Personal and Organizational Predictors of Job Satisfaction among Teachers

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Abstract

The present study aimed to investigate the personal and organizational predictors of Job Satisfaction. Personal predictors were; Personality traits and Psychological empowerment and organizational predictors were communication and perceived organizational support. One hundred teachers from government and private institutes were assessed through The Generic Job Satisfaction Scale (Macdonald & Macintyre, 1997), Psychological Empowerment Scale [PEQ] (Spritzer, 1995), Big Five Inventory (Costa & McCrae, 1987) ,Organizational Communication Survey (Tariq & Amjad,1990) and Survey of Perceived Organizational Support (Eisenberger et al,1986. There was a significant positive correlation between all the predictors. Personality and psychological empowerment and organizational communication and perceived organizational support strongly predict job satisfaction. Organizational variables are stronger than personal predictors in predicting job satisfaction.

Keywords: Job Satisfaction, Personality, Psychological Empowerment, Organizational Communication, Perceived Organizational Support

Introduction

Job satisfaction is a perceived relationship between what one wants from a job and what one perceives it is offering (Locke, 1976). Employee attitudes are important to managers as negative attitudes cause absenteeism, turnovers, work slowdowns, low performance, poor product or service quality, and sum disciplinary problems that result in decrease of organizational competitiveness. That is why it is important to study factors of job satisfaction. Organizational theories and researchers have identified multiple phenomena's and traits that were associated with job satisfaction. Some of these are personal while others are related to organizational and job settings. In this study we aimed to examine both personal and organizational predictors of job satisfaction.

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Graham (1982) defined" job satisfaction as measurement of one's total feeling and attitudes towards ones job". Job satisfaction is one of the central variables in work place and organization. On one hand, job satisfaction is viewed as a dependent variable, which dependent on the quality of working conditions (e.g. stressors). On the other hand job satisfaction is supposed to be an independent variable, which should determine a variety of consequences such as absenteeism, fluctuation and performance. These three issues, which have become increasingly important during recent years (Jewell, 1998)

Discrepancy theory of job satisfactionexplains that there is a difference between the actual outcomes (being received) and other outcomes (Schultz & Schultz, 2002)

↓   ↓   ↓

            Felt to be received   Expected   Wanted

This theory argues that satisfaction is the function of what a person actually receives from his job situation and what he thinks he should receive or what he expects to receive , when actually received satisfaction is less than expected satisfaction, it causes dissatisfaction. According to Locke, "job satisfaction and dissatisfaction are the functions of the perceived relationship between what one wants from one's job and what he one perceives it is offering". Porter thinks that satisfaction is the difference between what one actually received and what he feels he should receive   It deals with the expectations and getting of employees. What these employees expect from their organization and what they actually get from their jobs. This theory basically deals with the differences between expectations and getting off employees. (Schultz & Schultz, 2002)

        Value theory of satisfaction is a theory suggesting that job satisfaction depends primarily on the match between the outcomes individual 'value in their jobs and their perceptions about the availability of such outcomes.

