

Effect of Personality Traits on Employee Perceived Performance: The Mediating Role of Organization Justice

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Submitted: January 15, 2021
Revised: May 22, 2021
Accepted: June 17, 2021
Published online: June 30, 2021

A B S T R A C T

The purpose of this study is to examine the effect of personality traits on employee perceived performance with the mediating role of organizational justice. This study was conducted in the pharmaceutical industries operating in Hayatabad Peshawar. Data was collected through a properly structured questionnaire from 286 employees working in these industries and Simple Random Sampling was used as a sampling technique. Personality traits (openness to experience, agreeableness, conscientiousness, neuroticism & extraversion) were taken as independent variables; employee perceived performance was taken as a dependent variable, while organizational justice was used as a mediating variable. According to the findings of the study, personality traits were positively related to employee perceived performance. Results of regression analysis showed that organizational justice partially mediates the relationship between personality traits (openness to experience, agreeableness, conscientiousness, neuroticism & extraversion) and employee perceived performance.

Key Word: Extraversion, Neuroticism, Openness, Agreeableness, Conscientiousness, Employee Perceived Performance, Organizational Justice.

1 | INTRODUCTION

Human nature is complex and complexity is due to the different social, moral, geographical differences, and ethical perspective of a human being. By nature human beings are unable to live alone and are dependent on one another, they need to work in groups and form teams to achieve their goals and objectives. But to work together they do possess disagreements whether their relations are in favor of the firm or diverted to some other place. As Gutman and Thompson, (1996) wrote in their book “Democracy and disagreement”, moral disagreements are also internally rooted and Hume, (2012) argues, that a characteristic of human nature is limited generosity. Hence humans although working together for a common goal, will tend to disagree on certain points which may lead to psychological weakness on individuals and organizational long-run consistency to sustain their competencies. The personality of the employee is considered essential and their importance level cannot be denied from the psychological engagement of a firm. For instance, the individuals working in the same environment, have different levels of attachment with the organization. The difference which exists in an individual is due to a personality trait. Prevailing scenario for individuals that how they perceive the organization particularly for better understanding of organizational behavior that what the organization expects from their employees.

The present study exists two types of mechanisms the direct effect of personality trait on employee perceived performance and secondly to demonstrate the relationship of justice on the employee between the trait and employee perceived behavior and mindset thought emotion and habitual bifurcation and diversification. Underlying of the individuals' different approaches for the logical understanding of job attitudes. The five

dimension of personality in which neuroticism express a moody while agreeableness as sympathy for openness (Creative) and organize for consciousness and also observe the potential control demographic variable effect such as age, gender, job, tenure, organizational tenure use as a control variable (Meye, 2002). The theory is based to argue and explore these issues, the dispositional theory is used as intimating source of validity for justice perception between the five-factor modal and outcomes. The social exchange of ethical perspective is to enhance the individual subsequently the performance of the employee, by the exchange of two organizational contexts. First, implement the mediating role of organizational justice and employee attitude to find the importance of fairness during organizational changes and handling employees equally by using the judgment prospect. The relationship between organization commitments was reported to compare the satisfaction. According to dispositional theory to observe either expectance relative stable characteristic, their attitude and behavior which ultimately changes the occurrence in working condition organizational structure promotional opportunities and despite understanding and better motivation to improve working style (Mathiu, 1997).

1.1 | Theoretical Background

The approach of the trait theory primarily describes the habitual pattern of behaviours, thoughts, and emotional conditions. The disposition concept of trait constructs the individual behavioral influence relatively stable over time or differs across the individuals. Personality theory suggests dynamically organizational mutual structure and their mental process determining an individual emotional and behavioral perspective adjustment to their concern environments. Personality theory is predisposition feeling which is relatively consistent manner over a period of time across the different situations and different climatic conditions (e.g. work and non-work) relatively refer to the cross-situational consistency the trait will effect negatively dispositional and positive. According to the personality theory, the individual personality will influence work and non-work spill over in several ways, especially overlapping between effects of FFM within the Extraversion factor positively and effect with neuroticism is negatively (Swider and Zimmerman, 2010). Many other theories match with a relative study of trade and justices perception like equity and social exchange etc.

This theory assumes that individual responses keep on changing and involves a need to decrease that level of psychological suffering or disowners, which is developed by the inequitable states Individuals or employees in an organization keep on measuring their perceived “inputs” (what the employee provides to an organization, including time, sincerity, extra effort, and flexibility) and their “outcomes” as a ratio in comparison to a referent individual. It is believed that people are at peace with social exchanges and struggle for actions towards the organizational goal accordingly. Greenberg (1990) found when the pay of employees was decreased without explanations to employees then they were motivated to approve injustice by increasing the level of employee thefts in the organizations. Procedural justice is also defined by Thibaut and Walker, (1975) which is related to the procedures that are put into use or used for resource allocation. Procedural justice also refers to that there should be fairness in the procedures or the procedures used by an organization to decide the outcomes should be fair and also fairness in the methods, processes, or the mechanisms.

2 | LITERATURE REVIEW

2.1 | Personality Trait

A personality trait is a different human dimension that is used to describe a human habitual pattern of behaviors, thought and emotion also observed either trait is stable over time or differs across the individuals explored earlier by trait theory (Allport, 1937). Openness to experience; the type of personality trait which interprets the human inner feeling of intellectual curiosity which described the tendency that clusters to gather the human trait. The person's openness score is low it means that it is closed to experience and commonly conventional and traditional in their outlook and behavior (Judge, 2002). Conscientiousness is the human trait that describes the vigilant, careful self-dispelling, and dutiful nature. The tendency to think before acting and prepared planning rather than spontaneous behavior systematically organized and workaholic (Barrick and Mount, 1991). Extraversion human trait in which understanding the psychological usage outgoing talkative, energetic. Introversion is more reserved in solitary behaviors the tendency of inner psychological activity while extroversion is the type of attitude which concentrates on the interest of the external object (Barrick and Mount, 1991). Agreeableness; the individual personality behavior which is perceived as sympathetic, kind, cooperative, and consolidated based on social harmony. A person who scores high in this domain is tending to behave as honest, decent, and trustworthy (Digman, 1990).

