curiosity as well as between the Big Five personality traits and rule-following behavior.

1.6 Significance of the Study

1.6.1 Theoretical Significance

The present study addresses several gaps in the existing literature and by filling all those gaps it contributes to the literature of Big Five personality traits and its relationship with the formation of different types of psychological contracts. The present study highlights two important types of psychological contracts i.e. balanced and ideological and relation between personality traits and mentioned contracts, which were ignored in the past literature. The current study suggests that the Big Five personality traits influence all types of psychological contracts including ideological and BC, which are inbuilt in a culture like Pakistan. Thus,

the present study has highlighted the importance of all psychological contract types and its relationship with the personality of employees in non-western context.

The current study also explores the mediating role of epistemic curiosity behavior between Big Five personality traits and psychological contracts of all types i.e. transactional, relational, balanced and ideological contracts. The current study is extending the previous study of Hassan, Bashir and Mussel (2015) in which they have found that epistemic curiosity positively mediates in the relationship between personality and employee learning. In the preceding literature, the mediating role of epistemic curiosity in the relationship of Big Five personality traits and psychological contract types have not been studied so far. The present study is adding to the literature of personality trait and its relationship with psychological contract types, by testing that which type of employee personality will be likely to engage in the formation of a particular type of psychological contract with employer.

Furthermore, the present study is focusing on the mediating role of rule-following behavior between Big Five personality traits and the psychological contract types. Thus, the current study contributes to the existing literature by testing the impact of different personality traits on psychological contracts through rule-following behavior i.e. exploring the explanatory mechanism of rule-following behavior in the relationship between personality traits and psychological contracts.

Introduction of two important mediators like epistemic curiosity and rule-following behavior simultaneously in the relationship of personality traits and psychological contract types is one of the important addition to the existing literature. In the past, the researchers have only focused on some specific traits or psychological contract types whereas, the present study has provided one of the most comprehensive frameworks for personality traits and all types of psychological contracts by proposing two underlying mechanisms which explain, which personality traits are likely to engage in which type of contract? Moreover, which explanatory path is helpful in the formation of these contracts?

The present study has also introduced an important moderator, which is paradoxical in nature. The moderating effect of uncertainty avoidance on the relationship

between Big Five personality traits and epistemic curiosity as well as rule-following behavior is one of the counter-intuitive additions to the existing literature. Apart from other cultural dimension uncertainty avoidance can act as trait activator as well as a trait restrictor for different personalities to either engage or not in the particular type of behavior, because those who are high at uncertainty avoidance tend to avoid uncertain situation either by engaging in particular behavior or by eliminating another sort of behavior. The role of uncertainty avoidance in the literature of trait activation theory is one of the important contributions of the present study. Due to high uncertainty avoidance culture, employees will move towards some sort of learning behavior to know more about the job, such behavior can be characterized as an epistemic curiosity. While at the same time, employees will also comply with the rule regulation of the organization by engaging themselves in rule-following behaviors. The present study is adding to the existing literature an important moderator, which can enhance as well as restrict particular types of behavior.

To sum up, the present study has proposed a comprehensive framework by considering the impact of all of the Big Five traits on all types of psychological contracts, along with two important mediators i.e. epistemic curiosity and rule-following behavior that facilitates the above-mentioned relationships. In addition, uncertainty avoidance is added as an important trait activator for Big Five personalities by triggering their epistemic curiosity and rule-following behavior. Such a comprehensive framework will aid the existing literature in purifying the outcomes of different personality traits in developing country like Pakistan.

1.6.2 Practical Significance

Employers should design systems and policies that are comprehensive enough to adjust psychological contracts of various types of employees and yet contracted enough to be general and reasonable for everyone. The present study contributes to the HR practice in numerous ways. Firstly, the current study will help the practitioners in selecting the right person for the right job based on a personality

test. Employees' personality needs to be tested through in a methodological manner before final selection, so that the required form of psychological contract is developed. Thus, the instant study will also help the practitioners in developing a perfect person-job fit by analyzing the personalities of employees. The employers will be enabled to identify and develop the required type of psychological contract with different employees. Such policies and practices should be designed which will help the employer to adjust employees in different types of psychological contracts based on their individual differences. Such psychological contracts will be long lasting and there will be less chances of psychological contract breach. Strong and need based psychological contracts helps organizations in achieving their goals and objectives in effective and efficient manners.

Secondly, the present study provides sufficient insight into employee behavior based on their personality traits. With the help of the present study, organizations will be able to find out the exact types of personalities whose behavior will be in line with the purpose of the organization. An organization requiring creative and innovative work will need their employees high on creativity and innovative work behavior. The present study will help the practitioners in finding employees having specific personality traits, which can lead to high epistemic curiosity. Employees in the organization work based on exchange principles i.e. giving something to get something. Those employees who want to engage in epistemic curiosity also form a different type of psychological contracts with their organization on the base of their urge regarding intrinsic and extrinsic rewards. The present study will help the practitioner in identifying the right types of personality trait for curious and creative behavior, and will help them in finding out the exact type of psychological contract for epistemically curious personality. Such implications at the workplace will help practitioners in building an innovative climate, which will result in innovation and employees development.

Thirdly, the current dissertation will help employers in identifying those employees who comply with the organizational rules and regulation. The present study identifies those personality traits who are more likely to involved in rule-following

behaviors. They have more compliance with organizational policies and procedures. Employers will be also able to identify those personality traits, which follow the rules in the organization by forming the right type of psychological contracts. Employees who follow organizational rules also want some form of intrinsic and extrinsic rewards from their organization in reciprocation.

All types of contracts are important in understanding employees' behavior. Along with contracts types, the personality of employees also plays a significant role in promoting a specific form of behavior. Based on employee contribution towards their organization, employees form psychological contracts with their organization. When employers are able to form psychological contracts with their employees on the base of their personalities and behavior then a breach of such contract is less likely to happen. Psychological contract breach is a sensitive issue for all organization and the present study will help the employers in lessening the chances of psychological contract breach.

In last, the present study addresses an important cultural dimension uncertainty avoidance. Employees working in such cultures are reluctant to deal with the uncertain situation because they have a low tolerance level towards uncertainty. For avoiding such uncertainty they have to choose some sort of extra role behavior or comply with the organizational rules. The present study will help the practitioners to guide their employees in such culture towards organizationally desired behavior that may be rule-following or epistemically curious. The present study will aid the practitioners in driving their employees to work for the purpose of the organization, if the organizational purpose is to innovate then they will create a person-environment fit to hire employee having such personality trait that leads to epistemic curiosity. But when the organization needs employees to follow organizational rules then this study will help them to identify such employees who will obey organizational rules. Finally, it can be stated that the present study is helpful to the practitioners in selecting and activating the particular trait to dictate the behavior of their employees by forming strong psychological contract in order to bond their minds and hearts with their organization.

1.7 Supportive Theories

The present study is based on integrated model of twelve variables and it is not tranquil to support whole model with a single overarching framework. Psychological contracts are entrenched in social exchange theory and equity theory (Blau, 1964; Homans, 1958). But the present study use trait activation theory as an overarching framework and gain additional support from norms of reciprocity (Gouldner, 1960).

1.7.1 Trait Activation as an Overarching Theory

Trait activation theory provides an overarching foundation for our study. Trait activation theory is the integrated approach of two different theories i.e. trait theory, situational theory. A trait theory revolves around the discussion of traits. Personality traits are the individual differences stable in nature, and predict the individual emotions, attitudes and behaviors. Among individual trait studies, Big Five personality traits have got worldwide attention and is considers one of the most reliable criteria for individual traits. There was a parallel longstanding debate of situational perspective along with trait theories. A trait theory insists on the consistency of behaviors across different situations while situationists believe that behaviors are predicted by situational factors not individual traits. Trait activation theory is combination of these two different perspectives. Trait activation theory is based on interactionist perspective of trait and situation and is not supposed to undermine the importance of individual traits but along with traits, situations are also critical to guide traits towards specific behavior.

Precisely, trait activation is the process by which individuals express their traits when presented with trait-relevant situational cues. These situations originate from task or social prompts. These cues can trigger dispositions, which are related to job tasks and organizational anticipations that are valued. But some cues may trigger behaviors that are not related to job performance (Tett & Burnett, 2003). There are three core principles of trait activation theory. i) Traits leads to specific behavior when they found relevant situational indication. ii) Situational cues that

are relevant to traits are mainly divided into three categories i.e. organizational, social and task. iii) The behavior due to interaction of traits and situations are not different from job performance, but all these behaviors are valued behavior at workplace. Conclusively, trait activations theory states that individual look for external motivator or restrictor to behave in certain way based on their unique personality traits.

Trait activation theory provides an overarching foundation for the present study. Individual Big Five personality traits are the unique traits, main perpetrator behind individual behaviors. When these personality traits find relevant cues from the task, organizational or social environment, they are likely to be activated in specific situations that are most feasible for the activation of the same trait. The situational cues in the present study are from the social environment in the form of uncertainty avoidance. While the trait relevant behaviors due to activation by situational cues are epistemic curiosity and rules following behaviors. In terms of objectives of the current study, not all individuals should exhibit similar levels of curiosity in a culture that is high on uncertainty avoidance. Similarly, not all personality traits should predict rule-following behaviors equally. Cultures provide certain cues that facilitate activation of certain trait more than others and behavioral outcomes are likely to differ accordingly. These behaviors are not the job performance of employees but these are valued workplace behaviors. The outcomes of these behaviors individual are specified by trait activation theory in terms of extrinsic rewards that are pay, status and praise. In similar vein, psychological contracts formations are the extrinsic rewards as results of individual behaviors in line with their unique personality trait in relevant situation.

1.7.2 Norms of Reciprocity as Supporting Theory

Norms of reciprocity is used to provides additional support to the present study. The phenomenon of reciprocity is a natural element in people as explained by Gouldner (1960). Any help or favor extended should be reciprocated in the same manner. Reciprocity has been differentiated in two forms. One form is heteromorphic and the other one is homomorphic.

The foundations of heteromorphic reciprocity lies in dissimilarity, but the perceived value is equal. The content or the conditions of the exchange are similar in homeomorphic reciprocity Gouldner (1960) maintains that the force of the feeling of an obligation to repay depends on the perceived value of the advantage received. As a result, the benefits with a high perceived value generate a robust compulsion to return. The psychological contracts and norms of reciprocity have some features in common. Firstly, the rules governing the exchange relationships are same, as the reciprocation involves both tangible and intangible resources. Secondly, every involved party to the relationship that they will give in return for what they receive brings a set of expectations and obligations.

Moreover, positive work related behaviors (epistemic curiosity and rule-following behavior) help employees in forming different psychological contracts. The theory is based on reciprocation of contributions and inducements between employees and employers. Therefore, when one party provides a service to another party, it creates a debt that the later party is obligated to socially fulfill and the initiating party is also expecting the other to fulfill. Applying these dynamics to current study, it provides that when employees with different personality traits contribute towards the organizations through epistemic curiosity or rule following behavior, it creates a social debt to the employers, and employees expect job security, monetary compensation, and recognition in reciprocity.

According to the Norms of reciprocity theory, reciprocity lies at the heart of social interaction. Likewise, psychological contracts, the manifestations of ones expectations of what the other party in a social relationship should contribute to keep the interaction mutually beneficial, should vary across various personality traits. Not all personality traits equally predict the level of individual interdependence or sociability, hence, reciprocity. Individual differences are bound to exist. Perhaps the cultural context plays an important role and provides cues which are likely to arouse, among individuals with varying degrees of the big five traits, the differing expectations of what their organization should be contributing in the employee-employer relation. Psychological contracts are, with ample support

from literature, a result of ones expectation or idea of what the other party in the employee-employer relation should contribute.

Chapter 2

Literature Review

2.1 Personality Traits

Personality of an individual is the combination of his thoughts, perceptions, emotions and cognition. The personality may be demarcated as exclusive and distinguishing designs of thought, state of mind, behavior and individual's style of networking with the physical and social setting. In order to describe personality, varied adjectives are used like introvert, neurotic and extrovert.

Experts who study personality traits as subject areas have tried to devise approaches for measuring the personality traits that are different than the routine terms being used. Firstly, they look for reducing the potential set of trait terms to a smaller set that is easier to manage, which will still cover the variety of human personality. Secondly, they try to make sure that instruments being used for measuring traits of personality are valid and reliable. Thirdly, they carry out experiential research to explore the relation among/between traits and precise behaviors.

Referring to dictionary is one of the most effective ways of deriving a broad number of traits that are still practicable to manage. It is expected that linguistic evolution process will encrypt major variances among individuals that make a difference in everyday life. A language is a mirror for the collective experiences of a culture, and its dictionary is the documentary archive of those experiences. We have to

date back to Galton and Rumelin in the late 19th century and to Klages and Baumgarten in the early 20th century for the awareness of scrutinizing a language to discard the features that differentiate individuals.

The words identified by Allport and Odbert (1936) were almost 18,000 that signify the sketch of conduct. Out of these 5% of all the words are retained in the dictionary. The list was further narrowed down to 4500 terms that represented the idiosyncratic traits. These traits were then used to assess the ratings of personality of people. For each trait, an individual was asked to rate another individual, whom s/he knew well, on a scale. For example, an individual assigned the task of rating someone else could be given the task to rate the other person on a range of two extremes being highly possessed to not having that specific characteristics. This evaluation can also be in the form of self-assessment. The Allport-Odbert's list of traits was brought down by Cattell (1943) to 171 traits. The ratings for each trait was acquired. Then traits having similar meanings were sorted out and a multi-dimensional model of personality was formulated. Factor analysis was conducted. Peer ratings were acquired, different opposites were identified and extensive literature review was conducted. After a number of reviews, near a dozen factors of personality were extracted (Cattell, 1945). These traits were lead to the formulation of the big Five traits of personality which included traits i.e. CON, surgency, AGR, culture and emotional stability (Norman (1963).

2.1.1 The Contemporary Form of Five Factor Model

The concept of a Five Factor model was given by Digman (1990). This ultimately steered to the work of personality researchers McCrae and John (1992). It was this time that a paradigm shift from dictionary-based words to questionnaire-based approach took place. The five most prominent factors of personality are known as Openness to Experience, CON, EXT, NEU and AGR.

2.1.1.1 Openness to Experience (OTE)

This dimension of personality measures inquisitiveness, imagining, and experimentation. Sub-dimensions like ideas, fantasy, feelings, aesthetics, and creativity are reflected in Openness to Experience (Goldberg, 1990; McCrae & Costa, 1987). In addition, individuals who are high on this characteristics are in quest of “know thy self” specifically by experimenting in life and taking on risk in experiences. Contrariwise, those who are low on the Openness scale pursue satisfaction through persistence and are data-driven, rigid and less creative.

2.1.1.2 Conscientiousness (CON)

CON seeks out our ability to look into details, perseverance, and a focused behavior (Goldberg, 1990). Expertise, dutifulness, striving for achievement, self-will, and pondering are the features relating to CON (Goldberg, 1990; McCrae & Costa, 1987). Individuals who are High on CON are taken as strong willed with clarity of vision whereas those who are low on this trait are seen as easy going, flexible and sometimes linked with carelessness also (Toegel & Barsoux, 2012).

2.1.1.3 Extraversion (EXT)

EXT measures your ability to get along with people, your positive energy and excitement regarding any task, idea. The aspects of EXT are characterized by positive emotions like warmth, sociability, assertiveness, seeking of excitement (Goldberg, 1990; McCrae & Costa, 1987). High EXT is related to attention-seeking, and dominating behavior whereas low EXT is related to a reticent, philosophical personality that can be construed as detached or self-centered (Toegel & Barsoux, 2012).

2.1.1.4 Agreeableness (AGR)

The AGR personality facet measures compassion, cooperativeness, and considerateness. The characteristics of trust, candor, altruism, compliance, humility, and

tender-mindedness (Goldberg, 1990; McCrae & Costa, 1987). High score on AGR can be perceived as naive or obedient whereas low score on this dimension would mean that such personalities are often competitive or challenging thus argumentative or untrustworthy (Toegel & Barsoux, 2012).

2.1.1.5 Neuroticism (NEU)

NEU can be best understood by considering it the opposite of emotional stability. It measures our level of nervousness and self-esteem. The facades under NEU are self-consciousness, anxiety, aggression and vulnerability (Goldberg, 1990; McCrae & Costa, 1987). Individuals who are emotionally stable are also seen as being indifferent and self-centered. But low need of being stable drives an individual to be impulsive and reactive. They are perceived as imbalance and volatile (Toegel & Barsoux, 2012).

Personality traits and personality types are two different concepts. Personality traits are the smaller groups of behavioral predispositions as discussed earlier. On the other hand, personality types are the psychological categorization of different types of individuals. Another difference between the two is that traits are about the quantitative differences between people, whereas types are about the qualitative differences. For instance, introversion and extraversion are defined as one facet by trait theories whereas, introverts and extraverts are two different groups of people as explained by type theories.

The use of the word 'type' has been used inconsistently in psychology which has given rise to misunderstanding as the personality test fall on a bell curve not as a distinct categories (Bess & Harvey, 2002). Traits gives you a range, while type categorizes you. This is a major reason for not using types. The type theories are widely criticized by psychologists.

A comparative study by (Asendorpf, 2003) suggested that trait instruments are better predictors of personality rather than type instrument. NEO-PI as a trait instrument is found to be a better predictor of personality disorders than MBTI

which is a type instrument (Furnham & Crump, 2005). The trait theories of personality are more favored in research exploring personality dynamics.

2.2 Psychological Contracts

2.2.1 Background

Theory of equilibrium (Barnard, 1938) provides that employees contribution is reciprocal to the incentives from the organization thus it is an exchange relationship. Subsequently, the inducements-contributions model by March and Simon (1958) entailed that employees are happy when there is positive difference between what is being offered in inducements by the organization and needed contributions in return. The era of 1960s was the time when researchers (Argyris, 1960; Levinson et al., 1962; Schein, 1965) pioneered the origin of construct “psychological contract”. Whereas, social exchange theory and norms of reciprocity provides theoretical basis for this concept (Blau, 1964; Gouldner, 1960).

Initially, psychological contract was viewed as an implied understanding between a supervisor and his employees. It was posited that this exchange relationship would establish in such a manner that in exchange for fair wages and a secure job, the employee will offer higher productivity and lower his grievances. However, this exchange relationship was believed to be of tangible resources (Argyris, 1960). Later, Levinson et al. (1962) further extended this concept by stating that psychological contract comprises mutual expectations between employee and employer. Levinson et al. (1962) also argued that in employment relationship, organization is represented by individual managers and psychological contracts are subject to change according to circumstances. Schein (1965) also supplemented the works of Levinson et al. (1962) and also emphasized on the matching expectations between employee and employer. As psychological contract fulfilment leads to positive outcomes and vice versa. Schein (1965) and Levinson et al. (1962) differed with Argyris (1960) by stating that in exchange relationship the resources can be both tangible and intangible.

In contemporary research, the concept of psychological contract is reinvigorated by Rousseau (1989), who suggested that psychological contract is an individual belief concerning the mutual commitments between an employer and its employees. Such contract is formed when an employee perceives that organization will reciprocate the contributions made by him. Since, the organizations cannot perceive nor have belief of reciprocity from the employee, the managers of the organizations can form such psychological contracts with employees on behalf of the organization. Rousseau (1989) differed in two ways from previous researcher. Firstly, expectations were replaced with obligations and secondly, the matching of expectations of both parties to form psychological contract was downplayed.

Psychological contracts may be operationalized from perspective of the employee, employer or both (Coyle-Shapiro, 2002; Dabos & Rousseau, 2004; Rousseau, 1990). Therefore, psychological contract is formed when one party believes that he or she has made the contributions expected from them, and now the other party is obliged to keep their end of the deal (Rousseau, 1990). Hiltrop (1995) found out two main functions of psychological contracts. Firstly, the employee and employer employment relationship has been defined by psychological contracts. Secondly, the mutual expectations and reciprocity beliefs are determined by psychological contracts, which further guide the behavior of both parties. More precisely, psychological contracts are helpful in explaining the contribution of employees towards their employer, and the amount of inducement they will receive as reward for their contribution by investing time and effort (Hiltrop, 1996). The role of context in both situations cannot be underestimated (Chaudhry, Wayne, & Schalk, 2009). Therefore, it can be stated that psychological contracts are the key regulator for the relationship of organizations and their employees. (Rousseau, 2001; Coyle-Shapiro, 2002). Moreover, the impact of psychological contracts was found on attitudes and behavior of employees, in generating trust, commitment and coordination among them (Malhotra & Murnighan, 2002). The promises made either implicit or explicit indicate rewards for the contribution made.

2.2.2 Types of Psychological Contracts

Psychological contracts were initially characterized in four categories or types i.e. transactional, relational, transitional and hybrid/balanced (Rousseau, 2000, 2004).

2.2.2.1 Transactional Contracts (TC)

These contracts have economic orientation and are short-term in nature. These contracts cause limited engagement by the employee and the employer. The components of such contracts are narrow and short-term. In such contracts, employees seek employment outside when they feel that the current employer does not reciprocate their contributions. Likewise, employers also do not promise job security or competitive compensation if the contributions made by the employee are not of considerable value. In TC, the risk linked with economic volatilities is shifted from employer to employee. These types of contracts are generally viewed in dynamic industries such as call centers, entertainment etc.

Such contracts do not account for the intrinsic qualities of employees rather these are focused more on the overt features of the contract. Mostly, transactional contracts are found in authoritative and hierarchal style organizations (Gautier, 2015) and are associated with resistance to change, lack of trust in employer and careerism (Rousseau, 1998). Theory X (MacGregor, 1960) seems to be associated with transactional employee-employer relationships and hierarchal style of management that are bound by transactional psychological contracts that aim to keep people working for extrinsic reasons and maintaining the status quo.

2.2.2.2 Relational Contracts

These contracts are long-term in nature. In relational contracts employees expect job security and career progression in exchange of commitment towards the organizations. The components of such contracts are stability and loyalty. Employees who form relational contracts can ignore the small disruptions during employment and their commitment towards the job enable them to not seek employment outside. From employers' perspective, risk associated with economic uncertainties is

absorbed and employees are protected from the spillover effect. This enhances the commitment level of employees.

Relational contracts are associated with trust in employer and colleagues as well as openness to change (Rousseau, 1998). Theory Y (MacGregor, 1960) is associated with the participative management that stresses leadership and has parallels with relational contracts in their shared emphasis on commitment and trust in the intrinsic values of employees to work beyond the monetary needs (Gautier, 2015).

2.2.2.3 Transitional Contracts

Transitional contracts are less of a contract and more of a mental state reflecting the repercussions of changes in an organization and transitions that are not in line with previously established organizational arrangement.

2.2.2.4 Balanced Contracts

These contracts pool the flexible timespan and shared concern of relational contracts with performance requirements and renegotiation of transactional agreements. The components of such contracts are external employability, internal advancement and dynamic performance. In balanced contracts, the employers are committed to develop employees while anticipating that workers are flexible and will adjust if economic conditions change so, it is a sort of investment. In these contracts, the risk is shared between employer and employee. These contracts anticipate renegotiation when economic conditions and employee requirements change.

2.2.2.5 Ideological Contracts

Another type of psychological contract i.e. **ideological contracts** was introduced by Thompson and Bunderson (2003). In such contracts, employees believe that the organization is required to exhibit a reliable pledge for investment in a valued cause and in response; the employee is indebted to perform his role in a way that helps the organization to follow that cause. In this process, there might be some

sacrifice on part of the employee. In this scenario, there is an assumption that the employee is willing to contribute extra role behaviors such as volunteering, advocacy etc. outside the organization with a view to follow the embraced cause. The cause may be noble such as “to ensure healthy mankind” or country specific such to “to buy only Pakistani products”.

2.3 Formation Phases of Psychological Contracts

Rousseau (2001) has identified following five phases, wherein psychological contracts are formed:

- i **Pre-employment-** Employee may have gathered certain information about a particular employer or sector from the society, job market or media etc. enabling him to form a certain view about the prospective employer. This information may include aspects of compensation structures, job security, prevailing culture and general image.
- ii **Recruitment-** This is the first time when employee and employer will formally communicate for the hiring purposes e.g. scheduling tests, interviews etc. This two-way communication involves exchange of information between two parties and involves promises as well.
- iii **Early socialization-** After being onboard, the employee is in a better position to seek relevant information according to his own goals and expectations. Likewise, the employer through its agents is also seeking the same information through multiple sources.
- iv **Later experiences-** This is the time when the promise exchange and quest for information processes slow down because the employee is no longer considered new in the organization. Changes might occur in this stage in the existing psychological contract.
- v **Evaluation-** Both the parties evaluate the existing psychological contract and usually revise it keeping in view the fulfillment or violation.

2.4 Personality Traits and Psychological Contracts

Despite significance of personality traits as antecedents of various psychological contracts, few researchers have tried to explain this relation. The traits called as the Big five personality traits are the most acknowledged taxonomy for this purpose i.e. Openness to Experience, EXT, CON, NEU and AGR (Goldberg, 1993; McCrae & John, 1992).

2.4.1 Openness to Experience and Psychological Contract Types

Individuals who are logically inquisitive and eager to do different things are usually high on Openness to Experience as compared to those who score low on Openness to experience, these people are more imaginative and conscious of their moods. They are also more likely to hold progressive views (Toegel & Barsoux, 2012).

Maertz and Griffeth (2004) and Zimmerman (2008) have held that people high on Openness to Experience value changing jobs and have the propensity to show turnover intentions. Such people also have negligible emotional attachment with the organizations and thus seek out job alternatives (Erdheim, Wang, & Zickar, 2006). Therefore, they are expected to form transactional contracts because such contracts stress low member-commitment and permit easy exit from the organization (Cohen, 2012). Such people are not likely to have long term relational contracts with one employer because they look for new experiences, more responsibility and excitement resultantly, they do not seem to indulge in long-term work relationships (Metz et al., 2017). Accordingly, it is hypothesize that:

H_{1a}: Openness to Experience is significantly positively related to transactional contracts.

H_{1b}: Openness to Experience is significantly negatively related to relational contracts.

Since, people high on Openness to Experience would develop themselves to become externally marketable; they would eventually perform well in the current organization (Hassan, Bashir, & Abbas, 2017). This might lead them to form balanced contract with employers. Thus, it is hypothesized that:

H_{1c}: Openness to experience is significantly positively related to balanced contracts.

Couple of studies reported the positive relation of Openness towards perceiving ideological contracts (Goll, 2012; Vantilborgh et al., 2013). As per Tallman and Bruning (2008) and considering the fact that people high on Openness to Experience desire to go beyond the obvious in their job tasks and adopt novel concepts and methods in their work, it is expected that they will form ideological contract with the employer. So, it is hypothesized that:

H_{1d}: Openness to Experience is significantly positively related to ideological contracts.

2.4.2 Conscientiousness and Psychological Contract Types

Conscientiousness is a predisposition to exhibit self-control, behave devotedly and an ambition to perform vis--vis set objectives. It describes how people handle their instincts. Those who score high on this trait generally avoid impulsive behavior and go for premeditated one (Toegel & Barsoux, 2012).

Empirical findings regarding predictive influences of CON towards psychological contracts are mixed. Raja et al., (2004) and Ntalianis (2006) in their studies found that relational contracts are predicted by CON. However, Vantilborgh et al. (2013) and Liao-Troth (2005) have reported that transactional contracts are also predicted by CON. People high on this trait look out for environment conducive for achievement and success (Raja et al., 2004). Moreover, such people are good in planning, organizing and carrying out their responsibilities with long-term perspective rather than for short-term gains (Metz et al., 2017). Thus, these people are expected to form long-term contracts. Accordingly, following is hypothesized:

H_{2a}: CON is significantly negatively related to transactional contracts.

H_{2b}: CON is significantly positively related to relational contracts.

People high on CON exhibit positive job performance and are generally satisfied with their jobs (Barrick & Mount, 1991; Judge, Heller, & Mount, 2002). These people are more concerned with getting the job done rather than immediate monetary benefits (Stewart, 1996). People high on CON engage in developmental activities, which foster performance (Simmering, Colquitt, Noe, & Porter, 2003). Studies have suggested that high CON negatively predict turnover decisions (Zimmerman, 2008). Therefore, externally marketability may not be desired by these individuals. It is therefore hypothesized that:

H_{2c}: CON is significantly negatively related to balanced contracts.

As far as ideological contracts are concerned, Goll (2012) found positive correlation between CON and ideological contracts whereas Vantilborgh et al. (2013) suggested that CON is negatively related in perceiving ideological contracts. People high on CON choose environment, which provide opportunities for achievement, success and growth. We therefore expect that due to the dutiful and cause-oriented nature of such people, these will form ideological contracts with their employers. Accordingly, it is hypothesized that:

H_{2d}: CON is significantly positively related to ideological contracts.

2.4.3 Extraversion and Psychological Contract Types

EXT is characterized by marked interaction with others. Extroverts are generally energetic, passionate and go-getters. Such people are easily identifiable in groups as they enjoy engaging in conversation and assert themselves. On the other hand, introverts interact less with others and are relatively lethargic. They have a habit of looking inaudible, low-key, deliberate, and such people hardly engage in socialization (Toegel & Barsoux, 2012).

EXT is found to be positively related to job performance and satisfaction (Barrick & Mount, 1991; Judge et al., 2002) Individuals being characterized as extraverts, due to their assertive nature, desire for seeking recognition and status (Cattell, 1981). Thus, they expect to form long-term contracts because short-term contracts with economic orientation do not allow them to acquire recognition and status without gaining key positions in social networks (Krackhardt, 1990). Previous research also suggest that EXT negatively predicts transactional contracts (Raja et al., 2004) and positively predicts relational contracts (Vantilborgh et al., 2013). So, it is hypothesized that:

H_{3a}: EXT is significantly negatively related to transactional contracts.

