

Do Organizational Justice and Work Engagement Mediate the Relationship between Personality Traits and Job Performance among Teachers of Private Colleges, KP, Pakistan?

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The purpose of this research is to test empirically the mediating role of Work Engagement (WE) and organizational justice (OJ) between personality traits (PT) and job performance (JP) among lecturers of private sector colleges of KP, Pakistan. Data were collected from two hundred and ninety nine (N=299) lecturers through Big Five Inventory (John & Srivastava, 1999), Utrecht WE Survey (Bakker, Demerouti, & Verbeke, 2004a), OJ Scale (Niehoff & Moorman, 1993) and JP Scale (Goodman & Svyantek, 1999). SPSS and Amos were used to operate data. The results of correlation explored a significant association between PT and JP ($r=0.478$), PT and OJ ($r=0.344$), PT and WE ($r=0.472$), WE and JP ($r=0.490$), OJ and JP ($r=0.385$). The results also revealed that all dimensions of PT had a significant correlation with JP, WE and OJ. All dimensions of WE and OJ also showed a significant positive correlation with JP. Confirmatory factor analysis also showed a significant direct path from PT to JP, OJ and WE. OJ and WE also showed a significant positive impact on JP. Furthermore, OJ and WE partially mediated the relationship between PT and JP.

Keywords: *Personality Traits; Work Engagement; Job Performance; Organizational Justice*

Introduction

OJ, being fairness at work, engenders many positive and negative attitudes and behaviors (Colquitt et al., 2013; Rupp, Shao, Jones, & Liao, 2014). According to the meta-analysis by (Colquitt et al., 2013), different facets of OJ are strongly associated with perceived organizational support, organizational citizenship behaviors, organizational commitment, leader and member exchange relationship, counterproductive work behavior, and JP. In another meta-analysis study by (Colquitt, Conlon, Wesson, Porter, & Ng, 2001), OJ was found to result in absenteeism, job satisfaction and turnover intention. When there is no justice in the organization, there is high level of absenteeism and turnover intention. Meta-analysis by (Robbins, Ford, & Tetrick, 2012) revealed that injustice leads to job burnout, absenteeism, mental health problems, stress and negative emotional states. Sapkota (2021) collected data from faculties of colleges, the results of which revealed a significant positive association between DJ and JP, PJ and JP and IJ and JP.

JP comprises in-role performance and extra-role performance. In-role performance is “those officially required outcome and behaviors that directly serves the organization” (Demerouti & Cropanzano, 2010). Extra-role is “discretionary behaviors on the part of an employee that are believed to directly promote the effective functioning of an organization without necessary directly influencing an employee’s productivity” (Demerouti & Cropanzano, 2010).

Ghani, Yunus, and Bahry (2016) tested the impact of all five facets of PT and concluded that JP of the employees of public sector is affected by conscientiousness, agreeableness, openness to experience and extroversion. Neuroticism facet of PT was found not to have a significant association with JP. Delima (2020) gathered data from the employees of hospital for testing the impact of PT and JP. He found that all dimensions of PT had a significant relationship of JP. Many studies have found that all factors of PT had a significant positive association with JP (DELIMA, 2019; Jalal, ZEB, & FAYYAZ, 2019; Rothmann & Coetzer, 2003).

WE is "a positive, fulfilling, work related state of mind that is characterized by vigor, dedication, and absorption" (Schaufeli, Salanova, González-Romá, & Bakker, 2002). Vigor is “high levels of energy and mental resilience while working, the willingness to invest effort in one’s work, and persistence even in the face of difficulties” (Schaufeli et al., 2002). Dedication is “a sense of significance, enthusiasm, inspiration, pride, and challenge” (Schaufeli et al., 2002). Absorption is “being fully concentrated and deeply engrossed in one’s work, whereby time passes quickly and one has difficulties with detaching oneself from work” (Schaufeli et al., 2002).

