

**INFLUENCE OF GENDER AND PERSONALITY TRAIT ON
COUNTERPRODUCTIVE WORK BEHAVIOUR AMONG BANK WORKERS
IN ADO EKITI**

BY

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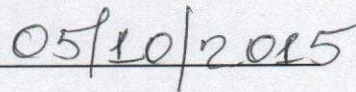
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CERTIFICATION

This is to certify that this project work was carried out and written by SULAIMAN JAMIU OLASUNKANMI, MATRIC NO: PSY/11/0213 and study was carried out under my supervision and has been approved for submission to the Department of Psychology, Faculty of the social sciences, in partial fulfillment of the requirements for the award of Bachelor of science in psychology from Federal University Oye- Ekiti, Ekiti State,



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ABSTRACT

Counterproductive work behaviour is an area of research that has really captured the attention of researchers from the discipline of organizational behaviour. The way and manner in which employee behave in their work place go a long way in explaining the level of organizational growth and development. High level of counterproductive behaviour has been reported to have negative implication on overall organization growth and productive. This study investigated the influence of personality and gender on counterproductive work behaviour among bank workers in Ado Ekiti. The accidental sampling technique was used for the study. The participants used for the study were one hundred and thirty bank workers. Regression analysis was adopted to test hypothesis one and three while t- test for independent sample was adopted to test hypothesis two. The result shows that Agreeableness traits have an influence on counterproductive work behaviour. However, the result further shows that participants who have high level of agreeableness trait show less counterproductive work behaviour. Males and females did not differ on levels of Counterproductive work behaviour. Gender and Personality traits jointly influenced counterproductive work behaviour. Findings were discussed in line with previous literature and it was recommended that organization should improve their level of effective communication amongst their workers in order to come about the success of the organization, because this success of the organization depends on how the leaders or manager are able to understand their personality trait, communicate and handle their workforce effectively to yield the desired result.

KEY WORDS: PERSONALITY TRAITS, GENDER AND CWB

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Counterproductive work behaviour is an area of research that has really captured the attention of researchers from the discipline of organizational behaviour. The major aim and objective of any organization is to ensure sustainable growth and organizational development. The way and manner in which employee behave in their work place go a long way in explaining the level of organizational growth and development. Employee counterproductive behaviour is a big problem in any industrial settings which require firm effective management. Employees in an organization are the back bone of firm growth and success both locally and in a competitive global market. High level of counterproductive behaviour has been reported to have negative implication on overall organization growth and productive (Lim, 2002). It is necessary to examine the concept of counterproductive behaviour to have better knowledge of how it influences overall firm growth and success.

The term counterproductive work behaviour can be defined for the purpose of the study as a form of behaviour that negate the overall goal and objectives of the organisation. Counterproductive work behaviour is a big threat to organisational success, this behaviour prevents easy and speedy attainment of firm goals therefore limit the level of growth of the firm. Example of forms of behaviour that are against the interest of the organisation include cyber loafing, theft, turnover, withdrawal, absenteeism etc. counterproductive work place behaviour such as theft deprived firm from having enough financial resources that can be used for financial big capital project that will promote organisational growth and development. Counterproductive behaviour creates a big problem for firm when firms decide to work against the set goal and objectives.

Various factors has been reported to be related to counterproductive behaviour, the present study aimed at examine how personality traits and gender influences counterproductive work behaviour. The concept of personality has been widely researched in the field of psychology. Personality is an individual way of thinking and behaving that is stable and consistent. From Larsen and Buss (2002) point of views, personality is a set of psychological traits and a mechanism within the individual that are organized and influence his or her interaction with the environment. There are five dimensions of personality traits according to McCrae and Costa, (1996). For instance employee that scores high on traits of extraversion is less likely to engage in counterproductive behaviour related to theft when compare to those that have low scores; employee that scores low on traits of agreeableness are prone to counterproductive behaviour related to interpersonal deviant (Mount, Ilies& Johnson 2006). Traits of conscientiousness and openness to experience have all been reported to be related to counterproductive behaviour (see, Bolton, Becker & Barber, 2010). Also gender has been reported to be related to counterproductive behaviour.

1 .2 Statement of Problem

Counterproductive work behaviour is a big problem that requires close monitoring by personnel management department in an organisation. High level of counterproductive behaviour can not only cripple the competitive power of a firm with their rival but can also lead to fold-up of such firms. For instance cyber-loafing a form of counterproductive behaviour which has to do with high internet surfing, cyber loafing tends to impaired employee level of concentration and in turn reduces their job performance. According to Lim (2002) cyber loafing become a big problem in an organisational setting as more and more people use computer to carried out their duties in their place of work. Employee substitutes the time which are meant to be used to work for pleasure, by surfing social networking sites

or by engaging in any other activities that are not beneficial to organisational development (Verton, 2000).

Meanwhile personality and counterproductive work behaviour has been widely researched in literature, certain traits such as traits of neuroticism, conscientiousness and extroversion have been reported to be related to counterproductive behaviour (Bolton, Becker & Barber, 2010). However, little or no research has been carried out on the influence of personality traits on counterproductive work behaviour among bank workers in Ado Ekiti. The present study is aimed at adding to body of knowledge by examine how personality and gender influences counterproductive work among this population.

The following research questions will be answered

- i- Will personality traits have any significant influence on counterproductive behaviour among bank workers in Ado-Ekiti?
- ii- Will there be significant influence of gender on counterproductive behaviour?
- iii- Will there be a significant influence of gender and personality on counterproductive behaviour?

1.3 Purpose of the Study

The objective of the study is to examine the influence of personality traits and gender on counterproductive behaviour among bank workers in Ado-Ekiti, these are the specific objectives;

- i- To examine the influence of personality traits on counterproductive work behaviour
- ii- To analyse the influence of gender on counterproductive work behaviour.

- iii- To examine the influence of gender and personality on counter-productive work behaviour.

1.5 Significance of study

This study finding is expected to provide people, employee, and employer with empirical data which can be useful in making any decision relation to pattern of counterproductive behaviour in work place. The study will provide information that will enable the employer to develop effective strategies that will be used to improve their level of workers commitment. The study finding will be useful specifically to bank managers to understand how personality and gender play a role in determine the level of employee work behaviour that is against organisational interest.

CHAPTER TWO

LITERATURE REVIEW

2.1 Conceptual Frame work

This section will emphasise on theoretical work that has been done to explain the concept of counterproductive behaviour, personality traits and gender. The following theories will be reviewed.

The Traits theories of personality

In psychology, trait theory (also called dispositional theory) is an approach to the study of human personality. Trait theorists are primarily interested in the measurement of *traits*, which can be defined as habitual patterns of behaviour, thought, and emotion.^[1] According to this perspective, traits are relatively stable over time, differ across individuals (e.g. some people are outgoing whereas others are shy), and influence the trait theory suggests that individual personalities are composed of these broad dispositions.