Neuroticism; the fundamental trait of human study which is described by the level of fear, worry, frustration, and neurosis. The person who scores highly in neuroticism is commonly depressed mood and they have the disorder of anger, guilt, anxiety, and depression in behavior (John, 1992). The dimension of personality traits is used to describe the human personality and comparing with the behavior and attribute of the mind. The organization needs to take full advantage of employee's potential in terms of creativity so that change, learning, innovation, performance, and competitiveness can be sustained in the long term an organization or at the workplace represents the production of useful ideas and solutions related to products, services as well as procedures (Oldham and Cummings, 1997). the industrial and organizational topics are linked to personality dimension, including absenteeism the employee use the positional time in social laughing and not utilizing his /her creativity for the growth of the firm (Porter and Steers, 1982).

Considerable research supports the relationship between personality traits and job performance variables, training efficiency, academic performance, and satisfaction according to the persuasions of the employees as to think about the organization structure internally as well as to compare it with the same caliber organization (Barrick and Mount, 1991). The biological factor like heredity, age, and gender differences have a deep influence on the five-factor modal of the growth of the brain along with situations faced by an individual in different circumstances (Sato et al, .2012). The leadership style also plays a vital role in the personality trait either they try to overcome the deficiency of the individual in organization optimistically and analyses the area of improvement to overcome the pessimism (Ghiselli, 1971). The organizational climate is also important because, for better results, the effective climatic condition is required both explicitly and implicitly for the overall achievement of organizational goal the strong advocacy of the use of this five-factor model to advance the current research to improve the creativity of the perceived performance.

2.2 | Organizational Justice

The concept of justice is linked to equity theory given by Adams, (1963) and has three dimensions: distributive, procedural, and interactional. Fairness in the distribution of resources and decision outcomes is called distributive justice Adams, (1963) similarly the fairness in policies and procedures of the organization are called procedural justice Greenberg, (1990) and the fairness in communication and sharing of information is called interactional justice. Organizational justice is defined as how individual judges and sees the behavior of the organization towards him/her. When organization shows discrimination towards workers they feel regret they feel injustice (Greenbreg, 1990). Our focus is on the organization as justice because, organizations' justice is directly related to various organizational outcomes such as employee performance, motivation, and work-related attitudes (Charash and Spector, 2001). Employees showing less organization justice is based on strong organizational occupation which affects secede in way of success for the firm. Recent research provides information and the finding of organizational justice employee essay decided individual and company growth (Smucker et. al., 2003). The research has been conducted to explore the relationships between organizational justices and attribute of the employee retention and equally move with the desire of the firm. The specific dimension of justice is not strengthful relation for any variation to consider for complete understanding and interpretation rather than overall justice OJ (Lind and Shaprio, 2001). Theorganizational injustice is directly related to various organizational outcomes such as employee performance, motivation, and work-related attitude (Staw and Chohen, 2005).

2.3 | Employee Perceive Performance

Employee-perceived performance is used to describe the way out and tools specifically and analyses the system for the goal of improving user productivity which is based on constraints that affect the performance of the individual as perceived by the user using it. Performance is comprised of events in which one individual or group is a performer while the other group is an audience and it may be an observer group. In particular ways and employees perceived different in places, production support tools, and techniques which apply for services and how they are related to performer and observer. In a modern era of rapid economic, social, and technological growth as well as higher complexity and diversity, an individual attribute which in adaptability for altered circumstances is based on the new demands, different surroundings, and diversifies it accordingly to the situation. This fundamental restructuring of the world for work also impacts careers development as many employees do not commit continuity in behavior and attitude to one employer anymore, but rather occupy various jobs in their entire career (Savickas, 2006). Individual adjustment can cope with current and anticipated benefits. Career relate to changes and challenges has received a great deal of research attention over the past years and is called career adaptability which is required for getting core competency and as it should be, for long run aggressive growth and the ability to overcome the drawbacks, shortcoming, and weakness and try to, not only overcome but also stragglng to convert the drawbacks into strength. Learning and focusing on it gives the concept of core self-evaluations to determine the effective cause for satisfaction (Porfeli, 2012). It is seen that high-maintenance behavior is reflected in frequently aggravating actions exhibited in the workplace. High-maintenance employees often verbalize their dissatisfaction, grumble about expectations, and unabashedly complain. The HMB is a dimension of work behavior distinct from (but potentially related to) job performance. While HMB may

contribute to failures in all aspects of overall performance, including core identification of task and inter-personal facilitation (Scotter and Motowidlo, 1996). The employee reactions are typically associated with perceived unfairness and are directed interpersonally or against organizations.

In contrast, HMB appears to be primarily interpersonally, only a few individuals seem to initiate high-maintenance responses in situations where the majority of voices have little or no resistance. Consequently, it appears that causes of HMB are attributable in part, to individual difference variables. The researcher's first analyses in the vehicle industry for enhancement of employee performance and effective management. They mainly focus on the two-dimension polarized action plan of the marketing strategy implementation and designing the exit strategy for it (Martilla and Janes, 1977). These analyses design plane to evaluate the problem area either it possesses in the organization side or communication, guideline and training mentoring and to observe it either low/high or well/poor with the perspective of the performance (Olson and Fortencey, 1992).

