

**Employee Personality Traits and their Prospected Behavior to
Adopt Organizational Cynicism. “A Mediated Moderated Model”**



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Table of Contents

Acknowledgments.....	iv
List of Tables	ix
List of Figures	x
Employee Personality Traits and their prospected Behavior to adopt Organizational Cynicism. “A Mediated Moderated Model”	xi
Abstract.....	xi
CHAPTER 1	1
INTRODUCTION.....	1
1.1 Background of Study	1
1.2 Context Analysis.....	8
1.3 Problem Identification and Statement	9
1.4 Study Gap.....	10
1.5 Research Questions	12
1.6 Significance of the Study.....	13
1.7 Objective of the Study.....	15
1.8 Structure of the Study.....	15
CHAPTER 2	16
LITERATURE REVIEW	16
2.1 Organizational Cynicism.....	16
2.1.1 Cognitive Cynicism	17
2.1.2 Effective Cynicism	17
2.1.3 Behavioral Cynicism	18
2.2 HEXACO Personality Model.....	23
2.2.1 Honesty/Humility	24
2.2.2 Emotionality	25
2.2.3 Extraversion	25
2.2.4 Agreeableness.....	25
2.2.5 Conscientiousness.....	26
2.2.6 Openness to Experience	26
2.3 Organizational Commitment.....	31
2.3.1 Affective Commitment.....	36

2.3.2 Continuance Commitment.....	36
2.3.3 Normative Commitment	37
2.4 Occupational Stress.....	39
2.5 Conceptual Framework.....	46
2.6 Hypotheses development	46
CHAPTER 3	55
METHODOLOGY	55
3.1 Introduction	55
3.2 Design of Sample.....	55
3.3 Target Population.....	56
3.4 Unit of Analysis	56
3.5 Sampling Techniques	56
3.6 Sample Size	57
3.7 Method of Data Collection.....	58
3.8 Instruments of Data Collection	58
3.9 Analysis of Data.....	60
3.10 Descriptive Analysis	61
3.11 Reliability Analysis.....	61
3.12 Analysis of Correlation	61
3.13 Structural Equation Model (SEM)	62
3.13.1 Step:1 Measurement Model.....	62
3.13.2 Step:2 Structural Model.....	64
CHAPTER 4	68
DATA ANALYSIS	68
4.1 Demographic.....	68
4.1.1 Gender	68
4.1.2 Age	69
4.1.3 Education	70
4.1.4 Experience.....	72
4.2 Descriptive Statistics	74
4.3 Correlations Analysis.....	76
4.4 Analysis of Reliability	77

4.5 KMO and Bartlett's Test	78
4.6 Confirmatory Factor Analysis for the validity of the variable	79
4.6.1 Honesty-Humility (HH)	80
4.6.2 Emotionality (EMO).....	82
4.6.3 EXTRAVERSION (EXT)	83
4.6.4 Agreeableness (AGR).....	85
4.6.5 Conscientiousness (CON)	86
4.6.6 Openness to experience (OPEN).....	88
4.6.7 Organizational commitment (OCOM).....	90
4.6.8 Organizational cynicism	91
4.6.9 Occupational stress (OS)	93
4.6.10 Confirmatory Factor Analysis Overall	95
4.7 Structural Model	100
4.7.1 Structural Model Specification.....	100
4.7.2 Exogenous Variable.....	100
4.7.3 Endogenous Variables.....	101
4.7.4 Model fit for structural model.	102
4.7.5 Direct effects.....	102
4.7.6 Indirect Effects (Mediation)	103
4.8 Moderation Testing.....	106
4.9 Overall Interpretation of Hypothesis	107
CHAPTER 5	115
DISCUSSION AND CONCLUSION.....	115
5.1 Recapitulation of the Research Study.....	115
5.2 Detailed Discussion	117
5.2.1 Relationship between Honesty-Humility and Organizational Commitment	117
5.2.2 Mediating effect of organizational commitment between Honesty-Humility and Organizational cynicism	117
5.2.3 Relationship between Emotionality and Organizational Commitment	117
5.2.4 Mediating effect of organizational commitment between Emotionality and Organizational cynicism.....	118
5.2.5 Relationship between Extraversion and Organizational Commitment	118

5.2.6 Mediating effect of organizational commitment between Extraversion and Organizational cynicism.....	119
5.2.7 Relationship between Agreeableness and Organizational Commitment.....	119
5.2.8 Mediating effect of organizational commitment between Agreeableness and Organizational cynicism.....	120
5.2.9 Relationship between Conscientiousness and Organizational Commitment.....	120
5.2.10 Mediating effect of organizational commitment between Conscientiousness and Organizational cynicism	121
5.2.11 Relationship between Openness to Experience and Organizational Commitment	121
5.2.12 Mediating effect of organizational commitment between Openness to Experience and Organizational cynicism	122
5.2.13 Relationship between Organizational Commitment and Organizational Cynicism.....	122
5.2.14 Moderating effect of Organizational stress between the Organizational Commitment and Organizational Cynicism.....	123
5.3 Conclusion.....	124
5.4 Implications.....	125
5.4.1 Practical Implications	125
5.4.2 Theoretical Implications.....	126
5.5 Recommendations	127
5.6 Limitations.....	128
5.7 Future Research Direction	130
References	133
Appendix-1 (Questionnaire).....	151

List of Tables

Table 3.1 Operationalization of Variables	60
Table 3.2 Model fit Statistic Adoptions	67
Table 4.1 Gender.....	68
Table 4.2 Age.....	70
Table 4.3 Education	71
Table 4.4 Experience	72
Table 4.5 Demographic Statistic.....	73
Table 4.6 Descriptive Statistic	74
Table 4.7 Correlation Analysis	76
Table 4.8 Scales Reliability	78
Table 4.9 KMO and Bartlett's Test	79
Table 4.10 Calculation of Measurement Model of Honesty-Humility	81
Table 4.11 Calculation of Measurement Model of Emotionality	83
Table 4.12 Calculation of Measurement Model of Extraversion.....	85
Table 4.13 Calculation of Measurement Model of Agreeableness	86
Table 4.14 Calculation of Measurement Model of Conscientiousness.....	88
Table 4.15 Calculation of Measurement Model of Openness to Experience.....	89
Table 4.16 Calculation of Measurement Model of Organizational Commitment.....	91
Table 4.17 Calculation of Measurement Model of Organizational Cynicism	93
Table 4.18 Calculation of Measurement Model of Occupational stress	95
Table 4.19 Calculation of Measurement Model of overall CFA	98
Table 4.20 Calculation of Measurement Model of overall CFA	99
Table 4.21 Calculation of Structural Model.....	103
Table 4.22 Calculation of Structural Model.....	104

List of Figures

Figure 4.1 Gender	69
Figure 4.2 Age	69
Figure 4.3 Education.....	70
Figure 4.4 Experience	72
Figure 4.5 Measurement Model of HH.....	81
Figure 4.6 Measurement Model of EMO.....	83
Figure 4.7 Measurement Model of EXT.....	84
Figure 4.8 Measurement Model of AGR	86
Figure 4.9 Measurement Model of CON	87
Figure 4.10 Measurement Model of OPEN	89
Figure 4.11 Measurement Model of OCOM.....	91
Figure 4.12 Measurement Model of OCY	92
Figure 4.13 Measurement Model of OS.....	94
Figure 4.14 Measurement model CFA overall.....	97
Figure 4.15 Path diagram for structural model	101

Employee Personality Traits and their Prospected Behavior to Adopt Organizational Cynicism. “A Mediated Moderated Model”

Abstract

This study examined the personality qualities of employees and how they responded to organizational cynicism in Pakistan's banking industry by looking at organizational commitment as a mediating factor. The research construct is supported by the HEXACO model. The study used the quantitative survey method, and data from bank employees in Islamabad, Rawalpindi, and Mianwali were obtained. The study's sample included 493 bank employees from various branches located in these cities. Utilizing the static software SPSS-21 and SmartPLS-4, the data in this study was assessed utilizing a variety of techniques, such as analysis of reliability, confirmatory factor analysis (CFA), and structural equation modeling (SEM). The results of (SEM) analysis demonstrated a strong positive correlation between extraversion, conscientiousness, agreeableness, openness to new experiences, honesty-humility, and organizational commitment. Furthermore, the results revealed that, through the mediating role of organizational commitment, the personality traits of conscientiousness, extraversion, honesty-humility, and openness to new experiences have a negative connection with organizational cynicism. The study's results also showed a substantial negative relationship between organizational commitment and organizational cynicism in relation to occupational stress. The results demonstrate the significance of HEXACO personality traits in explaining employees' commitment levels and how they respond to cynicism in the workplace. Findings contribute to literature to understand the interplay between personality, commitment, and cynicism. Furthermore, study provides understanding of practical strategies for recruitment process, mitigating cynicism, and enhancing commitment of employees.

Keywords: *HEXACO personality traits, organizational commitment, organizational cynicism, occupational stress.*

CHAPTER 1

INTRODUCTION

1.1 Background of Study

Organizations endeavor to ensure their longevity by adapting to new developments and changes. Therefore, it is imperative for firms to meticulously build their organizational structure to achieve their primary objectives and aspirations effectively. Hence, it is imperative to recognize that organizations inherently rely on employees, who are essential to these entities. Consequently, employees should be regarded as a focal point of concern within the organizational context. Businesses must concentrate on improving several facets of employees' work environment, job performance, and happiness to improve organizational performance and achieve a sustained competitive edge. Agreeing to (Quick et al., 2001), employees possess certain job expectations, and their ability to maintain good performance and exhibit positive attitudes towards the organization is contingent upon their level of job satisfaction. According to (Qian & Daniels, 2008), the emergence of disappointment among employees is associated with developing negative attitudes. Consequently, as noted (Kirjonen & Hänninen, 1984), employees tend to exhibit a desire to disassociate themselves from the firm promptly. Organizational behavior has witnessed an increasing focus on aspects such as job satisfaction, employee interactions, job transition, and organizational commitment. Newly, there is a notable interest in the concept of cynicism (Bommer et al., 2005). The notion of cynicism shares close relationships with disbelief, skepticism, distrust, and suspicion. Additionally, it is employed to characterize individuals who are challenging to satisfy and tend to find fault (Erdost et al., 2007; Özler & Atalay, 2011). Notably, it can be argued

that the experience of disappointment indicates a broader sense of cynicism. When workers' expectations of fairness, integrity, and sincerity are not met, cynicism sets in. (Dean Jr et al., 1998). Cynicism encompasses a broad disposition characterized by unfavorable emotions directed against social collectives or institutions (Andersson, 1996). According to (Abraham, 2000), organizational cynicism is seen as a disbelief that appears when an organization's veracity is compromised. The negative outcome of this loss can lead to a decline in the reputation and standing of the businesses. (Brandes et al., 1999) Believe that cynicism can be understood through three fundamental dimensions: cognitive cynicism, affective cynicism, and behavioral cynicism. The following section explains the dimensions mentioned above.

Cognitive cynicism refers to the initial feature of cynicism, characterized by cognitive processes, including the belief and anger stemming from unpleasant emotions associated with feeling undervalued and subjected to criticism. According to previous research (Brandes et al., 1999; Dean Jr et al., 1998; Özler & Atalay, 2011), employees believe the organization acts in a manner that is perceived as a betrayal.

Affective cynicism refers to a pessimistic outlook that gives rise to negative emotions responses (Dean et al., 1998). These emotional reflections encompass intense sentiments such as wrath and disgrace (Abraham, 2000; Brandes, 1997; Özler and Atalay, 2011; Dean et al., 1998).

Behavior cynicism refers to a pessimistic attitude displayed by employees, which prompts them to share unfavorable information about organizations with those external to the organization. For example, the authors (Dean et al., 1998) express discontent or critique their respective organizations. Özler and Atalay (2011) argue that companies generally face significant criticisms, employ sarcastic humor, and are subject to pessimistic forecasts.

Numerous elements, which fall under the categories of organizational and human factors, have an impact on organizational cynicism. One of the most notable factors, as identified by (Wanous et al., 1994), is the presence of incorrect management practices. Another crucial aspect is the absence of organizational commitment and job satisfaction. This information has been sourced from the University of Newcastle. On February 4, 2017, at 23:45 Pacific Time (PT), The factors that have been identified as harming employee well-being and organizational outcomes included satisfaction (Nafei, 2013), reduced payment, reduced performance, high dismissal rates (Andersson & Bateman, 1997), excessive role conflict (Naus et al., 2007), organizational discrimination (Kutaniş & Çetinel, 2009), invasion of psychological contract (Aydın Tükeltürk et al., 2013; Johnson & O'Leary-Kelly, 2003), mistrust (Özler and Atalay, 2011), and low organizational support (Kasalak & Bilgin Aksu, 2014). Prior investigations determined a correlation between organizational cynicism and individuals' experiences within corporations (Wanous et al., 1994; Nafei, 2013; Andersson and Bateman, 1997; Naus et al., 2007; Kutanis and Çetinel, 2009; Johnson and O'Leary-Kelly, 2003; Aydın Tükeltürk et al., 2013; Özler and Atalay 2011; Kasalak and Aksu, 2014). It is thought that organizational cynicism is related to personality in addition to organizational characteristics and experiences. According to Eren (1984), individuals exhibit varying emotions, attitudes, and behaviors across diverse domains of human existence. These distinctions are mostly attributed to variations in personality. Personality encompasses a notable collection of enduring actions that are readily visible across various contexts and time periods. For instance, (Burger, 2006) posits that if an individual exhibits extroverted tendencies on a certain day, it is anticipated that they would continue to display extroversion in the subsequent days. Numerous academics across diverse fields, Sociology, psychology, marketing, organizational behavior, and other fields try to understand and investigate the idea of personality

and its related characteristics (Aytaç, 2001). Personality can be defined as a collection of individual attributes, according to certain researchers, while others place greater emphasis on its manifestation in different settings (Kolasa, 1969). A person's personality greatly influences the attitudes and behaviors they exhibit in social situations.

