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**THE EFFECT OF BIG FIVE PERSONALITY TRAITS ON LEADER
MEMBER EXCHANGE AND ORGANIZATION CITIZENSHIP
BEHAVIOR: A CASE OF KHYBER PAKHTUNKHWA
UNIVERSITIES**

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TOKAT - 2018

DECLARATION

According to the Tokat Gaziosmanpaşa Üniversitesi Sosyal Bilimler Enstitüsü thesis writing guide, I declare and accept all kinds of legal sanctions if it is determined that **“The Effect of Big Five Personality Traits on Leader Member Exchange and Organization Citizenship Behavior: A Case of Khyber Pakhtunkhwa Universities”** which I have prepared under the supervision of Doç. Dr. Kubilay ÖZYER, is mine and original work and is appropriate in terms of scientific, ethical values and rules.

08/08/2018

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UNIVERSITIES**

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Bu tez, Gaziosmanpaşa Üniversitesi Sosyal Bilimler Enstitüsü Yönetim Kurulunun 28 / 06 / 2018 tarih ve 31-12 sayılı oturumunda belirlenen jüri tarafından kabul edilmiştir.

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DEDICATION

I would like to dedicate this thesis to my family, relatives, friends, and teachers who were there for me at every step. They are the one who supported me, guided me and motivated me to complete this task on time.



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In the name of ALLAH, who is the most merciful and the most beneficent. I express my deep gratitude towards ALLAH for giving me the strength, faith, towards completion of this work.

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ÖZET

Bu çalışmanın temel amacı, beş faktör kişilik özelliklerinin (uyumluluk, sorumluluk, dışadönüklük, açıklık ve duygusal denge) lider üye değişimi (LMX) ve örgütsel vatandaşlık davranışı (OCB) arasındaki ilişkide aracı rolü üstlenip üstlenmediğini ortaya çıkartmaktır. Bu çalışmanın örneklem kümesini Pakistan'ın Khyber Pakhtunkhwa bölgesinin başkentindeki üniversitelerdeki akademisyenler oluşturmaktadır. Çünkü bu bölge tarihsel olarak liderlik, kişilik, eğitim hayatı ve insanların davranışları konusunda zengin bir tarihsel arkaplana sahiptir. Çalışma kapsamında yeterli örneklem metoduna ulaşabilmek için amaçlı örneklem yöntemi kullanılmıştır (388). Çalışma için adapte edilmiş olan soru kağıtları geniş bir örneklem kümesine dağıtılmıştır. Zira örneklem kümesinin büyüklüğü hatayı azaltacaktır. Çalışmanın sonuçları lider üye değişimi ile örgütsel vatandaşlık davranışı arasında olumsuz yönde anlamlı bir ilişkinin varlığını ortaya koymuştur. Ayrıca lider üye değişimi ile beş faktör kişilik özelliklerinden açıklık, sorumluluk, dışa dönüklük ve uyumluluk arasında da olumlu bir ilişki bulunmuştur. Çalışmada ayrıca, lider üye etkileşimi ile duygusal denge arasında ise olumsuz yönde anlamlı bir ilişki ortaya konulmuştur. Çalışmanın bir diğer değişkeni olan örgütsel vatandaşlık davranışı ve açıklık, sorumluluk, dışa dönüklük ve uyumluluk arasında da olumlu yönde bir ilişki rapor edilmiştir. Örgütsel vatandaşlık davranışı ve duygusal denge arasında ise olumsuz yönde bir ilişki ortaya konulmuştur. Çalışmanın temel bulgularından bir tanesi ise, örgütsel vatandaşlık davranışı ile lider üye etkileşimi arasındaki ilişkide açıklığın aracılık rolü oynamasıdır. Ayrıca yine benzer şekilde, örgütsel vatandaşlık davranışı ile lider üye etkileşimi arasındaki ilişkide, sorumluluk, dışa dönüklük, uyumluluk ve duygusal denge de aracılık rolü üstlenmektedir.

Anahtar Kelimeler: Lider üye etkileşimi, kişilik özellikleri, örgütsel vatandaşlık davranışı,

ABSTRACT

The fundamental goal of the study is to examine the mediating effect of big five personality traits (agreeableness, conscientiousness, extraversion, openness and neuroticism) in the relationship between leader member exchange (LMX) and organization citizenship behavior (OCB). Population of the current research study contains employees of the universities of provincial capital of Khyber Pakhtunkhwa in Pakistan due to the rich background of this area in relation to leadership, personality traits, education life style and behavior of peoples in this area. Purposive sampling method was used for obtaining sample for this current research (n=388). Adopted questionnaire were distributed to a larger sample size as the larger the sample the minimum error. The study documented negative significant relationship between leader member exchange and organization citizenship behavior. The relationship between leader member exchange and openness was found positive. Moreover, positive relationship was found between leader member exchange and conscientiousness, extraversion and agreeableness. The study documented negative significant relationship between leader member exchange and neuroticism. Furthermore, the relationship between organization citizenship behavior and openness was found positive, conscientiousness, extraversion and agreeableness. The study documented negative insignificant relationship between organization citizenship behavior and neuroticism. The study depicted that the relationship between organization citizenship behavior and leader member exchange is positive with openness acting as mediator. Moreover, positive relationship was found between organization citizenship behavior and leader member exchange with conscientiousness, extraversion, agreeableness and neuroticism as a mediator.

Keywords: Leader member exchange, Personality traits, Organization citizenship Behavior

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LIST OF ABBREVIATIONS

SET	:	Social Exchange Theory
ESM	:	Experienced Sampling Method
LMX	:	Leader Member Exchange
OCB	:	Organization Citizenship Behavior
FFM	:	Five Factor Model
AGG	:	Agreeableness
CONS	:	Conscientiousness
EXT	:	Extraversion
OPEN	:	Openness
NEU	:	Neuroticism

CHAPTER 1

INTRODUCTION

1.1. Background of the study

Organizations made from the people and people works in a group at workplace. Every group has many individuals and each individual has different personality, some people are closed personality and some people are opened personality. Therefore, individual performance is the essence of any organization success. The effectiveness of any organization depends on the performance of the employees (Siddiqui, 2014). The more effective and efficient the employees the better outcomes the organizations will have.

In last four decades, there are massive studies around the world which illustrated the significance of relationship between the employees and their leaders (Herzer, 2017). These studies documented that this relationship of employee and leader at workplace impacts on the behavior, attitudes, performance, efficiency and effectiveness, even contributes on the retention of any employee. Moreover, Harris et al., (2014) observed that there is a significant impact of relationship between the employee and the supervisor. Additionally, they stated that relationship directly impact on the behavior of employee's and supervisor. The good relation can improve the productivity and bad relation can decrease the productivity as well. These relationships affect the individual personality and behavior but even the behavior of groups well (Zalewska, 2016).

Furthermore, current international environment is changing rapidly in terms of competition, technology, and political which are challenging for business managers. In this response, the leadership plays a vital role in employee behavior (Gu, Tang and Jiang, 2013). Additionally, they documented that rapid and dynamic international changes in the business environment promotes the need of leadership and productive employees. As mentioned prior, organizations are made from the people. These people work in a hierarchy and these hierarchies is based on the leader and employees. According to (Pedersen and Nielsen, 2016) psychological and behavioral studies,

employees perform perfectly when they have employee-oriented manager. Therefore, the relationship between employees and manager influence the employee performance.

The empirical study conducted by Krasman (2014) concluded that the leadership influences the organization goals and objectives. If managers perform and manage his team well, the teams provide better results. Therefore, the relation between the manager and employees are essential and crucial part in the organization. Furthermore, Vokted (2011) and Fein et al., (2013) found that leadership influence on the behavior of employees and results of their job performance.

Konovsky and Organ, (1989), Dennis et al., (1995), and Wilson and Turnipsed, (2009) have tried to set key determinants of employee's performance. A major effect can be seen on organization effectiveness through employee performance (Podsakoff and MacKenzie, 1997; Whiting et al., 2008 and Bowler et al., 2010). According to Kamdar and Van, (2007) Citizenship performance and task performance are the two main and components of employee performance. Task performance depicts job description of an employee; while citizenship performance (also called organization citizenship behavior) is additional behavior of the employee's which goes beyond the expected and regular responsibilities of a job.

Organ et al., (2005) demonstrated that organization citizenship behavior effects the impact on organizational level as well as on the individual level. Citizenship behavior is considered very important for any formal organization (Villadsen and Turner, 2016). Since the society consist of different peoples with different responsibilities and job tasks. Everyone in the society works in his or her own domain. There is coordination between the people, principles and guidelines, which are premise of any cultivated society. The formal organizations work department wise like marketing, finance, and human-resource. Similarly, every employee has its own status with well defines role (Malik and Garg, 2017).

It is a true fact that, malfunctioning is led by the communication gap by which performance of the organization is reduced. Mostly it is seen that the interaction of leader member plays a vital role towards the learning of any organization environment and it can leads towards organizational commitment (Vidyarthi, et al., 2014). Moreover,

the LMX behavior acts as a bridge between employee and owner or supervisor. The leader member exchange enhances the subordinate's performance, devotion and responsibilities for organizational effectiveness (Harris, Li and Kirkman, 2014). Leader-member exchange (LMX) theory indicates that leaders develop various sorts of relationships with their groups. The nature of these relationships effects attitudes and behaviors of leaders and members (Graen and Scandura, 1987; Graen and UhlBien, 1995; and Liden et al., 1997).

Organization performance is significant for organization success and sustainability as it revealed its growth in market (March and Sutton, 1997). According to Lesser and Storck, (2001) Organizational Performance is related with the firm goals. Leader Member Exchange (LMX) is vital for the constant growth of any firm. The empirical study of Maslyn and Uhl-Bien (2001) argued that LMX is an imperative instrument for sustaining valuable relationship between leaders and employees. Longer the duration of the relationship, better would be the exchange process between leader and employees, and it will boost the employees' commitment and performance. That is why Bauer and Green (1996) conclusion is very much logical that leader member exchange caused in the delegation of tasks and power by the leader.

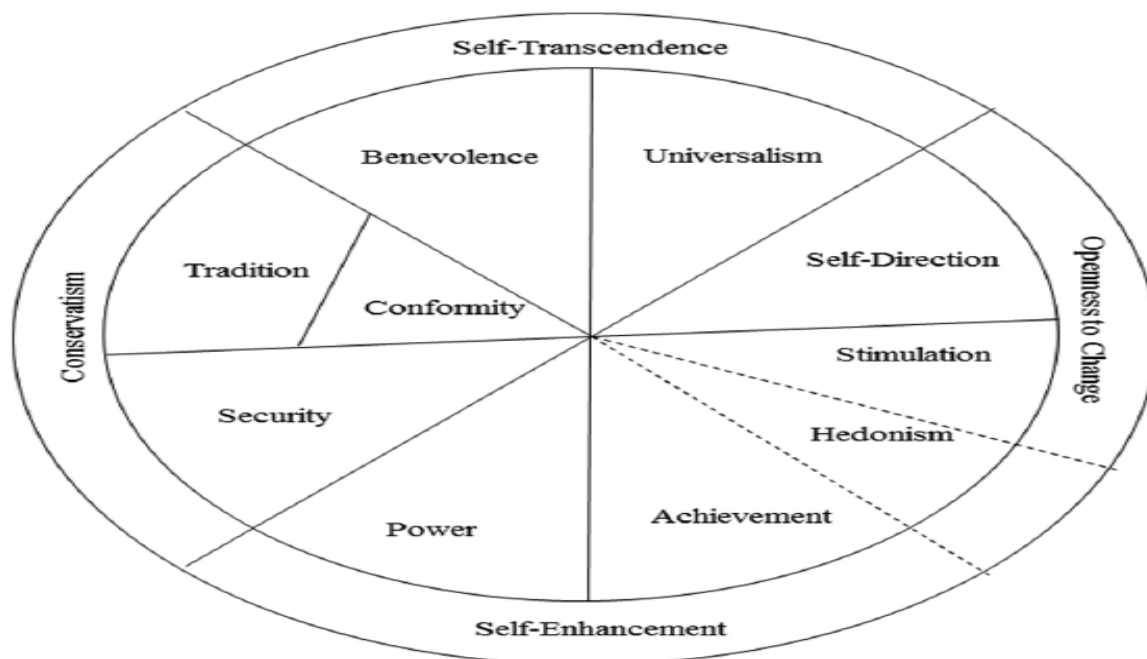
Leaders are needed and are expected to follow a culture which is imagined by the society for them to behave, just like when it is appropriate for the role of chief or prince or a king (Kantola, 2014). Further it is argued that these leaders are always considered as heroes because they inspire people because they are endowed with a power of leadership which lead to capture the imagination of their followers (bass, 1990). This effect was very powerful as when in the nineteen century (woods, 1993) examined leadership evaluation in some countries, he documented that leader are those who up to their abilities make their nation. Till now there is not a single definition which can be called universal definition of leadership, but there are different definitions which are related to different behavioral aspects, personality traits, and to the environment (Chabrak, Craig, and Daidj, 2016).

The Big Five personality traits are independent personality characteristics which reveal five broad personality types. These personality types are Conscientiousness, Extraversion, Neuroticism, Agreeableness and Openness. Conscientiousness includes

characteristics such as careful, hardworking, responsible, organized and persevering (Barrick and Mount, 1991). Moreover, high conscientiousness is risk averse, systematic and dependable, (Goldberg, 1990). Extraversion traits includes active, ambitious gregarious, assertive, sociable, expressive and talkative, (Barrick and Mount,1991). Neuroticism includes traits such as embarrassed, emotional, anxious, worried, insecure, depressed, and angry (Barrick and Mount, 1991). Agreeableness include traits such as good natured, forgiving, soft hearted, cooperative, courteous, flexible, and trusting (Barrick and Mount, 1991). Openness includes traits like curious, artistically sensitive, original, imaginative, cultured, broad minded, and intelligent (Barrick and Mount, 1991).

According to the Judge et al. (1999) mentioned citing the study of (Goldberg, 1990), on deception of personality and he was the very first scholar who identified five major traits of personality. These traits are generally acceptable in all cultures. Even they are generally applicable in all time and era. The dimensions consist the 5-factor model are “extraversion, agreeableness, openness, conscientiousness, and neuroticism”. These five factors define the personality of any person either the person in introverts or extraverts, what type of nature he/she has many other aspects which can define the personality of individual. Curtis, Windsor and Soublet (2016) found many different factors which effects the personality traits or can be affected by personality traits including cognitive aging et al., According to them age is also matters in personality traits. According to these researcher’s personality traits are belongs to the biological facts. However, they have studied 5-personality traits in detail which consist of “Neuroticism, Extraversion, Openness, Agreeableness and Conscientiousness”.

Leduc et al., (2015) also observed the important facts about the human behavior. Personal values are the goals and objectives people have in their own life. These values can change the beliefs, attitudes and behavior of the people. It changes the priorities of people, it changes how they behave in the society and even in the organizations. The personal values are also very important factors in the performance of any employee.



Source: Leduc et al., (2015)

1.2. Research Gap

Future study was recommended by Brown and Lord (1999), on leadership in different organization where sample should be different, as their study sample consists of only students rather than employees of the organization. Also, they stated the future study will be helpful in generalization. Furthermore (Connell, 2005) work on leader member exchange and organization citizenship behavior there was some biasness in the sample as the sample size for the study was selected by the supervisor which did not include those employees who did not perform exceptionally well on the job, there for the study is recommended that future study should be done by including every relevant employee which fall in the study category for minimization of biasness.

Nahrgang et al., (2009) recommended research on leadership and employee by considering full time employees or also known as permanent employees of the organization so that research could be generalized. Also, a larger sample size should be selected according to population size from different cities because the study of (Yesil and Sozbilir, 2013) sample size was small and also study was limited to one city only.

Kozalo et al., (2013). Furthermore, Research on larger population with a specific demographic background should be done for generalization of their research findings on personality traits with employee's behavior like leadership style, and citizenship behavior. Research on larger population with a specific demographic background should be done for generalization of their research findings on personality traits with employee's behavior like leadership style, and citizenship behavior (Kozalo et al., 2013).

Leephajaroen, (2016) study the effect of Big 5 personality trait on commitment and organization citizenship behavior in which he recommended that the study was limited only to Ubon Ratchathani Rajabhat University support staff, so more research could be carried out on different staff members like faculty (academic and administration, sales people, nurses and other relevant employees. Additionally, research should include employees of various universities which will be helpful for the development and establishment of guidelines towards enhancement of organization citizenship behavior for different personnel in different fields of life.

Ibrahim et al., (2017) conducted study on organization citizenship behavior (OCB) and leader member exchange (LMX) behavior in Southern region of Malaysia. They stated that the study should be generalized throughout Malaysia. They suggested that future studies should be conducted with mediating effects on organization citizenship behavior and leader member exchange.

Ibrahim et al., (2017) argued that future studies should be done for generalization of their findings in different regions on different sectors especially those who have a constant direct effect with public. Moreover, Qu, Janseen and Shi, (2017), suggested that future research should be carried out on leadership and their employees with mediating effect of different factors like job satisfaction, commitment, personality etc... in different geographical area, as their findings were limited to a single geographic area.

Purba et al., (2015) in his study on personality traits and OCB said that future studies could further explore interesting result and extraversion (one of the personality traits of BIG 5) could be a mediator of OCB because extraversion, like affective

commitment, leadership, consists of affective feelings, which are an important element of prosocial behaviors such as OCB. But it is better to study the whole BIG 5 Personality traits as mediator in relation to OCB consisting of specific objects (e.g. co-worker, supervisor, and department) that allow individuals to evaluate their favorability over the objects, so LMX can also be studied with OCB having BIG 5 Personality traits as a mediator. Further his study results confirmed the mediating effect in personality and OCB relationships in a non-Western culture where personal relationships in work settings are highly valued, therefore, it is important to do research using diverse samples, including other types of industries, such as creative and service (education) industries. No other study or research has been extended towards examination of all personality traits as mediator between leader member exchange and organization citizenship behavior relationships.

1.3. Research Questions

RQ 1: *What is the impact of leader member exchange on organization citizenship behavior?*

RQ 2: *Is there a significant impact of leader member exchange on big 5 personality traits?*

RQ 3: *Does Big 5 personality traits impact organization citizenship behavior?*

RQ 4: *To what extent there is impact of leader member exchange on organization citizenship behavior with the role of Big 5 personality traits as a mediating factor?*

1.4. Research Objectives

This current research study highlights the importance of behavior of employees within the organization. It helps to understand how better understanding with the employees can increase the performance of organization through leader skills and personalities. The current research specifically spotlights the relationships of leader and employees. Also, it explains the how distinct personalities of individual within the organizations behave differently. Following objectives were developed by studying literature

- To know the role of leader member exchange with organization citizenship behavior.
- To examine various personalities traits with organization citizenship behavior.
- To determine leader member exchange with different personality traits.
- To investigate which personality traits mediates the relationship between leader member exchange and organization citizenship behavior.

1.5. Rational Approach of the Study

Khyber Pakhtunkhwa was chosen for study as it has the universities private and public number is greater than other provinces also there are affiliated institutes which can help in our data. Further data collection will be easy in terms of time and finance as the access in this province is more rather than other parts of the country. Khyber Pakhtunkhwa province has also a great history related to education, leadership, economy of the country, research, agriculture development etc....

The region (currently known as Khyber Pakhtunkhwa, a province of Pakistan) along the northern boundaries of the huge, culturally and ethnically diverse, South Asian sub-continent was known in ancient times as Gandhara. It remained isolated until the beginning of 6th century BCE, not only from the other regions in the South Asia but also from the region beyond its northern boundaries.

The history and achievements of a “lost” civilization in what are now part of northern Pakistan. This civilization and its culture flourished during the first four centuries of the Common Era in the valleys of the Swat, Peshawar, Mardan and Takhtbai. This region, south of Hindu Kush and Karakoram mountains, was known in ancient times as Gandhara (currently known as Khyber Pakhtunkhwa, A province of Pakistan). Gandhara was suddenly exposed to the outside world between the 6th century BCE and 6th century C.E. through a series of high profile invasions from mighty7 conquerors and empire builders. In the 6th and 5th centuries BCE, the Persians under Cyrus and Darius crossed the Khyber Pass to establish two Persian satrapies, one in the Peshawar Valley and the other in the Taxila region. The Persian, Greek and Central

Asian invasions of Gandhara, rather than causing wide scale destruction in the region, promoted the development of a multi-cultural, multi-ethnic society.

The Gandhara Civilization ushered in the historic era in the South Asian sub-continent. Original information on the Persian satrapies of Gandhara and Taxila appears in the rock inscriptions of the Persian emperors at the Persian sites of Behishtun, Persepolis and Susa, and in the *Histories* of Herodotus; detailed accounts about Alexander's invasion and the geography and the sociology of Gandhara appear in the records compiled by Alexander's companions; the brief account by Pompeius Trogus on the exploits of the Indus Greek rulers, Menander and Apollodotus, is supplemented by the inscriptions on a large number of coins left by the Indus Greeks, Indo Scythians, Indo-Parthians and the Hellenized Kushans and by the donative inscriptions on stone and metal found at various sites belonging to the Gandhara Civilization; finally, about half a dozen famous Chinese Buddhist pilgrim-scholars, such as Fa-Hsien and Hsuien Tsang, recorded detailed accounts of their visits to the Gandhara region.

In the last century or so, much has been written about the artistic quality of these beautiful stone sculptures. But hardly anything has been written about the Civilization and of current situation in different fields itself that gave birth to these extraordinary pieces of art and will revive its original stance on education, politics, leadership et al., Additionally, it shows that when the achamenids established the administrative infrastructure and physical infrastructure in the gandhara the development of socio cultural continuity was maintained as the population of Buddhist grew.

Between 323 BCE and first century CE, Greater Gandhara came successively under the rule of the Mauryans of Pataliputra, the Bactrian (Indus) Greeks, and the Hellenistic Scythians and the Parthians. Under these regimes two important developments took place. Firstly, the orders of Greater Gandhara were further extended to include Southeastern Afghanistan into this socio-political and cultural union of Gandhara and Taxila. Secondly Buddhism, which had virtually been eliminated in the rest of South Asia, emerged as a powerful force in Greater Gandhara due to the relatively liberal environment provided by these regimes.

While these changes were taking place in Greater Gandhara, important developments were also taking place in the international arena and along the northern borders of Greater Gandhara. The Romans conquered Greece in 146 BCE and almost immediately afterwards the Silk Road operations commenced. These operations involved long distance trade in luxury goods between Roman and Parthian Empires and China, as well as short distance trade among the countries located on the Silk Road or connected to the Silk Road. Greater Gandhara gained access to the Silk Road through Taxila- Kashgar and Pushkalavati (Charsadda)-Bactra links and began to reap rich profits through the Silk Route Trade.

The distinct political, administrative and cultural identity of Greater Gandhara in South Asia was reinforced by the close cooperation between the Buddhist establishment and the alien, mostly Hellenistic regimes. The Buddhist religious establishment remained neutral on political issues and cooperated with all the alien regimes in the administration of the region. In return for this cooperation, the alien regimes extended patronage to the Buddhist religious institutions. The partnership between the Buddhist clerical establishment and the alien ruling regimes achieved a perfect balance in the Kushan period, when each party took upon itself what it could do best. The Kushans were great conquerors and empire builders. They carved out a vast empire and used the wealth of the conquered nations to bring prosperity to their adopted land. The Kushans were also adept in external relations and managed to maintain healthy diplomatic and trade relations with the Roman Empire, the Chinese, and the Persians. Meanwhile, the predominant local Buddhist population took charge of moral, cultural and socio-economic issues.

The Achaemenids had carved out a vast empire and had already developed effective tools for the governance of their territories. They employed the same tools to effectively govern the satrapies of Gandhara and Taxila (Sindh). Their first priority was to consolidate the various territories included in the two satrapies and to employ and train local manpower, which would help them in their task of governance and tax collection. For this they required a single spoken language and a script which would be used to communicate effectively with people living in all the regions included in the satrapies. The Achaemenid administrative organization promoted the use of the

Gandhari dialect through frequent interactions with the local population. The progressive increase in the use of Gandhari worked towards greater administrative, social and political integration, which in turn further promoted. The Achaemenids needed a strong administrative and physical infrastructure to optimize product production and collection of taxes.

In the Achaemenid system written communication and written records played a very important part. The Imperial organization sent inspectors periodically to each satrapy to examine the accounts and other records and provide feedback for improving their systems. Absence of any form of local script posed a major problem.

1.5.1. Economic Environment

After solid foundations for a sound economy were made during the embryonic phase of the Gandhara Civilization through large scale investment in physical infrastructure and improvements in methods product production, Greater Gandhara was firmly placed on the path of rapid economic progress. As commerce picked up, new features of a diversified economy appeared. A number of business houses and brokerages emerged; overland and river transport systems improved, providing employment to many people in the transport trade and allied professions; the construction industry was organized on professional lines.

1.5.2. Dynamic Institutions

Due to favorable socio-economic and political environment in Greater Gandhara, the Buddhist institutions in Greater Gandhara developed on quite different lines from those in rest of South Asia dynamic Buddhist institutions. Due to favorable socio-economic and political environment in Greater Gandhara, the Buddhist institutions in Greater Gandhara developed on quite different lines from those in rest of South Asia. There was a qualitative difference too, between the Buddhist institutions in Greater Gandhara and those in other regions of South Asia. Among the more than 9000 Buddhist institutions in Greater Gandhara, a very large percentage had spacious viharas attached to the stupayards. The two together, referred to as sangharamas, became highly dynamic institutions. The viharas, besides serving as residential compounds of Buddhist

monks, had provisions for training of missionaries, and conference halls for religious discussions.

Another variation in the character of Buddhist institutions in Greater Gandhara and those in other parts of South Asia was the difference in design, style and composition of these institutions. The large-scale immigration during various phases of the civilization introduced new skills which contributed towards diversification and strengthening of the economy. People with Persian and Hellenistic backgrounds also made valuable contributions to the culture of the region. Their gradual fusion and integration with the local population resulted in cosmopolitan character of Gandhara's civilization.