BIG FIVE personality theory

Personality is the dynamic organization within the individual of those psychophysical systems that determine his characteristics behaviour and though (Allport, 1961, p. 28). The Big Five model is able to account for different traits in personality without overlapping. Empirical research has shown that the Big Five personality traits show consistency in interviews, self-descriptions and observations. Moreover, this five-factor structure seems to be found across a wide range of participants of different ages and of different cultures. The five factor structure is presented as follows:

Openness to experience: Openness reflects the degree of intellectual curiosity, creativity and a preference for novelty and variety a person has. It is also described as the extent to which a

person is imaginative or independent, and depicts a personal preference for a variety of activities over a strict routine. Some disagreement remains about how to interpret the openness factor, which is sometimes called "intellect" rather than openness to experience. Examples of sample items used in openness to experience are; i am full of ideas, I use difficult words, i have a vivid imagination, I am quick to understanding things.

Conscientiousness: A tendency to be organized and dependable, show self-discipline, act dutifully, aim for achievement against measures or outside expectations and prefer planned rather than spontaneous behaviour. It is related to the way in which people control, regulate, and direct their impulses. High scores on conscientiousness indicate a preference for planned rather than spontaneous behaviour. The average level of conscientiousness rises among young adults and then declines among older adults.. Example of sample items used in conscientiousness are; I am always prepared, I pay attention to details, I get chores done right away, I like order, I follow a schedule, I am exacting in my work.

Extraversion: is characterized by breadth of activities (as opposed to depth), surgency from external activity/situations, and energy creation from external means. The trait is marked by pronounced engagement with the external world. Extraverts enjoy interacting with people, and are often perceived as full of energy, positive emotions, surgency, assertiveness, sociability and the tendency to seek stimulation in the company of others, and talkativeness. They tend to be enthusiastic, action-oriented individuals. They possess high group visibility, like to talk, and assert themselves. Introverts have lower social engagement and energy levels than extraverts. They tend to seem quiet, low-key, deliberate, and less involved in the social world. Their lack of social involvement should not be interpreted as shyness or depression; instead they are more independent of their social world than extraverts. Introverts need less stimulation than extraverts and more time alone. This does not mean that they are unfriendly

or antisocial; rather, they are reserved in social situations. Example of sample items used in extraversion; I am the life of the party, I don't mind being the center of attention, I feel comfortable around people, I start conversations, I talk to a lot of different people at parties, I don't talk a lot, I think a lot before I speak or act, I don't like to draw attention to myself, I am quiet around strangers.

Agreeableness: A tendency to be compassionate and cooperative rather than suspicious and antagonistic towards others. It is also a measure of one's trusting and helpful nature, and whether a person is generally well tempered or not. Agreeable individuals value getting along with others. They are generally considerate, kind, generous, trusting and trustworthy, helpful, and willing to compromise their interests with others. Agreeable people also have an optimistic view of human nature. Because agreeableness is a social trait, research has shown that one's agreeableness positively correlates with the quality of relationships with one's team members. Disagreeable individuals place self-interest above getting along with others. They are generally unconcerned with others' well-being, and are less likely to extend themselves for other people. Sometimes their scepticism about others' motives causes them to be suspicious, unfriendly, and uncooperative. Example of sample items used in agreeableness; I am interested in people, I sympathize with others' feelings, I have a soft heart, I take time out for others, I feel others' emotions, I make people feel at ease, I am not really interested in others, I insult people.

Neuroticism: The tendency to experience unpleasant emotions easily, such as anger, anxiety, depression, and vulnerability. Neuroticism also refers to the degree of emotional stability and impulse control and is sometimes referred to by its low pole, "emotional stability". Example

of sample items used in neuroticism; I am easily disturbed, I change my mood a lot, I get irritated easily, I get stressed out easily, I get upset easily,

Eysenck's Personality Theory

Eysenck was a theorist who focused on personality traits. Traits are broad behavioural elements that define who you are, like calm or easily excited. Eysenck described one's personality as a hierarchy of traits. At the top of that hierarchy, we see broad primary characteristics known as higher-order traits. The few broad higher-order traits then determine several lower-order traits. The lower-order traits help to make up our habitual behaviours and our specific responses. According to Eysenck, personality traits are genetically inherited.

Extraversion and Introversion Eysenck's theory of personality focused on two dimensions of higher-order traits, extraversion vs. introversion and emotional stability vs. neuroticism, or emotional instability. Extraverts are commonly known as being loud and outgoing while introverts are often thought of as quiet and reserved. Eysenck described extraversion and introversion differently, looking at their natural states of arousal. In psychology, the term *arousal* refers to any excitation. According to Eysenck, introverts have a higher natural base level of excitation and therefore do not need to seek out stimulating environments. Extraverts have a lower base arousal and choose environments that provide more stimulation.

Gender schema theory

Gender schema theory states that children actively construct mental representations about that which defines males and females by observing individuals in the culture in which they live. Such schemas are incorporated into the child's self-concept, aid in the search and assimilation of subsequent information that the child deems schema-relevant, and are constantly changing as the child develops. Gender schema theory was formally introduced by Sandra Bem in 1981 as a cognitive theory to explain how individuals become gendered in

society, and how sex-linked characteristics are maintained and transmitted to other members of a culture. Gender-associated information is predominantly transmuted through society by way of schemata, or networks of information that allow for some information to be more easily assimilated than others. Bem argues that there are individual differences in the degree to which people hold these gender schemata.

Gender schema theory proposes that the phenomenon of sex typing derives, in part, from gender-based schematic processing—a generalized readiness to process information on the basis of the sex-linked associations that constitute the gender schema. In particular, the theory proposes that sex typing results from the fact that the self-concept itself is assimilated in the gender schema. Several studies are described, including 2 experiments with 96 male and 96 female undergraduates, that demonstrate that sex-typed individuals do, in fact, have a greater readiness to process information—including information about the self—in terms of the gender schema. It is speculated that such gender-based schematic processing derives, in part, from the society's ubiquitous insistence on the functional importance of the gender dichotomy.

The social exchange theory of CWB

Social exchange theory is a social psychological and sociological perspective that explains social change and stability as a Social exchange theory views exchange as a social behaviour that may result in both economic and social outcomes.

Social Exchange Theory has been generally analysed by comparing human interactions with the marketplace. The study of the theory from the microeconomics perspective is attributed to Blau. Under his perspective every individual is trying to maximize his wins. Blau stated that once this concept is understood, it is possible to observe social

exchanges everywhere, not only in market relations, but also in other social relations like friendships.

Social exchange process brings satisfaction when people receive fair returns for their expenditures. The major difference between social and economic exchange is the nature of the exchange between parties.