According to the management science literature, destructive workplace behaviors negatively affect organizations and individuals. These workplace mistreatments have been studied under various academic disciplines, including organizational cynicism and personality traits (Soomro et al., 2022). Organizational cynicism is a growing concern having negative organizational and individual impacts (Nafei & Kaifi, 2013). literature indicates determinantal effects of cynicism within and outside the workplace (Scott & Zweig, 2016). Organizational cynicism studies are still deficient (Aslam et al., 2016). Especially in Pakistani settings, limited studies are conducted on organizational cynicism.

Organizational cynicism predicts counterproductive work behavior (Tolga, 2020). This behavior of employees is found harmful to individuals and organizations (Penney & Spector, 2005). adverse effects of counterproductive work behavior include high turnover, aggressive behavior with co-workers, and stress (De Clercq et al., 2019).

The employee-organization link has established prominence in business literature in the past three decades (Aydin & Akdag, 2016). Consequently, numerous investigations have concentrated on different characteristics of organizational behavior; corporate citizenship, employee involvement, organizational cynicism, and employee engagement are just a few of the subjects that have been the subject of numerous research (Johnson & O'Leary-Kelly, 2003; Naus et al., 2007).

Based on the past literature, the critical asset of any firm having strategic importance is the human capital (Gabčanová, 2011; Kanyurhi & Bugandwa Mungu Akonkwa, 2016). These strategic investments are difficult to trade, limited in quantity, and highly specialized, and the organization is responsible for their maintenance (Becker & Gerhart, 1996). A consulting company analyses human capital and concludes that the most successful businesses have excellent human resource scores. In the 21st century, globalization, technology, and the diversity of the workforce have altered the status quo, making it one of the most significant obstacles for managers to retain the best employees because of Cynicism. According to (Reichers et al., 1997), "cynicism is a negative attitude towards one's employer." Literature posits that cynical employees think their management team does not care about them and only uses them for market advantage (Eaton, 2000). There are five approaches to cynicism, according to (Ozler & Atalay, 2011): Types of cynicism include: individual cynicism, group cynicism, workplace cynicism, vocational, and resistance to organizational change. Personality cynicism shows a negative outlook on others, whereas social cynicism is based on encounters between people and is characterized mainly by disillusionment with others.

The literature on organizational cynicism shows that cynicism substantially affects turnover intention. Organizational cynicism may affect employee turnover intentions if workers are dissatisfied with their jobs (Shahzad & Mahmood, 2012). Workers becoming more cynical about their employer are more likely to consider leaving. The less cynical an employee is, the less likely they are to quit (Lather et al., 2011). (Khan, 2014) conducted a study in Pakistan's Banking Sector to investigate how organizational cynicism affects staff turnover and argued that employee inspiration and courage could reduce cynicism and its effects.

Employment relationships have evolved due to the contemporary workplace's swift transformation. Research indicates that working environments' psychological and emotional experiences are individual outcomes of employees who devote time to their jobs. Excessive job responsibilities and high-performance objectives can cause stress by imposing mental and physical strain on employees. If employees perceive that the emotional demands of their employment exceed their capacity to manage, this can deplete their emotional resources. This situation may be harmful to the organization by instilling negativity, feelings of disappointment, and negative feelings in employees (cynicism), which further affects efficiency (Abro et al., 2023), and performance on the job (Chen et al., 2023) and counterproductive work behaviors (Abdullah et al., 2021).

At present, a critical issue for organizations is improving employee productivity; the elevated level of tension experienced in the workplace can substantially hinder employee performance. (Wang et al., 2015). Workplace tension and anxiety contribute to occupational stress (Deshwal). Moreover, Organizational stress is a result of an individual's and organization's mismatch. Mismanagement of organizational tension diminishes the human potential within an organization and further contributes to diminished quality, productivity, health, well-being, and morale. According to the investigation (Kahn & Quinn, 1970), "stress is the result of an individual's assigned work responsibility that has a detrimental influence, while Occupational stress is regarded as a negative aspect of the workplace." Similarly, the employee's behavior is highly dependent on the organization's behavior, such as if the firm depicts a positive attitude towards the employees, they show their reaction accordingly (Shapiro et al., 2004). For service sector employees, long working hours, workload, low salaries, technological problems at the workplace, and imbalance

between professional and personal life are the significant sources of Stress (Siyamablapitiya & Sachitra, 2019).

The pillar of Pakistan's economy, the financial industry, has consistently played a crucial role in preventing economic catastrophes (Ahmad et al., 2022). The banking profession is considered arduous and commonly identified with heavy responsibilities, numerous targets, extensive client interactions, time constraints, inconsistent difficulties, too much paperwork, and qualitative burden. (Tiron-Tudor & Faragalla, 2022). However, the banking sector contributes the most to asset composition, with 72.7% of total assets in 2007 and a significant share in the same year's gross domestic product (GDP) (SBP, 2010). Pakistan is dominated by commercial banks (SBP, 2012). From 2016 to 2019, networking lines increased from 14,219 touches to 15,612, depicting a considerable increment in networking cables by 10% (SBP review, 2020). The banking sector in Pakistan is facing tough competition, notably following the capital adequacy benchmark established by the central bank of Pakistan to foster a stable banking system (Ul Hassan et al., 2013). More than 120,000 fatalities annually, and around 5–8% of yearly healthcare expenses, are due to how corporations manage their workforces(Goh et al., 2016).

The banking sector is an essential segment of the financial area in any economy. Many empirical investigations and conduct in many countries have depicted the negative consequences of work pressure stress on their workers' health, society, and organizational performance (Aboramadan, Turkmenoglu, et al., 2020; Giorgi et al., 2019). Stress constitutes one of the most pressing concerns in Pakistan's banking industry and must be addressed for workers to deliver great work comfortably (Ehsan & Ali, 2019). Stress damages employees' cognitive and emotional behavior, leading employees to negative behavior toward the organization (Aboramadan, Turkmenoglu, et al., 2020). Due to the emergence of the new financial industry, state-owned banks

face strict encounters with other banks and workers interacting with extreme pressure levels to meet their work demands (Khalid et al., 2020). Pakistan's banking sector is continuously evolving, and new banks have created competition problems and mergers and acquisitions issues (Khan et al., 2017). Organizations now need to be more competitive due to the growing significance of competition and technological breakthroughs (Metlo et al., 2021); as a result, they require highly competent employees and multitasking to sustain at minimum operational cost (Easmin et al., 2019). Organizing private organizations is a challenge because of the challenging market. To gain a competitive edge, private bank workers are attempting substantial outstanding tasks that lead to more work pressure, reducing their performance (Islam et al., 2021). Employers who do not give their staff members the chance to balance work and life may find that their workforce is becoming more and more unhappy and unproductive. (Gupta, 2016). The study (Rehan, 2017) suggests implementing organizational cynicism in the Pakistan service sector, a neglected area for frontline employees. Another study (Soomro et al., 2022) also suggests investigating organizational cynicism in Pakistan.

1.2 Context Analysis

The banking sector is an essential segment of the financial area in any economy. Many empirical investigations and conduct in many countries have depicted the negative consequences of work pressure stress on their workers' health, society, and organizational performance (Astrauskaite et al., 2015; Giorgi et al., 2019). Stress constitutes one of the most pressing concerns in Pakistan's banking industry and must be addressed for workers to deliver great work comfortably (Ehsan & Ali, 2019). Stress damages employees' cognitive and emotional behavior, leading employees to negative behavior toward the organization (Aboramadan, Dahleez, et al., 2020). Due to the emergence of the new financial industry, state-owned banks face strict encounters

with other banks and workers interacting with extreme pressure levels to meet their work demands (Khalid et al., 2020). Pakistan's banking sector is continuously evolving, and new banks have created competition problems and mergers and acquisitions issues (Abbasi et al., 2021). The increasing significance of competition and technical breakthroughs has necessitated firms to enhance their competitive capabilities (Metlo et al., 2021); as a result, they require highly competent employees and multitasking to sustain at minimum operational cost (Haque et al., 2019). Organizing private organizations is a challenge because of the challenging market. To gain a competitive edge, private bank workers are attempting substantial outstanding tasks that lead to more work pressure, reducing their performance (Islam et al., 2021). Organizations that fail to offer employees the chance to achieve work-life balance may encounter a growing population of discontented and unproductive personnel (Gupta, 2016). The study (Rehan, 2017) suggests implementing organizational cynicism in the Pakistan service sector, a neglected area for frontline employees. Another study (Soomro et al., 2022) also suggests investigating organizational cynicism in Pakistan.

1.3 Problem Identification and Statement

The prevalence of organizational cynicism among employees has emerged as a prominent phenomenon inside the workplace (Chiaburu et al., 2013). An attitude of frustration, despair, and pessimism is cynicism. Which results in a negative influence on the organization's overall operation and reputation. Personality qualities play a vital role in establishing organizational cynicism (Soomro et al., 2022). Despite the considerable discourse around organizational cynicism, prior academic research remains limited in its ability to ascertain the characteristics that enhance the connection between personality traits and organizational cynicism, particularly within the banking industry in Pakistan.

To mitigate these adverse effects, there is a need to investigate the underlying factors contributing to organizational cynicism. This study fills the void by implementing the HEXACO personality model to examine the complex relationship between employees' personality traits, their level of commitment to the organization, and the subsequent development of organizational cynicism. This multi-faceted issue requires a comprehensive investigation to uncover the intricate factors within this sector. This investigation aims to provide a thorough understanding of these connections, shedding light on the factors influencing employee behavior towards cynicism within Pakistani banking institutions. Ultimately, it seeks to offer practical insights for cultivating a more positive and productive organizational culture.

1.4 Study Gap

Existing scholarly research has investigated the correlation between the five major personality characteristics and organizational cynicism across many contexts and sectors. Numerous studies have been undertaken by researchers to investigate the correlation between personality qualities and cynicism in organizations, with the aim of obtaining valuable insights into the behavioral patterns of employees across diverse organizational contexts (Alarcon et al., 2009; Allen & Mellor, 2002; Bakker et al., 2006; Guastello et al., 1992; Morgan & De Bruin, 2010; Özler & Atalay, 2011). Extensive study has been conducted on cynicism and organizational cynicism, with a special focus on the education sector. A considerable body of research has been dedicated to investigating the perspectives of employees regarding cynicism inside educational companies. (James, 2005) examined the conduct of employees in the education sector regarding organizational cynicism. The researcher's investigation unveiled correlations among job stress, organizational citizenship behavior, organizational deviance, and job performance. The study (Kalağan & Aksu, 2010) observed the connection between organizational cynical behavior and the demographic

characteristics of research assistants. Their findings revealed that the research assistants' demographics impact the organizational cynicism level. A study (HELVACI & Çetin, 2012) examined the phenomenon of organizational cynicism among instructors. The findings revealed a substantial relationship between the number of years of experience and the level of organizational cynicism exhibited by teachers. The study conducted by (Karadag et al., 2014) revealed a significant connection between organizational cynicism and its impact on school culture and academic accomplishment. A recent study (Soomro et al., 2022) examined the relationship between cynicism, personality traits, and employee performance within the educational sector of Pakistan. Additionally, it proposed further investigation into employee behavior within the banking sector of Pakistan, with a focus on organizational commitment as a potential mediator. After thorough understanding of literature, it was determined that there is no evidence to support the notion that organizational commitment mediates the relationship between the HEXACO personality model and organizational cynicism. Furthermore, within the realm of literature, a considerable body of research has been dedicated to exploring employees' perspectives on cynicism within educational institutions. However, limited attention has been given to other sectors. Therefore, the present study aims to evaluate employees' perceptions of cynicism specifically within the banking sector of Pakistan. In previous literature, A study conducted by Kappagoda (2013), the researcher analyzed the relationship concerning the five-factor personality traits and organizational commitment within the context of teachers. The findings uncovered a positive correlation between five-factor personality traits and organizational commitment. In a study conducted by Abdullah, Omar, and Rashid (2013), the researchers examined the impact of personality traits on organizational commitment and employee performance among a sample of Pakistani Bank workers who exhibited the big five personality traits model. The five-factor

personality traits were found to have a positive correlation with levels of organizational commitment. In a study conducted by Ziapour, Khatony, Jafari, and Kianiipour (2015), a sample of 270 staff members from Kermanshah University of Medical was examined to investigate the relationship between big five personality traits model, personality traits, and organizational commitment. Farrukh's (2017) findings show a significant relationship between five-factor personality traits and affective commitment. There was a negative relationship observed between five-factor personality traits and continuance commitment. A study examined the correlation between personality traits and organizational cynicism among 254 instructors from different private schools in Istanbul. According to the authors' findings using the partial least-squares method, it was observed that five-factor personality traits exhibited a detrimental impact on both cognitive cynicism and affective cynicism (Acaray & Yildirim, 2017). The study (Rehan, 2017) suggests implementing organizational cynicism in the Pakistan service sector, a neglected area for frontline employees. Another study (Soomro et al., 2022) also suggests investigating organizational cynicism in Pakistan. The literature reveals that organizational commitment is used in the context of the five factors of personality traits, but the HEXACO model is ignored. This study investigates the impact of the HEXACO model on organizational commitment.