1.5.3. Spread

In the mature phase, the Gandhara Civilization covered a core area of about 200,000 square kilometers. In the north, this area was bounded by the Hindu Kush Mountain Range, in the north-east by the Karakoram Mountains, in the east by Kashmir, in the south by the Jhelum River and in the west by a line joining Kohat with Kalabagh. In terms of present administrative set-up, the regions which became a part of the civilization included the Kabul District of Afghanistan from the source of the Kabul River in the Hindu Kush to the Pakistani border, the administrative Division of Peshawar included the regions around the towns of Peshawar, Charsadda, Nowshera, and Takht-i Bahi, the Mardan Division included the region around Mardan and Swabi, the Malakand Division from Malakand to Swat Kohistan included the Swat, Buner, Shangla, Swat Kohistan and North and South Dir, Rawalpindi Division included Taxila, Chakwal and Attock; the Hazara Division included Haripur, Abbotabad, Mansehra and Balakot, and Bajaur, Mohmand and Khyber Agencies in the tribal areas bordering Afghanistan

1.5.4. Topography and Physical Environment

The topography of Greater Gandhara, its geography and physical environment, played a major role in the development of the Gandhara Civilization. They promoted interactions between people living in the region and facilitated the growth of a social

infrastructure. Peshawar Valley, occupying 7176 square kilometers of territory in Western Gandhara, is endowed with a number of physical features which enabled it to play such an important role in the Gandhara Civilization.

It is bounded on the west by Afghanistan, in the north by the Swat Valley, in the north-east by Buner and in the southeast by the Indus River, and in the south by Kohat District. The average elevation is 345 meters above mean sea level, and the total area mostly consists of fertile plains, interspersed with bare knolls. The Valley includes, besides the Peshawar District, the administrative districts of Nowshera, Charsadda, Mardan and Swabi. Peshawar Valley, occupying 7176 square kilometers of territory in Western Gandhara, is endowed with a number of physical features which enabled it to play such an important role in the Gandhara Civilization. It is bounded on the west by Afghanistan, in the north by the Swat Valley, in the north-east by Buner and in the southeast by the Indus River, and in the south by Kohat District. The average elevation is 345 meters above mean sea level, and the total area mostly consists of fertile plains, interspersed with bare knolls. The Valley includes, besides the Peshawar District, the administrative districts of Nowshera, Charsadda, Mardan and Swabi.

1.5.5. Achaemenid Administrative Skills

The Achaemenid skills in administration have been recognized by most Western scholars. They made substantial investments in all their satrapies on administrative and physical infrastructure and communications. They constructed irrigation canals to boost agricultural production and constructed a vast network of roads to facilitate the movement of agricultural commodities and other goods. The tribute which the Achaemenids levied was based on their assessment of wealth of each satrapy. Under Darius the Great, all lands were resurveyed, estimates of yields were made on averages over several years, and tributes were fixed based on these assessments. The Achaemenids used all their administrative skills to create a nation out of various heterogeneous groupings. They achieved consolidation of Gandhara and Taxila through a series of administrative and socio-economic reforms:

- a) The Achaemenids delegated vast powers of governance to the satraps of the two satrapies. These satraps exercised administrative control over the region through three or four local chieftains called rajas or deputy satraps.
- b) To establish effective political control over a vast potentially rich but socio-economically underdeveloped region, the Achaemenids established an effective communications network spread over the entire region.

1.6. Importance of the Study

This study highlights the importance of behavior, psychology & personality of individuals within the universities. The study further elaborates that how right leadership with high emotional intelligence improves the quality of their employees and subordinates by gaining their trust and confidence. The study consists of three constructs or variables. First Leader-Member Exchange theory, second Big-Five Personality Traits and third is Organizational Citizenship Behavior. The study focused on the Organizational Citizenship Behavior model as well which includes Altruism, Conscientiousness, Sportsmanship, Courtesy and Civic Virtue.

In this study, first testing the impact of Leader-Member Exchange on to the Organizational Citizenship Behavior and Big-Five Personality Traits have been done separately. Second, the impact of Leader-Member Exchange on to the Organizational Citizenship Behavior with the mediating effect of Big-Five Personality Traits, have been tested. This study is specifically examining these relationships only and no other construct have been considered. This study has specially examined the context of Khyber Pakhtunkhwa a province of Pakistan which is a developing country.

The study will be helpful in educational sector as it is the most important sector of any country, since it can provide right leadership in the organization and can help in building citizenship behavior in the employee and can make a huge contribution in personality traits of an individual which will affect the overall society. The human resource values are also important factor in the case of Pakistan. The study is not applied before on the education sector in developing countries but is recommended by

various research scholars. It will fill the gap as it will be a huge contribution in literature and to the theory as well.

1.7. Structural Organization of the Study:

Chapter 1: In this part a deep insight is provided of the selected research area. The current chapter starts with background study followed by research gap, objectives of the study, and rationale of the research and in the end importance of this current research.

Chapter 2: This part of research provides a comprehensive review of the researches previously done on Leader Member Exchange and its relationship with Big 5 personality traits as well with Organization Citizenship Behavior. This chapter also enabled the researcher for building a good understanding of the research area by explanation of the relevant variables. In the end conceptual framework and hypothesis are presented.

Chapter 3: This chapter mainly focuses on the efforts for justification of the methodology proposed for this research. First research approach is explained then population is described, sample size and sampling techniques followed by procedures of data collection and lastly research design is explained. This chapter also provides sources for the collected data and in the end statistical techniques and tools information is provided used for the study.

Chapter 4: In this chapter the results and analysis are presented. Results were empirically obtained, and different techniques were used for analysis. In addition, this chapter also offered detailed and extensive discussion over the obtained results of the study.

Chapter 5: This part of the study explains the results of the study undertaken in conclusion form. Managerial implication and theoretical implications are presented by the scholar in light of findings. Recommendations for future studies and limitations have been proposed for future studies.

CHAPTER 2

REVIEW OF LITERATURE

In this chapter an overview is shown of the variables of the current study. In this chapter leader member exchange theory is explained as the study is taking this as a base theory and then its relevance to organization and individual outcomes by letting personality traits as mediator.

2.1. Overview of Leader Member Exchange Theory

LMX was initially theorized by (George, 1970) and his fellow colleagues about Vertical Dyad Linkage theory, LMX theory has been progressed from an emphasis on mutually dependent relationships and how the dyadic relations are functioning interdependently inside an organization (Green and Cashman, 1975). Leader member exchange (LMX) theory has a different perspective than most of the traditional theories of leadership (which implicit that a leader shows “average leadership styles” to all subordinate’s employees). Core ground behind leader member exchange theory is this that a dyadic relationship is formed inevitably between subordinate and supervisor and the relationship will be appearing a high or low-quality leader member exchange relationship. The low quality LMX is considered as out group and high quality as in group members (Truckenbrodt, 2000). Relationships of these kinds develops rapidly and be stable for a long time. After a supervisor establishes high quality LXM with its subordinates, it actually helps to encourage organization’s overall effectiveness.

2.2. Leader-Member Exchange Theory, Individual and Organization

Relationship of leader member exchange (LMX), individual outcomes of organizational outcomes are shown in the literature; as example leader member exchange and job satisfaction are allied (Mueller and Lee, 2002; Stringer, 2006). It was found by Stringer later on that there was a positive relation of both intrinsic and extrinsic employee job satisfaction with high quality LMX. The author recognized that there is always best communication, trust, and responsibility, further it was found that if a high quality LMX have been found between the supervisors and their subordinates

they are found effective and very satisfied with their work routine and job which results in a productive behavior and ultimately in organizational success. According to (Behr et al., 2006), variables of LMX are related with the liking of the subordinates and satisfaction of their supervisor.

According to (Deluga, 1994; Deluga and Pery, 1994) different studies on LMX have been conducted in relation to performance, and a large number of those studies has reported a higher performance in high quality LMX relationships by subordinates, but similar studies on LMX and performance has documented a weak result, mixed or insignificant result (Rose and Kraut, 1983; Ferris and Wayne, 1990 and Liden et al., 1993). A study on moderating effect of characteristics of task, role ambiguity and conflicts and intrinsic satisfaction of task with subordinate performance and LMX by (Dunegan et al., 2002), in which they reported that all the contingency variables have a good influence on subordinate performance and LMX.

The theory of leader member exchange (LMX) has linked different and also determined individual outcomes for example absenteeism of subordinates, further (Dierndonck et al., 2001), reported a positive relation between subordinates feeling of absenteeism and reciprocity with LMX. To be specific that short term absenteeism frequency is led by more or high reciprocity and also their study documented that there was a consistent relationship between subordinate performance and LMX, but no consistency related to turnover of the subordinates. (Vecchi0 and Norris, 1996).

Additionally (Haris and kacmar 2005) argued that there is more stress involved in relation of supervisor and subordinates where there is a high quality LMX. They further stated that it is because of the pressure in high quality LMX which causes the stress just like in the case of other research work conducted by (Vale and Perewe, 2000) where the focus was on stress related to work due to work strain and organizational politics and in organization politics perception is that actions are only taken by the individuals when they see self-interest or can create it without having the focus on organizational goal or interest of others employees of that organization.

2.3. Leader Member Exchange

According to LMX theory the effectiveness of a leader is known by the relationship he/she has with the subordinates (Graen and Scandura, 1987). Whereas, a leader can be seen to have different relationships with subordinates some maybe high-quality and some might not be (Danserau et al., 1975).

In other words, relationships cannot be polarized, they vary on a continuous basis and also none of the supervisor and subordinate can have an identical relationship. As a result of these differential relationships, Leaders and (individuals who possess a high-quality relationship with their leaders) in-group members have reported a relationship that has a good and open communication, mutual respect, a common bond, obligations that are reciprocated and shared support (Dienesch and Liden, 1986). On the other hand, out-group members (individuals who only bound and concerned about their jobs) the relationships are based on the formal requirements of their job (Snyder et al., 1984). They also argued that it is posed that high quality LMX based on reciprocation, it is appropriate to conclude that LMX is a basically another shape of social exchange. Research work on (VDL) Vertical Dyad Linkage, or LMX that were conducted earlier, involved longitudinal studies in large public university's housing department, with more than 15 supervisors and more than 55 administrators (Dansereau et al., 1975).

Their first objective of the study was to examine the relationship that was formed between each subordinated and his/her supervisor. The research suggested that in-group members were given more feedback, inside information and support from their leaders. Also, the in-group members stated that they put in more efforts into organizational goals and have lesser issues related to their jobs (Dansereau et al., 1975).

On the other hand, out-group member did not report of receiving the same response from their leaders. In Addition, the put-group members were less satisfied from their jobs and had reported multiple job-related issues as compared to in-group members (Dansereau et al., 1975).

Many researches have seen to have displayed similar results (Graen, et al., 1982) positive correlations have been seen between high-quality exchanges and loyalty,

mutual trust, rewards, respect, reciprocal support, rewards and interactions. It is to be noted that LMX relationships can be developed due to multiple reasons and under several varying circumstances, hence the relationship is said to be multi-dimensional nature wise.

2.3.1 Multidimensionality of LMX

Role theory and social exchange theory provide theoretical support to LMX's multidimensionality. Role theory has been used to build the foundations of LMX (Graen, 1976).

As per this approach, the subordinates are tested by their leaders through multiple work assignments and in a series of role making episodes. The type of relationship that is formed is depicted by the subordinate demonstrating his/her worthiness to be trusted and the degree to which the subordinates obey the demands of the task (Graen and Uhl-Bien, 1995).

The LMX type determines the degree to which the supervisor reciprocates the resources that are work related such as autonomy, information and challenging task assignments (Graen and Scandura, 1987). The leader's provision of resources in return for the task behavior by the subordinate represents an exchange. According to the view of Graen, these give and takes are only limited to the commodities that are work related. Based on the behaviors of leaders and their subordinates, LMX are said to be unidirectional (Graen, 1976; Graen and Scandura, 1987).

Role theory which provided for LMX research a theoretical foundation (Graen, 1976), stated that roles have many dimensions. For instance, some lower staff or subordinates might give focus to their tasks neglecting the social interactions and the other employees might be strong and weak in both dimensions (Bales, 1958). According to Tsui, (1984) leadership roles is comprised of different and multiple factors like allocating resources, serving as a liaison and supervising.

Sparrowe and Liden (1997) stated that for LMX research social exchange theory is highly relevant as implied by the exchange of leader member exchange. To exchange process considerable attention is given from the beginning of 1950's and extended

till present (Blau, 1964; Gouldner, 1960; Homans, 1958; Sahlins, 1972; Thibaut and Kelley, 1959). Numerous materials and non-materials goods may be exchanged which is identified through social exchange theory (Gouldner, 1960) the author further argued that some of the exchange types have been recognized like workflow, friendship and advice. Sparrowe and Liden, 1997; Brass and Burkhardt 1992; Krackhardt, 1990), suggested that between people the exchange relationships appear to multi-dimensional, thus both exchange and roles appears to be characterized by multiple and different dimensions.

In consistency with this perspective of multi-dimensionality advocated by social exchange and role theory theorists (Dienesch and Liden 1986) proposes that stress due to work behavior are of importance and LMX might endure and develop in a number of ways. They also suggested that LMX is based upon 3 "currencies of exchange" mentioned by Kim and Yukl, (1995) and are documented as behaviors related to task, simply liking each other and loyalty to each other. The authors argued that exchange may be based on all three of them, two or one of them.

Dienesch and Liden (1986) rejected this argument that LMX construct is uni-dimensional and were in favor of a multi-dimensional concept of LMX construct similar to (Kim and Yukl, 1995). Additionally, they stated that there might be variance in weight and importance across individuals.

In organizational behavior LMX multi-dimensional perspective will help in the development and understanding of the relations and an important implication of the multidimensionality is that variability will increase with in exchange types (low quality LMX and high quality LMX) (Keller and Dansereau, 1995; Settoon et al., 1996; Wayne et al., 1997). An individual may develop high quality LMX for different reasons for instance "exchange dominated by contribution may involve a leader and member who frequently work together on projects after normal business hours or on the weekend".

2.4. Dimensions of LMX

2.4.1. Contribution

Dienesch and Liden's concept of perceived contribution: Both defined perceived contribution as cognition of amount, direction, quality of work-based activity, which each member of the team extends towards mutual goals. Graen and his colleagues defined the work-related behaviors on the bases of LMX'S development.

As for as new leader-member team is concerned, the leader usually examine subordinate's working abilities by assigning different tasks .On the bases of this examination, the leader categorizes the employees into two categories : the subordinate whose performance impresses the leader by accepting his leader's invitation to different tasks ultimately leader put him in higher ranks as compared to those subordinates who are not so stimulated by his leader invitation towards work and thus thy are categorized in low ranks .Higher quality tend to exchange values resources among the leader and subordinate.

Graen and Cashman's view about valued Resources Leader provide valued resources to the selected members are comprise of the following resources e.g. budgetary support, materials, and equipment) as well as information and attractive task assignments though the LXM theories deals with both the leader and the member but much focus is paid to the task related attitudes of the participants as Graen and Scandura noticed in 1987. The members improve their job performance by receving valued resources from the leaders by getting leader's confidence on them Graen and Cashman, 1975; Dunegan, Duchon, and Uhl-Bien, 1992; Liden and Graen, 1980; Scandura, et al., 1986, supported this argument.

2.4.2. Loyalty

Dienesch and Liden in 1986 presented another LMX aspect, regarding the limit to which leader and member affectionately deals with each other and how they are mutually interacting and to what extent they seek each other's sympathies.

Graen and his colleagues' defined loyalty as the level of publicly supporting actions and characters of each other in a member and a leader dyad. According to Graen and his colleague's loyalty is the product of LMX's process of development. Dienesch and Liden proposed about loyalty to be best explored more as a constituent element of the aspects of LMX, loyalty plays a key role in developing and maintaining the LMX theorizing. previous research regarded loyalty as an instrument or tool which is responsible of examining the tasks assigned to the members. In this regard, Liden and Graen, 1980; Scandura et al., 1986 pointed out that usually the leader assigns tasks requiring autonomous decisions being responsible at the same time, to those members who are loyal. It is evident that in LMX theorizing, loyalty secured high esteem because through loyalty member gets attention of the leader and thus it is necessary in creating a mutualistic relationship between a leader and a member.

2.4.3. *Affect*

Dienesch and Liden (1986) defined affect as the phenomenon of parallels. Effect is a parallel influence of the members of a same group. They defined effect as "the mutual influence of a team members on each other which is fundamentally based on the interpersonal or mutual relationship and attraction in spite of professional values.it is expected that LMX development involves mutual linking between a leader and a member to changing degrees. LMXs work-based in combination with most important LMX dimension, believes that effect has not as much influence as discussed earlier, while on the other hand some theorists are of the view that in LMX'S dimensions, effect dominates to a great extent provided by the example of a leader and a member who enjoys each other's company so much and thus feel comfortable in interacting with one another. Bridge and Baxter, 1992 defended this view by saying that "work interaction propagates friendship" More emphatically researchers as Dockery and Steiner, 1990; Liden et al., 1993 have provided support for effect as a critical aspect in LMX development.

In the Liden et al., 1993 study on effect declared that linking and mutual effect played a vital role as a predictor in LMX as compared to the assessment of a member's performance by a leader.

2.5. Differential relations with outcomes

An important feature of extensiveness and versatility is exhibited experimentally by the dimensions alternatively predicting various outputs regarding theory and research. It is clear by the above mentioned three dimensions to what extent they work as predictors in organizational productivity?

In some cases, as satisfaction with supervision, it could be examined that those relationships which are based on high levels of valued resources i.e. effect, loyalty, contribution, linking would work as yielding entities regardless of different reasons.

Another measure associated with larger organization is Organizational Commitment, it might be less influenced by the loyalty and affect toward supervisor. but more importantly it relates to contribution. Those individuals who work much more in the work group might be doing this for the sake of organization not only for the leader.

By doing so, Shore and Wayne, 1993 propounded that contribution may be related to organizational commitment. The outcomes of different tasks assignments, those members which are loyal to their organization reports to the work assigned more autonomously and carry out their jobs with high levels of satisfaction as compared to less loyal and less trusted members who are given less liberty by the leaders.

Supervisor rates their subordinate by linking relationships and in this way study the related dimensions.

Additionally, the supervisor and leader demonstrate the contribution of their subordinate beyond the loyalty and affect and consider willingness to contribute beyond job requirements as supreme, super and superior performance, as explained by Tsui and Barry, 1986; Wayne and Ferris, 1990).

2.6. Other dimensions

Dienesch and Liden (1986) did not affirm that piece of work, its steadfastness, reliability and impact are the main LMX dimensions. They recognized that the feasibility that features instead of other, these three may be associated with creating and

built up LMXs. Other likelihood dimensions are proposed by social exchange theory (Hollander, 1980; Homans, 1958; Jacobs, 1971). For instance, different dimensions of LMX may incorporate trust, regard, receptiveness, and genuineness (Graen and Scandura, 1987). Another reason for the ongoing research was to exactly investigate the presence of LMX dimensions furthermore those proposed by Dienesch and Liden.

The Leadership Making model (Graen and Uhl-Bien, 1991) moved LMX research into Stage Three, and moved the accentuation from the leader's separation of subordinates to that how they may be able to work with every individual on a one-on-one basis to build up an organization with every one of them (Graen and Uhl-Bien, 1995). By investigating how dyadic connections are composed inside and past the hierarchical framework, the last stage widens the degree from the dyad to bigger groups.

Regardless of the clear high state of scholarly enthusiasm for LMX theory and the depiction of the theory's advancement offered by Graen and Uhl-Bien (1995), as specified prior, strongly about this approach still remain. Specifically, various researchers have communicated reservations with respect to the sufficiency of LMX theory (Dansereau et al., 1995; Dienesch and Liden, 1986). The efficacy of LMX measures which have been utilized in LMX research (e.g., Barge and Schlueter, 1991, Yukl, 1994) stated the suitability of the methodologies which have been applied for data analysis in LMX research (Keller and Dansereau, 1995; Schriesheim et al., 1995).

A lot of this trouble has emerged from the way that the theoretical perception and operative estimation of the LMX develop have advanced since its origin (Yukl, 1994). Also, it is trusted that it is not absurd to disagree with the statement that improvement of the LMX approach has taken after as deliberate and ordered a movement as Graen and Uhl-Bien (1995) depict. The four-stage model presents a review of the movement of LMX theory through different phases of improvement.

In view of part and social exchange theories look into in LMX (Blau, 1964; Graen and Scandura, 1987; Sparrowe and Liden, 1997; Thibaut and Kelley, 1959) proposes that an assortment of norms and standards oversee the example of trades between individuals. For instance, a typical decide is that of correspondence where the activities of one individual guide the desire that the other individual will respond with a

similarly esteemed exchange (Blau, 1964; Sparrowe and Liden, 1997). The positive treatment the adherent gets from the leader assists feelings of commitment to 'compensate' the leader by struggling as a medium for return. Moreover, the positive trades between the leader and adherent expands sentiments of effect and loving for the leader and this likewise inspires devotees to need to meet leader's work requirement. This ought to thusly improve ongoing work and circumstantial performance.

LMX theory recommends that high LMX is a relational relationship portrayed by large amounts of effect and associating and this leads expanded fulfillment and duty to both leader and working set up (Dulebohn et al., 2012). Furthermore, the connection between work states of mind and execution has gotten impressive consideration (Harrison et al., 2006; Judge et al., 2001; Riketta, 2005). The basic thing that a state of mind which prompts the conduct is grounded in the social mental literary work (Fishbein and Ajzen, 1975). In view of this, we recommend there is solid confirmation, and solid theoretical grounds, to suggest that work mentalities (for this situation work fulfillment and responsibility) will be an imperative procedure through which LMX influences execution results.

Self-assurance theory (Deci and Ryan, 1985; 2000; for comparative contentions see guessing on strengthening, Spreitzer, 1995) is an applicable system for seeing how high LMX can guide upgraded execution. Self-Determination Theory speaks to an expansive structure for understanding human inspiration that spotlights on characteristic and outward wellsprings of inspiration. People are spurred by both outside, (for example, compensate frameworks, assessments) and inner (e.g., interests, interest, values) factors. Conditions that help a person's understanding of self-governance, ability, and relatedness empower inspiration and commitment in business related exercises, including upgraded execution and innovativeness. Plainly high LMX connections take advantage of each of the three segments of the theory; independence from incredible occupation tact gave by the leader, capability from expanded leader criticism and support on execution, and relatedness from an improved relational association with the leader.

As confirmed by Graen and Scandura (1987) one of the prerequisites for the advancement of top notch leader part trades in associations is that "each gathering must

see the trade as sensibly evenhanded or reasonable" (p. 182). However, current theoretical methodologies may confine the capability of LMX theory, since they put excessively accentuation on social exchange and do not create parts of monetary exchange (Graen and Uhl-Bien, 1995). Both social and monetary exchange ought to maybe be given more weight in future examinations. It appears that trade can include both social angles, (for example, accessibility and bolster) and monetary perspectives, (for example, increases in salary).

Most investigations of work assemble separation into in-gatherings and out-bunches are spellbinding, and not expected to educate supervisors on the best way to deal with their work gatherings. This contrasts from prescriptive or regularizing theory where rules for administrative practice are produced. Without worries for hierarchical equity, LMX may have restricted commitments as far as standardizing theory, since impression of authoritative equity is vital for the initiative procedure. From a hierarchical equity point of view, the LMX model may be reprimanded as strengthening the uncommon treatment of some work gather individuals over others (Vecchio, 1997).

According to Scandura et al., (1986) superiors might not feel good and feel reluctant when it comes to the discussion of the differentiation of the work groups, so concern for firm justice will explain the low variance in superiors LMX report. There is still a huge gap and also lack of attention towards organizational justice from theoretical perspective, still the empirical studies on LMX is growing and adding in the literature (Graen and Uhl-Bien, 1995). Many researchers conducted a longitudinal methodology design, which have illuminated LMX development relationship over time (Liden et al., 1993).

Their (Liden et al., 1993), research work supported that out groups don't receive more benefit when it comes to in group, still the questions remain the same that whether or not the "results in deprecation of team-level outcomes remains." With followers the leaders maintain, develop a unique relationship (Graen and Uhl-Bien 1995; Liden et al. 1997) as the maintenance and development of high quality LMX relationships have a great importance for the success of leadership. They also argued that this high quality LMX relationship have characteristics like mutual trust, obligations, liking and reciprocal influence between followers and leaders and by this characteristic in these

relationships the followers are supported by their leaders and that is why the followers engage in responsible and autonomous work activities.

On the other side a low quality LMX relations the leaders just provide followers with what is only needed by them for the job and other tasks (Gerstner and Day 1997). In meta-analysis it is examined that a positive effect is there on follower's performance, satisfaction and OCB (Ilies et al., 2007). Even in leadership literature the LMX construct is widely accepted (Avolio et al., 2009), still many researchers have done criticism on it that in development process it is rarely conceptualized (Dienesch and Liden 1986), and the agreement between followers and leaders LMX assessments tends to be low (Gerstner and Day 1997).

Liden, et al., (1997) have given a definition of LMX as quality exchange relationships which exists supervisors and employees. Research work on LMX is in existence from the last (Graen and Uhl Bien, 1995) and majority in these research works were conducted in US, where theory of LMX predicted the fact that high quality relations amount is reduced as per limitation of supervisor time. Employees are not equally related to their supervisors due to limited resources and time (Graen and Cashman, 1975).

Schyns and wolfram (2008), LMX development is dependent on factors like between member and leader how regular is the contract. Time spent together, and resource passed by leader to his / her subordinate. Interactions of subordinate and supervisors is referred as a tow way relation which is basic point and unit of analysis (Deluga, 1998). LMX additionally shows that high quality relationships of subordinate and supervisor are backed by mutual support, respect and trust including the information access and decision-making part.

According to researchers these findings in individuals (employees) who accomplishes and undertakes the task quick and can solve the problems related to work more efficiently and effectively when compared to low quality relationship in employees (Gerstner and Day, 1997, Mueller and Lee, 2002). Studies have proven that in high quality LMX subordinates and supervision are having access to resources and relevant information with empowering the relations, due to the supervisor organization

resources amount towards them (Sparrowe and Linden, 1997). Basu and Green (1995) clearly argued that these types of quality relations between the supervisor and employee has a long term for benefiting the organization and supervisor as employee shows dedication, creativity in the work place. Liden and Maslyne (1998) documented that members who have high quality LMX are observing relations which are proven like a partnership in subordinate and supervisor and includes loyalty, liking, respect (professional), while member who have low quality LMX experiences following and order giving relationships.

Gagnon and Michael, (2004) many researcher have researched further for identification of the subordinate and supervisor relationship factor which is likely to be increase retention and commitment degree in the organization. (Brunetto, et al., 2010).

From past researches LMX concept has went under significant changes such as going from model of vertical dyad linkage to model of social exchange (Dansereau, et al., 1975). The dyad linkage is known as a concept which is develop of the characteristics of members, leaders and their relationships with each other, this argument was a per (Dansereau, et al., 1995) but follows the analysis of (Liden and Graen 1980), perspective of social exchange is concerned with different types of relations or exchanges which is develop by the leader with subordinates.