H_{3b}: EXT is significantly positively related to relational contracts.

The desire of seeking recognition and status motivates a person to perform better on the job as well as develop him to remain externally marketable so balanced contracts are also expected to be formed by people who score high on EXT. So, it is hypothesized that:

H_{3c}: EXT is significantly positively related to balanced contracts.

Moreover, due to the linkage of EXT with prosocial behavior (Carlo, Okun, Knight, & de Guzman, 2005), it is also expected that such people have the tendency to form ideological contracts. Such people have optimistic view of life, which may allow them the greater hope that by working together, the world can be made a better place. Previous research also suggest that people high on extraversion form ideological contracts (Vantilborgh et al., 2013). Thus, it is hypothesized that:

H_{3d}: EXT is significantly positively related to ideological contracts.

2.4.4 Agreeableness and Psychological Contract Types

Individuals who are generally caring, compassionate, generous, dependable, optimistic and cooperative have high agreeableness. They are also ready to compromise their interests with others. On the contrary, people who score low on this

trait place their self-interest superior with regard to others and resultantly are less expected to extend themselves for others as well (Toegel & Barsoux, 2012).

Employees high on this trait are expected to liaise with their colleagues and develop strong personal (Metz et al., 2017) and deep relationships (Nikolaou, Tomprou, & Vakola, 2007). So, the research suggest that people with high AGR form relational contracts (Goll, 2012; Vantilborgh et al., 2013). Liao-Troth (2005) and Ntalianis (2006) have also reported the positive prediction of RC by AGR. Thus, it is hypothesized that:

H_{4a}: AGR is significantly negatively related to transactional contracts.

H_{4b}: AGR is significantly positively related to relational contracts.

However, based on their characteristics such as strong negative relation with turnover intentions and decisions (Zimmerman, 2008), People who are agreeable are not expected to indulge to form balanced contracts. So, it is hypothesized that:

H_{4c}: AGR is significantly negatively related to balanced contracts.

Such people however have been found to form ideological contracts (Goll, 2012; Vantilborgh et al., 2013), probably because of their prosocial behavior (Carlo et al., 2005). Accordingly, following is hypothesized:

H_{4d}: AGR is significantly positively related to ideological contracts.

2.4.5 Neuroticism and Psychological Contract Types

NEU trait exhibits propensity to experience negative emotions, such as anger, nervousness, or hopelessness. People scoring high on this trait are expected to interpret ordinary circumstances as menacing and minor hindrances as despairingly tough (Toegel & Barsoux, 2012). The characteristics of neurotic people suggest

that such people would not engage in relationships, which require creativity, social skills, confidence and long-term commitments on their part. Such people are generally anxious and stressed so they are expected to be more fretful with their self-interest rather than well-being of others (Hayes & Joseph, 2003).

On the contrary, people low on this trait are generally stable with their emotions and remain calm (Costa & MacCrae, 1992). Previously, NEU is found to be related to transactional contract items (Nikolaou et al., 2007). Some studies supplements that people who score high on NEU expect short-term relation with employers so, NEU correlates negatively to relational contracts (Raja et al., 2004). This finding was also supported in the works of Liao-Troth (2005). Thus, it is hypothesized that:

H_{5a}: NEU is significantly positively related to transactional contracts.

H_{5b}: NEU is significantly negatively related to relational contracts.

Based on their dispositional tendencies, these people are not expected to form balanced or ideological contracts. Thus, it is hypothesized that:

H_{5c}: NEU is significantly negatively related to balanced contracts.

H_{5d}: NEU is significantly negatively related to ideological contracts.

2.5 Epistemic Curiosity

The term “Curiosity” is linked with investigation of novel ideas, unearthing the unknown and resolving secrecies. Generally, curiosity has a very positive flavor as it has been related with the yearning to learn and is anticipated to fuel intellectual interest or to close the informational deficiency gap. Every innovation and addition to the existing body of knowledge in science and human studies has curiosity behind it (Berlyne, 1954, 1960; Litman, 2008). In fact, curiosity is critical for human survival and development (Kashdan et al., 2018). But, historically it also has a negative connotation to it, as we have heard that *curiosity kills the cat*

and *the over curious are not over wise* etc. However, curiosity has mostly been acknowledged as a positive characteristic and quality.

The research on curiosity has two major parts. The first part has a theoretical and psychological foundation of curiosity and secondly, the research elaborates the dimensionality and different types of curiosity.

2.5.1 Theories of Curiosity

Curiosity has been explained with the help of two forms of curiosity theories that elucidate its basic apparatus i.e. one is based on deprivation and the other theory is based on interest. Deprivation theorists believe that by using a probing behavior as a method to obtain more information about an ambiguous or new stimulus, people are motivated to lessen their curiosity and the associated unsettling feelings. These theories are classified in drive theories and information gap model of curiosity. Drive theories propose that physical needs (hunger, thirst, sex) stimulate behavior that is targeted at reducing such needs. Curiosity is an augmented arousal state and may result in conflict if the information is ambiguous and inadequate.

Therefore, people have a preference for things that are perceptually and cognitively coherent. As a result, when they face something unusual that are novel, problematic, or unclear, they experience unpleasant feeling. To reduce this incompatibility people look out for information about the trigger to get back into cognitive sync (Berlyne, 1955). According to (Litman & Jimerson, 2004) seeking novel material is energizing because it lessens the state of ambiguity and unawareness which is an undesired state (Litman & Jimerson, 2004; Loewenstein, 1994). Hence, basic notion of drive theory is that curiosity is state which is unpleasant and a disturbing trigger which motivates an individual to reduce it over investigative behavior.

Loewenstein (1994) in information gap model of curiosity, proposed that curiosity is stimulated when there is a difference of what they want to know and what they already know. The desire to know more will arouse curiosity. This gap in information creates a state of deprivation and to reduce it there is more quest of exploration. This state ranges from knowing it all to knowing nothing or some

at all. A counter argument also exists against deprivation theories which states that exploratory behavior can be initiated even without a trigger (Brown, 1953; Fowler, 1966; Harlow, 1953). Therefore, other researchers have suggested substitute theories. Unlike deprivation theories, the theorists of interest-based curiosity suggest that the arousal of curiosity is accompanied with positive feelings instead of unpleasant (Berlyne, 1967; Fiske & Maddi, 1961; Hebb, 1955).

Building on the optimal arousal model, the state/trait model of curiosity was put forth by Spielberger, Starr, O'Neil Jr, and Drillings (1994). The state model defines curiosity as the urge of knowing something in a particular time or context. But this urge varies from person to person. Individuals with high trait of curiosity will feel it more frequently and with greater intensity.

Therefore, deprivation theories state that arousal is a precedent for curiosity, which is not pleasant and the way to reduce it is through exploration. To be more accurate an individual receives a novel stimulus which leads to curiosity (arousal) with an unpleasant feeling. Precisely, an organism experiences a novel stimulus that leads to curiosity which is not pleasant. At an emotional level this undesirable experience causes one to seek more information, which helps in minimizing the feelings of curiosity. But interest theories state that monotony can also drive you towards exploration and when faced with novel stimuli it gives a positive emotional experience. Yet, experiences of life have examples of both kinds of curiosity.

To understand the exploratory behavior linked with the epistemic curiosity, both the theories should be taken into the broader canvas, because none of these theories can explain the exploratory behavior in isolation. Individuals will never select an experience for themselves if the arousal of epistemic curiosity is aversive, as deprivation-related theories posit. It is unlikely that people will ruin the suspense by not discovering about it, if the experience of epistemic curiosity is a pleasant one, as suggested by interest-related theories. Both models of curiosity, the interest and deprivation model were studied by Litman and Jimerson (2004). He argued that when curiosity has an unpleasant feeling, it is because of deprivation. But, when there is a pleasant feeling, it occurs because of interest. The

deprivation-based curiosity is when an individual is destitute of any new information. This deprivation generates feeling of nervousness and uncertainty. So, exploration is taken on to reduce the unpleasable experience. Contrarily, when we study curiosity based on interest, individuals are aroused when learning is motivating for them and the attributing reason is pleasant not because of lack of knowledge. So, the journey of exploration is a pleasant one. Litman (2008) conducted initial psychometric testing of this model and supported the co-existence of the two models. Both states deprivation and interest can occur simultaneously or separately. Johnson (2011) explained that other than the information gap and unique stimulus, there is evidence that personality characteristics of individuals effect the individual differences in epistemic curiosity.

2.5.2 Dimensionalities of Curiosity

In 50s and 60s (Berlyne, 1954, 1960) formative work on facets and types of curiosity was carried out wherein the divisions of curiosity construct were combined and it was categorized in two diverse forms i.e. diverse curiosity and epistemic curiosity. Diverse curiosity has further two forms i.e. specific curiosity and perceptual curiosity. Diverse curiosity is triggered because of monotony, where curiosity is stimulated because of routine activity. Diverse curiosity has a general focus, whereas specific curiosity means striving for a particular information. Perceptual curiosity is closely related to exposure to a novel stimuli for a longer period. It was related to animals, and the exploratory behavior of animals were studied. The stimuli is reduced through extended exposure to stimuli. Epistemic curiosity strives for knowledge hunger in human beings. Individuals experiencing epistemic curiosity have selective perception they are more curious about what they want to know and also retain the same information, the information they are not curious about is sometimes overlooked.

Later, two dimensionalities of curiosity i.e. state curiosity and trait curiosity were related to specific and diverse curiosity respectively. State curiosity refers to particular encounter in a given time period just like difficulty, originality, ambiguous

and surprising situation. Loewenstein (1994) explained trait curiosity as an individual propensity to experience it. In the era of 1950s, Berlyne was a major proponent of state curiosity while Day (1970) considered curiosity as an individual difference perspective by advocating that curiosity is a permanent personality trait (Boyle, 1983). The trait-state debate subsided in the 1980s as many psychologists adopted the interactionist approach by settling on the definition of behavior which it was considered as state and trait as well.

Mussel (2013) explained epistemic curiosity from an individual perspective. Individuals who are epistemically curious can overcome situations that are complicated, not clear, and original. Because they have the ability to pursue and ascertain through discovery, learning, and thinking. This behavior eventually leads to better self-efficacy. It has been related to different organizational outcomes. It influences decision making of managers, job performance, and emotions (Harvey, Novicevic, Leonard, & Payne, 2007; Koo & Ju, 2010; Reio Jr, 1997).

2.6 Mediating Role of Epistemic Curiosity in Relation between Personality Traits and Psychological Contracts

Embarking on a journey of discovery, knowing the unknown and being investigative to reveal the mysteries is called curiosity. Curiosity complements any research activity whether that is undertaken in human study or scientific research. (Berlyne, 1954, 1960; Litman, 2008). The variable of our interest, epistemic curiosity specifically, refers to an aspiration for gaining new knowledge, specifically in human beings.

Despite limited evidence, personality dispositions have the propensity to affect epistemic curiosity or one of its related constructs i.e. desire for understanding and knowing. For example, a positive relation was established between emotional stability, openness to experience, and need for cognition through the research of Fleishhauer et al. (2010). Somehow, similar results were reported by While, Sadowski

and Cogburn (1997) where Openness to Experience and CON have direct positive relation with need for cognition but negative relation of NEU was found with need for cognition by Woo, Harms, and Kuncel (2007). Need for cognition was also found closely related to CON and Openness to experience (Cacioppo, Petty, Feinstein, and Jarvis, 1996)

Epistemic curiosity (as feeling of interest) is positively predicted by EXT and negatively predicted by NEU (Johnson, 2011). In the most recent study, Hassan et al. (2015) also suggested that CON, AGR and Openness to Experience predict epistemic curiosity. The positive prediction of epistemic curiosity through AGR is a surprising finding, as this personality trait is not expected to stimulate epistemic curiosity.

A positive energy is reflected in curiosity. It is associated with self-motivation of learning with high intellectual stimulation and minimizes the discomfort created because of lack of information. Contemporary employers are now hiring resources who can add value rather than just following the set SOPs. People who have a robust inherent aspiration to learn, resolve issues and raise progressive queries (Leslie, 2014). It implies that truly curious people who are high on epistemic curiosity will be increasingly in demand. The direct link between epistemic curiosity and psychological contract types has not been established yet. The trait of epistemic curiosity is seen as an investment by understanding (Von Stumm & Ackerman, 2013) and positively impacts learning at workplace (Hassan et al., 2015; Reio & Wiswell, 2000) by providing growth opportunities (Kashdan, Rose, & Fincham, 2004). Individuals who are epistemically curious can handle complex and novel situations because they always seek out information and make effort for learning thus leading towards higher levels of competence (Mussel, 2013). Curiosity also positive affects job performance as well as creative performance through socialization related learning and information-seeking behavior (Hardy III, Ness, & Mecca, 2017; Reio Jr, 1997). People high on epistemic curiosity, may seek out personal growth in new environments as they are generally change oriented. Their commitment towards their employers may not be relatively long-term (Zimmerman, 2008).

The second part of the relations of interest involves how epistemic curiosity is linked to psychological contracts. We found no evidence in the extant literature that epistemic curiosity has ever been linked to these types of psychological contracts. This is a major omission that the current study addresses.

Epistemic curiosity is associated with information-seeking behavior (Litman, 2010), which helps forming perceptions regarding employment relationship (Shore & Tetrick, 1994) therefore, it is expected that epistemic curiosity will help in forming psychological contracts. This tendency of epistemic curiosity is well suited to early stage psychological contract forming, which requires that individuals gather a wide range of information relevant to the expectations from employment that they can use in later stages of psychological contract to generate and evaluate new ideas. Moreover, epistemic curiosity is related to positive work related behaviors, which enable the employee to expect the positive reciprocity in terms of fair compensation and career progression and sustainability of job, hence a psychological contract.

Transactional Contracts

Transactional contracts specifically talk about the exchange of monetary benefits (Montes & Irving, 2008). The current study proposes that people high in epistemic curiosity, due to their strong knowledge base, intellectual abilities, problem-solving skills, etc., are more likely to develop transactional contracts with their organization. This is particularly true in case of Pakistan as well, which is a developing country having high rate of unemployment and poor economic conditions (Ahmad, Raza Cheema, Saleem, & Ikram, 2018b; Sumner, 2010). It is due to these factors that Pakistanis are more likely to look for monetary benefits.

This proposition not only get is support from social exchange theory (Blau, 1964), which states that those employees who show positive behavior expect their organization to reciprocate in the form of benefits but also from self-determination theory which talks about the importance of impersonal or intrinsic motivation in shaping our behavior. Keeping view this, the current study proposes that epistemic curiosity will explain the relations between selected personality traits (which positively predict epistemic curiosity) and transactional contracts i.e. positive relation

between Openness to Experience and transactional contracts as well as negative relations between CON, EXT and transactional contracts. Accordingly, following hypotheses are proposed:

H_{6a}: Epistemic curiosity mediates the relation between Openness to Experience and transactional contracts.

H_{6b}: Epistemic curiosity mediates the relation between CON and transactional contracts.

H_{6c}: Epistemic curiosity mediates the relation between EXT and transactional contracts.

Relational Contracts

The rapid change in technology (Aydalot & Keeble, 2018) accompanied by globalization and increased competition (McNaughton, 2018) has increased the need for updated information, intellectual abilities, problem solving skills and knowledge accumulation (Hislop, Bosua, & Helms, 2018; Pritchard, 2018) making epistemic curiosity an important concept especially in the workplace settings. Those employees who have higher level of epistemic curiosity can't see themselves getting deprived of new ideas and knowledge, hence they go out of the way to accumulate new information as it gives them a pleasant feeling (Litman & Mussel, 2013; Piotrowski, Litman, & Valkenburg, 2014). The thirst for knowledge motivates employees to grow by continuously updating their knowledge (Muis, Chevrier, & Singh, 2018).

The existing body of knowledge has linked curiosity to several positive outcomes such as good academic performance (Von Stumm, Hell, & Chamorro-Premuzic, 2011), increased memory for absorbing new information (Kang et al., 2009), academic persistence (Smalls, White, Chavous, & Sellers, 2007) and readiness to utilize resources for obtaining new knowledge (Kang et al., 2009). It is due to their hungry minds that people high in epistemic curiosity do not hesitate to interact with others for gathering information; they use any and every mean possible to get the pleasure of knowing the answers of all their questions (Koo & Choi,

2010; Litman, Hutchins, & Russon, 2005). This quest for learning helps them in developing relationships with other people at workplace (Reio & Wiswell, 2000). Drawing from the social exchange theory (Blau, 1964), the current study proposes that epistemic curiosity is positively inked to relational contract which is defined as the exchange of relationship oriented benefits like social support.

Relationships have always been a topic of interest for researchers mainly because it is the utmost need of every individual to form social bonds with the others as proposed by Maslow's hierarch of needs theory (Fallatah & Syed, 2018; Warwick, 2017). Organizational behavior researchers are of the view that employees also seek for social bonding at workplace to fulfil their social needs (Dutton & Ragins, 2017). Epistemic curiosity creates an urge in employee to know more which motivates them to have a wealth of information (Muis et al., 2018). Although, they do so for their own pleasure and satisfaction (Litman & Mussel, 2013) but this creates in them the expectation to get relational benefits from their peers and organization (Blau, 1964). The social exchange theory also supports this notion.

According to this theory, employees want the organization to reciprocate their positive behavior by giving benefits (Blau, 1964). Relational psychological contract refers to an unwritten contract between the employee and the employer, in which the employee expects the employer to maintain a good relationship with him by giving him social support, attention, etc. (Wu & Chen, 2015). By gathering knowledge and learning new things, the employees put on the table their unique skillset which can yield several benefits for the organization (Celik, Storme, Davila, & Myszkowski, 2016). Hence, it is obvious that they also expect something in return in the form of healthy and positive relationship with the organization (Blau, 1964).

Viewing it the other way, researchers agree that employees are involved in epistemic curiosity to get an inner satisfaction, which is believed to be a strong predictor of success. Hence, it is wise to say that epistemic curiosity acts as a ladder to success and successful individuals expect their organization to return to them by maintaining good social relationships (Von Stumm et al., 2011).

It is therefore expected that epistemic curiosity will also explain the relations between selected personality traits (which positively predict epistemic curiosity) and relational contracts i.e. negative relation between CON, Openness to Experience and relational contracts as well as positive relations between EXT and relational contracts. Accordingly, following hypotheses are proposed:

H_{7a}: Epistemic curiosity mediates the relation between Openness to Experience and relational contracts.

H_{7b}: Epistemic curiosity mediates the relation between CON and relational contracts.

H_{7c}: Epistemic curiosity mediates the relation between EXT and relational contracts.

Balanced Contracts

Balanced psychological contracts are open-ended by nature, wherein both the worker and the firm contribute substantially to each other's learning and development (Rousseau, 2000). On the other hand, the basic focus of epistemic curiosity is learning in an open-ended environment (Reio Jr, 1997; Reio & Wiswell, 2000; Von Stumm & Ackerman, 2013), which provides opportunity for development (Kashdan et al., 2004). By linking these findings, we can argue that epistemic curiosity enhances an individual's urge to strive more in an environment characterized by open-ended learning, which is possible with a balanced psychological contract.

It is therefore expected that epistemic curiosity will explain the relations between selected personality traits (which positively predict epistemic curiosity) and balanced contracts i.e. positive relations between EXT, Openness to Experience and balanced contracts as well as negative relations between CON and balanced contracts. Accordingly, following hypotheses are proposed:

H_{8a}: Epistemic curiosity mediates the relation between Openness to Experience and balanced contracts.

H_{8b}: Epistemic curiosity mediates the relation between CON and balanced contracts.

H_{8c}: Epistemic curiosity mediates the relation between EXT and balanced contracts.

Ideological Contracts

There is evidence that ideological psychological contracts go beyond monetary exchanges (Thompson & Bunderson, 2003). Rather, they tend to be more strongly linked to making a positive contribution to the lives of others through one's work. To link this aspect of the psychological contract with epistemic curiosity, we follow the lead of studies that have suggested that people high on curiosity scales report greater well-being (Park, Peterson, & Seligman, 2004; Vitters, 2003). Curiosity acts as a motivational engine because it allows one to identify one's own ability to take charge of the environment and contribute in better ways to the world beyond themselves (Baumeister, 1991). Thus, Kashdan and Steger (2007) correctly suggested that people high on curiosity demonstrate reactivity to most rewarding stimuli, which helps them to work more for the benefit of others. Thus, we can argue that epistemic curiosity helps individuals find more meaning in their work and that they prefer jobs and environments that are more rewarding in terms of contributions made to better the lives of others through one's work.

It is therefore expected that epistemic curiosity will also explain the relations between selected personality traits (which positively predict epistemic curiosity) and ideological contracts i.e. negative relation between Openness to Experience, CON, EXT and ideological contracts. Accordingly, following hypotheses are proposed:

H_{9a}: Epistemic curiosity mediates the relation between Openness to Experience and ideological contracts.

H_{9b}: Epistemic curiosity mediates the relation between CON and ideological contracts.

H_{9c}: Epistemic curiosity mediates the relation between EXT and IC.

2.7 Rule-Following Behavior

Compliance, generalized compliance, rule compliance and rule-following behavior etc. are different terms used in diverse contexts in literature. Generally speaking, compliance is a tendency or susceptibility of people to comply with requirements and follow instructions that they would rather not do, for some immediate instrumental gain (Gudjonsson, 1989). Rule compliance refers to adherence to the guidelines that govern a system (Colquitt, 2001). Organizational rules dictate, which behaviors are acceptable in the workplace and how work should be carried out. Thus, employees who follow rules show conformity to organizational policies because they always want to receive the maximum return on their side bets in the organization. The concept of compliance is extensively elaborated in Organizational Citizenship Behavior (OCB) literature. As initially OCB was considered two dimensional comprising of altruism and generalized compliance, wherein generalized compliance refers to rule-following and less counter productive work behaviors (Smith, Organ, & Near, 1983). Later, three more dimensions namely courtesy, sportsmanship, and civic virtue were added (Konovsky & Organ, 1996). Generalized compliance is also referred as CON (Newland, 2012).

The literature follows two approaches of compliance of employees to organizational rules i.e. one approach is **self-regulatory approach** and the other **approach is command-and-control approach**. The conventional approach that is followed is the **command-and-control approach**. This approach works through extrinsic forces and inspires rule-following by drawing on employee's fundamental concerns and goal maximization. Rule-following is looked upon as having an instrumental role, because employees weigh the cost benefit of adhering to rules and what will be the cost in case of deviance from rules. The support is found in economic theory as it is based on assumption that employees are always interested in work that maximizes their benefits at workplace (Blair & Stout, 2001) like agency theory, that highlight the impact of self-interested outcome maximization on the behavior of employee (Gomez-Mejia & Balkin, 1992; Jones & Butler, 1992). Hence, in order to ensure following of rules, originations should either encourage desired

behavior by providing incentives or discourage undesirable behavior, by imposing sanctions. Amusingly, incentives are much discussed in the extant literature (Kohn, 1999) whereas sanctions are not comparatively deliberated as potential motivational tools (Arvey & Jones, 1985; Trevino & Youngblood, 1990). Instances of command-and-control approach are the extensive use of scrutiny by supervisors, the monitoring of telephonic conversations and use of computers and cameras etc. Testing employees for using drugs, and the use of biometric machines likewise supports the view that sound fear of detection and punishment ensures following of rules. Studies indicate shaping of people's behavior by instrumental strategies (Nagin, 1998; Nagin & Paternoster, 1991; Paternoster, 1987, 1989) and some evidence has also been found in the work settings (Huselid, 1995; Jenkins Jr, Mitra, Gupta, & Shaw, 1998). But there are substantial costs attached such strategies as well. Organizations must be willing and able to dedicate substantial resources to the required scrutiny system for creating deterrence for rule breaking. Having command through scrutiny bears social cost as well as the financial cost. Employees perceive their organization as their opponent and believe such mechanism are detrimental to their performance. The relational dynamics is also influenced because the colleagues who have this job of surveillance are pitted against those who are under observation, thus a culture of mistrust is created (Markell, 2000). The effectiveness of command-and-control strategies has likewise been grilled (Katyal, 1997; Markell, 2000; Sutinen & Kuperan, 1999), (Tyler & Huo, 2002) also grilled the effectiveness of this system especially in the area of legal regulation. But a minor impact has been found on rule-breaking behavior (MacCoun, 1993; Tyler, 1990). However, the organizational scholars are not very critical about this approach and therefore, the managerial applicability of these reviews remains an open issue.

The self-regulatory approach denotes a substitute method to inspire rule-following as it emphasizes upon intrinsic motivations of employees. It classifies rule-following as intrinsic desire of an individual rather than on outcome of external sanctions. The earlier social-psychological research provides basis for theoretical distinction between command-and-control approach and self-regulatory approach.

Compliance has been explained through external contingencies and self-regulation is linked with internalization. This differentiation was earlier stretched to organizational settings (Kelman and Hamilton (1989); O'Reilly and Chatman (1986). The legal framework of business have always advocated the self-regulatory approach (Selznick, Nonet, & Vollmer, 1969) and it has progressed with particular frequency lately (Aalders & Wilthagen, 1997; Darley, Tyler, & Bilz, 2003; Gunningham & Rees, 1997; King & Lenox, 2000; Rechtschaffen, 1997; Suchman, 1995; Tyler, 2001). There may be multiplicity of reasons for having the intrinsic desire to follow rules of the organization. Personality traits is one of the attributing factor of compliance to rules than others (Tyler, 2001). For example, people high in CON may have a stouter leaning for compliance of rules. Alternatively, an inherent wish to follow organizational policies may be connected to employees' judgments regarding their employers, which are developed through employees relations with their organizations. Supposed similarity of moral values between employee and employer is one such judgment that can prompt an inner need to abide by organizational rules. The employees' value system regarding the work organization are related to the intrinsic desire to follow the organizational rules. The social value judgements expect obedience which is of benefit to managers and leaders. According to Aalders & Wilthagen (1997) these social values nurture the rule-following behaviors. Suchman (1995) defined Legitimacy as the actions of the organization that are demanded and are considered appropriate and proper within the periphery of social values and and beliefs. Legitimacy is further linked to compliance to rules and regulations. Adherence is motivated if there is similarity between ones moral values and rules, and they strive in line with their feelings to act in morally right way (Paternoster & Simpson, 1996; Suchman, 1995; Zimmerman & Zeitz, 2002).

For instance, in legal settings, there is a belief that the illegal acts are immoral as well, and such belief is the main motivator to inspire individuals to act in a legal way (Carlsmith, Darley, & Robinson, 2002; Robinson & Darley, 1995; Tyler, 1990). On the other hand, when there is such situation, where individuals behaviors are against the rules, regulations and policies of the organization and public consider

such behavior as ethical, then in such situation it is more difficult to develop conformity with laws of the organization. An example of such scenario is theft by an employee to reciprocate and restore equity with the organization. The self-regulatory mechanism is explained in these two situations, which held employees responsible and obligated to organizational rules and policies. Understandably, the first approach does not have long-term effectiveness whereas the later has more value for the organizations.

Rule-following behavior has two dimensions i.e. **policy adherence** and **rule breaking**. Organizations desire that its employees observe the prescribed organizational policies. Organizational rules and policies specify desired employee behavior and when such desired employee behavior is achieved, organizations are the ultimate beneficiaries. For instance, organizational rules often specify when people are to arrive at work and how work should be carried out. Such rules facilitate coordination between organizations and employees and ensure smooth functioning. Organizations often develop incentives that specify compensation for following rules and sanctions that specify punishments for breaking rules.

Policy adherence further has two sub-dimensions i.e. conforming the rules, regulations and policies of the organizations and the other one is willing consent/voluntary deference to the rules, regulations and policies of organization. Both the dimension of policy adherence differs from one another on the main condition of following rules. By complying with organizational rules, employees show the level of rule-following and also show inclination for tolerance and bearing organizational rules. While, the other dimension voluntary deference is accepting organizational rules and policies deliberately without any kind of dictation or monitoring from organization side. On contrary to compliance and adherence of employees, there are counterproductive behaviors like absenteeism, withdrawal behavior, misusing organizational resources and taking sick leaves irrationally. All these negative behaviors are forbidden and against the rules of organization. Such behavior adversely affect the organizational functioning. On the next level, employees may break organizational rules by being untruthful and get involved in dishonest actions. This deviant behavior is rule breaking because it is a result of a conscious

decision to disregard or infringe organizational rules (Tyler & Blader, 2005).

2.8 Mediating Role of Rule-Following Behavior in Relation between Personality Traits and Psychological Contracts

There is a drought of research on the relation between personality traits of employees and their compliance/rule-following behavior in work settings, despite the fact that personality dispositions have been found related to contextual performance (LePine & Van Dyne, 2001; Oh et al., 2014). Charismatic personality of leaders positively predicts employee compliance (Den Hartog, De Hoogh, & Keegan, 2007). As regards, employee personality traits are concerned, Gudjonsson, Sigurdsson, Bragason, Einarsson, and Valdimarsdottir (2004) have held that there is a positive association between compliance and NEU and negative between compliance and EXT. People high on AGR trait are also expected to be more compliant with the organizational rules due to inherent characteristics of such people. In a sample of medial patients, CON has been evolved as a strong predictor of compliance (Friedman, 2012). In fact, people high on CON have the propensity to be rule-following (Roberts, Hill, & Davis, 2017).