1.5 Research Questions

The study's research question would be formulated to address the specific focus on HEXACO personality traits and organizational cynicism while considering the mediation of organizational commitment and moderation of occupational stress.

1. How do HEXACO personality types, organizational commitment, and cynicism all tie together?
2. Does occupational stress moderate between commitment and cynicism?

The research question encapsulates to examine the relationships among HEXACO personality traits, organizational commitment, and organizational cynicism within the banking industry, taking into account the potential moderating influence of occupational stress. Through the exploration of this research inquiry, the study endeavors to elucidate the fundamental mechanisms that exert influence on employee attitudes and behaviors within the banking sector. This endeavor eventually seeks to provide useful contributions to academic scholarship and offer practical implications for human resources practices within banks.

1.6 Significance of the Study

The importance of the study lies in its potential to provide constructive comprehensions into employee behavior within the banking sector. Research on the interplay between HEXACO personality traits, commitment, and cynicism among bank employees holds several important implications. By investigating the relationships between HEXACO personality qualities, organizational commitment, and organizational cynicism within banking industry, this research will contribute to a deeper understanding of how individual characteristics impact employee behaviors. This can help banks tailor their management and human resources strategies to create a more conducive and supportive work environment. Understanding the role of personality in influencing organizational commitment and cynicism can assist banks in identifying factors that influence employee engagement and retention. Banks can use this knowledge to design targeted programs to increase job satisfaction and reduce cynicism, leading to a more committed and motivated workforce.

The study's findings can guide banks in developing evidence-based policies and practices that address the effect of personality traits on employee behaviors. This includes implementing

effective stress management programs, improving communication channels, and promoting a positive organizational culture.

Organizational cynicism can be detrimental to employee morale and productivity. By identifying the factors contributing to cynicism among bank employees, this study can help banks implement strategies to mitigate cynicism and foster a more positive and trusting work environment. Examining the mediating function of organizational commitment can shed light on the emotional attachment of bank employees to their organization. Banks can use this knowledge to strengthen commitment levels, positively impacting employee performance and reducing turnover rates. By applying the HEXACO model of personality to the banking sector, current study contributes to the practical application of this personality framework beyond traditional educational and organizational settings. This can open new avenues for studying personality behaviors and their impact on various industries and professions.

This study fills a research gap in the banking sector by focusing on the specific dynamics of HEXACO personality traits, organizational commitment, and organizational cynicism among bank employees. This targeted focus enriches the existing knowledge in the industry, providing valuable insights for banks to optimize their human resources practices. This study holds significant potential to contribute to the banking sector's organizational psychology field. By investigating the relationships between HEXACO personality traits, organizational commitment, and organizational cynicism among bank employees, research can inform policies, improve employee engagement, and foster a positive work environment, ultimately benefiting both employees and the banking institutions.

1.7 Objective of the Study

The primary aim of this study is to examine the relationships between HEXACO personality traits, organizational commitment, and organizational cynicism within the banking sector.

Furthermore, the research investigates the moderating influence of occupational stress on these relationships. This study aims to address the objectives to...

1. Examine the relationship between HEXACO personality traits (honesty-humility, emotionality, extraversion, agreeableness, conscientiousness, and openness to experience) and organizational commitment among bank employees.
2. Investigate the mediating effect of organizational commitment in the connection between HEXACO personality traits and organizational cynicism among bank employees.
3. Explore the moderating effect of occupational stress in the relationships between organizational commitment and organizational cynicism.

1.8 Structure of the Study

This research is structured in the following way. Chapter 01 explains the study's introduction, background, Problem statement, and objective. Chapter 02 will explain the literature review about the variables of the study. Chapter 03 will explain the methodology, data composition, and analysis tools. Chapter 4 will explain the specification analysis, and last chapter 05 will give a conclusion, implications, and policy recommendations.

CHAPTER 2

LITERATURE REVIEW

2.1 Organizational Cynicism

Organizational cynicism is "a both a general and particular mentality that expresses disappointment, desperation, and dissatisfaction as well as contempt for and mistrust of an individual, group, philosophy, social convention, or institution." (Andersson, 1996). "One's negative attitude towards organization" (Abraham, 2000).

"Employee's negative attitude towards the organization, its practices, processes, and management" (Wilkerson et al., 2008). "An attitude composed of cognitive (faith), affective (emotion) and behavioral (behavior) tendencies" (Kalağan & Güzeller, 2010).

The literature posits that cynicism is one of the main concepts that has come to light in studying corporate behavior. Even though its synonyms are "skepticism," "incredulity," "insecurity," "disbelief," "pessimism," and "negation," "denial" is a unique term. a cynic is "one who is cynical" in the contemporary sense. Who seeks out defects, the one who delights in things as they are, and the critic (Erdost et al., 2007; Ryu & Jun, 2019). Organizational cynicism (OCY) began in the 1940s and progressed as an emergent concept for upcoming decades (Cook & Medley, 1954). Organization Cynicism's history can be traced to the ancient Cynic School thinkers of the fourth and fifth centuries BC. (Andersson & Bateman, 1997). Since the 1960s, the construct got the attention of researchers to focus on engagement and cynical attitudes of employees in organizations (Fernández et al., 2018)—studies by scholars beginning in the late 1980s and early 1990s (James, 2005).

The fundamental concept of organizational cynicism has three dimensions: Negative attitude toward one's organization, the belief which the organization lacks integrity, and

disapproving and critical behavioral tendencies toward the organization.” (Dean Jr et al., 1998). According to (Cole et al., 2006), cynicism estimates an individual’s work experience in the organization. In previous studies, organizational cynicism is connected with Several unfavorable outcomes, including hostility, distrust, disrespect, discouragement, poor performance, personal conflict, absence, turnover, and stress (Abraham, 2000; Andersson, 1996; Dean Jr et al., 1998). These negative feelings negatively affect both organization and employee job experiences, resulting in several attitudinal and behavioral outcomes (Tayfur et al., 2013). Like reduction in employee commitment to the organization (Chiaburu et al., 2013), It has been theorized that these outcomes reduce healthy organizational functioning (Evans et al., 2010). Higher organizational cynicism among staff members makes them less likely to give honest input about their managers and more likely to fear retaliation than lower organizational cynicism among staff members (Smith & Fortunato, 2008).

2.1.1 Cognitive Cynicism

The literature study of (Dean Jr et al., 1998) identified three dimensions of organizational cynicism: cognitive cynicism, affective cynicism, and behavioral cynicism. “Cognitive cynicism” refers to the belief that the organization is dishonest and that its methods lack fairness, honesty, and truthfulness. (Dean Jr et al., 1998). Employee cynicism of their companies is called the cognitive component (Urbany, 2005). Employees may compromise their value judgments, including sincerity, frankness, honesty, and truth, and act dishonestly and immorally in their best interests (Kalağan, 2009).

2.1.2 Effective Cynicism

The “effective cynicism” component includes negative feelings directed at the structure and intensely personal feelings like disrespect, rage, distress, and shame (O’Leary, 2003). (Dean

Jr et al., 1998) People with cynical views towards their organizations disregard organizational principles and regulations because they do not take these individuals seriously; as a result, they engage in a great deal of misconduct. Cynical people also struggle to believe in others and prioritize their interests over those of others. Strong emotional responses such as disdain, wrath, sorrow, and shame are part of the effective component of organizational cynicism. Disrespect, a failure to see the worth of others, wrath, rage, hatred of others, hubris, moral corruption, disappointment, and unreliability all exist here.

2.1.3 Behavioral Cynicism

“Behavioral cynicism” refers to Staff who behave cynically and are unenthusiastic about future organization-related events, engage in cynical humor, disdain their organizations, and act brutally and innocuously while moaning about their organizations exhibit cynical behavior and attitudes (Dean Jr et al., 1998). Cynical behavior can also be shown in groups through nonverbal cues. Symbolic gestures, sarcastic grins, and mocking laughter can be examples of negative behavior (Brandes & Das, 2006). Cynical employees are characterized by several negative traits, including a gloomy outlook on the company’s future, a sarcastic sense of humor, a disdain for the organization, and a tendency to voice severe criticism.

Organizational cynicism (OCY) refers to a person’s negative emotions toward the organization, such as unrest, dissatisfaction, and hopelessness (Özler & Atalay, 2011). OCY is a barrier to organizational improvement and seriously harms the company (Elhanafy & Ebrahim, 2022; Pitre, 2004). Getting rid of cynicism is a critical concern for employees and corporations (Namie & Lutgen-Sandvik, 2010). Negative sentiment should be wiped out first at the individual level, subsequently at the level of their colleagues, then at the level of their group, and lastly at the workplace level (Brown & Cregan, 2008). Cynicism can necessitate substantial managerial efforts

because it originates from workers' job experiences (Pailing & Segalowitz, 2004). Cynicism can lead to various negative feelings toward one's group. Repulsion, rage, hurt, and hatred are the most common (Dean Jr et al., 1998). Cynicism harms both the organization and the employees by making them feel hopeless, less devoted to their jobs, and dissatisfied, leading to their quitting the company (Nair & Kamalanabhan, 2010). Thus, organizational cynicism can be a toxic issue for an organization. Many academic works (Chiaburu et al., 2013; Dean Jr et al., 1998; Johnson & O'Leary-Kelly, 2003; Ugur et al., 2014) investigate what factors contribute to the development of cynicism in organizations. Organizational cynicism (OC) is on the rise in modern workplaces. In terms of behavioral resistance, its effects are interactive. (Aslam et al., 2015).

Literature posits two significant causes of organizational cynicism: Individual and organizational considerations. Personal factors include age, gender, relationship status, rank, income, and level of education; organizational factors include fairness in the workplace, violation of contract, personal conflicts, and cynicism (Polatcan and Titrek, 2014:1292). Organizational cynicism may result in many negative results, including Reduced employee performance levels, increased intention to leave work, decreased promotions in a competitive atmosphere, Inadequate social assistance, Inability to make efficient decisions, and Personal and organizational standards have fallen. They are moving away from the organization's principles, Losing the sense of integrity, decreasing citizenship behaviors, and Reducing work satisfaction and organizational commitment (Chiaburu et al., 2013; Mete, 2013; Yetim and Ceylan, 2011).

According to the literature, there are five subsets of organizational cynicism: corporation cynicism, personality cynicism, cynicism about organizational transformation, cynicism about one's career path, and cynicism among employees. All five varieties of cynicism exist inside an organization, meaning "organizational cynicism" serves as an umbrella that unites these

categories. Despite differences in motivations and root reasons, all types of organizational cynicism have a standard set of unfavorable internal and external attitudes toward the company (Torun, 2016). Vocational cynicism is a negative attitude toward the organization where one works (Cartwright & Holmes, 2006: 200), while corporate cynicism, also known as social cynicism, indicates the insecurity of an employee toward their organizations and authorities (Donald & Philip, 2009). However, personality cynicism is unique among cynicisms in that it is an innate trait of the individual that leads them to see other people's actions critically (Abraham, 2000).

According to research, organizational cynicism has impacts on personnel leading to low efficiency, unwillingness in exhibiting organizational citizenship, unethical conduct, inspiring decrease, interpersonal disputes, absenteeism, an increase in employment termination, a decline in commitment to the organization, and dissatisfaction with work, all of which may negatively impact organizational efficiency (Cinar, Karcıoglu, & Aslan, 2014; Kaygin et al., 2017; Shahzad & Mahmood, 2012). An investigation proved that organizational cynicism affects employee performance (Tuna et al., 2018; Dimbga et al., 2022). Organizational cynicism is a situation where many workers distrust the company. Another meaning of organizational cynicism is the belief that an organization lacks moral character and consistently violates values like sincerity and honesty, which harm organizational performance. (Bernerth et al., 2007). Organizational cynicism reduces productivity and efficacy, which costs businesses significantly in terms of money and morale. According to earlier research, these circumstances harm worker morale, company allegiance, treason, fraud, theft, organization reducing staffing, employee turnover rates, labor force efficiency, dismissal rates, worksite alienation, and organization. (Bommer et al., 2005; James, 2004). Cynic employees have less energy towards their work (Bakker et al., 2006). Organizational cynicism is distrust towards coworkers and the organization and negatively impacts employee

performance (Nafei & Kaifi, 2013). At the organizational level, organizational cynicism is identified, which is particularly detrimental to the employer because it reduces productivity in the organization (Kim et al., 2019).

The literature posits organizational cynicism can be triggered by experiences such as hostility in superiors, adverse managerial behaviors, and conflicting roles in the workplace, as well as a lack of self-confidence, unfavorable working conditions, such as extended work hours and a heavy workload (Chiaburu et al., 2013; Nafei, 2013). Another previous study highlighted some key elements Employee cynicism can be affected by a lack for gratitude, disagreement with the company's values, a lack of work autonomy, a heavy workload, improper management, unrealistic employment goals, not enough social support, a sense of rejection, lower wages, poor communication within the company, situations of conflict, and a culture of favoritism. Other factors which may lead to employee cynicism include the promotion of favoritism, scenarios of conflict, and a shortage of social support. Additionally, the propagation of nepotism, disagreements, and a lack of social support can affect employee cynicism (Mousa, 2017). The lack of attention paid to the psychological contract is one of the most critical factors that contribute to cynic behaviors; if the organization has broken expectations and promises made among an organization and its employees prepares the way for the development of introverted and unfavorable behaviors in individuals. The psychological contract between employers and employees is breached when the organization cannot meet its commitments. According to this scenario, employees will display negative attitudes and behaviors toward the organization (Sabuncuoğlu and Tüz, 2013). Cynicism in an organization will lead to the destruction of a feeling of belonging and a reduction in the concept of citizenship within an organization. The cynicism permeating an organization can make employees less productive, less motivated, and less likely to

attend work regularly, contributing to higher employee turnover and lower job satisfaction (Özcan, 2013). According to the study (Ağırdan, 2016), the best way to get rid of cynicism in an organization is to make sure that its members are treated fairly and that it can be relied on, to devise a workload plan that strikes a healthy balance, to take steps to alleviate occupational stress, to cultivate an understanding of management that is open and honest, and to provide employees with attainable goals.

