

*Full Length Research Paper*

# Neuroticism and job outcomes: Mediating effects of perceived organizational politics

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**The purpose of this study was to investigate the mediated link of perception of organizational politics (POP) between neuroticism and intent to leave; job stress. In this cross sectional field survey, the data was collected from 212 employees of various public and private sector organizations of Pakistan. The results revealed that perception of politics fully mediated between neuroticism and intent to leave. In addition, POP partially mediated the relationship between neuroticism and job stress. Previous studies recommended investigating the mechanism through which Big Five personalities are linked to outcomes. Perception of organizational politics is the phenomenon which prevails in every organization, the results of this study showed that neuroticism is linked to intent to leave and job stress via perception of organization politics. Knowledge and evidence of this research will help managers in recruitment, selection, motivation, training and development of employees. This study will also help organizational development practitioners to understand and overcome the employee stress and intent to leave phenomenon. This is one of the early studies exploring the mediation of perceived organizational politics between Big Five and job outcomes such as intent to leave and job stress. The developing country context of this study makes it considerable in the literature of organizational behavior and psychology.**

**Key words:** Neuroticism, perception of politics, job stress, intent to leave, Big Five, Pakistan.

## INTRODUCTION

The Big Five model of personality (Goldberg, 1990) and perception of organizational politics (POP) (Ferris et al., 1989) are among the major constructs under discussion in current organizational behavior research (Raja and Johns, 2010; Chang et al., 2009; Miller et al., 2008). Due to extensive application of personality in selection and placement decisions, organizational behavior scholars are focusing more on personality traits (Raja and Johns, 2010). The past research emphasized to explore the exact mechanism through which personality traits

influence the job outcomes (Raja et al., 2004; Chang et al., 2009). The research on Big Five model of personality has already explored its links with outcomes such as job performance (Barrick and Mount, 1991), job satisfaction (Judge et al., 2002), job stress (Penley and Tomaka, 2002), and intent to leave (Mobley et al., 1979).

The data review from several studies has suggested that cognitive functions associated with neuroticism are inclined towards magnified dispensation of negative emotional stimuli (Canli, 2008). Due to this specific attribute neuroticism has gained significant consideration in stress literature. On the other hand perception of organizational politics is defined clearly as a phenomenon which generates negative outcomes (Gandz and Murray, 1980). Previous literature posits perception of

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organizational politics as a predictor of job stress, and intent to leave (Ferris et al., 1989, 1996; Cropanzano et al., 1997; Randall et al., 1999; Miller et al., 2008).

Although a recent study by Chang et al. (2009) focused on POP – outcome relationship and reviewed extent literature discussing the mechanism through which perception of politics is linked to outcomes, the role of POP as a stressor which links the personality to outcomes is yet to be explored. This study is aimed at exploring the mechanism through which neurotic individuals are linked with job stress and intent to leave. Different theories related to neurotic personality stressor mechanism attributes (for example, neurogenetic theory of neuroticism, Eysenck's theory, Behavioral Plasticity theory and Ajzen theory of planned behavior) support the research on this idea. As our knowledge, this is the first study ever to find the mediation of perceived politics in neuroticism–job outcomes relationship.

## THEORY AND HYPOTHESES

### Neuroticism and job outcomes

In the last three decades, the research of Big Five personality revolved around relationship with constructs like career success (Judge et al., 1999), job satisfaction (Judge et al., 2002), job performance (Barrick and Mount, 1991), leadership (Judge et al., 2002), performance motivation (Judge and Ilies, 2002), job scope (Raja and Johns, 2010) and several other outcomes. Specifically focusing on neuroticism among the Big Five personality traits, neurotic people have a negative nature and they mostly experience negative events in their lives (Magnus et al., 1993). Additionally, Emmons et al. (1985) speculated that neurotic people tend to be inclined towards situations that have negative effects. The individuals with neurotic traits have poor social skills and they escape from highly demanding jobs (Judge et al., 1997).

Job stress refers to the emotional response to stimuli that may have dysfunctional psychosomatic or physiological consequences (Parker and Decotiis, 1983). There is a consensus among researchers that job stress is caused by stressors, which evoke negative psychological or physiological reactions (Kahn and Byosiere, 1993). Neurotic individuals prefer themselves for negative situations to advance the negative effect (Emmons et al., 1985).