2.4 | Personality Trait & Employee Perceived Performance

The previous study mainly focused on the output and productivity of the employee but the approach is to determine the level of satisfaction by Deng, (2007) through important performance analyses, affective job performance particularly on the design of the advertising, testing, and training related to work achievement on behalf of competency bases for an adequate level of the productivity (Berts, 2004, Robb, 2002). Extroversion/introversion is the tendency which is associated with talkative, social abilities, and try to solve the issue through effective communication, high the level of this tendency more superior performer. (Barrik and mount, 1991). Study has clear practical implications, as it can lead HR professionals and line managers to more effectively identify and select individuals who will work productively in departmental and group projects, task forces, or cross-functional workgroups. Indeed it is a collective work effort where individuals who engage in high maintenance behavior (HMB) may instigate havoc (Principe, 1997). Attachment and involvement are emerging job attitudes that measure the mental performance and involvement of individuals. One of the important variables that affect the psychological level of engagement is the personality of the employee. Neuroticism refers to the stability of the individual who feels fair, worried, and insecure, and depressed emotionally is lowers the capacity of the deliberate performance. Conscientiousness is the pattern of habitual individual responsible and plans full, workaholic and achievement-oriented performance in this category are higher against the remaining (Barrick and Mount, 1991). The fourth factor is agreeableness which is human habitual pattern altruism, caring, supportive, soft hatred, and tolerant so they worked together target-oriented (Digman, 1990). Judge, Heller, and Mount, (2002) the last factor is Openness to Experience working style is scientific, artistic creativity and political liberalism the behavior tendency is typically associated with being imaginative, intellectual and performed artistically sensitive. Organizational conformation for preventing cost is based on the utilization of personal managerial skills because of the stress condition. If the employee is satisfied it will contribute highly to the overall performance of the firm and either the turnover of the individual not only affects himself but also affect the organization's output (Keshavors and Muhammadi, 2011).

Extraversion is related to the experience of negative life events, Extraverts are predisposed to experience positive emotions (Costa and McCrae, 1992), and positive emotionality is likely generalizable to job satisfaction, as demonstrated by meta-analysis of positive job satisfaction. Evidence also indicates that extroverts have more

friends and spend more time in social situations than introverts because of their social facility, are likely to find interpersonal interactions, comparatively more rewarding (D. Watson and Clark, 1997). Five factors namely Extraversion, agreeableness, conscientiousness, neuroticism, and openness to experiences involve personality traits. Agreeableness is the fourth factor that involves caring supportive softhearted softheaded and tolerant. Openness to experience is the final factor. According to McCreer and Costa,(1991) acceptance of employees regarding the good well is based on agreeableness and life satisfaction. According to Organ and Linger (1995), agreeableness involves getting work done in a pleasant environment with others also satisfies relationships among the organization. Similarly, Linger and Organ stated that conscientiousness is related to job satisfaction because it involves a general working environment. Den Evend and cooper, (1998) found a positive relationship between job satisfaction performance and conscientiousness.

2.5 | Personality Trait & Organization Justices

Most research has been done on perceived employee performance, but we examine the personality trait and the organization with respect to criteria and structure justice for all stack older in terms of organization justice to check the dispositions among the employee perceived performance and five basic personality traits Mischel, (1977) suggested that individual behavior is a result of individual performance regarding the organizational contribution. The organizational interaction, if the employee reacts in negative consequences to overcome the damages in both the individual level and the corporate level strategy. To declare the relation related to the personality traits with organization contribution. The overall achievement of the firm in terms of employee perceives attachment in the return of justice with delivered from the universal personality trait and regarding the justice procedure of firm which employee perceive better and engage extra with corporate achievement. The organization on the base of the trait, the leading product for further prospective in official matter advantage consideration of traits with the justice for the exchange of organization is satisfactory. If the suggestion is positive then finding and highlighting them with relative personality traits to acknowledge and entertain maximum benefit to assume the lower- compositing of the firm keeping the treatment of behavior regarding their mega analyses (Berry and Sackett, 2007). This research edges to find the products justice and influences on the fine further modules a person ability how much vital with organization workplace. The firm expands overtime on the employment growth for the batter contribution in their objectivity (Ashton and Lee, 2008). The output from the organization employee, presentation and accordingly predicting the top-level observes to suggest actual decision-making criteria (Well and Hosting, 2010). One of the key models is the big five personality traits model which indicates that five personality traits are useful in determining different kinds of work-related attitudes and behaviors. Most of the studies have been conducted to find out the disposition cause of work-related attitudes and behaviors like the relationship between personality traits and performance. The organization treats different employee in such a way that never frustrate them the task given to them (Johnand Zajac, 1990). Lind, (2001) explained the perceptive of the organization justices it's constricting during the judgment phase by the collaboration of the procedure, distributive and interpersonal which is based on the social influence of the employee mindset, attitude, and aspect of behavior earlier explain by (FHT) Fairness Heuristic theory.