Recent research suggests that organizational cynicism and commitment to the organization substantially correlate (Nafei, 2013). According to research, organizational cynicism has a significant impact on organizational alterations and impedes the change process, resulting in a loss of resources and time. Cynicism also has an important impact on alterations at the individual's level (Grama and Todericiu 2016). When discussing the repercussions of cynicism, it is essential to remember that it can be the root cause of various adverse outcomes, including skepticism, professional misconduct, and exhaustion. (Rose et al. 2017). It is pervasive for employees to be cynical when they do not trust the organization. This indicates decreased optimism and organizational commitment (Grama and Todericiu 2016). Within the framework of the behavioral component, organizational commitment covers workers' plans to stay with the company, whereas organizational cynicism includes employees' uncertainty about whether or not to leave. Individuals with minimal organizational commitment only feel a lack of attachment to and pride in the organization, whereas cynical employees experience emotions like distaste and resistance towards their organizations during organizational experiences (Dean et al., 1998).

Because of Pakistan's collectivist society, cynical employees do not demonstrate commitment to labor organizations (Bashir & Nasir, 2013). Researchers Abugre (2017) found that unfavorable connections in workplaces that actively include individuals' intents to quit the firm

were predicted and moderated by organizational cynicism (OC). According to research conducted in Pakistan by Arslan and Roudaki (2019), organizational cynicism (OC) has a negative and substantial influence on employee performance (EP), while employee engagement moderates the relationship among OC and EP. Results from a study conducted in Pakistan by Naseer et al. (2021) show that when workers' psychological capital is low, they only exhibit unproductive job behaviors associated with organizational cynicism (OC).

Personality cynicism is unique among cynicisms in that it is an innate trait of the individual that leads them to see other people's actions critically (Abraham, 2000). According to (Yating Miao et., al 2023), HEXACO and the Dark Triad contribute significantly to counterproductive work behavior prediction. Those who rank higher on the Dark Triad personality traits are likelier to engage in CWBs. (Yannick Griep, 2018) Suggest that participation in CWB might boost the probability of perceived stress by lowering self-esteem and increasing organizational cynicism. Specifically, we hypothesize that individuals in the workforce who participate in counterproductive work behavior might experience a decline in self-esteem.

2.2 HEXACO Personality Model

Literature posits that personality is an essential part of life that influences how an individual thinks, feels, and behaves(Costa & McCrae, 1992). According to(McCrae & Costa, 1987), the big-five personality model is the most frequently used and standard model of personality in literature. It includes Openness, Extraversion, Agreeableness, Conscientiousness, and Emotionality/Neuroticism domains(Goldberg, 1990). However, it has recently been argued that a six-factor structure is preferable to a five-factor one for Personality(Ashton & Lee, 2007). In contrast, the last decade has witnessed the emergence and rising prominence of a newer six-factor structure known as the HEXACO model (Lee & Ashton, 2004). The HEXACO model of

personality was first introduced by Ashton and Lee in 2001 as an alternative to the widely used Big-Five model of Personality (Ashton & Lee, 2001). The HEXACO model's primary goal was to incorporate a sixth trait of Personality, Honesty-Humility, that defines a tendency to be fair and genuine in relations with others which was not explicitly represented in the Big Five model.

The HEXACO personality framework is widely used in personality psychology (Thielmann et al., 2022). It contains six factors that measure traits along the dimensions of "Honesty-Humility, Emotionality, Extraversion, Agreeableness, Conscientiousness, and Openness to Experience" (Ashton & Lee, 2007). In the HEXACO model, The Honesty-Humility (H) factor is distinctive and measures characteristics such as fairness, sincerity, modesty, and greediness avoidance. Emotionality (E) refers to emotional sensitivity and the tendency to experience anxiety and vulnerability. Extraversion (X) measures social behavior and the tendency to seek stimulation and activity. Agreeableness (A) refers to traits such as kindness, trust, and forgiveness. Conscientiousness (C) measures self-discipline, organization, and responsibility. Finally, Openness to Experience (O) refers to curiosity, creativity, and appreciation for art and beauty (Ashton & Lee, 2007).

2.2.1 Honesty/Humility

This dimension is defined as a disposition to treat others with integrity and candor, mainly when performing so would enable one to capitalize on these individuals without fear of retribution (Zettler et al., 2020). People with this characteristic tend to be trustworthy, dependable, and honest. However, those lacking this attribute tend to be self-centered, greedy, and exploitative (Rafi et al., 2013). This dimension reflects an individual's perception of right and wrong (De Vries et al., 2011). According to (Ashton & Lee, 2009), Those who exhibit honesty and humility are less likely to

engage in deceptive behavior, prioritize material possessions or social standing above others, and refrain from manipulating others for their benefit.

2.2.2 Emotionality

Behaviors linked with investment in kin, such as feelings of empathy and emotional connection toward close individuals (who tend to be one's relatives), and the avoidance of danger and seeking assistance when others are in need, are all related to the concept of kin altruism (Zettler et al., 2020). According to (Ashton & Lee, 2009), Those with a high Emotionality score tend to have nervous reactions to stress, actively seek the emotional support of others and have a high degree of empathy.

2.2.3 Extraversion

Extraversion is participation in group activities (such as interacting with others, taking charge, or providing entertainment for others) (Zettler et al., 2020). More extroverted individuals tend to be gregarious, talkative, ambitious, passionate, self-assured, and outspoken since these traits come quickly. (Costa Jr & McCrae, 1992) argued that people high in this trait are lively, confident, and at ease in social settings. According to (Ashton & Lee, 2009), People who score higher on the extraversion scale tend to be more optimistic about their relationships with others and themselves.

2.2.4 Agreeableness

This dimension is a disposition for forgiveness and tolerance to work with others even while being exploited (Zettler et al., 2020). Cooperation, trustworthiness, selflessness, humanity, and forgiveness are all hallmarks of someone who scores high on this quality (Costa Jr & McCrae, 1992; Goldberg, 1992; Zhao & Seibert, 2006). According to (Ashton & Lee, 2009), Individuals

with higher levels of agreeableness are characterized by a more robust capacity for forgiveness, leniency, and social harmony.

2.2.5 Conscientiousness

This dimension reflects participation in activities meant to accomplish a goal, such as working, planning, and organizing (Zettler et al., 2020). It is a scale to which a person is conscientious may be gauged by their propensity to take the initiative, plan, focus intently on tasks, aim for excellence, and weigh consequences thoroughly. Integrity also includes initiative, self-discipline, perseverance, and accountability to one's community (Costa Jr & McCrae, 1992). Higher Conscientiousness scores indicate a person's tendency toward orderliness, discipline, and a pursuit of perfection (Ashton & Lee, 2009).

2.2.6 Openness to Experience

This dimension reflects participation in activities involving intellect (such as study, speculation, and thought) (Zettler et al., 2020). These individuals are exceptionally creative and enjoy using their imaginations in daily life. They are also drawn to unique concepts or individuals. They have difficulty focusing, are unpredictable, value art, and enjoy taking risks (Friedman & Schustack, 2016). High scorers on the Openness to Experience scale are kind to explore new things, think outside the box, and be inspired by the beauty of the world around them (Ashton & Lee, 2009).

The HEXACO model's development involved multiple stages of research, including factor analysis, cross-cultural validation, and construct validation. The HEXACO model is reliable and valid among different languages and cultures (Ashton et al., 2014). According to research, the criterion-related reliability of personality tests is improved by contextualization (Dunlop et al., 2022). For instance, validities for non-contextualized personality measures have been shown to

vary from .02 to .22 (with a mean of .11) by Shaffer and Postlethwaite (2012). In contrast, reliability for framed personality measures has been found to range from .14 to .30 (with a mean of .24). Specifically, they observed that the most incredible amount of context led to the best criterion-related validity for three of the five personality measures. (Holtrop et al., 2014) also noted that adding context to the HEXACO-PI-R's facets increases its face and perceived predictive validity.

Different thinkers have taken various angles when discussing personality traits. (Allport, 1937), a psychologist argues that an individual's personality is hardwired from birth and affected by past experiences in the natural world. Another psychologist (Eysenck, 1952) proposed a biologically grounded notion of personality. He said that everyone has a predisposed neurological system that limits their potential for learning and adaptation. (Tsujioka & CATTELL, 1965) Disputed Eysenck's theory that two or three aspects of conduct might be used to infer a person's personality. He argued that considering more factors was necessary to form a more accurate person portrait.

The HEXACO model has been extensively used in different sectors, including clinical psychology (Sohrabi & Narimani, 2018), social psychology (Leone et al., 2012), and organizational psychology (Pletzer et al., 2021). According to the study in clinical psychology (Mirsaifi Fard et al., 2019) found, the results of a multivariate analysis of variance on the difference among the standard and depressed groups on Hexaco personality dimensions and self-compassion scores show that there is no substantial difference among the groups at the group stage. A statistically substantial relationship exists among the overall compassion for oneself score and Hexaco personality traits in the standard and depressive clinical groups.

Research has explored the role of HEXACO dimensions in academic achievement and success (Sokić et al., 2021). For instance, A study conducted in China found that Conscientiousness and Agreeableness were positively associated with academic achievement and academic satisfaction (Zhou, 2015). According to the research (Ivcevic & Brackett, 2014), an individual's HEXACO qualities are associated with academic success. There is a correlation among HEXACO qualities and scholastic performance (Akomolafe, 2013). According to (Kajonius, 2016) findings, honesty/humility, and academic performance have a significant inverse correlation. Appealing to students' emotions is a proven strategy for improving students' academic outcomes in the classroom (Seligman & Adler, 2018).

HEXACO dimensions have also been linked to physical and mental health outcomes (Fazekas et al., 2013). A study reveal that Emotionality was positively associated with mental health outcomes, including subjective well-being and resilience (Kim, 2019). There were several significant reationships among the HEXACO domains and health behavior outcomes; however, these were most robust when considering mental health. The correlations with actual physical health were minimal at best (Pletzer et al., 2023).

HEXACO dimensions have been widely studied in the context of work-related outcomes (Bucher et al., 2019), various aspects of interpersonal relationships, including attachment styles (Valizadeh Shafag et al., 2017), social behavior (Fiddick et al., 2016), and romantic relationships (Holden et al., 2014). A study conducted in Iran found that Agreeableness and Emotionality were positively associated with attachment anxiety and avoidance, respectively (Pournaghash-Tehrani, 2019). Scholars have applied the HEXACO model to study a variety of outcomes related to job performance and organizational behavior, such as (Khan et al., 2021), organizational commitment (Creese, 2019), and (Pletzer et al., 2020)

The HEXACO model has investigated leadership, decision-making, and job satisfaction. A study (Ashton et al., 2008) found that Honesty-Humility positively relates to job satisfaction. The HEXACO personality model has also been used to investigate the connection among personality traits and decision-making (Heck et al., 2018). A study found that Honesty-Humility was adversely associated with unethical decision-making (Zettler & Hilbig, 2010).

Entrepreneurship is a field that requires individuals to take risks and innovate (Tripathi et al., 2022). According to (Israr & Hashim, 2017), personality is a significant antecedent in most existing research on the importance of personality in determining the entrepreneurial intent of people. Individuals who score higher in the personality qualities connected with entrepreneurial positions and attributes tend to develop better (Liu et al., 2019).

Researchers have used the HEXACO model to investigate leadership, decision-making, and job satisfaction. Another study uncovered that (Rothman & Coetzer, 2002). Previous Studies have explored the relationship among HEXACO personality traits and job performance, leadership, and managerial decision-making styles. (Van Eeden et al., 2008) Found that individuals with high Agreeableness and Conscientiousness displayed transformational leadership styles more likely, while individuals with high Neuroticism displayed transactional leadership styles. Another study found that (Murad & Khan, 2022) while individuals high in Conscientiousness preferred analytical decision-making styles. Additionally, investigations have researched the relationship among HEXACO personality traits and job satisfaction (Saltukoğlu et al.) and the role of Honesty-Humility in ethical decision-making in the workplace (Allgaier et al., 2020).

In the financial industry, HEXACO characteristics have been examined. In a sample of Chinese bank employees, Zhang, Chen, and Chen (2018) concluded that Conscientiousness and

Extraversion were positively associated with job satisfaction. The HEXACO model has also been used in another study by Lee and Ashton (2012) to examine the relationship between disposition and organizational commitment. Organizational commitment describes an employee's degree of attachment and perception of attachment to their employer. Lee and Tie dens (2014) discovered that Conscientiousness and Agreeableness were positively associated with organizational commitment, whereas Emotionality was negatively associated with organizational commitment. Tett and Guterman (2010) investigated the relationship between the HEXACO personality traits and bank employee job performance. The results indicated that Conscientiousness predicts job performance across a variety of occupations, whereas the relationships between the other traits and specific categories of jobs were more specific.

