

**THE RELATIONSHIP BETWEEN
PERSONALITY, COUNTER WORK
PRODUCTIVE BEHAVIOR AND JOB
SATISFACTION AMONG WORKERS IN SABAH**

ALFRED CHAN HUAN ZHI



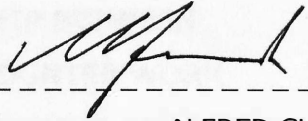
**THESIS SUBMITTED IN FULFILLMENT FOR
THE DEGREE OF MASTERS OF PSYCHOLOGY**

**SCHOOL OF PSYCHOLOGY AND SOCIAL
WORKS
UNIVERSITI MALAYSIA SABAH
2008**

DECLARATION

I hereby declare that the material in this thesis is my own except for quotations, excerpts, equations, summaries and references, which have been duly acknowledged.

28th January 2008



ALFRED CHAN

PS05-007-035



UMS
UNIVERSITI MALAYSIA SABAH

CERTIFICATION

NAME : **ALFRED CHAN HUAN ZHI**

MATRIX NO. : **PS05 – 007 – 035**

TITLE : **THE RELATIONSHIP BETWEEN
PERSONALITY, COUNTER WORK
PRODUCTIVE BEHAVIOR AND
JOB SATISFACTION AMONG WORKERS
IN SABAH**

DEGREE : **MASTERS OF PSYCHOLOGY
(INDUSTRY & ORGANIZATION)**

VIVA VOCE DATE :

17th DECEMBER 2008



UMS
UNIVERSITI MALAYSIA SABAH

DECLARATION BY

1. SUPERVISOR

Ismail Maakip

A handwritten signature in black ink, appearing to read "Ismail Maakip", is written over a horizontal line.

(Signature)

UNIVERSITI MALAYSIA SABAH

THESIS STATUS CONFIRMATION FORM

**TITLE : THE RELATIONSHIP BETWEEN PERSONALITY, COUNTER
WORK PRODUCTIVE BEHAVIOR AND JOB SATISFACTION
AMONG WORKERS IN SABAH**

DEGREE : MASTERS OF PSYCHOLOGY (INDUSTRY PSYCHOLOGY)

ACADEMIC DURATION: 2006 – 2008

I, ALFRED CHAN HUAN ZHI, acknowledge with permission that this thesis be kept and stored at Universiti Malaysia Sabah Library with the following conditions :

1. Universiti Malaysia Sabah has the ownership and rights to this thesis.
2. Universiti Malaysia Sabah's library has the right to make additional copies of this thesis for academic purposes only.
3. Universiti Malaysia Sabah's library has the right to make additional copies of this thesis as exchangeable material between institutions of higher learning.
4. UNLIMITED

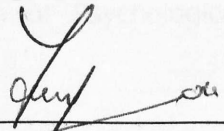
Authorized by



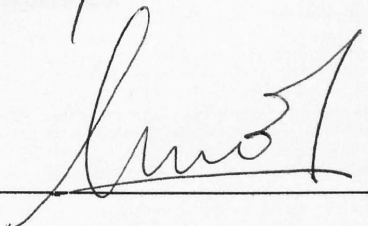
Author : ALFRED CHAN HUAN ZHI

Address:


Date : 2009



LIBRARIAN SIGNATURE



Supervisor: Ismail Maakip



Co- Supervisor: Nurul Hudani Md Nawi

ACKNOWLEDGEMENTS

Firstly, I would like to acknowledge my parents, Mr. Warrence Chan and Lin Shew Mee, for the financial assistance for without which, this research study will not be possible at all. I would like to literate further that in line with their aspiration, higher education has its everlasting importance.

I would also like to acknowledge my supervisor, Mr. Ismail Maakip for his constant guidance from my shallowness at the very beginning, to the final downward 'hill' to completion. The greatest journey throughout this process is learning the mountain steps in every visit.

I extend my deepest gratitude to Mr. Beddu Salam, for all the arrangements and proceedings for my part despite his ever hectic work. I am grateful to Dr. Balan Rathakrishnan, for his altruistic book search to assist me and Mr. Ferlis Bahari, for his generous guidance throughout the writing up process.

For the second half of my research at the university, I am humbled to have met Prof. Dr. Rosnah Ismail, to be able to work with her, and for her permission in accepting my paper for presentation at the Association of Psychological and Educational Counselors of Asia-Pacific 2008.