The relation between compliance/rule-following behavior and psychological contracts types is not properly documented in extant literature. Therefore, support from other related constructs such as organizational/job commitment etc. need to be borrowed. There is a significant relation between psychological contracts and organizational commitment (Anggraeni, Dwiatmadja, & Yuniawan, 2017; Kutaula, 2014; Millward & Hopkins, 1998; Raja et al., 2004). Rousseau (1990) suggested that employee form perceptions of relational contracts with employer in exchange of their loyalty and commitment towards the organization. Subsequently, Millward and Hopkins (1998) further suggested that organizational/job commitment are related to psychological contracts.

Transactional Contracts

Organizations expect employees to adhere to the organizational rules and regulations for ensuring the smooth functioning of the business. An increase in the corporate scandals particularly on the part of employees has led to an increased need to study rule-following behavior (Preuss, Barkemeyer, Gergaud, & Faugre, 2018; Tyler & Blader, 2003).

Rule-following behavior refers to a positive employee behavior in which the employee complies with the organizational rules and policies gather information regarding the policies before acting, willingly accept the organizational decisions (Tyler & Blader, 2005). Employees indulged in rule-following do not go against the organization. They make sure that all their actions are in accordance with the rules and regulations set by their organization (Tyler & Blader, 2005). As a result of this compliance and adherence to the organizational rules and regulations, the employees expect to get monetary benefits from the organization (exchange relationship as proposed in the theory of social exchange by Blau (1964)) which is also referred to as transactional contract.

Transactional contract, unlike written contract, is an unofficial obligation between the employer and employee in which the employees expect monetary benefits as an exchange for their positive behavior such as rule-following behavior (Zhou, Plaisent, Zheng, & Bernard, 2014). The theoretical support for this argument comes from the norms of reciprocity (Gouldner, 1960) which suggests that there exists an exchange relation between the employee and the organization such that employees who are obeying all the rules and regulations set by the organization automatically expect to get monetary rewards in exchange for their positive behavior. In other words, high compliance towards the organizational rules create an exchange relation in which the employees start to develop transactional contract which is an unofficial obligation on the part of the organization to acknowledge the rule-following behavior of employees by giving them monetary benefits. When employees do the cost benefit analysis of rule-following behavior after which they develop a positive perception that they will get benefits or rewards for their positive behavior that is rule-following behavior.

The rule-following-transactional contract relation is particularly true in terms of Pakistan as well which is a developing country (Afzal, Malik, Begum, Sarwar, & Fatima, 2012; Ahmad, Raza Cheema, Saleem, & Ikram, 2018a). Due to poverty and other financial constraints, people of Pakistan look for monetary benefits. Based on this, the current study proposes the following hypothesis:

In light of the above, it is expected that rule-following behavior will explain the relations between selected personality traits (which positively predict rule-following behavior) and transactional contracts i.e. negative relation between CON, AGR and transactional contracts as well as positive relation between NEU and transactional contracts. Accordingly, following hypotheses are proposed:

H_{10a}: Rule-following behavior mediates the relation between CON and transactional contracts.

H_{10b}: Rule-following behavior mediates the relation between AGR and transactional contracts.

H_{10c}: Rule-following behavior mediates the relation between NEU and transactional contracts.

Relational Contracts

Given the importance of psychological contracts in the workplace settings, it is important to understand how these contracts are formed (Sherman & Morley, 2018). The current study is contributing towards this end by identifying the antecedents of psychological contracts such as rule-following behavior. This behavior is defined as pro-organizational behavior in which the employees adhere to the organizational rules and regulations without questioning about them (Borry et al., 2018).

Although, there are several studies available on rule-following behavior particularly in the workplace settings, the literature is silent on its relation with the psychological contract. After digging deep into the literature, the author realized that most of the studies have focused on the antecedents of rule-following behavior (Borry et al., 2018; Tyler & Blader, 2005; Tyler, 2004). This has created a dire

need to study the possible consequences of rule-following behavior. One of the possible employee level outcomes of rule-following behavior is psychological contact, which is discussed in terms of transactional, relational, balanced and ideological contracts (Niesen, Van Hootegem, Vander Elst, Battistelli, & De Witte, 2018).

Transactional contracts are discussed more frequently as compared to other types of psychological contacts but transactional benefits are not the only benefits which employees perceive to get as a reward from their organization for getting indulged in pro organizational behavior in the form of rule-following. The current study proposes that employees also develop relational contract as a result of rule-following but the question arise why? The possible explanation for this proposed relation lies in the norms of reciprocity (Gouldner, 1960) according to which employees expect rewards in the form of social support for showing compliance with the organizational rules and regulations.

Another possible explanation for the rule-following behavior-relational contract relationship is the fact that Pakistan is a collectivist country (Abbasi, Tarhini, Elyas, & Shah, 2015; Syed, Arain, Schalk, & Freese, 2015). People of Pakistan are relationship oriented and this trend is also prevailed at workplace where employees look for social support from their organization (Malik, Saif, Khan, & Hussain, 2010; Tonsing, Zimet, & Tse, 2012).

Maslow's hierarchy of needs theory also supports the notion that after fulfillment of physiological and safety needs, people tend to strive for fulfilling their need for belongingness and interpersonal relationships (Fallatah & Syed, 2018). This also applies to workplace settings where employees want to have good relationships. Particularly, those employees who follow all the organizational rules and regulations are more inclined to expect strong bonding with the organization.

It is therefore expected that rule-following behavior will explain the relations between selected personality traits (which positively predict rule-following behavior) and relational contracts i.e. negative relation between CON, NEU and relational contracts as well as positive relation between AGR and relational contracts. Accordingly, following hypotheses are proposed:

H_{11a}: Rule-following behavior mediates the relation between CON and relational contracts.

H_{11b}: Rule-following behavior mediates the relation between AGR and relational contracts.

H_{11c}: Rule-following behavior mediates the relation between NEU and relational contracts.

Balanced Contracts

Balanced psychological contracts are open-ended and have more flexibility. More importantly, they affect employees' career and employment marketability, which implies that employees with balanced contracts expect more external and internal advancement (Rousseau, 2000). Since employees are rational actors who are primarily concerned about maximizing their own outcomes at work (Blair & Stout, 2001), this can only be achieved when an employee reciprocates by exhibiting rule-following behavior. Thus, we argue that employees who have balanced psychological contracts will strictly adhere to rule-following behavior because it is linked with career advancement and because organizations play an active role in enforcing rules by providing incentives and sanctions to discourage undesirable behaviors (Tyler & Blader, 2005).

It is therefore expected that rule-following behavior will explain the relations between selected personality traits (which positively predict epistemic curiosity) and balanced contracts i.e. negative relations between CON, AGR, NEU and balanced contracts. Accordingly, following hypotheses are proposed:

H_{12a}: Rule-following behavior mediates the relation between CON and balanced contracts.

H_{12b}: Rule-following behavior mediates the relation between AGR and balanced contracts.

H_{12c}: Rule-following behavior mediates the relation between NEU and balanced contracts.

Ideological Contracts

Blau (1964) in classic Social Exchange Theory introduced the notion of *ideological rewards*, which constitutes ideological psychological contracts in the workplace (Thompson & Bunderson, 2003). The ideological reward behind these contracts can be the achievement of any incentive in the workplace that goes beyond economic or relational benefits. For example, an employee working in a healthcare setting might consider it rewarding that the workplace is a source for saving lives. Thus, the workplace becomes a forum from which to achieve ideological rewards, and employees who want this reward will have to follow the set patterns, systems, and rules in that particular organization to continue getting these rewards if they feel that the values of their work organization are congruent with their own (Tyler & Blader, 2005).

It is thus expected that rule-following behavior will explain the relations between selected personality traits (which positively predict rule-following behavior) and ideological contracts i.e. positive relation between CON, AGR and ideological contracts as well as negative relations between NEU and ideological contracts. Accordingly, following hypotheses are proposed:

H_{13a}: Rule-following behavior mediates the relation between CON and ideological contracts.

H_{13b}: Rule-following behavior mediates the relation between AGR and ideological contracts.

H_{13c}: Rule-following behavior mediates the relation between NEU and ideological contracts.

2.9 Cultural Dimensions - Uncertainty Avoidance

The seminal work on dimensions of national culture has been carried out by (Hofstede, 1980, 1991). Initially, four dimensions were introduced i.e. power distance

index, individual vs collectivism, uncertainty avoidance index and masculinity vs femininity. Later, two further dimensions were added i.e. long-term vs short-term orientation and indulgence vs restraint (Hofstede, Hofstede, & Minkov, 2010; Minkov, 2007).

Uncertainty avoidance refers to “tolerance of a society for vagueness,” in which people accept or avoid an unexpected happening, unidentified, or status quo. A high score on this index signifies uncompromised rules and laws with rigid codes of conduct. It relies on the unique acceptance of the fact that one lone truth drives everything. A society low on this score absorbs views which are divergent. The environment is much fluid, flexible and less controlled by regulations (Hofstede, 2011).

2.10 Moderating Role of Uncertainty Avoidance in Relation between Personality Traits and Epistemic Curiosity

Personality traits are important to study while deciding individual behavior in organizations. Similar traits are found in similar behavior in same situation. However, individuals are not always in the position of their trait relevant behavior in all circumstances. Studying traits in isolation is not a realistic criterion for defining behavior of a particular trait. Traits need arousal in form of some relevant situational signals. Trait and situation relevance is required for the arousal of behavior for particular trait. Trait and situation are concomitant to each other. In the current study uncertainty avoidance is the situational factor that moderates the relationship between personality traits and intervening variables.

Culture is one of the dominant factor in shaping the personalities of employees; hence, it also directs their attitudes and behavior. All cultural dimensions are widely studied in relation with personality and its outcomes. Cultural dimensions like power distance, masculinity, long-term/ short-term orientation and collectivism have some sort of obvious effect on epistemic curiosity and rule-following

behavior. Like in high power distance culture, people will tend to follow rule regulations more than the low power distance cultures. Highly collectivist societies may also follow rules and will be less likely to engage in certain practices, which result in unpredictable situations. However, uncertainty avoidance is that particular dimension of culture, which can result in dual processing. People living in such culture will try either to avoid the uncertain conditions to engage in rule-following behavior or to come up with new knowledge and ideas in order to prove their significance.

The relation between personality traits and cultural dimensions has been an area of interest in researchers' fraternity. In a comprehensive study McCrae and Terracciano (2005) have reported that cultures whose members are high in Openness to Experience are characterized by low power distance and high individualism. EXT was also found related to individualism, a stress on self-expression rather than survival, a disbelief in the role of fate, and high subjective well-being. Cultures whose members are high in EXT are low on Power Distance. AGR was also found negatively related with power distance and positively related with individualism. NEU was found positively related to uncertainty avoidance, a dimension associated with anxiety (Hofstede, 2003).

Specifically speaking of uncertainty avoidance, initially, Hofstede (1991) has reported the significant correlation of uncertainty avoidance with EXT and AGR. Later, it was also suggested that NEU and Openness to Experience scores are higher and AGR scores are lower in high uncertainty avoidance cultures (Hofstede & McCrae, 2004). Moreover, the significant correlation of uncertainty avoidance with EXT and AGR has been reported relatively recently (Chudzikowski, Fink, Mayrhofer, & Migliore, 2011; Migliore, 2011).

According to deprivation-based theories of curiosity, the undesirable feelings of individuals is reduced by involving in an exploratory behavior in a bid to obtain more information about the ambiguous situation. Curiosity brings increased arousal and conflict is generated about the stimuli due to inadequate information. Individuals want to understand things with clarity, anything that is not cognitively coherent or

vague will create an unpleasant feeling. To bring this feeling back in sync, individuals seek out information to achieve cognitive coherence again (Berlyne, 1954, 1955, 1960). Therefore, it is expected that people living in highly uncertainty avoidance culture will tend to avoid the uncertain situation in numerous ways. Individuals will try to obtain further information about the situation in hand and will come up with new ideas to solve different problems. By proving their importance as a valuable employee helps in reducing the uncertain situation. Employee values are not only judged by their formal role but their extra role behaviors also count in such cultures. So, the drive theory sees curiosity as an unwanted feeling, which is mitigated by indulging in in exploratory behavior. So, the epistemic curiosity can arise when there are situations of high uncertainty (Berlyne, 1962). Therefore, in high uncertainty avoidance culture of Pakistan (Hofstede, 1986), the relation between big five personality traits and epistemic curiosity might be moderated by the individual level of uncertainty avoidance. So, it is hypothesized that:

H_{14a}: Uncertainty avoidance moderates the relation between Openness to Experience and epistemic curiosity such that the relation will be stronger when uncertainty avoidance is high than low.

H_{14b}: Uncertainty avoidance moderates the relation between CON and epistemic curiosity such that the relation will be stronger when uncertainty avoidance is high than low.

H_{14c}: Uncertainty avoidance moderates the relation between EXT and epistemic curiosity such that the relation will be stronger when uncertainty avoidance is high than low.

2.11 Moderating Role of Uncertainty Avoidance in Relation between Personality Traits and Rule-Following Behavior

In high uncertainty avoidance culture people are risk averse and they tend to avoid risk either by following rules or with superior knowledge. Ambivalent conditions are faced by employees in cultures of high uncertainty avoidance. In high uncertainty avoidance cultures (like Pakistan), people are generally risk averse and prefer predictability and stability in their lives and careers. To foster compliance among their members these cultures control behavior through mechanisms of religion, laws, norms etc. Shared values and codes help in reducing vagueness. People attribute themselves to the prevailing cultural group and conform with its requirements (Hofstede, 1980). Likewise, in organizational settings of high uncertainty avoidance cultures, it is expected that employees whose individual level of uncertainty avoidance is high would like to comply with the organizational norms and rules as people in such cultures like to have structured and written rules so that they can follow the same (Hofstede, 1989). Managers having individual level of high uncertainty avoidance avoided uncertainty by adapting to the environment (Geletkanycz, 1997). Clugston et al. (2000) and Cohen (2006) have also reported that uncertainty avoidance predicts employee commitment towards the organization.

H_{15a}: Uncertainty avoidance moderates the relation between CON and rule-following behavior such that the relation will be stronger when uncertainty avoidance is high than low.

H_{15b}: Uncertainty avoidance moderates the relation between AGR and rule-following behavior such that the relation will be stronger when uncertainty avoidance is high than low.

H_{15c}: Uncertainty avoidance moderates the relation between NEU and rule-following behavior such that the relation will be stronger when uncertainty avoidance is high than low.

2.12 Research Model Complete

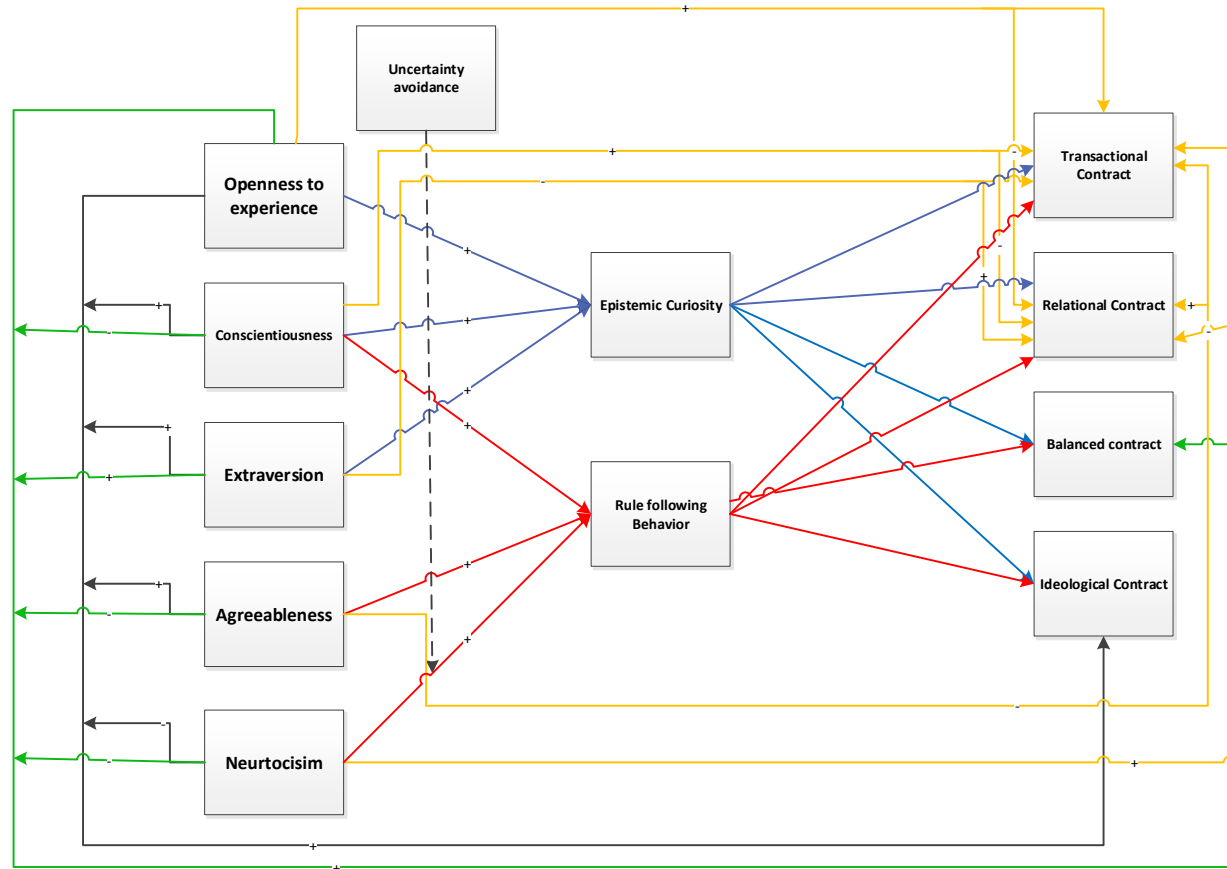


FIGURE 2.1: Research Model

2.13 Research Model - IVs to DVs

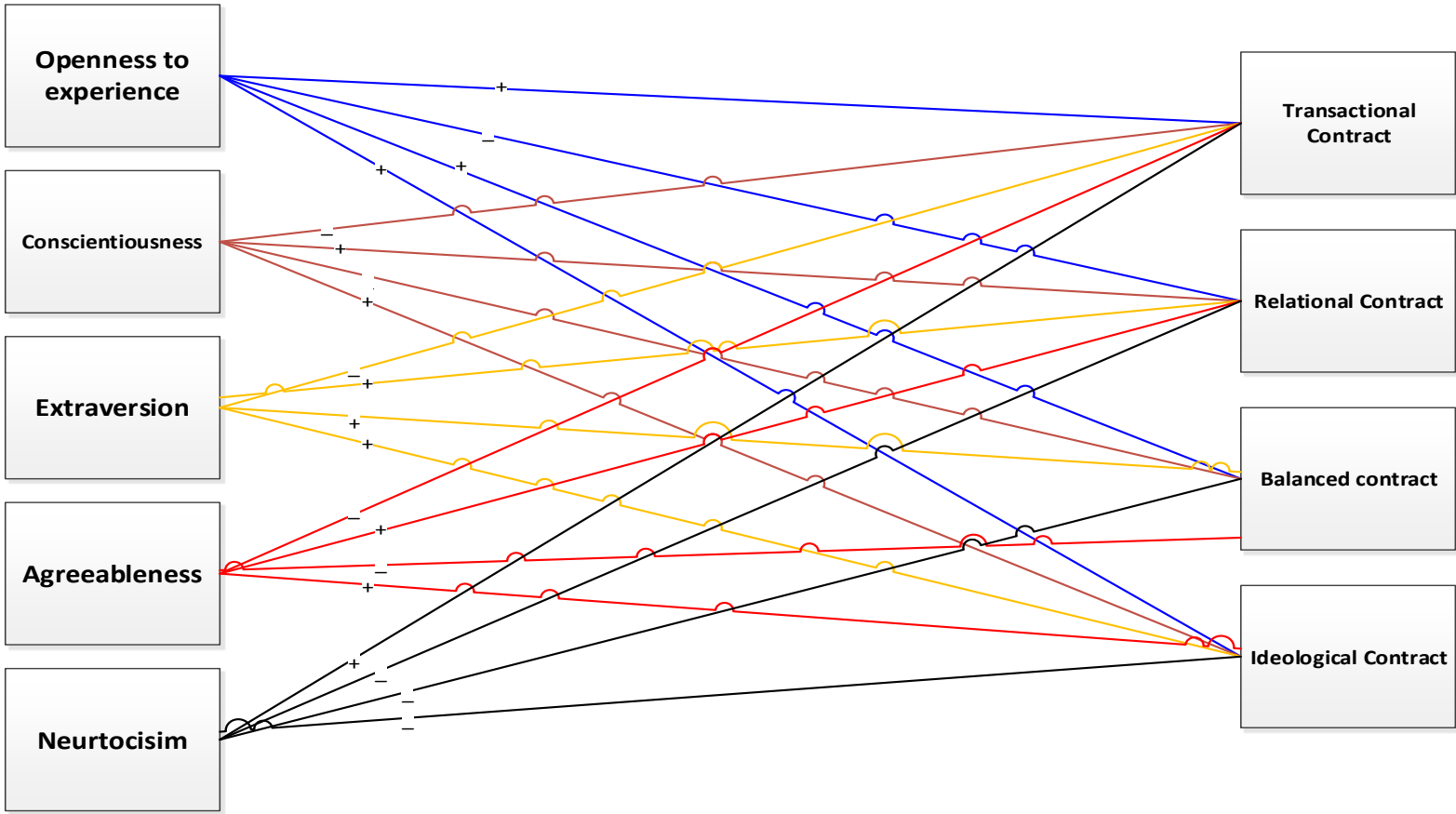


FIGURE 2.2: Research Model - IV to DVs

2.14 Research Model - Mediation

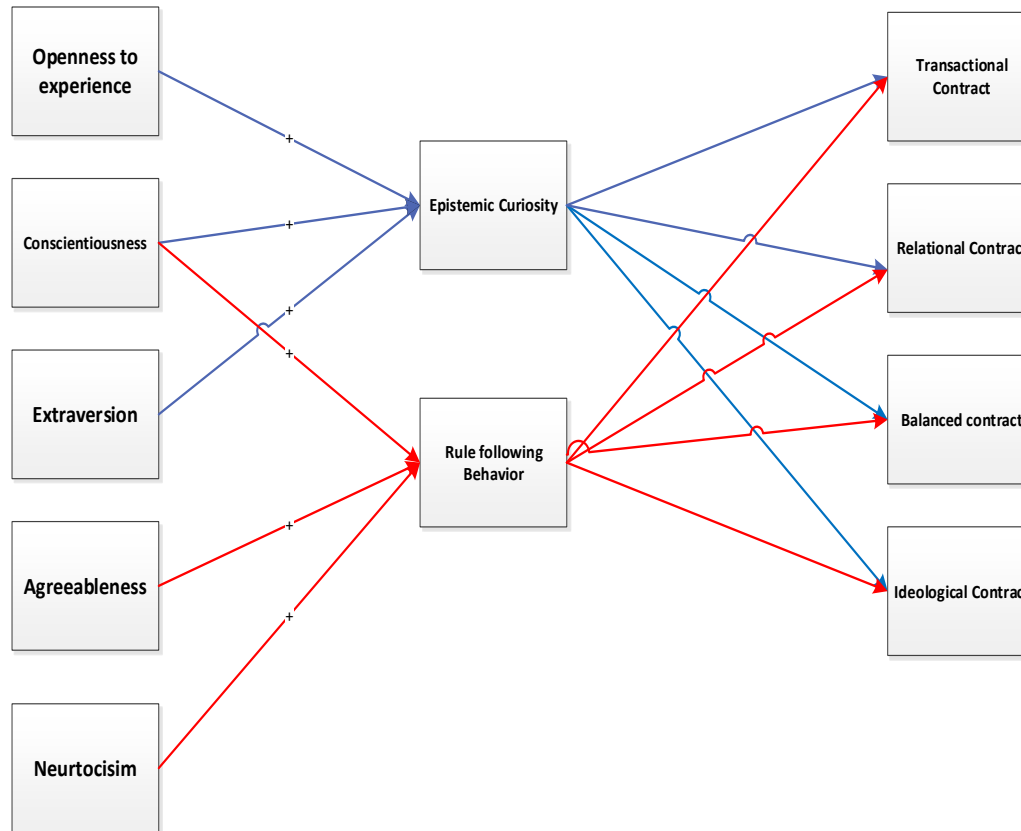


FIGURE 2.3: Research Model - Mediation

2.15 Research Model - Moderation

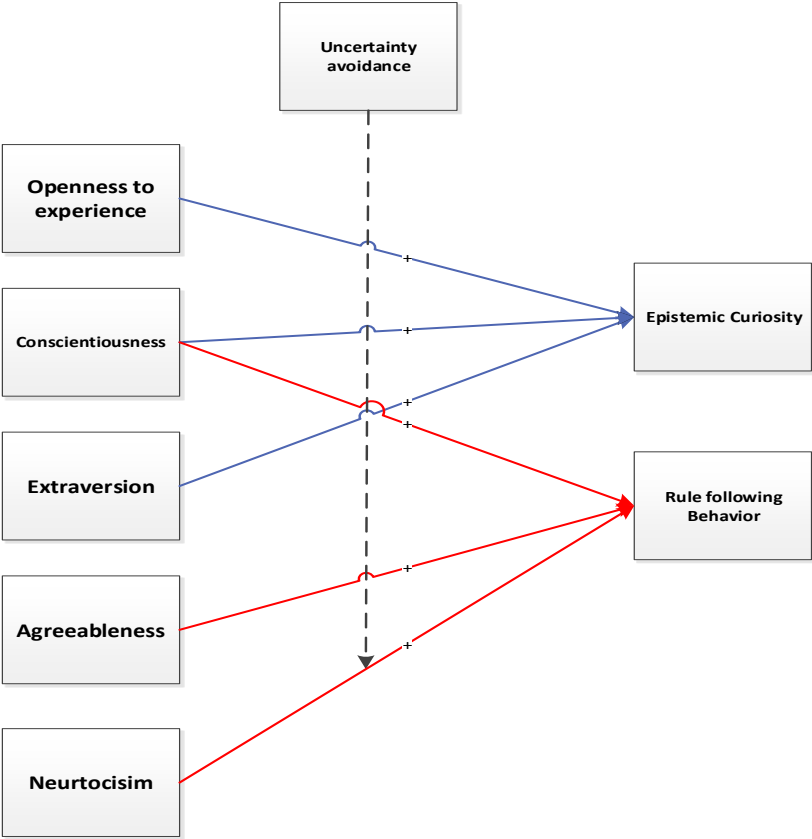


FIGURE 2.4: Research Model - Moderation

2.16 Research Hypotheses

H_{1a}: Openness to experience is significantly and positively related to transactional contracts.

H_{1b}: Openness to experience is significantly and negatively related to relational contracts.

H_{1c}: Openness to experience is significantly and positively related to balanced contracts.

H_{1d}: Openness to experience is significantly and positively related to ideological contracts.

H_{2a}: CON is significantly and negatively related to transactional contracts.

H_{2b}: CON is significantly and positively related to relational contracts.

H_{2c}: CON is significantly and negatively related to balanced contracts.

H_{2d}: CON is significantly and positively related to ideological contracts.

H_{3a}: EXT is significantly and negatively related to transactional contracts.

H_{3b}: EXT is significantly and positively related to relational contracts.

H_{3c}: EXT is significantly and positively related to balanced contracts.

H_{3d}: EXT is significantly and positively related to ideological contracts.

H_{4a}: AGR is significantly and negatively related to transactional contracts.

H_{4b}: AGR is significantly and positively related to relational contracts.

H_{4c}: AGR is significantly and negatively related to balanced contracts.

H_{4d}: AGR is significantly and positively related to ideological contracts.

H_{5a}: NEU is significantly and positively related to transactional contracts.

H_{5b}: NEU is significantly and negatively related to relational contracts.

- H_{5c}**: NEU is significantly and negatively related to balanced contracts.
- H_{5d}**: NEU is significantly and negatively related to ideological contracts.
- H_{6a}**: Epistemic curiosity mediates the relation between Openness to Experience and transactional contracts.
- H_{6b}**: Epistemic curiosity mediates the relation between CON and transactional contracts.
- H_{6c}**: Epistemic curiosity mediates the relation between EXT and transactional contracts.
- H_{7a}**: Epistemic curiosity mediates the relation between Openness to Experience and relational contracts.
- H_{7b}**: Epistemic curiosity mediates the relation between CON and relational contracts.
- H_{7c}**: Epistemic curiosity mediates the relation between EXT and relational contracts.
- H_{8a}**: Epistemic curiosity mediates the relation between Openness to Experience and balanced contracts.
- H_{8b}**: Epistemic curiosity mediates the relation between CON and balanced contracts.
- H_{8c}**: Epistemic curiosity mediates the relation between EXT and balanced contracts.
- H_{9a}**: Epistemic curiosity mediates the relation between Openness to Experience and ideological contracts.
- H_{9b}**: Epistemic curiosity mediates the relation between CON and ideological contracts.
- H_{9c}**: Epistemic curiosity mediates the relation between EXT and IC.

-
- H_{10a}**: Rule-following behavior mediates the relation between CON and transactional contracts.
- H_{10b}**: Rule-following behavior mediates the relation between AGR and transactional contracts.
- H_{10c}**: Rule-following behavior mediates the relation between NEU and transactional contracts.
- H_{11a}**: Rule-following behavior mediates the relation between CON and relational contracts.
- H_{11b}**: Rule-following behavior mediates the relation between AGR and relational contracts.
- H_{11c}**: Rule-following behavior mediates the relation between NEU and relational contracts.
- H_{12a}**: Rule-following behavior mediates the relation between CON and balanced contracts.
- H_{12b}**: Rule-following behavior mediates the relation between AGR and balanced contracts.
- H_{12c}**: Rule-following behavior mediates the relation between NEU and balanced contracts.
- H_{13a}**: Rule-following behavior mediates the relation between CON and ideological contracts.
- H_{13b}**: Rule-following behavior mediates the relation between AGR and ideological contracts.
- H_{13c}**: Rule-following behavior mediates the relation between NEU and ideological contracts.
- H_{14a}**: Uncertainty avoidance moderates the relation between Openness to Experience and epistemic curiosity such that the relation will be stronger when uncertainty avoidance is high than low.