This characteristic is the main reason of considering negative outcomes, job stress and intent to leave in this study. Additionally, Gray (1981) supported this notion in his explanation of behavioral inhibition system (BIS) that it is thought to control the behavior in presence of punishment / loss signals and high anxiety individuals are more sensitive to negative affect than low anxiety individuals (Rusting and Larson, 1997). One previous research has clearly established the positive links

between neuroticism and job stress (Penley and Tomaka, 2002).

Intention to leave has been described as individuals' choice to leave the organization. Turnover is categorized into two major types, voluntary and involuntary. Voluntary turnover could be due to hostile work environment, better career objective and may possibly be due to further gorgeous financial attractions. Involuntary turn over could be due to organizational choice of terminating the employee for definite reasons of incongruity, old age retirement or death (Mobley, 1977). The relationship between emotional stability (low neuroticism) and intention to turn over was found to be negative, while high emotional instability means high neuroticism (Smith and Canger, 2004):

H<sub>1</sub>: Neuroticism will be positively related to job stress and intent to leave.

### Perception of organizational politics and outcomes

When meaning is added to the sensation, with the help of previous experience and learning, it becomes perception. In other words, perception provides meanings and awareness to a particular sensation. Organizational politics may be perceived as posing either an opportunity or a threat (Ashforth and Lee, 1990). Organizational politics is a multidimensional construct (Ferris et al., 1989). Kacmar and Ferris (1991) described three dimensions as, general political behavior, go along to get ahead, and pay and promotion policies. Moreover, Ferris and Kacmar (1992) explained these dimensions as supervisors' political behavior, coworker political behavior, and organizational policies and practices.

Stress is the state of nervousness created by ambiguity and uncertainty in the environment. It was found that perceived organizational politics leads to negative psychological states like job anxiety (Kacmar et al., 1999; Poon, 2003; Valle and Perrew, 2000). Organizational behavior scholars found positive relationship between job stress and perceptions of organizational politics (Poon, 2003; Valle and Perrew, 2000). Previous literature clearly demonstrates that perceptions of politics are considerably related to intent to leave (Ferris et al., 1993) and this intention to quit is significantly related to actual turnover (Tett and Meyer, 1993).

Ferris et al. (1993) found significant positive relationship between perception of organizational politics and intent to turnover (Cropanzano et al., 1997; Kacmar et al., 1999; Valle and Perrew, 2000; Vigoda, 2000). A recent meta analysis by Miller et al. (2008) found moderately positive relationship between POP and job outcomes like ( $r = 0.44$ ) for job stress, ( $r = 0.44$ ) for intent to leave. Hence, the following hypothesis is proposed:

H<sub>2</sub>: Perception of organizational politics is positively related to job stress and intent to leave.

### Neuroticism and perception of organizational politics

Neurotic people are viewed as negative, nervous, tensed, and lacking social skills (Judge et al., 1999, 2002). One of the reasons why neurotics perform poorly could be explained in terms of their perceptions of world around them. Neurotics lack trust in others and have unfair views of the world. They perceive failure scenarios in life that can lead to defensive attribution processing (for example, perception that organization has been unfair) in an attempt to reduce psychologically threatening information (Duval and Duval, 1983).

Psychologically anguished or dejected individuals are likely to have low self-esteem, distrustfulness, display lower motivation level and deliberate thought processes (Holmes, 1991). The behavioral plasticity theory by Pierce et al. (1993) describes the degree to which an individual is influenced by external environmental factors. So, the individuals with low self esteem (neuroticism) are more behaviorally plastic and tend to be affected by external environmental signals, events, societal impacts and organizational culture.

It is important because different people perceive the same behavior either as political or non-political, depending on individual's prior experience and frame of reference (Kacmar et al., 1999). Perception of organizational politics is believed to be linked with negative effects and considered as a detrimental stressor in organizational context (Ferris et al., 1996). Behaviorally plastic neurotic individuals who are more sensitive to negative stimuli sense these stressing signals in the environment as negative stimuli and in turn, they perceive higher level of organizational politics. On the other hand, the individuals low on neuroticism may be less likely to perceive organizational politics. In this context, the next hypothesis of the study is formulated as:

H<sub>3</sub>: Neuroticism will be positively related to perceptions of organizational politics.