Furthermore, research work of (Dienesch and Liden, 1986) considers the later perspective and defines LMX as relation between immediate supervisor and subordinate.

This school of thought has seen leader-member exchange developed from a one-dimensional construct to a multidimensional construct. They came out with three dimensions of LMX that comprised of loyalty perceived contribution and affect. But (Liden and Maslyne, 1988) came out with a four-dimensional construct of LMX known as LMX-multidimensional measure (LMX-MDM). This was done by adding professional respect as the fourth dimension. Though the construct of Liden and Maslyne's (1998) has been tested and has shown promising evidence of satisfactory validity and reliability, a lot of questions remained to be answered about its applicability in different settings and situations (Pillai et al, 1999).

Meyer et al, (2002) argued that the empirical evidence on the LMX works in turnover intention rate of employees due to its role they further stated that the degree of employees and supervisor relationship that determine the level to which employees feel satisfaction for their needs and can support this argument. This can forecast the affective commitments, employee's loyalty, empowerment and intentions to quit (Sparrowe et al., 2001).

Popper (2004) The concept of leadership is changed from the influence of a great man to concept of leadership as relationship (Graen and Wakabashi, 1994; Graen and Uh-Bien, 1995) they also investigated the leadership from another point of view knows as interactive and is referred to LMX approach. LMX multidimensionality nature allows to researcher to do further study on LMX as an independent measurement and unified measurement for the prediction of individuals outcomes (Liden and Maslyn, 1998).

2.7. Leader member exchange as unified construct

LMX is known as a leadership approach which conceptualize leadership from a relational side and it allows the social exchange quality in followers and leaders in work place relationships for a better understanding of levels of influence in interaction process (Graen and Wakabashi, 1994; Graen and Uh-Bien, 1995). It is argued that LMX strength is on the relationship qualities like obligation, respect and knowing that how qualities like these determine the followers are the member of out-group or in-group when it comes to relationship of leaders with them (Graen and Uhl-Bien, 1995). Due to LMX concept the follower leader relation approach id widely used in different leadership research works in many business organizations (Schyns, 2004; Schyns et al., 2005; Van Dam et al., 2008; Lee, 2008).

Further to Lee, (2008), it allows the researcher for understanding factors and aspects which are related to relation in work place. For instance, leader try to maintain and develop LMX with followers which varies according to the relationship quality ranging from out group or low LMX to in group high LMX groups (Dansereau et al., 1975; Liden and Graen, 1980; Graen and Scandura, 1987; Graen and Uhl-Bien, 1995). It is also explained that same style is not used by the leaders with his / her all followers

in how they carry and form the relations (Uhl-Bien and Maslyn, 2003). In the above argument, Graen and his colleagues (Dansereau, et al 1975; Liden and Graen, 1980) suggested that due to constraints of limited energy and time a close relationship is developed by the leaders with having a few followers and also share the positional and personal resources for helping the employee or employees for task performance.

2.8. Leader-member exchange dimensions as independent construct

Bhal et al., (2009) earlier conceptualization's treated LMX as a once construct dimension for prediction of employee related outcomes like LMX-7 was first introduced by (Graen and Uhl-Bien, 1995), and this measurement the exchange relationship is limited to task and job with a low attention towards assessment of social interactions (Bhal, et al., 2009). Researcher like (Graen and Uhl-Bien, 1995), argued and commented "development of LMX is based on the characteristics of the working relationship as opposed to a personal or friendship relationship, and this trust, respect, and mutual obligation refer specifically to the individuals' assessments of each other in terms of their professional capabilities and behavior". On the opposite side multidimensional LMX have included dimensions which are classified on liking base of interpersonal attraction like loyalty, affect, work-based dimensions like contribution and respect (Dienesch and Liden, 1986; Liden and Maslyn, 1998).

Dienesch and Liden (1986), and Liden and Maslyn (1998) rejected the argument that LMX is a one-dimensional construct and favoured it as multidimensional concept or construct as it provides a detail view of the LMX nature, which provided an integrated view. Consistent with Liden and Maslyn's (1998) conceptualization of LMX, it is based upon "currencies of exchange": loyalty to each other, task related behaviors, professional respect and simply liking one another.

LMX was recognized almost forty years ago and is considered as one of the major area of study acknowledging in organization sciences research work (Dulebohn et al., 2012). Before LMX introduction the relation of leadership was considered as a single dimension and was abstracted from top to downwards relationship (Martin, 2010). On the other side LMX focused on dyadic relation which is formed between subordinate and leader (liden and Grean, 1980). In old and latest research (Liden and

Grean, 1980; Bernerth et al., 2007) that LMX foundation or concept is based that subordinates can be treated differently by leaders and that leadership style can be the same for overall team. Additionally, scholars stated that the high LMX relations are based on respect, influence and trust between subordinates and leaders and low LMX relations are on employment transactional dimensions and LMX relationship strength importance have a great impact on organizational outcomes like turnover and performance.

A great number of research work have been revised only for the examination of LMX patterns and antecedents for concluding the LMX relationships nature and provided a list of antecedents which included three main headings; leader characteristics, interpersonal relationships and characteristics of follower; and additionally added items in follower characteristics like competence, affectivity and five factor model known as FFM of different personality traits, the characteristics of leader include followers expectations extraversion, reward behavior and agreeableness, interpersonal relations include self-promotion, perceived similarity and trust of leaders among others. Consequences of LMX include intentions related to turnover performance o job, distributive and procedural justice and an overall OCB.

It can be said in terms of practical point of view that research work supports high LMX relationships which leads to high performance of employee for both organization citizenship behavior (OCB) and task (Jian et al., 2017). Adding the work of (Xu and Li, 2017) when LMX relation is strong more and positive rating are given to employees by the leader. As discussed and mentioned previously (Kamdar and Van, 2007) that LMX relationship strength could also determine personality role in a sequence. Further (Altinkurt and Ekinici, 2016) concluded and documented that LMX relationship is the central to any organizational function.

2.9. Big 5 Personality Traits

2.9.1. Overview

The Five-Factor model mainly is based on five dimensions, which are Agreeableness, Extraversion i.e. socialization, willingness to Experimentation, Emotional Stability or Neuroticism, and Conscientiousness i.e. the quality of being kind and humble (Gurven et al., 2013; Wilt and Revelle, 2015). Big-Five Personality traits have been elaborated in detail in subsequent paras, but before explaining the components the geneses and evolution of the FFM have been explained.

Big Five Personality theory proposes that overall personality is composed of five basic personality dimensions that can depict the overall personality type of an individual. The first dimension is extraversion which shows the extent to which a person is social in his interactions with people around him (Allport and Odbert 1936). Extraverts are mostly lively and active in relationships. The second dimension is openness to experimentation, which means the extent to which a person can take risks of experimenting with novel ideas, has the capability of being imaginative, and independent in decisions (Zhang and Wei, 2011). Third dimension of the big five model is emotional stability which means the calmness and mental stability level of the individual. They further stated that the fourth personality dimension is Agreeableness which depicts the cooperation level of the individual, the extent to which an individual keeps good relationships with his colleagues. Last dimension of the model is, conscientiousness which shows the level to which an individual is organized, disciplined, and serious in his dealings (Zhang and Wei, 2011).

The Big Five Personality or also known as the Five Factor Model (FFM) is one of the most highly regarded trait theories of personality. In this model, personality traits include openness to experience, conscientiousness, extraversion, emotional stability, and agreeableness (Ono, et al., 2011). Big Five Personality theory suggests that there are five basic personality dimensions that can explain individual in differences behavior. Firstly, extraversion refers to the extent to which a person is sociable, talkative, lively, active, and excitable. The following term is openness to experience. It refers to the extent to which a person is imaginative, independent, and has a preference for variety.

Thirdly, emotional stability refers to the extent to which a person is calm and secure. Agreeableness defines as the extent to which a person is good-natured, helpful, trusting, and cooperative. Lastly, conscientiousness refers to the extent to which a person is organized, careful, self-disciplined, and responsible (Zhang & Wei, 2011). The personality traits are important to an individual because it can help to increase in job performance for those who possess it.

2.9.2. Geneses and Evolution of Big-five Personality Traits

The basic concept of Big-Five personality traits was suggested in 1884, by Sir Francis Galton. He suggested “lexical hypothesis” which suggests that single expression can collectively demonstrate all aspects of an individual’s personality in any culture and any language (Goldberg, 1993). Norman (1967), later on reviewed Galton’s (1984) concept of descriptive-terms.

At first, Galton’s (1984) coined these terms to identify personality traits. Later on, Thurstone (1934), suggested five points, which were explored from sixty dimensions of personality. As stated in preceding section; Big-Five personality are related to lexical approach. So, the initial procedure must be to explore Lexical approach, which means styles of human being regarding his style attitude.

The trait theory is a dominant theory in human psychology. According to this there are certain sets of personality traits, which can be combined, considered as factors of a unique personality type. These set of unique personality determine personality type of individuals (Costa & McCrae, 1992). According to Oxford Dictionary a personality trait is dominant dimension of personality, which exhibits dominant aspects of personality. A relatively more compact definition of personality trait it shows how certain characteristics of personality of individuals resemble with each other, and the comparison is determined by the intensity and frequency of those characteristics in individuals (Fleeson and Gallagher, 2009; McAdams & Pals, 2006).

Various academicians have defined personality traits in their own ways. This diversity in defining this phenomenon can be attributed to the variety of personality types in various cultures. McCrae and Costa (1999) have dominantly propagated

genotypical bases of personality traits. He has suggested cognition and motives as dominant expressions of personality. Goldberg (1993) have demonstrated phenotypical bases of personality traits. Phenotypical means an explicitly observable attitude of individual. There is a dominant consensus that personality trait is combined set of Attitudes, motivation, desires and perceptions which stays with an individual for long term (Pytlik et al., 2002; McCrae and Costa, 1999).

DeYoung (2010) and McCrae & Costa (1999) are not specific to a certain culture but they are universal phenomena. There also are lower level personality traits in psychology, which determines personality by assessing Within attitudes, behaviors and responses. personality psychology there are also lower level such as adaptation and personal experiences. Characteristic adaptations include a combined set of norms, targets in life, and strategies for handling problems of life (Fleeson and Gallagher, 2009). As evident form the name “Life stories” means life experiences, and cultural influences of the individual, and influences of family. These experiences base the personality of an individual. According to this concept personality is nurtured by experiences of life (McAdams & Pals, 2006).

2.9.3. The Five Factor model

According to (John and Srivasta, 1999; Goldberg; 1993; Costa and McCrae, 1992) the five-factor model has been accepted all over the world and has gained importance in a short period of time. DeYoung and Gray, (2009) the FFM is personality hierarchical model known as the Big 5 personalities including five traits of personality, moreover an agreement is also seen among the theories which specify each trait function (McAdams and Pals, 2006).

Costa & McCrae, (1992) argued that the openness traits manifest to detect and explore the information; conscientiousness is top to down behavior regulation ability for the personation of long term goal and following it; another trait of personality known as extraversion and is known by the positive effect and reward system; agreeableness means to explore others vs acting altruistic and lastly neuroticism means to be very sensitive to negative affect and punishment (DeYoung, 2010).

Each and single trait include more traits referred as facets for example self-discipline refers to conscientiousness and assertive is known to belong to extraversion factor (Each domain includes more specific personality traits referred to as facets, for instance assertiveness belongs to the factor extraversion (Costa & McCrae, 1992). Additionally, the authors documented the five factors as;

- 1) Universal,
- 2) Heritable,
- 3) Stable disposition which are visible in behavior patterns and
- 2) Can be found in lexical research work trait description and personality traits questionnaire.

The definition of the factors can be examined below (DeYoung, 2010), also additionally some suggestions are there in which it is shown that five factors are distinguished in two meta traits in which agreeableness, conscientiousness and neuroticism are known to be in the family of stability while on the other side openness and extraversion belongs to meta trait plasticity.

Five Factor Facets Definitions

1. OPENNESS: explains the depth, breadth, complexity and originality of a person **experiential** and mental life.

- Values - Unconventional
- Feelings - Excited
- Aesthetics – Artistic
- Ideas – Curious
- Actions – Wide interests
- Fantasy – Imaginative

2. CONSCIENTIOUSNESS: Explains impulse control which is facilitating goal and task directed behavior.

- Order – Organized
- Competence – efficient
- Achievement Striving – Thorough
- Dutifulness – Not Careless
- Deliberation – Not Impulsive
- Self-discipline – Not Lazy

3. EXTRAVERSION: Shows energetic approach to material and social world.

- Gregariousness – Sociable
- Warmth – Outgoing
- Activity – Energetic
- Assertiveness – Forceful
- Positive Emotions – Enthusiastic
- Excitement Seeking – Adventurous

4. AGREEABLENESS: Shows a communal and prosocial orientation with other antagonism.

- Tender-mindedness – Sympathetic
- Trust – Forgiving
- Modesty – Not show off
- Compliance – Not Stubborn
- Altruism – Warm
- Straightforwardness – Not Demanding

5. NEUROTICISM: It contrasts even temperedness and emotional stability with negative emotions.

- Impulsiveness – Moody

- Depression – Not contented
 - Hostility – Irritable
 - Self-consciousness – Shy
 - Vulnerability – Not Self confident
 - Anxiety – Tense
-

Note: Factor traits are numbered from 1- 5 based on John and Srivastava (1999).

2.9.4. Big 5 Personality Traits and Global Application

Gurven et al., (2013), argued that personality traits were derived from language, so that is why there is a chance that personality traits will be different in different cultures. An important question arises that is personality universal or not, and to answer this, many analyses were conducted in cross cultural context to check that big five personality traits is generalizable in different cultures or not. (Schmitt et al., 2007; Bond et al., 1975; McCrae and Costa., 1997) Research studies have examined in almost sixty (60) societies and in different countries and continents and provided the universality regarding FFM.

According to Wood (2012), agreed with the (Mischel and Shoda, 1995) arguments and referred personality trait as characteristics which distinguish the individual on their actions and thoughts etc... (Mischel and Shoda, 1995) also documented that construct of personality is based on a single assumption that people are characterized from different traits. Van (2000), said that across situations and different period time traits are invariant and to give importance of traits (McCrae and Costa, 1994) suggested that personality traits does not only show the individual characteristics but also their selves. Their argument showed the personality traits consistency and stability helping the individual behavior in different situations and different time period.

According to Nauman and Soto (2008), the term Big 5 must not be imply the differences in personality and can be assessed only by the utilization of five dimensions

of personality. They also said that a wide spectrum is represented by the personality traits and each one the dimension is representing a huge number of specific and distinct characteristics (John et al., 2008). They also argued that still there are some debates between the researchers that the dimensions of Big 5 have excluded some traits which must be significant in the evaluation of behaviors. In this debate investigation (Paunonen and Jackson, 2000) again evaluated the research work of (Goldberg and Saucies, 1998), and summarize that from those Big 5 traits there could be more personality traits could be included also. Later in Smith and Canger (2004) argued that FFM which is known by Big 5 model is very important because;

- It provides a meaningful help and personality classification,
- A framework is provided for research work and
- Comprises all personality characteristics.

Based on the vast literature available it is confirmed that research work on personality traits has been done extensively and (Tupes and Chirstl, 1961), states that personality measurement history are dated to the first decade of 20th century where more than 350 physicians rating more than 2400 peoples in more than 1900 investigation and also after a brief interest surge in personality triats till 1950. Beer and Watson (2008), found that the Big 5 structures to be accepted widely, recognized and accepted for more research studies as with time the research has gotten an extensive transformation. For the study the literature the model (Big 5) had recorded over 400 publications in a year and the old constructs (Eysenck's three-factor model of personality and Cattell's 16 personality factors) 50 combined publications which show the Big 5 model performance and its acceptance.

Judge and Ilies, (2002) stated that Big 5 structure claim a easy way for describing personality model structure as the dimensions of personality explored in the 80's has been and still is the most researched theory. Research shows that the FFM is originated from research study which was conducted on traits descriptives from dictionary and this is the model used widely for assessing personality traits (Digman, 1990; Goldberg, 1993). According to the research of (Mount and Barrick 1998), the

FFM model is an efficient and easy way for classification of many personality traits with the usage of descriptive words in the dictionary (English).

Researcher view on the dimension of personality is differed in spite of the popularity, for instance in some research it is argued that people's personality dimensions deal with the intra personal phenomena, which includes biological process and cognitive process (Hofmann and Jones, 2005). Another study has examined the Big 5 Personality traits are also important in leadership, however still the general personality traits have a less importance in occupational setting of leadership (Hirschfeld, and 2008).

2.9.5. Big 5 dimension and components

Five traits are there in Big 5 Personality traits which were empirically derived using the descriptive terms of trait (Goldberg, 1990). Later on (Goldberg, 1992), again analyzed the previous research work (e.g., Peabody & Goldberg, 1989 and Norman, 1963) as the feeling was there is an error in the past studies which were conducted on personality traits dimensions.

In the start there were more than 1400 traits adjectives terms which were grouped in more than 70 groups for analyzing the individual personality (Goldberg, 1990). The structure of Big 5 resulted from a study was when 100 clusters from 339 were derived then traits were analyzed and according to (Hirschfeld et al., 2008), the most prominent dimension of personality and the five dimensions comprises the below model as discussed;

2.9.5.1. Openness to experience

This personality trait refers to cognitive style dimension which distinguishes the creative, conventional and imaginative individuals (Barrick and Mount, 1993). They also argued that it's a measure of breadth, depth and variability in an individual's urge for experience imaginations.

Saade, et al., (2006), argued that individuals are always perceived healthier and matured and serve as an educator is seen to be very open to experience. On the other

side of the argument open minded individuals are always related to superior job in sales, police, education sector and other occupations (Taylor, 2009).

Some studies show that openness might not be very influential to performance of job because the real construct of it includes two dimensions which relates differently to performance of job and thus it minimizes the correlation among measures of performance criteria and openness to experience (Griffin, et al., 2004).

Mark and John (2000), done a hierarchical regression and the findings showed that openness showed a variance (unique one) in performance of job beyond and above aptitude of cognitive behavior. However, there are cases which showed very good evidence that training proficiency is predicted by openness to experience (Rothmann and Coetzer, 2003). They also argued that the openness to experience measurement might help for pin pointing peoples who are ready for training, meaning that individuals are willing for learning. As a strong relationship to intelligence is exhibited by openness to experience it might also predict the learning ability or in a short form openness to experience utility lies in the training the potential rather than performance of job (Rothmann and Coetzer, 2003) as the training indirectly lead to performance.

Peoples who are classified to openness to experience are broad minded, unconventional and creative (Smith and Canger, 2004). Individuals who are open are seen to less enagegement in interpersonal relationships or fulfilling emotional and physical needs as the associated traits with openness is not relevant for the interpersonal relationship, so that is why the researchers do not expect to predict or find a relation between subordinate's attitude and openness to experience (Smith and Canger, 2004). Preference towards varied sensations, inner feeling attentiveness and curiosity are the other characteristics of openness dimension of personality trait (Grehan et al., 2011). According to George et al., (2007), authentic leader knows the listening to feedback importance and more importantly those who does not hear.

2.9.5.2. Conscientiousness

Those individuals who are characterized as conscientious are mostly willing for confirming to norms of the organization policies, rules and group rules if they have a agreeableness level (Smithikrai, 2008). Individuals characterized with conscientiousness

dimension of personality traits shows recurring behavior regularities of organization (Hofmann and Jones 2005) steadiness and efficiency. Conscientious possess characteristics like determination, purposefulness, dependability and self-control from the literature explored (Grehan, et al., 2011). This dimension of personality is organized, plan skillfully, reliable on matter which is the requirement for achievement vs being negligent, sloppy and careless (van, 2000).

Individuals who show or have high conscientiousness are seen to be more responsible and reliable people (Barrick and Mount, 1993). They also stated that they are having a very good control on their selves and always act dutiful as their aim is towards achievement, rather than acting spontaneously they try to follow plan which makes them very good in formulating goals, planning and organizing routes to achievement and working persistently. A research work predicted that high conscientiousness might not be a very good conscientiousness but can be determined towards well being when there is an experience of failure (Boyce, et al., 2010).

(Hurtz and Donovan, 2000), Conscientiousness dimension of personality trait has emerged as one of the most important in predicting performance of job. Also it is argued by researchers that many researchers have a great liberty in operations performance and failing frequently in the types of performance data and sources of different quality used in capturing performance and measurement. Example can be this that a main distinction is made in task performance which is the main duty and function required in description of job and contextual performance. According to Hurtz and Donovan (2000), Some steps are taken for addressing that how the Big 5 personalities might address and predict differently performance dimensions including contextual and task both and the analysis showed that conscientiousness always predict differently. The authors also said that this dimension of personality traits is strong in predicting performance and the researchers should know that if they with more thorough understanding of this relationship including different items which make the scale that how the scale is predicting performance psychometrically through more evidence.

2.9.5.3. Extraversion

Enjoyment with peoples, experiencing positive emotions and being energetic is related with extraversion (Barrick and Mount, 1993). The authors also argued that individual who are extravert are known to action oriented and enthusiastic towards opportunities and like to be the center of the group. This dimension is also predicting wellbeing and effective function across a variety of domains (Ozer et al., 2006). On the other hand, the introvert is the other side extravert and introvert individuals are known to be quiet, less dependent and deliberate on the social world (McCrae and John (1992). The authors also said this that depressed or shy should be classified by lack of social involvement, they just need a low stimulation than an extravert and prefers to be alone for a long time for their energy recharge because sometimes being reserve is taken for unfriendliness and arrogance.

As per Barrick et al., (2001), succession in a job like management or sales is related to extraversion but also was less related to performance to skilled workers. McCrae and John (1992) referred extraversion behavior as assertive, positive, social warm and talkative due to their outgoing spirit and that is why it is very easy from them to make relations with others. Mushonga and Torrance (2008) suggested that individuals who score high in this dimension were cheerful, secitment seekers and tends to like large groups and other individuals. Zhao and Seibert (2006), argued that individuals who score low are known to spend more time with themselves or alone and are classified as reserved, independent and quit. Zhao and Seibert (2006) also stated that in management work extraversion is a vital trait. According to Barrick et al., (2005) extraverts enjoys socializing, working and motivating other around them and makes their environment enjoyable.

2.9.5.4. Agreeableness

An individual when usually tactful, friendly warm but also is negatively in relation or associated with arguments of interpersonal anger and aggression is having a high level of agreeableness (Jensen et al., 2001). According to Meier and Robinson (2004) stated that they for human nature they are having a positive view point and belives that individuals are honest, trustworthy and decent as well as with other

individuals they get along very well as for them the main important factor is social harmony.

Jensen et al., (2001) documented that when it comes to decisions which are tough and other situations like this agreeableness is not useful and here disagreeable individuals are known to be good soldiers. A study on agreeableness showed that there is insignificant effect on team performance for task solving but significantly affect the problem solving from an individual point of view (Frederick, 2005). Hertz and Donovan (2000), argued that for “validity for agreeableness in the prediction of interpersonal facilitation, is a dimension of contextual performance” which shows that agreeableness in extra role behavior and pro social or different form of contextual performance which is shown in personality selection

Another research work on agreeableness proposes that this dimension might moderate the relationship of performance and conscientiousness (Barrick and Mount, 1993) so that is why the general belief still holds agreeableness is having a limited utility in selection process and the evidence is indicating that it might emerge as a useful factor in prediction for some outcomes (Hertz and Donovan, 2000).

Patrick (2011), argued that this agreeableness a dimension of personality traits refers to a manner where people interacts with other people in area of altruism, trust straightforwardness, compliance, tender mindedness and modesty. Jensen et al., (2001) agreeableness related on how individuals maintain a positive interpersonal relationship with other and does not associate in anger and interpersonal arguments. Other researchers like (Wiggins and Trapnell, 1997; Jensen et al., 2001) agreeableness is the least understood dimension in Big 5 personality traits.

Hofmann and Jones (2005) documented that people who possess agreeableness dimension of personality trait must display and show behavior regularities which are pleasant, helpful, cooperative and considerate. According to Bartram (2005) people who have high level of agreeableness goes for unity among the group or cohesion and thinks positively of other individuals in work.

2.9.5.5. Neuroticism

This dimension of personality trait is defined as self-possessed, self-confident, tolerant, resilient and well adjusted (Barrick and Mount, 1993). They also argued that individuals with a low level of neuroticism or high emotional stability are individuals who are able to control themselves for remaining stable and they tend to be calm and emotionally stable. Individuals with low or high level of neuroticism have a weak irrational thinking, poor stress worry and poor impulse control (Ono, et al., 2011). From the previous literature (Barrick and Mount, 1993; Kell, et al., 2010) conscientious actions and a stable emotion are more effective in interpersonal situations and task situations.

Barrick, et al., (2001), argued that this factor or dimension of personality trait is related to performance of job and is considered as a universal predictor due to its relevance in nearly all or all jobs. For interpersonal performance emotional stability or neuroticism is an important predictor and when people have high score in this dimension they might result in quality working relationships (Mount et al., 1998).

According to Tett, et al., (1991), provide a meta-analysis and yielded a true validity coefficient of 0.22, whereas Salgado's research yielded a coefficient of 0.19, both quite larger than preceding and subsequent studies. Both reviews' results even place emotional stability as a stronger predictor of performance than extraversion (Jeff & Therese, 2006).

Neuroticism a personality traits dimension deals with the differences of individual in emotional stability adjustment (Zhao and Seibert, 2006). A study results shows that individual weak emotional adjustment is manifested in form of anxiety, depression and stress (Judge and Ilies 2002). Patrick (2011) in his study wrote that neuroticism encompasses an individual emotional stability including facets like hostility, anxiety, vulnerability and impulsiveness.

People whose neuroticism level is high experience negative effect usually, self-consciousness, anxiety and might not be able towards adjusting the thoughts effectively which results in becoming self-absorbed emotionally (Renn et al., 2011). As mentioned

earlier by Judge and Ilies (2002), neuroticism is known by positive and good emotional stability traits like anxiety, stress and depression is a critical sign of weak emotional adjustment.

Individual whose neuroticism level is high does not become and are also not considered authentic leaders due to inability of adjusting their emotions (Hofmann and Jones, 2005) so these peoples are mostly classified in leadership as passive leaders as they do not reinforce, mold or monitoring their subordinates actively and its consequences is these types of leaders does not exhibit a high or good collective level of conscientiousness or extraversion and openness (Hofmann and Jones, 2005).