Lastly, I extend my sincere thanks and utmost appreciation to Mr. Assis Kamu for his relentless step by step guidance into the world of statistics.

I am grateful to all.

Alfred Chan

ABSTRACT

THE RELATIONSHIP BETWEEN PERSONALITY, COUNTER PRODUCTIVE WORK BEHAVIOR (CWB) AND JOB SATISFACTION (JS) IN SABAH

The main objective of this research is to study the relationship between Personality, Counter Productive Work Behavior (CWB) and Job Satisfaction (JS) in Sabah. The study investigates the variables of the Five Factor Model of Personality (FFM) which are (1) Extraversion, (2) Conscientiousness, (3) Agreeableness, (4) Openness to Experience and (5) Neuroticism, the variables of Counter Work Productive Behavior, (1) Self – Destructive Deviances, (2) Retaliatory Deviances, (3) Property Deviances, (4) Production Deviances and (5) Organizational Deviances. The variable of Job Satisfaction was taken as a whole and studies as a moderator variable between the Five Factor of Model of Personality and Counter Work Productive Behavior. The respondent comprised of 145 respondent (73 male and 72 female) aged between 18 to 55 years old who have been selected from a utility organization. The observation method of correlation using the Neurotic-Extraversion-Openness Personality Inventory – Revised (NEO-PI-R) instrument had been used to measure the Personality, Counter Work Productive Behavior Questionnaire (CWB-constructed) to measure counter productive work behavior and the Job Satisfaction Survey (JSS) to measure job satisfaction among the workers. Results of the study show a significant relationship between the Five Factor Model of Personality and Counter Work Productive Behavior but no significant relationship between Job Satisfaction with Five Factor Model of Personality and Counter Productive Work Behavior. The findings also indicate that overall, Job Satisfaction was not suitable to act as a moderator towards the Five Factor Model of Personality and Counter Work Productive Behavior among workers in Kota Kinabalu, Sabah.

ABSTRAK

Tujuan utama kajian ini adalah untuk mengkaji hubungan di antara personaliti, tingkah laku kerja yang tidak produktif dan kepuasan pekerjaan di antara pekerja di Sabah. Kajian ini melihat kepada perubah Modal Lima Faktor Personaliti iaitu, (1) *Extraversion*, ((2) *Conscientiousness*, (3) *Agreeableness*, (4) *Openness to Experience* dan (5) *Neuroticism*, perubah Tingkah Laku Kerja Yang Tidak Produktif iaitu (1) *Self – Destructive Deviances*, (2) *Retaliatory Deviances*, (3) *Property Deviances*, (4) *Production Deviances* dan (5) *Organizational Deviance*. Seramai 145 responden (73 lelaki dan 72 perempuan) berumur antara 18 hingga 55 tahun dijadikan subjek kajian dari sebuah organisasi kemudahan asas. Kaedah tinjauan bersifat korelasi menggunakan instrument Neurotic-Extraversion-Openness Personality Inventory – Revised (NEO-PI-R) bagi mengukur personaliti, Counter Work Productive Behavior Questionnaire (CWB-Dibina) untuk mengukur tingkah laku yang tidak produktif dan Job Satisfaction Survey (JSS) untuk mengukur kepuasan pekerja. Hasil kajian menunjukkan terdapat hubungan yang signifikan di antara Model Lima Faktor personaliti dengan tingkah laku kerja yang tidak produktif tetapi tidak ada hubungan yang signifikan di antara kepuasan perkerjaan dengan Model Lima Faktor personaliti dan tingkah laku kerja yang tidak produktif . Keputusan juga menunjukkan. Secara keseluruhan. kepuasan pekerjaan tidak berperanan sebagai perantara ke atas hubungan di antara Model Lima Faktor personaliti dan tingkah laku kerja yang tidak produktif dalam kalangan pekerja di Kota Kinabalu, Sabah.