Neoclassic economic theory views the actor as dealing not with another actor but with a market and environmental parameters, such as market price. Unlike economic exchange, the elements of social exchange are quite varied and cannot be reduced to a single quantitative exchange rate.

According to Stafford, social exchanges involve a connection with another person; involve trust and not legal obligations; are more flexible; and rarely involve explicit bargaining process of negotiated exchanges between parties.

Social exchange theory posits that human relationships are formed by the use of a subjective cost-benefit analysis and the comparison of alternatives. Simple social exchange models assume that rewards and costs drive relationship decisions.

Both parties in a social exchange take responsibility for one another and depend on each other. The elements of relational life include; Costs are the elements of relational life that have negative value to a person, such as the effort put into a relationship and the negatives of a partner. (Costs can be time, money, effort). Rewards are the elements of a relationship that have positive value. (Rewards can be sense of acceptance, support, and companionship). Self-interest interdependence is central properties of social exchange. These are the basic forms of interaction when two or more actors have something of value to each other, and they have to decide whether to exchange and in what amounts. Homans uses the concepts of

individualism to explain exchange processes. To him, the meaning of individual self-interest is a combination of economic and psychological needs. Fulfilling self-interest is often common within the economic realm of the social exchange theory where competition and greed can be common.

In social exchange, self-interest is not a negative thing; rather, when self-interest is recognized, it will act as the guiding force of interpersonal relationships for the advancement of both parties' self-interest" — Michael Roloff (1981) Thibaut and Kelley see the mutual interdependence of persons as the central problem for the study of social behaviour.

They developed a theoretical framework based on the interdependence of actors. They also highlight.

The social implications of different forms of interdependence such as reciprocal control. According to their interdependence definition, outcomes are based on a combination of parties' efforts and mutual and complementary arrangement.

Leader member exchange theory:

The LMX theory focuses on a dyad, that is, the relationship between a leader and each subordinate considered independently, rather than on the relationship between the superior and the group. Each linkage, or relationship, is likely to differ in quality. Thus, the same leader may have poor interpersonal relations with some subordinates and open and trusting relations with others. The relationships within these pairings, or dyads, may be of a predominantly in-group or out-group nature leader initiates either an in-group or an out-group exchange with a member of the organization early in the life of the dyadic relationship.

Members of the in-group are invited to participate in decision making and are given added responsibility. The leader allows these members some latitude in their roles; in effect, the

leader and key. In essence, an in-group member is elevated to the unofficial role of "trusted lieutenant." In-group members, in many respects, enjoy the benefits of job latitude (influence in decision making, open communications, and confidence in and consideration for the member).

The subordinate typically reciprocates with greater than required expenditures of time and effort, the assumption of greater responsibility, and commitment to the success of the organization. In contrast, members of the out-group are supervised within the narrow limits of their formal employment contract. Authority is legitimated by the implicit contract between the member and the organization.

The leader will provide support, consideration, and assistance mandated by duty but will not go beyond such limits. In effect, the leader is practicing a contractual exchange with such members; they are "hired hands," who are being influenced by legitimate authority rather than true leadership. In return, out-group members will do what they have to do and little beyond that.

Research on the LMX theory is supportive. Specifically, the research supporting the LMX theory indicates that leaders do differentiate among followers and that these differences are not random. Followers exhibiting higher levels of self-efficacy were more likely to form in-group relationships with leaders, who perceived the followers to be more likable and to be more similar in personality to the leader (Murphy & Ensher, 1999). Furthermore, perceived similarities between the leader and the follower, implicit theories, and self-schemas led to greater liking of subordinates and higher quality leader-member exchanges (Engle & Lord, 1997).

The perception of similarity seems to be a more important factor than the actual demographic similarities (age, gender, and ethnicity) (Murphy & Ensher, 1999). Research further suggests that a sharp distinction between the in-group and the out-group may not be

desirable, because subordinates in the out-group might resent their relatively inferior status and differential treatment (McLane, 1991; Yukl, 2010).

There is evidence that members of the in-group (those who report a high-quality relationship with the leader) assume greater job responsibility, contribute more to the organization, and are rated higher in performance than members of the out-group (those who report a low-quality relationship with the leader) (Schreisheim, Neider, & Scan Dura, 1998). And, the type of stress varies by the group to which a subordinate belongs.

In-group members' stress emanates from the additional responsibilities given to them by the leader, whereas out-group members' stress emanates from being left out of the communication loop (Nelson, Basu, & Purdy, 1998). Results from a recent meta-analysis of 50 studies involving 9,324 subjects revealed a moderately strong, positive relationship between subordinates with in-group status and engagement in more helping or "citizenship" behaviour at work (Ilies, Nahrgang, & Morgeson 2007)

Leaders invest their resources in those they expect to perform well. Moreover, leaders believe that in-group members are the most competent and, therefore, they treat them as such fulfilling the self-fulfilling prophesy (Eden, 1992).

Unethical behaviour is harmful behaviour that is considered to be unacceptable and illegal by the general public and research have indicated that unethical behaviour in the workplace can be due to lack of job satisfaction.

Therefore, it is believed that LMX is linked directly to job satisfaction and employees' unethical behaviour. In term of practical actions, managers can reduce unethical behaviours of employees by increasing social exchange and in turn improving employees' job satisfaction. The quality of the LMX relationship varies. It is most efficient on one of the two ends of the spectrum in terms of extremities: either extremely low or extremely high.

The size of the group, financial resource availability and the overall workload are also important. The theory can also work upwards as well. The leader can gain power by being a member of his or her manager's inner circle, which the leader can then share with subordinates without collecting additional information about their motives. A consideration of motives will help inform a more thorough understanding of underlying processes leading to CWB.

Equity theory is a theory

Equity theory attempts to explain relational satisfaction in terms of perceptions of fair/unfair distributions of resources within interpersonal relationships. Considered one of the justice theories, equity theory was first developed in 1963 by J. Stacy Adams, a workplace and behavioural psychologist, who asserted that employees seek to maintain equity between the inputs that they bring to a job and the outcomes that they receive from it against the perceived inputs and outcomes of others (Adams, 1965). The belief is that people value fair treatment which causes them to be motivated to keep the fairness maintained within the relationships of their co-workers and the organization.

The structure of equity in the workplace is based on the ratio of inputs to outcomes. Inputs are the contributions made by the employee for the organization. Equity theory proposes that individuals who perceive themselves as either under-rewarded or over-rewarded will experience distress, and that this distress leads to efforts to restore equity within the relationship.

It focuses on determining whether the distribution of resources is fair to both relational partners. Equity is measured by comparing the ratios of contributions and benefits of each person within the relationship. Partners do not have to receive equal benefits (such as receiving the same amount of love, care, and financial security) or make equal contributions (such as investing the same amount of effort, time, and financial resources), as long as the ratio between these benefits and contributions is similar. Much like other prevalent theories of motivation, such as Maslow's hierarchy of needs, equity theory acknowledges that subtle and variable individual factors affect each person's assessment and perception of their relationship with their relational partners (Guerrero et al., 2005). According to Adams (1965), anger is induced by underpayment inequity and guilt is induced with overpayment equity (Spector 2008). Payment whether hourly wage or salary, is the main concern and therefore the cause of equity or inequity in most cases.