Personality is the dynamic organization of characteristics within the individual. It is a psycho-physiological system. It determines the unique adjustment of a person within the environment. (Roul, 1998). Robert McCrae and Paul Costa (1992) formulated five factor theory of personality which describes the role of big five factors in determining personality. A biological explanation of personality is given by five factor theory which states that there is a very little role of learning and experience in influencing big five factors. Big five factor personality model describes the five fundamental factors of personality. Individual rate himself on high on some traits and low on some traits and it determines his personality. The Big Five personality traits given by McCrae and Costa (1992) are Neuroticism, Extraversion, Openness to experience, Agreeableness and Conscientiousness. (Goldberg, 1990). Extraversion is the extent to which a person is friendly, enjoys socializing, talkative and sociable. Extroverts have the ability to easily adjust to the new environment than the introverts. They are also found to be happier and satisfied at work, which may be because of their adjustment to a new job and the relationships they form with others. Extroverts are seen ambitious, hardworking and adaptive and are associated with leadership behavior (Hogan, Johnson, & Briggs, 1997). Agreeableness is the extent to which a person is trusting, humble, selfless, sensitive, warm, tolerant and loving. It reflects that they have the ability to show empathy to others and give others the benefits of distrust. People high in agreeableness are also less likely to change oriented communication and engage in constructive. Agreeable individuals strive for intimacy and harmony and they provide emotional rewards (Brigg, 1997). Conscientiousness refers to the extent to which a person ordered, achievement-oriented efficient, punctual and trust worthy (Barrick & Mount,1991). Performance of an individual on job can be predicted by the high score on conscientiousness. It describe publicly approved impulse control that helps goal directed actions and other tasks, such as delaying gratification, thinking before action, following rules, norms and customs (Pervin& Jhon, 1999). Neuroticism refers to the extent to which a person is temperamental, bad tempered, unpredictable and anxious. Neurotic's people face adjustment problems and consistently face depression and stress. They face difficulty in

forming and maintaining relations. Such individuals tend to be usually sad in their life activities and jobs and report high intensions to leave their job. (Mayer, Schneider, & Goldstein, 2007). Openness to experience is linked to creativity, imagination and insight. Open people are intellectually curious, sensitive to beauty, admire of art and accept innovative ideas. People with high openness appear to bloom in conditions that require learning innovative things and flexibility. Being much focused and the capability to be responsive to more feelings, beliefs and desires at the same time.

Psychological Empowerment is the process of identifying and removing the conditions that cause powerlessness while enhancing feelings of self-efficacy. It authorizes employees to cope with situations and enables them to take control of problems as they arise. Psychological empowerment involves workers' beliefs about the meaning of their work, their capability to do their job well, their sense of self-determination and their autonomy in influencing work outcomes (Quinn &Spreitzer, 1997).

Some organizations take pride in their employees, compensate them fairly, and look after their needs. Such an environment in an organization is characterized by organizational support (Randall, Cropanzano, Bormann &Birjulin, 1999). The employees perceive the organization gives worth to their contribution and cares about their wellbeing, referred to as perceived organizational support (POS) (Eisenberger et al., 1986). It is the employees view if the treatment they receive from the organization is favorable or unfavorable which indicates whether the organization favors or disfavors them (Nielson, 2008). Thus, POS is simply the extent to which the organization is seen as helpful to the employee; it is, in effect, on the employee's side (Jex& Britt, 2008).

Organizational communication is the sending and receiving of messages among interrelated individuals within a particular environment or setting to achieve individual and common goals. Organizational communication is highly contextual and culturally dependent, and is not an isolated phenomenon. Individuals in organizations transmit messages through face-to face, written, and mediated channels. Organizational

communication largely focuses on building relationships, or repeated interpersonal interactions, with internal organizational members and interested external publics.

As a personal factor, experience is said to increase job satisfaction. Age is another individual factors affecting job satisfaction. Dawis study concludes that elder workers are more satisfied (Kaya, 1995). Job satisfaction increases with age and experience (Dewar &Werbel, 1979; Parasuraman, 1982). Gender is another variable linked to commitment and job satisfaction. Women also report greater job dissatisfaction than men. Some of the major reasons include low pay, limited promotion opportunities and etc. Women also report that many managers do a poor job of running their organizations

Furnham, Petrid, Jackson & Cotter conducted a study in December, 2002 in order to examine the relationship between big five personality traits and job satisfaction. Results showed that personality does not have a strong or consistent influence either on what individuals perceive as important in their work environment or on their levels of job satisfaction.

A study was conducted by Bitmiş&Ergeneli in 2011 to examine the relationship between dimensions of psychological empowerment and job satisfaction. Results revealed that there was significant relationship between dimensions of psychological empowerment and job satisfaction.