ABBREVIATIONS

FFM	Five Factor Model of Personality
EX	Extraversion
CS	Conscientiousness
AG	Agreeableness
OP	Openness to Experience
NR	Neuroticism
CWB	Counter Productive Work Behavior
SD	Self Destructive
RT	Retaliatory
PP	Property
PD	Production
OG	Organizational
<i>NEO-PI-R</i>	Neurotic-Extraversion-Openness Personality Inventory-Revised
JSS	Job Satisfaction Survey
<i>r</i>	Pearson Correlation
<i>p</i>	significance
%	Percentage
SPSS	Statistical Program for Social Science

TABLE OF CONTENT

TITLE	i
DECLARATION	ii
CERTIFICATION	iii
ACKNOWLEDGEMENT	iv
ABSTRACT	v
<i>ABSTRAK</i>	vi
ABBREVIATION	vii
TABLE OF CONTENTS	x
LIST OF TABLES	xi
LIST OF FIGURES	xiii
KEYWORDS	xiv

CHAPTER ONE	PREFACE	
1.1	Introduction	1
1.2	Statement of the Problem	4
1.3	Importance of Research	5
1.4	Research Objectives	7
1.5	Theoretical Framework	8
	1.5.1 Theory of Five Factor Model of Personality	8
	1.5.2 Research Framework	9
1.6	Concept Definition	13
	1.6.1 Five Factor Model of Personality	13
	1.6.2 Counter Work Productive Behavior	15
	1.6.3 Job Satisfaction	23
1.7	Research Hypotheses	25
 CHAPTER TWO	 LITERATURE REVIEW	
2.1	Introduction	33
2.2	The Relationship Between the Five Factor Model of Personality and Counter Work Productive Behavior	33
2.3	The Relationship Between Job Satisfaction and Counter Work Productive Behavior	38
2.4	The Role of Job Satisfaction as a Moderator Between the Relationship of the Five Factor Model of Personality and Counter Work Productive Behavior	41
2.5	Literature Review Summary	43

CHAPTER THREE	METHOD	
3.1	Introduction	45
3.2	Research Design	45
3.3	Research Location	45
3.4	Research Subject	45
3.5	Research Procedure	46
	3.5.1 Pilot Study	46
	3.5.2 Main Study	47
3.6	Research Instruments	48
3.7	Data Analysis	55
	3.7.1 Determinant of Low, Medium and High Scores for Each Variable.	56
CHAPTER FOUR	RESULT	
4.1	Introduction	57
4.2	Descriptive Analyses	57
	4.2.1 Respondent Profile	57
	4.2.2 Five Factor Model of Personality	61
	4.2.3 Counter Work Productive Behavior	62
	4.2.4 Job Satisfaction	64
	4.2.5 Descriptive Analysis Summary	65
4.3	Pearson Correlation Matrix Analysis	66
	4.3.1 The Relationship Between Extraversion and Counter Work Productive Behavior	68
	4.3.2 The Relationship Between Conscientiousness and Counter Work Productive Behavior	69
	4.3.3 The Relationship Between Agreeableness and Counter Work Productive Behavior	72
	4.3.4 The Relationship Between Openness and Counter Work Productive Behavior	74
	4.3.5 The Relationship Between Neuroticism and Counter Productive Work Behavior	76
	4.3.6 Correlation Analysis Summary	78
4.4	Multiple Regression Analysis (Moderator)	79
	4.4 Regression Analysis for the Five Factor Model of Personality and Counter Productive Work Behavior – Detailed	79
	4.5 Investigating the Effects of the Moderator Variable on the Relationship between the Five Factor Model of Personality and Counter Work Productive Behavior	79
	4.5.1 The variable of Job Satisfaction as a moderator for the relationship between Extraversion and Dimensions of Counter Productive Work Behavior	80
	4.5.2 The variable of Job Satisfaction as a moderator for the relationship between Conscientiousness	84

	and Dimensions of Counter Productive Work Behavior	
4.5.3	The variable of Job Satisfaction as a moderator for the relationship between Agreeableness and Dimensions of Counter Productive Work Behavior	88
4.5.4	The variable of Job Satisfaction as a moderator for the relationship between Openness and Dimensions of Counter Productive Work Behavior	92
4.5.5	The variable of Job Satisfaction as a moderator for the relationship between Neuroticism and Dimensions of Counter Productive Work Behavior	96
4.5.6	Moderator Analysis Summary	100
4.6	Result Summary	100

CHAPTER 5

DISCUSSION

5.1	Introduction	109
5.2	Discussion	109
5.2.1	The Relationship Between the Five Factor Model of Personality and Counter Work Productive Behavior	110
5.2.2	The Relationship Between Job Satisfaction and Counter Work Productive Behavior	123
5.2.3	The Role of Moderator Between the Five Factor Model of Personality and Counter Work Productive Behavior	124