In any position, an employee wants to feel that their contributions and work performance are being rewarded with their pay. If an employee feels underpaid then it will result in the employee feeling hostile towards the organization and perhaps their co-workers, which may result in the employee not performing well at work anymore.

It is the subtle variables that also play an important role in the feeling of equity. Just the idea of recognition for the job performance and the mere act of thanking the employee will cause a feeling of satisfaction and therefore help the employee feel worthwhile and have

better outcomes. Outcomes are defined as the positive and negative consequences that an individual perceives a participant has incurred as a consequence of his/her relationship with another. When the ratio of inputs to outcomes is close, than the employee should have much satisfaction with their job. Outputs can be both tangible and intangible.

An individual will consider that he is treated fairly if he perceives the ratio of his inputs to his outcomes to be equivalent to those around him.

Thus, all else being equal, it would be acceptable for a more senior colleague to receive higher compensation, since the value of his experience (and input) is higher. The way people base their experience with satisfaction for their job is to make comparisons with themselves to people they work with.

If an employee notices that another person is getting more recognition and rewards for their contributions, even when both have done the same amount and quality of work, it would persuade the employee to be dissatisfied. This dissatisfaction would result in the employee feeling underappreciated and perhaps worthless. This is in direct contrast with the idea of equity theory, the idea is to have the rewards (outcomes) be directly related with the quality and quantity of the employees contributions (inputs). If both employees were perhaps rewarded the same, it would help the workforce realize that the organization is fair, observant, and appreciative.

Equity theory has been widely applied to business settings by industrial psychologists to describe the relationship between an employee's motivation and his or her perception of equitable or inequitable treatment. In a business setting, the relevant dyadic relationship is that between employee and employer.

As in marriage and other contractual dyadic relationships, equity theory assumes that employees seek to maintain an equitable ratio between the inputs they bring to the relationship and the outcomes they receive from it (Adams, 1965).

Equity theory in business, however, introduces the concept of social comparison, whereby employees evaluate their own input/output ratios based on their comparison with the input/outcome ratios of other employees (Carrell and Dittrich, 1978).

Inputs in this context include the employee's time, expertise, qualifications, experience, intangible personal qualities such as drive and ambition, and interpersonal skills. Outcomes include monetary compensation, perquisites ("perks"), benefits, and flexible work arrangements. Employees who perceive inequity will seek to reduce it, either by distorting inputs and/or outcomes in their own minds ("cognitive distortion"), directly altering inputs and/or outcomes, or leaving the organization (Carrell and Dittrich, 1978). These perceptions of inequity are perceptions of organizational justice, or more specifically, injustice. Subsequently, the theory has wide-reaching implications for employee morale, **efficiency, productivity, and turnover**. When people perceive an imbalance in their outcome/input ratio relative to others, tension is created. This tension provides the basis for motivation, as people strive for what they perceive as equity and fairness. Equity theory proposes that when employees perceive an inequity they can be predicted to make one of six choices:

1. Change their inputs (e.g., an individual may decrease the amount of effort they are willing to exert).
2. Change their outcomes (e.g., individuals paid on a piece-rate basis can increase their pay by producing a higher quantity of units of lower quality).
3. Distort perceptions of self (e.g., individuals may decide that they actually work harder than other colleagues).
4. Distort perceptions of others (e.g., an individual may decide that a colleague's job is not as desirable as they originally perceived it to be).
5. Choose a different referent (e.g., an individual may decide to compare himself or herself with a friend in a lesser job rather than a more successful work colleague).

6. Leave the field

Specifically, equity theory establishes four propositions relating to inequitable

2.2 Review of empirical Literature

This section will emphasised on the role of personality traits and gender on counterproductive work behaviour. It will deal with review of various empirical studies that has been conducted in the past. The aim is to be able to recognised loop-hole in this past studies and to allow us to know how this present study can be conducted successfully. The section will review how different personality traits such as the traits of neuroticism, conscientiousness, agreeableness, extroversion influences counterproductive work behaviour. The role of gender on counterproductive behaviour will also be examined.

Relationship between personality traits on counterproductive work behaviour

Personality is a predictor of an employee's productivity toward counterproductive work behaviours. With regard to the Big Five personality traits: conscientiousness, agreeableness, extroversion and openness to experience all predict counterproductive behaviours. When an employee is low in conscientiousness, counterproductive work behaviours related to the organization are more likely to occur. Employees who are low in agreeableness will exhibit counterproductive work behaviours related to interpersonal deviant behaviours. Furthermore, in terms of greater specificity, for employees low in conscientiousness, sabotage and withdrawal are more likely to occur. For employees low in extraversion, theft is likely to occur. Finally, for employees high in openness to experience, production deviance is likely to occur. Employees with narcissistic personalities tend to exhibit more counterproductive work behaviours, especially when the workplace is stressful. The research found that all five facets of personality traits were significantly related to

counterproductive work behaviour. That is, agreeableness, conscientiousness, openness to experience, and extraversion were negatively related to counterproductive work behaviour, while neuroticism positively related to counterproductive work behaviour. The three facets of personality traits that jointly predicted counterproductive work behaviour were agreeableness, conscientiousness, and openness to experience. That is, persons with high levels of agreeableness, conscientiousness, and openness to experience showed a lower level of counterproductive work behaviour than those with low levels of these traits

Relationship between genders on counterproductive work behaviour

As noted earlier organisation studies have reported correlation of gender with counterproductive work behaviour. Berry et al(2007) reported significant mean correlation of gender with counterproductive work behaviour.(they used the deviance for counterproductive work behaviour directed towards people and organisation respectively, with males tending to report they do more.(Hershcovis et al (2007), reviewing the same literature used the form aggression and found similar significant mean correlations respectively with men tending to report doing counterproductive work behaviour.

Gender has been giving far more attention in non-work than work literatures.Prior research suggest a number of mechanism that may cause men to generally display higher level of counterproductive work behaviour than women. First , men may have either an innate or learned tendency to be more aggressive than women (geen 1995).Mental analyses suggest that men display significant higher level of general (that is non-work) aggression (Eagl and Steffon, 1986, Hyde 1984) than do women. A greater disposition towards aggressive behaviour may cause men to engage in specific type of counter productive work behaviour. Particularly that involve active aggression, such as cursing at a customer, physical attacking a co- worker or destroying company property. Other research has found

that men are generally less effective of controlling their impulses (cross et. al. 2011) and resisting temptations (Silver Man 2003), than women. Given that a lark of self- control is strongly related to counter productive work behaviour (Marcus and Schuler 2004).