2.9.6. Big Five Personality Traits and Educational Leaders

The dimensions of Big 5 personality traits must not only be scrutinized for selection of peoples who would or might practice principles of authentic leadership, it can also be very helpful for the selection of teachers in school's colleges and universities. A study of Patrick (2011) which investigated that the grades of the students and big 5 personality traits are related to the evaluation of those teachers and course level. In the study more than 170 students finished two set of copies of the Big 5 inventory with one of their teachers and one of their own.

Patrick's (2011) research work also found that openness, conscientiousness, agreeableness and extraversion were seen as favored in teachers or instructors while the other dimension neuroticism was not favored from which the author referred personality traits as multi faced construct which could be described, analyzed in different ways and also can be evaluated in different ways. From the findings of the students in favor of the teacher in Patrick's research work were favored in leadership.

Zitny and Halama, (2011) cited Patrick's work that students who did not prefer the teachers neurotic dimension of personality trait because neuroticism contains characteristics like angry, anxiety, depression, self-consciousness, impulsiveness and hostility.

As far as the literature is concerned more than thirty years scholars gave a great research on organization citizenship behavior consequences and causes (Organ, 1977;

Organ, et al., 2005). OCB refers to behavior of an employee which contributes towards the psychological and social function of organization, but some time is discretionary and is not rewarded in the role of job performance (Organ, 1997; Organ et al., 2005). Mostly OCB construct is regarded as positive (Cameron, Dutton, 2003; Lepine, et al., 2002; Luthans and Youssef, 2007; Podsakoff, et al., 2009) as it was conceptualized originally like a pure behavior (Bateman and Organ, 1983).

To reconcile the differences between these different types of good deeds at work, (Organ, 1997) altered the definition of OCBs, proposing that employee behaviors need not be discretionary, or voluntary, to be considered acts of citizenship; instead, they must only be contextual, in the sense that they contribute to the “organizational context that supports task performance.” Consistent with Organ’s (1997) redefined version of OCB, ongoing research has demonstrated that employees often engage in this positive behavior not out of their own discretion, but because they perceive that they must (Bolino, Klotz, Turnley, & Harvey, 2013). For example, Bolino, Turnley, Gilstrap, and Suazo (2010) found that employees often engage in citizenship behaviors because they feel pressured by their organization to do so.

The willingness and ability of individuals to perform, ensures the flow of performance and innovation in the organizations (Zhang, 2017). Many researchers in the literature regard work behavior crucial for the performance and survival of the organizations (De Jong & Hartog, 2007; Janssen, 2000; Scott & Bruce, 1994; Unsworth & Parker, 2003; Xerri & Brunetto, 2011). Organizations are coping with the changes in the business environment through emphasizing human resources and capitalizing their innovation ideas and behavior for performance (Unsworth & Parker, 2003). Many employees also view OCBs as simply part of their job Responsibilities and in some cases, OCBs become expected parts of employees’ jobs over time (Vigoda-Gadot, 2007). Given the aspects of OCBs, we suggest that the sense of psychological entitlement an employee experiences after performing externally motivated OCBs functions in a manner similar to a psychological license (Yam et al., 2017).

2.10. Organization Citizenship Behavior

2.10.1. Organization citizenship behavior roots and frameworks

The word "citizenship" as practices that grease up the social machinery of the association and named representatives who participate in such practices as "great citizens". The history can be tracked back to Barnard (1938) and it is not very old, and the author the employee of the organization should contribute the efforts to the system willingly for the achievement of organization goals. Katz and Kahn (1996) and Katz (1964) found that cooperative and constructive behaviors from old requirements of jobs are very important for the success of any organization function which is also discussed by (Lester et al., 2008).

Katz (1964) suggested (3) behavior types for any organization and argued that it is very important due to its survival. Further author argued that employees should be induced to remain in the system once they enter and assignments should be carried in a dependable and innovative way for achieving objective of the organization which is beyond the specification role. Lester et al., (2008) said that situations will be there like environment of organization and human resource variability and conditions in relation to operation, which is foreseen by any organization and any action should not be taken against them there for spontaneous behaviors and innovative behaviors must overcome will make sure to that an effective organization function should be operated. They stated that "If the system were to follow the letter of the law job descriptions and protocol, it would soon grind a halt" (Katz, 1964).

Smith et al., (1983) gave importance to different behavior types as "innovative and spontaneous activity" and were defined like "actions not specified by role prescriptions which nevertheless facilitate the accomplishment of organizational goals". Organ (1988) gave review of OCB some years after the OCB introduction and defined it as:

"Individual behavior that is discretionary, not directly recognized by the formal reward system and that in the aggregate promotes the effective functioning of the organization. By discretionary, we mean that the behavior is not an enforceable

requirement of the role or the job description, that is, the clearly specifiable terms of the person's employment construct with the organization; the behavior is rather a matter of personal choice, such that, its omission is not generally understood as punishable.”

Organ (1988) stated that, “Our definition of OCB requires that it not be directly or formally recompensed by the organization's reward system... (Does this) mean that OCB must be limited to those gestures that are utterly and eternally lacking in any tangible return to the individual? ... Not necessarily. Over time a steady stream of OCB of different types ... could well determine the impression that an individual makes on a supervisor or on coworkers. That impression in turn could influence the recommendation by the boss for a salary increase or promotion. The important issue here is that such returns not be contractually guaranteed.”

The OCB three fundamental characteristics which can be found from the definitions are:

- i. OCB by nature is discretionary and goes beyond from the old job requirements (Smith et al., 1983). Not like the formal written description of job contract between the organization and employee in which employee of the organization is not obliged towards engagement in OCB; rather than showing behaviors like this which totally depends upon the employee willingness.
- ii. OCB is not formally and directly recognized through reward system as engagement in such activities gives facilitation in many activities like promotion and salary by higher authority recommendations (Organ, 1977).
- iii. The third and final argument is that OCB fully promotes the organizations functions in effective and in efficient way. The author Organ (1997) explains this characteristic by coworkers helps. As author suggested that helping your co-worker leads the result in dysfunctional situation for employee but if many organizational employees engaged in behaviors like these so overall effectiveness of the org Organ (1997) clarifies this characteristic by giving helping a co-worker as an example. He states tнизation is increased.

Organ (1988) was defined formally neither like behavior of any individual is discretionary nor explicitly neither directly known by the reward system and promotes efficient and effective organization function. Organ et al., (2005) the definition of (Organ, 1988) includes both outcome and behavior aspects of OCB are

- i. Not directly connected to rewards
- ii. Discretionary so not a formal requirement of job
- iii. Beneficial for efficiency of organization.

This definition is referred frequently but still is receiving criticism (Organ, 1997).

The criticism pointed that many employees will perceive OCB elements as less or more as their job part, making lines in requirement of job and discretionary behavior.

Another important critics was that many organization rewards systems are not guaranteed contractually (e.g., promotions) and outcome can be beneficial in OCB engagement (Organ, 1997), Later on the author further also answered the same critic through redefining the OCB like “behaviors that are contributing to organizational efficiency by supporting the social and psychological environment where task performance takes place”.

2.10.2. Dimensionality

Even though the OCB research body is growing but still it is weak when it comes to its dimensions (Hoffman et al., 2007). Podsakoff et al., (2000) stated that lack might be due to focus on potential identification of outcomes and antecedents, rather than OCB nature definition. But however, some most commonly and most used framework dimensions are those which were developed by (Podsakoff et al., 2009; Williams and Anderson, 1991; Smith et al., 1983).

The OCB idea can be long tracked back to (Katz, 1964) who suggested discretionary behavior which he meant important or effectiveness of any organization. Smith et al., (1983) argued and conceptualize those behaviors as “organizational citizen behaviors” and documented a two dimensional framework which consists “*Altruism*” like helping others and “*Compliance*” like laws rules, norms etc... Organ (1988) then

later deconstructed compliance and thus OCB taxonomy was expanded to Civic virtue and altruism like participating in meetings suggestion offering), Conscientiousness like following procedures and rules, Courtesy Like Polite to others and lastly Sportsmanship like not complaining.

On the other side (Williams and Anderson, 1997), stated that rather than consent based on behaviors direction the OCB should be organized.

The authors further argued and suggested a two framework of two dimensions OBCI and OCBO. OCB-I means that behaviors beneficial in organization to other employees like helping, assisting them even if they do not ask for it and OCB-O meant that those behaviors which gives benefit to the organization on overall basis (Williams and Anderson, 1991). The main distinction or difference in OBCI and OCBO is supported by (Williams and Anderson, 1991; Turnley et al., 2003).

2.10.3. Development of OCB and theoretical foundations

According to (Cropanzano and Mitchell, 2005) the difference in persons in OCB have been explained by social exchange theory previously but in current time there are different theoretical frameworks in attempting in nature. Many of these theoretical frameworks are following the base of self-regulation theory by considering the assumptions of the OCB as motivators (Lord et al., 2010)

2.10.4. Theory of Social Exchange

Due to the nature OCB was seen like one of the outcomes of social exchange in the relationship of employee (Cropanzano and Mitchell, 2005) The social exchange theory, these kinds of exchanges are based upon actions taken voluntary by the employee or the employer and the other party expectation reciprocates those actions (Holmes, 1981, Blau, 1964). They further argued that if any party do not meet the rules and obligations so there will be an imbalance and that will affect the relationships and its outcome will be that one party will either withhold or increase the efforts for restoring the balance. Following the above argument, the employees of any organization are required to engage in OCB relative that they are receiving or will be receiving in future or wanted to receive (Konovsky and Pugh, 1994).

Organ (1987) documented that employees of the organization only choose to engage in OCB if they are getting fair treatment and they will withhold if the treatment is unfair. The argument states that OCB develops by the effect of social exchange in employer and employees, but however the social exchange theory did not make any suggestion for this development of and it is different (Cropanzano and Mitchell, 2005; Bolino et al., 2012).

2.10.5. Theory of Self-Regulation

According to Bolino et al., (2012) that social exchange theory does not explain sufficiently affective, cognitive and process of unconscious which underlies the nature of OCB and for its encounter they developed framework with having a focus explicitly on the development of OCB and argued that engagement in OCB is like an ongoing process and the same is influenced through his/ her self-conceptualizations orientations.

Self-concepts mean schemas which includes the perception of individual about roles (social) and attributes and these concepts vary in orientation, as the individual thinks and feels his / her self as an autonomous individual having a relationship with other individuals or a larger group part.

Bolino et al., (2012) documented that in OCB self-concepts affect implicitly individual development due to its high effect of individual citizenship behaviors engagement and when decided to modify and perform their behavior. For example, they suggested in any organization an employee with individual self-concept is highly motivated in regard to engagement in OCB due to the motives of impression management, by using OCB like a leverage for getting what they need and want.

They also argued that employees in the organization with orientation of self-concept are more motivated due to motives of prosocial and so there for engaged in OCB. Upon feedback from employee environment of organization choices and planned, made and executed in days, months or years and these day. Months, and years cycles leads to long and short-term development in self-concept orientation and thus causing for OCB engagement development (Bolino et al., 2012).

Approach of self-regulation benefit to OCB is that it focuses explicitly on development of intra individual (working and self-concepts) and variation of development in individuals (different self-orientation), still due to lack of empirical research studies its grounding is scarce and rare (Bolino et al., 2012). empirical grounding for these assumptions is scarce. The below section is about the previous OCB research work and its dynamism is discussed in relation to development and issues related to methodology.

2.10.6. OCB previous studies

The majority of research on OCB is cross-sectional, examining measurements of OCB at a given point in time. Although *time* is really a longitudinal issue (Ployhart & Vandenberg, 2010), several studies have implicitly modeled change in OCB by including time-relevant variables, separation of measurements or examined short-time fluctuation even those studies do not look explicitly towards the development and the results documented that logically it is to be expected the development of intra individual in OCB. as the results were further discussed in issues related to methodology.

2.10.7. Time relevant variables

Sturman (2007), stated that the changes in OCB is modeled implicitly in studies of cross sectional methodology by adding time relevant variables like tenure, experience and age etc... and is mostly done through employee's division in cohort base like experience and tenure and assuming that variations in OCB on other cohorts gives evidence variation in OCB over the different cohorts provides evidence for development in OCB over time. The author further argued that another way is to check the relationships of OCB moderated by variables of time related like age, tenure and experience etc... Ng and Feldman (2011) did a meta-analysis research examining the relation of organization commitment and OCB with moderating effect of tenure and found that a strong relationship lies in those employees who have a long tenure. Further another study by the same authors examined a curve linear but positive relationship between OCB and tenure, in which there was also found that where ever the relationship became weaker the tenure ratio goes to high from medium (Ng and Feldman, 2010).

Singer et al., (2003) these type of results gives motivation and the suggested that employees engage at levels of OCB at different time points, still it is of very importance that the results of cross sectional research are merely based up on between person differences and does not provide the full information that when, how an employee engagement in OCB develops over time. Authors further said that the between person differences due to tenure, experience and age does not confirms the overtime development as there are many valid and logical arguments for these kinds if differences (Singer and Willett, 2003).

Singer and Willett (2003) one explanation for this may the differences which occurs systematically between those employees which leave the job early and those who still are doing job in their organization, for example, they can be those employees whose are highly satisfied from the job engagement in high OCB levels and contains the tendency to be in the organization for a very long period of time (long tenure).

2.10.8. Measurement Separation

OCB changes have been modeled implicitly in different research studies with cross lagged methodologies even though they used longitudinal term (Blakely et al., 2003; Vigoda and Angert, 2007; Koys, 2001), which consists of maximum two measurements for each variable. The difference from the old cross-sectional research work is that the measurements in time were separated (Vigoda and Angert, 2007). For example, measuring the predictor and outcome variables at different points in time, alternatively both the variables were measured on both occasions.

Hui et al., (2000) documented that they measured OCB few months before and after promotions and in results they found that those employees who had instrumental approach have seen to be more likely engaged in high OCB level before and were seen to low their OCB after potential promotion, or if they get it. Their findings suggested that in any organization those employees who have incremental approach are always willingly in regulating the engagement towards OCB for gaining benefits for their self.

The findings correspond to (Bolino et al., 2012), arguing that cues might click orientation of working self-concept and will result in a temporary development of OCB

engagement. The separation of measurement mostly deals with biasness still it is not enough for qualifying or to qualify as longitudinal study (Vigoda and Angert, 2007). Further authors said that for each variable if one measurement is there so the results from cross sectional study can be compared and are comparable. The findings of 2 waves OCB is only seen a little bit better or marginally from the research work of cross sectional studies, because the conceptualization is done by the scores difference of these measurement (Singer and Willett, 2003; Ployhart and Vandenberg, 2010).

The difference which arise in the scores is by default linear and there for nothing can be said about individual development shape and it is going to be developed, also neither it can distinguish between measurement error and change which leads to the development conclusion (Ployhart & Vandenberg, 2010; Singer & Willett, 2003).

2.10.9. Short time fluctuations

ESM or also known as experience sampling method have been mostly adopted for the examination of fluctuation in within person in OCB relating to momentary state like recovery, mood and events like episodic (Ohly et al., 2010). They also argued that this approach advantage and benefit is that in natural setting data can be collected and by measurements repetitions (Ohly et al., 2010). Furthermore, these researches can provide better and important information related to the cues which make an employee regulate his / her self-concept and their OCB engagement in OCB (Bolino et al., 2012).

The findings from the experience sampling method (ESM) documented that in OCB fluctuations are related to different affective state like anxiety, gratefulness and positive affect (Ilies et al., 2006). More research studies suggested that daily level OCB is affected by the employees allocated and available emotional and physical resources (Minbashian and Luppino, 2014). Binnewies et al., (2010) stated that state of high recovery in morning implies a great level or high availability of resources from work performance in the shape of work energy positive affect and self-regulatory resources. With the findings in line (Binnewies et al., 2011) argued that daily OCB is related to daily recovery in a positive manner and the state of high recovery is related to OCB engagement.

A lot of experience sampling studies (ESM) have a huge number of measurements waves and the analysis underline correlation of variables with each other in each wave instead how these variables develop overtime (Ployhart & Vandenberg, 2010). In other words, it can be said that those research work main focus was on change in OCB from within person point of view. Still the findings of these results show a good variability within person and suggesting that employees engages in a lot of levels in OCB at different time period (Dalal, et al., 2014).

Dalal, et al., (2014) did a work on preliminary analysis of the multi waves available in OCB and results showed a 43% variability contribution within persons, although the results might be a little bit biased from a methodological point of view and choices still the variability size is good enough for considering something them error of measurement (Dalal et al., 2014).

2.10.10. Criticism of the OCB Construct

Like mentioned before of the three attributes of OCB no formal reward, contribution to organizational effectiveness and discretionary, this is non-contractual and discretionary reward attributes have been seen as the target of criticism (Morrison, 1994).

Morrison (1994) have criticized the Organ (1988) definition of OCB on its basic emphasis on the characteristics and according to (Morrison, 1994) the employee hold many views about responsibilities of job and might be different when it comes to defining the boundary line in extra role and in role behaviors, that is when coming early to work is seen a extra role behavior by the employee and other employees of the organization sees it as in role behavior so therefore engaging in OCB totally depends up on hoe employees define his / her job duty. The author (Morrison, 1994) documented that out of 20 OCB items 18 perceived as in role behavior by higher or many respondents of the research work. So that is why OCB is “ill-defined and varies from one employee to the next and between employees and supervisors”.

Organ (1997) then evaluated these criticisms and concluded from the study that changes in job occurs like roles due to flattering and downsizing and flex from the firm

so there for the definition of the job may be whatever but should be required in the job and because of this reason the author prefer avoiding focus and reference to extra role behavior.

Another criticism towards OCB is underlining the rewards issues and according to (MacKenzie et al., 1991), that some of the OCBS's are rewarded as they are in role performance and later on (Organ, 197) supported that these types of critics and then argued that "of the three essential conditions for OCB, we are left with one- that it contributes to organizational effectiveness". And in result (Organ, 1997) redefined the OCB as "contributions to the maintenance and enhancement of the social and psychological context that supports task performance" not referring towards the "extra-role", "beyond the job" and "unrewarded by the system" OCB characteristics so there for the study in hand is following the redefinition of OCB.

2.10.11. The definition of the OCB dimensions

i. Helping

This dimension of organization citizenship behavior (OCB) was previously known "Altruism". New name was given because "Altruism" was very criticized due to its implication of selflessness on the back side of behavior which resulted in limited dimensions, for those gestures which were known for driving selfless motivators (Organ et al., 2006). Podsakof et al., (2000), stated that regardless of the dominance (Altruism or Helping) that this specific type of organization citizenship behavior (OCB) is in the nature of it "directed or pointed at a specific employee or a co-worker, but some-times to a customer or supervisor. *"directed at a specific individual- usually a coworker, but sometimes the supervisor or a customer. This factor includes items such as helping a new worker learn the job or helping an overloaded worker catch up with the workflow or solve a problem."*

ii. Courtesy

Courtesy another dimension of organization citizenship behavior (OCB) is in accordance of the recent and latest conceptualization included and added in the helping dimension (Organ et al., 2006). According to Organ (1988) "courtesy" is a specific

kind of OCB, while Podsakoff et al., labeled it “*helping*”. Courtesy measuring items which are commonly used are (Konovsky and organ, 1996).

1. They do not want to create problems or hurdle for others.
2. Judges the impact of their actions.
3. Consults with those who might be affected by their decisions.
4. Informs concern individual before taking any decisions and actions.

iii. Sportsmanship

According to Podsakoff et al., (2000) employees who are engaging in sportsmanship are labeled as “...*people who not only do not complain when they are inconvenienced by others, but also maintain a positive attitude even when things do not go their way...*”

List the following items as measures of sportsmanship:

1. Complains a lot about trivial matters.
2. Always finds fault with what the organization is doing.
3. Expresses resentment with any changes introduced by management.
4. Thinks only about his/her work problems, not others’.
5. Tries to make the best of the situation, even when there are problems.
6. Is able to tolerate occasional inconveniences when they arise.
7. Does not complain about work assignments

IV. Compliance

This dimension consisted, according to its initial definition, of “*items that did not have the immediate effect of helping a specific person but rather contributed in a more impersonal and generalized fashion to the group, department, or organization* (Aykler, 2010). For example, punctuality in arriving at work or at meetings, exemplary attendance (i.e., very low absenteeism), and refraining from unnecessary breaks and idle conversation do not appear to help any specific individual (although one could make the

case that such behavior does, at least indirectly, help the supervisor or manage) (Zaidi and Ali, 2017).

Organ et al., (2006), argued that this dimension was known as “*conscientiousness*”, and this dimension with the passage of time the name was changed to “*compliance*” for avoiding confusion with factors of personality named as “*conscientiousness*”. A shorter and simpler definition was given and documented by Podsakoff et al., (2000), who defined it as an employee or worker engaging in “*compliance*” is: “*an employee who religiously obeys all rules and regulations, even when no one is watching*”

V. Civic Virtue

Civic virtue was described by (Podsakoff et al., 2000), “*a person’s recognition of being part of a larger whole in the same way that citizens are members of a country and accept the responsibilities.*” Courtesy measuring items which are commonly used are (Konovsky and organ, 1996).

1. In company development he/ she stays informed.
2. Focused on participation and attendance in meeting of the company.
3. Suggestions are offered for improving operations.

VI. Self-Development

Self-development is said to be “*voluntary behaviors employees engage in to improve their knowledge, skills, and abilities* (Wang and Hou, 2015)”. Podsakoff et al., (2000), argued that work on this dimension of OCB will not be seen in their work as the empirical research in reference or relation to personality is still rare. (Singh, 2015). OCB has four main categories of antecedents (Podsakoff et al., 2000), which are as followed;

- Organizational characteristic
- Leadership Behavior
- Employee (Individual) characteristics
- Task characteristic

2.10.12. Criticism organizational citizenship behavior

As mentioned earlier, there are three basic elements Attributes of organizational citizenship behavior: Arbitrary, no relevant official reward, and its contribution to organizational effectiveness. However, it is discretionary, and the properties of non-contract awards have become Critic's goals (Morrison, 1994 Morrison (1994) according to Oxley views criticized the definition of OCB's Organ (1988) It stressed discretion property. Introduction According to Morrison, Employees may have different views on their job responsibilities in defining the boundaries between the functions and features of different from each other Extra role behavior That is, when his early work, which is an additional role Behavior as an employee, another employee can be viewed as role behavior.

Therefore, participating in OCB depends on how the employee defines his job. Morrison (Morrison, 1994) also reported 20 projects in 18 OCB in most paper behavior by respondents in the study is considered. Therefore, From Morrison's perspective, OCB "definition is not clear, because employees vary between the next one and the employee Supervisors". Organ (1997) Evaluated Morrison's criticism and concluded that, like the role, work is changing Due to reduction, flattening, teamwork and flexible organization. Therefore, the working definition may be needed for the workplace. For this reason, Organ (1997) tend to avoid extra behavior mentioned documents

Another criticism of the organizational structure is based on themes rewards. MacKenzie et al. (1991) argued that some OCB might be financial Rewards like if they are the important elements of performance in a character. Organ (1997) acknowledge the criticism and then later on concludes that " these three basic elements Organizational conditions, we have an organization that helps organize Validity ". Therefore, Organ (1997) OCB will re-defined as "contribution"

Maintain and improve social and psychological environment It supports the implementation of tasks "without involving an" extra character "," beyond " Work features " and " no Get reward system" " From OCB. Therefore, the current study followed Organ announced OCB redefined (1997).

2.11. Leader Member Exchange and BIG 5 Personality Traits

Researchers have studied the individual productive innovative behaviors in terms of antecedent, construct itself and outcomes (De Jong and Hartog, 2007). Studies looking at the antecedent of individual behavior looked at the various factors affecting individual behaviors (e.g. De Jong and Hartog, 2007; Hu et al., 2009; Xiaojun and Peng, 2010). In reviewing the literature, Parzefall et al., (2008) looked at the main organizational, team, job and individual level factors that influence employee innovativeness, performance and productivity. Leader-Member-Exchange (LMX), satisfaction with HR practices (employee influence, flow, rewards and work content) (Sanders et al., 2010), leadership, individual problem-solving style, and work group relations (Bruce & Scott, 1994), knowledge sharing, creative self-efficacy (Hsu et al., 2011) need for cognition (Wu et al., 2011), self-leadership (Carmeli et al., 2006), participative leadership and external work contacts (De Jong and Hartog, 2007).

Research has found that positive relationships with coworkers and supervisors are related to lower stress and turnover intentions, increased employee job satisfaction, and increased performance and citizenship behaviors (Gerstner and Day, 1997; Humphrey, Nahrgang, and Morgeson, 2007). Furthermore, workplace relationships have been shown to be important in the socialization process of employees, because individuals' careers involve multiple transitions across organizational boundaries (Arthur and Rousseau, 1996; Greenhaus, 2003) it becomes increasingly important to examine leader-member relationships, which have been suggested to be the most important relationship for assimilating a new employee into an organization (Graen, 1976). One of the keys to leader-member relationships is to understand how the relationship develops from the initial interaction through the early stages of the relationship (Liden, Wayne, and Stilwell, 1993). This is particularly important as researchers have proposed that early relationship stages are a critical period that determines subsequent relationship quality (Berlew and Hall, 1966; Dienesch and Liden, 1986) Thus, we know little about what influences the early stages of the relationship and if these influences differ over time (Weatherburn, 2015).

Although LMX has seen a convergence in theory, there remain a number of important areas that have been left unexplored (Santoso, 2015). One such area is the

role of leader and member personality in LMX perceptions (Bernerth et al., 2006). From the researchers' perspective, it is important to have a more complete understanding of what factors influence the development of LMX (Yang, 2017). Researchers have investigated the influence of demographic variables and have found such factors can affect LMX development (Dienesch and Liden, 1986; Duchon et al., 1986); however, relatively few studies have looked at the impact of potential dispositional factors in this process. The team process literature, dating back to the 1950s (Mann, 1959), has long theorized and empirically investigated the potential influence of personality differences on outcome measures such as problem-solving potential, cohesion, and performance. These findings have left LMX researchers hypothesizing about the potential influence of such differences in the formation of leader–member relations (Barry and Stewart, 1997; Bauer and Green, 1996; Deluga, 1998).

Hogan et al., (1994), argued that “In our judgment, the best way to forecast leadership is to use a combination of cognitive ability, personality, simulation, role play, and multi-rater assessment instruments and techniques”. It can be said that measurement of personality is good efficacious when it comes to effective leadership prediction. According to Witt (2000), increasing effectiveness of leader and communication of leader subordinate instrument such as myers-briggs type indicator a validated instrument of personality typing, adding to this behavior and traits of a leader influence the success in different situations. Hartmen (1999), questionnaire 16 personality factor documented that “Factor A and Warmth,” are the most effective in roles of leadership.