2.6 | Organizational Justice and Employee Perceived Performance

The research of organization justice started in early 1990, a viable and means of measuring and determining how people feel and doing their jobs. Before 1950 it's known as views for the distinction of procedure justices and distributive at the beginning of 1970; the interactional justices prominent in 1980 among the field of research. Distribution justices are aligned with the perception of fairness held by the organization member with regarded to the distribution of resources (Adam, 1969, Colquitt, 2001). A procedural justice is related to perceiving the fairness process used to achieve and overcome the outcome of the direction of the firm. The interpersonal justices focus on the member who tried during the decision-making process. These dimensions integrate and constrict to form the foundation of the organizational justices (Greenberg, 1997, and Cropanzano, 2001). The organizational justices and their dimension are repeatedly linked with employee commitment, citizenship, satisfaction, and employee perceived performance (Charash and Spector, 2001, and Begley et al, 2006). The theoretical destructions among the different dimensions of organization justices have also deeply been discussed in an empirical study of the Mata analyses (Charash and Spector, 2001). However, most of the research experimental observation affect the self-concept of working attitude and attention (Colquitt, 2001). Lord and Borran, (2004) explain two mechanisms of organizational justice. First, the justice dimension weighs differently contingent level of working, self-concept and their influential effect on the attitude forming behavior. Secondly when the individual rational or collective level for activation differently evaluated standard compeering with a directional magnitude of discrepancy subordinate justices perception which ultimately affect the attitude of individual behavior pattern in the outcome. Fairness of supervisor for grounded bases, ethical assumption of normative commitment, the sense of justices often involved for deliberate transformation in acceptable condition (Goldman, 2005). According to Lowerr, (1966), information and knowledge without power lead to frustration because the employee cannot systematically use their skill. The behavior ethic with the individual confirmation for rule and norms of social morality and ethical aspect organizational justices largely focus on the individual judgment which drives subsequently behavior related to the considerable ethic and justices (Folger, 2001 and singer, 2000).

2.7 | Mediating Role of Organization Justices between Personality Traits and Perceived Performance

Organizational Justice is used as a mediator for the ultimate predictability of dimensions (distributive, procedural, interactional). To determine the importance of organizational justice on the variable outcomes. The organizational justices flourish the empirical support for each conceptualization for demonstration between justices and a broad range of the individual attitude and behavior for multiple disciplines (Lind, Vermont and Wilke, 1997). Distributive, procedural, interactive justices are respectively described as justice's perception. The procedure used to determine the interpersonal outcome and to share the information to construct the prediction in workplaces concern outcome (Spector 2001 Conlon, Potter, and Ng, 2001). Several reasons execs for overall justice the researcher raises the question about the benefit for specific justices to type they must be shifted to the overall justices for more precise result and their determinates (Ambose, 2005). To take the specific type of organizational justices dimensioned there are more chances for the shortfall and weakness Greenbreg, (2001) suggest the holistic type of justices judgment although the individual can distinguish between the sources of

justices to drive the behavior in the overall sense of fairness. The idea for overall justices as mediating the relationship between the specific type of justices and prediction for employee attitude, mindset, habitual changes although there is a partial mediator for each of the behavior (Linds, 2001).

Organization justices mediate between the five factors of personality traits Employer perceived performance while attitude perceives the conceptualization of justice to drive proximal outcome (Greenberg, 2001). Justice first time examine the academy of management journal product belong to the meditative personality & fully among the jobs satisfaction and performance (Rupp, 2005, Scott et. al., 2007). Distributive justice has a significant relationship with job satisfaction and overall justice is more proximal (Sherpee, 2001). Additionally, the researcher suggests a match level of judgment type, investigate the outcome of job performance & commitment. Colquitt, (2001) the study is distinguished by the distribution, procedure interaction as assessment as Colquitt items crunch's batch alpha reliability higher for each responsibility in their general justice judgment for employee behavior attitude might also effect full verses partial meditative Lind, (2001) using in phase meditation prospect to assume the other factor is constrict for examining justice. The researcher suggests the identical prediction about meditating or moderating variables will consider all three types of justice (Sommer and Tetrick, 2002). Hence based on the above literature the following hypotheses have been developed.

- H₁:** Openness to experience significant effects on employee perceived performance.
- H₂:** Conscientiousness significantly effects employee perceived performance.
- H₃:** Agreeableness significantly effects employee perceived performance.
- H₄:** Neuroticism significantly effects employee perceived performance.
- H₅:** Extraversion significantly effects employee perceived performance.
- H₆:** Organizational justice significantly mediates the relationship between personality traits (openness to experience, conscientiousness, agreeableness, neuroticism, and extraversion) and employee perceived performance.

Hence based on the above study Following is the conceptual framework of the study.

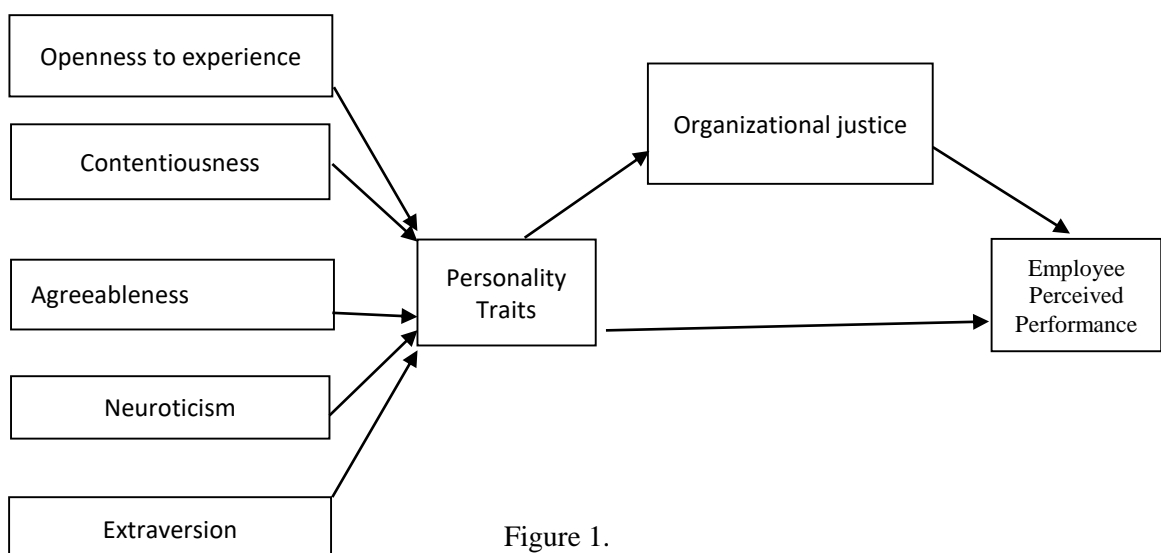


Figure 1.