A study that was conducted by Islam, Khan & Ahmed in 2014 to explore the relationship between POS and job satisfaction. POS and job satisfaction were found to be positively related. (Islam, Khan & Ahmed, 2014)

A study confirmed the strong relationship between communication and job satisfaction. It was conducted in the public sector and reported strong positive relationships between job satisfaction and communication satisfaction with the supervisor and his or her receptivity to information. In fact, after a review of the literature since the mid-1970, researchers report a consistently clear and positive pattern of relationships between effective communication and job satisfaction (Pettit, Goris, & Vought, 1997).

The above literature revealed that personal and organizational predictors play vital role in predicting job satisfaction. Important personal predictors includes gender, age, experience, personality and psychological empowerment, Strong organizational according to the literature, included sector, salary, working conditions, organizational climate, organizational communication and perceived organizational support.
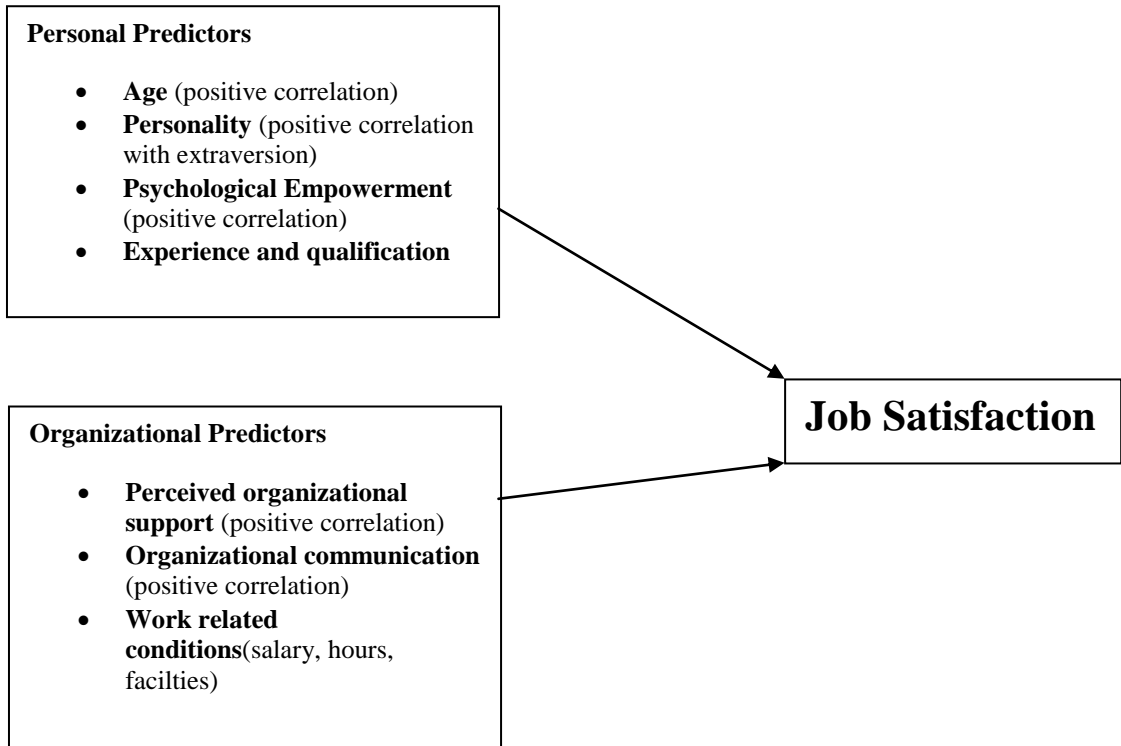
Rationale

Some personal traits and organizational factors play important role in predicting job satisfaction. To be satisfied with the job is very important for any organizational as if the employees will be satisfied with their job they will be more productive and well performing. So, it is important to study job satisfaction and the factors that affect job satisfaction such as psychological empowerment, personality, perceived organizational support and communication. This will lead us to a direction that on which area the organization should work to increase the job satisfaction of employees. That is which the best predictor of job satisfaction is. When job satisfaction will increase this will lead to decrease in absenteeism, burn out and turn over intension of employees and on the other hand increase job performance that will benefit the organization.