### Perception of politics as a mediator between neuroticism and outcomes

The main effect between perception of politics and job outcomes such as job stress and intent to leave has already been investigated in previous literature (Kacmar et al., 1999; Poon, 2003; Valle and Perrew, 2000; Vigoda, 2000).

Due to their negative nature, low self esteem, lack of trust and low social skills, the neurotic individuals are more susceptible to negative factors in the environmental (Judge et al., 1999, 2000). Perception of organizational politics is proved as an environmental stressor by extensive research (Cropanzano et al., 1997; Ferris et al., 1996; Randall et al., 1999).

According to behavioral plasticity theory, the individuals with low self esteem are more behaviorally plastic and likely to be influenced by external environmental stressors and vice versa. Neurotic individuals are psychologically depressed and more likely to have low self esteem (Holmes, 1991). So, high neurotic individuals are more behaviorally plastic as compared to low neurotic individuals (Pierce et al., 1993). This behavioral plasticity in structure of this trait is the factor which makes neurotic individuals sense negative signals of politics in the environment and behave more intensively on the job. Rusting and Larson (1997) confirmed this notion that high anxiety individuals are more sensitive to negative affect than low anxiety individuals.

This argument can also be supported from Eysenck's theory perspective which states that individual differences are due to biologically based limbic system, which is responsible for dealing with emotions of anxiety, anger, fear and distress. As a result, high neurotic individuals are more likely to feel negative emotions and react intensively as compared to low neurotic individuals (Eysenck, 1967; 1983; Eysenck and Eysenck, 1985). On the other hand, there is a neurogenetic theory of neuroticism which states that cognitive operations of neuroticism are biased towards enhanced processing of negative emotional stimuli. This theory also attributes enhanced cognitive processing of negative emotions with some limbic regions which exists in neural circuitry of mind among neurotic individuals (Canli, 2008; Pierce et al., 1993).

Moreover, the theory of planned behavior by Ajzen (1991: 179) states that "Social and personality psychologists have tended to focus on an intermediate level, the fully functioning individual whose processing of available information mediates the effects of biological and environmental factors on behavior. Concepts referring to behavioral dispositions, such as social attitude and personality trait, have played an important role in these attempts to predict and explain human behavior". Now supported by Ajzen (1991), high neurotic individuals will perceive higher levels of politics and it will result in increased stress level and high intention to leave. Perception of politics is the intermediate link pointed by Ajzen (1991) and the environmental stressor postulated by other theories explained earlier in this study, as enhanced processing of this stressor is the mechanism which effects the outcomes of neurotic individuals'. Hence the current study is focused on the argument that perception of politics is the mechanism (intermediate link) through which neuroticism is related to job outcomes such as job stress and intent to leave. Based on this, the next hypothesis of the study is suggested:

H<sub>4</sub>: Perception of organizational politics will mediate the relationship between neuroticism and job outcomes, such as (a) Job stress and (b) Intent to leave.

## RESEARCH METHODOLOGY

### Sample and data collection

The sample of the study consisted of employees working in 12 well-reputed private and public sector organizations in Pakistan. The organizations included private sector multinational banks, textile mills and public sector institutions. Survey was personally administered to be filled in by the officers and managerial level employees of these organizations.

In a brief cover letter attached with the questionnaire, the purpose of the study was explained and scope of the study along with assurance of stringent confidentiality and all the responses for this research were voluntary in nature. A total of 300 questionnaires were distributed; about 200 questionnaires were administered in banks (complete responses returned with supervisory rated performance, 165; with the response rate of 82.5%). In addition, 100 questionnaires were administered in textile and education sectors (complete responses returned with supervisory rated performance, 80 with the response rate of 80%).

Overall, out of the 300 questionnaires, 245 were returned. After removing 33 inappropriately filled, there were 212 usable responses, resulting in effective response rate of 71%. This good response rate is consistent with 72.5% by Raja and John's (2010) study conducted in a similar context. The respondents had mean age of 29.41 years (S.D = 6.94 years), out of which 79.7% were male. Mean tenure was 3.44 years (S.D = 4.58 years). Qualification of the respondents ranged from undergraduate to graduate level. About 70% of the respondents had at least 16 years of education. Most of the respondents were at supervisory and managerial level.