CHAPTER 6

CONCLUSION

6.1	Introduction	128
6.2	Summary	128
6.3	Research Implication	133
6.4	Limitation and Future Research	134
6.5	Closing	137

REFERENCES

APPENDICES

LIST OF TABLES

		Page
Table 3.1	<i>Cronbach's Alpha</i> for Study's Variables (<i>N</i> =60)	47
Table 3.2	NEO PI-R Sub Scale	49
Table 3.3	Scoring for <i>NEO-PI-R</i> Positive and Negative Items	49
Table 3.4	Counter Productive Work Behavior Sub Scale	53
Table 3.5	Scoring for Counter Productive Work Behavior Items	53
Table 3.6	Job Satisfaction Survey Scale	54
Table 3.7	Scoring for <i>Job Satisfaction Survey</i> Items	55
Table 3.8	Determinant of Low, Medium and High Scores for Each Variable	56
Table 4.1	Gender of Respondents	57
Table 4.2	Age of Respondents	58
Table 4.3	Education Level of Respondents	59
Table 4.4	Ethnic of Respondent s	60
Table 4.5	Job Position of Respondents	61
Table 4.6	Five Factor Model of Personality of Respondents	62
Table 4.7	Counter Productive Work Behavior of Respondents	63
Table 4.8	Job Satisfaction of Respondents	64
Table 4.9	Pearson Correlation Between the Five Factor Model of Personality and Counter Productive Work Behavior	67
Table 4.9.1	Multiple Regression Analysis for Job Satisfaction as a Moderator Between the Relationship of Extraversion and dimensions of Counter Productive Work Behavior	83
Table 4.9.2	Multiple Regression Analysis for Job Satisfaction as a Moderator Between the Relationship of Conscientiousness and dimensions of Counter Productive Work Behavior	87
Table 4.9.3	Multiple Regression Analysis for Job Satisfaction as a Moderator Between the Relationship of Agreeableness and dimensions of Counter Productive Work Behavior	91
Table 4.9.4	Multiple Regression Analysis for Job Satisfaction as a Moderator	95

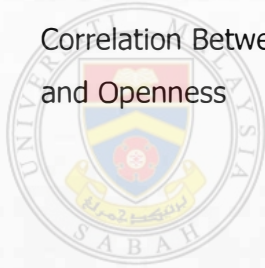
Between the Relationship of Openness and dimensions of
Counter Productive Work Behavior

Table 4.9.5	Multiple Regression Analysis for Job Satisfaction as a Moderator	99
	Between the Relationship of Neuroticism and dimensions of Counter Productive Work Behavior	
Table 4.9.6	Research Hypotheses and Result Summary	100



LIST OF FIGURES

	Page
Figure 1.1 Research Framework for the 'Relationship between the Five Factor Model of Personality, Counter Productive Work Behavior and Job Satisfaction.	10
Figure 6.1 Correlation Between Counter Productive Work Behavior and Conscientiousness	131
Figure 6.2 Correlation Between Counter Productive Work Behavior and Agreeableness	131
Figure 6.3 Correlation Between Counter Productive Work Behavior and Neuroticism	131
Figure 6.4 Correlation Between Counter Productive Work Behavior and Extraversion	132
Figure 6.5 Correlation Between Counter Productive Work Behavior and Openness	132



UMS
UNIVERSITI MALAYSIA SABAH

LIST OF APPENDIX

Appendix A – Seminars and Conference of which this paper was presented.

Appendix B – Letters

Appendix C – Questionnaires, Instruments Construction

Appendix D – Raw Data, Descriptive Data, Reliability Data, Quantitative Data, Chapter 4 Figure, Chapter 4 Moderator

Appendix E - Photographs



UMS
UNIVERSITI MALAYSIA SABAH

CHAPTER ONE

PREFACE

1.1 Introduction

Personality refers to all of those fundamental traits of characteristics of the person (or of people generally) that endure over time and account of consistent patterns of responses to everyday situations. Personality traits supposedly account for consistent patterns of responses to everyday situations. Personality traits supposedly account for the what, why and how of human functioning (Furnham, 1992).