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- H_{14b}**: Uncertainty avoidance moderates the relation between CON and epistemic curiosity such that the relation will be stronger when uncertainty avoidance is high than low.
- H_{14c}**: Uncertainty avoidance moderates the relation between EXT and epistemic curiosity such that the relation will be stronger when uncertainty avoidance is high than low.
- H_{15a}**: Uncertainty avoidance moderates the relation between CON and rule-following behavior such that the relation will be stronger when uncertainty avoidance is high than low.
- H_{15b}**: Uncertainty avoidance moderates the relation between AGR and rule-following behavior such that the relation will be stronger when uncertainty avoidance is high than low.
- H_{15c}**: Uncertainty avoidance moderates the relation between NEU and rule-following behavior such that the relation will be stronger when uncertainty avoidance is high than low.

Chapter 3

Methods and Materials

This chapter elaborates the research design, methodology, population, sample, instrumentation and management of data collection.

3.1 Research Design

Research design specifies the methods and procedures that are carried out for the purpose of research. Therefore, it provides the master plan identifying the basis of research. An appropriate research design not only enhances the effectiveness of the study but also assist researchers to achieve excellent results (Wiersma & Wiersma, 1985). Mostly, the quantitative research is preferred considering its proven effectiveness and reliability since it determines both nature and strength of proposed associations (de Vaus, 2001). According to Chase, Teel, Thornton-Chase, and Manfreda (2016) dependable and valid results can be obtained through quantitative research design.

3.1.1 Purpose of Study

The objective of this study is hypotheses testing that examined the impact personality traits on the formation of psychological contracts by the employees. The

mediating roles of epistemic curiosity and rule-following behaviors are also examined. It is also analyzed whether individual level uncertainty avoidance moderates the relation between personality traits and mediating variables.

3.1.2 Study Setting

Self-administered questionnaire were used to gather data in the extant study. The respondents filled the questionnaires in natural settings therefore this study is non-contrived, in which the responses are collected in routine environment as compared to contrived environment that involves data collection in an artificially created atmosphere.

3.1.3 Research Philosophy

The current study follows deductive reasoning approach in which hypotheses are developed in the light of existing literature and theory. The hypotheses are then tested through statistical techniques to examine the acceptance or rejection of proposed links through the help of literature. Moreover, this research is quantitative in nature that studies the direction and strength of hypothesized relationships.

3.1.4 Type of Study

The present study is purposed to test different hypotheses and the most prominent type of investigation used for hypotheses testing is causal. The present study is based on cause and effect relationship and directional hypotheses are developed. Causal investigation can better serve the purpose of testing hypotheses.

3.1.5 Unit of Analysis

Unit of analysis identifies the level of study on which the whole research is carried out. It can range from individual level to dyad, group, work department, organization, nation etc. The current study is carried out at individual level because all

the variables of interest were of individual nature that comprises of the personality traits of employees and their impact on formation of psychological contracts.

3.1.6 Time Horizon

This study is time-lagged as data is collected in piece meal within six months i.e. from September 2016 to February 2017.

3.2 Population and Sample

3.2.1 Population

In research arena, sample homogeneity is under criticism (Parker, Jimmieson, & Amiot, 2010). Traditionally, research data is obtained from the single organization or sector thus raising concerns regarding generalizability of findings (Boswell, Olson-Buchanan, & LePine, 2004; Ohly & Fritz, 2010; Richardson, Yang, Vandenberg, DeJoy, & Wilson, 2008; Wallace, Edwards, Arnold, Frazier, & Finch, 2009; Webster, Beehr, & Love, 2011; Zellars, Perrew, Hochwarter, & Anderson, 2006). Accordingly, many researchers have termed the data collection from single organizations as problematic as it has the propensity to limit the generalizability of findings (Grant & Langan-Fox, 2007; Haar, 2006; Ohly & Fritz, 2010; Parker et al., 2010; Zellars et al., 2006). Researchers are now suggesting that future studies should be conducted on samples solicited from varied organizations and multiple occupational settings i.e. sectors (Grant & Langan-Fox, 2007; Haar, 2006; Parker et al., 2010; Zellars et al., 2006).

Thus, the population of the current study were employees working in various public and private sector organizations of Pakistan that includes a public sector oil and gas company, a financial regulator, a joint venture oil company and seven asset management companies representing private sector. This was done to ensure generalizability of findings as is done in previous studies (Raja et al., 2004).

It is important to make it clear that almost all of the respondents were knowledge workers who were briefed about the concepts of psychological contracts and personality dispositions.

Printed forms (questionnaire) were used to solicit data, which were self-reported and unit of analysis are individuals.

3.2.2 Sampling Method and Sample

In social sciences, sample is usually used instead of studying the whole population because it results in reduction in time consumption, resources and most probably the data is more accurate for sample than the data of whole population. In case of large population, collection of data from the whole population is not possible and data analysis and handling is not easy. Sampling makes the data handling and interpretation easy for the whole population. While studying whole population is somehow not possible in the case of the present study. Data collection, handling and interpretation for the whole population is much difficult, time and resource consuming and exhaustive. In order to ensure the sample as a true representative of the whole population, rigorous and appropriate methodology need to be followed for generalizability of sample results over the whole population.

Type, purpose, research questions and research objective of the study are the main criteria for choosing an appropriate sampling technique. Probability sampling is desirable in social sciences due to equal chance of selection of each respondent in the whole population. But Wiersma and Wiersma (1985) states that, for probability sampling one need to have complete and valid information about the size and other aspects of the whole population. Sampling fame also need complete information about population in order to assign number to each respondent.

The management of all companies were informed about the study and study was conducted after proper approval and support from management. The Questionnaires were in English , were interpreted where needed but maximum numbers of respondents were university graduates so it was convenient for respondents to understand questionnaire in full letter and spirit. A total of 650 questionnaires

were circulated and 469 filled questionnaires were received back and used for the study.

3.2.3 Sample Size

Total employees working in public and private sector of Pakistan are not exactly known; therefore calculating appropriate sample size for unknown population is not possible because sampling frame cannot be designed to collect data from such population. The sample size of the present study i.e. 469 is relatively enough to conduct studies on related subjects e.g. (Raja et al., 2004). This sample size is also appropriate as per Krejcie and Morgan (1970).

3.2.4 Procedure

The study was conducted in time-lagged manner in order to eliminate the chances of common method bias. Common method bias is often found in cross sectional studies (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). Three time lags were used for data collection, each time-lag of minimum 4 weeks. Time lag is the gap of time in collecting data for different variables of the study and it reduces the temporal effect cause and effect. Meta-analysis studies have proved that data collected in several time spans reduce the temporal effect (Atkinson et al., 2000; Griffeth, Hom, & Gaertner, 2000; Hulin, Henry, & Noon, 1990). So, it has become a rule of thumbs for the researcher that the effect of variables on one another decrease as we increase the time period for data collection (Dormann & Griffin, 2015). In social sciences, the time-lags are determined by convenience or practice unlike the natural sciences, where the gap in time-lags is determined through a scientific method (Cole & Maxwell, 2003; Mitchell & James, 2001).

Time lagged studies are not easy to conduct. In case of the present study, it was quite challenging, because same employees were contacted for data collection in three different times. This was done by leaving the questionnaire with the respondents organizations (through managers) till the time they completed all responses with a time-lag of 4 weeks and reminders were sent to make the process

smooth. The whole process was explained to the managers at the time of handing over the questionnaire. Each part of questionnaire contains a question about the employee ID, and later these IDs were used to trace the employee in other time lags. The participants were assured of complete confidentiality of their responses as they would be providing the requisite information without mentioning their names. It was important to take these measures in order to reduce the social desirability or acquiescence prejudices (Spector, 2006).

3.2.5 Data Collection in Three Time Lags

Time Lag 1- T1: In Time lag 1, Personality traits i.e. Big Five Inventory (BFI) and Uncertainty avoidance was measured at Time 1. BFI (OTE, CON, EXT, AGR, NEU) are independent variables whereas uncertainty avoidance is the moderator variable. At T1 650 questionnaire were distributed and 567 responses were received back.

Time Lag 2-T2: The mediators epistemic curiosity and rule-following behavior were measured at Time 2. In T2, the same 567 employees who responded at T1 were traced through their employee IDs last four digits mentioned at questionnaire's first part. Among these those 567 employees, 536 responded at T2.

Time Lag 3-T3: The dependent variables i.e. type of psychological contracts (transactional, relational, balanced and ideological) were measured at Time 3. At T3, 536 employees were contacted through their IDs and only 495 responded at T3. Out of these 495 responses, 469 were kept for final data analysis after removing incomplete and improperly filled questionnaires. Hence, total 469 questionnaires were used for analyses in current study. The overall response rate was 72%.

3.3 Sample Characteristics

The three most significant demographic variables in the psychological contract literature are gender, age and experience:

3.3.1 Gender

The table presented below depicts that males are dominated in working class of Pakistan as 316 were male which constituted 67.4% of the sample and 353 were female which constituted 32.6%.

TABLE 3.1: Gender of Participants

Gender	Frequency	Valid Percent	Cumulative Percent
Male	316	67.4	67.4
Female	153	32.6	100.0

3.3.2 Age

Table 3.2 depicts statistical result of different age groups. According to the obtained responses 290 employees belonged to group 26-35 years. As per statistics 108 employees fall in the age group 20-35 years. Least number of employees were 14 which lied in the group of greater than 50.

TABLE 3.2: Age of Participants

Experience	Frequency	Valid Percent	Cumulative Percent
20-25 years	103	21.9	22
26-35 years	290	61.9	83.8
36-40 years	34	7.3	91
41-50 years	28	6	97
>50 Years	14	3	100

3.3.3 Experience/Tenure

The experience of employees was also recorded, which is the total time spent with the particular organization. According to the responses, 275 employees had the minimum experience level among the respondents, it constituted 58.6% of the sample. 152 employees had work experience between 6 to 15 years. There were few people having more than 20 years of experience only 4.5% had more than 20 years of experience.

TABLE 3.3: Experience of Participants

Experience	Frequency	Valid Percent	Cumulative Percent
1-5 years	275	58.6	58.6
6-15 years	152	32.4	91.0
16-20	21	4.5	95.5
More than 20	21	4.5	100

3.3.4 Pilot Testing

Pilot testing is termed as initial study that is conducted to explore the cost, time, reliability and usefulness of not only the measures but the whole study. In addition, lacks and inadequacies can also be figured out by using of pilot study questionnaire. Pilot studies are thus important to evaluate the effectiveness and deficiencies of the measures. So, the unreliable items can be identified and removed from the instrument. Total 90 questionnaires were distributed for conducting the pilot testing among the respondents of the targeted sectors.

3.4 Instrumentation

The scales used to measure the variables of the study were all self-reported. Employee were asked about their personality, their types of psychological contracts, their behaviors and cultural orientation on five point Likert scale ranging from strongly disagree to strongly agree.

3.4.1 The Big Five Personality Traits

We used the 44-item Big Five Inventory (John & Srivastava, 1999) to measure the five personality traits of the employees. Out of the 44-itemscale, eight-item subscales each measured NEU and EXT, nine-item subscales each measured CON and AGR, and 10 items measured OTE. Examples of items include “is original, comes up with new ideas” for Openness, “does a thorough job” for CON, “is talkative” for EXT, “has a forgiving nature” for AGR and “worries a lot” for NEU.

TABLE 3.4: Reliability Analyses

Variables	Sources	No. of Items	Reliability
Personality traits	John and Srivastava (1999)	44	Detailed in narration
Uncertainty avoidance	Dorfman and Howell (1988)	5	0.84
Epistemic curiosity	Mussel, Spengler, Litman, and Schuler (2012)	10	0.95
Rule following behavior	Tyler and Blader (2005)	11	0.87
Transactional contract	Raja et al. (2004)	9	0.93
Relational contract	Raja et al. (2004)	9	0.93
Balanced contract	Rousseau (2008)	12	0.95
Ideological contract	Bingham (2005)	9	0.93

The scale also contained some reverse-coded questions. The internal consistency reliabilities of these measures in the present study were $\alpha = .94, .94, .92, .91,$ and $.94,$ respectively.

3.4.2 Uncertainty Avoidance

5-items scale of Dorfman and Howell (1988) was used to measure individual level uncertainty avoidance. Examples of items include “standard operating procedures are helpful for employees on the job” and “Instructions for employees are helpful”. The internal consistency reliability of this measure was $\alpha = .84.$

3.4.3 Epistemic Curiosity

The 10-item WORCS scale by Mussel et al. (2012) was used to measure work-related epistemic curiosity. This scale was introduced for use in work settings and is the only measure available for use in this regard. Examples of items include “I carry on seeking information until I am able to understand complex issues” and “I enjoy pondering and thinking.” The internal consistency reliability of this measure was $\alpha = .95$.

3.4.4 Rule-Following Behavior

Tyler and Blader (2005) 11-item scale was used to measure employees’ rule-following behavior. Examples of items include “Comply with work-related rules and regulations” for compliance with organizational policy and “Do what your supervisor expects from you, even when you do not really think it is important” for deference to organizational policies. The internal consistency reliability of this measure was $\alpha = .87$.

3.4.5 Transactional Contracts (TC)

TC were measured by Millward and Hopkins (1998)’s original scale amended by Raja et al. (2004). Amended scale comprise of 9-items. Examples of items include “I work only the hours set out in my contract and no more” and “I do not identify with the organization’s goals”. The internal consistency reliability of this measure was $\alpha = .93$.

3.4.6 Relational Contracts (RC)

RC were measured by Millward and Hopkins (1998)’s original scale amended by Raja et al. (2004). Amended scale comprise of 9-items. Examples of items include “I expect to grow in this organization” and “My career path in this company is clearly mapped out”. The internal consistency reliability of this measure was $\alpha = .93$.

3.4.7 Balanced Contracts (BC)

BC were measured with the 12-item scale developed by Rousseau (2008). Examples of items include “accept increasingly challenging performance standards” and “seek developmental opportunities that enhance my value to my employer”. The internal consistency reliability of this measure was $\alpha = .95$.

3.4.8 Ideological Contracts (IC)

IC were measured with the nine-item scale developed by Bingham (2005). Examples of items include “contribute to the stated cause” and “stand behind the organization’s ideology, even if it requires a financial sacrifice”. The internal consistency reliability of this measure was $\alpha = .93$. Summary of the measures is given in Table 3.4.

Because measures of personality, uncertainty avoidance (Time 1), epistemic curiosity, rule-following behavior (Time 2), and psychological contracts (Time 3) were self-reported due to the very nature of these constructs, Harman’s single-factor test was thus conducted to account for common method variance (Podsakoff et al., 2003; Podsakoff & Organ, 1986). This method suggests that common method variance is present in the data if a single factor accounts for the majority of variance explained by the exploratory factor analysis (EFA). For this purpose, all the variables were entered into an EFA, and the number of factors was fixed to 1. It was observed that a single factor did not account for the majority of the variance 17.589, thus suggesting that one factor was not sufficient to explain the major amount of total variance. Therefore, the results of Harman’s test did not suggest the likelihood of common method variance, and thus, it concludes that common method variance was not a problem in the current data.

3.4.9 Control Variables

It was important to control for potentially biasing influences. Therefore, the effects of age, gender, and tenure of employment were controlled because older and

younger employees tend to hold varying expectations and react differently to psychological contracts (Bal, Lange, Jansen, & Velde, 2013; Chapman & Hayslip Jr, 2006; Flaherty & Pappas, 2002). Men and women also tend to have different expectations of their employers. Tallman and Bruning (2008) reported that women have stronger obligations than men, whereas Thompson and Heron (2005) suggested that women score low on psychological contracts. The third and final control variable (i.e., employment tenure) also has the propensity to affect psychological contracts (Agarwal & Bhargava, 2013). Gender was coded 0 = male and 1 = female. Age was reported in years, and tenure was also reported in the number of years the participant had been working.

3.5 Data Analysis

For analyzing the solicited data and generating results, there are various statistical tools available to the researchers in the domain of social sciences. Whereas, structural equation modeling (SEM) is used to test relations among multiple independent, dependent, mediating and moderating variables. Every tool and technique has certain merit and demerits, but the choice of accurate tool and technique very important but it is strongly linked with the research type, objectives, model, nature and type of data.

In the extant study, SEM has been used to test the relations among independent, dependent, moderating and mediating variables. Due to its wide-ranging advantages and effectiveness, this technique has gained popularity over the years. Other than the social sciences, SEM is also used in various psychology domains. Psychologists use SEM as multivariate technique. In recent times, large number of publications using SEM published in top-notch journals. It has also been appreciated to investigate longitudinal and time series data.

SEM is mostly used for two main purposes. Firstly, to test measurement model, which is also known as confirmatory factor analysis (CFA). In CFA, model fit values are obtained based on the correlation among latent variables and loading of observed variables on the latent variables. CFA is the main strength of AMOS

over SPSS, because SPSS is not able to generate values for model fit. The second purpose of SEM is to test the relationship among variables. There are two ways to check the relationship among variables, one with latent variables along with the loaded item and the other is path model, testing relationships through mean values. Data analysis process was taken place in different steps. In first step data reliability was checked and all the scales were found reliable with high Cronbach alpha vales. After that exploratory factor analysis (EFA) was conducted. After EFA, CFA was conducted to check the validity of the scales. After CFA, ANOVA results were obtained to check the impact of demographics on mediators and dependent variables. Moreover, path models were also run to check the direct, indirect and moderating effects.

Chapter 4

Results and Discussion

4.1 Results

4.1.1 Descriptive Statistics

Descriptive statistics of all theoretical variables i.e. personality traits, uncertainty avoidance, epistemic curiosity, rule-following behavior and psychological contract types are presented in the following table.

Table 4.1 embodies values of mean and standard deviation of demographics (except gender) and theoretical variables. The values of mean represent respondents' opinion regarding agreeing and disagreeing against the stated question. Higher mean values specify the preference of respondents towards agreement side while lower mean values denotes respondents leaning towards disagreement side of opinion.

The mean value of OTE was (Mean = 3.4, SD = .81), which indicate people tend to take on new things and changes. The mean value of CON was (Mean =3.5, SD =.88) shows that employees dutiful and disciplined. The mean value of EXT was (Mean =3.8, SD =.98), which means that sociability and good communication exists among employees. The mean value of AGR (Mean = 3.2, SD = .61) demonstrates that employees are generally following the directions by the seniors. The mean value of NEU (Mean = 2.2, SD = .84) demonstrates that employees are relatively stable in terms of their emotions. The mean value of uncertainty

TABLE 4.1: Descriptive Statistics

Variables	Mean	Standard Deviation
Age	30.7	6.9
Experience	6.6	6.4
Openness to Experience	3.4	.81
Conscientiousness	3.5	.88
Extraversion	3.8	.98
Agreeableness	3.2	.61
Neuroticism	2.2	.97
Uncertainty avoidance	2.2	.84
Epistemic curiosity	3.1	.83
Rule following behavior	3.1	.69
Transactional contract	3.3	.77
Relational contract	2.8	.74
Balanced contract	3.07	.99
Ideological contract	3.2	.76

avoidance (Mean = 2.2, SD = .84) demonstrates respondents are moderate towards avoidance of uncertainty. The mean value of epistemic curiosity (Mean = 3.1, SD = .83) shows respondents are curious for knowledge seeking. The mean value of rule-following behavior (Mean = 3.1, SD = .69) demonstrates respondents follow standard operating procedures. The mean value of transactional contract (Mean = 3.3, SD = .77) shows respondents value changing jobs. The mean value of relational contract (Mean = 2.8, SD = .74) shows respondents do not strongly value relational contract with the employer, probably because the respondent mostly comprised from the private sector. The mean value of balanced contract (Mean = 3.07, SD = .99) shows some respondents have balanced approach towards formation of their implied contract with the employer. The mean value of ideological contract (Mean = 3.2, SD = .76) shows respondents can relate to the business cause of the employer.

4.1.2 Validity Analysis

In order to check the validity of the scale used for the variables of the current study, AMOS software was used. AMOS is used to check the discriminant and convergent validity of the scales used. SEM techniques is common for AMOS usage, SEM generates estimates for the hypothesized relationship among the variables (Arbuckle, 2003). SEM is the combination of confirmatory factory analysis and regression analysis. SEM generates model fit indices along with providing estimates for the hypothesized relationships (Schumacker & Lomax, 2004).

Structural modeling can be used in two different ways; for testing the validity of the scale, measurement model/ CFA is used. For testing the relationship among the variables, structural or path model is used to regress the dependent variables on independent variables. SEM work in line with proposition of theory both for measurement and structural/path models. In measurement model, the items of the construct are developed on the base of theory, explore through EFA and later confirmed through CFA. On the other hand, structural model is used to test the relationship of variables of the study; proposed on the basis of theory and logic (Garson, 2011).

i Exploratory Factor Analysis (EFA)

In order to verify the factor loadings of the items of all variables, EFA was conducted. Factor analysis is used to see if they load as predicted on the expected number of factors. Principal component analysis was used with Varimax rotation and Kaiser Normalization. The EFA of all the variables were carried out together and results are presented in Appendix II. As per expectation from literature, the items formed 12 factors. The Kaiser Meyer Olkin (KMO) measure of sampling adequacy was acceptable at 0.752 and Bartlett's test of sphericity was also significant at $p < 0.001$ and chi square value of 1487.58. The Cronbach alpha values of all factors show good reliability i.e. all values were greater than 0.7.

ii Confirmatory Factor Analysis (CFA)

CFA is mainly used to check the discriminant and convergent validities. Discriminant validity is established when the data is divided in number factors based on the proposed theory and logic. Moreover, the factors are discriminant enough to be treated as distinct from one another. The number of factors are specified on the base of pre-established theory. That's the reason to specify CFA as a theory driven approach. After establishing discriminant validity based on the low correlation values among different factors, convergent validity is also established through confirmatory factor analysis. Convergent validity is based on the number of item loaded on the respective factor and the value of loading. If the values of factor loadings are high than .4, then there is chance of high convergent validity. For model fitness, a battery of fit indices are reported and there values are compared with the threshold values.

Among these model fit values, chi square value indicates that the collected data provide sufficient explanation to the hypothesized relationships. Chi square value in isolation is not a valid indicator to check the fit of data, chi square by degree of freedom combine are the robust indicators for providing the relationship between collected data and proposed model (Hair, Black, Babin, & Anderson, 2010). To further assess the fit of each of the tested models, Schumacker and Lomax (2004) suggested the following additional tests:

- a the Tucker–Lewis index (TLI), no smaller than 0.90
- b the comparative fit index (CFI) , no smaller than 0.90
- c root-mean-square error of approximation (RMSEA), no greater than 0.08, and
- d standardized root-mean-square residual (SRMR). no greater than 0.10.

Satisfactory model fit is indicated by ratio of chi-square goodness of fit to degrees of freedom no greater than two (Browne & Cudeck, 1993);(Schumacker & Lomax, 2004). The proposed model consist on twelve variables. Though,

some factors have items with low loading below 0.4 however overall reliability and validity was good so these items were retained for further analysis.

TABLE 4.2: Confirmatory Factor Analysis of the Measurement Model

	Chi Square	Df	CMIN/DF	RMSEA	IFI	TLI	CFI
Initial Model	9772.2	5728	1.706	0.040	0.900	0.898	0.899
Modified Model	9472.7	5711	1.659	0.038	0.908	0.905	0.907

Table 4.2 represent the initial and modified model fitness results. Initial model was somehow fit in meeting the model fitness criteria. The threshold value for chi square/df is .40 and below, and here for the initial model it was 1. The threshold value for RMSEA is .07 and below, table 4.2 depicts that RMSEA value is .040, which is well below the threshold value for model fitness. Other model fit indices were also somehow fit like CFI, TLI, IFI values need to above .90, for initial model they were close to the threshold values. As CFI, TLI, IFI values were partially low than the threshold values, therefore model was modified through modification indices for the same variables. Modified model have better fit results than the initial model. RMSEA value for the modified model is .03, chi square/Df is 1.65, and other value for CFI, TLI and IFI are above .90. Hence, modified model presents better-fit indices than the initial model.

iii Convergent and Discriminant Analysis

Convergent validity refers to observed variable loading on similar construct. The observed variables are the items of the whole construct and collectively they contribute towards the main construct. Discriminant validity is actually the difference between the latent variables. Latent variables are the main constructs used in the study. Table 4.3 shows that Average variance explained are higher than the threshold value of 0.5 for all the variables of the study. Nuechterlein et al. (2008) have proposed the threshold criteria for AVE and MSV, that AVE values for all the variables should be greater than 0.5 and MSV values should be lesser than AVE values. In the case of the present study all the values of AVE are greater than 0.5 and MSV values are

smaller than AVE values, hence based on Fornell and Larcker (1981) criteria, there is strong case for convergent and discriminant validities. Moreover, the CR values for all the scales should be higher than 0.7, which represent the validity of the scale. Table 4.3 reflects the reliabilities for the scales used and all the scales are reliable.

TABLE 4.3: Convergent and Discriminant Validity of Scales

	CR	AVE	MSV
Openness to Experience	0.934	0.613	0.228
Conscientiousness	0.940	0.637	0.264
Extraversion	0.931	0.661	0.181
Agreeableness	0.917	0.550	0.120
Neuroticism	0.933	0.699	0.223
Uncertainty avoidance	0.841	0.515	0.224
Epistemic curiosity	0.953	0.692	0.224
Rule-following behavior	0.916	0.548	0.210
Transactional contract	0.940	0.637	0.264
Relational contract	0.928	0.617	0.120
Balanced contract	0.973	0.770	0.228
Ideological contract	0.936	0.648	0.159

Note: AVE = Average Variance Explained, CE= Composite Reliability, MSV = Maximum Shared Variance

iv Competing Models

According to Table 4.4 representation, 12 factor model was better fit than 11 factor, 10,9,8,7,6,5,4,3 and 1 respectively with ($\chi^2 = 9472.73$, $df = 5711$, $\chi^2 / Df = 1.659$ $p < .000$; $CFI = .907$, $IFI = .908$, $TLI = .905$, $RMSEA = .038$), which justify that 12 factor model according to the threshold values has the best fit.

Alternately, 11 factor model by combining AGR and EXT was less fit than 12 factor model with ($\chi^2 = 11488.39$, $df = 5722$, $\chi^2 / Df = 2.008$ $p < .000$; $CFI = .858$, $IFI = .859$, $TLI = .854$, $RMSEA = .046$). Change in chi-square was 2016. Change in degree of freedom was recorded 11. Table 8 shows another 8 factor

alternate model, combining relational contract and EXT. This model also shows a good fit, but less fit than 12 factor model with values ($\chi^2 = 12006.94$, $df = 5722$, $\chi^2 / Df = 2.098$ $p < .000$; CFI = 0.845, IFI = 0.846, TLI = 0.841, RMSEA= 0.048) and the change in chi-square and degree of freedom were 2534 and 11 respectively.

Model three represents the comparison of again 12 factor model with 10 factor model by combining CON, NEU, IC on epistemic curiosity. It was also found less fit than the 12 factor model with values ($\chi^2 = 14035.32$, $df = 5732$, $\chi^2 / Df = 2.449$ $p < .000$; CFI = 0.796, IFI = 0.797, TLI = 0.790, RMSEA= 0.056). The change in chi-square value and degree of freedom were 4563 and 21. Model four represents the comparison of 12 factor model with 10 factor model by combining OTE, transactional contract, rule following behavior on uncertainty avoidance. It was also found less fit than 12 factor model with values ($\chi^2 = 13008.12$, $df = 5732$, $\chi^2 / Df = 2.269$ $p < .000$; CFI = 0.821, IFI = 0.822, TLI = 0.816, RMSEA= 0.052). The change in chi-square value and degree of freedom were 3536 and 21.

Model five represents the 9 factor model by combining OTE, transactional contract, rule following behavior on NEU. It was also found less fit than 12 factor model with values ($\chi^2 = 17764.26$, $df = 5751$, $\chi^2 / Df = 3.089$ $p < .000$; CFI = 0.705, IFI = 0.706, TLI = 0.698, RMSEA= 0.067). The change in chi-square value and degree of freedom were 8292 and 40. Model six represents the comparison of 12 factor model with 9 factor model by combining CON, NEU, OTE on ideological contract. It was also found less fit than 12 factor model with values ($\chi^2 = 1794.87$, $df = 5741$, $\chi^2 / Df = 2.978$ $p < .000$; CFI = 0.721, IFI = 0.722, TLI = 0.714, RMSEA= 0.065). The change in chi-square value and degree of freedom were 7622 and 30.

Model seven represents the comparison of 12 factor model by combining balanced contract, epistemic curiosity on ideological contract and epistemic curiosity, AGR, NEU on CON .The model fit is now getting worse as compared to the 12 factor model with values ($\chi^2 = 20165.57$, $df = 5749$, $\chi^2 / Df = 3.508$ $p < .000$; CFI = 0.645, IFI = 0.647, TLI = 0.637, RMSEA= 0.073). The change in chi-square value and degree of freedom were 10693 and 38. Model eight represents the comparison of 12 factor model with another 8 factor model by combining EXT, balanced contract

on relational contract and OTE, transactional contract on NEU. It was also found less fit than 12 factor model with values ($\chi^2 = 20464.24.87$, $df = 5749$, $\chi^2 / Df = 3.560$ $p < .000$; CFI = 0.638, IFI = 0.639, TLI = 0.629, RMSEA= 0.074). The change in chi-square value and degree of freedom were 10992 and 38.