Hu and Judge (20017), stated that to team performance and effectiveness of leader certain personality traits were seen related in a positive manner. Those personality traits included emotional stability, surgency, agreeableness and conscientiousness and in addition there is no specific personality trait which can said as a good predictor of effective leader in a situation. Some of the organization culture and situations requires a very specific leadership style and personality trait to expectation of the follower towards a leader (Hogan et al., 1994).

According to Keller (1999), “Personality traits, such as agreeableness, conscientiousness, extroversion, openness, neuroticism, and self-monitoring influence implicit leadership theories. Specifically, individuals characterize a leader similar to self

as ideal". A theory of person organization fit was developed by (Hollenbeck, 2000) in which the people of the organization and organization structure is compared.

Hollenbeck (2000) developed an integrated theory of person-organization fit in which the structure of an organization is compared to the personality traits of the organization's people. Additionally, Sorcher (2002), recommended that leadership criteria which may include cultural background, personal integrity and personality. A study conducted by US army examined a criterion for effectiveness of a leader by using both civilian and military subjects, in which they discovered the importance of leadership and personality (Connely, 2000). Research work (Witt, 2000 and Young, 2001) results showed that Meyers Briggns type indicator and (Larson et al., 2002 and Barrick et l., 2003) the (FFM) Five factor model can accurately assess characteristics of personality. "Overall, the five-factor model had a multiple correlation of .48 with leadership, indicating strong support for the leader trait perspective when traits are organized according to the five-factor model" (Lynam and iller, 2014). In fact, considerable personality-leadership effectiveness research has been conducted using the Big Five Personality Model or Five Factor Model (Barrick and Mount 2003).

In five factor model (FFM) of personality includes / consists of these primary personality traits; Openness, experience, extraversion, agreeableness and neuroticism. This model of (FFM) can-not assess or account every aspect of human personality but it is in relevance for gaining the understanding of person personality on a macro level (McCrae and John, 1992). Still it is known that Big 5 personality theory is a complete one but is serving as framework which is practically bringing cohesion to myriad of theories of personalities (Digman, 1997).

A study on determination of five factor model of personality in prediction of leadership ratings was conducted (Ployhart, 2001) findings showed that there is a strong relationship between personality and leadership supporting the previous research work conducted by (Judge and Bono, 2000), argued that there is a direct and strong relationship between leadership and personality five factor model (FFM). Leadership was positively predicted by agreeableness and extraversion also experience and openness were found positively correlated in relation to leadership, while on the other side conscientiousness and neuroticism was found unrelated to leadership. Judge and

Bono (2000), stated that “organizations might benefit from selecting leaders on the basis of certain personality traits (Wang, 2016).” Sam and Berry, (2010) argued that “Research suggests that global personality traits can help researchers to understand and predict the motivational strategies that people use while working toward goals in achievement settings”.

2.11.1. Relation of Openness and LMX

Openness to experience got less attention as compare to other Big Five traits (Harris and Vazire, 2016). According to Barrick and Mount, (1991) it is characterized by vision, culture, creativity curiosity, and broad-mindedness. Costa and McCrae, (1988) and Judge and Bono, (2000) argued that openness make individuals competent to think “outside the box” and encourage to adopt new perspectives. Kim, Poulston, and Sankaran, (2016) in the context of LMX, it seems mutual between employees and supervisors; they would get advantage from the ability to one another. Additionally, Blau (1964) clearly differentiated Social Exchange (SE) and defined it in broad term. Open minded individuals in the organization take returns of various types. They further argued that the close-minded individuals in the organization would be accepting for specific returns for task and they might not get equivalent returns. In either situation, it is clear that openness influences the leader-member relationships.

2.11.2. Relation of Conscientiousness and LMX

The communication and interaction between a firm executive and a subordinate recommends the personality trait of conscientiousness, related to creation of LMX (Aretoulis, 2017). According to Barrick and Mount, (1991), conscientious people are considered as self-disciplined, dependable, persistent, responsible, organized and hard-working. Additionally, Barry and Stewart, (1997) documented that conscientious people normally avoid digressions. Conscientiousness found as the strongest factor of employee’s job performance (Barrick et al., 2001).

2.11.3. Relation of Extraversion and LMX

Extraversion, another Big Five trait, holds a special place within the context of social relationships (Wacker and Smillie, 2015).

They further argued that Social exchange is a relationship of give and take wherein both parties involve in debates of undetermined returns. Costa and McCrae, (1988) and Watson and Clark, (1997) extraverts are found to be gregarious, socially engaging, assertive, articulate, expressive, and comfortable in group settings. Watson and Clark, (1997) noticed that they are inclined to get the positive experiences from their life events, they get happiness in social interactions and thus they are probable to be popular in group. Chan and Yeung, (2016) concluded that the impact of leader extraversion is unexplored. Findings suggested a likely connection between leader extraversion and employees perceived LMX quality. Moreover, Judge et al., (2002) observed in their study that extraversion is the most strongly trait to leaders effectiveness.

2.11.4. Relation of Agreeableness and LMX

At the core, leader-member exchange is a social relationship between a supervisor and subordinate. Just like any relationship, the one between leader and member seems likely to be influenced by the disposition to engage in positive interaction. For example, Judge et al., (2002) note that “agreeable individuals have greater motivation to achieve interpersonal intimacy” Likewise, Buss (1991) suggests agreeableness is an important factor in the ability to form reciprocal social alliances. Previous research has also empirically documented agreeableness is strongly related to team interaction and performance (Mount et al., 1998). Additionally, Heller et al., (2002) argued friendly leader is more probably motivated by firm subordinates to collaborate and work together. In SE, such helpful and philanthropic supervisors should promote feelings; eventually they develop closer relation with their employees.

2.11.5. Relation of Neuroticism and LMX

Neuroticism the final trail of personality traits is known to be composed of different characteristics with the induction of negative affectivity and self-esteem (Fiosso, 2017). The concept of self-esteem is very important I todays research as it was noticed in previous work employees who have low self-esteem when came or have a challenging situation they withdraw themselves, do not take feedback, have less confidence in their skills and abilities while seeing their own self as a low appealing

employee (Turban and Dougherty, 1994). Likewise, negative affect is defined by a propensity to view the world in a negative emotional state (Watson and Clark, 1984). Given the nature of a leadership position, it seems intuitively likely the ability to deal with stress, frustrations, and anxiety in a meaningful and adjusted manner would be an important quality to have (Smith and Canger, 2004). Further they also proposed when it comes in dealing with the lower staff or subordinate so there is less chance of losing temper, and likewise the self-confidence of any leader is very important to gain trust of followers and also the neurotic employees are known for having lack of self-esteem and self-confidence, so followers will also show less confidence in leader skills and abilities (Kirkpatrick and locker, 1991)

2.12. BIG 5 Personality Traits and Organization Citizenship Behavior

OCB becomes part of one's behavior and can get advantage the entire organizations; therefore, the significance of OCB in managerial training is noticeable as OCB positively influences an organization efficiency and performance (Aykler, 2010). The individual OCB led to improved organizational performance (Podsakoff and MacKenzie 1997). Many empirical findings concluded that OCB strongly influenced organizational performance (Rong, Yang and Ma, 2017).

According to the OCB definition (as mentioned above) the following points are concluded:

- Executives are capable to affect behavior
- Managers are able to predict which type of personalities would definitely engage in OCB
- Managers of the firms will accordingly appoint OCB-favorable personalities and
- They will provide the teams with OCB encouraging working environment (Aykler, 2010).

Emmerik and Euwema 2007; Chien, 2004; Comeau and Griffith 2005; Organ, 1994; Organ and Lingl, 1995; and Wright and Sablinsky, 2008 conducted their study on OCB and its elements. Katz and Kahn's, (1967) found that behavioral study of organization is established on the open system. Katz and Kahn (1967) argued in their

book that there were three categories of “*patterns of individual behavior required for organizational functioning and effectiveness*”.

Individual characteristics are employee attitudes, satisfaction, commitment, and fairness. Moreover, there are variables such as big five personality features namely agreeableness and conscientiousness (Barford, and Smillie, 2016). As a result, those directions might enhance the possibility of sense treated in a fair and satisfying way and therefore boosts and strengthens OCB (Podsakoff et al., 2000). Specified dispositional elements can provide description why some individual might be engaged in OCB as compare to others (Stephens and Hoffman, 2016). Five-factor personality model was of high importance for further study in the area of personnel psychology (Hanley, 2016).

Barrick and Mount (1991), for the evaluation of associations between OCB and personality elements, they suggested that the following five factors are appropriate for further study: “*Extraversion*”, “*Emotional Stability*” known as *Neuroticism* “*Agreeableness*”, “*Conscientiousness*” and “*Openness to Experience*”.

Extraversion	Emotional Stability	Agreeableness	Conscientiousness	Openness to Experience
<ul style="list-style-type: none"> • sociable • gregarious • assertive • talkative • active 	<ul style="list-style-type: none"> • anxious • depressive • angry • embarrassed • emotional • insecure • worried 	<ul style="list-style-type: none"> • courteous • flexible • trusting • good-natured • cooperative • forgiving • soft-hearted • tolerant 	<ul style="list-style-type: none"> • careful • responsible • organized • hardworking • achievement-oriented • persevering 	<ul style="list-style-type: none"> • imaginative • curious • broad-minded • intelligent • artistically sensitive

Source: Barrick and Mount 1991)

Empirical studies have not proved the possible linkage between performance and personality traits (Aykler, 2010). According to Organ, Podsakoff and MacKeenzie, (2006) “*The same arguments for why job satisfaction should predict OCB better than task performance also apply to personality.*”

2.12.1. Linkage Between Agreeableness and OCB

Individuals who get high scores on the personality factor (*agreeableness*) are labeled as being “*courteous, flexible, trusting, good-natured, cooperative, forgiving, soft-hearted, and tolerant*” (Sherman, Lynam and Heyde, 2014).” Organ, Podsakoff and MacKenzie (2006); Barrick and Mount (1991) they found that friendly way towards the others is linked with being agreeable. This personality factor is positively linked with the OCB dimensions of courtesy, helping, and sportsmanship.

Organ (1994) assumes that agreeableness is related to the OCB dimension (“altruism”), as agreeableness determines one helpfulness, courtesy, generosity and friendliness. Although the supposed rational connection between agreeableness and OCB dimension, he did not provide a strong support of his assumption.

2.12.2. Linkage Between Conscientiousness and OCB

Organ, Podsakoff and MacKenzie (2006) Conscientiousness comprises traits such as being organized, self-disciplined, dependent, and persevering. They claimed that conscientiousness has a relation to OCB, such as civic virtue and compliance. Remarkably various researchers observed correlations with OCB. The investigation of various research studies measuring the association of personality with OCB (Lievens, 2017). Conscientiousness is the strongest impact on OCB than other personality traits (Säämänen et al., 2016).

Organ (1994) discussed that OCB was not forecast by the personality only; however, it is a personality profile including various factors of the personality. Study on big five personality factors and their effect on organizational performance by Haris and Vazire, (2016). They examined personality factors in order to measure their relation organizational performance and OCB.

2.12.3. Linkage Between Extraversion and OCB

Organ and Ryan (1995); Organ and Konovsky (1996) emphasis was placed on agreeableness and conscientiousness; they argued that agreeableness and conscientiousness are probable predictors of OCB. Pohl, Vonthron, and Closon, (2017)

conducted the study on extraversion and OCB. They did find any relationship between extraversion and OCB. Usman (2004) found positive correlation between OCB and personality traits.

Elanain (2007) conducted the study on OCB and personality traits by employing regression analysis. The study found significant association between extraversion and OCB. Later on, Singh and Singh (2009) found the result: “*The extraversion dimension was significantly positively associated with conscientiousness ($a=0.24$, $p<0.01$), civic virtue ($a=0.23$, $p<0.01$), courtesy ($a=0.19$, $p<0.05$), and altruism ($a=0.19$, $p<0.05$).*”

2.12.4. Linkage Between Emotional Stability (Neuroticism) and OCB

Personality element (extraversion) is the first research studies that examined the impact of personality traits on OCB. The study did not have the factor of emotional stability. They only considered agreeableness and conscientiousness as likely predictors of OCB (Ugwa and Igbende, 2017). Barrick and Mount (1991) and Organ, Podsakoff and MacKenzie (2006) “*Emotional Stability*” is also known “*Neuroticism*” and it includes traits such as anger, anxiety, embarrassment, emotionality, insecurity, depression, and worries.

Elanain (2007) documented that emotional stability was treated as a “*key dispositional determinant of social behavior*” (Witt et al., 2002 cited in Elanain 2007). Therefore, it positively related to OCB. As a consequence, Elanain (2007) considered emotional stability as an important predictor when trying to assess how effective people were in performing OCB.

In comparison to the results that Elanain (2007) found, (Emmerik and Euwema 2007) did not find support for their hypothesis that neuroticism was negatively related to OCB. On the other hand, they found out about “*the buffering effects of team leader effectiveness for introversion and emotional instability.*” It seems that “*the engagement in OCB of emotionally instable persons deteriorates without an effective team leader*” On the other hand an effective team leader can outweigh the negative effects of emotional instability (Connelly, and Turel, 2016).

2.12.5. Linkage Between Openness to Experience and OCB

Personality traits openness is broadly interpreted (Bereczkei, and Czibor, 2014). Traits usually related to intelligence, imagination, broad-mindedness, artistic sensitivity, and curiosity, (Barrick and Mount, 1991). Elanain (2007), found strong positive linkage between openness to experience and OCB, and concluded the following results: “*Open individuals also differ from more closed individuals in social attitudes, and attitudes toward accepted values and assumptions. Importantly, open individuals display a preference for variety, they enjoy grasping new ideas, and they have an intrinsic interest in and appreciation for novelty* (Na et al., 2016). *Openness to experience was the strongest predictor of variation in OCB ($\beta= 0.35, p<0.01$)* (Nieß, and Zacher, 2015)”.

Usman (2004), argued that positive relationship was seen to openness and OCB interpersonal form was confirmed as well (Emmerik and Euwema, 2007). A positive relationship could be documented between openness to experience and OCB by summing up the above research studies (Rangnekar and Yadav, 2016). According to Xie et al., (2017), the influence of openness to experience with OCB seems to be weaker than the linkage of OCB impersonal forms like sportsmanship, civic virtue, compliance. Further research has been suggested by many scholars and researcher’s despite of the fact that the linkage support between OCB and openness to experience is very strong, so future recommendations are still provided to provide a more solid evidence from empirical point of view to the said relationship due to rare finding till now (Wei, 2012; Holsblat, 2014; Tidikis and Dunbar, 2017)

2.13. Leader Member Exchange and Organization Citizenship Behavior

The linking between OCB and LMX is a social exchange (SE) practice which comprises social and economic relationship based on fair treatment (Sun, Chow, Chiu, & Pan, 2013). Social exchange is psychological contracts which shape individuals beliefs (Bal, et al., 2010). It is the part of the psychological contract between leaders and subordinates which created trust. Kim et al., (2016) and Christman (2013), found that “Social exchange relies on trust and trust that interactions will ignite obligation in the partners, such that each will reciprocate in order to fulfill his or her obligation”.

However, trust is shown in the organization to impact OCB (Bozeman, 2013; Mansur, 2014).

Chou et al., (2011) documented that exchanges with low-quality are fundamentally elementary contacts that accomplish the work contract while exchange with high quality produce preferential treatment, trust, information, inclusion, and these results reveal the significance of LMX association and how LMX quality impacts OCB. It is assumed that high-quality team LMX could influence OCB results and employees' turnover plans inversely (Harris, and Kirkman, 2014). Additionally, they argued that connection between two individual effects performances of each member, and LMX helps the business leader to manage team through high quality LMX. Dasgupta et al., (2013) stated that "The more the supervisor communicates support to employees, the more satisfied are employees with the communication of their supervisors because their needs are met"

There are various personalities' related theories which have shared some collective themes with OCB. One of the theory is the LMX which examines leadership that reflect certain behavior of group member (Babic, 2014; Chang and Yeung, 2016; Peterson and Aikens, 2017). Collins, (2017) found that behavior of group member look to reveal the manner they are succeeded. On the other hand, Lowin and Craig (1968) and Greene (1975) noted that exchange theories reveal the relation; therefore, the leader behavior is the function of subordinate performance. In the context of OCB, the LMX theory comprises some extra-role offered by the organizational employees in getting for extra-offers from the organizational leader (Organ, Podsakoff and MacKenzie, (2006). *"In summary, job attitudes, task variables, and various types of leader behaviors appear to be more strongly related to OCBs than the other antecedents."* (Podsakoff et al., 2000).

Torka et al., (2010) submitted that the quality of participation in an LMX relationship affects a follower's perception of fairness and influences positive attitudes and, potentially, organizational performance. Fisk and Friesen (2012) discussed emotional regulation and the differences between surface acting and deep acting of supervisors. The study results showed that surface acting, which is viewed as inauthentic, affected OCB behavior more for those with high-quality LMX relationships

than low-quality LMX relationships. This indicated that those followers who are in-group are likely to withdraw extra-role behaviors and perceive the lack of authenticity of their supervisor as a threat to status as well as a breakdown in trust between leader and follower in the LMX relationship (Irawati, Babalola, 2016).

Probable negative attribute that considers on the LMX quality relation and OCB (Almasradi, 2017). Supporter desire can detriment to the group performance and organization and it can be enhanced by adding the quality of LMX, which leads to higher levels of customer satisfaction (Kim, O'Neill, and Cho, 2010). Few studies were done on LMX and OCB research in the United States (Budijanto, 2016). Brunetto et al., (2012), they observed that LMX quality relation had influence on the employees working in the public sector. Andrews, Harris, and Kacmar, (2009) they suggested that the political skill could influence the OCB, and the capability of the followers.

Rajbhandari, (2017) LXM is also significant in political milieus which can helpful for OCB. He found that the leadership style was direct and positive association with OCB (Rajbhandari, 2017). Moreover, Kellis and Ran (2013) stated that leadership styles include transformational, values based, and distributed, these can produce better results through individualized influence, empowerment, engagement and individualized consideration, Additional, they conclude combined leadership styles rewards organizational employees for particular behavior. It can reduce result in all key factors including creativity, empowerment, innovation, input in decision making, pay, and job satisfaction, (Estiri, 2017). He further argued that there were constant falloffs in leader who provide a supportive and motivating milieu, integrity, communication and collaboration.

According to Deluga, (1994) stated that previous literature showed that because of eminence of leader member exchange a healthy and good relationship in LMX and OCB. Literature discloses the superficial help of organization through, LMX which is an excellent interpreter of OCB (Settoon, Bennett, and Liden, 1996). Liden and Maslyn (1998) discovered LMX model which is based on four different constructs, Faithfulness, Contribution, Influence and esteem of professionals. Wayne and Green (1993) conducted one of the first studies to focus on the relationship between LMX and OCB. In this study, the authors examined the effects of LMX on employee citizenship

behavior and impression management behavior. This field study was conducted in three hospitals and a large medical clinic with 73 subordinate nurses and 25 of their direct supervisors, nurse managers. Results showed LMX was positively related to both subordinate OCB and impression management toward the supervisor. In a similar study (Mushonga, 2016) examining the relationship between supervisor trust building behavior, quality of LMX, and subordinate OCB survey data was collected from 86 subordinate-supervisor dyads employed in a variety of organizations. Results determined that the quality of LMX was positively related to courtesy, conscientiousness, altruism and sportsmanship OCB (Chiniara, and Bentein, 2017).

A growing body of LMX and OCB research has emerged along with its combined relationship to various organizational outcomes (Mushonga, 2016). A growing number of researchers have studied potential determinants of OCB in an effort to better understand how OCB might be enhanced (Lofquist and Matthiesen, 2017). It was determined from this line of research that one of the main correlates of OCB is LMX quality (Findikli, 2015). Lohman and Rotzel (2014), they found that a private and public institution faces critical issues which hinder the capability to provide services in an efficient manner.

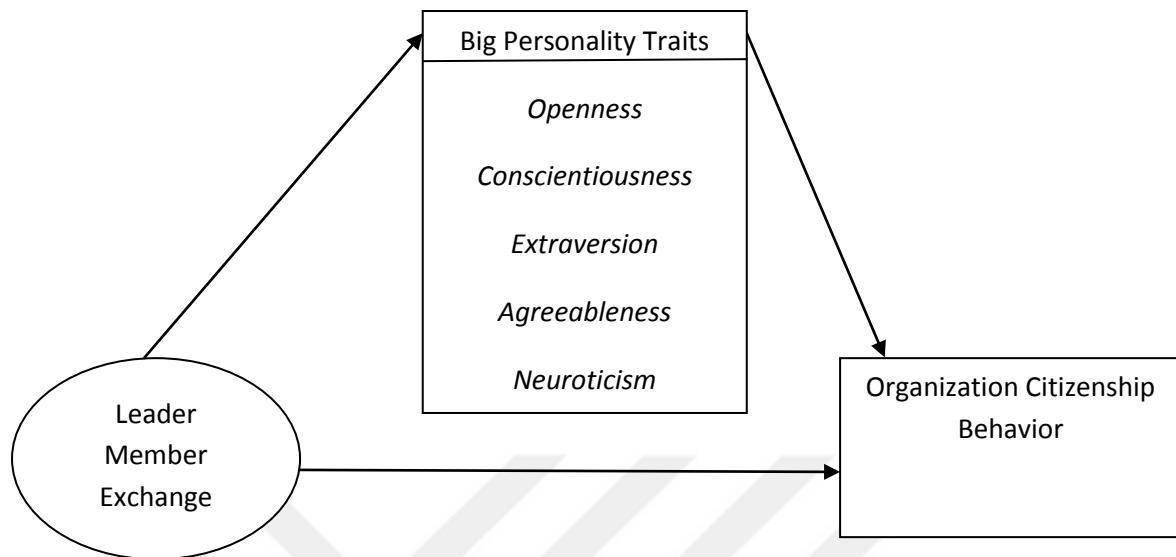
2.14. Leader Member Exchange and Organization Citizenship Behavior with BIG 5 Personality Traits as Mediator

There is no feasible way to conduct a single study to examine the interrelationships of all the factors simultaneously. Furthermore, such a study would require administering very long questionnaires that could negatively affect the rate of the participants' response and the reliability of their responses Chernyak-Hai and Tziner, (2012). Accordingly, they have neither predicted nor examined interrelations between the antecedents or the consequences in the model. Past research on OCB has implemented a similar approach. For example, Organ et al., (2005) reviewed several studies which assessed specific antecedent, meditative, or consequential factors related to OCB. In addition, in field researches in applied social and organizational psychology using self-report methods similar to the study of (Chernyak-Hai and Tziner, 2012), the results are often derived from several studies that though based on relatively small

samples (N=100) make it possible to reach valuable conclusions (e.g. Graso & Probst, 2012; Zinko, Ferris, Humphrey, Meyer, & Aime, 2012).

Purba et al., (2015), also examined models with personality and emotional stability as the mediators of the relationship between affective commitment leadership and organization citizenship behavior. They further argued that Results showed that including extraversion and emotional stability reduced the *b* coefficient between affective commitment and OCB-I ($b = .25, t = 6.33, p < .001$ and $b = .25, t = 6.33, p < .001$, respectively). In addition, they stated that regarding OCB-O, results indicated that extraversion mediated relationships, but not emotional stability ($b = .02, Z = 2.00, p = .045$ and $b = .02, Z = 1.67, p = .095$, respectively), and consider extraversion (one of the personality traits of BIG 5) as a mediator with OCB to be a viable alternative. Purba et al., (2015) said that future studies could further explore this interesting result and extraversion (one of the personality traits of BIG 5) could be a mediator of OCB because extraversion, like affective commitment, consists of affective feelings, which are an important element of prosocial behaviors such as OCB. But it is better to study the whole BIG 5 Personality traits as mediator in relation to OCB consisting of specific objects (e.g. co-worker, supervisor, and department) that allow individuals to evaluate their favorability over the objects, so LMX can also be studied with OCB having BIG 5 Personality traits a mediator. (Purba et al., 2015) study confirmed the mediating effect in personality and OCB relationships in a non-Western culture where personal relationships in work settings are highly valued, therefore, it is important to do research using diverse samples, including other types of industries, such as creative and service (education) industries. Based on a review of existing literature, no other study has extended the research by examining the mediating effects of personality as a whole on LMX on OCB.

2.15. Theoretical Framework



The above Framework was developed by keeping in mind the research Gap identified from different studies and rationale of the study. The framework shows effect of personality traits on leader member exchange and organization citizenship behavior in which the personality traits acts as mediator. In the frame work first relationship of leader member exchange will be checked with organization citizenship behavior to see the level of impact. Then level of impact of leader member exchange and Big 5 personality traits followed by checking the relationship of Big 5 personality traits and organization citizenship behavior. In an overall relationship will be checked of leader member exchange with organization citizenship behavior with personalities traits as mediator.

2.15.1. Hypothesis

H 1: Leader member exchange significantly effects organization citizenship behavior.
H 2: Leader member exchange significantly effects openness personality trait.
H 3: Leader member exchange significantly effects conscientiousness personality trait.
H 4: Leader member exchange significantly effects extraversion personality trait.
H 5: Leader member exchange significantly effects agreeableness personality trait.
H 6: Leader member exchange significantly effects neuroticism personality trait.
H 7: Openness Personality trait significantly effects organization citizenship behavior.
H 8: Conscientiousness Personality trait significantly effects organization citizenship behavior.
H 9: Extraversion Personality trait significantly effects organization citizenship behavior.
H10: Agreeableness Personality trait significantly effects organization citizenship behavior.
H11: Neuroticism Personality trait significantly effects organization citizenship behavior.
H12: Leader member exchange significantly effects organization citizenship behavior with openness as mediator.
H13: Leader member exchange significantly effects organization citizenship behavior with conscientiousness as mediator.
H14: Leader member exchange significantly effects organization citizenship behavior with extraversion as mediator.
H15: Leader member exchange significantly effects organization citizenship behavior with agreeableness as mediator.
H16: Leader member exchange significantly effects organization citizenship behavior with neuroticism as mediator.

CHAPTER 3

RESEARCH METHODOLOGY

This chapter highlights how the current study was designed and conducted. This section also presents which philosophical approach was used also it presents sample of the current study, and what sampling method was used, in addition to this a glimpse is given about the scales which were used, and explanation are given that's why these scales were used. Here it is also motioned that what type of design was used for this current study.