Similarly, Dargah and Honari (2017) investigated the correlation between HEXACO personality traits and organizational cynicism among Iranian bank employees in a separate study. The study found that Emotionality and Agreeableness were positively related to organizational cynicism, whereas Honesty-Humility was negatively related. Other studies have examined the relationship between HEXACO personality traits and bank employee job satisfaction, attrition intentions, and job performance. Specifically, Khan et al. (2021) discovered that Honesty-Humility, Conscientiousness, and Agreeableness were positively associated with job satisfaction among Pakistani bank employees, whereas Emotionality was negatively associated. Li et al. (2021) investigated the connection between HEXACO personality traits and organizational commitment among Chinese bank employees. The research discovered that Honesty-Humility, Conscientiousness, and Openness to Experience were positively associated with organizational commitment, while Emotionality was negatively associated.

The HEXACO is categorized, like other personality frameworks: Each domain has four facets (Ashton et al., 2007). Differential facet-level relationships may be masked when facets are grouped into the larger domains (Tett & Burnett, 2003), which is why small personality facets are thought to predict organizational actions more effectively than broad personality domains (Judge et al., 2013). Additionally, the correlation approach (Fishbein & Ajzen, 1974) suggests that the optimum matching of predictors with requirements (Pletzer et al., 2021) is more likely to occur at the facet level, boosting the validity due to the criterion of specific predictors. According to these explanations, specific factors account for a more significant share of the variation in organizational results than general ones (Pletzer et al., 2020).

2.3 Organizational Commitment

Organizational commitment has been defined as "an affection or attitude of the individuals improve towards the objective of the specific firm "(Bashir & Ramay, 2008).

Organizational commitment refers to the aspiration for the workers to be in the right place in the firm and ignite them to add more arduous work for corporate profit (Noor et al., 2020).

Organizational Commitment Literature

According to the literature study (Mathieu & Zajac, 1990), re-conceding the organization's commitment is the opposite of retaining and is an excellent anticipator of the actual turnover behavior. The vital and prominent representatives of the service firms are the frontline employees. Such commitment can implement a social exchange connection connecting employees and the firm as it depicts the strong relationship and obligations of the person in the organization (Cropanzano et al., 2003). Effective interaction has a positive attitude with the customers because they have self-confidence and are well-committed (Woodside et al. 1989).

According to (Nägele & Neuenschwander, 2014), Organizational commitment is characterized by improved effort and motivation, better job satisfaction, lower absenteeism, and a more protective message. As a result, organizational dedication may contribute to the corporation's healthy and steady development. Organizational commitment benefits the company by lowering absenteeism and turnover rates and increasing production (Jernigan et al., 2002). According to (Joiner & Bakalis, 2006), a deeply committed employee adds to the company's success.

Organizational commitment is a broader thought and different from the satisfaction of the career. It depicts an employee's emotional attachment to the whole direction and is not confined to an actual business (Garland et al., 2009). Analogously, the organization's commitment designates to the level where evidence of the employee's distinctiveness is linked to the organization (Mowday et al., 2013).

The best method for organizational commitment is the study of the approach (Meyer & Allen, 1991). The employees have a social exchange connection inside the firm and the opportunity for growth to highlight the fundamental advantages provided by the organization. They also discussed three other folded kinds of commitments. First, continue commitment which directly connects with the expenses of leaving and the lack of replacement. Long-term employees intend to be a chunk of the team, are extra committed to their organization, and have a greater desire for continuance commitment. While affective commitment indicates the situations they want to address in their organization.

Similarly, normative commitment observes the responsible attitude to persist with the firm because of their colleagues' shared norms and values (Abzari et al., 2011). The organizational commitment along these three features represents employees' emotional stage with their

organization and implicates further job vacancies (Kuruüzüm et al., 2009). Organizational commitment is employees' greater intellectual level of the firm's objective and the importance of their goals (Mowday et al., 2013).

According to (Dean Jr et al., 1998), when a study on the relationship among organizational cynicism and organizational commitment is investigated, particular distinctions among organizational cynicism and organizational commitment are discovered and argued that cynical personnel feels scorn and hesitation toward their employers during the workday. Employees with poor organizational commitment lack connection to and pride in the organization. Organizational cynicism is a more powerful emotion than organizational cynicism (Kalağan, 2009).

Analyzing the phenomena from the company's viewpoint reveals that a high commitment benefits the organization by encouraging workers to work harder and concentrate more on their objectives (Chen et al., 2018). According to (Franco & Franco, 2017), Employees that are devoted to their employer believe that their conduct on the job must be appropriate and moral. Additionally, organizational commitment is a significant factor when assessing a staff member's motivation to contribute to the business's goals (Memili et al., 2013). According to (Naudé et al., 2003), it takes a while for workers to analyze the organization and its processes. Ideals and expectations, and to connect all these elements to their requirements, benefits achieved, or views. However, the more pleased workers are and deeply identify with the company, the more optimistic they are about the group's shared objectives. Various scientific studies show that devoted workers become more active and supportive of their companies (Paul et al., 2016). Employees with more outstanding organizational commitment are less inclined to explore other career opportunities, leading to fewer blunders at work. Work settings that are firmly oriented toward success objectives and generate

more significant organizational commitment are said to have fewer conflicting circumstances within the organization (Halbesleben & Tolbert, 2014).

Employees devoted to their organizations report that they put in more effort and produce better outcomes because they believe their job has a purpose and their superiors appreciate them (Lampinen et al., 2017). Several authors in academic literature provide recommendations for increasing employee dedication within an organization. (Jiang et al., 2018) Identify the tension reduction, the value of employee autonomy, the significance of workplace integration, the importance of formalizing regulations, workplace clarity, Management, organizational parity, the provision of additional benefits to employees, and the effect of these factors on increasing employee commitment to the organization.

According to (Mowday, 1982), organizational commitment evolves through three stages: initiation (waiting), early assignment (beginning), and career midpoint (settlement). The initial phase is to make decisions that will lead to an immersed perception of potential professions, trades, and enterprises. At this juncture, the foundation for future organization loyalty is established. The second phase tests the candidate's knowledge of the organization's genuine culture, norms, values, and responsibilities and their tolerance for ambiguity. In the final phase, newcomers adapt to the organization's norms and values effectively and assume leadership positions. A higher-level organization is one of the secrets to success. (Yozgat & Güngörmez, 2015) States that Firms with a higher organizational commitment may have a greater chance of attaining their objectives.

A previous study (Meyer & Allen, 1991) states organizational commitment as a psychological condition characterized by the nature of an employee's connection to the organization, influencing employees' decisions to remain or depart an organization. This category

includes social and altruistic actions, as well as those motivated by a psychological sense of affiliation with the aims and ideals of the organization (Jackson & Jackson, 2019). A person's personality constitutes one of the most significant factors distinguishing individuals and influencing their behavior and thought processes. Therefore, businesses must hire individuals whose personalities demonstrate a solid commitment to the company (Kumar et al., 2019). Research conducted by (Abdullah et al., 2013) on a population of Pakistani Bank workers discovered a positive correlation among agreeableness, conscientiousness, openness, and extraversion and a negative correlation among neuroticism and organizational commitment. They also discovered that workers' food habits foreshadowed their mental health issues and productivity.

Workers influence the service delivery process and the organization's performance (Ostroff, 1993). According to the study of (Unzicker et al., 2000), the recognition of the solid comparative point of the employees with their organization objectives, this idea, and beliefs be tonic in employee service delivery. The study of Allen and Meyer (1991) refers the organizational commitment as the linkage among the employees and the organization. Such a type of commitment fixation has many praises and unfavorable consequences for workers and the firm, including performance, rewards, punishments, absenteeism, and employee turnover. (Mathieu & Zajac, 1990). The organization's commitment depicts the individual social exchange associated with the firm (Cropanzano et al., 2003). The organization's commitment comprises numerous layers comprising affective commitment (Allen & Meyer, 1990).

The study of (Susskind et al., 2000) argues that organizational commitment is directly associated with career satisfaction. However, (Kim et al., 2005) have discussed in their study the effort of the organization to satisfy their internal customers' careers and extend excellent service deliveries to external customers and encourage their commitment. The study of (Porter et al.,

1974) has defined an organization's commitment, high acceptance level, and contribution within the specific firm. Another study by Meyer and Allen (1991) divided the organization's commitment and hypothesized it into three different categories such as (i) Affective commitment (Emotional relationship with the organization), (ii) Continuance commitment (Budget concern connected by the organization), (iii) Normative commitment (Their responsibility to stay within the organization).

Organizational commitment has been broadly defined, interpreted, and measured in literature. However, the criticism for the lack of precision and superfluity concept continues (Gautam et al., 2004). The study of Meyer and Allen (1991) has developed three component models for organization commitment that is the most dominant framework to study organization commitment (Erdheim et al., 2006). Commitment to an organization is a critical concept in business. Experts in organizational psychology and corporate behavior examine the concept of an organization explicitly. Employee commitment is essential because employees must align their interests, ambitions, and needs with those of the organization to accomplish their goals and attain their objectives (Devece et al., 2016). For this reason, employees who connect their goals with the firm's goals may outperform expectations.

2.3.1 Affective Commitment

This commitment indicates to the state of the employee's emotional connection to the organization, particularly work experience like organizational support (Erdheim et al., 2006). Such emotional reactions have also been defined as the relationship of a person's identity with the firm's identity, other than pure instrumental worth, resulting in circumstances where workers want to continue his / her relationship with their firm (Dawley et al., 2005).

2.3.2 Continuance Commitment

This commitment has been referred to as perceived costs Allen and Meyer (1991). They developed this concept on the (Becker 1960) theory side-bet discussion of this theory. Employees tend to execute the smooth actions developed on the person Spotting the expenses linked with retreating the action. The study (Farrell & Rusbult, 1981) has identified such commitment as associated with probability. Employees' emotional relationship and self-determination will be affected if they quit their jobs.

2.3.3 Normative Commitment

Then the study of Allen and Meyer (1991) refers to such a commitment as an obligation, which has a viable method and indication of trust about the person's duties to the organized with a smaller amount of mutual. Another study (Sun et al., 2013; Wiener, 1982) explains this idea that obligations of normative weights assumed accumulatively to do in the direction to gain favor and the firm's objectives with the purpose that workers will depict these responses for the sake that they are morally and ethically accurate to do.

According to research, an adverse connection among organizational commitment and job stress(Noor, 2013) echoes these sentiments. These results support the theory that conflicts among work and family life lead to occupational stress. Stress is correlated with decreased productivity. Burnout is characterized by job disenchantment and organization detachment resulting in thoughts of abandoning one's current position. The availability of career advancement opportunities may affect the tension levels of employees at work.

The study (Cicei, 2012) within Romanian government organizations led to the hypothesis that excessive stress may result in a lack of organizational commitment and Drives discretionary employee turnover and poor overall company performance. The investigation supported the supposition. The study (Vakola & Nikolaou, 2005) Discovered a correlation among employees'

negative attitudes toward the organization and a higher degree of occupational stress. The employee's behavior significantly influences the organization's reputation and success in the service sector (Fu & Deshpande, 2014). There are some other elements which have been signed on the individual performance by the researchers, such as ethics of social corporate (Sharma, 2009), work feedback affirmative (Valentine et al., 2010), collective impact (Biong et al., 2010) as well as the responses of the employees (Agyemang & Ofei, 2013).

It is crucial to sustain fixed and variable benefits in an organization's labor force and output market. It is necessary to have diligence and engage employees. Each company is doing its utmost to establish a suitable system of training for its staff members, which demonstrates that they will compete to understand and retain workers with the necessary skills for the company (Joo & Mclean, 2006). According to the Becker (1960) study and Shaw et al. (2003), commitment is an amount of emotional attachment or required feature that must exist in the firm employees. Moreover, researchers emphasize the literature on organization commitment as the gesture of organizational efficiency and consequences, specifically positive relationship. Allen and Meyer (1991) classified organizational commitment into three significant components: affective, continuance, and normative. Another study (Wasti, 2005) analyzed Allen and Meyer's three-component model of dedication was revealed to be associated but somewhat different from each other. According to a study (Wasti, 2005), the emotional state of the workers on either carrying on or breaking off their relationship in a firm is mandatory. The conclusion of all portions must be identical, but it is different. However, the study of (Bakan et al., 2011) and (Culpepper, 2011) both have identified that affective commitment is the notable stage of commitment in the firm as victorious firms are primarily associated with the readiness to indulge in all activities of the job, while their sensitive link to the firm reasonably influences the state of their readiness. As a result,

it is found somehow related to the study of the Allen and Meyer (1991) definition of affective commitment, which was stated to worker's emotional affection to the firm where it directly propionate to the members to achieve objectives target of the organization.

Furthermore, such circumstance is confirmed by the study of (Jaros, 2007), who stated that affective commitment is persistently linked with the state of emotions of the workers toward their firm. Employees who have an affirmative feeling about their firm will lead to positive outcomes. The researchers further have depicted that feelings of the reallationship will impact the philosophy of the employees in their job and hence, build their efforts to ignite colleagues to involve much more for the development of the firm. The study (Cohen, 2007) has stated that the workers' skills affect affective commitment at the workplace and higher endorsement about the knowledge exchange for building their firm. Moreover, (Newman et al., 2011) found a crucial relationship among firm effectiveness and employees who intend to leave the organization. According to the study (Wiener, 1982), employees can be ignited to participate in the organization's activities. They define organizational commitment as an internal ruling force that helps to adjust self-goals with the object of their firm, leading to their behavior in line with the firm targets. The study of (Arch et al., 2012) argues that organizational commitment can admire the positive behavior and attitude among the workers and their performance and great loyalty (Iqbal, 2015). Organizational commitment may be an attitude and the selection of employees to remain in the same firm to show their loyalty without thinking about payback (Trimble, 2006).