Model nine represents the 7 factor model by combining OTE, rule following behavior, NEU on transactional contract and relational contract, ideological contract on balanced contract. It was also a worse fit as compared to 12 factor model with values ($\chi^2 = 22673$, $df = 5756$, $\chi^2 / Df = 3.939$ $p < .000$; CFI = 0.584, IFI = 0.585, TLI = 0.575, RMSEA= 0.079). The change in chi-square value and degree of freedom were 13201 and 45.

Model Ten represents the 6 factor model by combining EXT, AGR, balanced contract on relational contract and OTE, transactional contract, uncertainty avoidance on rule following behavior. It was also found less fit of 12 factor model with values ($\chi^2 = 25360.94$, $df = 5762$, $\chi^2 / Df = 4.401$ $p < .000$; CFI = 0.518, IFI = 0.519, TLI = 0.508, RMSEA= 0.085). The change in chi-square value and degree of freedom were 15888 and 51. Model Eleven represents the 5 factor model by combining EXT, AGR, balanced contract on relational contract and OTE, transactional contract, uncertainty avoidance, epistemic curiosity on rule following behavior. It was also found less fit of 12 factor model with values ($\chi^2 = 27441.54$, $df = 5767$, $\chi^2 / Df = 4.758$ $p < .000$; CFI = 0.467, IFI = 0.469, TLI = 0.456, RMSEA= 0.090). The change in chi-square value and degree of freedom were 17979 and 56. Both models are depicting a bad fit as we proceed to reduce the number of factors.

Model Twelve represents the 4 factor model by combining EXT, AGR, balanced contract on relational contract and OTE, transactional contract, uncertainty avoidance, epistemic curiosity, NEU on rule following behavior. It has a worse fit as compared 12 factor model with values ($\chi^2 = 29923.93$, $df = 5771$, $\chi^2 / Df = 5.185$ $p < .000$; CFI = 0.406, IFI = 0.408, TLI = 0.394, RMSEA= 0.095). The change in chi-square value and degree of freedom were 20451 and 60.

Model Thirteen represents the 3 factor model by combining EXT, AGR, balanced contract on relational contract and OTE, transactional contract, uncertainty avoidance, epistemic curiosity, NEU, ideological contract on rule following behavior. It showed a bad fit as compared to 12 factor model with values ($\chi^2 = 32278.07$, $df = 5774$, $\chi^2 / Df = 5.590$, $p < .000$; CFI = 0.348, IFI = 0.350, TLI = 0.336, RMSEA = 0.099). The change in chi-square value and degree of freedom were 22805 and 63.

By combining all items with one variable and then comparing the values show less fit of 1 factor model. Fourteenth model created by combining all four variables and comparison with 12 factor model shows the worse fit ($\chi^2 = 36773.30$, $Df = 5777$, $\chi^2 / Df = 6.36$, $p < .000$; CFI = 0.238, IFI = 0.240, TLI = 0.223, RMSEA = 0.061). The change in chi-square value and degree of freedom were 27301 and 66.

TABLE 4.4: Competing Different Models with Hypothesized 12 Factor Measurement Model

Model	χ^2	Df	χ^2 / Df	Δ	χ^{2a}	ΔDf	CFI	IFI	TLI	RMSEA
Hypothesized Measurement Model (12 Factor Model)	947273	5711	1.659				0.907	0.908	0.905	0.038
Alternate Model 1: Combined "AGR and EXT" (11Factor Model)	11488.39	5722	2.008	2016	11	0.858	0.859	0.854	0.46	
Alternate Model 2: Combined "RC and EXT" (11 Factor Model)	12006.94	5722	2.098	2534	11	0.845	0.846	0.841	0.048	
Alternate Model 3: Combined "CON, NEU & IC on EC" (10 Factor Model)	14035.32	5732	2.449	4563	21	0.796	0.797	0.790	0.056	
Alternate Model 4: Combined "OTE, TC, RFB on UA" (10 Factor Model)	13008.12	5732	2.269	3536	21	0.821	0.822	0.816	0.052	
Alternate Model 5: "Combined "OTE TC, RFB on NEU" (9 Factor Model)	17764.26	5751	3.089	8292	40	0.705	0.706	0.698	0.067	
Alternate Model 6: Combined "CON, NEU, OTE on IC" (9 Factor Model)	17094.87	5741	2.978	7622	30	0.721	0.722	0.714	0.065	
Alternate Model 7: "Combined BC, EC on IC & EC, AGR, NEU on CON (8 Factor Model)	20165.57	5749	3.508	10693	38	0.645	0.647	0.637	0.073	
Alternate Model 8: Combined "EXT, BC on RC & OTE, TC on NEU" (8 Factor Model)	20464.24	5749	3.560	10992	38	0.638	0.639	0.629	0.074	
Alternate Model 9: "OTE, RFB, NEU on TC & RC, IC on BC"(7 Factor Model)	22673.45	5756	3.939	13201	45	0.584	0.585	0.575	0.079	
Alternate Model 10: Combined "EXT, AGR, BC on RC & OTE, TC, UA on RFB" (6 Factor Model)	25360.94	5762	4.401	15888	51	0.518	0.519	0.508	0.085	

Alternate Model 11: Combined “EXT, AGR, BC on RC & OTE, TC, UA, EC on RFB” (5 Factor Model)	27441.54	5767	4.758	17979	56	0.467	0.469	0.456	0.090
Alternate Model 12: Combined “EXT, AGR, BC on RC & OTE, TC, UA, EC, NEU on RFB” (4 Factor Model)	29923.93	5771	5.185	20451	60	0.406	0.408	0.394	0.095
Alternate Model 13: Combined “EXT, AGR, BC on RC & OTE, TC, UA, EC, NEU, IC & RFB” (3 Factor Model)	32278.07	5774	5.590	22805	63	0.348	0.350	0.336	0.099
Alternate Model 14: All items combined (1 Factor Model)	36773.30	5777	6.36	27301	66	0.238	0.240	0.223	0.107

Note: n=469; Values are differences of each of the alternative measurement models with the hypothesized model.

4.1.3 Correlation Analysis

Results were accepted as significant at $p = .05$. As can be seen in Table 4.5, for the Big Five personality traits, OTE was significantly positively correlated with CON ($r = .27, p < .01$), EXT ($r = .44, p < .01$) and AGR ($r = .22, p < .01$) whereas significantly negatively correlated with NEU ($r = -.15, p < .01$). CON was significantly positive correlated with EXT ($r = .44, p < .01$) and significantly negatively correlated with NEU ($r = -.50, p < .01$). However, relation between CON and AGR was not found statistically significant ($r = .07, p = .12$). EXT was significantly positively correlated to AGR ($r = .34, p < .01$) and negatively correlated with NEU ($r = -.29, p < .01$).

First dependent variable i.e. Transactional contract was significantly positively related to OTE ($r = .39, p < .01$) and CON ($r = .54, p < .01$) and significantly negatively correlated with EXT ($r = -.21, p < .01$), AGR ($r = -.20, p < .01$) and NEU ($r = -.16, p < .01$). Whereas, Transactional contract was not found related with AGR ($r = -.08, p = .06$). Second dependent variable i.e. Relational contract was significantly positively related to EXT ($r = .43, p < .01$) and AGR ($r = .38, p < .01$) and negatively related to OTE ($r = -.19, p < .05$), CON ($r = -.29, p < .01$) and NEU ($r = -.45, p < .01$). Third dependent variable i.e. Balanced contract was significantly positively related to OTE ($r = .49, p < .01$) and negatively related to CON ($r = -.19, p < .01$) and NEU ($r = -.18, p < .01$). However, it was not found to be related to and EXT ($r = -.03, p = .40$) and AGR ($r = .03, p = .52$). Finally, the Ideological contract was significantly positively related to OTE ($r = .34, p < .01$) and EXT ($r = .47, p < .01$) and significantly negatively related to CON ($r = -.11, p < .01$), AGR ($r = -.19, p < .01$) and NEU ($r = -.19, p < .01$).

The first mediating variable i.e. Epistemic curiosity was significantly positively correlated to OTE ($r = .47, p < .01$), CON ($r = .25, p < .05$), EXT ($r = .25, p < .01$) and AGR ($r = .14, p < .05$) and significantly negatively correlated to NEU ($r = -.39, p < .01$). The other mediating variable i.e. Rule following behavior was significantly positively correlated to OTE ($r = .21, p < .01$), CON ($r = .24, p < .05$), EXT ($r = .24, p < .01$) and AGR ($r = .16, p < .01$) and significantly negatively correlated to NEU ($r = -.33, p < .01$).

Epistemic curiosity was found positively associated with Transactional contract ($r = .34, p < .01$), Relational contract ($r = .20, p < .01$), Balanced contract ($r = .31, p < .01$) and Ideological contract ($r = .32, p < .01$). On the other hand, Rule following behavior was found positively correlated with Transactional contract ($r = .33, p < .01$), Relational contract ($r = .21, p < .01$) and Ideological contract ($r = .33, p < .01$) whereas it was not found statistically related to BC ($r = .04, p = .28$).

The moderating variable i.e. Uncertainty avoidance was found negatively related to OTE ($r = .41, p < .01$), CON ($r = .22, p < .01$), and EXT ($r = .19, p < .01$). Whereas, it was not found related to AGR ($r = .08, p = .07$). Uncertainty avoidance was significantly correlated with mediating variables i.e. Epistemic curiosity ($r = -.52, p < .01$) and Rule following Behavior ($r = .26, p < .01$).

TABLE 4.5: Correlation Analysis

Variables	GEN	AGE	EXP	OTE	CON	EXT	AGR	NEU	UA	EC	RFB	TC	RC	BC	IC
1. GEN	1														
2. AGE	.205**	1													
3. EXP	.311**	.956**	1												
4. OTE	0.011	0.051	0.07	1											
5. CON	0.004	0.052	-.226*	.274**	1										
6. EXT	0.017	0.018	0.018	.440**	.448**	1									
7. AGR	0.077	0.04	-0.04	.221**	0.071	.347**	1								
8. NEU	0.006	-0.032	-0.032	-.152**	-.509**	-.292**	-0.015	0.1							
9. UA	0.068	-.104*	-.144*	-.411**	-.226**	-.192**	0.084	.274**	0.1						
10. EC	0.041	.184*	.205**	.471**	.251*	.259**	.144*	-.393**	-.520**	0.1					
11. RFB	0.024	0.069	.093*	.211**	.242*	.242**	.164**	-.335**	.261**	.487**	0.1				
12. TC	0.018	.126**	0.14	.394**	.541**	-.217**	-.209**	-.161*	-.427**	.341**	.333**	1			
13. RC	0.045	0.04	0.033	-.195*	-.296**	.432**	.383**	-.453**	0.05	.203**	.211**	-0.107	1		
14. BC	-0.056	-0.021	-.299**	.497**	-.192*	-0.039	-0.056	-.189*	-.299**	.310**	0.049	0.09	-.136**	1	
15. IC	-0.036	0.084	.109*	.342*	-.111*	.471**	-.198*	-.192*	-.226**	.328**	.330**	.240**	0.05	.263**	1

* $p < .05$, ** $p < .01$, AGE = Age, GEND = Gender, EXP = Experience, OTE = Openness to Experience, CON = Conscientiousness, EXT = Extraversion, AGR = Agreeableness, NEU = Neuroticism, EC = Epistemic Curiosity, RFB = Rule following behavior, TC = Transactional contract, RC = Relational contract, BC = Balanced contract, IC = Ideological contract, UA = Uncertainty avoidance.

4.1.4 Hypotheses Testing

4.1.4.1 Control Variables

After reviewing the literature on dependent variables as detailed in 4.5 above, gender, age and experience of employees have been chosen as control variables (from amongst the demographics) for this study. The significance and insignificance of variables have been determined with the help of statistical test called one-way ANOVA, obtained results of ANOVA have been discussed below in detail with F statistics and P values.

Results shows insignificant difference in TC for organizational type ($F= 1.48$, $P> 0.05$) and across gender ($F= 0.156$, $P> 0.05$), age ($F= 1.312$, $P> 0.05$), experience ($F= .387$, $P> 0.05$).

Results found insignificant difference in relational contract for organizational type ($F= 1.02$, $P> 0.05$) and across gender ($F= .949$, $P> 0.05$), age ($F= 1.102$, $P> 0.304$), experience ($F= 0.511$, $P> 0.05$).

Results show insignificant difference in balanced contract for organizational type ($F= 1.38$, $P> 0.05$ and across gender ($F= 1.476$, $P> 0.05$), age ($F= 0.786$, $P> 0.05$), experience ($F=1.375$, $P>0.05$).

Results confirmed insignificant difference in ideological contract for organizational type ($F= 0.516$, $P> 0.05$) and across gender ($F= 0.591$, $P> 0.05$), age ($F= .873$, $P> 0.05$), experience ($F= 1.066$, $P> 0.05$).

Results confirmed significant difference in epistemic curiosity for organizational type ($F= 1.21$, $P> 0.05$) and across gender ($F = 0.790$, $P< 0.05$), and significant difference across age ($F = 2.511$, $P< 0.05$), experience ($F = 2.693$, $P< 0.05$).

Results confirmed insignificant difference in rule following behavior for organizational type ($F= 0.115$, $P> 0.05$) and across gender ($F= 0.268$, $P> 0.05$), age ($F= 1.042$, $P> 0.05$), and significant difference across experience ($F= 2.015.827$, $P< 0.05$). Hence, age and experience were controlled for epistemic curiosity and only experience was controlled for rule-following behavior.

4.1.5 Test of Hypothesis H_{1a-1d}

H_{1a} : OTE is significantly positively related to TC.

H_{1b} : OTE is significantly negatively related to RC.

H_{1c} : OTE is significantly positively related to BC.

H_{1d} : OTE is significantly positively related to IC.

TABLE 4.6: Standardized Coefficients for Structural Paths (H_{1a} to H_{1d})

Structural Path	Estimate	SE	C.R	P- value
OTE Transactional contracts	.354	.038	8.910	.000
OTE Relational contracts	-.280	.038	-6.631	.000
OTE Balanced contracts	.561	.054	12.813	.000
OTE Ideological contracts	.212	.043	4.706	.000

***= $P < 0.001$, β =standardized regression coefficients, S.E= Standard Error, CR= Critical ratio

***= $P < 0.001$, β =standardized regression coefficients, S.E= Standard Error, CR= Critical ratio

In Table 4.6 standardizes regression coefficients β , standard errors and significance values P-values of each structural path have been reported. On the basis of above mentioned statistical values the criteria of hypothesis acceptance and rejection have been determined which has been illustrated below in detail.

H_{1a} : OTE is significantly positively related to TC.

According to statistical facts OTE is significantly and positively associated with TC ($\beta = 0.354$, $p < 0.001$). Hence, hypothesis H_{1a} i.e. OTE is significantly positively related to TC is accepted.

H_{1b} : OTE is significantly negatively related to RC.

According to statistical facts OTE is significantly negatively associated with RC ($\beta = -0.280$, $p < 0.001$). Hence, hypothesis H_{1b} that stated OTE is significantly negatively related to RC is accepted.

H_{1c}: OTE is significantly positively related to BC.

According to statistical facts OTE is significantly positively associated with BC ($\beta = 0.561, p < 0.001$). Hence, hypothesis H_{1c} which proposed that OTE is positively associated with BC is accepted.

H_{1d}: OTE is significantly positively related to IC.

According to statistical facts OTE is significantly positively associated with IC ($\beta = 0.212, p < 0.001$). Hence, hypothesis H_{1d} that stated OTE is significantly positively associated with IC is accepted.

4.1.6 Test of Hypothesis H_{2a-2d}

H_{2a}: CON is significantly negatively related to TC.

H_{2b}: CON is significantly positively related to RC.

H_{2c}: CON is significantly negatively related to BC.

H_{2d}: CON is significantly positively related to IC.

TABLE 4.7: Standardized Coefficients for Structural Paths (H_{2a} to H_{2d})

Structural Path	Estimate	SE	C.R	P- value
CON Transactional contracts	.478	.039	10.769	.000
CON Relational contracts	-.298	.039	-6.319	.000
CON Balanced contracts	-.167	.055	-3.147	.000
CON Ideological contracts	-.109	.044	-2.153	.031

***= $P < 0.001$, =standardized regression coefficients, S.E= Standard Error, CR= Critical ratio

***= $P < 0.001$, β =standardized regression coefficients, S.E= Standard Error, CR= Critical ratio

H_{2a}: CON is significantly negatively related to TC.

According to statistical facts CON is significantly and positively associated with TC ($\beta = 0.478, p < 0.001$). Hence, hypothesis H_{2a} i.e. CON is significantly positively related to TC is rejected.

H_{2b}: CON is significantly positively related to RC.

According to statistical facts CON is significantly negatively associated with RC ($\beta = -0.298, p < 0.001$). Hence, hypothesis H_{2b} i.e. CON is significantly negatively related to RC is rejected.

H_{2c}: CON is significantly negatively related to BC.

According to statistical facts CON is significantly negatively associated with BC ($\beta = -0.167, p < 0.001$). Hence, hypothesis H_{2c} i.e. CON is negatively associated with BC is accepted.

H_{2d}: CON is significantly positively related to IC.

According to statistical facts CON is significantly negatively associated with IC ($\beta = -0.109, p < 0.050$). Hence, hypothesis H_{2d} i.e. CON is significantly positively associated with IC is rejected.

4.1.7 Test of Hypothesis H_{3a-3d}

H_{3a}: EXT is significantly negatively related to TC.

H_{3b}: EXT is significantly positively related to RC.

H_{3c}: EXT is significantly positively related to BC.

H_{3d}: EXT is significantly positively related to IC.

H_{3a}: EXT is significantly negatively related to TC.

TABLE 4.8: Standardized Coefficients for Structural Paths - (H_{3a} to H_{3d})

Structural Path	Estimate	SE	C.R	P- value
EXT Transactional contracts	-.172	.036	-3.839	.000
EXT Relational contracts	.310	.036	6.502	.000
EXT Balanced contracts	-.073	.050	-1.469	.142
EXT Ideological contracts	.384	.040	7.525	.000

***= $P < 0.001$, =standardized regression coefficients, S.E= Standard Error, CR= Critical ratio

According to statistical facts EXT is significantly and negatively associated with TC ($\beta = -0.172$, $p < 0.001$). Hence, hypothesis H_{3a} i.e. EXT is significantly negatively related to TC is accepted.

H_{3b} : EXT is significantly positively related to RC.

According to statistical facts EXT is significantly positively associated with RC ($\beta = 0.310$, $p < 0.001$). Hence, hypothesis H_{3b} i.e. EXT is significantly positively related to RC is accepted.

H_{3c} : EXT is significantly positively related to BC.

According to statistical facts EXT is not significantly associated with BC ($\beta = 0.073$, $p < 0.140$). Hence, hypothesis H_{3c} i.e. EXT is negatively associated with BC is rejected.

H_{3d} : EXT is significantly positively related to IC.

According to statistical facts EXT is significantly positively associated with IC ($\beta = 0.384$, $p < 0.000$). Hence, hypothesis H_{3d} i.e. EXT is significantly positively associated with IC is accepted.

4.1.8 Test of Hypothesis H_{4a--4d}

H_{4a} : AGR is significantly negatively related to TC.

H_{4b}: AGR is significantly positively related to RC.

H_{4c}: AGR is significantly negatively related to BC.

H_{4d}: AGR is significantly positively related to IC.

TABLE 4.9: Standardized Coefficients for Structural Paths - (H_{4a} to H_{4d})

Structural Path	Estimate	SE	C.R	P- value
AGR Transactional contracts	-.139	.048	-3.652	.000
AGR Relational contracts	.341	.048	8.416	.000
AGR Balanced contracts	-.060	.068	-1.431	.152
AGR Ideological contracts	-.145	.054	-3.340	.000

***= $P < 0.001$, β =standardized regression coefficients, S.E= Standard Error, CR= Critical ratio

H_{4a}: AGR is significantly negatively related to TC.

According to statistical facts AGR is significantly and negatively associated with TC ($\beta = -0.139$, $p < 0.001$). Hence, hypothesis H_{4a} i.e. AGR is significantly negatively related to TC is accepted.

H_{4b}: AGR is significantly positively related to RC.

According to statistical facts AGR is significantly positively associated with RC ($\beta = 0.341$, $p < 0.001$). Hence, hypothesis H_{4b} i.e. AGR is significantly positively related to RC is accepted.

H_{4c}: AGR is significantly negatively related to BC.

According to statistical facts AGR is not significantly associated with BC ($\beta = -0.060$, $p = 0.152$). Hence, hypothesis H_{4c} i.e. AGR is negatively associated with BC is rejected.

H_{4d}: AGR is significantly positively related to IC.

According to statistical facts AGR is significantly negatively associated with IC ($\beta = -0.145$, $p < 0.000$). Hence, hypothesis H_{4d} i.e. AGR is significantly positively associated with IC is rejected.

4.1.9 Test of Hypothesis H_{5a-5d}

H_{5a} : NEU is significantly positively related to TC.

H_{5b} : NEU is significantly negatively related to RC.

H_{5c} : NEU is significantly negatively related to BC.

H_{5d} : NEU is significantly negatively related to IC.

TABLE 4.10: Standardized Coefficients for Structural Paths - (H_{5a} to H_{5d})

Structural Path	Estimate	SE	C.R	P- value
NEU Transactional contracts	-.104	.033	-2.516	.012
NEU Relational contracts	-.357	.033	-8.132	.000
NEU Balanced contracts	-.175	.047	-3.833	.000
NEU Ideological contracts	-.147	.037	-3.134	.002

***= $P < 0.001$, β =standardized regression coefficients, S.E= Standard Error, CR= Critical ratio

H_{5a} : NEU is significantly positively related to TC.

According to statistical facts NEU is significantly and negatively associated with TC ($\beta = -0.105$, $p < 0.050$). Hence, hypothesis H_{5a} i.e. NEU is significantly negatively related to TC is rejected.

H_{5b} : NEU is significantly negatively related to RC.

According to statistical facts NEU is significantly negatively associated with RC ($\beta = -0.357$, $p < 0.001$). Hence, hypothesis H_{5b} i.e. NEU is significantly negatively related to RC is accepted.

H_{5c} : NEU is significantly negatively related to BC.

According to statistical facts NEU is significantly negatively associated with BC ($\beta = -0.175$, $p < 0.000$). Hence, hypothesis H_{5c} i.e. NEU is negatively associated with BC is accepted.

H_{5d}: NEU is significantly negatively related to IC.

According to statistical facts NEU is significantly negatively associated with IC ($\beta = -0.147, p < .050$). Hence, hypothesis H_{5d} i.e. NEU is significantly negatively associated with IC is accepted.

4.1.10 Test of Hypotheses _{6a--6c}

H_{6a}: Epistemic curiosity mediates the relation between OTE and TC.

H_{6b}: Epistemic curiosity mediates the relation between CON and TC.

H_{6c}: Epistemic curiosity mediates the relation between EXT and TC.

TABLE 4.11: Standardized coefficients for structural paths & indirect path coefficients
Mediation analysis (H_{6a})

Direct Path	Estimate	SE	CR	P- value
OTC → EC	0.412	0.046	9.241	0
EC → TC	0.341	0.04	7.837	0
Indirect Paths	BC 95% CI			
	Indirect Effect	Lower Limit	Upper Limit	P
OTC → EC → TC	0.14	0.095	0.194	0.001

Note: $n=469$; β =standardized regression coefficients, *S.E*= Standard Error, *CR*= Critical ratio, *Bootstrap sample size*=2000, *BC 95% CI*= Bootstrap confidence Intervals

* $p < .05$, ** $p < .01$, *** $p < .00$

Hypothesis H_{6a} proposed a mediating role of epistemic curiosity in the relation between OTE and TC. For testing the mediation effect the assumptions of mediation were tested. By testing the significance of path ‘a’ i.e. OTE and epistemic curiosity and Path ‘b’ i.e. epistemic curiosity and TC, it was found significant. The indirect effect of OTE to TC through epistemic curiosity was also found significant with ($\beta = 0.140, p < 0.00$). The true indirect effects via epistemic curiosity on the relations between OTE and transactional contract fell between .095 and .154. For these results, zero was not present in the 95% confidence intervals, so the effects of OTE on TC were mediated by epistemic curiosity. Therefore, hypothesis H_{6a} is accepted.

TABLE 4.12: Standardized Coefficients for Structural Paths & Indirect Path Coefficients Mediation Analysis (H_{6b})

Direct Path	Estimate	SE	CR	P- value
CON → EC	.126	.042	2.826	.000
EC → TC	.341	.040	7.837	.000
Indirect Paths		BC 95% CI		
	Indirect Effect	Lower Limit	Upper Limit	P
CON → EC → TC	.043	.011	.089	0.001

Note: $n=469$; β =standardized regression coefficients, *S.E*= Standard Error, *CR*= Critical ratio, *Bootstrap sample size*=2000, *BC 95% CI*= Bootstrap confidence Intervals
 $*p<.05$, $**p<.01$, $***p<.00$

Hypothesis H_{6b} proposed a mediating role of epistemic curiosity in the relation between CON and TC. For testing the mediation effect the assumptions of mediation were tested. By testing the significance of path ‘a’ i.e. CON and epistemic curiosity and Path ‘b’ i.e. epistemic curiosity and TC, it was found significant. The indirect effect of CON to TC through epistemic curiosity was also found significant with ($\beta = 0.043$, $p<0.00$). The true indirect effects via epistemic curiosity on the relations between CON and transactional contract fell between .011 and .089. For these results, zero was not present in the 95% confidence intervals, so the effects of CON on TC were mediated by epistemic curiosity. Therefore, hypothesis H_{6b} is accepted.

TABLE 4.13: Standardized Coefficients for Structural Paths & Indirect Path Coefficients Mediation Analysis (H_{6c})

Direct Path	Estimate	SE	CR	P- value
EXT → EC	.255	.037	5.896	.000
EC → TC	.341	.040	7.837	.000
Indirect Paths		BC 95% CI		
	Indirect Effect	Lower Limit	Upper Limit	P
EXT → EC → TC	.087	.050	.136	.000

Note: $n=469$; β =standardized regression coefficients, *S.E*= Standard Error, *CR*= Critical ratio, *Bootstrap sample size*=2000, *BC 95% CI*= Bootstrap confidence Intervals
 $*p<.05$, $**p<.01$, $***p<.00$

Hypothesis H_{6c} proposed a mediating role of epistemic curiosity in the relation between EXT and TC. For testing the mediation effect the assumptions of mediation were tested. By testing the significance of path ‘a’ i.e. EXT and epistemic curiosity and Path ‘b’ i.e. epistemic curiosity and TC, it was found significant. The indirect effect of EXT to TC through epistemic curiosity was also found significant with ($\beta = 0.087$, $p < 0.00$). The true indirect effects via epistemic curiosity on the relations between EXT and transactional contract fell between .050 and .136. For these results, zero was not present in the 95% confidence intervals, so the effects of EXT on TC were mediated by epistemic curiosity. Therefore, hypothesis H_{6c} is accepted.

4.1.11 Test of Hypotheses $7a-7c$

H_{7a} : Epistemic curiosity mediates the relation between OTE and RC.

H_{7b} : Epistemic curiosity mediates the relation between CON and RC.

H_{7c} : Epistemic curiosity mediates the relation between EXT and RC.

TABLE 4.14: Standardized Coefficients for Structural Paths & Indirect Path Coefficients Mediation Analysis (H^{7a})

Direct Path	Estimate	SE	CR	P- value
OTE → EC	.412	.046	9.241	.000
EC → RC	.203	.040	4.485	.000
Indirect Paths	BC 95% CI			
	Indirect Effect	Lower Limit	Upper Limit	P
OTE → EC → RC	.083	.053	.116	.001

Note: $n = 469$; $\beta =$ standardized regression coefficients, $S.E =$ Standard Error, $CR =$ Critical ratio, Bootstrap sample size = 2000, BC 95% CI = Bootstrap confidence Intervals

* $p < .05$, ** $p < .01$, *** $p < .00$

Hypothesis H_{7a} proposed a mediating role of epistemic curiosity in the relation between OTE and RC. For testing the mediation effect the assumptions of mediation were tested. By testing the significance of path ‘a’ i.e. OTE and epistemic

curiosity and Path “b” i.e. epistemic curiosity and RC, that were found significant. The indirect effect of EXT to RC through epistemic curiosity was also found insignificant with ($\beta = 0.083$, $p = 0.001$). The true indirect effects via epistemic curiosity on the relations between OTE and relational contract fell between .053 and .116. For these results, zero was not present in the 95% confidence intervals, so the effects of OTE on RC were mediated by epistemic curiosity. Therefore, hypothesis H_{7a} is accepted.