3.1. Research Approach

It is very important to know the philosophical assumption as it will enable the researcher for selection of appropriate methods towards conduction of this current research. As the study in hand seeks to predict the relationships between leader members exchange, organization citizenship behavior with the mediating role of Big 5 personality traits. Previous literature relating to leader member exchange, organization citizenship behavior, Big 5 personality traits used both qualitative and quantitative technique, and due to the nature of this current research in hand it was quantitative in nature, so positivism was best philosophical approach for this current study. Pugh (1983), argued that using positivist approach for research is the need for collection of data so generalized hypotheses are to be tested, furthermore (Bryman, 2007) stated that research role under the positivism philosophical approach is to provide materials for generalizable law and also to test theory. The positivist approach is chosen against interpretivism approach because the current study predicted the relationships among the variables rather than explanations as (Von, Wright, 2004) argue interpretivism approach is only concerned with the understanding of actions of humans rather than those forces which are assumed to act on it.

3.2. Population of the study:

In every study of research determining the accurate respondents set has a very important role, because the right set of respondents draws valid result scientifically

(Sekaran, 2000). Population of the current research study by the authors contains employees of the universities of provincial capital of Khyber Pakhtunkhwa and its surrounding areas like Kohat, Abbottabad, Mardan, Swabi etc... The main purpose behind this was explained in rational of the study due to the respondent's literacy rate when compared to other cities and provinces of Pakistan.

3.3. Sample size and sampling technique

A subset in particular of population is known as sample and is used for representation of the population as a whole. In research study sometimes, it is very difficult or impossible to interact or gather data from each individual due to a larger population set and because of this the researchers end up selecting a set of respondents for drawing scientifically and valid results (Sekaran, 2000). The sample must be selected carefully because it has a very meaningful influence on the results of the study but on the other hand selecting a sample from the interest area can minimize the scientific evidence of the study and for this the researchers must take a good care in this process of selecting sample (Sekaran, 2000) and also for this larger sample size is good to minimize errors.

Current study investigated the mediating role of personality's traits between leader member exchange and organization citizenship behavior in Universities of Khyber Pakhtunkhwa, Pakistan. Purposive sampling method was used for obtaining sample for this current research and then those individuals from the sample were selected who fall in these two categories.

- a) Chairman, Head of departments and Professors as they are involved in all the decisions and act as leader for the staff.
- b) Associate Professors, Assistant Professor, Lecturer, Research Assistants, and other employees who act as follower and follow the rules set by their heads

The sample was able to be known as representative sample and was able to fulfill the requirements of the data collection. Thus, a sample of 384 employees which was derived from the numbers of employees working in the universities by using a

proportional allocation method developed by (Krejcie and Morgan, 1970). Data was collected in accordance to ethical standards and formal approval (totally voluntary).

Additionally, data was collected from a larger sample as by studying research methodology courses the authors learnt that the larger the sample the minimum the error and biasness in the study, so the final sample size of was 987.

Table 3.1: Krejcie and Morgan sample size method

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	100000	384
<i>Note: N is Population Size; S is Sample Size</i>					<i>Source: Krejcie & Morgan, 1970</i>				

3.4. Measurement

3.4.1. *Measuring Organization Citizenship Behavior*

In this current study organization citizenship behavior 24 item scale of (Podsakoff *et al.*, 1990) was adopted for each employee. The validity and reliability of (Podsakoff *et al.*, 1990) was tested in different studies and supports (Organs, 1988) Organization citizenship behavior model of five-factor. Their reliability of overall scale was .81 and the average reliability scores for each dimension are as below: Altruism .88, Courtesy .87, Conscientiousness .85, Sportsmanship .88, and Civic Virtue .84 (Organ *et al.*, 2006). The Organ's scale was used because it is the only scale having a long history and also in terms of related publications, also many empirical studies have been validated (Podsakoff *et al.*, 2009) scale assessing (organ, 1988) five dimensions and lastly this framework is most commonly used everywhere.

Sample items:

- a. *The employee helps others who have a heavy work load.*
- b. *The employee helps orient new people even though it is not required of them.*

3.4.2. *Measuring Big 5 Personality Traits*

44 item inventories on the Big Five Factors (dimensions) of personality (Goldberg, 1993) developed by John, and Srivastava, S. (1999) scale was used for this current research to measure Big 5 personality traits. The average reliability scores for each trait is: Openness .859, Conscientiousness .88, Extraversion .774, Agreeableness .774, Neuroticism .736 (Hee, 2014).

Sample Items:

- a. *I see myself as someone who...*
- b. *Tends to find fault with others*
- c. *Is original, comes up with new*

3.4.3. Leader Member Exchange

To measure Leader member exchange (Graen and uhl-bien, 1995), LMX-7 is one of the most used scales. Furthermore, Gerstner and Day (1997), founds its reliability and value was .89 and also showing psychometric properties. So, the scale was adopted for the study.

Sample Item:

- a. *I have enough confidence in my leader that I would defend and justify his or her decision if he or she were not present to do so.*

3.5. Research Design

In this part of the research the researcher selects and integrate different components of the study in a meaningful and organized form, which helps the researchers in ensuring the problem of research to be address correctly. It serves as a road map or blue print describing the data collection procedures, measurements of data and in findings (De Vaus, 2001). Most important and vital part in research design is to make sure the research problem is logically and effectively address without any biasness, errors (Robson, 2002; and Saunders, 2011). There could be different variations when it comes to describing the complexities and variations of the research study designed, so for that a good research design must or should have desirable attributes, which are discussed below. They should include

- a. Proper clarity in identification and justification of problem of research
- b. Substantial and appropriate review of literature of past and presently available.
- c. Specification of research questions or hypothesis
- d. Type of data required to be obtained for testing of hypothesis.
- e. Lastly it should explain relevant techniques and methods of statistics for valid scientific interpretation of the data (De Vaus, 2001; Ghauri and Gronhaug, 2005 and Saunders, 2011).

From the above mentioned research studies the author tried to justify the design for the current research on research questions basis by confirm that they are in consistent with the philosophy of research.

For the current study non-experimental design was used as there will be no control group and the assignments were non-randomly selected. To check the relationship of the hypotheses proposed before, a hierarchical multiple regression was conducted as well as exploratory factor analysis tests were applied. Leader member exchange was treated as independent variable, organization citizenship behavior as dependent variable and Big 5 personality traits as mediating variable between leader member exchange and organization citizenship behavior. PLS, SPSS and Excel software were used for analysis.

3.6. Data Collection Sources

A. Primary Data Source

Structured questionnaire method was used by author as it is considered as an important data tool. Questionnaires include questions which are predetermined for gathering information from the respondents identified (Sekaran, 2000). In any research study it is important for scholars that questions should be designed in a logical order. Questions should not be repeated as that will create confusion in respondent's mind and will lead to minimize the questionnaire effectiveness. The questionnaire should have the compatibility in relation to the study and objectives of the research irrelevant and unnecessary questions should be avoided and also authors must try to remove biasness. Furthermore, questionnaire helps the scholars for getting information on a larger scale in short span of time (Sekaran, 2000). From the above discussed arguments authors intended usage of questionnaire as the main primary tool for study.

B. Questionnaire Design

The author has adopted questionnaire (Podsakoff et al., 1990), (John, and Srivastava, 1999) and Graen and uhl-bien, (1995) as mentioned earlier. Certain appropriate changes were made in the adapted questionnaire by the author of the current study. In the first part demographic data of the respondents is presented i.e. gender, age,

profession etc... followed by the adopted scales for the current research study. The most important part of the questionnaire is the coherence feature which was presented, and this part basically minimizes and removes confusion and difficulties which might arise in respondent's mind when are they filling the questionnaire, it can also help the author for grabbing meaningful information from respondent's mind (Sekaran, 2000).

As the questionnaire was adopted so the same liker scale was used. Likert scale aim is to study and to investigate preferences of the respondents in a situation (Victor L. 2007). Questions based on likert scale are also effective as it helps the researchers towards the disagreement and agreement preferences of the responders (Robson, 1993). According to Allen and Seaman, (2007). The likert scale is simply constructed and is easily to understand and also is considered as the most widely used and reliable as the respondents have just to record the responses against the questions asked in less time.

The questionnaire was distributed according to the sample size of the study which was 987 employees. Questionnaires which returned and were valid were 987 so data was analyzed on 987 responses.

C. Secondary Data Sources

It usually refers to the existing body of knowledge in form of books or articles work previously done (Sekaran, 2000). Secondary data is the information which is available as it is gathered in past research work or in the present period time (Bryman, 2015). Researchers who used quantitative techniques always required secondary data for understanding thoroughly and scientifically the area of the study in hand. In qualitative study secondary data has go an application as well. Basically, secondary data make sure that the spectrum is broader when it comes towards the researchers understanding and thinking (Sekaran, 2000, and Bryman, 2015). This type of data costs less and is seen most effective and flexiable when it comes to developing the understanding level of the interest area. Secondary data has some limitations as well as it has got some positive aspects.

Secondary information is not available or could not be found easily sometimes and leads towards a week base for identifying the research problem and areas and

understanding the problem, which motivates the researchers towards the primary data applications and tools (Bryman, 2015).

This type of data (secondary data) is very important because for understanding and developing a subject matter there should be substantial volumes of secondary data. Secondary data also helps the authors for understanding the research under study and developing the theoretical background for that (Sekaran, 2000). By the secondary data help authors get a road map or directions for developing a research problem, questions and objectives (Saunders, 2011). This type of data is mostly found in the form of published work like books, articles, research papers, newspapers, blogs, etc. For the study in hand the author studied thoroughly different books and research papers written by different researchers of the past and present from different geographical location.

3.7. Statistical technique used for the data analysis and interpretation

Researchers have to make an appropriate use of descriptive as well as Inferential Statistics for the scientific analysis of the data. With the application of descriptive analysis, a researcher is able to make a summary of the data, or to study the current patterns or behavioral trends with the help of pie charts, graphs or by calculating the mean et al., Inferential Statistics enable a researcher to conclude inferences about an identified set of population by drawing an appropriate number of samples out of that. With the application of Inferential Statistics, the researcher is able to draw the valid results on the basis of various Statistical tests and techniques (Graham Hole, 2000).

Correlation refers to that type of Inferential Statistical technique which enables the researchers to investigate any possible association between two continuous or quantitative variables. Pearson Correlation Coefficient is denoted by r . It is used by the researchers to measure the possible strength or power of relationship between two variables (Sekaran, 2000). Moreover, analysis of variance is widely used by the researchers to make the comparisons between the means of various sets of observations. In order to test the null hypothesis an f test is being used. It is also called as one-sided analysis of variance. T test is considered when we have to make a comparison of two sets of observation. In a situation where we have more than two sets of observations we have to use f test.

That is in fact a further extension of t test. There is another extension of one-way ANOVA called as MANOVA. MANOVA is used in a research situation where we have more than one dependent variable (Wyse, 2011). On the other hand, regression Analysis is also widely used by the researchers these days. Simple Linear Regression Analysis helps the researcher to see or study the impact of a single independent variable on the given or selected dependent variable. On the other hand, researchers also make use of Multiple Regression Analysis to study or evaluate the value of dependent variable while taking two or more than two independent variables. Hence, the distinction between Simple and Multiple Regression Analysis is all based on the number of independent or explanatory variables. In the light of the same the nature of the current research study demands the author to use frequency descriptive analysis, Pearson Correlation Analysis, and Regression Analysis for the scientific analysis and meaningful interpretation of the data.

CHAPTER 4

RESULTS AND DISCUSSION

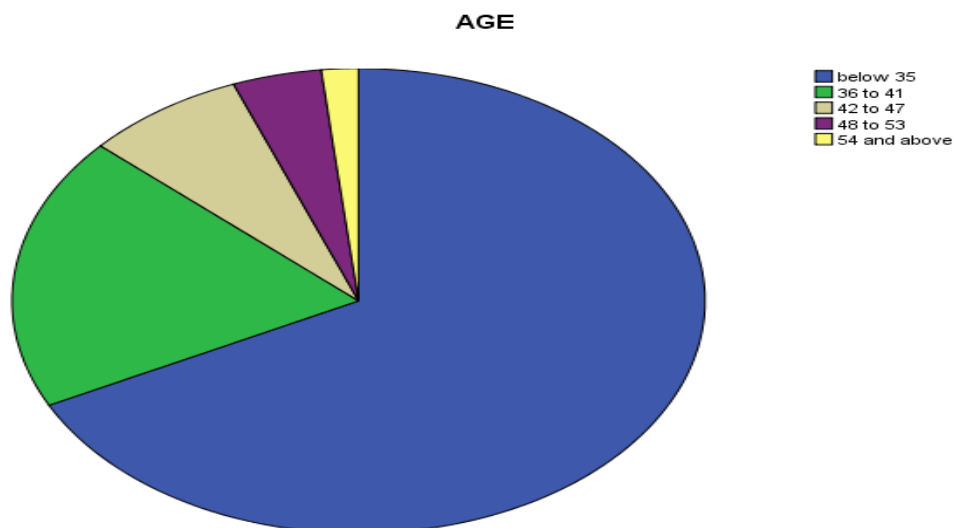
Results of the study in hand are presented and discussed in this chapter. These results have been obtained empirically and were analyzed through different data analysis techniques or methods. Descriptive and inferential statistics have been used by scholars for the data of the study and to analyze it. At the end this chapter provides a detailed discussion on the obtained results.

4.1. Descriptive Statistics

4.1.1. Demographic profile of the respondents

Table 4.1: Age Details of the Respondents

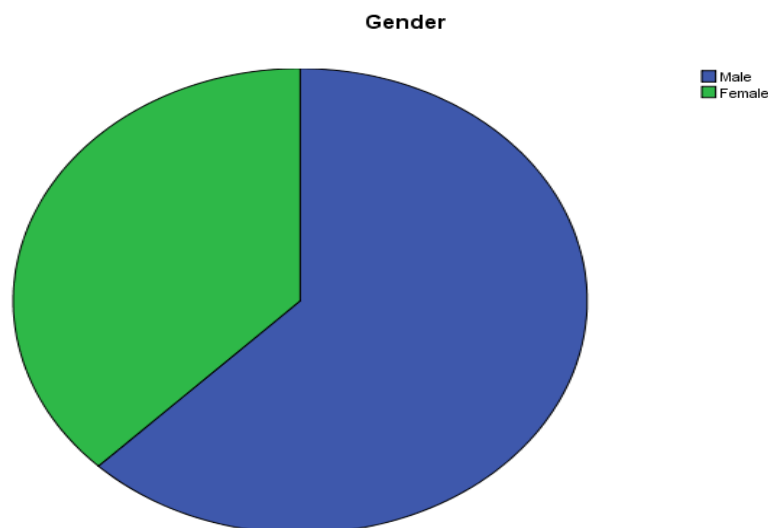
AGE					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	below 35	667	67.6	67.6	67.6
	36 to 41	188	19.0	19.0	86.6
	42 to 47	74	7.5	7.5	94.1
	48 to 53	41	4.2	4.2	98.3
	54 and above	17	1.7	1.7	1.7
	Total	987	100.0	100.0	100.0



In the above-mentioned table 4.1 it is shown that amongst all the groups 66.7 percent belongs to the age group of below 35, 19 percent comprised of age 36 to 41, 7.5 percent belongs the 42 to 47 age group while 4.2 percent belongs the age group of 48 to 53, and lastly 1.7 percent belongs to the age group of 54 and above.

Table 4.2: Gender Details of the Respondents

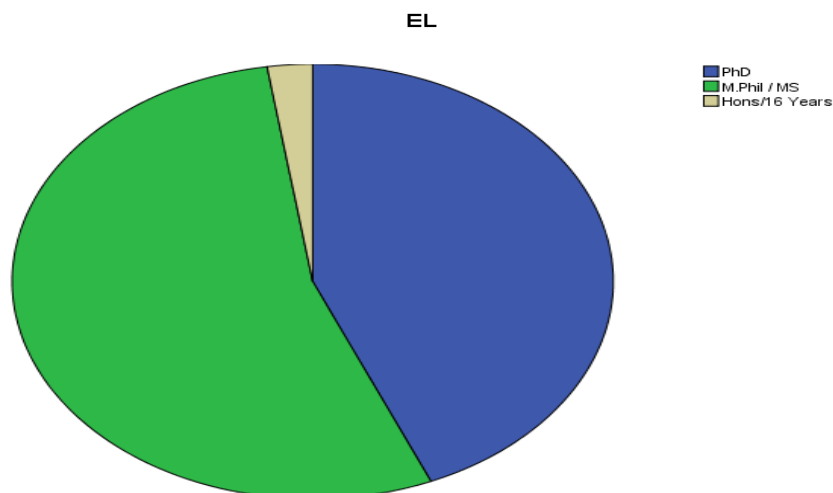
Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	616	62.4	62.4	62.4
	Female	371	37.6	37.6	100.0
	Total	987	100.0	100.0	



In the above-mentioned table 4.2 it is revealed that 62.4 of the respondents were males, while on the other hand 37.6 were reported as females. In Khyber Pakhtunkhwa the female's participation is very low if we compare it with other provinces of Pakistan like Punjab, Sindh. It is also evident and apparent over here that female's respondents were comprised of only 37.6 percent.

Table 4.3: Educational Details of Respondents

Educational Level					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	PhD	430	43.6	43.6	43.6
	M.Phil / MS	533	54.0	54.0	97.6
	Hons / 16 Years	24	2.4	2.4	100.0
	Total	987	100.0	100.0	



In table 4.3 mentioned above reports that 43.6 percent of the respondents educational level was PhD, 54.0 person respondents educational level was M.Phil / MS which is equivalent to 18 years of education, while 2.4 percent of respondents were having 16 years / Hons educational level. These models also showed that majority of respondents were having a good qualification from previous rate of different studies conducted by author.

Table 4.4: Designation Level of Respondents

Designation Level					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Professor (Top Level)	156	15.8	15.8	15.8
	Associate Professor (Middle Level)	300	30.4	30.4	46.2
	Assistant Professor (lower Level)	531	53.8	53.8	100.0
	Total	987	100.0	100.0	

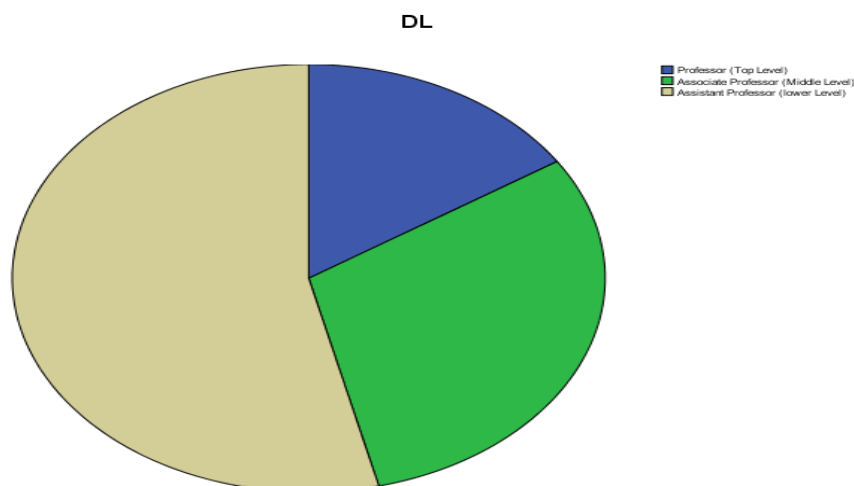
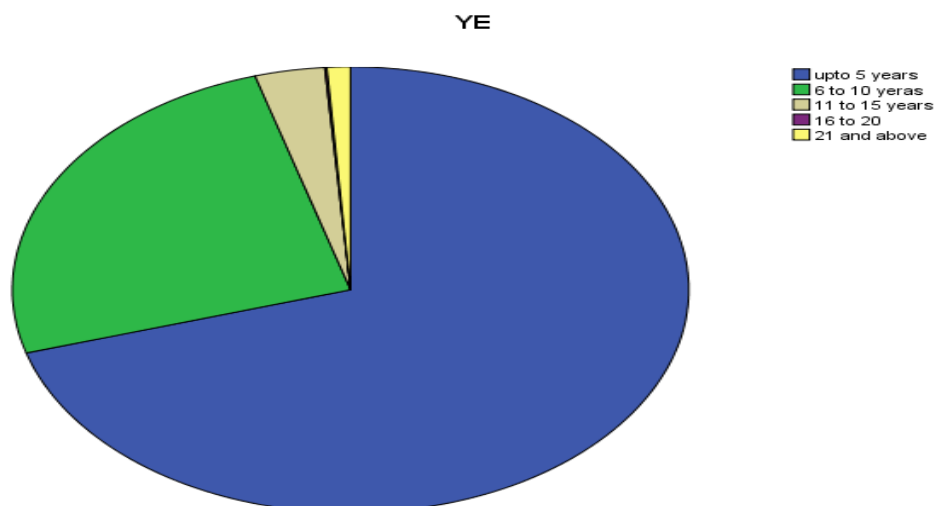


Table 4.4 the above model shows that 15.6 percent were professor which comes in the category of Top management as they are mostly on high post like Vice chancellor, registrar, chairman of the department etc. 30.4 percent were associate professor which lies in the middle level management category, while 53.8 percent were assistant professor and lecturers which comes under lower management level.

Table 4.5: Years of Experience of Respondents

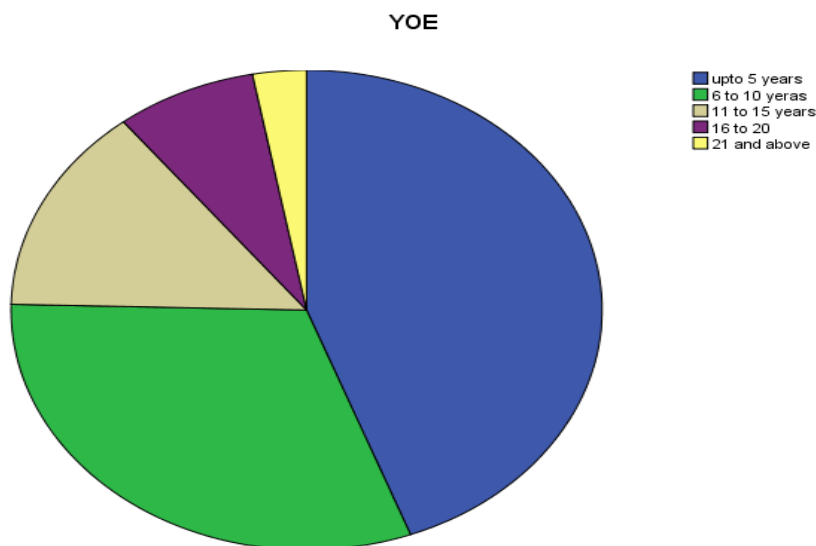
Years of Experience					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Up to 5 years	695	70.4	70.4	70.4
	6 to 10 years	247	25.0	25.0	95.4
	11 to 15 years	33	3.3	3.3	98.8
	16 to 20	1	0.1	0.1	98.9
	21 and above	11	1.1	1.1	100.0
	Total	987	100.0	100.0	



The above table 4.5 describes the experience level of the respondents in the current organization. 70.4 percent of respondents were having up to 5 years of experience in their current organization, 25 percent of the respondents were having 6 to 10 years of experience in the same organization, 3.3 percent respondents experience in the same organization was 11 to 15 years, 0.1 percent were having experience of 16 to 20 years, while 1.1 percent of the respondents were having experience of 21 and above years in the same organization.

Table 4.6: Years of Overall Experience of Respondents

Years of Overall Experience					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Upto 5 years	437	44.3	44.3	44.3
	6 to 10 years	307	31.1	31.1	75.4
	11 to 15 years	138	14.0	14.0	89.4
	16 to 20	76	7.7	7.7	97.1
	21 and above	29	2.9	2.9	100.0
	Total	987	100.0	100.0	



The above-mentioned table 4.6 explains the overall experience level of the respondents. 44.3 percent of respondents were having up to 5 years of experience overall, 31.1 percent of the respondents were having 6 to 10 years of overall experience, 14 percent respondents overall experience was 11 to 15 years, 7.7 percent were having overall experience of 16 to 20 years, while 2.9 percent of the respondents were having overall experience of 21 and above years.

4.2. Analysis

The author used SPSS (statistical package for social sciences) V.23. In this SPSS process template number 4 or model 4 by Andrew F. Hayes (2013). As mentioned above the model was based on template 4 in which Organization citizenship Behavior (OCB) was outcome or dependent variable, Leader Member Exchange (LMX) was independent variable and personality traits (Openness, Conscientiousness, Extraversion, Agreeableness, and Neuroticism) were mediators. Amos was used for confirmatory factor analysis (CFA) and e-views for correlation. E-views was used for correlation because it gives more than four values through which was can have a deep understanding for the relationships.

First confirmatory factor analysis (CFA) was run to check factor loading of each variables item to see that the minimum requirement is fulfilled or not, which can be confirm if the value is < 0.5 . There were some items in each variable whose loadings were below 0.5 were excluded and on remaining items of every variables were selected for further analysis.

Analysis were run by keeping in mind that in Andrew F. Hayes (2013) template 4 or model 4, the number of bootstrap samples for bias corrected bootstrap confidence interval was 1000, and for all confidence interval in output the level of confidence was 95.00.

4.3. Confirmatory Factor Analysis

Table 4.7: CFA Statistics

Variable	Total	Excluded Items (<0.5)	Existing
Leader member exchange	7	1	6
Extraversion	8	4	4
Agreeableness	9	4	5
Conscientiousness	9	3	6
Neuroticism	8	3	5
Openness	10	2	8
Organization citizenship behavior	24	3	21
Total	75	19	55

In table 4.7 mentioned above explain the total items of the scales used in the study. In leader member exchange scale the number of total items were 7 and upon running CFA test one item was excluded whose value was < 0.5 , the remaining items were 6. Big 5 personality traits scale included 44 items, in which every variable was having their own items. Extraversion variable total number of items was 8 in which 4 items were excluded because of their values which were < 0.5 , and existing items were 4. Agreeableness total items number was 9 and 4 items were excluded whose value was < 0.5 , the remaining items were 5.

Conscientiousness another variable of Big 5 Personality trait whose total number of items was 9 exclude number if items were 3 and was left with 6 items. Neuroticism variable items were 8 and 3 were excluded and 5 items were left, while the last variable of Big 5 Personality Traits which is Openness and its total items were 10 in which 2 were excluded as value was <0.5 , the remaining items were 8. Lastly Organization citizenship behavior variable items were checked. The total number of items were 24 and 3 were excluded because their value was <0.5 and remaining items were 21.