### Measures

All responses were acquired through self-report measures in which the responses were taken on 5-point Likert-scale ranging from 1 = strongly disagree, 2 = disagree, 3 = neither disagree nor agree, 4 = agree to 5 = strongly agree. Higher values represented higher level of the construct in the questions. As English is the official language in Pakistan and medium of instruction in all educational institutions, especially in colleges and universities, the entire sample consisted of graduates and higher level of qualification, hence no need was felt to translate the questionnaire into local language. Previous studies conducted in the similar context (Butt and Choi, 2006; Raja and Johns, 2010) support this language selection decision.

### Neuroticism

8 item measure of neuroticism (N) from 44 item Big Five Inventory (BFI) used by John and Srivastava (1999) was used. Mean scores of the corresponding items reflected the neurotic personality dimension. Higher scores reflected high level of neurotic personality trait in question. Examples of items included in the questionnaire were, "I see myself as someone who can be tense". During analysis of alpha reliabilities neuroticism was found to have a reliability of ( $\alpha = 0.66$ ).

### Perception of organizational politics

The 12-Item perception of organizational politics scale (Kacmar and Ferris, 1991) was used to measure the perception of organizational politics in employees. Examples of the items included were "In this organization one group always gets its way" and the example for reverse coded item included, "In this organization there is no place for yes men". The alpha reliability on data collected in this study was ( $\alpha = 0.67$ ) for 11 items of perception of organizational politics

scale. One item was removed during analysis to address the poor reliability issue.

### Job stress

The shortened version of job stress scale (9 items) used by Jamal and Baba (1992) was included to measure job stress. Example of items included "Sometimes when I think about my job I get a tight feeling in my chest" and "I have too much work and too little time to do it". The alpha reliability for job stress found ( $\alpha = 0.65$ ).

### Intent to leave

The 3 item scale developed by Vigoda (2000) was used to measure intention to leave. Example of the item included "I often think about quitting this job" and "Lately, I have taken interest in job offers in the newspaper". The alpha reliability for the data of this study found ( $\alpha = 0.70$ ).

### Control variables

One-way analysis of variance (ANOVA) revealed that responses only differed across organization type. Post hoc analysis showed that differences were only in responses from two organizations. Only organization type was the variable, which showed significant impact on outcomes and mediator. Therefore, to control the impact of organization, 02 dummy variables named OR1 and OR2 were created and these were controlled for their impact during analysis. Other variables such as age, gender, tenure, qualification, job type and income did not have significant impact on the dependant variables revealed by ANOVA results.

## RESULTS

### Descriptive statistics and correlations

Table 1 shows descriptive statistics, correlations, mean and standard deviation for all the variables investigated in this study. Perception of politics and job stress showed positive relationship ( $r = 0.14$   $p < 0.05$ ) consistent with (Ferris et al., 1994; Miller et al., 2008). The association between POP and turn over intention was ( $r = 0.29$   $p < .01$ ) which is similar to the findings of (Kacmar et al., 1999; Miller et al., 2008).

The mean value for neuroticism was found as 2.81 (S.D = 0.65) which is consistent with the findings of Raja et al. (2004) who found the mean for neuroticism as 2.65 (S.D = 0.52). This is important because both studies were conducted in Pakistani context. The correlation between neuroticism and job stress ( $r = 0.30$   $p < 0.01$ ), neuroticism and intention to leave were found to be ( $r = 0.19$   $p < 0.01$ ). A considerable support was found for main effect hypothesis from correlation analysis. The frequencies were measured to check the normality of data and it revealed that the data used in this study for analysis was normally distributed.