Hypotheses

1. There is likely to be a significant relationship between personality traits (extraversion, agreeableness, conscientiousness, neuroticism, openness to experience), psychological empowerment, perceived organizational support, organizational communication and job satisfaction.

2. Personality(extraversion, agreeableness, conscientiousness, neuroticism, openness to experience), Psychological empowerment, Perceived organizational support, Organizational communication are likely to predict job satisfaction

Hypothetical Modal of Predictors of Job Satisfaction

Personal Predictors

- **Age** (positive correlation)
- **Personality** (positive correlation with extraversion)
- **Psychological Empowerment** (positive correlation)
- **Experience and qualification**

Job Satisfaction

Organizational Predictors

- **Perceived organizational support** (positive correlation)
- **Organizational communication** (positive correlation)
- **Work related conditions**(salary, hours, facilties)

Method

The purpose of the study was to investigate the personal (openness to experience and psychological empowerment) and organizational (communication and perceived organizational support) predictors of job satisfaction.

Sample

The sample of (n=100) Private and government, college and university, male and female teachers were approached to collect the data. Convenient sampling technique was used and the data was collected from Punjab Group of Colleges, Government Degree College, and University of the Punjab and university of Lahore.

Measures

The following measures were used in the present study

The generic job satisfaction scale (Macdonald &Maclntyre,1997)

The generic job satisfaction scale was developed by Macdonald and Maclntyre (1997). Job satisfaction scale has 10 items measure on the five points likert scale "strongly disagree" (1) to "strongly agree" (5). Reliability for this scale is .77 as reported by authors of the scale. (Macdonald & Macintyre, 1997). No item of the scale was reversed score. High score on the job satisfaction scale means high job satisfaction and low scores means low job satisfaction.

Psychological empowerment scale [PEQ] (Spreitzer, 1995)

The Psychological Empowerment Scale (PEQ) was developed by Gretchen Spreitzer (1995). The instrument had 12 items and was used to estimate the perceived level of psychological empowerment of the primary school teachers. There were four dimensions of psychological empowerment namely competence, self-determination, meaning and impact. Seven-Point Likert scale was used to engage the respondents' response. The scores ranged from very strongly disagree = 1 to very strongly agree = 7. Cronbach alpha reliability coefficients for the four empowerment dimensions ranged from 0.79 to 0.88, as reported by authors of the scale (Spreitzer, 1995). Some of the items are the work I do is very important to me, My job activities are personally meaningful to me, The work I do is meaningful to me.

Big five inventory (McCrae & Costa, 1987)

The big five inventory was developed by McCrae and Costa (1987) it includes five dimensions extraversion, openness to experience, neuroticism, conscientiousness and agreeableness. The shortest version of this inventory consists of ten items on five point likert-scales was used to engage the respondents' response. The scores ranged from very strongly disagree = 1 to very strongly agree = 5. Some of the items are I am original and come up with new ideas, I am ingenious, a deep thinker, I am inventive.

Organizational communication survey [OCS] (Tariq & Amjad, 2005)

Organizational Communication Survey was developed by researchers in Applied Psychology in 2005. This scale consists of 38 items. It is a five point likert scale. The

scores ranged from strongly disagree = 1 to strongly agree = 5. Some of the items are I have formal meetings with my chairperson, in my opinion it is good to have formal meetings with my chairperson, I receive circular/memos from my chairperson etc.

Survey of perceived organizational support [SPOS] (Eisenberger et al, 1986).

The survey of perceived organizational support was developed by Eisenberger et al. (1986).This scale consists of 36 items and its shorter version is based on 8 items. It is a seven-point likert-scale. The scores ranges from strongly disagree = 0 to strongly agree = 6. SPOS has high internal reliability and unidimensionality. Some of the items are the organization values my contribution to its well-being, the organization fails to appreciate any extra effort from me; the organization would ignore any complaint from me.