The total numbers of items in all variables were 75 in which 19 were excluded due to their value which was <0.5 and 55 were remaining.

4.4. Reliability Statistics

The author adopted the scales which were very established and were used in different culture with different unit of analysis even in the country where this study was conducted so the scale was considered valid and reliable for the current study, still after collection of data reliability was checked in three forms which are as followed.

Table 4.8: Reliability of Scales after Data Collection

Scales	Cronbach's Alpha	rho_A	Composite Reliability
AGREEABLENESS	0.799	0.811	0.861
CONSCIENTIOUSNESS	0.728	0.739	0.811
EXTRAVERSION	0.717	0.702	0.801
OPENNESS	0.737	0.837	0.704
NEUROTICISM	0.715	0.700	0.706
LEADER MEMBER EXCHANGE	0.757	0.773	0.778
ORGANIZATION CITIZENSHIP BEHAVIOR	0.916	0.922	0.911

In table 4.8 it is observed that the scales are reliable. Cronbach's Alpha basically measures the consistency and reliability which exists between the items tested of a scale. This helps the researcher in determining consistency which is supposed to be

present in items tested. Chelsea, (2015) stated that the alpha coefficient if 0.05 is normally accepted, and it can be seen in table 4.8 that Cronbach's Alpha of all the variables of the study fulfills the minimum requirement and enabled the researcher to do further analysis on the adopted scales.

Further the author also did rho or reliability rho test, because Raykov, (1998) argued that Cronbach's Alpha some time under or over estimates the reliability scores, which is very common, so now a day's rho is preferred which leads to accurate estimates of true reliability and the rho reliability scores are mentioned in the above table 4.8. It can be seen that all the reliability scores have changed. The reliability score of agreeableness has changed from 0.799 to 0.811, reliability score of conscientiousness has changed from 0.728 to 0.739, reliability score of extraversion has changed from 0.717 to 0.702, also the reliability score of neuroticisms has changed from 0.715 to 0.700 and the last variable of Big 5 personality traits openness reliability score has changed from 0.916 to 0.922. Leader member exchange reliability score has changed from 0.757 to 0.773 and lastly the reliability score of organization citizenship behavior has changed from 0.737 to 0.837.

As it is known that all the scale is reliable still another reliability is checked known as composite reliability and it is the reliability like average variance extracted and summated scale is variance which is explained through common factors. In checking the reliability score it is also important to report composite reliability to minimize the biasness and error. The composite reliability must be minimum 0.7 (Chin, 1988). From the table 4.8 it is explained that the reliability has changed and each score 0.7 minimum.

4.5. Results

This part of the chapter is dealing with hypothesis results and its testing. Each hypothesis developed in light of the literature is discussed individually.

4.5.1. Correlation

Pearson correlation is done for evaluating the relationships between leader member exchange, organization citizenship behavior and Big 5 personality traits

(Openness, Conscientiousness, Extraversion, Agreeableness, and Neuroticism) and the decisions are also analyzed.

Table 4.9: Correlation of All Variables

	AGG	CONST	EXT	LMX	NEU	OCB	OPEN
AGG	1.000000	0.688265	0.514608	0.353863	-0.632684	0.734100	0.690726
CONST	0.688265	1.000000	0.704977	0.249979	-0.601577	0.703647	0.671816
EXT	0.514608	0.704977	1.000000	0.230111	-0.552485	0.630006	0.646671
LMX	0.353863	0.249979	0.230111	1.000000	-0.359905	0.193742	0.143604
NEU	-0.632684	-0.601577	-0.552485	-0.359905	1.000000	-0.535262	-0.621054
OCB	0.734100	0.703647	0.630006	0.193742	-0.535262	1.000000	0.709784
OPEN	0.690726	0.671816	0.646671	0.143604	-0.621054	0.709784	1.000000

From the above table 4.9 it is shown that all the variables have been checked for the problem of multicollinearity that whether the results are highly correlated or not. As can be seen from the above table those correlation coefficients for none of the variable are above than 0.8 (that is 80 Percent). So, it can be concluded from the above table that our selected sample has no issue of correlation and one can go for further analysis.

4.6. Relationship between Leader Member Exchange and Organization Citizenship Behavior

In literature studied the first hypothesis was developed for examining the relationship between leader member exchange and organization citizenship behavior. The table 4.10 mentioned below explains the result.

Table 4.10: Relationship of LMX and OCB

Direct effect of X on Y					
Effect	SE	t	p	LLCI	ULCI
-0.0515	.0370	-1.3925	.1648	-.1243	.0213

The above results show that leader member exchange (LMX) has an in significant effect on Organization citizenship behavior (OCB) (B = -0.0515, P > 0.005

with a lower limit confidence interval of -0.1243 and upper limit confidence interval of 0.0213. The results also show that there is a negative relationship and as from the result the t value is -1.3925 which is lower than 2 so in negative relationship this is also insignificant. In sum it is argued that the results do not support our hypothesis number 1 (*H1*).

4.7. Relationship of Leader Member Exchange with Personality Traits

In this part of analysis, we have the results of leader member exchange relation with different personality traits (Openness, Conscientiousness, Extraversion, Agreeableness, and Neuroticism). In this part we will see that the results support our developed hypothesis 2, 3, 4, 5 and hypothesis 6, in literature light studied, which is about the leader member exchange relationship with different personality traits. The below mentioned table 4.11 explain the result of these hypothesis (*H2, H3, H4, H5 and H6*).

Table 4.11: Relationship of Leader Member Exchange with Personality Traits.

Direct effect of X on M				
	Effect	Boot SE	Boot LLCI	Boot ULCI
OPENNESS	.1436	.0561	.0332	.2540
CONSCIENTIOUSNESS	.2500	.0549	.1419	.3580
EXTRAVERSION	.2301	.0552	.1215	.3387
AGREEABLENESS	.3539	.0530	.02495	.4583
NUEROTICISM	-.3599	.0529	-.4640	-.2558

Below is the explanation of the above table to check that the result supports the current study hypothesis or does not support. The table discusses coefficient value of each variable. Coefficient values shows that how much correlation is it having with another variable, as we know that B coefficient explains that units will increase if the is a single unit increase in the predictor.

The confidence limit let researchers know about the accuracy of the estimates by giving the lower limit confidence interval (LLCI) and upper limit confidence interval (ULCI). In this is the values are positive so on both side, so it shows a significance

effect and on for negative values shows a negative significance. While if the lower limit confidence interval is negative and upper limit confidence interval is positive it not significant as the value might be zero.

Hypothesis 2:

The above-mentioned table 4.11 results show that leader member exchange has a positive significant effect on openness ($B = 0.1436$). The result also shows that openness has 14 percent correlation with leader member exchange, having a lower limit confidence interval of 0.0332 and an upper limit of 0.2540, meaning that the value cannot be zero which shows its significance effect in a positive manner. The result supports hypothesis number 2 ($H2$).

Hypothesis 3:

Additionally, in the above table 4.11 it was investigated that the relationship between leader member exchange and conscientiousness has a significant effect ($B = 0.2500$) and shows a positive correlation of 25 percent between them. Additionally, it can be seen that the lower limit confidence interval is 0.1419 and upper limit confidence interval 0.3580 showing zero value cannot be there, which shows a positive significance, and this supports hypothesis number 3 ($H3$).

Hypothesis 4:

Further in results it is shown about the developed hypothesis in literature light about leader member exchange and extraversion in the table 4.11 mentioned above. It was found that 23 percent correlation is found between them and has leader member exchange has a positive significant effect ($B = 0.2301$), while having a lower limit confidence interval and upper limit confidence interval of 0.1215 and 0.3387, showing that value cannot be zero confirming its significance and supports hypothesis number 4 ($H4$).

Hypothesis 5:

For the hypothesis developed in light of literature about leader member exchange and agreeableness. As presented in the table 4.11 there is significance effect

($B = 0.3539$) with no zero value because the lower limit and upper limit confidence interval are 0.2495 and 0.4583 showing a positive significance. It can be said that there is a positive effect of leader member exchange on agreeableness with a 35 percent correlation between them so supporting our hypothesis number 5 ($H5$).

Hypothesis 6:

Additionally, for hypothesis number 6 ($H6$), that leader member exchange has a significant effect on neuroticism. In table 4.11 mentioned above there is a negative relationship ($B = -0.3599$), confirming that there is negative correlation of 35 percent between these two (leader member exchange and neuroticism). The lower limit confidence interval in table is -0.4640 and upper limit confidence interval is -0.2558. By lower limit and upper limit, it is known that the value cannot be zero which shows its significance, but the beta value and lower limit plus upper limit value is on the negative side showing a negative significance. So, it can be said that there is a negative significance effect of leader member exchange and neuroticism, which support our hypothesis ($H6$).

4.8. Relationship Between Personality Traits and Organization Citizenship Behavior

In this part of analysis, we have the results of different personality traits (Openness, Conscientiousness, Extraversion, Agreeableness, and Neuroticism) with organization citizenship behavior. In this part it will be checked that the results support our developed hypothesis 7, 8, 9, 10 and hypothesis 11, in literature light studied, which is about the leader member exchange relationship with different personality traits. The below mentioned table 4.12 explain the result of these hypothesis ($H7$, $H8$, $H9$, $H10$ and $H11$).

Table 4.12: Relationship between Personality Traits and Organization Citizenship Behavior

Direct effect of M on Y	Effect	SE	LLCI	ULCI
TOTAL	.2453	.0588	.1366	.3673
OPENNESS	.0323	.0154	.0084	.0692
CONSCIENTIOUSNESS	.0473	.0218	.0127	.0987
EXTRAVERSION	.0429	.0155	.0185	.0795
AGREEABLENESS	.1452	.0370	.0861	.2353
NEUROTICISM	-.0224	.0181	-.0642	.0099

Below is the explanation of the above table to check that the result supports the current study hypothesis or does not support. The table discusses coefficient value of each variable. Coefficient values shows that how much correlation is it having with another variable, as we know that B coefficient explains that units will increase if the is a single unit increase in the predictor.

The confidence limit let researchers know about the accuracy of the estimates by giving the lower limit confidence interval (LLCI) and upper limit confidence interval (ULCI). In this is the values are positive so on both side, so it shows a significance effect and on for negative values shows a negative significance. While if the lower limit confidence interval is negative and upper limit confidence interval is positive it not significant as the value might be zero.

Hypothesis 7:

The above-mentioned table 4.12 results show that openness has a positive significant effect on organization citizenship behavior ($B = 0.0323$). The result also shows that openness has 3.2 percent correlation with organization citizenship behavior, having a lower limit confidence interval of 0.0084 and an upper limit of 0.0692, meaning that the value cannot be zero which shows its significance effect in a positive manner. The result supports hypothesis number 7 ($H7$).

Hypothesis 8:

Additionally, in the above table 4.12 it can be seen that the relationship between conscientiousness and organization citizenship behavior has a significant effect ($B = 0.0473$) and shows a positive correlation of 4.7 percent between them. Additionally, it can be seen that the lower limit confidence interval is 0.0127 and upper limit confidence interval 0.9870 showing zero value cannot be there, which shows a positive significance, and this supports hypothesis number 8 (*H8*).

Hypothesis 9:

Further in results it is shown about the developed hypothesis in literature light about extraversion and organization citizenship behavior in the table 4.12 mentioned above. It was found that 4.2 percent correlation is found between them and has a positive significant effect ($B = 0.0429$), while having a lower limit confidence interval and upper limit confidence interval of 0.0185 and 0.0795, showing that value cannot be zero confirming its significance and supports hypothesis number 9 (*H9*).

Hypothesis 10:

For the hypothesis developed in light of literature about agreeableness and organization citizenship behavior. As presented in the table 4.12 there is significance effect ($B = 0.1452$) with no zero value because the lower limit and upper limit confidence interval are 0.0861 and 0.2353 showing a positive significance. It can be said that there is a positive effect of leader member exchange on agreeableness with a 14 percent correlation between them so supporting our hypothesis number 10 (*H10*).

Hypothesis 11:

Additionally, for hypothesis number 11 (*H11*), that neuroticism has a negative insignificant effect on organization citizenship behavior. In table 4.12 mentioned above there is a negative relationship ($B = -0.0224$), confirming that there is negative correlation of -2.4 percent between these two (neuroticism and organization citizenship behavior). The lower limit confidence interval in table 4.12 is -0.0642 and upper limit confidence interval is 0.0099. By lower limit and upper limit, it is known that the vale

can be zero which shows its insignificance, but the beta value is on the negative side showing a negative significance and lower limit plus upper limit value is on negative and positive side. So, it can be said that there is a negative insignificance effect of neuroticism and organization citizenship behavior, which does not support our hypothesis number 11 (*H11*).

4.9. Relationship of Leader Member Exchange and Organization Citizenship Behavior with Mediating Effect of Big 5 Personality Traits

In the below table 4.13 the results of leader member exchange with organization citizenship behavior is checked with mediating effect of different personality traits (Openness, Conscientiousness, Extraversion, Agreeableness, and Neuroticism). In this part it will be checked that the results support our developed hypothesis 12, 13, 14, 15 and hypothesis 16, in literature light studied, which is about the leader member exchange relationship with different personality traits. The below mentioned table 4.13 explain the result of these hypothesis (*H12, H13, H14, H15 and H16*).

Table 4.13: Relationship of LMX and OCB with Mediating Effect of Personality Traits

Outcome: OCB						
	coffe	SE	t	p	LLCI	ULCI
Constant	.0000	.0329	-.0011	.9991	-.0649	.0648
OPENNESS	.2248	.0547	4.1066	.0001	.1171	.3325
CONSCIENTIOUSNESS	.1891	.0559	3.3801	.0008	.0790	.2992
EXTRAVERSION	.1863	.0502	3.7090	.0002	.0875	.2852
AGREEABLENESS	.4103	.0542	7.5675	.0000	.3036	.5170
NEUROTICISM	.0621	.0478	1.3007	.1943	-.0319	.1561

Total Effect Model

Hypothesis 12:

The above-mentioned table 4.13 results show leader member exchange has a positive significant effect on organization citizenship behavior with openness acting as mediator ($B = 0.2248$, $P < 0.05$). The result also shows that openness explains 22

percent correlation as mediator in the model, having a lower limit confidence interval of 0.1171 and an upper limit of 0.3325, meaning that the value cannot be zero which shows its significance effect in a positive manner. The result supports hypothesis number 12 (*H12*).

Hypothesis 13:

Additionally, in the above table 4.13 it is investigated that leader member exchange has a positive significant effect on organization citizenship behavior with conscientiousness as a mediator ($B = 0.1891$, $P < 0.05$) and shows a positive correlation of 18 percent in the model. Additionally, it can be seen that the lower limit confidence interval is 0.0790 and upper limit confidence interval 0.2992 showing zero value cannot be there, which shows a positive significance, and this supports hypothesis number 13 (*H13*).

Hypothesis 14:

Further in results it is shown about the developed hypothesis in literature light about leader member exchange has a significant effect on organization citizenship behavior with extraversion as mediator in the table 4.13 mentioned above. It was found that extraversion shows 18 percent correlation in the model ($B = 0.1863$, $P < 0.05$), while having a lower limit confidence interval and upper limit confidence interval of 0.0875 and 0.2852, confirming its significance and supports hypothesis number 14 (*H14*).

Hypothesis 15:

For the hypothesis developed in light of literature about leader member exchange has a significant effect on organization citizenship behavior with agreeableness as mediator. As presented in the table 4.13 there is significance effect ($B = 0.4103$, $P < 0.05$) with no zero value because the lower limit and upper limit confidence interval are 0.3036 and 0.5170 showing a positive significance. It can be said that there is a positive effect of leader member exchange on organization citizenship behavior with agreeableness explaining a 35 percent correlation in model, so supporting our hypothesis number 15 (*H15*).

Hypothesis 16:

Additionally, for hypothesis number 16 (*H16*), that leader member exchange has a significant effect on organization citizenship behavior with neuroticism as mediator. In table 4.13 mentioned above there is a positive relationship ($B = 0.0625$), showing that 6 percent is explained by it as mediator. The lower limit confidence interval in table is -0.0319 and upper limit confidence interval is 0.1561 . By lower limit and upper limit, it is known that the value can be zero which shows its insignificance. So, it can be said that the results do not support our hypothesis number 16 (*H16*).

The above result in table 4.13 is explaining that Big 5 personality traits is overall a good mediator between leader member exchange and organization citizenship behavior, except for neuroticism as the hypothesis is also not supported, and if the remaining personality traits does not act as a mediator so there is also a negative relationship between leader member exchange and organization citizenship behavior.

Table 4.14: Model Summary

Outcome: OCB						
Model Summary						
R	R-sq	MSE	F	df1	df2	p
.8173	.6680	.3396	102.6133	6.0000	306.0000	0.000

The above table explain the correlation coefficient R and goodness of fit measure of the model. Correlation coefficient R explains the direction and the strength of variables and the value lies between $+1$ and -1 always. Figure 1 explains the values showing from a total negative linear relationship and a positive linear relationship.

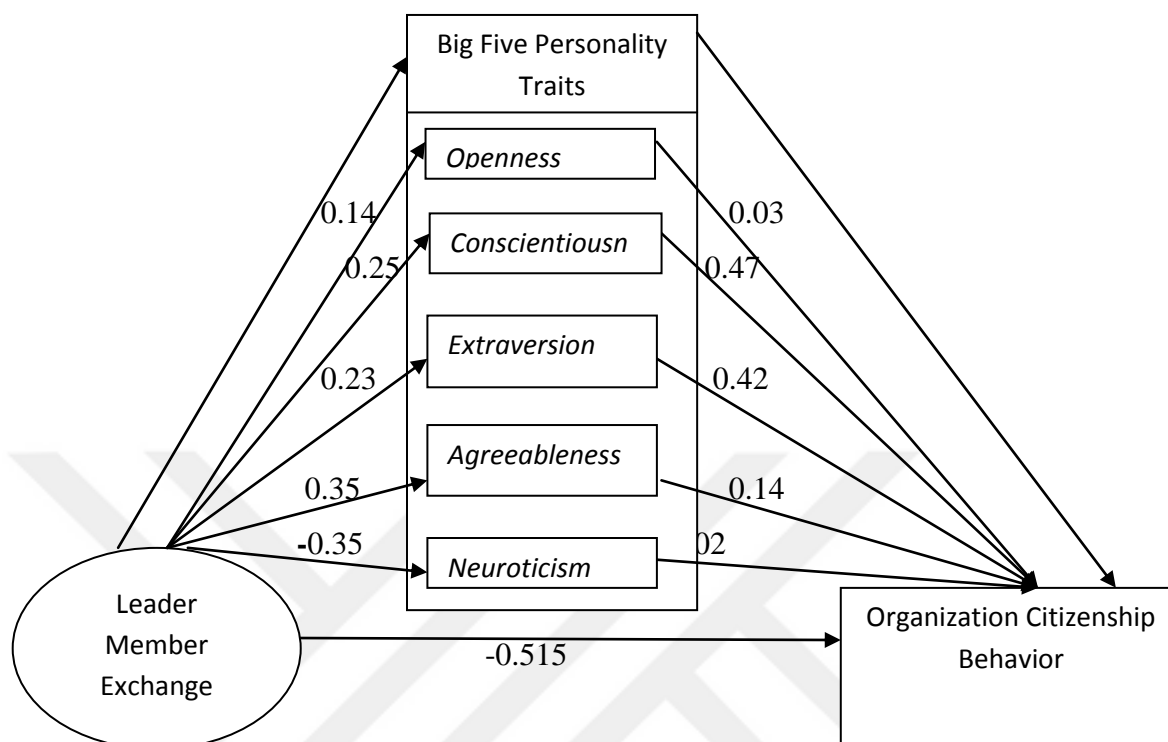
R square explains goodness of fit. It shows that data is this much fitted to regression line. It indicates the collective percentage of independent variable on dependent variable and as well as it also shows the strength of relationship the model and dependent variable on 0 to 100 percent scale. Figure 2 explains how R square is calculated.

In the above table 4.14 the result shows that organization citizenship behavior has a good effect on behalf of all variables, which reflects their good significance result with their respective R and R-square values which is 81 percent correlation and 66 percent explained variation on behalf of all the independent and mediating variables.

The tables explain that 66.8 percent variance is explained by leader member exchange with mediating effect of Big 5 personality traits in relationship with organization citizenship behavior and the strength in the variables will increase 81.7 percent in the model.



4.10. Final Model



The final model of our study which explains the beta values of each item with each other. In this table it can be seen that the direct effect of leader member exchange with organization citizenship behavior has a negative effect of 51.5 percent also it can be seen that leader member exchange have 14 percent effect with openness, 25 percent with conscientiousness, 23 percent with extraversion, 35 percent with agreeableness and a negative 35 percent effect with neuroticism, while on the other side openness has a 3 percent effect on organization citizenship behavior, conscientiousness shows 47 effect, 42 percent effect is shown by extraversion, 14 percent with agreeableness and a negative 2 percent with neuroticism.

Now the total effect when personalities are taken as mediator, and as previously mentioned in the table 4.13, openness has an effect of 22.48, conscientiousness showed an 18.91 percent, extraversion effect was 18.63, agreeableness showed the highest 41.03 percent effect while neuroticism has a lower effect 6.23 percent but lower limit is on the negative side and upper limit is on positive side meaning that value can be zero and thus it can be said that overall all the personality traits shows a good mediation between leader member exchange and organization citizenship behavior except neuroticism.

Additionally, the overall variance is 66.8 percent explained when personalities traits are added as mediator.



DISCUSSION

This part of the discussion deals with key finding about the relationship between leader member exchange organization citizenship behaviors, which were drawn regression analysis. The main aim of this study is to highlights the significance of personnel behavior within the organization environment.

The LMX theory suggests that there is no interaction between subordinates and supervisors uniformly because mostly it is seen that the supervisors are having less resources and time (Wayne et al., 1994), while collectively there (low and high quality) LMX relationships can have a significant impact on individual basis and on overall basis as a whole.

As is evidence in results (table 4.10), study documented negative significant relationship between leader member exchange and organization citizenship behavior. Therefore, leader member exchange negatively insignificant relationship with organization citizenship behavior. Based on the finding, the study does not support hypothesis number 1 (H1). The finding is consistent with previous research studies of (Soldber, 2009). The author observed an in significant impact of leader member exchange on organization citizenship behavior. On the other hand, the finding is contradicted with the previous research studies of (Wayne et al., 1993; Yukl, 1989). They found significant relationship between leader member exchange and organization citizenship behavior. However, the results of the study do not support the argument that leader member exchange has a significant impact the organization citizenship behavior.

As presented in regression table 4.11, the relationship between leader member exchange and openness (personality traits) has positive. The coefficient value (β) of openness is 0.1436 which depicts that openness has fourteen percent correlation with leader member exchange. Hence, the finding supports hypothesis number 2 (H2). This implied that openness has positively impact the leader member exchange. The finding is in the line with the studies of (Major et al., 1995; Ilies et al., 2007). They argued that openness was positively linked with leader membership exchange. However, the finding is not consistent with the study of (Bernerth et al., 2007; 2008). They documented in

their study that openness has negative but significant relationship with leader membership exchange. However, the finding supports the argument that openness has positively influence the leader member exchange.

As shown in regression table 4.11, the relationship between leader member exchange and conscientiousness (personality traits) found positive. The coefficient value (β) of conscientiousness is 0.2500 which depicts that conscientiousness has twenty five percent correlations with leader member exchange. Hence, the finding supports hypothesis number 3 (H3). This implied that conscientiousness has positively impact the leader member exchange. The finding is consistent with the studies of (Philips and Bedeian, 1994, Deluga, 1998; Bernerth et al., 2017). They concluded that conscientiousness was positively connected with leader membership exchange. The finding supports the argument that conscientiousness has positive significant influence the leader member exchange.

As described in result analysis, positive relationship was observed between leader member exchange and extraversion. It was found that 23 percent ($\beta = 0.2301$) relationship is observed between leader member exchange and extraversion. It implied that extraversion is positive significantly associated with leader member exchange. The finding of the study is matched with the previous research studies of (Watson and Clark, 1997; Tett and Murphy's 2002; Bernerth et al., 2007). The finding supports the argument that extraversion has positively influence the leader member exchange (H4).

As it is shown in results analysis (table 4.11), study noticed positive significant relationship between leader member exchange and agreeableness. The result showed that agreeableness has 35 percent correlated with leader exchange. It implied that agreeableness is positively linked with leader member exchange. Based on the finding, the study does support hypothesis number 5 (H5). The finding is in the line with previous research studies (Barrick et al., 2001; Bernerth et al., 2007). They recorded week and strong significant relationship between leader member exchange and agreeableness. The result of this study supports the argument that agreeableness positively connected and influence leader member exchange.

As presented in results analysis, study documented negative significant relationship between leader member exchange and neuroticism. The result showed that neuroticism has 35 percent negatively correlated with leader member exchange. Therefore, neuroticism negatively impact leader member exchange. Based on the finding, the study support hypothesis number 6 (H6) but in a negative manner. The finding is consistent with previous research studies (Bernerth et al., 2007) and accepts the notion that the relation is negatively impacted by employees. They observed negative relationship between leader member exchange and neuroticism. The results of the study support the argument that neuroticism significantly impact leader member exchange.

As discussed in regression table 4.12, the relationship between organization citizenship behavior and openness (personality traits) is positive. The coefficient value (β) of openness is 0.0323 which describes that openness has three percent correlation with organization citizenship behavior. Hence, the finding supports hypothesis number 7 (H7). This implied that openness has positively impact the organization citizenship behavior. The finding is in the line with the studies of (Mahdiun et al., 2010; Mosalaei et al., 2014). They argued that openness was positively correlated with leader organization citizenship behavior. The finding supports the argument that openness has positively influence the organization citizenship behavior.

As shown in regression table 4.12, the relationship between organization citizenship behavior and conscientiousness (personality traits) found positive. The coefficient value (β) of conscientiousness is 0.0473 which shows that conscientiousness has five percent correlation with organization citizenship behavior. Hence, the finding supports hypothesis number 8 (H8). This implied that conscientiousness has positively impact the organization citizenship behavior. The finding is consistent with the studies of (Organ and Ryun, 1995; Borman et al., 2001; Singh and Singh, 2009 and Mahdiun et al., 2010). They concluded that conscientiousness was positively connected with organization citizenship behavior. The finding supports the argument that conscientiousness has positively influence the leader member exchange.