Personalities are constructed in the early life of an individual. It is shaped by environments and events that will lead a person to behave in a certain way. As personality is a lifetime process, most individual has form a solid construct of their way of thinking and behaving by early adulthood.

Early adulthood is also a stage when a person starts to commit to their work and jobs. As they enter the workforce, their personalities too comes together. For most individuals, work is a context in which they devote most of their waking hours and from which they derive a central measure of their identities (Hulin, 2002). Therefore, it is important to study the effects of certain personalities and how it relates to working-styles and performance in an organization.

During the industrial revolution where manufacturing dominated, jobs were defined primarily by a set of tasks bundled together to form a job (Fleishman and Quaintance, 1984). The emphasis at that time was rating employees on the completion of tasks. As time evolves, it brought about total quality management, the emphasis on crossfunctional teams, and the importance of communication. Increased competition and the shift from a manufacturing-based economy to an information-and-service based economy in the new millennium brought greater

accountability for production deviance and unethical behavior and the necessity of sharing knowledge and building relationships.

Certain personalities are good for an organization, for example, responsible and dutiful. But some personalities are not that contributive and productive, for example, lateness and laziness.

It is no surprise, then, that the workplace is a forum for the expression of various behaviors that are of consequence to individuals, organizations, and society. Although some of these organizational behaviors—such as helping or “citizenship” behaviors—are socially desirable (judged favorably by most members of society), another set of behaviors may be viewed by many as improper or outside normal conventions of acceptability. Thus, the modern workplace drew our attention to a category of behaviors that detract from the goals of the organization by harming the well-being of coworkers or the organization. Examples of these behaviors include absenteeism, production deviance, workplace aggression, theft, sabotage, or fraud. The present paper was designed to address this question.

Much of the research on job performance has been centered in North America and broadly defines job performance in terms of individuals’ actions and behaviors that are under their control and that contribute to the goals of the organization (e.g., Campbell, 1990). The culture of the research carried out was in China and the country contrasts sharply with the Western cultures (Hofstede, 1991), thus it makes a viable site for a cross-cultural organizational research on job performance in Malaysia as to see whether the industry psychology factors has similarities.

There are many forms of personality and to be able to detect individual personalities and their working attitudes can bring many benefits to an organization. Organizations can carefully select and develop personnel which suits more to their workplace criteria, and also detecting and minimizing personality that bring negative effects. Negative workplace-behavior is also termed as counter-productive-work-behavior and will be used in this study

This study follows a tradition established at the beginning of the last decade of using the Big Five personality dimensions as a taxonomy to study the relationships between the relationships between personality and job-related behaviors. The personality measure that is used is the Five-Factor Model is also known as the "Big Five". It comprises of extraversion, neuroticism, openness, agreeableness, and conscientiousness.

The current study is an attempt to address this research need. By identifying the components of personality measures, researchers can better understand what constructs are being assessed. This research will attempt to reduce the personality measure into its five dimensions and examine the subsequent relationships with a variety of Counter Work Productive Behavior criteria and with moderator variable of Job Satisfaction.

In justification of the study, the research information is important to build a more efficient and productive Malaysian human-workforce. In face of globalization of late, Malaysia must not be left behind but advance forward with one of the most important aspect of a developing country, a competent human workforce. A human workforce must not just exist to do the chore of the economy, but exist in sync with the proper criteria of efficiencies, effectiveness, productiveness, quality, creative and of international standard. This paper seeks to build upon that, by focusing specific criteria that might hinder this development of the human workforce which is the aspect of negative behavior at work. By finding out the structure of the workforce using personality measures, precautionary measures can be taken to select and develop the right criteria for a stronger human workforce. In addition, variables of Counter Work Productive Behavior and Job Satisfaction are also investigated to find out more on how to build an international quality workforce in Malaysia.

To summarize, the purpose of the current research is threefold: to break down the Five Factor of Personality measure to determine specific relationships between its subscales, to expand the criteria space to include counterproductive

work behaviors, and lastly to measure Job Satisfaction on whether or not it could act as a moderator.

1.2 Statement of the Problem

The problem of workers behaving in a non-contextual manner at the workplace is nothing new. This problem probably goes back as far back as when men and women began to group together and work on some things. There will be problems of workers being absent from work, working inefficiently, working terribly or even problems of workers being the presence of one another. This study aims to study these form of behavior and whether there is any linkages in the precedents of human personality and the moderating effect of being satisfied at work.