2.3 Statement of Hypotheses

- i- There will be a significant influence of personality traits on counterproductive work behaviour
- ii- There will be a significant influence of gender on counterproductive work behaviour
- iii- There will be significant influence of gender and personality on counter-productive work behaviour

2.4 OPERATIONAL DEFINITION OF TERMS

Personality Traits: This can be defined as a form of behaviour which is predominant and consistency in individual activities in everyday life. This can be defined as that part of human individuality that we see and that makes people differ in their way of thinking feeling and acting Extroversion, agreeableness, and contentionsness. It was measured using Big Five Personality Scale, developed by Beatrice & olive (2007). Higher scores on Agreeableness reflect lower level of CWB.

Gender: this can be defined as the biological traits of being male or female. Gender will be measured in part bio data form of questionnaire.

Counterproductive work behaviour: This can be defined as any form of behaviour that is against the organisational goals and objectives. This is the dependent variable in this study. It was measured using Counterproductive Work Behaviour Scale develop by Spector Paul (2006).

CHAPTER THREE

METHOD

3.1 Research Design

This study made use of ex-post facto design. Data was collected based on the use of self-report instruments.

3.2 Settings of Study.

This study made use of five different bank workers located in Ado-Ekiti, Ekiti State and the banks are

- First Bank
- UBA Bank
- Zenith Bank
- GTB Bank
- Diamond Bank

3.3 Study sample

The sample size for this study was one hundred and thirty workers of which they were selected from five banks in Ado Ekiti, Ekiti State The sample used in this study was drawn from 5 banks located in Ado Ekiti Ekiti state of south western Nigeria, which are first bank, UBA bank, zenith bank, GT Bank, and diamond bank .The sample consisted of both male and female workers of these banks, in which 150 questionnaires were distributed to the sampling population but only 130 was collected. There were 69 males and 55 females, amongst which of the males 50 were married and 71 were single, and three were divorced.

3.4 Instruments

The instrument used for the study is divided into 3 sections. Section A consist of demographic information like age, marital status, sex, religion, ethnic identity, bank names, highest education qualification, job status, and tenure in year.

Section B consist of the Big Five Inventory (BFI) Scale (10- items) developed by Beatrice and Olive, (2007) and was derived from the 44 test items of the Big Five Inventory (BFI) (John & Srivastava, 1999) to measure personality type. It is a 5- point likert scale format ranging from disagree strongly (1) to agree strongly (5). This scale has a large samples and the overall mean correlation was .83 (Beatrice and Olive, 2006). A Test- retest reliability procedure which spanned between 6-8weeks gave rise to an average .75 for the different BFI dimensions. The convergent validity correlations with the NEO-PI-R (Costa & McCrae, 1992) domain scales averaged .67 across Big Five domains (Beatrice and Olive, 2006). It will be scored using a reversed process. In which big five personality inventory were used to measure their personality behaviour in their place of work.

Section C consists of counterproductive work behaviour [CWB].develop by spector E Paul, Foxs, Penney. LM, Bruusema, Goh, A & KESSLER.(2006). To measure counterproductive work behaviour. The counterproductive work behavior checklist (cwb-c) come in two version. The full 45-item was designed to be scored as either overall cwb (all items),or as two subscales(43 items)that are classified into CWB directed toward the organization versus people.

3.5 Ethical Consideration

In the study, the workers consent and approval to participate in the study was gotten through a written informed consent, whereby their acceptance was derived by ticking the box reserved for it. Confidentiality was of utmost adherence, because workers qualifications were involved, whereby the nature of the information does not permit disclosure.

3.6 Procedure of data collection

Psychology instrument were administered to the workers in all the five banks. The researcher gave a brief explanation to the workers on the purpose of the study. In all the total number of questionnaires that was distributed was one hundred and fifty. Twenty six copies of psychology instruments were distributed to each of the banks in Ado Ekiti; First bank, UBA Bank, Diamond Bank, Zenith bank, GtBank, out which only one hundred and thirty were returned back. Distribution of the questionnaire took about two weeks. The five banks were given the questionnaires in the first week and in the second week it was collected back.

3.7 Statistics Analysis

Regression analysis was used to analyzed hypothesis one, Independent t –test was used to analyze hypothesis two and the Regression analysis was used for hypothesis three. Hypothesis one which state that there will be a significant influence of personality traits on counterproductive work behaviour is supported. Then hypothesis two which that there will be a significant influence of gender on counterproductive work behavior is not supported, and hypothesis three which state that there be a significant influence of gender and personality on counterproductive work behaviour is supported.

CHAPTER FOUR

RESULTS

The data collected were scored and analyzed. The following are the results:

Table 1: Means (M), Standard Deviations (SD) and Correlations among the Study Variables

Variable N=129	M (SD)	A	1	2	3	4	5	6	7
1. Age	27.93(7.55)		-						
2. Job Tenure	3.96(6.60)		0.15*	-					
3. Extraversion	5.88(2.0)	-0.06	0.10	0.15*	-				
4. Agreeableness	6.98(2.09)	0.41	-0.12	-0.01	-0.16*	-			
5. Conscientiousness	6.47(2.22)	0.47	0.07	0.23*	-0.05	0.36**	-		
6. Neuroticism	5.75(1.74)	-0.02	0.01	-0.05	0.16*	-0.11	-0.04	-	
7. Openness	6.08(2.0)	0.12	-0.08	0.05	-0.09	0.19	0.23**	0.12	-
8. Counterproductive Work Behaviour	68.94(24.05)	0.91	-0.07	0.12	0.07	-0.27**	-0.11	-0.02	-0.05

**Correlation significant at $P < 0.01$ (1-tailed)

Hypothesis 1

There will be a significant influence of personality trait on counterproductive work behaviour.

Table 2: Regression analysis showing the influence of personality traits on CWB

Variables	B	T	Sig.	R	R Square	F	Sig.
Extraversion	0.48	0.44	$P > 0.05$	0.34	0.11	2.85	$P < 0.05$
Agreeableness	-3.62	-3.21	$P < 0.05$				
Conscientiousness	-0.14	-0.01	$P > 0.05$				
Neuroticism	-1.60	-0.11	$P > 0.05$				
Openness to Experience	-0.06	-0.01	$P > 0.05$				
Dependent Variable: CWB							

$[F(5) 118 = 2.85, P < 0.05, R^2 = 0.11]$

Table 2 shows that there is a significant joint influence of personality traits on CWB [$F(5) 118 = 2.85, R^2 = 0.11, P < 0.05$]. However, only the agreeableness trait has an independent influence on CWB [$\beta = -3.62, t = 3.21, P < 0.05$] whereas the other personality dimensions did not. Since table 1 shows that the agreeableness trait has a negative relationship with CWB ($r = 0.28, p < 0.05$), it can be concluded that the more an individual possesses the

agreeableness trait, the less the Counterproductive work behaviour. Therefore, hypothesis one which states that There will be a significant influence of personality traits on counter-productivity work behaviour (CWB).is supported.