Demographic questionnaire

A demographic data sheet was used to gather the personal information about participants including their age, gender, experience, sector, marital status and level of education.

Ethical consideration

In order to conduct this research, some ethical considerations were kept in mind. Permission was taken from concerned authorities for the data collection by using the permission letter provided by the institute of Applied Psychology, University of the Punjab. The informed consents were given to the participants and the nature of the study was explained to them before administration of the questionnaire. The participants were having a right to withdraw from participation and terminate at any time they wish without any penalty. The participants were insured that the information required from them will be held confidential and will not be used for any other purpose other than this academic research. Results were reported accurately.

Procedure

An authority letter from Institute of Applied Psychology, University of the Punjab, Lahore explaining the nature of the research was request for the permission of data collection. The authority letter was presented to concerned authorities of colleges and

universities. Participants were assured of full confidentiality of all the information obtained from them. They were explained about the nature and purpose of research, all of their concerns were answered and written consent of participants was sought. After brief instructions, they were provided with questionnaires to fill. Participants filled in the questionnaire in the presence of researcher. After collecting data, information provided was analyzed and interpretations were drawn

Results

The study was conducted in order to analyze personal and organizational predictors of job satisfaction. Personal predictors included personality and psychological empowerment and organization predictors included perceived organizational support and organizational communication. The purpose of the study was to find out the best predictor of job satisfaction. In order to serve this purpose correlation and regression analysis were carried out.

It was hypothesized that there is likely to be a significant relationship among demographic variables (age, qualification and experience), job satisfaction, personality traits (extraversion, agreeableness, conscientiousness, neuroticism, openness to experience), psychological empowerment, perceived organizational support and organizational communication. In order to indicate these associations Person Product Moment Correlation was used. Results from this analysis were showed in Table 4.2

Table 4.2 showed that job satisfaction significantly negatively correlated with extraversion and significantly positively correlated with neuroticism and openness to experience. Job satisfaction also significantly positively correlated with perceived organizational support. Results showed positive significant correlation between extraversion and psychological empowerment. Agreeableness has positive correlation with psychological empowerment. Conscientiousness showed positive correlation with perceived organizational support. Openness to experience has positive correlation with psychological empowerment, perceived organizational support and organizational communication. Psychological empowerment has positive correlation with perceived

organizational support. Perceived organizational support has negative correlation with organizational communication. . Results also showed that there was significant positive correlation between age and agreeableness, conscientiousness, neuroticism and organizational communication. However   results showed negative correlation between age and perceived organizational support. The results also showed negative significant correlation between qualification and neuroticism which means that teachers with higher qualification had neurotic traits. Moreover qualification is significantly positively related with perceived organizational support which means that higher the qualification, the higher will be the perceived organizational support of the teachers. Results also showed negative significant correlation of experience with extraversion, agreeableness and openness to experience. Experience is significantly negatively correlated with psychological empowerment, perceived organizational support and organizational communication.

Table 4.2

Correlation among the Demographics Variables, Subscales of personality, Job satisfaction, psychological empowerment, perceived organizational support and organizational communication (N=100).

Variables	2	3	4	5	6	7	8	9	10	11	12
1 Extraversion	.60**	.65**	.73**	.14	-.36**	.28**	-.12	-.07	.15	.14	-.52**
2 Agreeableness		.19*	.50**	.31**	-.15	.22*	-.16	.14	.43**	-.00	-.27**
3 Conscientiousness			.28**	.09	-.16	.02	-.27**	-.04	.21	.08	-.28
4 Neuroticism				.63**	.31**	.19	.10	.01	.55**	-.28	-.01
5 Openness to					.35*	.38*	.43*	-	.14	-.16	-

experience	*	*	*	.26**			.28**
6 Job Satisfaction		.09	.57**	-.13	.18	-.02	.08
7 Psychological Empowerment			.26**	-.08	-.12	.06	-.40**
8 Perceived Organizational Support				-.60**	-.33**	.30**	-.30**
9 Organizational Communication					.30**	-.04	.32**
10 Age						-.32**	.36**
11 Qualification							-.20*
12 Experience							

*p< .05,**p< .01, ***p<0.001

It was also hypothesized that personality, psychological empowerment, perceived organizational support and organizational communication are the strong personal and organizational predictors of job satisfaction. To tests this hypothesis regression analysis was applied. Results of this analysis were shown in Table 4.3.