PT are perceived to be highly related to all dimensions of WE. For example, the study conducted by Mäkikangas, Feldt, Kinnunen, and Mauno (2013) revealed that the Big Five factors of PT were significantly associated with vigor, dedication and absorption. Christian, Garza, and Slaughter (2011) also confirmed that dedication, vigor and absorption of WE were positively correlated with conscientiousness, agreeableness, neuroticism, extraversion and openness to experience of PT.

The relationship between OJ and JP has been studied in many researches. For example, Pracha, Malik, Azeem, and Yasmin (2017) collected data from Pakistani organizations and tested the impact of OJ on JP. They found that all dimensions of OJ had a significant impact on JP of employees. Kalay (2016) collected data from 942 teachers of public schools and proved that OJ was positively related with JP. Many other studies have revealed that OJ had a significant relationship with JP (Iqbal, 2017; Nakagawa et al., 2015). The above discussion suggests the following hypotheses:

H1: PT are positively correlated with JP among teachers of public sector colleges of KP, Pakistan

H2: PT are positively correlated with OJ among teachers of public sector colleges of KP, Pakistan

H3: PT are positively correlated with WE among teachers of public sector colleges of KP, Pakistan

H4: OJ is positively correlated with JP among teachers of public sector colleges of KP, Pakistan

H5: WE is positively correlated with JP among teachers of public sector colleges of KP, Pakistan

Methodology

Data Collection Procedure

Data were collected from the lecturers of private sector colleges of KP, Pakistan. Questionnaires along with a covering letter that explained the purpose of research, were distributed to three hundred and thirty (N=330) teachers of private colleges of Peshawar, Mardan, Charsadda, Kohat and Dera Ismail Khan. Three hundred and six (N=306) questionnaires were returned after one reminder. Only seven questionnaires were disposed of owing to incomplete data. Two hundred and ninety nine (N=299) were used for research purpose.

Measurement of JP

JP comprising two dimensions was measured by using JP Scale adapted from (Goodman & Svyantek, 1999). JP scale comprises two dimensions: In-Role Performance and Extra-Role performance. Examples of In-Role Performance comprising nine items include “I demonstrate expertise in all job-related tasks” and “I achieve the objectives of the job.” Examples of extra-role performance comprising seven items include “I willingly attends functions not required by

the organization, but helps in its overall image,” and “I takes initiative to orient new employees to the department even though not part of his/her job description”. The likert scale employed to receive responses from the participants is five, ranging from 1 showing strongly disagree to 5 indicating strongly agree. The reliability of in-role and extra-role performance is mentioned in table 1.

Table 1: Reliability of JP

	Number of Items	Cronbach's Alfa
In-role performance	Nine (N=9)	.84
Extra-role performance	Seven (N=7)	.79

Measurement of OJ

OJ and all three dimensions of OJ were measured by using OJ Scale adapted from (Niehoff & Moorman, 1993). OJ Scale comprises three dimensions: DJ, IJ and PJ. Examples of DJ having five items include “My work schedule is fair.” and “I think that my level of pay is fair”. Examples of PJ having six items include “Job decisions are made by the general manager (GM) in an unbiased manner” and “To make job decisions, my GM collects accurate and complete Information”. Examples of IJ having eleven items include “When decisions are made about my job, the GM treats me with kindness and consideration” and “When decisions are made about my job, the GM treats me with respect and dignity”. The likert scale employed to receive responses from the participants is five, ranging from 1 showing strongly disagree to 5 indicating strongly agree. The reliability of all three dimensions of OJ is mentioned in table 2.

Table 2: Reliability of OJ

	Number of Items	Cronbach's Alfa
Distributive Justice	Five (N=5)	.90
Procedural Justice	Six (N=6)	.79
Interactional Justice	Eleven (N=11)	.82

Measurement of WE

The 9-item shortened version Utrecht WE Survey adapted from (Bakker, Demerouti, & Verbeke, 2004b) was used to measure WE and its three dimensions: vigor, dedication, and absorption. Examples of vigor comprising five items include “At my work, I feel bursting with energy”. Examples of dedication comprising three items include “I am proud on the work that I do”. Examples of absorption comprising three items include “I am immersed in my work”. The likert scale employed to receive responses from the participants is five, ranging from 1 showing

strongly disagree to 5 indicating strongly agree. The reliability of all three dimensions of WE is mentioned in table 3.