TABLE 4.15: Standardized Coefficients for Structural Paths & Indirect Path Coefficients Mediation Analysis (H^{7b})

Direct Path	Estimate	SE	CR	P- value
CON → EC	.126	.042	2.826	.000
EC → RC	.203	.040	4.485	.000
Indirect Paths	BC 95% CI			
	Indirect Effect	Lower Limit	Upper Limit	P
CON → EC → RC	.024	.008	.043	.013

Note: $n = 469$; $\beta =$ standardized regression coefficients, $S.E =$ Standard Error, $CR =$ Critical ratio, Bootstrap sample size=2000, BC 95% CI = Bootstrap confidence Intervals
 $*p < .05$, $**p < .01$, $***p < .00$

Hypothesis H_{7b} proposed a mediating role of epistemic curiosity in the relation between CON and RC. For testing the mediation effect the assumptions of mediation were tested. By testing the significance of path ‘a’ i.e. CON and epistemic curiosity and Path “b” i.e. epistemic curiosity and RC, that was found significant. The indirect effect of CON to RC through epistemic curiosity was also found significant with ($\beta = 0.024$, $p = 0.013$). The true indirect effects via epistemic curiosity on the relations between CON and relational contract fell between .008 and .043. For these results, zero was not present in the 95% confidence intervals, so the effects of CON on RC were mediated by epistemic curiosity. Therefore, hypothesis H_{7b} is accepted.

Hypothesis H_{7c} proposed a mediating role of epistemic curiosity in the relation between EXT and RC. For testing the mediation effect the assumptions of mediation were tested. By testing the significance of path ‘a’ i.e. EXT and epistemic curiosity and Path “b” i.e. epistemic curiosity and RC, that were found significant. The

TABLE 4.16: Standardized Coefficients for Structural Paths & Indirect Path Coefficients Mediation Analysis (H_{7c})

Direct Path	Estimate	SE	CR	P- value
EXT → EC	.255	.037	5.896	.000
EC → RC	.203	.040	4.485	.000
Indirect Paths		BC 95% CI		
	Indirect Effect	Lower Limit	Upper Limit	P
EXT → EC → RC	.052	.028	.029	.001

Note: $n = 469$; $\beta =$ standardized regression coefficients, $S.E =$ Standard Error, $CR =$ Critical ratio, Bootstrap sample size=2000, BC 95% CI = Bootstrap confidence Intervals
 $*p < .05$, $**p < .01$, $***p < .00$

indirect effect of EXT to RC through epistemic curiosity was also found significant with ($\beta = 0.052$, $p = 0.001$). The true indirect effects via epistemic curiosity on the relations between EXT and relational contract fell between .028 and .029. For these results, zero was not present in the 95% confidence intervals, so the effects of EXT on RC were mediated by epistemic curiosity. Therefore, hypothesis H_{7c} is accepted.

4.1.12 Test of Hypotheses $8a-8c$

H_{8a} : Epistemic curiosity mediates the relation between OTE and BC.

H_{8b} : Epistemic curiosity mediates the relation between CON and BC.

H_{8c} : Epistemic curiosity mediates the relation between EXT and BC.

Hypothesis H_{8a} proposed a mediating role of epistemic curiosity in the relation between OTE and BC. For testing the mediation effect the assumptions of mediation were tested. By testing the significance of path ‘a’ i.e. OTE and epistemic curiosity and Path ‘b’ i.e. epistemic curiosity and BC, that were found significant. The indirect effect of OTE to BC through epistemic curiosity was also found significant with ($\beta = 0.128$, $p < 0.050$). The true indirect effects via epistemic curiosity on the relations between OTE and balanced contract fell between .080 and .194. For these results, zero was not present in the 95% confidence intervals, so the effects

TABLE 4.17: Standardized Coefficients for Structural Paths & Indirect Path Coefficients - Mediation Analysis (H_{8a})

Direct Path	Estimate	SE	CR	P- value
OTC → EC	.412	.046	9.241	.000
EC → BC	.310	.052	7.054	.000
Indirect Paths		BC 95% CI		
	Indirect Effect	Lower Limit	Upper Limit	P
OTC → EC → BC	.128	.080	.194	.001

Note: $n=469$; β = standardized regression coefficients, S.E = Standard Error, CR = Critical ratio, Bootstrap sample size = 2000, BC 95% CI = Bootstrap confidence Intervals
 $*p < .05$, $**p < .01$, $***p < .00$

of OTE on BC were mediated by epistemic curiosity. Therefore, hypothesis H_{8a} is accepted.

TABLE 4.18: Standardized Coefficients for Structural Paths & Indirect Path Coefficients Mediation Analysis (H_{8b})

Direct Path	Estimate	SE	CR	P- value
CON → EC	.126	.042	2.826	.000
EC → BC	.310	.052	7.054	.000
Indirect Paths		BC 95% CI		
	Indirect Effect	Lower Limit	Upper Limit	P
CON → EC → BC	.039	.012	.073	.005

Note: $n = 469$; β = standardized regression coefficients, S.E = Standard Error, CR = Critical ratio, Bootstrap sample size = 2000, BC 95% CI = Bootstrap confidence Intervals
 $*p < .05$, $**p < .01$, $***p < .00$

Hypothesis H_{8b} proposed a mediating role of epistemic curiosity in the relation between CON and BC. For testing the mediation effect the assumptions of mediation were tested. By testing the significance of path ‘a’ i.e. CON and epistemic curiosity and Path ‘b’ i.e. epistemic curiosity and BC, that were found significant. The indirect effect of CON to BC through epistemic curiosity was also found significant with ($\beta = 0.039$, $p < 0.05$). The true indirect effects via epistemic curiosity on the relations between CON and balanced contract fell between .039 and .073. For these results, zero was not present in the 95% confidence intervals, so the effects

of CON on BC were mediated by epistemic curiosity. Therefore, hypothesis H_{8b} is accepted.

TABLE 4.19: Standardized Coefficients for Structural Paths & Indirect Path Coefficients Mediation Analysis (H^{8c})

Direct Path	Estimate	SE	CR	P- value
EXT → EC	.255	.037	5.896	.000
EC → BC	.310	.052	7.054	.000
Indirect Paths	BC 95% CI			
	Indirect Effect	Lower Limit	Upper Limit	P
EXT → EC → BC	.079	.045	.120	.001

Note: $n = 469$; β =standardized regression coefficients, $S.E$ = Standard Error, CR = Critical ratio, Bootstrap sample size = 2000, BC 95% CI = Bootstrap confidence Intervals
 $*p < .05$, $**p < .01$, $***p < .00$

Hypothesis H_{8c} proposed a mediating role of epistemic curiosity in the relation between EXT and BC. For testing the mediation effect the assumptions of mediation were tested. By testing the significance of path ‘a’ i.e. EXT and epistemic curiosity and Path ‘b’ i.e. epistemic curiosity and BC, that was found significant. The indirect effect of EXT to BC through epistemic curiosity was also found significant with ($\beta = 0.079$, $p = 0.001$). The true indirect effects via epistemic curiosity on the relations between EXT and balanced contract fell between .045 and .120. For these results, zero was not present in the 95% confidence intervals, so the effects of EXT on BC were mediated by epistemic curiosity. Therefore, hypothesis H_{8c} is accepted.

4.1.13 Test of Hypotheses $9a-9c$

H_{9a} : Epistemic curiosity mediates the relation between OTE and IC.

H_{9b} : Epistemic curiosity mediates the relation between CON and IC.

H_{9c} : Epistemic curiosity mediates the relation between EXT and IC.

Hypothesis H_{9a} proposed a mediating role of epistemic curiosity in the relation between OTE and IC. For testing the mediation effect the assumptions of mediation

TABLE 4.20: Standardized Coefficients for Structural Paths & Indirect Path Coefficients

Direct Path	Estimate	SE	CR	P- value
OTC → EC	.412	.046	9.241	.000
EC → IC	.328	.040	7.518	.000
Indirect Paths		BC 95% CI		
	Indirect Effect	Lower Limit	Upper Limit	P
OTC → EC → IC	.135	.089	.186	.001

Note: $n=469$; β = standardized regression coefficients, $S.E$ = Standard Error, CR = Critical ratio, Bootstrap sample size = 2000, BC 95% CI = Bootstrap confidence Intervals

* $p < .05$, ** $p < .01$, *** $p < .00$

were tested. By testing the significance of path ‘a’ i.e. OTE and epistemic curiosity and Path ‘b’ i.e. epistemic curiosity and IC, that was found significant. The indirect effect of OTE to IC through epistemic curiosity was also found significant with ($\beta = 0.135$, $p < 0.05$). The true indirect effects via epistemic curiosity on the relations between OTE and ideological contract fell between .089 and .186. For these results, zero was not present in the 95% confidence intervals, so the effects of OTE on IC were mediated by epistemic curiosity. Therefore, hypothesis H_{9a} is accepted.

TABLE 4.21: Standardized Coefficients for Structural Paths & Indirect Path Coefficients Mediation Analysis - (H^{9b})

Direct Path	Estimate	SE	CR	P- value
CON → EC	.126	.042	2.826	.000
EC → IC	.328	.040	7.518	.000
Indirect Paths		BC 95% CI		
	Indirect Effect	Lower Limit	Upper Limit	P
CON → EC → IC	.041	.012	.076	.006

Note: $n = 469$; β = standardized regression coefficients, $S.E$ = Standard Error, CR = Critical ratio, Bootstrap sample size = 2000, BC 95% CI = Bootstrap confidence Intervals

* $p < .05$, ** $p < .01$, *** $p < .00$

Hypothesis H_{9b} proposed a mediating role of epistemic curiosity in the relation between CON and IC. For testing the mediation effect the assumptions of mediation were tested. By testing the significance of path ‘a’ i.e. CON and epistemic curiosity and Path ‘b’ i.e. epistemic curiosity and IC, that was found significant. The

indirect effect of CON to IC through epistemic curiosity was also found significant with ($\beta = 0.041$, $p < 0.05$). The true indirect effects via epistemic curiosity on the relations between CON and ideological contract fell between .012 and .076. For these results, zero was not present in the 95% confidence intervals, so the effects of CON on IC were mediated by epistemic curiosity. Therefore, hypothesis H_{9b} is accepted.

TABLE 4.22: Standardized Coefficients for Structural Paths & Indirect Path Coefficients Mediation Analysis (H^{9c})

Direct Path	Estimate	SE	CR	P- value
EXT → EC	.255	.037	5.896	.000
EC → IC	.328	.040	7.518	.000
Indirect Paths		BC 95% CI		
	Indirect Effect	Lower Limit	Upper Limit	P
EXT → EC → IC	.083	.042	.131	.001

Note: $n = 469$; β = standardized regression coefficients, S.E = Standard Error, CR = Critical ratio, Bootstrap sample size = 2000, BC 95% CI = Bootstrap confidence Intervals

* $p < .05$, ** $p < .01$, *** $p < .00$

Hypothesis H_{9c} proposed a mediating role of epistemic curiosity in the relation between EXT and IC. For testing the mediation effect the assumptions of mediation were tested. By testing the significance of path ‘a’ i.e. EXT and epistemic curiosity and Path ‘b’ i.e. epistemic curiosity and IC, that was found significant. The indirect effect of EXT to IC through epistemic curiosity was also found significant with ($\beta = 0.083$, $p = 0.001$). The true indirect effects via epistemic curiosity on the relations between EXT and ideological contract fell between .042 and .131. For these results, zero was not present in the 95% confidence intervals, so the effects of EXT on IC were mediated by epistemic curiosity. Therefore, hypothesis H_{9c} is accepted.

4.1.14 Test of Hypothesis H_{10a–10c}

H_{10a}: Rule-following behavior mediates the relation between CON and TC.

H_{10b}: Rule-following behavior mediates the relation between AGR and TC.

H_{10c}: Rule-following behavior mediates the relation between NEU and TC.

TABLE 4.23: Standardized Coefficients for Structural Paths & Indirect Path Coefficients Mediation Analysis (H_{10a})

Direct Path	Estimate	SE	CR	P- value
CON → RFB	.226	.035	5.109	.000
RFB → TC	.333	.049	7.633	.000
Indirect Paths	BC 95% CI			
	Indirect Effect	Lower Limit	Upper Limit	P
CON → RFB → TC	.075	.033	.125	.001

Note: $n=469$; β =standardized regression coefficients, S.E= Standard Error, CR= Critical ratio, Bootstrap sample size=2000, BC 95% CI= Bootstrap confidence Intervals

* $p < .05$, ** $p < .01$, *** $p < .00$

Hypothesis H_{10a} proposed a mediating role of rule-following behavior in the relation between CON and TC. For testing the mediation effect the assumptions of mediation were tested. By testing the significance of path ‘a’ i.e. CON and rule-following behavior and Path ‘b’ i.e. rule-following behavior and TC, that was found significant. The indirect effect of CON to TC through rule-following behavior was also found significant with ($\beta = 0.075$, $p < 0.05$). The true indirect effects via rule-following behavior on the relations between CON and transactional contract fell between .033 and .125. For these results, zero was not present in the 95% confidence intervals, so the effects of CON on TC were mediated by rule-following behavior. Therefore, hypothesis H_{10a} is accepted.

Hypothesis H_{10b} proposed a mediating role of rule-following behavior in the relation between AGR and TC. For testing the mediation effect the assumptions of mediation were tested. By testing the significance of path ‘a’ i.e. AGR and rule-following behavior and Path ‘b’ i.e. rule-following behavior and TC, that were found significant. The indirect effect of AGR to TC through rule-following behavior was also found significant with ($\beta = 0.057$, $p < 0.01$). The true indirect effects via rule-following behavior on the relations between AGR and transactional contract fell between .028 and .089. For these results, zero was not present in the 95% confidence intervals, so the effects of AGR on TC were mediated by rule-following behavior. Therefore, hypothesis H_{10b} is accepted.

TABLE 4.24: Standardized Coefficients for Structural Paths & Indirect Path Coefficients Mediation Analysis (H_{10b})

Direct Path	Estimate	SE	CR	P- value
AGR → RFB	.170	.048	3.981	.000
RFB → TC	.333	.049	7.633	.000
Indirect Paths		BC 95% CI		
	Indirect Effect	Lower Limit	Upper Limit	P
AGR → RFB → TC	.057	.028	.089	.000

Note: $n=469$; β =standardized regression coefficients, $S.E$ = Standard Error, CR = Critical ratio, Bootstrap sample size=2000, BC 95% CI = Bootstrap confidence Intervals
 $*p<.05$, $**p<.01$, $***p<.00$

TABLE 4.25: Standardized Coefficients for Structural Paths & Indirect Path Coefficients Mediation Analysis (H_{10c})

Direct Path	Estimate	SE	CR	P- value
NEU → RFB	-.283	.035	-5.744	.000
RFB → TC	.333	.049	7.633	.000
Indirect Paths		BC 95% CI		
	Indirect Effect	Lower Limit	Upper Limit	P
NEU → RFB → TC	-.094	-.134	-.089	.000

Note: $n=469$; β =standardized regression coefficients, $S.E$ = Standard Error, CR = Critical ratio, Bootstrap sample size=2000, BC 95% CI = Bootstrap confidence Intervals
 $*p<.05$, $**p<.01$, $***p<.00$

Hypothesis H_{10c} proposed a mediating role of rule-following behavior in the relation between NEU and TC. For testing the mediation effect the assumptions of mediation were tested. By testing the significance of path ‘a’ i.e. NEU and rule-following behavior and Path ‘b’ i.e. rule-following behavior and TC, that were found significant. The indirect effect of NEU to TC through rule-following behavior was also found significant with ($\beta = -0.094$, $p < 0.01$). The true indirect effects via rule-following behavior on the relations between NEU and transactional contract fell between $-.134$ and $-.089$. For these results, zero was not present in the 95% confidence intervals, so the effects of NEU on TC were mediated by rule-following behavior. Therefore, hypothesis H_{10c} is accepted.

4.1.15 Test of Hypotheses 11a–11c

H_{11a}: Rule-following behavior mediates the relation between CON and RC.

H_{11b}: Rule-following behavior mediates the relation between AGR and RC.

H_{11c}: Rule-following behavior mediates the relation between NEU and RC.

TABLE 4.26: Standardized Coefficients for Structural Paths & Indirect Path Coefficients Mediation Analysis (H^{11a})

Direct Path	Estimate	SE	CR	P- value
CON → RFB	.226	.035	5.109	.000
RFB → RC	.211	.048	7.551	.000
Indirect Paths	BC 95% CI			
	Indirect Effect	Lower Limit	Upper Limit	P
CON → RFB → RC	.050	.027	.081	.000

Note: $n = 469$; $\beta =$ standardized regression coefficients, $S.E =$ Standard Error, $CR =$ Critical ratio, Bootstrap sample size=2000, BC 95% CI= Bootstrap confidence Intervals

* $p < .05$, ** $p < .01$, *** $p < .00$

Hypothesis H_{11a} proposed a mediating role of rule-following behavior in the relation between CON and RC. For testing the mediation effect the assumptions of mediation were tested. By testing the significance of path ‘a’ i.e. CON and rule-following behavior and Path ‘b’ i.e. rule-following behavior and RC, that were found significant. The indirect effect of CON to RC through rule-following behavior was also found significant with ($\beta = 0.050$, $p < 0.01$). The true indirect effects via rule-following behavior on the relations between CON and relational contract fell between .027 and .081. For these results, zero was not present in the 95% confidence intervals, so the effects of CON on RC were mediated by rule-following behavior. Therefore, hypothesis H_{11a} is accepted.

Hypothesis H_{11b} proposed a mediating role of rule-following behavior in the relation between AGR and RC. For testing the mediation effect the assumptions of mediation were tested. By testing the significance of path ‘a’ i.e. AGR and rule-following behavior and Path ‘b’ i.e. rule-following behavior and RC, that was

TABLE 4.27: Standardized Coefficients for Structural Paths & Indirect Path Coefficients Mediation Analysis (H^{11b})

Direct Path	Estimate	SE	CR	P- value
AGR → RFB	.170	.048	3.981	.000
RFB → RC	.211	.048	7.551	.000
Indirect Paths	BC 95% CI			
	Indirect Effect	Lower Limit	Upper Limit	P
AGR → RFB → RC	.032	.009	.075	.001

Note: $n = 469$; β = standardized regression coefficients, $S.E$ = Standard Error, CR = Critical ratio, Bootstrap sample size=2000, BC 95% CI = Bootstrap confidence Intervals
 $*p < .05$, $**p < .01$, $***p < .00$

found significant. The indirect effect of CON to RC through rule-following behavior was also found significant with ($\beta = 0.032$, $p < 0.05$). The true indirect effects via rule-following behavior on the relations between AGR and relational contract fell between .009 and .075. For these results, zero was not present in the 95% confidence intervals, so the effects of AGR on RC were mediated by rule-following behavior. Therefore, hypothesis H_{11b} is accepted.

TABLE 4.28: Standardized Coefficients for Structural Paths & Indirect Path Coefficients Mediation Analysis (H_{11c})

Direct Path	Estimate	SE	CR	P- value
NEU → RFB	-.283	.035	-5.744	.000
RFB → RC	.211	.048	7.551	.000
Indirect Paths	BC 95% CI			
	Indirect Effect	Lower Limit	Upper Limit	P
NEU → RFB → RC	-.060	-.103	-.024	.000

Note: $n=469$; β =standardized regression coefficients, $S.E$ = Standard Error, CR = Critical ratio, Bootstrap sample size=2000, BC 95% CI = Bootstrap confidence Intervals
 $*p < .05$, $**p < .01$, $***p < .00$

Hypothesis H_{11c} proposed a mediating role of rule-following behavior in the relation between NEU and RC. For testing the mediation effect the assumptions of mediation were tested. By testing the significance of path ‘a’ i.e. NEU and rule-following behavior and Path ‘b’ i.e. rule-following behavior and RC, that was

found significant. The indirect effect of NEU to RC through rule-following behavior was also found significant with ($\beta = -0.060, p < 0.01$). The true indirect effects via rule-following behavior on the relations between NEU and relational contract fell between $-.103$ and $-.024$. For these results, zero was not present in the 95% confidence intervals, so the effects of NEU on RC were mediated by rule-following behavior. Therefore, hypothesis H_{11c} is accepted.

4.1.16 Test of Hypothesis $H_{12a-12c}$

H_{12a} : Rule-following behavior mediates the relation between CON and BC.

H_{12b} : Rule-following behavior mediates the relation between AGR and BC.

H_{12c} : Rule-following behavior mediate the relation between NEU and BC.

TABLE 4.29: Standardized Coefficients for Structural Paths & Indirect Path Coefficients Mediation Analysis (H^{12a})

Direct Path	Estimate	SE	CR	P- value
CON \rightarrow RFB	.226	.035	5.109	.103
RFB \rightarrow BC	.049	.067	1.072	.284
Indirect Paths	BC 95% CI			
	Indirect Effect	Lower Limit	Upper Limit	P
CON \rightarrow RFB \rightarrow BC	.004	-.003	.017	.324

Note: $n = 469$; $\beta =$ standardized regression coefficients, $S.E =$ Standard Error, $CR =$ Critical ratio, Bootstrap sample size=2000, BC 95% CI = Bootstrap confidence Intervals
 $*p < .05$, $**p < .01$, $***p < .00$

Hypothesis H_{12a} proposed a mediating role of rule-following behavior in the relation between CON and BC. For testing the mediation effect the assumptions of mediation were tested. By testing the significance of path ‘a’ i.e. CON and rule-following behavior and Path ‘b’ i.e. rule-following behavior and BC, that was not found significant. The indirect effect of CON to BC through rule-following behavior was also found insignificant with ($\beta = 0.004, p > 0.05$). The true indirect effects via rule-following behavior on the relations between CON and balanced contract

fell between -.003 and .017. For these results, zero was present in the 95% confidence intervals, so the effects of CON on BC were not mediated by rule-following behavior. Therefore, hypothesis H_{12a} is rejected.

TABLE 4.30: Standardized Coefficients for Structural Paths & Indirect Path Coefficients Mediation Analysis (H_{12b})

Direct Path	Estimate	SE	CR	P- value
AGR → RFB	.170	.048	3.981	.000
RFB → BC	.049	.067	1.072	.284
Indirect Paths	BC 95% CI			
	Indirect Effect	Lower Limit	Upper Limit	P
AGR → RFB → BC	.000	-.006	.025	.225

Note: $n=469$; β =standardized regression coefficients, *S.E*= Standard Error, *CR*= Critical ratio, *Bootstrap sample size*=2000, *BC 95% CI*= Bootstrap confidence Intervals
p*<.05, *p*<.01, ****p*<.00

Hypothesis H_{12b} proposed a mediating role of rule-following behavior in the relation between AGR and BC. For testing the mediation effect the assumptions of mediation were tested. By testing the significance of path ‘a’ i.e. AGR and rule-following behavior and Path ‘b’ i.e. rule-following behavior and BC, that was found significant. The indirect effect of AGR to BC through rule-following behavior was found insignificant with ($\beta = 0.000$, $p > 0.05$). The true indirect effects via rule-following behavior on the relations between AGR and balanced contract fell between -.006 and .025. For these results, zero was present in the 95% confidence intervals, so the effects of AGR on BC were not mediated by rule-following behavior. Therefore, hypothesis H_{12b} is rejected.

Hypothesis H_{12c} proposed a mediating role of rule-following behavior in the relation between NEU and BC. For testing the mediation effect the assumptions of mediation were tested. By testing the significance of path ‘a’ i.e. NEU and rule-following behavior and Path ‘b’ i.e. rule-following behavior and BC, that was not found significant. The indirect effect of NEU to BC through rule-following behavior was also found insignificant with ($\beta = -0.014$, $p > 0.05$). The true indirect effects via rule-following behavior on the relations between NEU and balanced contract fell between -.041 and .010. For these results, zero was present in the

TABLE 4.31: Standardized Coefficients for Structural Paths & Indirect Path Coefficients Mediation Analysis (H_{12c})

Direct Path	Estimate	SE	CR	P- value
NEU → RFB	-.283	.035	-5.744	.000
RFB → BC	.049	.067	1.072	.284
Indirect Paths		BC 95% CI		
	Indirect Effect	Lower Limit	Upper Limit	P
NEU → RFB → BC	-.014	-.041	.010	.254

Note: $n=469$; β =standardized regression coefficients, $S.E$ = Standard Error, CR = Critical ratio, Bootstrap sample size=2000, BC 95% CI = Bootstrap confidence Intervals
 $*p<.05$, $**p<.01$, $***p<.00$

95% confidence intervals, so the effects of NEU on BC were not mediated by rule-following behavior. Therefore, hypothesis H_{12c} is rejected.

4.1.17 Test of Hypothesis $H_{13a-13c}$

H_{13a} : Rule-following behavior mediates the relation between CON and IC.

H_{13b} : Rule-following behavior mediates the relation between AGR and IC.

H_{13c} : Rule-following behavior mediate the relation between NEU and IC.

TABLE 4.32: Standardized Coefficients for Structural Paths & Indirect Path Coefficients Mediation Analysis (H_{13a})

Direct Path	Estimate	SE	CR	P- value
CON → RFB	.226	.035	5.109	.000
RFB → IC	.330	.048	7.551	.000
Indirect Paths		BC 95% CI		
	Indirect Effect	Lower Limit	Upper Limit	P
CON → RFB → IC	.075	.038	.127	.001

Note: $n=469$; β =standardized regression coefficients, $S.E$ = Standard Error, CR = Critical ratio, Bootstrap sample size=2000, BC 95% CI = Bootstrap confidence Intervals
 $*p<.05$, $**p<.01$, $***p<.00$

Hypothesis H_{13a} proposed a mediating role of rule-following behavior in the relation between CON and IC. For testing the mediation effect the assumptions

of mediation were tested. By testing the significance of path ‘a’ i.e. CON and rule-following behavior and Path ‘b’ i.e. rule-following behavior and IC that was found significant. The indirect effect of CON to IC through rule-following behavior was also found significant with ($\beta = 0.075$, $p < 0.05$). The true indirect effects via rule-following behavior on the relations between CON and ideological contract fell between .038 and .127. For these results, zero was not present in the 95% confidence intervals, so the effects of CON on BC were mediated by rule-following behavior. Therefore, hypothesis H_{13a} is accepted.

TABLE 4.33: Standardized Coefficients for Structural Paths & Indirect Path Coefficients Mediation Analysis (H^{13b})

Direct Path	Estimate	SE	CR	P- value
AGR → RFB	.170	.048	3.447	.000
RFB → IC	.330	.048	7.551	.000
Indirect Paths		BC 95% CI		
	Indirect Effect	Lower Limit	Upper Limit	P
AGR → RFB → IC	.050	.018	.092	.001

Note: $n = 469$; $\beta =$ standardized regression coefficients, $S.E =$ Standard Error, $CR =$ Critical ratio, *Bootstrap sample size=2000*, *BC 95% CI = Bootstrap confidence Intervals*
 $*p < .05$, $**p < .01$, $***p < .00$

Hypothesis H_{13b} proposed a mediating role of rule-following behavior in the relation between AGR and IC. For testing the mediation effect the assumptions of mediation were tested. By testing the significance of path ‘a’ i.e. AGR and rule-following behavior and Path ‘b’ i.e. rule-following behavior and IC, that was found significant. The indirect effect of AGR to IC through rule-following behavior was also found significant with ($\beta = 0.050$, $p < 0.05$). The true indirect effects via rule-following behavior on the relations between AGR and ideological contract fell between .018 and .092. For these results, zero was not present in the 95% confidence intervals, so the effects of AGR on IC were mediated by rule-following behavior. Therefore, hypothesis H_{13b} is accepted.

Hypothesis H_{13c} proposed a mediating role of rule-following behavior in the relation between NEU and IC. For testing the mediation effect the assumptions of mediation were tested. By testing the significance of path ‘a’ i.e. NEU and

TABLE 4.34: Standardized Coefficients for Structural Paths & Indirect Path Coefficients Mediation Analysis (H_{13c})

Direct Path	Estimate	SE	CR	P- value
NEU → RFB	-.283	.035	-5.744	.000
RFB → IC	.330	.048	7.551	.000
Indirect Paths		BC 95% CI		
	Indirect Effect	Lower Limit	Upper Limit	P
NEU → RFB → IC	-.093	-.139	-.054	.000

Note: $n=469$; β =standardized regression coefficients, $S.E$ = Standard Error, CR = Critical ratio, *Bootstrap sample size=2000*, BC 95% CI = Bootstrap confidence Intervals
 $*p<.05$, $**p<.01$, $***p<.00$

rule-following behavior and Path “b” i.e. rule-following behavior and IC, that was found significant. The indirect effect of NEU to IC through rule-following behavior was also found significant with ($\beta = -0.093$, $p < 0.01$). The true indirect effects via rule-following behavior on the relations between NEU and ideological contract fell between $-.139$ and $-.054$. For these results, zero was not present in the 95% confidence intervals, so the effects of NEU on IC were mediated by rule-following behavior. Therefore, hypothesis H_{13c} is accepted.

4.1.18 Test of Hypothesis $H_{14a-14c}$

H_{14a} : Uncertainty avoidance moderates the relation between OTE and epistemic curiosity such that the relation will be stronger when uncertainty avoidance is high than low.

H_{14b} : Uncertainty avoidance moderates the relation between CON and epistemic curiosity such that the relation will be stronger when uncertainty avoidance is high than low.

H_{14c} : Uncertainty avoidance moderates the relation between EXT and epistemic curiosity such that the relation will be stronger when uncertainty avoidance is high than low.

TABLE 4.35: Moderation Analysis - (H_{14a})

Structural Path	Estimate	SE	CR	P- value
OTE → EC	.665	.097	5.747	.000
UA → EC	-.351	.034	-8.654	.000
INT(OTE × UA) → EC	-.372	.039	-3.320	.000

***= $P < 0.001$, β = standardized regression coefficients, S.E= Standard Error, CR= Critical ratio

Hypothesis H_{14a} proposed a moderating role of uncertainty avoidance on the relation between OTE and epistemic curiosity. The significant value of interaction term ($\beta = -.372$, $p < 0.05$) constituted towards drawing the Mod graph.