Table 4.3

Hierarchal multiple regression analysis predicting Job satisfaction from personal (personality and psychological empowerment) and organizational (organizational

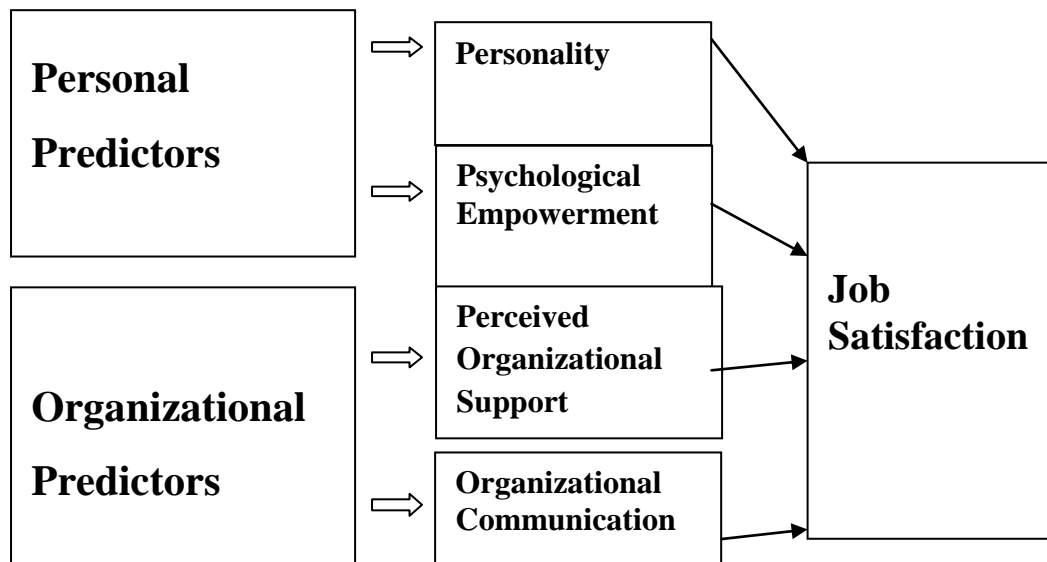| Predictors	Job Satisfaction	
	ΔR^2	β
Step 1	.477	
Salary		.04
Age		-.08
Marital status		-.45***
Experience		-.17
Qualification		.20*
Designation		.29*
Gender		.26**
Sector		.60*
Step 2	.220	
Personality		
Conscientiousness		-.21*
Openness to experience		-.28*
Agreeableness		-.22*
Neuroticism		.34*
Extraversion		-.29*
Step 3	.025	
Psychological empowerment		.20**
Step 4	.098	
Perceived organizational support		.54***
Step 5	.038	
Organizational communication		.32***
R^2	.85***	

communication and perceived organizational support) variables in teachers (N=100).

Note.ΔR^2= R Square change, β= beta, R^2= overall modal fit
*p<.05, **p<.01, ***p<.001

Results showed that qualification positively predicts job satisfaction that is higher the qualification of the teachers, higher was the job satisfaction. Designation also positively predicts job satisfaction as assistant professors were more satisfied than lecturers. Job satisfaction of government employees was higher than private sector teachers. Conscientiousness, openness to experience, agreeableness and extraversion were negative predictors of job satisfaction. This means that higher conscientiousness causes lower job satisfaction and if one possess higher openness to experience, agreeableness or extraversion personality trait, he/she will be less satisfied with his/ her job   Neuroticism was the positive predictor of job satisfaction. Psychological empowerment was the positive significant predictor of job satisfaction. Perceived organizational support and organizational communication were positive strong significant predictors of job satisfaction.