3 | METHODOLOGY & DESIGN

3.1 | Population

Employees of Pharmaceuticals industries of district Peshawar were considered as a population for this study. However due to time, non-accessibility, and financial constraints, the proposed study has been focused on the target population of the employees working in the pharmaceutical industry located in Hayat Abad Peshawar. Approximately more than 1000 employees are working in these industries and the proposed population is one thousand.

3.2 | Sampling Design

Based on the standard provided by Yamane, (1967) for determining sample size from a given population, is two eighty-five (285). A convenience sampling technique was used for data collection in the given study.

Population (N)	Formula	Computation	Sample
1000	$n=N/1+N*e^2$	$n = 1000/3.5$	285

Where n= sample size, N= population e= error .05

Samples are selected by using the convenience sampling technique because this type of sampling technique is appropriate for gaining quick information.

3.3 | Independent Variable

Personality Trait

It consists of 44-items representing each factor (extraversion, neuroticism, openness, agreeableness, & conscientiousness). The questioner following in this research was developed by Srivastava, (1999) five rating scale from strongly disagree to strongly agree which adopted a by44-item inventory that measures an individual on the Big Five Factors dimensions (openness to experience, Consciousness, agreeableness, neuroticism, and extraversion) of personality (Goldberg, 1993). Each of the factors is then further divided into personality facets for each five-factor.

3.4 | Dependent Variable

Employee Perceived Performance

The employee-perceived performance scale developed by (Tessema, M and Soeters, (2006) was used to measure perceived performance with 5 points Likert-type scale ranging from strongly disagree to strongly agree which is a composite of role-performance measures and is an indirect measure that captures a person's self-appraisal. The comparison of his/her performance with other performances of a similar task.

3.4 | Mediating Variable

Organization Justices

A Seven-item scale developed by Niehoff and Moorman, (1993) 14 questions were used to measure organization justices. For this measure, a 7 point Likert-type scale ranging from (strongly disagree, slightly disagree, Disagree, Neutral (Not disagree/neither agree), Agreed, Slightly more agree, strongly agree) with higher scores indicating a higher level of overall organizational justice.

4 | Results and Analysis

4.1 | Demographic Statistics

For the 1000 population 286 questionnaires were distributed and in return, only 268 were collected from the respondent. More than concerned, given population, working in Hayatabad Industrial Estate Peshawar pharmaceutical sector has been selected as a sample size for this study. The mention description of demographic variables is given in the table below.

Age in year	N	%
21-30	114	42.5%
31-40	85	31.7%
41-50	54	20.1%
51-60	15	5.6%

As mentioned in the above table 4.1 Employees between the age of 21 and 30 years participated highly in this study with 42.5% of the total (114 maximum attempts followed by respondents). Between the age of 31 and 40 years, 85 with 31.7 % and minimum participation was made by the respondents having age above 41-50 years 54 respondent with 20.1 ratios while minimum 15 with 5.6 percent respondent were below the age of 60 years.

Qualification	N	%
SSC	36	13.4%
HSSC	53	19.8%
Graduation	93	34.7%
Master	71	26.5%
MPhil, PhDs	15	5.6%

The third demographic variable represents the qualification of the respondents who participated in the study. Maximum respondents were having graduation participated in this study with 34.7% of the total 93 from the sample size. From the total given sample, 53 respondents with 19.8% were having HSSC. Minimum participation was made by the respondents who have done research degrees in their particular field. These respondents were 15 which is 5.6% of the total sample size.

Experience	N	%
1-5(year)	85	31.7%
6-10	71	26.5%
11-15	54	20.1%
16-20	39	14.6%
20-25	19	7.1%

The fourth demographic variable experience shows the overall experience in marketing, production; administration, and quality control department participated in this study. Maximum participants with 5 years of experience participated highly in this study were 85 with 31.7% of the total sample size. Respondents with 10 years of experience were second in the number regarding participation in this study with 26.5%. 54 with 20.1% respondents were having an experience of 15 years, 39 with 14.6% were having experience above 20 years while

minimum contribution was made by the respondents who have an experience of 25 years 19 with 7.5% of the total sample size.

Income (Rs)	N	%
20000-40000	131	48.9%
41000-60000	75	28.0%
61000-80000	40	14.9%
810000-100000	14	5.2%
above 100,000	8	3%

The fifth demographic variable shows the income of the respondents who participated in this study. Respondents having income in the range of 20000 and 40000 with 131 and 48.9% in number highly participated in this study, followed by the participants having their income between 41000 and 60000 with 28% and 75 in a number of the total sample size of 268. Participants having income above 60000 holds 3rd position with 40 with 14.19% regarding the participation of the study, above 80000 income the respondents having 14 with 5.2% from the total sample size. Minimum participation was made by respondents 3% having their income more than 100,000 is 8 in number of the total sample size of 268

Job Nature	No	%
Production	37	13.8%
Administration	19	7.1%
Quality Control	45	16.8%
Sale & Marketing	167	62.2%

The basic and one important demographic variable is the job nature of the respondent which is categorized by the respondent into the different departments of pharmaceutical industries. Sale & marketing department, production, administration, and quality control ensure the quality of the product. Most marketing departments participate in this study 167 with 62.2 % from total sample size. 45 with 16.5 % respondent have participated from quality control esurience department in this study. Production 37 with 13.8 while minimum respondent from administration 19 with 7.1% from the total sample size.