4.1.19 Mod Graph

So, the Mod graph was also calculated to check the direction of moderator i.e. uncertainty avoidance on the relationship of OTE and epistemic curiosity. It was proposed that uncertainty avoidance will moderate the relation between OTE and epistemic curiosity such that the relation will be stronger when uncertainty avoidance is high. Mod graph reflected that uncertainty avoidance dampens the positive relation between OTE and epistemic curiosity, which rejected our directional hypothesis. Thus, partially supporting the hypothesis H_{14a} .

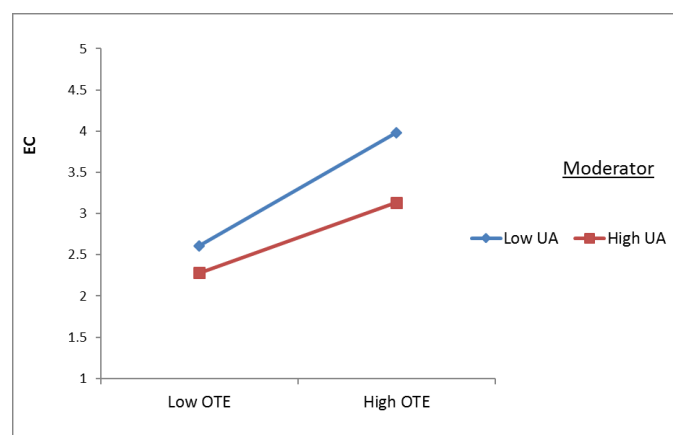


FIGURE 4.1: Mod Graph - OT UA EC

Dependent Variable: Epistemic Curiosity (EC)

Independent Variable: Openness to Experience (OTE)

Moderator: Uncertainty Avoidance (UA)

TABLE 4.36: Moderation Analysis - (H_{14b})

Structural Path	Estimate	SE	CR	P- value
CON → EC	.484	.124	2.912	.004
UA → EC	.434	.033	-10.879	.000
INT(CON × UA) → EC	-.457	.041	-3.905	.000

***= $P < 0.001$, β = standardized regression coefficients, $S.E$ = Standard Error,
 CR = Critical ratio

Hypothesis H_{14b} proposed a moderating role of uncertainty avoidance on the relation between CON and epistemic curiosity. The significant value of interaction term ($\beta = -.457$, $p < 0.01$) proved this moderation paving the way for drawing Mod graph.

4.1.20 Mod Graph

Mod graph was also calculated to check the direction of moderator i.e. uncertainty avoidance on the relationship of CON and epistemic curiosity. It was proposed that the uncertainty avoidance will moderate the relation between CON and epistemic curiosity such that high uncertainty avoidance leads to strengthen the relation of CON and epistemic curiosity. Mod graph reflects uncertainty avoidance dampens the positive relation between CON and epistemic curiosity thus rejecting the directional hypothesis H_{14b} .

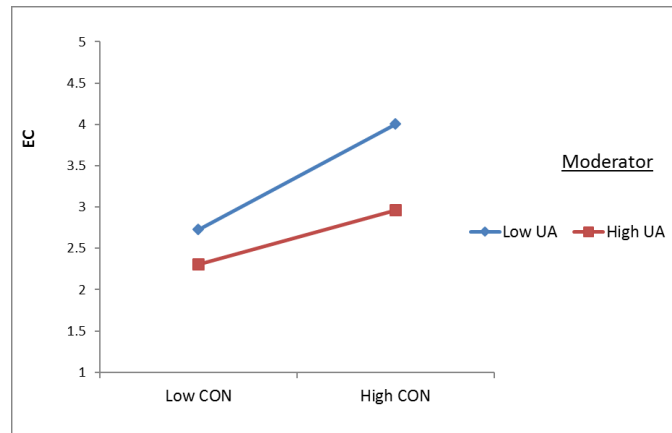


FIGURE 4.2: Mod Graph - CON UA EC

Dependent Variable: Epistemic Curiosity (EC)

Independent Variable: Conscientiousness (CON)

Moderator: Uncertainty Avoidance (UA)

TABLE 4.37: Moderation Analysis - (H_{14c})

Structural Path	Estimate	SE	CR	P- value
EXT → EC	.532	.094	4.719	.000
UA → EC	-.442	.033	-11.263	.000
INT(EXT × UA) → EC	-.384	.038	-3.439	.000

***= $P < 0.001$, β =standardized regression coefficients, S.E= Standard Error, CR= Critical ratio

Hypothesis H_{14c} proposed a moderating role of uncertainty avoidance on the relation between EXT and epistemic curiosity. The significant value of interaction term ($\beta = -.384$, $p < 0.01$) paved the way for drawing Mod graph.

4.1.21 Mod Graph

Mod graph was also calculated to check the direction of moderator i.e. uncertainty avoidance on the relationship of EXT and epistemic curiosity. It was proposed that the uncertainty avoidance will moderate the relation between EXT and epistemic curiosity such that the relation will be stronger when uncertainty avoidance is high. Mod graph reflects that uncertainty avoidance dampens the positive relation

between EXT and epistemic curiosity thus rejecting the directional hypothesis H_{14c} .

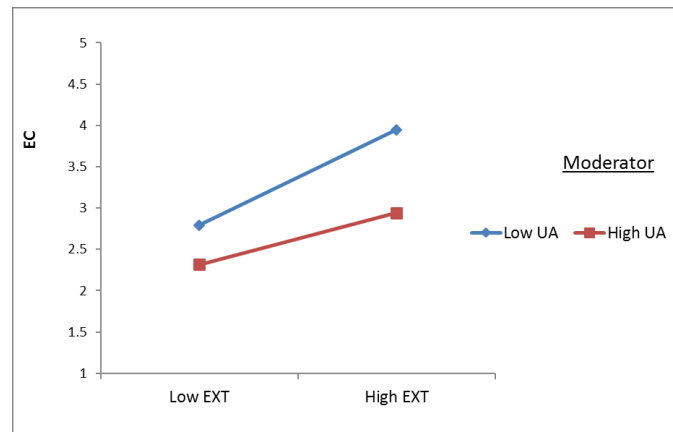


FIGURE 4.3: Mod Graph - EXT UA EC

Dependent Variable: Epistemic Curiosity (EC)

Independent Variable: Extraversion (EXT)

Moderator: Uncertainty Avoidance (UA)

TABLE 4.38: Change in R Square and Slope Test for Epistemic Curiosity

Moderator UA	OTE	CON	EXT
- 1 SD	.519***	.442***	.387***
Mean	.284**	.105**	-.139**
+ 1 SD	.196***	-.021	.046
Change in R square	.015**	.03***	.02***

The above table is also complementing the results of Mod graphs.

4.1.22 Test of Hypothesis $H_{15a-15c}$

H_{15a} : Uncertainty avoidance moderates the relation between CON and rule-following behavior such that the relation will be stronger when uncertainty avoidance is high than low.

H_{15b}: Uncertainty avoidance moderates the relation between AGR and rule-following behavior such that the relation will be stronger when uncertainty avoidance is high than low.

H_{15c}: Uncertainty avoidance moderates the relation between NEU and rule-following behavior such that the relation will be stronger when uncertainty avoidance is high than low.

TABLE 4.39: Moderation Analysis - (H_{15a})

Structural Path	Estimate	SE	CR	P- value
CON → RFB	.155	.117	3.01	.000
UA → RFB	.170	.031	3.66	.000
INT(CON × UA) → RFB	.044	.048	2.83	-.316

***= $P < 0.001$, β =standardized regression coefficients, S.E= Standard Error, CR= Critical ratio

Hypothesis H_{15a} proposed a moderating role of rule uncertainty avoidance on the relation between CON and rule-following behavior. It is found that the interaction term of CON and uncertainty avoidance has non-significant effect on rule-following behavior. Therefore, the hypothesis _{15a} is rejected.

TABLE 4.40: Moderation Analysis - (H_{15b})

Structural Path	Estimate	SE	CR	P- value
AGR → RFB	-.105	.092	-7.90	.429
UA → RFB	.163	.031	3.66	.000
INT(AGR × UA) → RFB	.305	.037	2.31	.021

***= $P < 0.001$, β =standardized regression coefficients, S.E= Standard Error, CR= Critical ratio

Hypothesis H_{15b} proposed a moderating role of uncertainty avoidance on the relation between AGR and rule-following behavior. The significant value of interaction term ($\beta = .305$, $p < 0.05$) paved the way for drawing a Mod graph for checking the direction of moderating effect.

4.1.23 Mod Graph

So, the Mod graph was also calculated to check the direction of moderator i.e. uncertainty avoidance on the relationship of AGR and rule-following behavior. It was proposed that uncertainty avoidance will moderate the relation between AGR and rule-following behavior such that when uncertainty avoidance is higher, the relation between AGR and rule-following behavior will be strengthened. Mod graph also reflected that uncertainty avoidance strengthens the relation between AGR and rule-following behavior, which is in favor of our hypothesis. Thus, hypothesis H_{15b} is accepted.

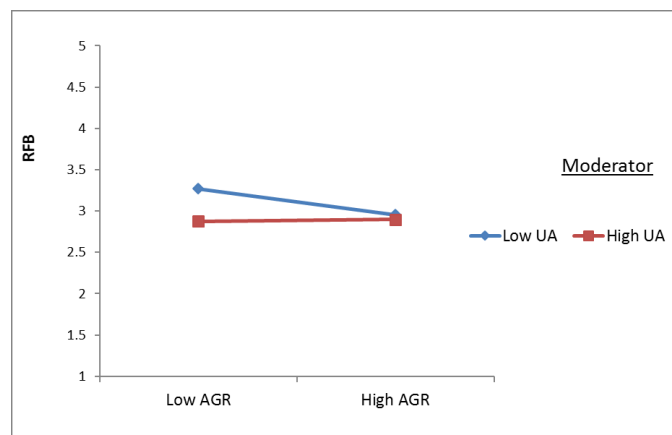


FIGURE 4.4: Mod Graph - AGR UA RFB

Dependent Variable: Rule-Following Behavior (RFB)

Independent Variable: Agreeableness (AGR)

Moderator: Uncertainty Avoidance (UA)

TABLE 4.41: Moderation Analysis - (H_{15c})

Structural Path	Estimate	SE	CR	P- value
NEU → RFB	-.197	.116	-6.11	.429
UA → RFB	.155	.031	3.66	.000
INT(NEU × UA) → RFB	-.450	.046	-2.671	.008

***= $P < 0.001$, β = standardized regression coefficients, S.E= Standard Error, CR= Critical ratio

Hypothesis H_{15c} proposed a moderating role of uncertainty avoidance on the relation between NEU and rule-following behavior. The significant value of interaction term ($\beta = -.450$, $p < 0.50$) paved the way for drawing the Mod graph.

4.1.24 Mod Graph

So, the Mod graph was also calculated to check the direction of moderator i.e. uncertainty avoidance on the relationship of NEU and rule-following behavior. It was proposed that the uncertainty avoidance will moderate the relation between NEU and rule-following behavior such that the positive relation between NEU and rule-following behavior will be strengthened when uncertainty is high. Mod graph however reflected that uncertainty avoidance dampens the NEU and rule-following behavior therefore the directional hypothesis H_{15c} is rejected.

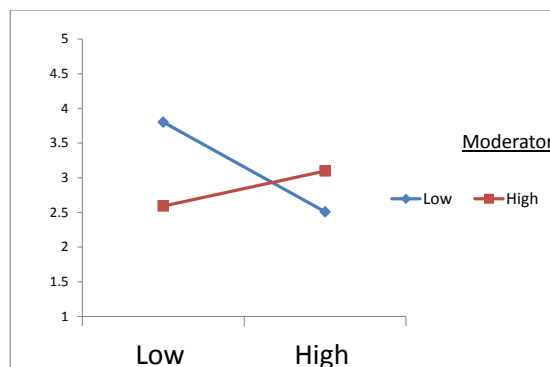


FIGURE 4.5: Mod graph - NEU UA RFB

Dependent Variable: Rule-Following Behavior (RFB)

Independent Variable: Neuroticism (NEU)

Moderator: Uncertainty Avoidance (UA)

TABLE 4.42: Change in R Square and Slope Test for Rule-Following Behavior

Moderator UA	AGR	NEU
- 1 SD	-.071*	-.045*
Mean	.225***	.119**
+ 1 SD	.336**	.213**
Change in R square	.02**	.03**

The above table is also complementing the results of moderation.

4.2 Summary of Accepted/Rejected Hypotheses

Hypothesis	Statements	Results
H _{1a}	OTE is significantly positively related to TC.	Accepted
H _{1b}	OTE is significantly negatively related to RC.	Accepted
H _{1c}	OTE is significantly positively related to BC.	Accepted
H _{1d}	OTE is significantly positively related to IC.	Accepted
H _{2a}	CON is significantly negatively related to TC.	Rejected
H _{2b}	CON is significantly positively related to RC.	Rejected
H _{2c}	CON is significantly negatively related to BC.	Accepted
H _{2d}	CON is significantly positively related to IC.	Rejected
H _{3a}	EXT is significantly negatively related to TC.	Accepted
H _{3b}	EXT is significantly positively related to RC.	Accepted
H _{3c}	EXT is significantly positively related to BC.	Rejected
H _{3d}	EXT is significantly positively related to IC.	Accepted
H _{4a}	AGR is significantly negatively related to TC.	Accepted
H _{4b}	AGR is significantly positively related to RC.	Accepted
H _{4c}	AGR is significantly negatively related to BC.	Rejected
H _{4d}	AGR is significantly positively related to IC.	Rejected
H _{5a}	NEU is significantly positively related to TC.	Rejected
H _{5b}	NEU is significantly negatively related to RC.	Accepted
H _{5c}	NEU is significantly negatively related to BC.	Accepted
H _{5d}	NEU is significantly negatively related to IC.	Accepted
H _{6a}	Epistemic curiosity mediates the relation between OTE and TC.	Accepted
H _{6b}	Epistemic curiosity mediates the relation between CON and TC.	Accepted
H _{6c}	Epistemic curiosity mediates the relation between EXT and TC.	Accepted
H _{7a}	Epistemic curiosity mediates the relation between OTE and RC.	Accepted

H_{7b}	Epistemic curiosity mediates the relation between CON and RC.	Accepted
H_{7c}	Epistemic curiosity mediates the relation between EXT and RC	Accepted
H_{8a}	Epistemic curiosity mediates the relation between OTE and BC.	Accepted
H_{8b}	Epistemic curiosity mediates the relation between CON and BC.	Accepted
H_{8c}	Epistemic curiosity mediates the relation between EXT and BC.	Accepted
H_{9a}	Epistemic curiosity mediates the relation between OTE and IC.	Accepted
H_{9b}	Epistemic curiosity mediates the relation between CON and IC.	Accepted
H_{9c}	Epistemic curiosity mediates the relation between EXT and IC.	Accepted
H_{10a}	Rule-following behavior mediates the relation between CON and TC.	Accepted
H_{10b}	Rule-following behavior mediates the relation between AGR and TC.	Accepted
H_{10c}	Rule-following behavior mediates the relation between NEU and TC.	Accepted
H_{11a}	Rule-following behavior mediates the relation between CON and RC.	Accepted
H_{11b}	Rule-following behavior mediates the relation between AGR and RC.	Accepted
H_{11c}	Rule-following behavior mediates the relation between NEU and RC.	Accepted
H_{12a}	Rule-following behavior mediates the relation between CON and BC.	Rejected

H_{12b}	Rule-following behavior mediates the relation between AGR and BC.	Rejected
H_{12c}	Rule-following behavior mediates the relation between NEU and BC.	Rejected
H_{13a}	Rule-following behavior mediates the relation between CON and IC.	Accepted
H_{13b}	Rule-following behavior mediates the relation between AGR and IC.	Accepted
H_{13c}	Rule-following behavior mediates the relation between NEU and IC.	Accepted
H_{14a}	Uncertainty avoidance moderates the relation between OTE and epistemic curiosity such that the relation will be stronger when uncertainty avoidance is high than low.	Partially accepted
H_{14b}	Uncertainty avoidance moderates the relation between CON and epistemic curiosity such that the relation will be stronger when uncertainty avoidance is high than low.	Partially Accepted
H_{14c}	Uncertainty avoidance moderates the relation between EXT and epistemic curiosity such that the relation will be stronger when uncertainty avoidance is high than low.	Partially Accepted
H_{15a}	Uncertainty avoidance moderates the relation between CON and rule-following behavior such that the relation will be stronger when uncertainty avoidance is high than low.	Rejected
H_{15b}	Uncertainty avoidance moderates the relation between AGR and rule-following behavior such that the relation will be stronger when uncertainty avoidance is high than low.	Accepted

H_{15c}	Uncertainty avoidance moderates the relation between NEU and rule-following behavior such that the relation will be stronger when uncertainty avoidance is high than low.	Partially Accepted
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Total Hypotheses 50

Accepted 35

Partially Accepted 4

Rejected 11

4.3 Discussion

The main purpose of the this study is to comprehensively examine the predictability of psychological contract types by the personality dispositions through Big Five inventory and check whether epistemic curiosity and rule-following behavior (the proposed mediators) explain the relation between the main hypothesized relations. It is also examined whether individual level uncertainty avoidance explains the relations between big five personality traits and the proposed mediators i.e. epistemic curiosity and rule-following behavior. In this regard a number of research questions have been formulated which have been comprehensively addressed and results of the detailed investigation have been detailed below;

4.3.1 Research Question 1

What is the relation between OTE, CON, EXT, AGR, NEU and psychological contract types?

4.3.1.1 Summary of Results

The Results of Hypothesis H_{1a}, H_{2a}, H_{3a}, H_{4a} and H_{5a} provide answers to the above research question to the extent to TC, which reveal that people high on

O_{TE} and C_{ON} positively form T_C whereas people high on E_{XT}, A_{GR} and N_{EU} negatively form T_C.

The Results of Hypothesis H_{1b}, H_{2b}, H_{3b}, H_{4b} and H_{5b} provide answers to the above research question regarding R_C, which reveal that people high on O_{TE}, C_{ON} and N_{EU} negatively form R_C whereas people high on E_{XT} and A_{GR} positively form R_C.

The Results of Hypothesis H_{1c}, H_{2c}, H_{3c}, H_{4c} and H_{5c} provide answers to the above research question regarding B_C, which reveal that people high on O_{TE} positively form B_C whereas people high on C_{ON} and N_{EU} negatively form B_C. It has also been found that E_{XT} and A_{GR} have no statistically significant relation with B_C.

The results of hypotheses H_{1d}, H_{2d}, H_{3d}, H_{4d} and H_{5d} provide answers to the above research question regarding I_C, which reveal that people high on O_{TE} and E_{XT} positively form I_C whereas people high on C_{ON}, A_{GR} and N_{EU} negatively form I_C.

4.3.2 Discussion

4.3.2.1 Transactional Contracts

Results regarding positive prediction of T_C by O_{TE} and negative prediction by E_{XT} and A_{GR} were as hypothesized. The notion of O_{TE} is that employees who are high on this trait prefer to take responsibility of their own job rather than to expect from the organization. Their priorities as well as expectations from job are different. They are most probably ready to experience and experiment rather than to wait and watch. As it has already been discussed that people high on O_{TE} value changing jobs and have the propensity to show turnover intentions because such people have negligible emotional attachment with the organizations and thus seek out job alternatives (Erdheim et al., 2006; Maertz & Griffeth, 2004; Zimmerman, 2008). The hypothesis of Extroversion being negatively related was accepted in this study. Extroverts have high need for achievement in terms of status and recognition. It is rightly expected that people who score high on E_{XT} will form

long-term contracts and will not be inclined towards a short term deal. Those who indulge in transactional contract has a short term orientation, they do not look for long term attachment or commitment in the organization. Previous literature also suggests that EXT negatively predicts TC (Raja et al., 2004). People who score high on AGR are generally caring, compassionate and cooperative. They are also ready to compromise their interests with others so it was rightly expected that such people will negatively predict TC, which are short term in nature and self-centered. This study augments the fact that individuals who are high on AGR are ready to give more than what they actually receive. On the other hand this goes against the spirit of transactional contract.

This study hypothesized CON as negatively related to TC. Nevertheless, the positive prediction of TC by CON was contrary to our expectations, yet we have found some literature support for this (Liao-Troth, 2005; Vantilborgh et al., 2013). Conscientious individuals are logical and well aware of the exchange benefits of time, effort and other exchangeable factors. Such people are also found inflexible therefore; they may not compromise on immediate monetary rewards and form TC. It was hypothesized that individuals who are high on NEU are more likely to engage in TC. But contrary to our expectations, the proposed hypothesis was rejected. It is difficult for neurotics to get into any form of relation. Jobs which require social skills and creativity is not their cup of tea. Probably, if a person is focusing on exchange relationship between him and employer that requires detailed oriented behavior about the related issues such as time, effort and reward etc. However, positive prediction of TC by NEU could not be supported by literature. Probably, people who are high on NEU are not supposed to form any sorts of psychological contracts due to their unstable nature.

4.3.2.2 Relational Contracts

These results are according to the hypotheses formed except for CON. The hypothesis of EXT and AGR being positively related to relational contract is accepted. The phenomenon of RC is characterized by having a psychological contract based on loyalty and stability. Employees who develop relational contract are interested

in their career progression. This is overlapping feature of the two personality traits i.e. EXT and AGR and RC. Career progression and stability is what employees expect to be reciprocated in exchange of loyalty. Individual who is high on AGR have a desire to get along well and have a long standing relationship with the employer. Previous studies have also reported that people high on EXT and AGR positively predict RC (Goll, 2012; Ntalianis, 2006; Vantilborgh et al., 2013) probably due to the fact that both EXT and AGR are linked to pro-social motives and behaviors (Carlo et al., 2005; Penner & Finkelstein, 1998) .

It was also found that NEU is negatively correlated with RC. Neurotics don't have the ability to develop sustained relationships, this deficit refrains them to get into any relational contract. This finding supplemented the earlier works (Liao-Troth, 2005; Raja et al., 2004).

The proposed hypothesis that CON would positively predict RC was surprisingly not accepted. Unexpectedly, according to these results CON negatively predicted RC.

4.3.2.3 Balanced Contracts

Results regarding positive prediction of BC by OTE was accepted. The possible explanation for the acceptance of the hypothesis can be the flexible nature of individuals who are high on OTE. Performance being one of the dominant element of balance contracts drives the individuals to take on new challenges in experience new avenues.

Negative prediction of such contracts by CON and NEU were also accepted. Both these personality traits are "less interpersonal traits" they are more self-centered and are less communication oriented. This becomes an evident reason of not being able to develop BC.

However, the statistically insignificant relation between EXT, AGR and BC is contrary to the expectations. The statistically insignificant relation in regression analysis of EXT, AGR and BC is supplemented by the results of correlation

results depicted in Table 4.5. Extraverts are socially embedded in current organization; they have strong bonding with colleagues and organization. They have low turnover intentions so they may not form BC. Agreeable people are on low creativity and are less likely to be found on managerial position (Hurtz & Donovan, 2000). Due to performance issues and lack of internal advancement such people may not form the BC.

4.3.2.4 Ideological Contracts

Results regarding positive prediction of IC by OTE and EXT was accepted. While looking for the formation of IC the most salient characteristic should be the desire to work above and beyond the routine tasks. Ideological contract is a new form of contract established between employee and employer, so individual high on both traits of EXT and OTE are likely to form such contracts. Their interest in gaining new experiences, imaginative thinking, curiosity and tendency to accept challenges make them more susceptible to form IC. Existing literature also suggests that OTE and EXT positively relate to formation of IC (Goll, 2012; Vantilborgh et al., 2013). Negative prediction of such contracts by NEU was accepted as hypothesized. Neurotics don't have the ability to give space to others, they want to have charge of everything around. Consistent with lack of trust that is displayed by neurotic individuals, it is improbable that the individual will trust the organization for fulfillment if its side of ideological contract.

CON was positively hypothesized in this study. However, the negative prediction of IC by CON is contrary to the expectations. The negative prediction of IC by CON was earlier recorded in the works of Vantilborgh et al. (2013). We seek explanation of this hypothesis from the "risk aversion" characteristic of being a Conscientious person. IC have an implicit understanding, with less clarity of what is exactly expected from both parties. Subsequently, a risk averse person will refrain himself from being part of a contract which is based on an ideology. Bekkers (2005) has also reported that people high on this trait may not volunteer for extra role behaviors.

AGR was positively and significantly hypothesized in this study. However, the negative prediction of IC by AGR is contrary to the expectations. The appeal of ideological contract in the employment relationship demands sacrifice and working for a cause while Agreeable people may not enter into such contracts because they are found to accept the inequality in workplace (Hirsh, DeYoung, Xu, Peterson, & Bulletin, 2010).

4.3.3 Research Question 2

Does epistemic curiosity mediate the relation between the selected Big Five personality traits and psychological contract types?

4.3.3.1 Summary of Results

The results of hypotheses H_{6a} , H_{6b} and H_{6c} provide answers to the above research question to the extent of TC, which reveal that epistemic curiosity explain the relations between OTE, CON, EXT and TC.

The Results of hypothesis H_{7a} , H_{7b} and H_{7c} provide answers to the above research question regarding RC, which reveal that epistemic curiosity explains the relations between CON, AGR, EXT and RC.

The Results of hypotheses H_{8a} , H_{8b} and H_{8c} provide answers to the above research question regarding BC, which reveal that epistemic curiosity explain the relations between OTE, CON, EXT and BC.

The Results of hypotheses H_{9a} , H_{9b} and H_{9c} provide answers to the above research question regarding IC, which reveal that epistemic curiosity explain the relations between OTE, CON and EXT and IC as hypothesized.

4.3.3.2 Discussion

To explain the relations between Big Five personality traits and psychological contract types (transactional, relational, balanced & ideological) through epistemic curiosity, hypotheses were only formed for OTE, CON and EXT after thorough

literature review. As it has been established that OTE, CON and EXT are such personality traits, which positively predict epistemic curiosity. The mediation results further suggest that epistemic curiosity significantly predict psychological contract types. Thus, hypotheses that OTE, CON and EXT predict psychological contracts through epistemic curiosity are accepted as detailed above.

To form these hypotheses, along with the empirical studies available, theoretical support was sought from norms of reciprocity, which has statistically proven. We argued that people who are high on OTE, CON and EXT have high epistemic curiosity by virtue of their personality dispositions and such people tend to contribute positively to the work environment by way of learning, innovation and better performance etc. This positive contribution towards the organization creates perceptions in employees' mind that organization will reciprocate with positive outcomes for the contributors. Thus, forming the psychological contracts.

In this study, we have specifically established that certain personality traits specifically predict different types of psychological contracts and to explain these relations one of the explanatory mechanism is epistemic curiosity.

4.3.4 Research Question 3

Does rule-following behavior mediates the relation between the selected Big Five personality traits and psychological contract types?

4.3.4.1 Summary of Results

The Results of hypothesis H_{10a} , H_{10b} and H_{10c} provide answer to the above research question to the extent of TC, which reveal that rule-following behavior explain the relations between CON, AGR, NEU and TC.

The Results of hypothesis H_{11a} , H_{11b} and H_{11c} provide answer to the above research question regarding RC, which reveal that rule-following behavior explain the relations between CON, AGR, NEU and RC.

The Results of hypothesis H_{12a} , H_{12b} and H_{12c} provide answer to the above research question regarding BC, which reveal that rule-following behavior does not explain the relations between CON, AGR, NEU and BC, thus rejecting the hypotheses.

The Results of hypotheses H_{13a} , H_{13b} and H_{13c} provide answer to the above research question regarding IC, which reveal that rule-following behavior explain the relations between CON, AGR, NEU and IC.

4.3.4.2 Discussion

To explain the relations between Big Five personality traits and psychological contracts through rule-following behavior, hypothesis was only formed for CON, AGR and NEU after thorough literature review. As it was expected that CON, AGR and NEU are such personality traits, which could predict rule-following behavior. The mediation results further suggest that rule-following behavior significantly predict psychological contract types except for BC. Thus, hypotheses that CON, AGR and NEU predict psychological contracts through rule-following behavior are accepted as detailed above, except for BC. Rule-following behavior leads to low career success due to less demanding nature. They comply with organizational policies and avoid giving out of the box ideas, which are very much essential in modern organizations. Moreover, the direct relations between the respective personality traits and psychological contract types is also negative or insignificant.

To form these hypotheses, along with the empirical studies available, theoretical support was sought from and norms of reciprocity, which has statistically proven. We argued that people who are high on CON, AGR and NEU have high rule-following behavior by virtue of their personality dispositions and such people because of their showing of loyalty and commitment towards the organization creates perceptions in their mind that organization will reciprocate with positive outcomes. Thus, forming different types of psychological contracts.

In this study, we have specifically established that certain personality traits specifically predict different types of psychological contracts and to explain these relations, the second explanatory mechanism is rule-following behavior.

4.3.5 Research Question 4

Does uncertainty avoidance moderate the relation between each of the Big Five personality traits and epistemic curiosity?

4.3.5.1 Summary of Results

The results of hypotheses H_{14a} , H_{14b} & H_{14c} provide answer to the above research question, which reveal that uncertainty avoidance moderates the relation between OTE, CON, EXT and epistemic curiosity such that with high uncertainty avoidance, the relation between these personality traits (OTE, CON, EXT) and epistemic curiosity weakens. Thus, partially approving the hypotheses formed.

4.3.5.2 Discussion

These results suggest that the relations between selected personality traits (OTE, CON, EXT) and epistemic curiosity are positive and when high uncertainty avoidance is introduced as moderator in these relations, these become weak because uncertainty avoidance has a negative relation with epistemic curiosity. This means that uncertainty avoidance dampens the positive association of personality traits OTE, CON and EXT with epistemic curiosity. Since individuals high in traits OTE, CON and EXT tend to have high epistemic curiosity, this study finds that it is conditional on uncertainty avoidance.