2.4 Occupational Stress

"Occupational stress in a work environment arises when an individual's capacity to manage their job's psychological and mental responsibilities exceed." (Malta, 2004)

A pattern of behavior appears when employees' skills and knowledge go beyond their capabilities. Consequently, it has become a new disorder associated with modern society. (Irene Houtman, 2005). Occupational stress is the dangerous physical and psychological condition caused by an imbalance among workplace demands, employment resources, and an employee's capabilities or requirements. (Salem, 2015). The term "stress" was introduced by Hans Selye, the father of the stress theory, who first used the word "stress" in 1936. According to Selye, Stress is "the body's non-specific response to any need for change." He added, "Stress does not destroy us; it is how we respond to it." According to (Lazarus, 1966), the sensation of stress is intense and upsetting, and it seems to impact behavior significantly. (Leung et al., 2011) found that when people are subjected to high levels of pressure and anticipation, their bodies react negatively. (Stephen et al., 2019) Described stress as a state of flux in which a human is forced to choose among pursuing a goal or avoiding a threat to that goal. The result is seen as both unclear and crucial. (Palmer et al., 2004) Convey the idea that "stress results from a structural shortage of match among the requirements and desires of an individual and his or her environment."

Occupational stress is becoming a significant issue in occupational health and a major contributor to economic losses. Workplace stress has been connected to both visible mental and physical impairments. However, it may also induce less apparent signs of disease that impact an individual's health and ability to work (Kahn et al., 1964). Due to its negative impact on both the mental and physical wellness of workers as well as their ability to perform their tasks, the investigation of stress has garnered significant attention in recent years (Finney et al., 2013). (Murray-Gibbons & Gibbons, 2007) said that a person's ability to deal with stress on the job hinged on how they evaluated their position and the resources they had at their disposal.

According to the literature, Stressors, including distress, eustress, hyper-stress, and hypo-stress, have created significant variances in workplace stress (Faizan & Haque, 2019). "eustress" and "distress." "EU" is a Greek word that means "good, " Some examples of "eustress" involve accomplishing any goal you set for yourself or your employer, receiving an increase or promotion at work, and receiving an "A" on an exam. The second, more prevalent type of stress is "distress," which can negatively affect physical and mental wellness. Failing a competition, obtaining a poor grade, dropping short of one's goals and objectives, and being demoted, privatized, reduced, or laid off from one's job are all situations that can cause "distress" in a person. Burnout, unstable emotions, and physical and mental illness are all possible outcomes in such a situation (Zimbardo, 2004). According to (Kupriyanov & Zhdanov, 2014), eustress is a beneficial effect of stress. Eustress is only experienced, enjoyed, and received by happy, healthy, and adaptable people (Faizan & Haque, 2019). Unlike eustress, distress hurts workers' organizational performance (Kundaragi & Kadakol, 2015). According to (Faizan & Haque, 2019), distress is associated with decreased work efficiency. If allowed to persist for an extended length of time, it may result in a chronic degree of stress. Hyper stress is a type of stress that may be controlled by making additional efforts to relax and recharge. Some common reasons for extreme stress include having too many jobs to do with too few resources. In contrast to hyper-stress, hypo-stress develops when people are under stress for an extended period. This kind of stress causes exhaustion and dullness and, if not addressed or dealt with, may escalate to the chronic stage of stress. (Kundaragi & Kadakol, 2015).

According to the literature on organizational behavior (Van Sell et al., 1981), When a person is tasked with a great deal of duty without enough authority and delegation of power, stress is likely to result, and interpersonal elements Group cohesion, functional dependence, frequency

of communication, relative authority, and organizational distance between the role originator and the focus individuals. According to Cobb (1975), "the responsibility load causes excessive stress among workers and managers." Managers who cannot handle their newfound duties may develop various health problems. According to Brook (1973), workers have difficulty adjusting when their jobs change significantly. The interactions among employees inside and across divisions cause significant qualitative challenges. A rise in negative psychological symptoms, lowered goals and self-esteem, and more frequent drinking and smoking are all associated with occupational Stress (Jick & Payne, 1980). Stressful situations in the workplace include a lack of resources, conflicts with coworkers, and ineffective management (Flanagan, 2006). According to (Brown & Campbell, 1990), stress in the workplace is defined as "the individual's perception of a negative or unpleasant effect. Employees interpret workplace stress as physical, mental, or emotional pressure (Butts et al., 2009). Under stress, employees are less likely to exert their best effort and more likely to produce poor outcomes (McCarthy et al., 2016). Workplace stress may be brought on by several things, including having an excessive amount of work to do (Barnett & Brennan, 1995), having difficulty balancing many roles (Cosway et al., 2000), working long hours, and having little control over one's schedule (Russell et al., 2009). A person's degree of occupational stress is affected by a wide range of job-related, interpersonal, organizational, and environmental variables (Mohammad Mosadeghrad, 2014).

According to the literature, Organizational practices, including excessive hours, poor training, uncertain employment, low pay, and few advancement opportunities, may all stress the workplace (Mosadeghrad, 2013). Employee intentions to quit the job (Mosadeghrad, 2013), burnout, and physical, mental, and emotional tiredness are exacerbated by stress in the workplace (Spickard Jr et al., 2002). Stress in the workplace relates to decreased productivity at the

organizational level (AbuAlRub, 2004). Under stress, one's ability to focus, think clearly, and make sound judgments declines (Shapiro et al., 2005). According to (Mosadeghrad et al., 2011), Employees' quality of job performance is inversely related to their levels of occupational stress. Likewise, employee morale (Machin et al., 2004), motivation to work (De Jonge et al., 2001), job satisfaction (Redfern et al., 2002), and commitment to their organization (Khatibi et al., 2009) were found inversely related to occupational stress. Workplace stress has had far-reaching effects on productivity and the economy of an organization (Obiora & Iwuoha, 2013). Literature posits a highly negative relationship among responsibility pressures and burden and affective commitment (Cicei, 2012). The connection between organizational commitment and occupational stress is supported by scant evidence from developing nations. A study (Al-Hawajreh, 2013) found a significant relationship among both variables. Various authors have contributed several other theories and frameworks on occupational stress in literature. (Liu et al., 2021) Provided a theoretical framework for considering how factors like occupational stress alter an employee's personality. The job demand framework explains why workers in positions of shared authority experience stress due to heavy workloads. However, those workloads are seen as opportunities for growth and development among those in positions of more authority.

Leaders must comprehend the nature of stress and its effects on those around them. Previous research has shown that transformative leadership has a detrimental impact on individual occupational Stress (Gill et al., 2010); hence, transformational leaders reduce workers' exposure to pressure on the job in service industries. "Occupational stress" relates to employees' negative physiological and psychological responses when their abilities and skills are insufficient for the tasks, a worker's skills, tools, and prerequisites. Stressors in the workplace may vary from person to person based on factors like personality and gender (Stickle & Scott, 2016). However, a

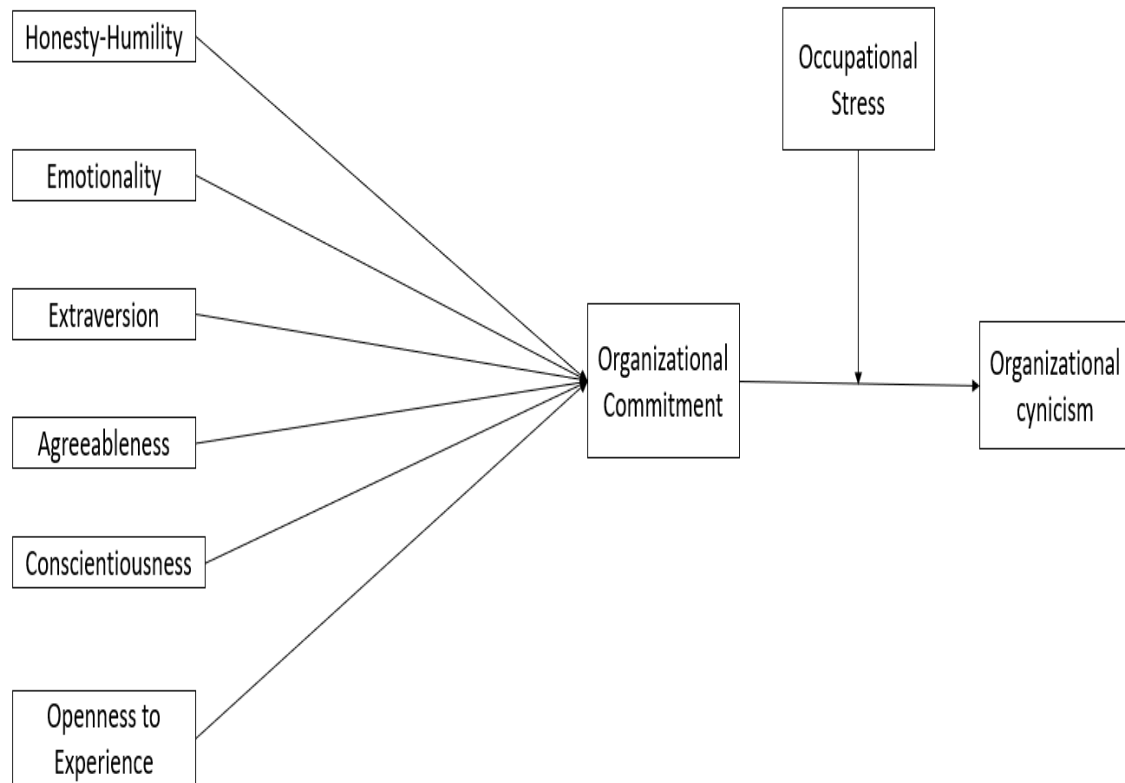
person's traits should influence how they react to and perceive stress. Due to individual differences in response to stress, the aftereffects of stress may vary considerably (Rosnah & Azmi, 2008). Likewise, The study (Oginska-Bulik, 2006) pointed out that One's resilience to stress in the workplace might be affected by one's personality traits. A person's personality moderates their coping methods and outlook on life under uncertain and challenging events (van der Wal et al., 2018). An organizational study found that employees who exhibit sensitive behavior and are less committed to work are predicted to experience more occupational Stress (Khodabakhshi, 2013). Optimizing employee health in the face of rising occupational stress is crucial to attaining social and economic growth (O'Keefe et al., 2014). Academics should devote significant resources to understanding the causes of the occupational stress phenomenon (Idris et al., 2015). (Khanna & Maini, 2013), realizing the seriousness of the stress phenomenon in the financial services sector, conducted quantitative research on the topic, looking specifically at the weariness experienced by frontline employees of banks in both the public and private sectors.

In the banking industry, frontline workers have reported feeling overworked due to rising workloads, customer expectations, and work pressures (Zafar et al., 2014). The emergence of non-governmental financial institutions and the rapid development of information technologies are just two factors that have driven Workplace tension. To ensure the company's continued success, workers must adapt to the evolving demands of their roles to continue satisfying consumers with superior service and increasing the company's bottom line (Khanna & Maini, 2013). According to literature, (Chhabra & Chhabra, 2013) researched the correlation among emotional intelligence and job satisfaction among members of the Indian Border Security Force and initiate that people with elevated levels of emotional intelligence had less stress on the job. A study found that managers with high EI scores reported reduced levels of emotional tension, improved overall

health, and exhibited superior job performance. It was suggested that an EI evaluation could aid in predicting workplace stress (Slaski & Cartwright, 2002). Emotional intelligence is a buffer against stress and a well-being enhancer (Landa et al., 2008). This study supports the notion that concentrating on feelings and rectifying any harm done to them may reduce tension and enhance emotional focus.

According to (Pyhältö et al., 2011), extreme exhaustion caused by extended occupational stress is known as burnout. Burnout drains emotional energy and causes feelings of chronic weariness; cynicism, which is a detached and negative perspective towards one's profession; and feelings of inadequacy, which is an understanding that the individual is no longer successful in completing the tasks of the job (FeLDT et al., 2014). A recent study (Gabriel & Aguinis, 2022) Verify that employee burnout is mental, emotional, and physical exhaustion that leads to cynicism, frustration, and attrition. (Mosadeghrad, 2014) examined that workload, danger, understaffing, and lack of resources contributed to service sector employees' physical and emotional distress. Wherein psychological distress was brought on by less freedom of action, role conflict, insecurity, and insufficient managerial support.

2.5 Conceptual Framework



2.6 Hypotheses development

In the literature, few studies have investigated the relationship among honesty-humility and organizational commitment. According to Ashton & Lee (2008a), The domain of honesty–humility is typically characterized by integrity, sincerity, or fairmindedness versus greed, deceit, or boastfulness. An honest person is fair and sincere and refuses to deceive, steal, or cheat. In contrast, humility is characterized by modesty and a willingness to avoid covetousness (van Rensburg et al., 2018). People with a high level of humility have no interest in luxuries or social

status. Thus, fairness and sincerity indicate integrity, while avoiding greed and modesty represents humility. High scorers on Honesty-Humility are likely dependable, truth-loving, altruistic, fair, truthful, and found to be loyal in relationships with others (Ashton et al., 2004; Lee & Ashton, 2004). Past studies have also found that individuals with high honesty-humility show higher levels of thankfulness (Mullet et al., 2005), an ability to provide resources (McCullough et al., 2001), including cooperation (Karremans & Van Lange, 2004). Employees high in Honesty-Humility will exhibit lower organizational cynicism, mediated by higher organizational commitment. This is because individuals with higher Honesty-Humility are likelier to trust and cooperate with the organization, leading to more substantial commitment and reducing the tendency towards cynicism.