Emerged Modal of Predictors predicting Job Satisfaction

Discussion

The study aimed to investigate the personal and organizational predictors of job satisfaction. Personal predictors included personality and psychological empowerment

while organizational predictors included perceived organizational support and organizational communication. It was hypothesized that Personality (extraversion, agreeableness, conscientiousness, neuroticism, openness to experience), Psychological empowerment, Perceived organizational support, Organizational communication are likely to predict job satisfaction. To analyze this hypothesis, regression analyses were applied.

Results showed that Conscientiousness negatively predicts job satisfaction. Higher conscientiousness trait causes lower job satisfaction of the teachers. The reason behind this may be that conscientiousness implies a desire to do a task well so when the employee work well but not rewarded differently as compared to the other employees who are easy going in their jobs, then the employee will be less satisfied with their jobs. Openness to experience negatively predicts job satisfaction because the employees with higher openness to experience trait are open new experiences and want different and new things in their job and if they have to work same every day they will be less satisfied with their job. Agreeableness negatively predicts job satisfaction. People who score high on this dimension tend to believe that most people are honest, decent, and trustworthy. And if they trust on wrong person at work, they could be deceived by them that cause lower job satisfaction. Extraversion negatively predicts job satisfaction. Because extravert people are more likely to communicate with others and build relationships with them. And because of this they may have low interest in their job if it is not complement to their personality trait. This causes low job satisfaction in the employees. Neuroticism was the positive predictor of job satisfaction. Because when employee learns how to manage their emotions, he/she learn how to manage stress at work so they feel more satisfaction at work. Psychological empowerment is the positive significant predictor of job satisfaction. As psychological empowerment is the extent to which employee feel extent to control over their job, so if they feel more control over their job they will be more satisfied.

Perceived organizational support is positive strong significant predictors of job satisfaction. When employees perceived that their organization owns them and supports

them, than they will be more satisfied with their jobs. Organizational communication is positive strong significant predictors of job satisfaction. This is because when the communication within employer and employee will be good than there will not be any misunderstanding and the employee will be more satisfied with their job, as affective communication make the environment of the organization affective to work in, and when the environment is effective, the employee will be more satisfied with his/her job. Pincus (1986) conducted a field study to see the effect of communication on job performance as well as job satisfaction. The researchers found a positive relationship between communication and job performance and the communication-satisfaction link was stronger, particularly in supervisor communication, climate and personal feedback, this study confirmed the importance of employee-supervisor communication on employee job satisfaction. (Pincus, 1986 as cited in Sweeney & McFarlin, 2002).

It was also hypothesized that there is significant correlation between personality (extraversion, agreeableness, conscientiousness, neuroticism, openness to experience), psychological empowerment, and perceived organizational support and organizational communication Results showed that openness to experience has positive correlation with job satisfaction, psychological empowerment, perceived organizational support and organizational communication. Employees with higher openness to experience personality trait are open to new experiences at work, so they work well when they work well the organization appreciates them and they perceive higher organizational support when they possess higher perceived organization support, they will be more empowered and they will communicate better, when they have all the thing going good at work they will have higher job satisfaction.

Job satisfaction has positive correlation with perceived organization support. The reason behind this is when employees perceive that their organization is supportive towards them they will be more satisfied with their job. Findings of the present research is confirmed by the previous research that was done by Islam, Khan & Ahmed in 2014, to explore the relationship between POS and job satisfaction.

