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RESEARCH PAPER

Personality Traits, Organizational Politics, and Job satisfaction in Engineers: Mediating Role of Leadership

Dr. Shazia Qayyum* [1] Dr. Shahnila Tariq [2] Faiz Younas [3]

1. Assistant Professor, Institute of Applied Psychology, University of the Punjab, Lahore, Punjab, Pakistan
2. Assistant Professor, Department of Applied Psychology, University of Management and Technology, Lahore, Punjab, Pakistan
3. Lecturer, Institute of Applied Psychology, University of the Punjab, Lahore, Punjab, Pakistan

PAPER INFO	ABSTRACT
	The present study investigated the mediating role of leadership with personality traits, organizational politics and job satisfaction in engineers. With a cross-sectional correlational research design, this study recruited a sample of *(N=180)* engineers from both public and private sector through convenient sampling technique. By employing Big Five
	Inventory Preceived Organizational Politics Scale The Implementation Leadership Scale and Generic Job Satisfaction Scale, sample was assessed for the study variables. Results were generated through SPSS that revealed a significant positive relationship among personality traits, organizational politics, leadership and job satisfaction except for neuroticism.Moreover,
*Corresponding Author	leadership proved to significantly mediate between personality traits, organizational politics, leadership and job satisfaction. These findings will add up to the empirical research scholarship and will give future researchers a direction while they will be eeploringthe role of leadership in organizational settings.
Shazia.appsy@pu. edu.pk	Moreover, organizations can als benefit from its findings by becoming more mindful of the fact how much leaders play a pivotal role in the progress of workplace, thus enhancing an overall efficiency and productivity.

Introduction

By its very nature, leadership is a dynamic and evolving construct that hugely impacts one's attitude at work, sometimes taking on a very direct and active role while at others, mediating other salient constructs and variables connected to organizational settings. With the changing dynamics at workplace, the nature of leadership styles have become crucial for organizational success.Service and Thornton (2019)argued that the engagement of real leaders with others involves

consideration and modesty as they committed to their work without any personal benefits. Moreover, they also facilitate the efficiency and effectiveness of their subordinates. This clearly shows that certain personality traits are directly related to individuals in leadership roles (Jackson, 2016) which further enhance the job satisfaction (Frieder, Wang, & Oh, 2018), increase efficiency and creativity (Choi, 2011).Similarly, research has also shown that one's personality traits do have an influence on employees' behavior (Berkovich&Eyal (2015).

Nowadays, owning to dynamic organizational settings, it's hard to follow a specific supervisory style that can manage the coordination of complex production networks along with mix market co-operations (Jing & Avery, 2016). There is a cross-cultural diversity in the context that brings adherence in individuals to follow certain styles of leadership. As social values held importance in Asian cultures, that's why they are evidenced to be majorly influenced by leadership outcomes (Arvey et al., 2015). Therefore, to achieve organizational targets, there must be a leader follower relationship (Rachmawati& Lantu, 2014).

Organizational politics is another significant factor that comes into action here and is defined as "actions by individuals that are directed toward the goal of furthering their own self-interests without regard for the well-being of others within the organization" (Olesia, et al., 2013). While exploring the political aspects of an organization, Volkan et al. (2020)identified how by employing power tactics or manipulative strategies, the members can impactthe decision making process, negatively affecting the overall organizational control and functionality. These attitudes further inhibitsthe usual processes such as employee promotions and awarding of benefits thus causing a decline in the individual as well as organizational performance and productivity (Kaya et al., 2016).

Moreover, evidence suggests that employees' supposed organizational politics as self-centered act of individuals that on one hand, causes absentees, exhaustion, work tension and turnover intentions while on the other, showing a significantly negative association relationship between job satisfaction and organizational politics (Eva et al., 2018).

Likewise, the style of leadership is also proved to hold a significant affect on the perceptions of organizational politics (Chen et al., 2019)that undoubtedly further influences job satisfaction.Research also suggests that such perceptions are connected to principles of fair play and justice that can either enhance or decline job satisfaction.

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Hypotheses:

There would be a significant relationship among personality traits, organizational politics and job satisfaction in engineers.