Hypothesis 2

There will be a significant influence of gender on counterproductive work behaviour

Table 3: Independent t-test analysis comparing mean scores of male and female participants on CWB

Variables	Gender	N	X	S.D	Df	t	Sig. (2-tailed)
CWB	Female	55	66.49	22.71	122	-1.12	P > 0.05
	Male	69	71.41	25.62			

$$t(122) = -1.12, P > 0.05$$

Table 3 shows that there is no significant difference in the mean scores of males (66.49) and females (71.41) on CWB [$t_{122} = -1.12, P > 0.05$]. This shows that female and male participants are not different on levels of CWB. Therefore, hypothesis two which state that There will be a significant influence of gender on counterproductive work behaviour is not supported.

Hypothesis three

There will be a significant influence of gender and personality on counterproductive work behaviour.

Table 2: Regression analysis showing the influence of gender and personality traits on CWB

Variables	B	T	Sig.	R	R Square	F	Sig.
Gender	2.22	0.58		0.34	0.12	2.85	P < 0.05
Extraversion	0.37	0.34	P > 0.05				
Agreeableness	-3.69	-3.25	P < 0.05				
Conscientiousness	-0.13	-0.01	P > 0.05				
Neuroticism	-1.63	-0.11	P > 0.05				
Openness to Experience	0.04	0.003	P > 0.05				
Dependent Variable: CWB							

[F (6) 118 = 2.42, P < 0.05, R² = 0.11]

Table 2 shows that there is a significant joint influence of gender and personality traits on CWB [F (6) 118 = 2.42, P < 0.05, R² = 0.12]. However, only the agreeableness trait has an independent influence on CWB [β = -3.69, t = 3.21, P < 0.05] whereas the other personality traits and gender did not. Therefore, hypothesis three which state that There will be a significant influence of gender and personality on counter productivity behaviour is supported.

CHAPTER FIVE

DISCUSSION, CONCLUSION AND RECOMMENDATION

5.1 Discussion

This study has tried to show the influence of certain factors that relates to workers behaviour and personality at work, like personality trait and sex. A discussion of the result of the investigation of the hypothesis are presented thus

Starting with the first hypothesis that says there will be a significant influence of personality trait on counterproductive work behaviour. The analysis were made by regression personality trait and counterproductive work behaviour in which the result was significant, Therefore the result of the hypothesis support the findings of research found that all five facets of personality traits were significantly related to counterproductive work behaviour. The three facets of personality traits that jointly predicted counterproductive work behaviour were agreeableness, conscientiousness, and openness to experience. But the result of the hypothesis was not in support of conscientiousness, and openness to experience. That is, persons with high levels of agreeableness, showed a lower level of counterproductive work behaviour than those with low levels of agreeableness traits. Hypothesis two which shows that there is no significant difference in the mean scores of males and females on CWB. This shows that female and male participants are not different on levels of CWB. Hypothesis three shows that there is a significant joint influence of gender and personality traits on CWB. However, only the agreeableness trait has an independent influence on Counterproductive work behaviour (CWB) whereas the other personality traits and gender did not. Therefore, hypothesis three is supported.

5.2 Conclusion

From the findings of this research study, some of the hypotheses were supported whereas the remaining was not. In light of findings obtained in the study as discussed earlier, it may be justifiable to conclude as follows that:

- (1) An individual with high level of agreeableness will perform less or lower on Counterproductive work behaviour.
- (2) Male and female do not necessarily differ in their Of Counterproductive work behaviour.
- (3) Yes personality and gender are affected by Counterproductive behaviour (CWB), but to certain levels hence there is an interaction between these variables.

5.3 Recommendation

On the basis of the results of my findings in this study, I recommend that there is a need for organization to improve in their level of effective communication amongst their workers in other to come about the success of the organization, because this success of the organization depends on how the leaders or manager are able to understand their personality trait, communicate and handle their workforce effectively to yield the desired result. The managers of banks in Ado-Ekiti, should be able to use their experience, skill and insight to handle situations within the organisation, in order not to distort the personality of their workers, in other to keep them satisfied and make them to be more involved and committed in doing their jobs and engaging in organizational activities.

The Central Bank of Nigeria should ensure that training programmes, symposiums, seminars and workshops are done for the managers and bank workers, So as to enable the managers to treat and understand the personality of the workers. And these workers are the valuable assets

of the banks in achieving its goals. Finally, bankers should be pay on time in other not to cause absenteeism, theft and loafing in the organization. And then workers that ought to be rewarded or motivated through promotions should be adequately accorded.

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APPENDIX 1
FEDERAL UNIVERSITY OYE EKITI
FACULTY OF HUMANITIES AND SOCIAL SCIENCES
DEPARTMENT OF PSYCHOLOGY

Dear Correspondent,

I am a final year student of the above-named department conducting a survey research. This is a research project conducted for the partial fulfillment for the award of B.Sc degree in psychology.

Kindly note that your identity is not required in order to participate in this survey rather your honest and your open responses are needed. And the information provided will be taken confidential.

There is no right or wrong answers.

Please give your consent to participate in this survey by ticking the box below.

I agree to participate in this survey

SECTION A

Demographic Survey

Please tick as appropriate.

1. Age: _____
2. Sex: Female () Male()
3. Ethnic Identity: _____
4. Marital Status: a. Married () b. Single () c. Divorced () d. Widow ()
5. Religion: Christianity () Islam () other ()
6. Bank Name: First bank () Zenith () Uba () Diamond bank () Gtbank ()
7. Highest Educational Qualification: Post graduate () First Degree () HND ()
NCE/OND () SSCE/GCE ()
8. Job Status: Top Management() Middle Management () Junior Staff ()
9. Tenure in Year: _____

SECTION B

Below are statements concerning personal characteristics and traits? Please indicate by ticking the appropriate number that best describes your identity. The numbers stand for:

1= Disagree Strongly 2=Disagree a Little 3=neither Agree nor Disagree

4=Agree a Little 5=Agree Strongly

N	I see myself as someone who ...	1	2	3	4	5
1	... is reserved.	1	2	3	4	5
2	... is generally trusting.	1	2	3	4	5

3	... tends to be lazy.	1	2	3	4	5
4	... is relaxed, handles stress well.	1	2	3	4	5
5	... has few artistic interests.	1	2	3	4	5
6	... is outgoing, sociable.	1	2	3	4	5
7	... tends to find fault with others.	1	2	3	4	5
8	... does a thorough job.	1	2	3	4	5
9	... gets nervous easily.	1	2	3	4	5
10	...has an active imagination.	1	2	3	4	5

SECTION C

How often have you done each of the following things on your present job?