H₁: Honesty-humility has a relationship with organizational commitment.

H₂: Organizational commitment mediates the connection between Honesty-humility and organizational cynicism.

The emotionality element of the HEXACO model is defined by sentimentality, sensitiveness, fearfulness, and anxiety compared to toughness, boldness, and self-assurance (Shepherd & Belicki, 2008). A study (Littman-Ovadia et al., 2013) found a negative significant relationship among emotionality and employees' commitment toward the organization. Similarly, a study (Claudia, 2018) revealed that employees with anxious and sentimental behavior are less committed to their organization. Employees high in emotional traits are less likely to commit to their organization (Yingyan Wang, 2013). Emotionality and Commitment had a strong negative correlation. Individuals with high Negative Emotionality are less committed to the organization than extraverted people because they are more likely to experience adverse circumstances and

affect (Larsen et al., 1985; Magnus et al., 1993). The relationship among affective commitment and the aspect of emotional volatility was only slightly more robust than this correlation. One might assume that a person experiencing extremes of emotion might have a more ambivalent attitude toward their organization because the adverse impact is more noticeable in emotionally volatile people than in less emotionally volatile people (Soto & John, 2017). Those who score low on the emotionality scale are less susceptible to fluctuations in their emotional state caused by circumstances (Simha & Parboteeah, 2020). Emotionally volatile people also experience mood swings and temperamental behavior. Similar findings suggest that people with anxiety and depression may be less effectively engaged with their organization. Anxiety and depression were likewise connected to affective commitment. Employees low in emotionality will demonstrate lower levels of organizational cynicism, partially mediated by higher organizational commitment. As emotionally stable individuals are less prone to negative emotions and outlooks, they are more likely to be committed to the organization, reducing organizational cynicism.

H₃: Emotionality has a significant relationship with organizational commitment.

H₄: Organizational commitment mediates the link between emotionality and organizational cynicism.

Positive emotions and experiences are linked to traits like extroversion (Dalkrani & Dimitriadis, 2018). The people are friendly, outgoing, and loving; we label them "extroverts" for several reasons. Introverts, characterized by low levels of extraversion, are handicapped in their social interactions and overall efficacy (Simha & Parboteeah, 2020). "Extraversion" describes characteristics like liveliness, sociability, and social boldness—people who are high in extraversion like interacting with others. An extroverted person is comfortable in social situations

and can be described as friendly, gregarious, aggressive, and energetic. In other words, an employee who demonstrates this characteristic tends to make new acquaintances, assist those in need, embrace others, and bring about beneficial developments in the organization. A cheerful employee is committed to the organization, believes in ethical conduct, and gets along well with co-workers (Uddin et al., 2019). A previous study (Abdullah et al., 2013) argued that extraversion has a significant positive relationship with organizational commitment. Therefore, we can hypothesize that extraversion is positively related to organizational commitment.

H₅: Extraversion has a significant relationship with organizational commitment.

H₆: Organizational commitment mediates the relationship among extraversion and organizational cynicism.

(Kappagoda, 2013) investigated the relationship among the five-factor personality traits and organizational commitment within the context of teachers. The findings revealed a positive link among agreeableness and organizational commitment. Abdullah, Omar, and Rashid (2013) analyzed the impact of personality traits on organizational commitment and employee performance among a sample of Pakistani Bank workers who exhibited agreeableness. The trait of agreeableness was concluded to have a positive connection with levels of organizational commitment. (Ziapour et al., 2017) analyzed a sample of 270 staff members from Kermanshah University of Medical was examined to analyze the relationship among agreeableness, personality traits, and organizational commitment. According to (Farrukh et al., 2017) findings, a significant relationship exists among agreeableness and affective commitment. There was a negative relationship observed among agreeableness and continuance commitment. A study examined the correlation among personality traits and organizational cynicism among 254 instructors from

different private schools in Istanbul. According to the authors' findings using the partial least-squares method, it was observed that agreeableness exhibited a detrimental impact on both cognitive cynicism and affective cynicism (Acaray & Yildirim, 2017).

H₇: Agreeableness has a significant relationship with organizational commitment.

H₈: Organizational commitment mediates the relationship among agreeableness and organizational cynicism.

The study (Kappagoda, 2013) examined the relationship among the five-factor personality traits and organizational commitment in a sample of instructors. The study's findings revealed a positive connection among conscientiousness and organizational commitment. The study by Abdullah, Omar, and Rashid (2013) examined the relationship among personality traits, namely conscientiousness, organizational commitment, and employee performance among a group of employees in Pakistani banks. Their research findings indicated a positive connection among conscientiousness and organizational commitment. Conscientiousness was found to have a favorable relationship with organizational commitment. Ziapour, Khatony, Jafari, and Kianiipour (2015) conducted a study using a sample of 270 Kermanshah University of Medical workers. The study examined the relationship amongst personality trait conscientiousness and organizational commitment. According to Farrukh (2017), there exists a connection among conscientiousness and affective commitment. There was no observed relationship among continued commitment and conscientiousness.

A study examined the connection among personality traits and organizational cynicism among 254 instructors from different private schools in Istanbul. Using the partial least-squares approach, the authors observed a negative relationship among conscientiousness and cognitive and

emotional cynicism. The study conducted by Kappagoda (2013) examined the relationship among the five-factor personality traits and organizational commitment in a sample of instructors. The study's findings revealed a positive connection among conscientiousness and organizational commitment. The study by Abdullah, Omar, and Rashid (2013) examined the relationship among personality traits, namely conscientiousness, organizational commitment, and employee performance among a group of employees in Pakistani banks. Their research findings indicated a positive connection among conscientiousness and organizational commitment. Conscientiousness was found to have a favorable relationship with organizational commitment. Ziapour, Khatony, Jafari, and Kianiipour (2015) conducted a study using a sample of 270 Kermanshah University of Medical workers. The study examined the relationship among conscientious personality traits and organizational commitment. According to Farrukh (2017), there exists a connection among conscientiousness and affective commitment. There was no observed relationship among continued commitment and conscientiousness. A study examined the connection among personality traits and organizational cynicism among 254 instructors from different private schools in Istanbul. Using the partial least-squares approach, the authors observed a negative relationship among conscientiousness and cognitive and emotional cynicism.

H₉: Conscientiousness has a significant relationship with organizational commitment.

H₁₀: Organizational commitment mediates the relationship among conscientiousness and organizational cynicism.

Kappagoda (2013) examined the connection among the five-factor personality traits and organizational commitment within the teaching profession. The results indicated a lack of statistical significance in the negative relationship among openness to experience and

organizational commitment. The study conducted by Abdullah, Omar, and Rashid (2013) examined the relationship among personality traits, organizational commitment, and employee performance among a group of employees in Pakistani banks. The study's findings revealed a positive connection among the personality trait of openness and organizational commitment. According to Farrukh's (2017) findings, a negative relationship exists among openness and affective commitment. There was no observed relationship among continued commitment and openness. A study examined the connection among personality traits and organizational cynicism among 254 instructors from different private schools in Istanbul. Using the partial least-squares approach, the authors observed a positive relationship among openness to experience and cognitive and affective cynicism.

H₁₁: Openness to experience has a link with organizational commitment.

H₁₂: Organizational commitment mediates the relationship among openness to experience and organizational cynicism.

The research on commitment to organization and organizational cynicism reveals that the two concepts are distinct in several ways (Dean Jr et al., 1998). The organisational commitment reflects how much an individual relates to an entity and is dedicated to its objectives. (Kinicki & Kreitner, 2018). Furthermore, Employees with organizational cynicism exhibit negative emotions such as wrath, anger, and hopelessness toward the organization (Uysal & YILDIZ, 2014). Organizational cynicism is characterized by employees' lack of trust in their employer (Akman, 2013) and their emotions of frustration and dissatisfaction, which disrupt activities (Özgan et al., 2012). The cognitive dimension of cynicism considers the problem of dishonesty and integrity breakdown among workers.

However, the cognitive dimension of organizational commitment looks at how well individual beliefs and objectives mesh with the organization. Within the framework of the behavioral dimension, organizational commitment covers employees' plans to stay with the company (Al-Jabari & Ghazzawi, 2019), while organizational cynicism includes employees' uncertainty about whether or not to quit (Bari et al., 2022). Employees with minimal organizational commitment feel a lack of attachment to and pride in the organization, whereas cynical employees experience emotions like disregard and restriction toward their organizations during organizational experiences (Dean Jr et al., 1998). As a result, cynicism in the workplace lessens employees' dedication to the company (Abraham, 2000). The literature shows a strong relationship among organizational commitment and cynicism (Veysel et al., 2015). It is believed that organizations are prone to grow the number of employees who are committed to the organization's goals and values and work hard to achieve them and possess a strong desire to maintain their membership in the organization and have a high level of organizational commitment (Özgan et al., 2012; Yıldız, 2013). This scenario illustrates the significance of organizational commitment and has great significance in that it indicates that the threat of organizational cynicism is going to be a pressing issue in the absence of organizational commitment (Yıldız, 2013). Therefore, organizational commitment is correlated negatively with organizational cynicism.

H₁₃: Organizational commitment has a significant effect on organizational cynicism.

Occupational stress significantly harms employee quality of life (Danna & Griffin, 1999). In addition, stress in the working environment reflects the possibility of losing talent for organizations. Top employees disengage from work environments where occupational stress arises, and its causes, symptoms, and outcomes are common (Sveinsdottir et al., 2006). A study (Cicei, 2012) found a connection among organizational commitment and occupational stress and

argued that stress at the workplace reduces employee commitment to the organization. Another study investigated that occupational stress affects employees' behavior and reduces organizational commitment (Charman & Bennett, 2022). In the literature, Another significant effect of occupational stress is cynicism, a negative attitude toward work (Dean Jr et al., 1998). Employees who suffer stress are more inclined to experience emotional exhaustion, which may reduce their commitment. Secondly, research revealed that occupational stress correlates negatively with organizational commitment (Li et al., 2021). Organizational cynicism has been defined at the organizational level, and it is particularly harmful to the employer because it decreases company productivity (Choi et al., 2019). When employees lack trust in an organization, cynicism is prevalent, resulting in reduced worker commitment and a lack of willingness to contribute (Grama & Todericiu, 2016). (Raišienė et al., 2023) found that stress at work increases organizational cynicism, while co-workers' confidence and transformational leadership decrease it. In the current study about bank employees, Employees experienced an elevated degree of job tension when they have high job demands but insufficient resources at work to provide a buffer (Taris & Schaufeli, 2015). In light of this, employees may become cynical about their organization (Kim et al., 2019). Therefore, we can hypothesize that occupational stress moderates the link among organizational commitment and organizational cynicism.

H₁₄: Occupational stress significantly moderates the relationship among organizational commitment and cynicism.

CHAPTER 3

METHODOLOGY

3.1 Introduction

This research explores the relationship between workers' character qualities and their future responses to corporate cynicism. In this chapter, we'll go even further into such topics as the study's target demographic, sampling method, sample size, analysis of independent, dependent, mediating, and moderating factors, data acquisition strategy, sample collection compass, analysis software, and statistical instruments.

3.2 Design of Sample

As stated by (Zikmund et al., 2010), many past studies integrate qualitative and quantitative research. The prevalence of the qualitative data from tiny to more significant sufficiency influence is developed on qualitative results. The study (Geyskens et al., 2006) is an appropriate technique to approach the features for what quantitative values are not given and characteristics used to analyze the actuality. The study of (Creswell & Creswell, 2017) stated that to define the significance of the quantitative data as a statistical or quantitative description of the point of view, behavior, or swing of the population by observing the study over that population section. The results concluded from the sample size are induced to assert the selected population. Therefore, the current study uses non-probability sample design to develop the data from distributing the questionnaire to the target respondents. The scholar is concerned with the perception of employees in the banking sector.

3.3 Target Population

The population is the collection of people or units underneath the examination for the study objective (Zikmund et al., 2003). Moreover, in defining the population, the entire gathering of the tools the study needs to make inevitable cessation (Cooper et al., 2003). This study's target respondents are all levels of employees of the banks located in Rawalpindi, Islamabad, and Mianwali.

3.4 Unit of Analysis

The unit of Analysis focuses on the object's nature and studies the primary data (Yurdusev, 1993). Some extensive guidelines have been employed to determine the Analysis of unit imitations on recognizing the study questions (Yin et al., 2017). The present research has a straight situation to understand the behavior of employees toward organizational cynicism according to their personality traits, Having organization commitment as the mediating role and occupational stress as a moderator. Therefore, the unit analysis in the present study is at the individual level of bank employees. The unit of investigation is a singular person of the population involved in that study. Thus, an individual response has been taken from the employees of the banks.