### Regression analysis

Table 2 shows all regression results between neuroticism

**Table 1.** Means, standard deviations, correlations, and reliabilities.

Variable	Mean	S.D	1	2	3	4	5	6	7
Gender	1.21	0.41							
Age	29.42	6.95	-0.26**						
Tenure	5.65	6.06	-0.23**	0.92**					
Neuroticism	2.81	0.65	0.11	-0.02	0.01	(0.66)			
POP	3.1	0.55	-0.05	0.01	0.01	0.13	(0.67)		
Stress	2.93	0.55	-0.12	-0.08	-0.1	0.30**	0.14*	(0.66)	
TOI	3.09	0.9	-0.06	-0.32**	-0.33**	0.19**	0.29**	0.44**	(0.71)

N = 212; reliabilities ( $\alpha$ ) given in bold along the diagonal, gender was coded "1 = male, 2 = female" while age and tenure was taken in years; \*\*  $p < 0.01$ ; \*  $p < 0.05$ .

**Table 2.** Results of regression analyses.

Predictor	TOI			Stress			POP		
	$\beta$	R <sup>2</sup>	$\Delta R^2$	$\beta$	R <sup>2</sup>	$\Delta R^2$	$\beta$	R <sup>2</sup>	$\Delta R^2$
<b>Model 1: Effects of neuroticism</b>									
Step 1: Control variable		0.00			0.00			0.01	
Step 2: Neuroticism	0.15*	0.07	0.07**	0.22**	0.11	0.11***	0.21**	0.07	0.06**
<b>Model 2: Effects of POP</b>									
Step 1: Control variable		0.00			0.00				
Step 2: Perception of politics	0.37***	0.15	0.14***	0.13*	0.02	0.02*			

N = 212. Only organization was used as control variable; \*\*\*  $p < 0.001$ , \*\*  $p < 0.01$ , \*  $p < 0.05$ .

trait and perception of organizational politics as well as outcomes investigated in this study job stress and intent to leave. For controlling the impact of organization type, dummy variables were created and entered as control variables in first step of regression analyses. In the second step, job outcomes on neuroticism and perception of organizational politics were regressed on neuroticism.

### Neuroticism and perception of politics

The results presented in Table 2 (Model 1) showed that H<sub>3</sub> was confirmed, regarding the positive relationship between neuroticism and perception of organizational politics. The results showed ( $\beta = 0.21$ ,  $p < 0.01$ ) significant relationship between neuroticism and perceived organizational politics to provide strong support in confirmation of main effect hypothesis 3 of this study. The variance analyses ( $R^2 = 0.061$ ) with ( $\Delta R^2 = 0.06$ ,  $p < 0.01$ ) revealed 6.1% change in POP accounted only due to neuroticism.

### Main effects of neuroticism on job stress and intent to leave

Table 2 (Model 1) shows main effects of neuroticism on

outcomes. Consistent with the hypothesis neuroticism positively predicted job stress and turnover intention. The results for job stress were ( $\beta = 0.22$ ,  $p < 0.01$ ), the variance analysis ( $R^2 = 0.11$ ) and ( $\Delta R^2 = 0.11$ ,  $p < 0.001$ ) revealed 11% change in job stress account only due to neurotic personality.

The results for intention to leave were ( $\beta = 0.15$ ,  $p < 0.05$ ) while explained variance was ( $R^2 = 0.07$ ) and ( $\Delta R^2 = 0.07$ ,  $p < 0.01$ ), showing 7% unique variance due to neurotic personality. This analysis of main effect shows that neuroticism has significant main effect with job stress and intent to leave and confirmed the predicted positive relationship of neuroticism with job stress and intent to leave in support of H<sub>1</sub> of this study.