It can be seen in result analysis; positive relationship was observed between organization citizenship behavior and extraversion. It was found that four percent ($\beta = 0.0429$) relationship is observed between organization citizenship behavior and extraversion. It implied that extraversion is positive significantly associated with organization citizenship behavior. The finding of the study is matched with the previous research studies of (Singh and Singh, 2009; Mahdiun et al., 2010). They found positive relationship between organization citizenship behavior and extraversion. However, the finding supports the argument that extraversion has positively influence the organization citizenship behavior (H9).

As showed in results analysis (table 4.12), study noticed positive significant relationship between organization citizenship behavior and agreeableness. The result showed that agreeableness has 14 percent correlated with organization citizenship behavior. It implied that agreeableness is positively linked with organization citizenship behavior. Based on the finding, the study does support hypothesis number 10 (H10). The finding is in the line with previous research studies of (Mahdiun et al., 2010; Duff et al., 2007). The result of this study supports the argument that agreeableness positively connected with leader member exchange.

As shown in regression results, study documented negative insignificant relationship between organization citizenship behavior and neuroticism. The result showed that neuroticism has two percent negatively correlated and insignificant with organization citizenship behavior. Therefore, neuroticism negatively impact organization citizenship behavior. Based on the finding, the study does not support hypothesis number 11 (H11). The finding is consistent with previous research studies of (Mahdiun et al., 2010; and Mosalaei et al., 2014). They observed negative relationship between organization citizenship behavior and neuroticism. However, the results of the study do not support the argument that neuroticism significantly impact organization citizenship behavior.

As discussed in regression table 4.13, the relationship between organization citizenship behavior and leader member exchange is positive with openness (personality traits) acting as mediator. The coefficient value (β) of openness is 0.2248 which

describes that openness has 22 percent explain correlation as mediator in the model. Hence, the finding supports hypothesis number 12 (H12). Positive relationship was found between organization citizenship behavior and leader member exchange with conscientiousness (personality traits) as a mediator. The coefficient value (β) of conscientiousness is 0.1891 which shows that conscientiousness has 19 percent correlation in the model. Hence, the finding supports hypothesis number 13 (H13).

It can be seen in result analysis; positive relationship was observed between organization citizenship behavior and leader member exchange with extraversion (personality traits) as a mediator. The coefficient value (β) of extraversion is 0.1863 which indicates that 19 percent correlation in the result. The finding of the study is matched with the previous research studies of (Purba et al., 2015). They found positive relationship between organization citizenship behavior and leadership extraversion as a mediator supporting hypothesis number 14 (H14).

As is describes in results analysis (table 4.13), study noticed positive significant relationship between organization citizenship behavior and leader member exchange with agreeableness as a mediator. The result showed that agreeableness has five percent correlation in the result. Based on the finding, the study does support hypothesis number 15 (H15). As is evidence in regression results, study documented an insignificant relationship between organization citizenship behavior and leadership with neuroticism as a mediator. The result showed that neuroticism has 6 percent correlation in the study. Based on the finding, the study does not support hypothesis number 16 (H16). The finding is consistent with previous research studies of (Purba et al., 2015). They observed positive relationship between organization citizenship behavior OCBI, negative with OCBO and leadership with neuroticism as a mediator. However, the results of the study do not support the argument that organization citizenship behavior is correlated with leader member exchange with neuroticism as a mediator.

Generally, it can be argued by looking at the table 4.14 the result shows that organization citizenship behavior has a good effect on behalf of all variables, which reflects their good significance result with their respective R and R-square values which

is 81 percent correlation and 66 percent explained variation on behalf of all the independent and mediating variables.

The tables explain that if there is 1 percent change in leader member exchange with mediating effect of Big 5 personality traits 66.8 change will occur in organization citizenship behavior and the strength in the variables will increase 81.7 percent in the model. Checking overall mediation was also research gap of this current study as only extraversion and neuroticism also known as emotional stability was checked as mediator between leadership and organization citizenship behavior on individual and organization level. So, it can be seen that personality acts as mediator and a strong mediator between leader member exchange and organization citizenship behavior.

Table 5.1: Summary results (Hypothesis)

S. No	Hypothesis Statement	Result
H1	<i>Leader member exchange significantly effects organization citizenship behavior</i>	Not Supported
H2	<i>Leader member exchange significantly effects Openness Personality trait</i>	Supported
H3	<i>Leader member exchange significantly effects Conscientiousness Personality trait</i>	Supported
H4	<i>Leader member exchange significantly effects Extraversion Personality trait</i>	Supported
H5	<i>Leader member exchange significantly effects Agreeableness Personality trait</i>	Supported
H6	<i>Leader member exchange significantly effects Neuroticism Personality trait</i>	Supported
H7	<i>Openness Personality trait significantly effects organization citizenship behavior</i>	Supported
H8	<i>Conscientiousness Personality trait significantly effects organization citizenship behavior</i>	Supported
H9	<i>Extraversion Personality trait significantly effects organization citizenship behavior</i>	Supported
H10	<i>Agreeableness Personality trait significantly effects organization citizenship behavior</i>	Supported
H11	<i>Neuroticism Personality trait significantly effects organization citizenship behavior</i>	Not Supported
H12	<i>Leader member exchange significantly effects Organization citizenship behavior with Openness as mediator</i>	Supported
H13	<i>Leader member exchange significantly effects Organization citizenship behavior with Conscientiousness as mediator</i>	Supported
H14	<i>Leader member exchange significantly effects Organization citizenship behavior with Extraversion as mediator</i>	Supported
H15	<i>Leader member exchange significantly effects Organization citizenship behavior with Agreeableness as mediator</i>	Supported
H16	<i>Leader member exchange significantly effects Organization citizenship behavior with Neuroticism as mediator</i>	Not Supported

CONCLUSION AND RECOMMENDATIONS

6.1 Conclusion

This study highlights the significance of human resource behavior within the organization which helps to know how better understanding with the employees can enhance the performance of organization through leader skills and personalities. The main purpose of the study is to examine the mediating effect of big 5 personality traits in the relationship between leader member exchange (LMX) and organization citizenship behavior (OCB). Population of the current research study contains employees of the universities of provincial capital of Khyber Pakhtunkhwa. Purposive sampling method was used for obtaining sample for this current research. Chairman, and Professors (as they are involved in all the decisions and act as leader for the staff) and Associate Professors, Assistant Professor, Lecturer, Research Assistants, and other employees who act as follower and follow the rules set by their heads are included in the study. The questionnaire was distributed according to the sample size of the study which was 987 all of them were returned (response rate was 100 percent).

The study seeks to predict the relationships between leader members exchange, organization citizenship behavior with the mediating role of Big 5 personality traits. Previous literature relating to leader member exchange, organization citizenship behavior, Big 5 personality traits used both qualitative and quantitative technique, and due to the nature of this current research in hand it was quantitative in nature, so positivism is being best philosophical approach for this current study. Pugh (1983), argued that using positivist approach for research is the need for collection of data so generalized hypotheses are to be tested, furthermore (Bryman, 2007) stated that research role under the positivism philosophical approach is to provide materials for generalizable law and also to test theory. The positivist approach is chosen against interpretivism approach because the current study predicted the relationships among the variables rather than explanations as (Von, Wright, 2004) argue interpretivism approach is only concerned with the understanding of actions of humans rather than those forces which are assumed to act on it.

Descriptive statistics of the study showed that majority of the respondents (66.7 percent) belongs to the age group of below 35 years. Majority of the respondents of the study were male (62.4) while remaining 37.6 percent were female respondents. It indicated male dominant society in the province of Khyber Pakhtunkhwa. Moreover, it was reported that 43.6 percent of the respondent's educational level was PhD, 54 percent respondents educational level was M. Phil / MS degree holders while only 2.4 percent of respondents were having 16 years education. These statistics showed that majority of respondents were having a good qualification from previous rate of different studies conducted by author. The study depicts that 15.6 percent were professor which comes in the category of Top management as they are mostly on high post like Vice chancellor, registrar, deans, and chairman of the department, 30.4 percent were associate professors who lies in the middle level management category, whereas 53.8 percent were assistant professor and lecturers which comes under lower management level. The study found that majority of the sampled respondents of the study (70.4 percent of respondents) was having up to 5 years of experience in their current organization.

The inferential results of the study exhibited that that leader member exchange (LMX) has an in significant influence on Organization citizenship behavior. The study documented negative significant relationship between leader member exchange and organization citizenship behavior. Therefore, leader member exchange negatively insignificant relationship with organization citizenship behavior (Hence, accepted H1). The finding is consistent with previous research studies of (Soldber, 2009). On the other hand, the finding is contradicted with the previous research studies of (Wayne et al., 1993; Yukl, 1989). The relationship between leader member exchange and openness was found positive (Hence, the study accepted H2). The finding is in the line with the studies of (Major et al., 1995; Ilies et al., 2007). However, the finding is not consistent with the study of (Bernerth et al., 2007; 2008). However, the finding supports the argument that openness has positively influence the leader member exchange.

Moreover, positive relationship was found between leader member exchange and conscientiousness (personality traits). Hence, the finding supports hypothesis number 3 (H3). The finding is consistent with the studies of (Philips and Bedeian, 1994,

Deluga, 1998; Bernerth et al., 2017). The finding supports the argument that conscientiousness has positive significant influence the leader member exchange. Furthermore, positive relationship was observed between leader member exchange and extraversion ($\beta = 0.2301$). Hence, the study accepted H4. Therefore, the result of this study supports the argument that agreeableness positively connected with leader member exchange. The finding of the study is matched with the previous research studies of (Watson and Clark, 1997; Tett and Murphy's 2002; Bernerth et al., 2007). The result showed that agreeableness is positively linked with leader member exchange. Based on the finding, the study does support hypothesis number 5 (H5). The finding is in the line with previous research studies (Barrick et al., 2001; Bernerth et al., 2007). The study documented negative significant relationship between leader member exchange and neuroticism. Therefore, the study supports hypothesis number 6 (H6). The finding is consistent with previous research studies (Bernerth et al., 2007) and accepts the notion that the relation is negatively impacted by employees. Furthermore, the relationship between organization citizenship behavior and openness (personality traits) was found positive (the coefficient value (β) of openness is 0.0323). This implied that openness has positively impact the organization citizenship behavior. Hence, the finding supports hypothesis number 7 (H7). The finding is in the line with the studies of (Mahdiuon et al., 2010; Mosalaei et al., 2014). The study showed positive relationship between organization citizenship behavior and conscientiousness (the coefficient value (β) of conscientiousness is 0.0473). Hence, the finding supports hypothesis number 8 (H8).

The finding is consistent with the studies of (Organ and Ryun, 1995; Borman et al., 2001; Singh and Signh, 2009 and Mahdiuon et al., 2010). The study observed positive relationship between organization citizenship behavior and extraversion. It implied that extraversion is positive significantly associated with organization citizenship behavior. Hence, the study accepted H9. The finding of the study is matched with the previous research studies of (Singh and Singh, 2009; Mahdiuon et al., 2010). Additionally, the study noticed positive significant relationship between organization citizenship behavior and agreeableness. It implied that agreeableness is positively linked with organization citizenship behavior. Based on the finding, the study does support hypothesis number 10 (H10). The finding is in the line with previous research studies of

(Mahdiuon et al., 2010; Duff et al., 2007). The study documented negative significant relationship between organization citizenship behavior and neuroticism. Therefore, neuroticism negatively impact organization citizenship behavior.

The results of the study support the argument that neuroticism insignificantly impact organization citizenship behavior. Based on the finding, the study does not support hypothesis number 11 (H11). The finding is consistent with previous research studies of (Mahdiuon et al., 2010; and Mosalaei et al., 2014). The study depicted that the relationship between organization citizenship behavior and leader member exchange is positive with openness (personality traits) acting as mediator (the coefficient value (β) of openness is 0.2248). Hence, the finding supports hypothesis number 12 (H12). Moreover, positive relationship was found between organization citizenship behavior and leader member exchange with conscientiousness (personality traits) as a mediator. Hence, the finding supports hypothesis number 13 (H13).

Positive relationship was observed between organization citizenship behavior and leader member exchange with extraversion (personality traits) as a mediator. The finding of the study is matched with the previous research studies of (Purba et al., 2015). They found positive relationship between organization citizenship behavior and leadership extraversion as a mediator. Also, study noticed positive significant relationship between organization citizenship behavior and leader member exchange with agreeableness as a mediator. Based on the finding, the study does support hypothesis number 15 (H15). Moreover, study documented insignificant positive relationship between organization citizenship behavior and leadership with neuroticism as a mediator. Hence, the study rejected hypothesis number 16 (H16). The finding is consistent with previous research studies of (Purba et al., 2015). They observed positive relationship between organization citizenship behavior OCBI, negative with OCBO and leadership with neuroticism as a mediator. However, the result of the study does not support the argument that organization citizenship behavior is positively correlated with leader member exchange (neuroticism as a mediator).

Table 6.1: Summary of Results (Research Questions)

S. No	Research Question	Result
<i>RQ 1</i>	<i>What is the effect of leader member exchange on organization citizenship behavior?</i>	Accomplished
<i>RQ 2</i>	<i>Is there a significant effect of leader member exchange on big 5 personality traits?</i>	Accomplished
<i>RQ 3</i>	<i>Does Big 5 personality traits effect organization citizenship behavior?</i>	Accomplished
<i>RQ 4</i>	<i>To what extent there is effect of leader member exchange on organization citizenship behavior with the role of Big 5 personality traits as a mediating factor?</i>	Accomplished

Table 6.2: Summary of Results (Research Objectives)

S. No	Research Objective	Result
<i>RO 1</i>	<i>To know the role of leader member exchange with organization citizenship behavior</i>	Accomplished
<i>RO 2</i>	<i>To examine various personalities traits with organization citizenship behavior</i>	Accomplished
<i>RO 3</i>	<i>To determine leader member exchange with different personality traits</i>	Accomplished
<i>RO 4</i>	<i>To investigate that personality traits mediates the relationship between leader member exchange and organization citizenship behavior</i>	Accomplished

6.2. Recommendations

6.2.1. Future Research

The current research study in hand is the first in exploration of relationship between LMX and OCB with mediating role of Big 5 Personalities traits and also due to the quantitative nature of the research study in hand the results showed areas for further potential research, So the current study strongly recommends the similar study should be conducted for quantitative results depth enhancement and understanding of leader member exchange (LMX) relationship with organization citizenship behavior (OCB) mediated by Big 5 personality traits and the framework can be more refined.

It is also recommended that expanding of sample to other types of organizations and industries might contribute as well to the theory and will fill the gap in literature.

The authors of the study also recommend in regard to methodology, that qualitative methods should be incorporated for better understanding and enhancement of the results as through qualitative methods adds up richness to data which ultimately lead to better understanding of leadership and personality relationships in every environment and with every situation.

Other mediating or moderating variables can also be added like Demographics characteristics, Organization culture, Trust in leaders etc. could play a vital role in the framework developed by authors. The above variables can be added as moderating to check the results from a different angle.

Last but not the least future study must be conducted in different areas of Pakistan as the culture differs from province to province; literacy rate is different, gender wise literacy rate, so study can be replicated in other parts of the country.

6.2.2. Recommendations for Academicians

Keeping the population same further studies in other parts of country must be conducted to have a clear abstract concept of leader member exchange, organization citizenship behavior and big 5 personalities traits, as the future research will try to clear the ambiguities regarding concept of these variables and their relationship with each other. The current research should be replicated in the academic sector as well in other countries for a better understanding.

6.3. Implications of the Study

Research on LMX, personality traits and OCB can be told as absent from the literature. This is the first research study which is having a solely focus on service industry (universities) employees and examine OCB with mediation of personality traits. Some example that how this research will help the academicians and managers based on the findings

1. Selection or hiring an employee with leadership skills and better personality trait for organization / institutional goals.

2. Trainings (managerial and academic) for operationalization; for example, integrating values of each employee with values of organization / institutes.

This approach will boast not only personality traits and OCB but will also lead to high quality LMX relationships.

6.3.1. Managerial Implications

Relationships in industries especially in corporate sector are very complex to understand because of their objectives that are needed to be achieved. It makes decision making process (official) hierarchical structure difficult and complex and also the routines, among employees, policies of the organization, especially in the area of setting goals. So therefore, the leadership, personality and citizenship behavior must be different because of the divergent interest in these industrial actors.

The division of management and leadership is providing trainings for encouraging excellence in these leadership and managerial practices. The results of the current study showed that a specific focus on leader membership exchange, personality traits and organization citizenship behavior improvement can be seen in terms of higher LMX quality improved sense of organization citizenship behavior and utilization of the personality style in an effective and efficient manner with a frequent display, which will ultimately lead to strengthening managerial leadership, behavior and also incorporation these concepts and theories from a local level might increase effectiveness of OCB. More importantly these concepts inclusion will develop a broad understanding and awareness of the constructs and its relation to organization effectiveness.

6.3.2. Academia Implications

The surprising part of the current research was that no such or minimum correlation was found between LMX, OCB and Personality traits. Findings of the current study in hand are suggesting a strong similarity on employee in terms of expectations, behavioral perception and organizational relationships. Service industry (universities) are having a unique position for developing new and advanced organizational practices which will facilitate OCB for hiring, training etc. procedures as well as to internal and external services model and identifying employees and

embracing leadership, citizenship strategies from different personality styles having a focus on effective activities in work relationships. This Building partnership approach will encourage all the employee in the academic sector for active participation in making better work life and moving from different economic models, which will lead to maintain and improve relationship in academic sector as the findings of the study suggests.

6.4. Limitations

This current research was first of its kind according to the researchers to investigate relationship between leader member exchange (LMX) with organization citizenship behavior (OCB) with taking mediating role of Big 5 Personality traits as a whole.

According to the literature the researcher could not find studies related to personalities traits as whole in terms of mediation in Pakistan and Turkey, so by considering this research cannot generalize the results to a global level or to a country level where it is conducted. The current research study was limited to correlation design by considering that survey data was used for collection of data and analysis purposes. Another limitation of this current research study that data collected from universities of Khyber Pakhtunkhwa (KP) whose importance was mentioned in rationale of the study. It is very likely possible those results could be different if research on this similar topic could be carried out in different parts or the country.

Another limitation for the study was the limitation of the respondents in regard to statistical significance which can be helpful in generalization of the results. Researcher went beyond the sample size, so that the error could be minimized still a larger sample in terms of gender could play a vital role in statistical significance. Considering the previous argument this research needs to be expanding by not only on a larger sample but also in different areas in Pakistan and on global level also discussed by (Scroggins, 2016).

The study was also limited to educational institutes as showed in the results, so the same study can be replicated in other industry like Banks, Hospitals, military etc.

According to research need. Finally, we can say that the determination fact in big 5 personalities traits from was not studied in comparison but was separately reviewed which can be drawn from analysis of this current study.

The surety of self-report data may lead to biasness in response as Ilies et al., (2007) argued that focusing on the relationship of LMX and OCB there may be biasness by common source which may to lead to strong relationships than using multiple sources reporting. Further research studies are required to have a fully understanding and multiple data sources must be considered like self-report data versus coworkers or supervisors, which might influence the results or outcomes of the research study.



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Annexure A

Table 6:

Partially standardized indirect effect of X on M				
	Effect	Boot SE	BootLLCI	BootULCI
TOTAL	.2449	.0555	.1384	.3507
Agreeableness	.1450	.0359	.0875	.2306
Conscientiousness	.0472	.0214	.0129	.0952
Extraversion	.0428	.0153	.0193	.0792
Neuroticism	-.0223	.0182	-.0641	.0101
Openness	.0322	.0151	.0075	.0665

Table 7:

Completely standardized indirect effect of M on Y				
	Effect	Boot SE	BootLLCI	BootULCI
TOTAL	.2453	.0522	.1458	.3513
Agreeableness	.1452	.0345	.0896	.2278
Conscientiousness	.0473	.0207	.0135	.0940
Extraversion	.0429	.0150	.0199	.0782
Neuroticism	-.0224	.0180	-.0635	.0098
Openness	.0323	.0148	.0085	.0677

Table 8:

Ratio of indirect to total effect of X on M				
	Effect	Boot SE	BootLLCI	BootULCI
TOTAL	1.2660	.4248	.9644	2.0065
Agreeableness	.7494	.3073	.4426	1.4041
Conscientiousness	.2440	.1257	.0798	.4652
Extraversion	.2213	.1469	.0784	.5197
Neuroticism	-.1154	.1301	-.3924	.0629
Openness	.1666	.0705	.0574	.3139

Table 9:

Ratio of indirect to direct effect of X on Y				
	Effect	Boot SE	BootLLCI	BootULCI
TOTAL	-4.7598	252.5064	-96.3100	-1.7383
Agreeableness	-2.8177	137.6923	-54.8844	-.9494
Conscientiousness	-.9173	41.8618	-17.0099	-.0699
Extraversion	-.8322	60.4784	-22.0906	-.2113
Neuroticism	.4338	16.9111	-.4676	9.4772
Openness	-.6265	29.5026	-12.2344	-.0560

Table 10:

Normal theory tests for specific indirect effects				
	Effect	se	Z	p
Agreeableness	.1452	.0292	4.9803	.0000
Conscientiousness	.0473	.0177	2.6727	.0075
Extraversion	.0429	.0157	2.7279	.0064
Neuroticism	-.0224	.0177	-1.2645	.2061
Openness	.0323	.0152	2.1269	.0334

Annexure B

Figure 1:

Exactly -1. A perfect downhill (negative) linear relationship

-0.70. A strong downhill (negative) linear relationship

-0.50. A moderate downhill (negative) relationship

-0.30. A weak downhill (negative) linear relationship

0. No linear relationship

+0.30. A weak uphill (positive) linear relationship

+0.50. A moderate uphill (positive) relationship

+0.70. A strong uphill (positive) linear relationship

Exactly +1. A perfect uphill (positive) linear relationship



Figure 2:

R-squared is the percentage of the dependent variable variation that a linear model explains.

$$R^2 = \frac{\text{Variance explained by the model}}{\text{Total variance}}$$

R-squared is always between 0 and 100%:

Annexure C

Questionnaire

Dear Participants.

Being a PhD scholar of Department of Management and Organization at Tokat Gaziosmanpaşa University Turkey, I am conducting a research which is a part of my dissertation. I will be very grateful if you could give this questionnaire a little bit of your time to fill it. This data will really help my dissertation and will also provide us to change the way or style in our universities to be more effective and efficient. If there is any query regarding questionnaire please feel free to contact. Thanks in advance for giving your precious time.

Muhammad Farooq Jan

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Section 1

A. Leader Member Exchange

1. Do you know where you stand with your leader? Do you usually know how satisfied your leader is with what you do? (Does your member usually know)

Rarely	Occasionally	Sometimes	Fairly	Often Very Often
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2. How well does your leader understand your job problems and needs? (How well do you understand)

Not a Bit	A Little	Fair Amount	Quite a Bit	A Great Deal
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3. How well does your leader recognize your potential? (How well do you recognize)

Not at All	A Little	Moderately	Mostly	Fully
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4. Regardless of how much formal authority he/she has built into his/her position, what are the chances that your leader would use his/her power to help you solve problems in your work? (What are the chances that you would)

None	Small	Moderate	High	Very High
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12	Starts quarrels with others.						
13	Is a reliable worker.						
14	Can be tense.						
15	Is ingenious, a deep thinker.						
16	Generates a lot of enthusiasm.						
17	Has a forgiving nature.						
18	Tends to be disorganized.						
19	Worries a lot.						
20	Has an active imagination.						
21	Tends to be quiet.						
22	Is generally trusting.						
23	Tends to be lazy.						
24	Is emotionally stable, not easily upset.						
25	Is inventive						
26	Has an assertive personality						
27	Can be cold and aloof						
28	Perseveres until the task is finished						
29	Can be moody						
30	Values artistic, aesthetic experiences						
31	Is sometimes shy, inhibited						
32	Is considerate and kind to almost everyone						
33	Does things efficiently						
34	Remains calm in tense situations						
35	Prefers work that is routine						
36	Is outgoing, sociable						
37	Is sometimes rude to others						
38	Makes plans and follows through with them						
39	Gets nervous easily						
40	Likes to reflect, play with ideas						
41	Has few artistic interests						
42	Likes to cooperate with others						

43	Is easily distracted					
44	Is sophisticated in art, music, or literature					

C. Organization Citizenship Behavior

Disagree Strongly 1	Dis-Agree a little 2	Neither agree nor disagree 3	Agree a little 4	Strongly Agree 5				
1	I Help others who heave heavy workloads.							
2	I do my job without constant request from my boss.							
3	I believe in giving an honest day's work for an honest day's pay.							
4	I do not waste time complaining about trivial matters.							
5	I try to avoid creating problems for co-workers.							
6	I keep abreast of changes in the organization.							
7	I tend to magnify problems.							
8	I do not consider the impact of my actions on co-workers.							
9	I attend meetings that are not mandatory, but important.							
10	I am always ready to give a helping hand to those around me.							
11	I attend functions that are not required but help the company image.							
12	I read and keep up with organization announcements, memos, and so on.							
13	I help others who have been absent.							
14	I respect the rights of people that work with me.							
15	I willingly help others who have work related problems.							
16	I always focus on what is right, rather than what is wrong.							
17	I take steps to try to avoid problems with other workers.							
18	My attendance at work is above the norm.							
19	I always find fault with what the organization is doing. (R)							
20	I am mindful of how my behavior affects other people's							

	jobs.					
21	I do not take extra breaks.					
22	I respect company rules and policies even when no one is watching me.					
23	I guide new people even though it is not required.					
24	I am one of the most conscientious employees.					

D Personal data

Name of the University _____

City where it is located _____

The University is Public or Private _____

Nature of University General or Specialized _____

Age _____ (In Years only)

Your Experience in this University? _____ (In Years only)

Your overall Experience? _____ (In Years only)

Please tick the appropriate one

Top level management Middle level management Lower level management

Gender Male Female

Education

PhD M.Phil / MS BS (16 Years of Education)

RESUME

I Muhammad Farooq Jan was born in 1988 in the Khyber Pakhtunkhwa, Pakistan. After my primary and secondary education completion in 2007 I took admission in department of Business Administration at IQRA University, Karachi. Parallel with studies I did internship there as well. Afterwards I took admission in MS (Master of Science) in Management Sciences at Hazara University Mansehra and started teaching as well to polish my skills and transfer the knowledge that I learnt in all these stages. After the completion of MS, I came to Turkey to pursue further education. I got admission in department of Management and Organization at Gaziosmapaşa University, where I learnt a lot which will help me in every part of my life.