Leadership styles would like to play a mediating role among personality traits, organizational politics and job satisfaction.
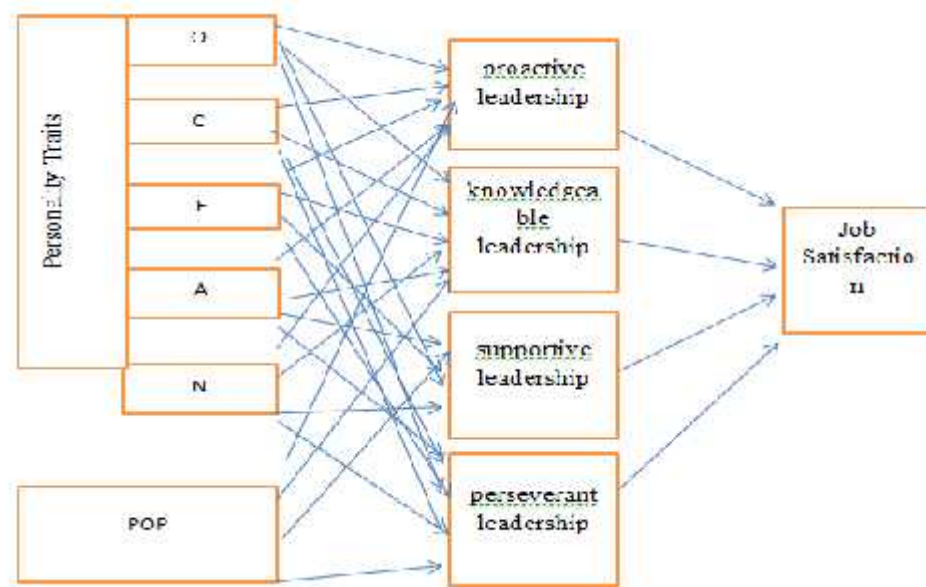
Model

Material and Method

Research design

Cross sectional correlational research design was used to study the relationship amongpersonality traits, organizational politics, job satisfaction in engineers with the mediating role of leadership.

Sample

A sample of (N=180) engineers, including (Male=126; Female=54) from both public and private sector were recruited through convenient sampling technique with an age range of (30-55) years (M=33.44; SD=7.34), having mechanical, electrical, civil, chemical and software engineering specializations.

Table 1
Descriptive Statistics of Demographic Variables (N=180)

Variable	*M*	*(SD)*	*F*	*(%)*
Age	33.44	(7.34)		
Total work experience	8.57	(7.26)		
Monthly income	133700	(231234)		
Gender				
Male			126	(70)
Female			54	(30)
Family system				
Nuclear			143	(79.4)
Joint			37	(20.6)
Marital status				
Unmarried			58	(32.2)
Married			119	(66.1)
Divorced			3	(1.7)
Engineering specialization				
Software			51	(28.3)
Electrical			56	(31.1)
Mechanical			35	(19.4)
Industrial			21	(11.7)
Civil			17	(9.4)
Nature of work sector				
Public			143	(79.4)
Private			37	(20.6)
Nature of job				
Permanent			108	(60)
Temporary			72	(40)
Work status				
Supervisor			138	(76.7)
Supervisee			42	(23.3)

Assessment Measures

The engineers were assessed through the research measures given below:

Demographics information sheet consists of important demographic information including age, gender, qualification, marital status, working experience on current job, over all working experience.

Big five inventory (BFI-10) is a10-Item short version for personality assessment (Rammstedt& John, 2007), with descriptive phrases that respondents' rate on a 5-point Likert scale ranging from(1=strongly disagree to 5=strongly agree). Alpha reliabilities for its subscales were (α =.86) for Extraversion, (α = .82) for Agreeableness, (α = .83) for Conscientiousness, (α = .85)for Neuroticism, and (α = .84) for Openness to experience.

Perceived organizational politics scale (POPS) by Kacmar and Ferris (1994), measures the degree to which respondents view their environment as political, and therefore and unfair. The scale contains 12 items measured on a five-point Likert scale from 1 to 5. A higher score meant a stronger perception of organizational politics with a reliability index of .76.

The implementation leadership scaleconsists of 12 items with four subscales representing proactive leadership, knowledgeable leadership, supportive leadership and perseverant leadership. All items were scored on a 5-point Likert scale ranging from (0=not at all to 4 =to a great extent scale) with a sufficient consistency.

Generic Job Satisfaction Scale was developed by Scott Macdonald and Peter Maclntyre (1997) and purports to examine the nature and causes of job satisfaction. It has 10 items, with an internal consistency coefficient of .88.

Procedure

Prior to any data collection process, permissions of questionnaires and scales was taken from the respective authors through email. The participants were thoroughly briefed about the nature and purpose of this study and their written consent was taken. They were assured of maintaining confidentiality ofthe data which would only be used for research purposes. It hardly took 5 to 10 minutes to fill all the questionnaires. The data was screened before statistical analysis.

Ethical considerations: All the ethical considerations were catered including informed consent, privacy and confidentiality, no harm, right to withdraw, anonymity of the information and use of data for research purposes only.