When the problem of Counter Work Productive Behavior occurs at an individual level, the single particular work gets affected. Be it slowly done, incorrectly done or just plain messily done. These faults do not stop at this level as in an examinations or interview process. In the industrial and economical world we live in now, these faults triggers down to costly payouts to correct spoilt work, expensive bills to prolong time and space to get things done, incomplete works due to an uncooperative team settings, and worst, unable to meet a contracted dateline which may amounts to millions or contract breach payments. As so the case for a individual is drastic enough, the problem of an working industry or organization with tens of thousands and thousands of workers can only spell a mountainous disaster.

These problems are very real and are occurring everyday in every workplace. We might have experienced it ourselves or seen it and felt the detrimental effects of these problematic behaviors. Problems of behaviors at work are many, and this study is able to group them into (1) self-destructive deviances, (2) Retaliatory Deviances, (3) Property Deviances, (4) Production Deviances and (5) Organizational Deviances.

There are problems of workers in which their very behavior only spell trouble back for themselves. Yet, they are compelled to continue these Counter Work

Productive Behavior. These problems are workers using the sick excuse to get time off from work, or using an illegal drug or consume alcohol on the job. There are also many problems of workers coming late to work, cannot control emotion and deny any responsibility for wrong doings. These problems are grouped as Self-Destructive Deviances in this study.

There are also problems are occurs at a workplace which come in forms on retaliation. Of then not, we can see co-workers, colleagues and office mates creating wars among themselves and drastically endangering the work at stake. These problems are dangerous as a working place requires a team nature attitude.

Sometimes, it is not only the human factor that gets involve in these Counter Productive Work Behavior. Physical and non-physical items are also target of these problematic behaviors. Workers damaging office equipments are not something new in today's world, but collectively, if these habits occur, the damage would be huge and again, costly to the organization. These is another area of problem in which this study hope to investigates.

There are thus far, problems with the workers themselves, workers among workers, and workers and equipments. But the problem does not stop there. There are also problems to the production of work. Work not being done, inefficiencies, poor effort and not following supervisor's instruction bring another host of problems for the working place. Even gossips and release of sensitive information also occurs which is the problem of organizational deviances. These many problems will be studied further and to learn more of its precedents.

1.3 Importance of Research

This research will serve as a new information in the human capital quality of this community. The relationship between the 'Big-Five' personality and counter-productive-work-behavior in this community has not been fully explored yet. Research findings can be used by organizations to minimize counter-productive-work-behavior and work towards a better quality workforce towards a highly

develop status country. This research suggests that CWB is an important aspect of job performance in Malaysia.

Research about the generalizability of performance practices has practical implications for employees and employers. This research can be used as a reference material and guidelines for future research in this field of industrial / organization psychology towards improving the quality of the workforce.

A significant need exists in the literature for more knowledge regarding the contextual or mediating factors between disposition and CWB as proposed by Baker (2005). Overall, it is clear that the relationship between the Big Five personality dimensions and CWB is a complex one. A great deal of research has focused on the direct relationship between the Big Five and CWB. However, the most interesting results have been found in studies where a mediator or moderator has been included to try to explain the existence of a relationship.

After searching for available review, there has been many reported research in local Malaysian scenario of personality (Ferlis Bullare, 1999; Normala Zulkifli and Hartini Jaafar, 2003; Chin, 2006; Tan, 2004; Cheng, 2004; Nur Amrah binti Abdul Ghani, 2004). There were also many studies conducted in Malaysia in regards to Job Satisfaction (Chua, 2004; Mohamad, 1998; Norni Anak Lian, 2000; Mazlina binti Din, 2004; Lim Hoon Nee, 2002; Sarina Baharudin, 2003). However, there is a need for more extensive study in investigating the variable of Counter Work Productive Behavior among workers in Malaysia.

There is also a need to look for potential mediating variables such as organizational context or the attributions that individuals make regarding the situation. Counter Work Productive Behavior are pervasive in the workplace, costly to organizations, and detrimental to employees' quality of work life. Because of these factors, there is keen interest in understanding their antecedents.