4.2 | Reliability Analysis

Cronbach's alpha (α) represents the coefficient of internal consistency of a variable. Normally alpha lies between 0 and 1. Greater the value of alpha, the higher the internal consistency of items.

Variable	No of Items	Alpha Score	Reliability
Organization justices	14	0.86	Reliable
Employee perceive performance	4	0.72	Reliable
Openness to experiences	8	0.67	Reliable
Agreeableness	9	0.68	Reliable
Consciousness	9	0.72	Reliable
Neuroticism	8	0.65	Reliable
Extraversion	8	0.62	Reliable

Table 4.6 the above table of Cronbach's alpha reliability shows the measurement of reliability of each variable to know that whether for this study the variables are reliable or not. The value of Cronbach's alpha shows whether the data collected for each variable is reliable or not. According to Cronbach, (1951) standard for variable, if the value of alpha for each variable is greater than 60% it means the data collected is reliable, and the reliability of all scales was measured using Cronbach Alpha Coefficient. Scales having an alpha score of 0.60 or above were considered reliable (Hair et al, 2003).

For 14 items of organization, justices scale the value of Cronbach's alpha or reliability coefficient is 0.86 which is greater than 70% and is a sign of highly reliable value. Similarly, the value of employee perceives performance alpha for 4 items of is 0.72 greater than 70% which shows the reliability and internal consistency variable of the items. The personality traits for each variable the value of Cronbach's alpha is above 0.61 which shows that these items are inter-consistent and reliable while the collective & combined reliability of personality trait 44 items the Cronbach's alpha is highest among all 0.92 reliability score.

4.3 | Mediation Analyses

The above Table 4.7 shows the result of the simple regression model in this table the independent variable openness to experience, agreeableness, conscientiousness, neuroticism, and extraversion while the dependent variable is only employee perceived performance. The simple regression modal is interpreted below

Model	Un-standardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
(Constant)	1.296	0.270		4.779	0.000
Openness to experience	0.672	0.071	0.500	9.426	0.000

*Dependent variable Employee perceive performance F=88.85 R²=0.250 P=0.000

The independent variable openness to experiences for the above table F value for openness to experience is 88.8 with P-value 0.000 level of significance the value of p less than 0.05 it indicates that the overall modal is significant. R square value .250 mean means that .250 percent of variation is explained by the independent openness to experience in the dependent variable employee perceive performance while the rest of variation due to the other factor which have not included in this study. The value coefficient is 0.67 it means one present increase in openness to experience the ultimate 0.67 present change will occur in employee perceive performance. The P significant value is 0.000 which is less than 0.05 of openness to experience therefore we reject null hypotheses and conclude the openness to experience is a significant relationship with employee perceive performance.

Model	Un-standardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
(Constant)	1.647	0.274		6.016	0.000
Conscientiousness	.572	0.072	0.440	8.001	0.000

*Dependent variable employee perceive performance F=64.00 R²=0.194 P=0.000

The independent variable conscientiousness for the above table 4.8 F value for conscientiousness is 64.00 with P-value 0.000 level of significance the value of p less than 0.05 it indicates that the overall modal is fit. R square value of .194 means it means that .194 percent. The value coefficient is 0.572 it means one present increase in

consciousness the ultimate 0.572 present change will occur in employee perceived performance. The P significant value is 0.000 which is less than 0.05 of consciousness there for we reject null hypotheses and accept alternative hypotheses conclude the consciousness is a significant relationship with employee perceive performance.

Model	Un-standardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	1.408	0.287		4.902	0.000
Agreeableness	.642	0.076	0.460	8.460	0.000

*Dependent variable Employee perceive performance F=71.57 R2=0.212 P=0.000

The agreeableness as an independent variable for the above table 4.9 F value for agreeableness is 71.57 with P-value 0.000 level of significance the value of p less than 0.05 it indicates that the overall modal is significant. R square value .212 mean that .212 percent of variation are explained by the independent agreeableness in the dependent variable employee perceive performance while the rest of variation is due to the other factor which has not been included in this study. The value coefficient is 0.642 it means one present increase in agreeableness the ultimate 0.642 present change will occur in employee perceived performance. The P significant value is 0.000 which is less than 0.05 of agreeableness there for we reject null hypotheses and conclude to accept alternative hypotheses the agreeableness is a significant relationship with employee perceive performance.

Model	Un-standardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	1.860	0.264		7.052	0.000
Neuroticism	0.537	0.072	0.418	7.499	0.000

*Dependent variable Employee perceive performance F=56.22 R2=.175 P=0.000

The independent variable neuroticism for the above table F value for neuroticism is 56.22 with P-value 0.000 level of significance the value of p less than 0.05 it indicates that the overall modal is fit. R square value of 0.175 shows that the percent of variation is explained by the independent neuroticism in the dependent variable employee perceived performance while the rest of the variation is due to the other factor which has not been included in this study. The value coefficient is 0.537 it means one present increase in neuroticism the ultimate .537 present change will occur in employee perceived performance. The P significant value is 0.000 which is less than 0.05 of neuroticism there for we reject null hypotheses and conclude the neuroticism is a significant relationship with employee perceive performance.