POS and job satisfaction were found to be positively related. (Islam, Khan & Ahmed, 2014)

Results also indicate that psychological empowerment has positive correlation with perceived organizational support. Reason is the same that when employees perceive that their organization is supportive towards them, than they are more likely to feel empowered. Results of the research confirm the findings of the present research (Bitmi&Ergeneli, 2011).Results showed that human factors play a crucial role in enhancing employee job satisfaction. Empowerment is a strong contributor to job satisfaction and the level of job satisfaction of the employee should not be attributed to control only. (Luthans,2002). Human relation theory also holds the great importance of encouragement an employee gets, praise, and the recognition. All these factors plays important role in the level of job satisfaction of an employee (Hair, Friedrich, & Dixon, 2002).

Conclusion

The study was conducted to find out the relation personal and organizational predictors of job satisfaction. Personal predictors included personality and psychological empowerment. Organizational predictors included perceived organizational support and organizational communication. Literature shows that there is strong relationship between these variables. Results of the present study showed that neuroticism personality trait is \positive predictor of job satisfaction. Openness to experience, conscientiousness, agreeableness and extraversion are negative predictors of job satisfaction. Results also revealed that psychological empowerment, perceived organizational support and organizational communication are the strong positive predictors of job satisfaction. It is also concluded from the results that organizational predictors (perceived organizational support and organizational communication) are stronger than personal predictors (personality and psychological empowerment).

Limitations

- The sample is restricted to 100 teachers of one private college, one private

university, one Government College and one Government University, which is very small. Also the sample is drawn only from teachers, so the data can not be considered as representative of all privet and government, university and college teachers. The sample is teachers so don't represent the administrative, managerial or executive staff as well as the lower class or working class workers. Another limitation was the elimination of nonverbal communication in this study.

- Although the measurement of job satisfaction, personality and psychological empowerment, perceived organizational support and organizational communication in this study are confined o only a small portion of the total organizational population, still the measurements are of a suggestive nature.

Suggestions

- Employees are the basic part of an organization as they work for the wellbeing of the organization. The progress of an organization is based on the performance of its employees and the performance of employees on the other hand depends upon the satisfaction of employees with their job. So job satisfaction should be studied I various ways in relation to different variables. So the relationship will guide the employers that which things that are needed to be strong in employees to make sure the higher level of job satisfaction of employees.

- Interviews should also be conducted to get detailed information from the sample, so that more areas could be covered and individual difference effect could be lessened.

- Employees on the other ranks of the organization should also be studied as they also play important role I the performance of a whole organization.

Implications of the study

This study helps to identify strong predictors of job satisfaction. Employees are the basic part of an organization as they work for the wellbeing of the organization. The progress of an organization is based on the performance of its employees and the performance of

employees on the other hand depends upon the satisfaction of employees with their job. So job satisfaction has been studied in various ways in relation to different variables. This study helps us to identify which thing is needed to be strong in employees to make sure the higher level of job satisfaction of employees. The study also point outs the importance of organizational environment and other parts of organization that are very important for employees to work well like organizational support and organizational communication.

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Table 4.2

Correlation among the Demographics Variables, Subscales of personality, Job satisfaction, psychological empowerment, perceived organizational support and organizational communication (N=100).

Variables	2	3	4	5	6	7	8	9	10	11	12
1 Extraversion	.60**	.65**	.73**	.14	-.36**	.28**	-.12	-.07	.15	.14	-.52**
2 Agreeableness		.19*	.50**	.31**	-.15	.22*	-.16	.14	.43**	-.00	-.27**
3 Conscientiousness			.28**	.09	-.16	.02	-.27**	-.04	.21	.08	-.28
4 Neuroticism				.63**	.31**	.19	.10	.01	.55**	-.28	-.01
5 Openness to experience					.35**	.38**	.43**	-.26**	.14	-.16	-.28**
6 Job Satisfaction						.09	.57**	-.13	.18	-.02	.08
7 Psychological Empowerment							.26**	-.08	-.12	.06	-.40**
8 Perceived Organizational Support								-.60**	-.33**	.30**	-.30**
9 Organizational Communication									.30**	-.04	.32**
10 Age										-.32**	.36**
11 Qualification											-.20*
12 Experience											

*p< .05,**p< .01, ***p<0.001