### Perception of organizational politics and outcomes

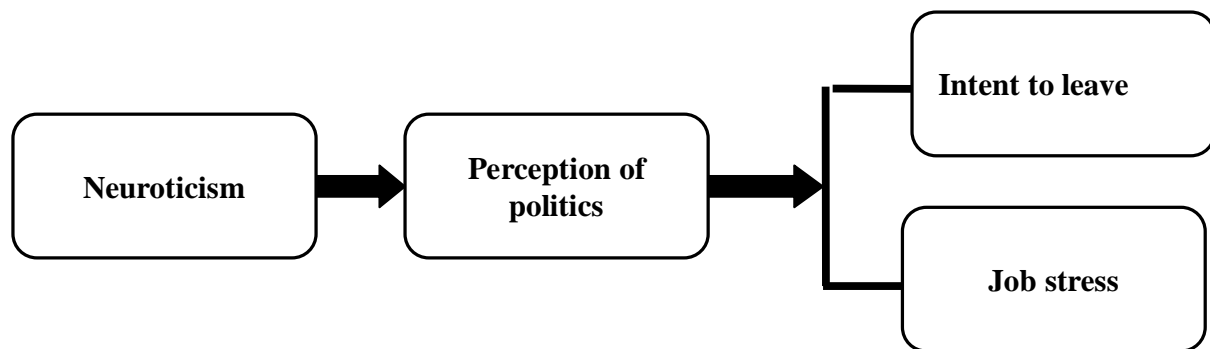
In Table 2 (Model 2) regression results of perception of organizational politics with outcomes are presented. Again in first step dummy variables were entered into the equation to control the effect of organization and in second step both outcomes were regressed on perception of organizational politics.

The results for job stress revealed that POP was positively related to job stress ( $\beta = 0.13$ ,  $p < 0.05$ ) and it explained variance ( $R^2 = 0.02$ ) with ( $\Delta R^2 = 0.02$ ,  $p < 0.05$ ).

**Table 3.** Results of mediated regression analyses for neuroticism-outcome relationship.

Predictor	TOI			Stress		
	$\beta$	R <sup>2</sup>	$\Delta R^2$	$\beta$	R <sup>2</sup>	$\Delta R^2$
Step 1: Control variable		0.0			0.0	
Step 2: Perception of politics	0.37***	0.15	0.14***	0.13*	0.02	0.02*
Step 3: Neuroticism	0.08	0.18	0.03	.20**	0.12	0.10***

N = 212. Only organization was used as control variable; \*\*\* p < 0.001, \*\* p < 0.01, \* p < 0.05.



**Figure 1.** Model of the study.

About 2% unique variance in job stress accounted only for perceived organizational politics, these significant results are consistent with the findings of Ferris et al. (1994) providing further evidence in support of hypothesis 2 for positive relationship between perception of politics and job stress.

Result showed ( $\beta = 0.38, p < 0.001$ ) significant positive relationship between intention to quit and perception of politics, while it explained significant variance ( $R^2 = 0.14$ ) with ( $\Delta R^2 = 0.14, p < 0.001$ ) showing that 14% unique variance in intent to leave accounted for perception of organizational politics. These findings are consistent with the findings of Vigoda (2000) supporting my H<sub>2</sub> in this study regarding the positive relationship between perception of organizational politics and intent to leave.

**Mediator analysis**

In this study H<sub>5</sub> states that perception of organizational politics will mediate the relationship between neurotic personality traits and outcomes such as job stress and turnover intention.

To test this hypothesis, mediated multiple regression (MMR) technique recommended by Barron and Kenny (1986) was used. By this technique, the following conditions should be met to prove the mediation effect of any construct as shown in figure 1 of this study:

(1) Path (a) between independent and mediator should

be significant.

(2) Path (b) between mediator and outcomes should also be significant

(3) When path (a) and (b) both are controlled then already significant main effect between independent and dependant variable should also be insignificant and about zero for full mediation and it should be weaker for partial mediation (Barron and Kenny, 1986).

For application of this technique in this study, H<sub>3</sub> was tested to check path (a) and H<sub>2</sub>, to check path (b) of the model under investigation in this study. The main effects between neuroticism and outcomes were tested by H<sub>1</sub>. The confirmatory results of H<sub>1</sub> to H<sub>3</sub> revealed fulfillments of all pre-requisites to test mediation prescribed by (Barron and Kenny, 1986) technique.

**Mediation of politics perception**

To perform the mediation analysis, in step 1, the control variables were entered. In second step, the mediator perception of politics was entered. In the third step, neuroticism was entered in equation and was regressed on job stress and turnover intention.