Model	Un-standardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	1.992	0.297		6.697	0.000
Extraversion	0.502	0.081	0.355	6.189	0.000

*Dependent variable Employee perceive performance F=38.29 R2=.126 P=0.000

The independent variable extraversion for the above table F value for extraversion is 38.29 with P-value 0.000 level of significance the value of p less than 0.05 it indicates that the overall modal is fit. R square value 0.175 its means that the percent of variation is explained by the independent extraversion in the dependent variable

employee perceive performance while the rest of the variation due to the other factor which have not included in this study. The value coefficient is 0.502 it means one present increase in extraversion the ultimate 0.502 present change will occur in employee perceived performance. The P significant value is 0.000 which is less than 0.05 of extraversion there for we reject null hypotheses and conclude that extraversion is a significant relationship with employee perceive performance

Model	Un-standardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
(Constant)	2.632	0.280		9.411	0.000
Openness to experience	0.296	0.074	0.239	4.008	0.000

*Dependent variable Organization justices F=16.64 R2=.057 P=0.000

Table 4.12 shows the independent variable openness to experience and the dependent variable organization justices the F value 16.064 and R is .057 based on p-value 0.000 which shows that the overall modal is significant. The value of R shows that the variation explains openness .057 percent is explained in organization justices. The coefficient value .239 mean that openness to experience increase by 1 % brings a .239 percent change that will occur in organization justices. The P-value for openness is less than 0.05 which shows a significant relationship between openness to experience and Organization justices so we accept alternative and reject null hypotheses.

Model	Un-standardized Coefficients		Standardized Coefficients		
	B	Std.Error	Beta	t	Sig.
(Constant)	2.492	0.271		7.636	0.000
Consciousness	0.330	0.071	.275	4.664	0.000

*Dependent variable organization justice F=21.758 R2=.076 P=0.000

The above table Show the independent variable consciousness and mediating variable organization justices the F value 21.758 and R are .076 based on p-value 0.000 which show that the modal is significant. The value of R shows that the variation explains consciousness.076 percent is explained in organization justices. The coefficient value 0.330 means that a consciousness increase of 1 % brings a .330 percent change in organization justices. The P-value for consciousness is less than 0.05 which shows a significant relationship between consciousness and Organization justices so we accept alternative and reject null hypotheses there is a significant relationship between consciousness and organizational justice.

Model	Un-standardized Coefficients		Standardized Coefficients		
	B	Std.Error	Beta	t	Sig.
(Constant)	2.154	0.282		7.636	0.000
Agreeableness	0.424	0.075	0.329	5.683	0.000

*Dependent variable organization justices F=32.293 R2=.108 P=0.000

The variable agreeableness in table4.14 and mediating variable organization justices the F value 32.293 and R are .108 based on p-value 0.000 which show that the overall modal is fit and significant. The value of R shows that the variation explains agreeableness .108 percent is explained in organization justices. The coefficient value .424 means that agreeableness increased 1 % bring a .424 percent change in organization justices. The P-value for agreeableness is less than 0.05 which shows a significant relationship between agreeableness and

Organization justices so we accept alternative and reject null hypotheses there is a significant relationship between agreeableness and organizational justice.

Model	Un-standardized Coefficients		Standardized Coefficients		
	B	Std.Error	Beta	t	Sig.
(Constant)	2.314	0.253		9.146	0.000
Neuroticism	0.393	0.069	0.331	5.715	0.000

*Dependent variable organization justices F= 32.657 R²=0.109 P=0.000

The independent variable neuroticism and mediating variable organization justices the F value 32.657 and R are .109 based on p-value 0.000 which shows that the overall modal is significant. The value of R shows that the variation explains neuroticism independent variable justices 0.109 percent. The coefficient value .393 means that neuroticism increased 1 % bring a 0.393 percent change in organization justices. The P-value for neuroticism is less than 0.05 which shows a significant relationship between neuroticism and Organization justices so we accept alternative and reject null hypotheses there for a significant relationship between neuroticism and organization justice.

Model	Un-standardized Coefficients		Standardize Coefficients		
	B	Std.Error	Beta	t	Sig.
(Constant)	2.316	0.280		8.269	0.000
Extraversion	0.393	0.076	0.301	5.141	0.000

*Dependent variable organization justices F=26.434 R²=.090 P=.000

The independent variable extraversion and mediating variable organization justices the F value 26.434 and R are .090 based on p-value 0.000 which shows that the overall modal is significant. The value of R shows that the variation explains extraversion.090 percent is explained in organization justices. The coefficient value .393 means that an extraversion increase of 1 % brings a .393 percent change in organization justices. The P-value for extraversion is less than 0.05 which shows a significant relationship between extraversion and Organization justice so we accept alternative and reject null hypotheses there is a significant relationship between extraversion and organization justice.

Model	Un-standardized Coefficients		Standardize Coefficients		
	B	Std.Error	Beta	t	Sig.
(Constant)	2.838	0.246		11.557	0.000
Organization justice	0.260	0.064	0.240	4.036	0.000

*Dependent variable Employee perceive performance F= 16.388 R²=0.58 P=0.000

The linear regression analyses relationship between the mediator organization justices as an independent variable and dependent variable employee perceive performance the F value 16.388 while the P-value is .000 which shows for the above table that the overall model is significant R square .058 it means that .058 percent change of variation is explained the organization justices independent variable employee perceive performance. The value of R square is positive it indicated that the other 0.58 percent variations are due to the other factor which was not included in this study. The value of the B is 0.260 based on P-value .000 is significant if increase organization justices increase the employee perceives performance will automatically increase. If we increase the

value of organization justices one percent the dependent variable will also 0.260 percent change will occur in employee perceive performance. The p-value is .000 significant in this case it concludes that we will reject null hypotheses and accept alternative hypotheses which show the significant relationship between the organization justices and employee perceive performance.