Results and Discussion

Table 2
Reliability Coefficients of the Scales Used in the Present Study (N=180)

				Range		
Variables	*K*	*M*	*SD*	*Potential*	*Actual*	*A*
BFI-10	10	3.28	3.79	10-50	12-45	.53
Implementation leadership scale	12	7.96	2.45	0-48	0-42	.92
Perceived organizational politics scale	15	3.19	3.27	15-75	15-75	.78
Generic Job Satisfaction Scale	10	4.69	5.24	10-50	10-50	.81

Note: k= number of items, M= mean, SD= standard deviation, a = Cronbach's alpha

Table 2 shows mean, standard deviation, actual/potential score and reliability coefficient of BFI Short Version Scale, Generic Job Satisfaction Scale, Perceived organizational politics scale, The implementation leadership scale. BFI Short Version Scale showed the lowest reliability i.e. α= .53. The scales overall showed satisfactory reliabilities.

It was hypothesized that there is likely to be a relationship between personality traits, perceived organizational politics, leadership and job satisfaction in engineers.

Table 3
Pearson Product Moment Correlation between Study Variables (N=180)

Variables	2	3	4	5	6	7	8	9	10	11
Age	.03	.05	.42**	.69**	.01	.89**	.79**	.47**	.22**	-.43**
Gender		.12	.01	-.02	.04	-.08	-.09	-.05	.07	-.04
Personality			.17*	.07	.07	-.16*	-.15	-.08	.22**	.01
POP				.61**	.04	.35**	.22**	.16	.07	-.22**
Ext.					.03	.67**	.58**	.28**	.27**	-.33**
Ag.						.03	.04	-.02	.07	-.18*
Con.							.86**	.46**	.21*	-.34**
Neu.								.52**	.32**	-.36**
Op.									.14	-.20*
Leadership										
Job satisfaction										.19*

Results revealed significant positive relationship between personality traits, organizational politics, leadership and job satisfaction except for neuroticism.

It was hypothesized that leadership would mediate the relationship between personality traits, organizational politics, and job satisfaction.

The standardized regression coefficient between personality traits, organizational politics and leadership was statistically significant, as was the standardized regression coefficient between leadership and job satisfaction.
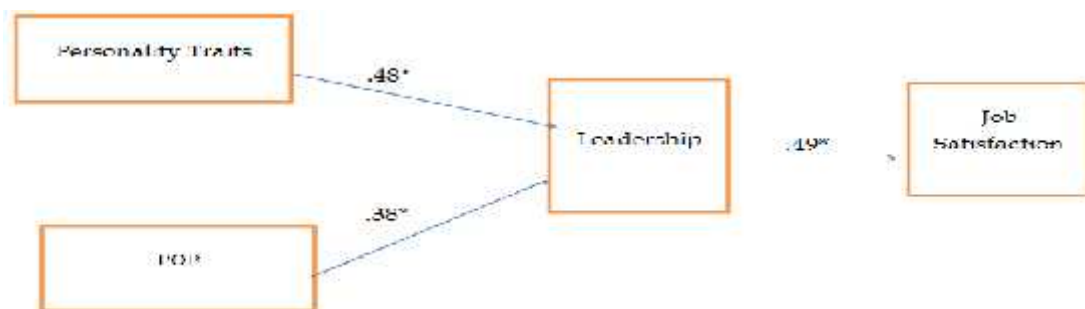
*p<.05

Figure 2: Emerged Model Showing Leadership Mediating between personality traits, organizational politics and job satisfaction

Discussion

This exploratory research was conducted to assess the different in personalities of engineers working in the production department of the different organizations as well as the difference in the individuals working in same organizations but at different posts i.e. in hierarchy. Other factors studied in this research are organizational politics, job satisfaction, and leadership in the engineers. Sample consisted of the engineers working in the public and private sectors of Pakistan.

Results revealed that the personality has significant positive relationship with job satisfaction (Ijaz& Khan, 2015; Thevey, 2014). Good personality people work better in all types of organizations and are found satisfied with their jobs. The result of the study shows that there is a negative relationship between organizational politics and job satisfaction because it causes job stress, and hurdles in career growth (Akhtar, et al., 2014; Hassan et.al, 2011; Thompson, 2009).

However the job satisfaction and performance of individuals does not affect by demographic determinants like age, marriage status and family size.

Leadership plays an important role in all the professions. If there is organizational politics in any organization, then it becomes difficult for employees to work there. The level satisfaction decreases resulting in low productivity. The findings also show the same relationship (Alrowwad, &Abualoush, 2020; Dappa et al., 2019; Shafique et al., 2018).

Conclusions and Implications

After an in-depth study of variables of personality traits, organizational politics, leadership and job satisfaction and determinations of major relationships of these variables, we conclude that these variables are highly interlinked to each other with an association of extraneous variables that make this study much complicated.

This research can be applied to the Pakistani society because most of the literature has been taken from major cites of Pakistan. The data collected, and the corresponding findings are in accordance with one another. The development of societal norms for the scales could help make this research an authentic one and can become highly valid and reliable.

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