As shown in Table 3, the main effect size for job stress results reduced (from  $\beta = 0.22, p < 0.01$  to  $\beta = 0.20, p < 0.01$ ) and the minute reduction in explained variance was noted (from  $\Delta R^2 = 0.11, p < 0.001$  to  $\Delta R^2 = 0.10, p < 0.001$ ) fulfilling the partial mediation conditions prescribed

by Barron and Kenny (1986). For the test of mediated link of politics perception between neurotic personality and intent to leave, the MMR results showed that main effect size reduced to zero (from  $\beta = 0.15$ ,  $p < 0.05$  to  $\beta = 0.08$ , *ns*) while considerable 4% reduction in explained variance (from  $\Delta R^2 = 0.07$ ,  $p < 0.01$  to  $\Delta R^2 = 0.03$ , *ns*) was noted with insignificant value. These results fulfilled the full mediation conditions prescribed by Barron and Kenny (1986), providing strong empirical evidence for the idea of mediation of perceived politics between neuroticism and negative job outcomes.

## DISCUSSION

From the foregoing results, empirical support for all of the study hypotheses was found. This study attempted to bridge the two key constructs of organizational behavior literature, neurotic personality trait and perceived organizational politics. The important aspect of this study was to establish the mechanism/process (POP) through which outcomes of neurotic personality are linked. Establishment of this link was suggested by previous studies (Raja et al., 2004; Chang et al., 2009). On the other hand, considering POP as an intermediate personality based stressor between neuroticism and job stress and intent to leave make this conceptual model logical and understandable. The hypothesis regarding main effect of neurotic personality on job stress and intent to leave was significantly supported by results of this study, confirming the previous empirical evidence on these constructs (Kacmar et al., 1999; Poon, 2003; Valle and Perrew, 2000; Vigoda, 2000).

The hypothesis regarding positive relationship between perception of politics and job outcomes was significantly supported in replication of previous literature of POP domain (Ferris et al., 1996; Miller et al., 2008). The important hypothesis regarding neuroticism and perception of politics relationship has acquired considerable empirical support in this study. The last hypothesis of this study was about theoretical notion that perception of organizational politics is the mechanism / process through which neuroticism personality is linked with job outcomes. POP partially mediated between neuroticism and job stress, while full mediation was proved between neuroticism and intent to leave.

On the basis of theories incorporated in this research it can be argued that perception of politics is the negative stimuli and environmental stressor, which causes the activation of limbic system in neural circuitry of neurotic individuals and in turn the magnified image of negative stimuli affects neurotic behavior on the job. The higher tendency of neurotic people towards negative job outcomes is due to higher level of perceived organizational politics in organizational context. This study provides the basis for further exploration of mediated link of POP between Big Five and other important job outcomes such as performance, OCB, job satisfaction, creativity,

workplace deviance and burnout, to support the idea postulated in this study.

The uniqueness of this research is in the context of developing country and it will help the organizational behavior researchers to make comparisons with empirical evidence from western context. The practical implication of this study is that it will help managers realize the importance of perceived politics in job environment as well as establishment of managerial practices based on insight of personality traits to reduce job stress and intent to leave. Additionally, this research findings may help human resource managers in selection and placement decisions at workplace. These findings could also be helpful for organizational development (OD) practitioners dealing with increased levels of job stress and intent to leave in their organizations.

Future research is recommended to test the same model with empirical evidence from different cultures to for the generalizability of this study. Different construct measurements are recommended at different phases of times (longitudinal study), especially perception of politics and personality. Self reported nature of data could raise the question about the validity of the findings but measurement of the constructs considered in this study can not be possible through any independent measures due to specific nature of variables. So it can be considered a limitation of the study but unique Pakistani context of data make these findings worth considerable.

One of the major concerns with the findings of this study is the moderate reliabilities (0.65 to 0.70) for the used data. The possible reason could be the cultural aspects of eastern context because the other studies conducted in similar context (Schmitt et al., 2008; Raja and Johns, 2010) reported reliabilities in the same range (0.69 to 0.72). In addition to that, Schmitt (1996: 353) also argued that "There is no sacred level of acceptable or unacceptable level of alpha. In some cases, measures with (by conventional standards) low levels of alpha may still be quite useful". So, the validity of personality measures in Pakistani context could be a good future research topic for researchers of personality and organizational behavior. The self reported nature of data was one of the limitation of the study, which may cause social desirability issue, future research should incorporate this while collecting data of this study variables. The self reported nature of data was one of the limitation of the study, which may cause social desirability issue, future research should incorporate this while collecting data of this study variables.

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