4.4 | Mediation Analyses Step-4

Model	Un-standardized Coefficients		Standardize Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	8.838	0.246		11.557	0.000
Organization justice	0.260	.064	0.240	4.036	0.000
2 Constant	0.931	0.309		3.011	0.000
Organization justice	0.139	0.059	0.128	2.363	0.019
Openness to experience	0.631	0.073	0.740	8.668	0.000

R2= .209 P =.000

The above-mentioned table represents the mediation effect of organization justices between independent variable openness to experience and dependent variable employee perceive performance. The result shows that the value of beta for organization justices reduces the value in mediation analyses from (.672 to .631) which indicate that partial mediation exists between the mentioned variable and found statically positive and significant at every step the partial mediation hence the finding support to accept alternative hypotheses and reject null hypotheses Organization justices significantly mediate between the openness to experience and employee perceive performance.

Model	Un-standardized Coefficients		Standardize Coefficients		
	B	Std.Error	Beta	t	Sig.
(Constant)	8.838	0.246		11.557	0.000
Organization justice	0.260	0.064	0.240	4.036	0.000
2 Constant	1.300	0.312		4.165	0.000
Organization justice	0.140	0.062	0.129	2.286	0.024
Consciousness	0.526	0.074	0.405	7.128	0.000

R2 =.209 p .000

Table 4.19 represent the mediation effect of organization justices between independent variable Consciousness and dependent variable employee perceived performance. The result shows that the value of beta for organization justices reduces the value in mediation analyses from (.572 to .526) which demonstrate that partial mediation exists between all variable and is found statically significant at every step the partial mediation maybe there is other than existing mediating variable which influencing the relationship. Organization justices significantly mediate between the consciousness and employee perceive performance there for the finding result support to accept alternative hypotheses and reject null hypotheses.

Model	Un-standardized Coefficients		Standardize Coefficients		
	B	Std.Error	Beta	t	Sig.
(Constant)	8.838	0.246		11.557	0.000
Organization justice	0.260	0.064	0.240	4.036	0.000
2 Constant	1.176	0.316		3.722	0.000
Organization justice	.108	0.062	1.732	0.99	0.084
Agreeableness	.596	0.080	0.428	7.449	0.000

R2 =.221 p .000

Table 4.20 explains the mediating effect of organizational justice in the relationship of independent variable agreeableness and dependent variable employee perceived performance. The result shows that the value of beta for organizational justice reduces has to drop down in mediation analyses from (.642to .596) which shows that partial mediation which shows that organizational justice partially mediated the relationship between agreeableness and employee perceived performance. Therefore we accepted our alternative hypothesis that organizational justice significantly mediates the relationship between agreeableness and employee perceived performance.

Model	Un-standardized Coefficients		Standardize Coefficients		
	B	Std.Error	Beta	t	Sig.
(Constant)	8.838	0.246		11.557	0.000
Organization justice	0.260	0.064	0.240	4.036	0.000
2 Constant	1.573	0.301		5.228	0.000
Organization justice	0.124	0.064	0.115	1.952	0.052
Neuroticism	0.489	0.076	0.380	6.469	0.000

R2 =.186 p=000

4.21 Table shows the mediation effect of organization justices in the relationship of independent variable neuroticism and dependent variable employee perceived performance. The result shows that the value of beta for organization justices reduces the value in mediation analyses from (.537 to .489) which justified that organizational justice partially mediated the relationship between neuroticism and employee perceived performance and we accepted our null hypothesis that organizational justice significantly mediates the relationship between neuroticism and employee perceived performance.

Model	Un-standardized Coefficients		Standardize Coefficients		
	B	Std.Error	Beta	t	Sig.
(Constant)	8.838	.246		11.557	.000
Organization justice	.260	.064	.240	4.036	.000
2 Constant	1.623	.330		4.915	.000
Organization justice	0.159	0.064	0.147	2.446	.014
Extraversion	.440	.084	0.311	5.217	.000

The above table for mediation represents the mediation effect of organization justices between independent variable extraversion and dependent variable employee perceive performance by control variable organization justices. The result shows in table 4.23 that the value of beta for organization justices reduces the value in mediation analyses from (.502 to .440) which demonstrate that partial mediation exists between all variable and is found statically significant at every step the partial mediation maybe there is other than existing mediating variable which influencing the relationship .hence the finding support to accept alternative hypotheses and reject null hypotheses which organization justices significantly mediate between the extraversion and employee perceive performance.

5 | CONCLUSION

According to the findings of the study personality traits openness to experience, Conscientiousness, agreeableness, neuroticism extraversion are strongly supported by the employee's perceived performance as there is a strong significant and positive relationship by the inclusion of mediator organization justices. Organization justices have also a positive significant relationship with performance. Only partial mediation is found and the mediator variable organization justices significant with another variable. All items of the questionnaire are reliable as the value of alpha reliability is above 60 percent. So based upon the results of this study all of the hypotheses i.e. alternative hypotheses were accepted and null hypotheses were rejected because of a significant and positive relationship.

5.1 | Future Directions

This study was based on self-reporting while for the future study supervisory rating and simple random sampling and hierarchical regression were also used. As cultures are different from one another which exhibits different values according to Hofstede, (1991), and cultures by testing the same model different will be the result. This was a cross-sectional study, in the future longitudinal study can be conducted with the same model. Different sampling techniques can be used to collect data from respondents for the same study. The same model can be explored by using other mediators than organizational justice. The data is calculated from Hayat Abad industrial estate Peshawar only, in Future researchers can research multinational firms of Pakistan.

5.1 | Recommendations

It is important for the managers who work in the pharmaceutical industry in different industrial estate, the traits of individual balance processing, self-awareness, individual growth. The organization justices in the relationship of personality traits (openness to experience, Conscientiousness, agreeableness, neuroticism extraversion) and employee perceive performance. The pharmaceutical industry (openness to experience, Conscientiousness, agreeableness, neuroticism, extraversion practices) but also has to improve the employee performance for the wellbeing of both the agent and principle of the pharmaceutical industries of Hayatabad Industrial Estate in District Peshawar.

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