1=Never 2=Once or twice 3=Once or twice per month 4=Once or twice per week 5=Every day

S/N	ITEM	1	2	3	4	5
1.	Purposely wasted your employer's materials/supplies					
2.	Daydreamed rather than did your work					
3.	Complained about insignificant things at work					
4.	Told people outside the job what a lousy place you work for					
5.	Purposely did your work incorrectly					
6.	Came to work late without permission					
7.	Stayed home from work and said you were sick when you weren't					
8.	Purposely damaged a piece of equipment or property					
9.	Purposely dirtied or littered your place of work					
10.	Stolen something belonging to your employer					
11.	Started or continued a damaging or harmful rumor at work					
12.	Been nasty or rude to a client or customer Abuse					
13.	Purposely worked slowly when things needed to get done					
14.	Refused to take on an assignment when asked					
15.	Purposely came late to an appointment or meeting					
16.	Failed to report a problem so it would get worse					
17.	Taken a longer break than you were allowed to take					
18.	Purposely failed to follow instructions					
19.	Left work earlier than you were allowed to					
20.	Insulted someone about their job performance					
21.	Made fun of someone's personal life					
22.	Took supplies or tools home without permission					
23.	Tried to look busy while doing nothing					
24.	Put in to be paid for more hours than you worked					
25.	Took money from your employer without permission					
26.	Ignored someone at work					

27.	Refused to help someone at work						
28.	Withheld needed information from someone at work						
29.	Purposely interfered with someone at work doing his/her job						
30.	Blamed someone at work for error you made						
31.	Started an argument with someone at work						
32.	Stole something belonging to someone at work						
33.	Verbally abused someone at work						
34.	Made an obscene gesture (the finger) to someone at work						
35.	Threatened someone at work with violence						
36.	Threatened someone at work, but not physically						
37.	Said something obscene to someone at work to make them feel bad						
38.	Hid something so someone at work couldn't find it						
39.	Did something to make someone at work look bad						
40.	Played a mean prank to embarrass someone at work						
41.	Destroyed property belonging to someone at work						
42.	Looked at someone at work's private mail/property without permission						
43.	Hit or pushed someone at work						
44.	Insulted or made fun of someone at work						
45.	Avoided returning a phone call to someone you should at work						

FREQUENCIES VARIABLES=GENDER EI MS Religion BN HEQ JS
/ORDER=ANALYSIS.

Frequencies

N	Statistics						
	GENDER	Ethnic Identity	Marital Status	Religion	Bank Name	Highest Educational Qualification	Job Status
Valid	129	129	129	129	129	129	129
Missing	0	0	0	0	0	0	0

Frequency Table

	GENDER		
	Frequency	Percent	Cumulative Percent
Female	55	42.6	42.6
Male	69	53.5	96.1
No Indication	5	3.9	100.0
Total	129	100.0	100.0

Ethnic Identity

	Ethnic Identity		
	Frequency	Percent	Cumulative Percent
Igbo	79	61.2	61.2
Yoruba	36	27.9	89.1
Other	4	3.1	92.2
No Indication	10	7.8	100.0
Total	129	100.0	100.0

Marital Status

	Marital Status		
	Frequency	Percent	Cumulative Percent
Married	50	38.8	38.8
Single	71	55.0	93.8
Divorced	3	2.3	96.1
No Indication	5	3.9	100.0
Total	129	100.0	100.0

Religion

	Frequency	Percent	Valid Percent	Cumulative Percent
Christianity	83	64.3	64.3	64.3
Islam	28	21.7	21.7	86.0
Others	5	3.9	3.9	89.9
No Indication	13	10.1	10.1	100.0
Total	129	100.0	100.0	

Bank Name

	Frequency	Percent	Valid Percent	Cumulative Percent
First Bank	28	21.7	21.7	21.7
Zenith Bank	23	17.8	17.8	39.5
UBA	37	28.7	28.7	68.2
Diamond Bank	13	10.1	10.1	78.3
GTBANK	27	20.9	20.9	99.2
No Indication	1	.8	.8	100.0
Total	129	100.0	100.0	

Highest Educational Qualification

	Frequency	Percent	Valid Percent	Cumulative Percent
Postgraduate	19	14.7	14.7	14.7
BSc	43	33.3	33.3	48.1
HND	40	31.0	31.0	79.1
NCE	4	3.1	3.1	82.2
SSCE	19	14.7	14.7	96.9
No Indication	4	3.1	3.1	100.0
Total	129	100.0	100.0	

Job Status				
	Frequency	Percent	Valid Percent	Cumulative Percent
Top Level	17	13.2	13.2	13.2
Mid Level	41	31.8	31.8	45.0
Junior Staff	60	46.5	46.5	91.5
No Indication	11	8.5	8.5	100.0
Total	129	100.0	100.0	

DESCRIPTIVES VARIABLES=AGE EX AG CONS NEU OP CWT
 /STATISTICS=MEAN STDDEV MIN MAX.

Descriptives

	Descriptive Statistics				
	N	Minimum	Maximum	Mean	Std. Deviation
AGE	124	1	46	27.93	7.547
Extraversion	128	2	10	5.88	1.999
Agreeableness	126	2	10	6.98	2.086
Conscientiousness	129	2	10	6.47	2.215
Neuroticism	124	2	10	5.75	1.737
Openness to Experience	128	2	10	6.08	1.951
CWT	129	44	146	68.94	24.046
Valid N (listwise)	116				

RELIABILITY
 /VARIABLES=P1 P6
 /SCALE('Extraversion') ALL
 /MODEL=ALPHA.

Reliability

Scale: Extraversion

Case Processing Summary		
	N	%
Valid	128	99.2
Excluded ^a	1	.8
Total	129	100.0

a. Listwise deletion based on all variables in the procedure.

Cronbach's Alpha ^a	N of Items
.060	2

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

```
RELIABILITY  
/VARIABLES=P2 P7  
/SCALE('Extraversion') ALL  
/MODEL=ALPHA.
```

Reliability Scale: Agreeableness

Cases	Valid		Total	%
	Excluded ^a	N		
	126	129	97.7	
	3		2.3	
		129	100.0	

a. Listwise deletion based on all variables in the procedure.

Cronbach's Alpha	N of Items
.414	2

RELIABILITY
 /VARIABLES=P3 P8
 /SCALE('Conscientiousness') ALL
 /MODEL=ALPHA.

Reliability

Scale: Conscientiousness

Case Processing Summary		
	N	%
Cases	129	100.0
Valid	129	100.0
Excluded ^a	0	.0
Total	129	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.468	2

RELIABILITY
 /VARIABLES=P4 P9
 /SCALE('Neuroticism') ALL
 /MODEL=ALPHA.