This finding is supported by curiosity research which explains that individuals tend to obtain an optimal level of arousal of curiosity since over or under arousal generates unpleasant feelings (Berlyne, 1967; Leuba, 1955). In a culture embedded with uncertainty avoidance, it is obvious that optimal level of arousal for curiosity will be lower for individuals even when they possess traits that generate curiosity (EXT, CON and OTC). Previous studies support this idea that personality does not solely predict the behavior of individuals, rather cultural norms interact with personality and influence the behavior of individuals (Markus & Kitayama, 1998; Norenzayan, Choi, & Nisbett, 2002). Hence, given a high uncertainty avoidance

culture of Pakistan (Hofstede, 1986), this result is understandable because individuals are normatively inclined towards avoiding the unknown, hence they avoid state of over arousal of curiosity related to it even if their personality is predisposed to uplift curiosity.

4.3.6 Research Question 5

Does uncertainty avoidance moderate the relation between each of the Big Five personality traits and rule-following behavior?

4.3.6.1 Summary of Results

The results of hypotheses H_{15a} , H_{15b} & H_{15c} provide answer to the above research question. Results indicate that uncertainty avoidance does not moderate the relation between CON and rule-following behavior. Uncertainty avoidance strengthens the relation between AGR and rule-following behavior as anticipated, however, contradictory to expectations uncertainty avoidance weakens the relation between NEU and rule-following behavior

4.3.6.2 Discussion

The results for the relation between CON and rule-following behavior are contradictory to the hypothesis. It was found that uncertainty avoidance does not moderate the positive relation between CON and rule-following behavior. While CON is found to predict rule following behavior, but uncertainty avoidance is not conditioning this relation.

This asserts that individuals who are Conscientious, follow the rules inherently due to their intrinsic motivation for following rules irrespective of their environmental factors. This finding can be explained by Tylor and Blader (2005)'s study in which they identified the two approaches that influence rule following behavior: a command and control approach and self-regulatory approach. The command and control approach is linked to extrinsic motivation of individuals, which is driven

based on external contingencies in their environment. The self-regulatory approach is linked to intrinsic motivation of individuals that is based on individuals' innate and personality preferences as the fundamental drivers of behavior. These innate preferences operate independent of contingencies in the environment for particular behaviors. Hence, since conscientious individuals have innate characteristic to be disciplined and adhere to rules, it originates with intrinsic desire to follow rules and not with external factors in the environment that are linked to rule-following such as uncertainty avoidance (Tylor & Blader, 2005).

The hypothesis H_{15b} has been accepted indicating that uncertainty avoidance strengthens the relation of AGR and rule-following behavior. This finding is consistent with previous findings. Agreeable individuals have inherent desire for compliance and cooperation (Goldberg, 1990; McCrae & Costa, 1987) and are obedient and comply with the norms to seek others' approval (Toegel & Barsoux, 2012). In the situations when there is high uncertainty avoidance, they comply with rules and norms in order to avoid the uncertain outcomes associated with breaking the rules such as punishment or disapproval from others. This is also supported by the idea of study command and control approach by Tylor and Blader (2005)'s which explains that individuals may follow rules in order to show compliance and to avoid punishment and negative outcomes associated with not following the rules.

The hypothesis H_{15c} which proposed that uncertainty avoidance strengthens the positive relation between NEU and rule following behavior has been rejected. The finding shows that uncertainty avoidance weakens the negative relation of NEU. It has been found that NEU is negatively associated with rule-following behavior. Although contrary to expectations, however, this finding gives the insight that individuals who are low in emotional stability tend not to follow rules. One possible reason for this is explained. Tylor and Blader (2005) discussed that individuals' social value judgements shape their rule following behavior as they motivate an individual to adhere to company's rules. As NEU is characterized by impulsiveness and negative affectivity and emotions (Goldberg, 1990; McCrae & Costa, 1987), it is more likely for individuals high in NEU to develop negative judgements about their organization, its rules and procedures. Having negative judgements they may

not follow the rules at workplace. However the results reveal that this violation of rules would be less when there is high uncertainty avoidance. Neurotic individuals' rule following behavior increase when they avoid uncertain outcomes associated with violating the rules. In other words, when neurotic individuals avoid uncertain consequences such as punishment, they don't violate the rules.

Chapter 5

Summary, Conclusion and Recommendations

5.1 Summary and Conclusion

This study examined the relatedness of psychological contract types with the Big Five inventory of personality and the two unique explanatory paths (epistemic curiosity and rule-following behavior) were also tested for the hypothesized relations. It was also analyzed whether uncertainty avoidance moderates the relation between specific personality traits and intervening variables i.e. epistemic curiosity and rule-following behavior. Baring few exceptions, this study proved psychological contract types are related with specific personality traits and epistemic curiosity as well as rule-following behavior also explain the relations between hypothesized personality traits and psychological contract types. The moderating effects of uncertainty avoidance were also established for hypothesized relations.

As hypothesized, OTE was found to be positively related with transactional, balanced and IC, whereas RC were found to be negatively related with OTE. CON was found to be positively related with TC and negatively related with relational, BC and IC. CON relations with transactional, relational and IC went contrary to our expectations. EXT positively related with relational and IC and negatively related with formation of TC. However, its un-relatedness with BC was contrary

to the expectations. AGR was found to be positively relating with formation of RC and negatively relating with the formation of TC. Surprisingly, AGR was not found affecting the formation of balanced and IC. Last but not the least; NEU negatively related with the formation of relational, balanced and IC. However, unexpectedly NEU was not found affecting the formation of TC. Thereby, OTE stand out as this personality trait seems to have profound effect on formation of all psychological contracts in different dimensions

As regards the explanatory paths, the epistemic curiosity explained the relations between some of the personality dispositions and transactional, relational, balanced as well as IC. The rule-following behavior only explained the relations between some of the personality dispositions and transactional, relational as well as IC. However, for BC, the rule-following behavior did not explain the relations from any of the hypothesized personality dispositions.

Because epistemic curiosity emerged as an important underlying mechanism for the relations between few personality traits (OTE, CON and EXT) and the psychological contract types, it refines our understanding of how personality relates with psychological contracts in a number of ways. Because people with higher levels of epistemic curiosity are expected to seek, discover, and master situations (Mussel, 2013), we argue that their ability to adjust in changing scenarios will be much greater than it would be for people who have less epistemic curiosity, and this in return allows them to develop more flexible expectations and psychological contracts with the organizations. The dynamics of the organizations and the fast pace of change in the organizations can be managed effectively if they have a workforce characterized by high epistemic curiosity. This is an important contribution of the present study as it helps us understand the causes of negative outcomes associated with breaches of psychological contracts such as turnover (Clinton & Guest, 2014). It also suggests that epistemic curiosity can be helpful in reducing these harmful outcomes.

The other explanatory mechanism (i.e., rule-following behavior) also explained the relation between few personality dispositions (CON, AGR and NEU) and psychological contracts. These findings provide a way forward in understanding

the role of rule-following behavior in the formation of psychological contracts. Because people high in CON, AGR and NEU are inherently comfortable following rules, they will engage in psychological contracts that are more enduring. These findings also provide a better understanding of employees varying expectations and how different people act differently when psychological contracts are violated. This study also proposed a moderating variable (uncertainty avoidance), which is found to be affecting the relations between personality traits of employees and their behaviors on the job i.e. epistemic curiosity and rule-following. Specifically speaking, uncertainty avoidance moderated the relations between OTE, CON, AGR and epistemic curiosity. Whereas, it also moderated the relations between CON, AGR, NEU and rule-following behavior. However, some direction of moderation were not as per expectations. This shows that individual level of uncertainty avoidance should also be considered by the managers as it effects on the job behaviors of employees.

5.2 Theoretical and Practical Implications

5.2.1 Theoretical Implications

Our study makes important contributions to psychological contract theory by presenting a comprehensive analysis regarding relatedness of all types of psychological contracts with personality traits as well as explanatory mechanisms for these relations. Whereas previous research has only focused on the transactional and RC as outcomes of personality (Raja et al., 2004), our study adds to the literature by exploring the influence of personality on balanced and IC as well. In this way, we address Bal and Vinks (2011) call to move beyond transactional and RC. We extend the findings on personality and psychological contract outcomes by providing unique explanatory mechanisms through epistemic curiosity and rule-following behavior. Doing so offers a better understanding of the complexity of the relations between personality traits and psychological contracts and how various mechanisms play an effective role in explaining these relations.

This study also introduces a moderating variable (uncertainty avoidance) that has been found to make significant impact on the relations between personality traits and job related work behaviors of employees. This study also adds to the literature of psychological contracts from non-western culture as it has been felt that research on psychological contracts has mostly been done in western contexts (Abdullah, 2017).

5.2.2 Practical Implications

This study suggests that personality determines different types of psychological contracts, but the challenge for organizations is to respond to the need of the hour. Traditional job arrangements with a transactional orientation might not yield the desired outcomes, especially when dealing with a new generation of employees who want more flexibility. This study highlights that the solution is to ensure that the work environment is characterized by mutual expectations and is based on less structured/formal relationships so that change can be accommodated. Otherwise, the outcomes might be outside the organization's control if employees perceive that the organization has not lived up to its commitments (Turnley & Feldman, 1999). Employees may react adversely, even when they do not believe the organization has purposely violated its commitments.

The results of this study also imply that managers would be wise to consider the role of ideology and its implications for the workplace. Many employees with different ideologies are part of the workforce. As long as these ideologies are not in conflict with an organization's overall strategic direction, our results suggest that the organization should reciprocate in a positive way if the employee sees the workplace as a source for fulfilling ideological needs. This can be done by focusing more on individual differences in the workplace and by assessing the type of psychological contact employees currently have with the organization.

The mediating roles of epistemic curiosity and rule-following behavior suggest that they are important individual difference variables in the study of psychological contracts because the significance of these variables depends on the specific type of

psychological contract. In the ever-changing workplace environment, curiosity and rule-following behaviors can help employees respond positively to their organization's expectations and act in a reciprocal way. Hence, such differences must be appreciated in the workplace for long-term benefits to accrue.

Understanding the dynamics of these relations is important due to the subsequent impact of psychological contract fulfillment or breach of contract on employees' turnover behavior as well as on their performance and mental health (Clinton & Guest, 2014; Conway & Coyle-Shapiro, 2012; Jensen, Opland, & Ryan, 2010; Reimann, 2016). Hence, it is important for organizations to assess employees' personality using validated methods and interviews. This will help organizations to assess the types of expectations employees might have of the organization. Therefore, the interplay of person-organization fit (O'Reilly, Chatman, & Caldwell, 1991) and psychological contracts needs to be given substantial weight at the time of employee selection.

5.3 Limitations

Although this study presents some persuasive findings and possesses some positive methodological strengths (e.g., time-lagged data), a few limitations deserve discussion. The first limitation stems from the study's design that directly stems from the very nature of psychological contract, which is idiosyncratic. The data has been solicited from employees' perspective therefore; the employers' perspective is missing in this study. Secondly, the data were collected in one country, which prevented us from drawing generalized conclusions about what we found in this particular cultural context.

Moreover, cultural dimension other than uncertainty avoidance may also have some buffering effects on the relations between personality traits and intervening variables, which have not been tested in the instant study.

5.4 Recommendations

Within a given culture, cultural norms and values have the propensity to have an impact on the psychological contract and its connected rational responsibilities (Kickul & Lester, 2001; Kickul, Lester, & Belgio, 2004; Peng, Wong, & Song, 2016). The context of national culture may form how information is received and processed by different employees within their environment. Kickul (2001) explained how employees psychological contract is influenced by culture. Because culture nourishes our expectations and obligations in a given context. Individually the phenomenon of Psychological contracts is subjective both and culturally it is also an individual discretion. So, the systematic difference in the cultural orientation of individuals effects the conception of the psychological contracts (Thomas et al., 2003).

Regardless of having acknowledged importance of culture for determination of psychological contracts and personality traits, surprisingly we hardly find any empirical study in this regard. We expect that acknowledged cultural dimensions are likely to affect the relations between traits of personality and psychological contracts directly or through a moderated-mediation model. The proposed study design was not in our scope of study therefore, the future studies may focus on this area.

Moreover, to further generalize these findings context-wise, the instant study should be replicated in other non-western cultures such as India and Bangladesh etc. i.e. countries having high uncertainty avoidance. Moreover, the perspective of future studies in this regard should be from employer side as well.

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Appendices

APPENDIX I

Questionnaire

Being student of Capital University of Science & Technology, Islamabad, I am conducting a research on Personality and psychological contracts: mediating role of epistemic curiosity and rule-following behavior with moderating role of uncertainty avoidance. This research is purely of academic nature and your confidentiality will be maintained at the highest level. We therefore need your precious time to fill out the following questionnaire:

Time 1

Employee ID:.....

Section-A: Personal Attributes

Gender

1. Male= 2. Female=

Your age: (in years like 25, 29 etc)

Work Experience: (in years like 1, 2 etc)

Section-B: Personality Traits

Here are a number of characteristics/behaviors that may or may not apply to you. For example, do you agree that you are someone who likes to spend time with others? Please write a number next to each statement to indicate the extent to which you agree or disagree with that statement.

1	2	3	4	5
Disagree Strongly	Disagree a little	Neither agree nor disagree	Agree a little	Agree strongly

I am someone who...

- | | |
|---|--|
| 1. Is talkative | 5. Is original, comes up with new ideas |
| 2. Tends to find fault with others | 6. Is reserved |
| 3. Does a thorough job | 7. Is helpful and unselfish with others |
| 4. Is depressed, blue | 8. Can be somewhat careless |

-
- | | |
|--|--|
| 9. Is relaxed, handles stress well | 29. Can be moody |
| 10. Is curious about many different things | 30. Values artistic, aesthetic experiences |
| 11. Is full of energy | 31. Is sometimes shy, inhibited |
| 12. Starts quarrels with others | 32. Is considerate and kind to almost everyone |
| 13. Is a reliable worker | 33. Does things efficiently |
| 14. Can be tense | 34. Remains calm in tense situations |
| 15. Is ingenious, a deep thinker | 35. Prefers work that is routine |
| 16. Generates a lot of enthusiasm | 36. Is outgoing, sociable |
| 17. Has a forgiving nature | 37. Is sometimes rude to others |
| 18. Tends to be disorganized | 38. Makes plans and follows through with them |
| 19. Worries a lot | 39. Gets nervous easily |
| 20. Has an active imagination | 40. Likes to reflect, play with ideas |
| 21. Tends to be quiet | 41. Has few artistic interests |
| 22. Is generally trusting | 42. Likes to cooperate with others |
| 23. Tends to be lazy | 43. Is easily distracted |
| 24. Is emotionally stable, not easily upset | 44. Is sophisticated in art, music, or literature |
| 25. Is inventive | |
| 26. Has an assertive personality | |
| 27. Can be cold and aloof | |
| 28. Perseveres until the task is finished | |

Uncertainty Avoidance

Please write a number next to each statement to indicate the extent to which you agree or disagree with that statement.

1	2	3	4	5
Disagree	Disagree	Neither agree	Agree	Agree
Strongly	a little	nor disagree	a little	strongly

1. -----It is important to have job requirements and instructions spelled out in detail so that employees always know what they are expected to do.
2. -----Managers expect employees to closely follow instructions.
3. ----- Rules and regulations are important because they inform employees what the organization expect from them.
4. -----Standard operating procedures are helpful for employees on the job.
5. -----Instructions for employees are helpful on the job.

Time 2

Employee ID:.....

Epistemic Curiosity

Here are a number of characteristics that may or may not apply to you. For example, do you agree that you are someone challenge the existing theories critically? Please write a number next to each statement to indicate the extent to which you agree or disagree with that statement.

1	2	3	4	5
Disagree Strongly	Disagree a little	Neither agree nor disagree	Agree a little	Agree strongly

1.I am interested in how my contribution impacts the company.
2.I enjoy developing new strategies.
3.Regarding practical problems, I'm also interested in the underlying theory.
4.When confronted with complex problems, I like to look for new solutions.
5.I enjoy pondering and thinking.
6.I am eager to learn.
7.I keep thinking about a problem until I've solved it.
8.I challenge already existing theories critically.
9.I carry on seeking information until I am able to understand complex issues.
10. I try to improve work processes by making innovative suggestions.

Rule-following Behavior

Please write a number next to each statement to indicate the extent to which you agree or disagree with that statement.

1	2	3	4	5
Never	Rarely	Sometimes	Often	Very Often

How often you...

1. _____Comply with organizational rules and regulations.
2. _____Use company rules to guide what I do on the job.
3. _____ Seek information about appropriate company policies before acting.
4. _____ Come to work on time.
5. _____Follow company rules on how I should spend my time.
6. _____Follow Company Policies even When you do not need to do so because no one will know whether you did or not
7. _____Follow company policies and rules about how to do your job.
8. _____Follow Organizational rules and policies without questioning them
9. _____Implement your supervisors decisions even when she/he will not know whether you did.
10. _____Do what your supervisor expects of you, even when you do not really think it is important.
11. _____Happily accept the decisions made by your supervisor.

Time 3

Employee ID:.....

Psychological Contracts

Please write a number next to each statement to indicate the extent to which you agree or disagree with that statement.

1	2	3	4	5
Disagree Strongly	Disagree a little	Neither agree nor disagree	Agree a little	Agree strongly

Transactional

1.I work only the hours set out in my contract and no more.
2.My commitment to organization is defined by my contract.
3.My loyalty to the organization is contract specific.
4.I prefer to work a strictly defined set of working hours.
5. I only carry out what is necessary to get the job done.
6. I do not identify with the organization's goals.
7. I work to achieve the purely short-term goals of my job.
8.My job means more to me than just a means of paying the bills.
9.It is important to be flexible and to work irregular hours if necessary.

Relational

1.I expect to grow in this organization.
2.I feel part of the team in this organization.

3. -----I have a reasonable chance of promotion if I work hard.
4. -----To me, working for this organization is like being member of the family.
5. -----The organization develops/rewards employees who work hard and exert themselves.
6. -----I expect to gain promotion in this company with length of service and effort to achieve goals.
7. -----I feel the company reciprocates the effort put in by its employees
8. -----My career path in the organization is clearly mapped out.
9. -----I am motivated to contribute 100% to this company in return for future employment

Balanced

1. -----I accept increasing challenging performance standards.
2. -----I adjust to changing performance demands due to business necessity.
3. -----I respond positively to dynamic performance requirements.
4. -----I accept new and different performance demands.
5. -----I seek out developmental opportunities that enhance my value to employer.
6. -----I build skills to increase my value to the organizations.
7. -----I make myself increasingly valuable to my employer.
8. -----I actively seek internal opportunities for training and development.
9. -----I build contacts outside the company to enhance my career potential.
10. -----I build my skills to increase my future employment opportunities elsewhere.

11. -----I increase my visibility to potential employers outside this firm.
12. -----I seek out assignments that enhance my employability elsewhere.

Ideological

Many Organizations today adopt a mission or set of ending principles that they believe benefit society, beyond striving for successful financial performance.

To What extent do you believe that your organization possesses a mission, cause, or set of enduring principles that extend beyond financial objectives? (Circle one)?

1	2	3	4	5
Not at all	To a limited extent	To some extent	To a considerable extent	To a great extent

In a few words, describe your organizations cause, mission, or set of enduring principles:

I feel I am obligated to..... (Please mention one number from the above matrix)

1.Contribute to the stated cause.
2.Commit resources towards advancing the stated cause.
3.Stand behind our corporate ideology, even if it requires a personal sacrifice.
4.Support opportunities for involvement in our cause.
5.Encourage employee involvement in the cause.
6.Act as a public advocate of the espoused cause.
7.Be dedicated to the organization's mission.

8. -----Help maintain company culture that promotes our corporate principles.
9. -----help facilitate internal practices and policies that advance my organization's ideals.

N3											.567	
N4											.906	
N6											.876	
N7											.851	
O1								.760				
O2								.831				
O3								.797				
O4								.874				
O5								.778				
O6								.722				
O7								.796				
O8								.785				
O9								.726				
O10												
TC1				.858								
TC2				.830								
TC3				.797								
TC4				.800								
TC5				.831								
TC6				.806								
TC7				.822								
TC8				.736								
TC9				.867								
R2									.821			
R3									.771			
R4									.777			
R5									.866			
R6									.769			
R7									.847			
R8									.836			

R9									.739			
BC1	.852											
BC2	.881											
BC3	.880											
BC5	.914											
BC6	.886											
BC7	.879											
BC8	.913											
BC9	.878											
BC10	.894											
BC11	.917											
BC12	.879											
IC1					.778							
IC2					.790							
IC3					.883							
IC4					.841							
IC5					.710							
IC6					.856							
IC7					.846							
IC9					.882							
EC2			.838									
EC3			.816									
EC4			.848									
EC5			.836									
EC6			.846									
EC7			.808									
EC8			.849									
EC9			.841									
EC10			.797									
RF1								.755				

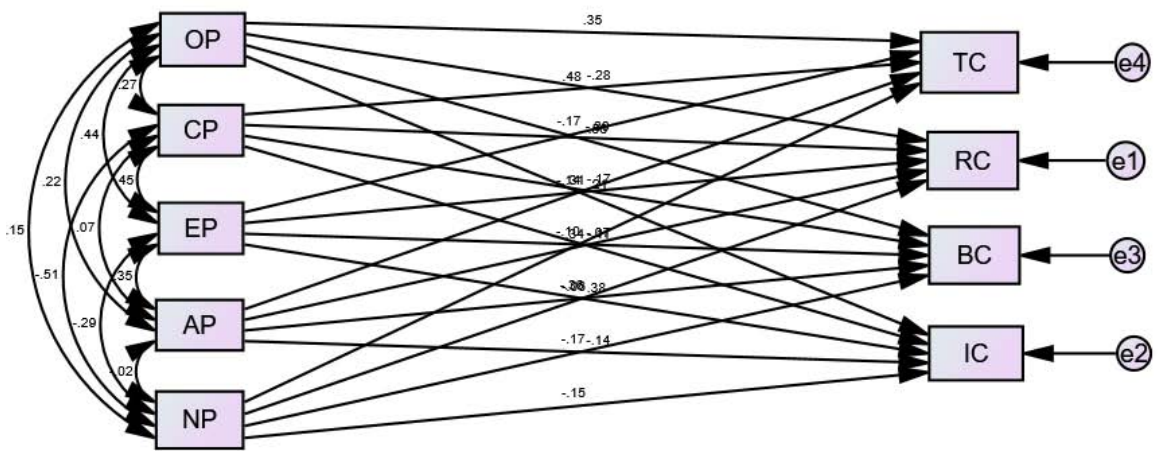


FIGURE 5.1: Path model for direct relations

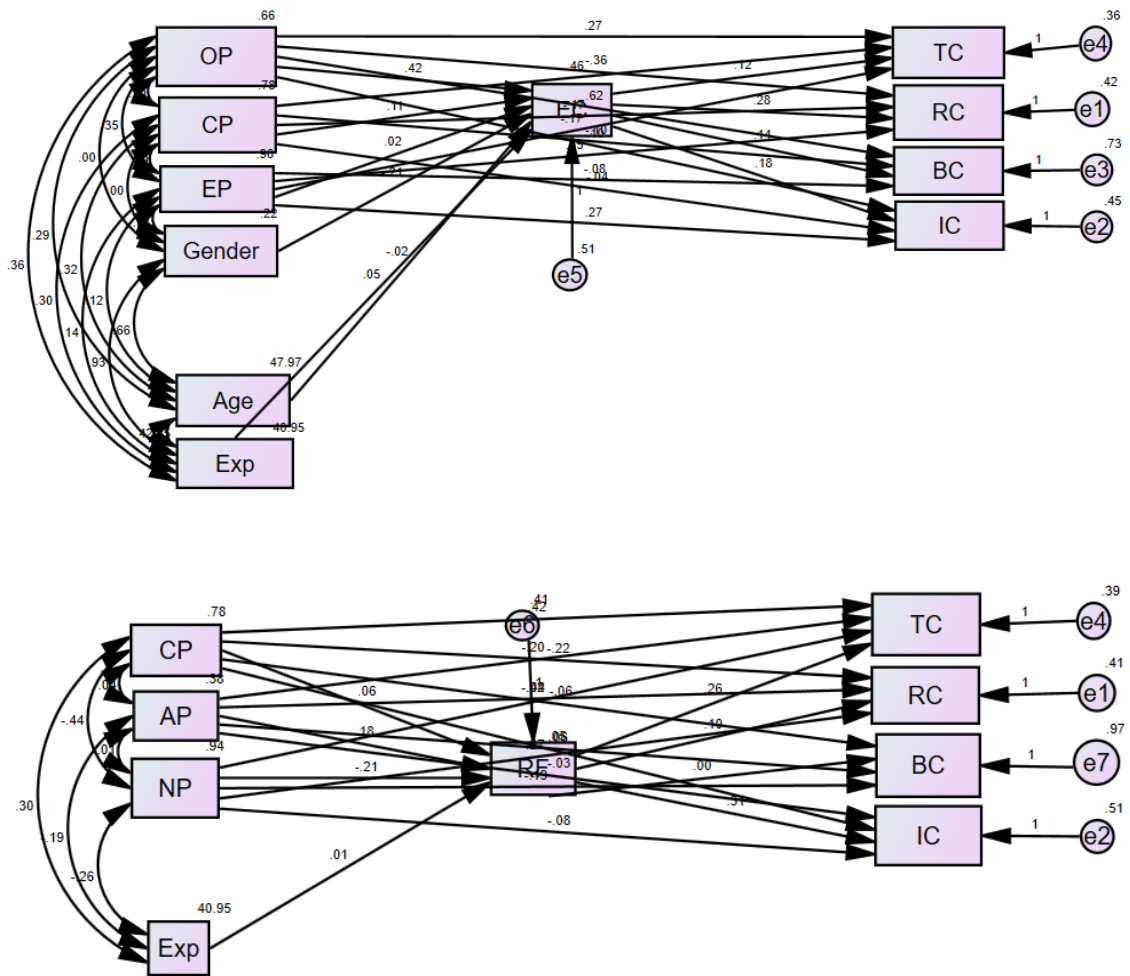


FIGURE 5.2: Path model for mediation

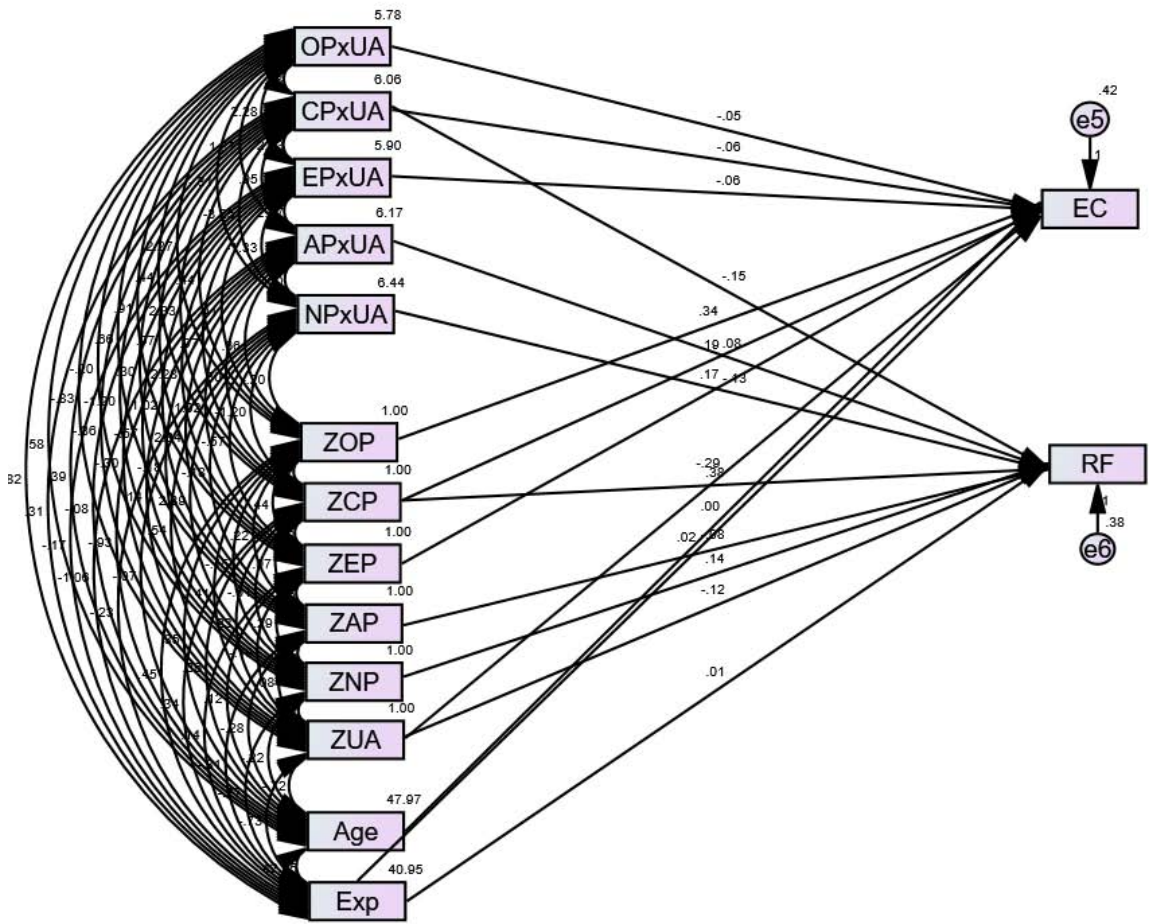


FIGURE 5.3: Path model for moderation