1.4 Research Objectives

This research study the dynamic associations of workplace deviance and the moderating effect of job attitudes (job satisfaction) with personality (trait hostility),

Robinson and Greenberg (1998) noted that : "Current conceptualizations of workplace deviance are static in nature". This suggests that the literature on workplace deviance can be advanced theoretically and empirically by studying dynamic (within-individual, longitudinal) processes (Bennett and Robinson, 2003).

This study also attempts to establish a link between individuals' dispositional characteristics and their counterproductive behavior at work by utilizing a third variable of job satisfaction as a moderator.

Specifically, job satisfaction is tested as a moderator between personality and counter work productive behavior. The following sections clarify the constructs of counterproductive work behavior and discuss the instruments that are used to measure the variables of the study. The objectives of the research can be further summarized as below

1. To investigate the effect of personality (the Five Factor Model of Personality) of workers in Sabah.
2. To Investigate the occurrence of Counter Work Productive Behavior of workers in Sabah.
3. To investigate the moderating variable of Job Satisfaction between the independent variable of the Five Factor Model of Personality and the dependent variable of Counter Work Productive Behavior of workers in Sabah

Thus, the major purpose of the present study is to examine further personality and counter work productive behavior linkages. It can also suggest avenues for future research and practical ways for reducing these form of harmful behaviors in organization.

1.5 Theoretical Framework

This research is conducted to investigate the relationship between the Personality, Counter Productive Work Behavior (CWB) and Job Satisfaction (JS). The occurrence of Counter Productive Work Behavior (CWB) has been with linkages with the Five Factor Model of Personality (Baker, 2005). Thus, one of the contributing or predetermined factors of Counter Productive Work Behavior (CWB) could be an individual's personality. A person with an approachable positive attitude and characteristic at a workplace, able to communicate and work together with office colleagues and supervisors and committed to the well being of the whole organization may be a good indicator to reduce the occurrence of Counter Productive Work Behavior (CWB).

1.5.1 Theory of Five Factor Model of Personality

The Five Factor Model of Personality consists of five dimensions. The dimensions are Extraversion, Conscientiousness, Agreeableness, Openness to Experience and Neuroticism. These dimensions were investigated in past research as to how it relates to Counter Productive Work Behavior (CWB).

Beginning with the dimension of Extraversion, this factor is a construct that was originally advanced by Eysenck (1990) and can be broadly described as being sociable. Extroverts are further describe as being talkative, active, and assertive than their contrasting counterparts. In addition, extraversion is typically characterized by gregariousness and having excitement-seeking behaviors. These group of people are high social and frequently display a great deal of commitment to social groups and activities. Although extroverts may view the workplace as merely another place to socialize, they may also see work in general as an obstacle to spending time with family and friends and to their involvement in other fun-fill leisure activities. Similarly, this personality frequently implies the seeking of exciting new situations and activities (Costa and McCrae, 1992).

The Five Factor Model of Personality in the dimension of Conscientiousness has also been theorized to be a strong indicator of job performance. Conscientiousness is characterized by personal competence, dutifulness, self-

discipline, and deliberation. These characters of being purposeful, strong willed, determined, punctual, and reliable is key in reducing the effects of Counter Productive Work Behavior. Workers with high level of conscientiousness are closely linked to honesty and integrity, which is turn have been found less likely to engage in a host of counterproductive behaviors on the job (Ones, Viswesvaran and Schmidt, 1993).

There are also further definitions of Neuroticism in relation to Counter Productive Work Behavior (CWB). Neuroticism refers generally to a lack of positive psychological adjustment and emotional stability. Workers scoring high on measures of neuroticism are frequently characterized as fearful, anxious, and depressed. And such tendencies may make employees to engage in Counter Productive Work Behavior (CWB) (Judge *et al.*, 1997).

1.5.2 Research Framework

In the current study, a research framework is constructed to provide a easier and clearer explanation in regards to the relationship between the Five Factor Model of Personality (FFM), Counter Productive Work Behavior (CWB) and Job Satisfaction (JS) among workers in Kota Kinabalu, Sabah. It is a combination and adaptation of the theory of the Five Factor Model of Personality and its relationship with Counter Productive Work Behavior (CWB), the '*Causal Reasoning Model of Counterproductive Behavior*' Martinko *et al.*, (2002) and the '*Model of the Relationship between Individual Differences Variables, Attributional style, and Counter Productive Work Behavior*' Baker, (2005). The proposed current research framework is shown on Figure 1.1.