Table 3: Reliability of WE

	Number of Items	Cronbach's Alfa
Vigor	Three (N=3)	.84
Dedication	Three (N=3)	.92
Absorption	Three (N=3)	.88

Measurement of PT

PT comprising five dimensions were measured by using Big Five Inventory (John & Srivastava, 1999). The Big Five Inventory comprises five dimensions: "extraversion, agreeable, neuroticism, openness to experience and conscientiousness". Examples of Openness to experience comprising ten items include "I see myself as someone who is original, comes up with new ideas" and "I see myself as someone who is ingenious, a deep thinker". Examples of extroversion comprising ten items include "I see myself as someone who is talkative" and "I see myself as someone who is full of energy". Examples of agreeableness comprising nine items include "I see myself as someone who is helpful and unselfish with others" and "I see myself as someone who has a forgiving nature". Examples of neuroticism comprising eight items include "I see myself as someone who is depressed, blue" and "I see myself as someone who can be tense". Examples of conscientiousness comprising nine items include "I see myself as someone who does a thorough job" and "I see myself as someone who is a reliable worker". The likert scale employed to receive responses from the participants is five, ranging from 1 showing strongly disagree to 5 indicating strongly agree. The reliability of all three dimensions of OJ is mentioned in table 4.

Table 4: Reliability of PT

	Number of Items	Cronbach's Alfa
Extroversion	Eight (N=8)	.81
Neuroticism	Eight (N=8)	.80
Agreeableness	Nine (N=9)	.84
Conscientiousness	Nine (N=9)	.78
Openness to experience	Ten (N=10)	.83

Results

Table 5: Relationship of PT, WE, OJ and JP

	PT	WE	OJ	JP
PT	1			
WE	.472**	1		
OJ	.344**	.389**	1	
JP	.478**	.490**	.385**	1

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

Table 5 shows the relationship among PT, WE, OJ and JP. The results of correlation explored a significant association between PT and JP ($r=0.478$), PT and OJ ($r=0.344$), PT and WE ($r=0.472$), WE and JP ($r=0.490$), OJ and JP ($r=0.385$). We accept the following hypotheses:

H1: PT are positively correlated with JP among teachers of public sector colleges of KP, Pakistan

H2: PT are positively correlated with OJ among teachers of public sector colleges of KP, Pakistan

H3: PT are positively correlated with WE among teachers of public sector colleges of KP, Pakistan

H4: OJ is positively correlated with JP among teachers of public sector colleges of KP, Pakistan

H5: WE is positively correlated with JP among teachers of public sector colleges of KP, Pakistan

Table 6: Relationship and JP with Dimensions of OJ

	DJ	PJ	IJ	JP
DJ	1			
PJ	.659**	1		
IJ	.600**	.619**	1	
JP	.318**	.339**	.366**	1

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

Table 6 shows the relationship among JP, interactional justice, procedural justice and distributive justice. The results of correlation explored a significant association between DJ and JP ($r=0.318$), IJ and JP ($r=0.366$) and PJ and JP ($r=0.339$). We accept the following hypotheses:

H4a: Distributive Justice is positively correlated with JP among teachers of public sector colleges of KP, Pakistan

H4b: Procedural Justice is positively correlated with JP among teachers of public sector colleges of KP, Pakistan

H4c: Interactional Justice is positively correlated with JP among teachers of public sector colleges of KP, Pakistan

Table 7: Relationship of JP with Dimensions of PT

	Neuro	Extro	Openn	Consc	Agree	JP
N	1					
Extro	.834**	1				
Open	.713**	.758**	1			
Cons	.672**	.751**	.755**	1		
Agree	.624**	.716**	.726**	.845**	1	
JP	.396**	.398**	.441**	.468**	.423**	1

Table 7 shows the relationship among JP, conscientiousness, agreeableness, extroversion, openness and neuroticism. The results of correlation explored a significant association between conscientiousness and JP ($r=0.672$), agreeableness and JP ($r=0.624$) and extroversion and JP ($r=0.834$), neuroticism and JP ($r=0.396$) and openness and JP ($r=0.713$). We accept the following hypotheses:

H1a: Neuroticism is positively correlated with JP among teachers of public sector colleges of KP, Pakistan

H1b: Agreeableness is positively correlated with JP among teachers of public sector colleges of KP, Pakistan

H1c: Openness is positively correlated with JP among teachers of public sector colleges of KP, Pakistan

H1d: Conscientiousness is positively correlated with JP among teachers of public sector colleges of KP, Pakistan

H1e: Extroversion are positively correlated with JP among teachers of public sector colleges of KP, Pakistan

Table 8: Relationship of JP with Dimensions of WE

	Vigor	Ded	Abs	JP
Vigor	1			
Ded	.770**	1		
Abs	.799**	.816**	1	
JP	.447**	.437**	.483**	1

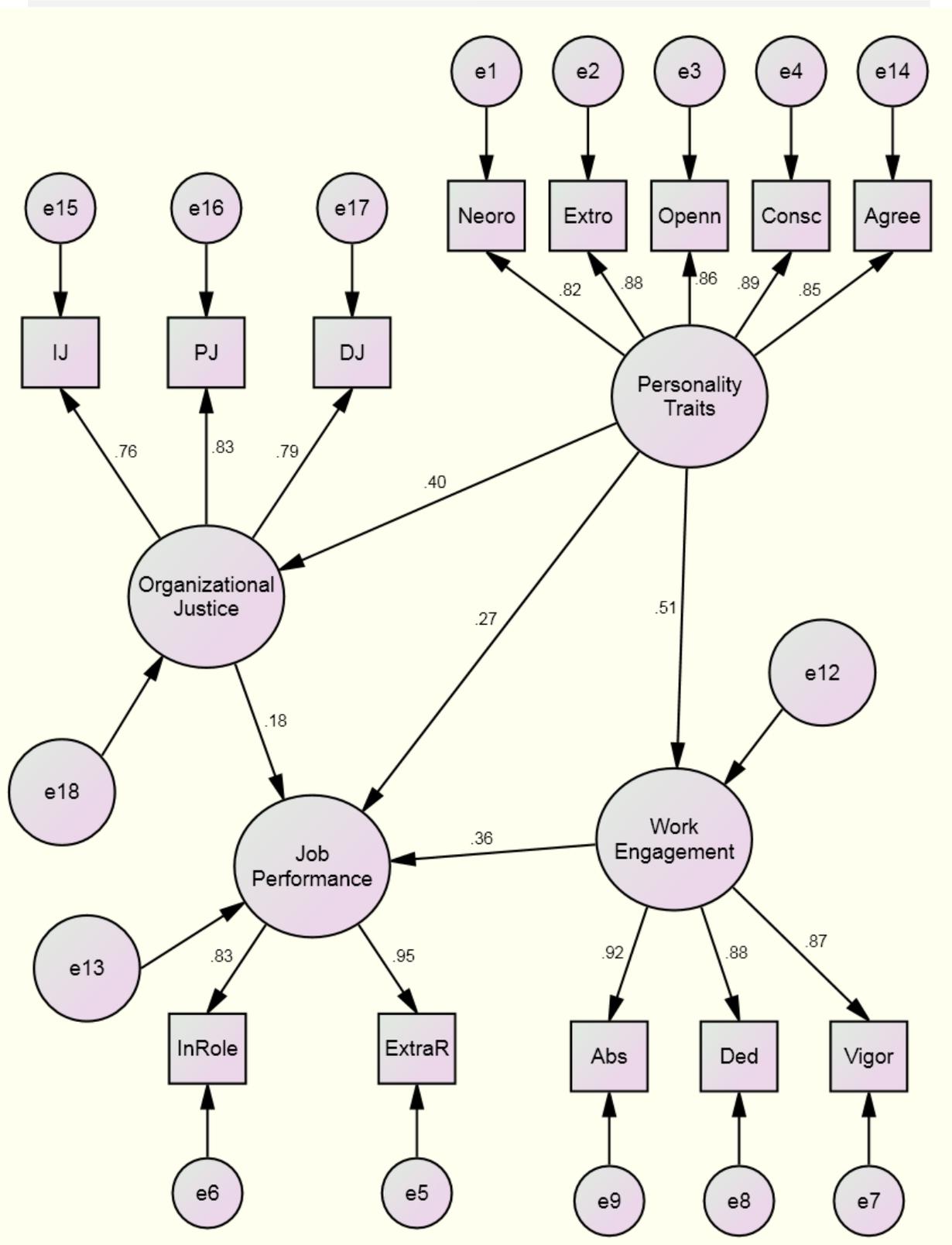
Table 8 shows the relationship among JP, vigor, dedication and absorption. The results of correlation explored a significant association between vigor and JP ($r=0.447$), dedication and JP ($r=0.437$) and absorption and JP ($r=0.483$). We accept the following hypotheses:

H5a: Vigor is positively correlated with JP among teachers of public sector colleges of KP, Pakistan



H5b: Dedication is positively correlated with JP among teachers of public sector colleges of KP, Pakistan

H5c: Absorption is positively correlated with JP among teachers of public sector colleges of KP, Pakistan



The four factors model fit the data very well. The beta coefficient .27 with significant level of .01 between PT and JP shows that PT has a significant impact on JP. The beta coefficient .40 with significant level of .01 between PT and OJ shows that PT has a significant impact on OJ. The beta coefficient .51 with significant level of .01 between PT and WE shows that PT has a significant impact on WE. The beta coefficient .18 with significant level of .01 between OJ and JP shows that OJ has a significant impact on JP. The beta coefficient .36 with significant level of .01 between WE and JP shows that WE has a significant impact on JP. The value of Chi-square is 207.358, with Degrees of freedom, 60 and Probability level, .000. The value of GFI is .86. The value of CFI is .90. The value of RMSEA is .053. The value of RMR is .043. The value of NFI is .91. All values of beta factor loadings as shown in table 9 are within acceptable limit. OJ and WE partially mediated the relationship between PT and JP. Therefore, we accept:

H1: PT are positively correlated with JP among teachers of public sector colleges of KP, Pakistan

H2: PT are positively correlated with OJ among teachers of public sector colleges of KP, Pakistan

H3: PT are positively correlated with WE among teachers of public sector colleges of KP, Pakistan

H4: OJ is positively correlated with JP among teachers of public sector colleges of KP, Pakistan

H5: WE is positively correlated with JP among teachers of public sector colleges of KP, Pakistan

Table 9: Regression Weights/Factor Loadings

			Estimate
WE	<---	PT	.513
OJ	<---	PT	.399
JP	<---	PT	.270
JP	<---	WE	.356
JP	<---	OJ	.178
Neuroticism	<---	PT	.819
Extroversion	<---	PT	.881
Openness	<---	PT	.857
Conscientiousness	<---	PT	.890
Extra-Role	<---	JP	.951
In-Role	<---	JP	.831
Vigor	<---	WE	.871



			Estimate
Dedication	<---	WE	.885
Abs	<---	WE	.920
Agree	<---	PT	.853
IJ	<---	OJ	.759
PJ	<---	OJ	.825
DJ	<---	OJ	.791

Conclusion

The purpose of this research is to test empirically the mediating role of WE and OJ between PT and JP among lecturers of private sector colleges of KP, Pakistan. Data were collected from two hundred and ninety nine (N=299) lecturers through Big Five Inventory (John & Srivastava, 1999), Utrecht WE Survey (Bakker et al., 2004a), OJ Scale (Niehoff and Moorman, 1993) and JP Scale (Goodman & Srivastava, 1999). SPSS and Amos were used to operate data. The results of correlation explored a significant association between PT and JP ($r=0.478$), PT and OJ ($r=0.344$), PT and WE ($r=0.472$), WE and JP ($r=0.490$), OJ and JP ($r=0.385$). Confirmatory factor analysis also showed a significant direct path from PT to JP, OJ and WE. OJ and WE also showed a significant positive impact on JP. Furthermore, OJ and WE partially mediated the relationship between PT and JP.



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