Reliability

Scale: Neuroticism

Case Processing Summary		
	N	%
Cases	129	100.0
Valid	124	96.1
Excluded ^a	5	3.9
Total	129	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha ^a	N of Items
-.015	2

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

```
RELIABILITY
/VARIABLES=P5 P10
/SCALE('Openness') ALL
/MODEL=ALPHA.
```

**Reliability
Scale: Openness**

Case Processing Summary

	N	%
Valid	127	98.4
Excluded ^a	2	1.6
Total	129	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.121	2

REGRESSION
 /MISSING LISTWISE
 /STATISTICS COEFF OUTS R ANOVA
 /CRITERIA=PIN(.05) POUT(.10)
 /NOORIGIN
 /DEPENDENT CWT
 /METHOD=ENTER EX AG CONS NEU OP.

Regression

Model	Variables Entered/Removed ^a		Method
	Variables Entered	Variables Removed	
1	Openess to Experience, Extraversion, Neuroticism, Conscientiousness, Agreeableness ^b		Enter

a. Dependent Variable: CWT
 b. All requested variables entered.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.335 ^a	.112	.073	23.113

a. Predictors: (Constant), Openess to Experience, Extraversion, Neuroticism, Conscientiousness, Agreeableness

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1	7607.743	5	1521.549	2.848	.018 ^b
	60365.248	113	534.206		
Total	67972.992	118			

a. Dependent Variable: CWT

b. Predictors: (Constant), Openness to Experience, Extraversion, Neuroticism, Conscientiousness, Agreeableness

Model	Coefficients ^a						t	Sig.
	Unstandardized Coefficients			Standardized Coefficients		Beta		
	B	Std. Error		Beta				
1	(Constant)	100.459	13.741				7.311	.000
	Extraversion	.476	1.083		.040		.439	.661
	Agreeableness	-3.617	1.126		-.315		-3.211	.002
	Conscientiousness	-.144	1.040		-.014		-.139	.890
	Neuroticism	-1.595	1.273		-.114		-1.253	.213
	Openness to Experience	-.055	1.126		-.005		-.049	.961

a. Dependent Variable: CWT

T-TEST GROUPS=GENDER(1 2)
 /MISSING=ANALYSIS
 /VARIABLES=CWT
 /CRITERIA=CI(.95).

T-Test

Group Statistics					
GENDER	N	Mean	Std. Deviation	Std. Error Mean	
CWT					
Female	55	66.49	22.712	3.063	
Male	69	71.41	25.619	3.084	

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means				
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference
CWB	Equal variances assumed	.270	.604	-1.115	122	.267	-4.915	4.406
	Equal variances not assumed			-1.131	120.582	.260	-4.915	4.346

Independent Samples Test

		t-test for Equality of Means	
		95% Confidence Interval of the Difference	
		Lower	Upper
CWB	Equal variances assumed	-13.637	3.807
	Equal variances not assumed	-13.520	3.690

DESCRIPTIVES VARIABLES=JT
/STATISTICS=MEAN STDDEV MIN MAX.

Descriptives

		Descriptive Statistics				
		N	Minimum	Maximum	Mean	Std. Deviation
Job Tenure		121	1.0	65.0	3.959	6.6010
Valid N (listwise)		121				

RELIABILITY
 /VARIABLES=CW1 CW2 CW3 CW4 CW5 CW6 CW7 CW8 CW9 CW10 CW11 CW12 CW13 CW14 CW15 CW16 CW17 CW18 CW19 CW20 CW21
 CW22 CW23 CW24 CW25 CW26 CW27 CW28 CW29 CW30 CW31 CW32 CW33 CW34 CW35 CW36 CW37 CW38 CW39 CW40 CW41 CW42 CW43
 CW44 CW45
 /SCALE('CWB Scale') ALL
 /MODEL=ALPHA.

Reliability

Scale: CWB Scale

Case Processing Summary

	N	%
Valid	124	96.1
Excluded ^a	5	3.9
Total	129	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.913	45

Correlations

		Openness to Experience	CWT
AGE	Pearson Correlation		
	Sig. (1-tailed)	-.084	-.066
	N	.179	.233
Job Tenure	Pearson Correlation	.123	.124
	Sig. (1-tailed)	.051	.115
	N	.292	.105
Extraversion	Pearson Correlation	.120	.121
	Sig. (1-tailed)	-.092	.073
	N	.152	.205
Agreeableness	Pearson Correlation	.127	.128
	Sig. (1-tailed)	.188	-.272
	N	.018	.001
Conscientiousness	Pearson Correlation	.125	.126
	Sig. (1-tailed)	.231	-.114
	N	.004	.100
Neuroticism	Pearson Correlation	.128	.129
	Sig. (1-tailed)	.118	-.021
	N	.096	.406
Openness to Experience	Pearson Correlation	.123	-.049
	Sig. (1-tailed)	1	.290
	N	128	.128
CWT	Pearson Correlation	-.049	1

Correlations

	AGE	Job Tenure	Extraversion	Agreeableness	Conscientiousness	Neuroticism
CWT						
	Sig. (1-tailed)	.105	.205	.001	.100	.406
	N	.124	.121	.126	.129	.124

Correlations

	Openness to Experience	CWT
CWT		
	Sig. (1-tailed)	.290
	N	.128

*. Correlation is significant at the 0.05 level (1-tailed).

**. Correlation is significant at the 0.01 level (1-tailed).

REGRESSION
 /MISSING LISTWISE
 /STATISTICS COEFF OUTS R ANOVA
 /CRITERIA=PIN(.05) POUT(.10)
 /NOORIGIN
 /DEPENDENT CWT
 /METHOD=ENTER GENDER EX AG CONS NEU OP.

Regression

Model	Variables Entered/Removed ^a		Method
	Variables Entered	Variables Removed	
1	Openess to Experience, Extraversion, GENDER, Neuroticism, Conscientiousness, Agreeableness ^b		Enter

- a. Dependent Variable: CWT
 b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.338 ^a	.115	.067	23.181

- a. Predictors: (Constant), Openess to Experience, Extraversion, GENDER, Neuroticism, Conscientiousness, Agreeableness

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1	7787.023	6	1297.837	2.415	.031 ^b
	60185.969	112	537.375		
Total	67972.992	118			

- a. Dependent Variable: CWT
 b. Predictors: (Constant), Openess to Experience, Extraversion, GENDER, Neuroticism, Conscientiousness, Agreeableness

Coefficients^a

Model	Unstandardized Coefficients		Std. Error	Standardized Coefficients		t	Sig.
	B			Beta			
1	97.540		14.679			6.645	.000
	2.223		3.849	.053		.578	.565
	.374		1.101	.032		.339	.735
	-3.693		1.137	-.321		-3.247	.002
	-.125		1.044	-.012		-.120	.905
	-1.631		1.278	-.117		-1.276	.204
	.036		1.140	.003		.032	.975

a. Dependent Variable: CWT