3.5 Sampling Techniques

In social sciences, it is unfeasible to think about every single unit. Sampling is prop up by having unique characteristics in targeted respondents to help the author appeal to the expectations about the whole respondents. The acquired knowledge or information regarding respondents without investigating the whole population. The ignitions for sampling are lesser price, short of results, and sharp data gathering from the selected area (Cooper & Schindler, 2008). Often, sampling techniques cover probability and non-probability sampling (Cochran & Wiley, 1997).

Probability sampling is a sampling technique where all respondent units have the probability to set off the part of the sample. The opposite is the non-probability sampling technique, where the probability of setting off the part of the sample is unknown (Cochran & Wiley, 2007).

Sampling assists in examining population parameters with different items in the sections of the respondents that may have different parameters for the researchers. The current study used a convenience sampling technique among all those so many techniques. In this non-probability sampling process, there is an ease of access to find respondents. Researchers include those participants who are easily willing to participate in the study. The target area of the present study is the banking sector workers. This current study design is from the workers of the banks at Rawalpindi, Islamabad, and Mianwali.

3.6 Sample Size

To discover the sample size, which is $(N \geq 50 + 8m)$ $50 + 8m$, where "m" is an indication of the number of variables in the study (Green, 1991). The current study has nine variables: six predictors, mediating, moderating, and predicted. Hence, a size of sample 150 or more is acceptable. The most appropriate sample range among 30 to 500 (Walsh & Roscoe, 1969). Moreover, according to Chisnall (1986), the sample size relies on the core characteristics of the targeted area with crucial information necessary for the study and assigned to meet the cost of the study. The rule of thumb for the minimal range of the sample is monitoring the five times inspection of the number of examined variables (Hair, 2009). The appropriate size of the sample must have a ratio between 10 to 1. Another study by Wahid et al. (2011) defines a sample size between 30 to 500 at a 5% of confidence level as appropriate for social sciences studies. The sample size of 350 with a p-value of 0.05 is significant for exploring the results (Hair, 2009). 600 questionnaires were dispended to the employees of different branches and 493 valid responses

were considered for the analysis. Sample size of 493 bank employees is used by scholars in this study.

3.7 Method of Data Collection

The current research relies on factual and quantitative methods to approach the employee's behavior with the influence of organizational cynicism, having an intervening role of organizational commitment and the moderating effect of occupational stress. For such an objective, primary data is gathered via a survey questionnaire from the bank employees. The surveys of self-managed may confirm the whole confidentially, and it is hard to find the survey back to respondents (Bjarnason, 1995). Confidentiality is sure in the author's virtuous right of principle. However, confidentiality is a meaningful feature of the author's design. Confidence in the questionnaire is crucial in preset research to ensure the candidate's response. The questionnaire survey is dispensed to commercial banks located in Rawalpindi, Islamabad, and Mianwali. The present research relies on the descriptive research design, and primary data is gathered via Survey questionnaires from banking sector workers. For this reason, printed and Google forms (online questionnaires) are dispensed among the targeted respondents.

3.8 Instruments of Data Collection

The survey questionnaire is an appropriate way to engage the present study's primary data. Further, it is utilized to examine the hypothesized relations. Such a mechanism is similar to an interview type (Malhotra et al., 1996). Therefore, the questionnaire is a sensitive, organized matter to collect the respondents' data. According to the study (Churchill & Iacobucci, 2006), step one includes an extensive work review related to the literature or sufficient interpretation of the past

studies, which are implemented in the current research. This stage ensures that all data collection through research instrument responses medium to fulfill the research targets.

Step number two contains the outcomes of the structured and unstructured set of questions. Unstructured questions are known as open-ended questions (Eager & Oppenheim, 1996). In contrast, closed-ended questions offer specific options and responses to the respondents. Both types of questions have their edge and snag. However, closed-ended questions have been adapted for the current study to utilize them for more extensive surveys because of the simplicity of the deployment (Churchill & Iacobucci, 2006). Moreover, structured questions are opting as they are easy, faster to respond to, and handy for the authors to process responses when they participate at a large scale.

While step three focuses on the questionnaire associated with the relevant erect of all paradigms discussed in the model. The following questions are cautiously adapted from the earlier researchers to ensure the applicability responses are taken to respond to the set of study questions and research objectives. Overall, constructs have been adapted to approach the exogenous, mediating, moderating, and endogenous constructs. The below table expresses the summary of the adapted constructs assessed in current research.

Table 3.1 Operationalization of Variables

<i>Variable Type</i>	<i>Construct Name</i>	<i>Number of items</i>	<i>Researchers</i>
Dependent Construct	HEXACO personality traits model	60	(Ashton & Lee, 2009)
Independent Variable	Organizational cynicism	15	(Erarslan et al., 2018)
	Cognitive cynicism	5	
	Effective cynicism	5	
	Behavioral cynicism	5	
Mediation	Organizational commitment	6	(Bagozzi & Yi, 1988)
	Affective Commitment	2	
	Continuance Commitment	2	
	Normative Commitment	2	
Moderator	Occupational stress	15	(Parker & DeCotiis, 1983)

3.9 Analysis of Data

Different tools are applied systematically, such as respondents' profile descriptive analysis, research variables descriptive Analysis, correlation analysis, structural equation model, and standard variance method. Statistical software (Smart PLS 4) and statistical package for social sciences (SPSS 21) have been used to analyze data.

3.10 Descriptive Analysis

Such Analysis is the representation of the survey of the data in a helpful way. Some techniques have been used in descriptive statistics, such as central tendency, shape of measurement, and Variability. To measure central tendency, Analysis of the mean will be used. Moreover, the skewness and Kurtosis are the measurements of the shape data, which depicts its normality, and the acceptable range for such normality is skewness (< 2) and Kurtosis (< 7).

3.11 Reliability Analysis

The reliability test has been used to analyze the constructs' reliability in this model. Reliability analysis is one of the most crucial data analysis problems, called internal consistency analysis. Reliability estimates the same set of items' consistency if these items are direct to the same targeted respondents. The Cronbach alpha tool has been established to measure reliability. The appropriate range for the Cronbach alpha is 0.70 (O'Leary-Kelly & Vokurka, 1998) and 0.60 (Sekaran, 1983).

3.12 Analysis of Correlation

Correlation analysis is one of the significant tools in data analysis. It measures the links between the variables. The correlation coefficients are the indicators of the linear relationships between two variables. Their range falls between +1 to -1. Where ± 0.25 shows a weak relationship, ± 0.5 indicates a moderate relationship, ± 0.75 depicts the strong relationship between variables. +1 shows the perfect positive correlation, -1 indicates the perfect negative correlation, and 0 shows no correlation between the variables.

3.13 Structural Equation Model (SEM)

The theoretical model also has been estimated using the structural equation model (SEM). The structural equation model helps estimate the influence among variables (Scarpi, 2006). The structural equation model consists of three further steps of modeling: common factor analysis, structural model estimation, and confirmatory factor analysis (CFA) (Mulaik & Millsap, 2000). The three steps of the structural equation model are further divided into measurement and structural models. There are many steps involved in this calculation process of model fitness which further includes incremental fit index such as comparative fit index (CFI), the badness of goodness of indexes such as Root Mean Square Error of Approximation (RMSEA), Absolute fit measures such as Adjusted Goodness of fit index (AGFI), and Goodness of fit index (GFI), and relative chi-square (CMIN/DF). The following steps are involved in this process.

3.13.1 Setp:1 Measurement Model

The initial step of the structural equation model involves estimating the common factor analysis and confirmatory factor analysis for the reliability and validity of the measurement model.

- Kaiser-Meyer-Olkin (KMO) and Bartlett's test

Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy and Bartlett's Test of Sphericity are both statistical tests used in the context of factor analysis, a technique used to explore underlying patterns or structures in data. These tests help determine if the data you have is suitable for performing factor analysis.

The KMO statistic assesses the adequacy of the sample size for factor analysis. It measures the proportion of variance among the variables that might be caused by underlying factors. The KMO value ranges between 0 and 1, with higher values indicating better suitability for factor

analysis. A value close to 1 suggests that the variables are highly correlated, and that factor analysis could yield meaningful results.

Bartlett's test evaluates whether the observed variables in your dataset are correlated enough to proceed with factor analysis. It tests the null hypothesis that the correlation matrix is an identity matrix, implying that there are no relationships among the variables that can be captured by factors. If the p-value resulting from Bartlett's test is small (typically below a chosen significance level like 0.05), you can reject the null hypothesis and proceed with factor analysis.

- Common Factor Analysis

Initially, the common variance of the actual variables is to investigate the common factor analysis. In common factor analysis, the common component of the new variables is the output of the termination of the original variables (Sharma et al., 2006). This is the most appropriate approach to measure the latent variables using observed variables (Reise et al., 1993). Factor loading and communalities are measured for the factor analysis. Communalities are measured using squared factor and factor loading estimating using standardized regression coefficients (Cattell, 2012). Communalities are set on the reliability criteria as it depicts the percentage of variance in the latent variable. The critical estimator of the commonality is squared multiple correlations (SMCs) and factor loadings. The observed variables are deleted if they do not fulfill the doorstep values of squared multiple correlations and factor loadings, and standard factor analysis is an essential part of the measurement model (Floyd & Widaman, 1995). In common factor analysis, reliability, validity, descriptive functions, Cronbach's alpha, squared multiple correlations, factor loading, mean, and standard deviation must be estimated for each latent variable.

- Confirmatory Factor Analysis (CFA)

The second step involves conducting the confirmatory factor analysis. It has been conducted to estimate the representation of the variables. CFA is used before testing the hypothesis and establishing the convergent validity and discrimination suggested by the previous studies.

- Analysis of Measurement Model

Moreover, the goodness of fit was used to estimate the model's fitness. Factor loading was conducted to find the composite reliability and average variance extracted (AVE). The values of the CR and AVE are the merit for the confirmation of the CFA.

3.13.2 Step:2 Structural Model

A structural model was developed to estimate the direct relationship among variables. There is a linear relationship between endogenous and exogenous in the structural model to test the hypothesis (Steenkamp & Baumgartner, 2000).

- Analysis of Structural Model

The regression coefficient and significance of the regression coefficients have been used to analyze the structural model. The structural model's fitness was investigated based on the indices, for example, Root means square Error of Approximation (RMSEA), comparative fit index (CFI), Adjusted Goodness of fit index (AGFI), Goodness of Fit Index (GFI), and relative chi-square. The following detailed discussion of indices used in the analyses of structural models Fit indices/Statistics for Structural Equation Model Multiple indices show confirmation of the model fitness. This study uses five multiple indices widely recommended by previous studies. These indices used for the evaluation of the model fitness are Chi-square (CMIN/DF), Goodness of fit

index (GFI), Adjusted Goodness of fit index (AGFI), comparative fit index (CFI), and Root Mean Error of Approximation (RMSEA).

a. Relative Chi-Square (CMIN/DF)

The relative chi-square estimates the model goodness of fit, but it is not the best measure to test the model fitness because of some confined attachment. The relative chi-square's confinement is subjective as it is susceptible to the sample size. The greater sample size, more than 200, may lead to a higher possibility of eliminating generation error II. However, influence by the misspecification ultimately leads to poor model fit. The above issues can be resolved by dividing the chi-square fit index by the degree of freedom. The study (Marsh & Hocevar, 1985) suggests the appropriate range maximum of 5 and a minimum of 2 for accepting the range.

b. Root Mean Square Residual (RMR)

The inconsistent square root between the sample covariance matrix and model covariance is used to predict root mean square residual and standardized RMR. The RMR interpretation is quite complex because of its range, as its fundamental range relies on the indicator's scales. To deal with the above issue, standardized RMR is investigating addresses this complex situation by interpreting the range from 0 to 1. The least root means square residual values indicate the better model, while 0 indicates a perfect fit, 0.05 is considered the best fit, and 0.08 is an acceptable model fit.

c. Goodness Fit Index (GFI)

The goodness fit index (GFI) can also test the structural and measurement models' fitness. GFI is used to interpret the model's ability using covariance and variance ratios (Raykov & Marcoulides, 2012). The goodness of fit index can compare the hypothesized model with no model explored as an ultimate index by the study (Byrne, 2010). The accepted GFI range is 0 to 1, where 1 indicates the perfect model. However, values closer to 1 are the depiction of the model fitting. While 0.90 is the threshold value for GFI.

d. Adjusted Goodness Fit Index (AGFI)

The approximation of the adjusted goodness fit index (AGFI) by presenting the different collection methods from GFI. To estimate the AGFI degree of freedom is used to adjust the model. AGFI can compare the hypothesized and no model with the perfect fit range between 0 and 1. The adjusted goodness fit index should be higher than 0.80, indicating a well-fitted model.

e. Comparative Fit Index (CFI)

The comparative fit index tests the heteroscedastic relationship between independent and dependent variables. CFI is an index and is not influenced by the sample size. The accepted value of CFI exists between 0 to 1. A value near 1 indicates the perfection of model fitting, while a value close to 0 indicates poor model fitting. The value of CFI equal to or greater than 0.90 is considered the perfect fit indicator.

f. Root Mean Square Error of Approximation (RMSEA)

Another appropriate way to measure the goodness fit is the root mean square error of approximation. It does not require the comparison of the null model nor the formatting of the model through the divergence per degree of freedom with complete independence of the indicators

as supposed by the comparative fit index. The estimation of the model approximation to data by considering both sample size and degree of freedom (Byrne, 2001). The value range of root means a square error of approximation between 0.01 to 1. If the value is 0.05 or less is considered best fitting, from 0.060 to 0.08 is considered average fit, and a value above 0.1 is considered an indicator of poor fit (Schumacker & Lomax, 2004). The average or good fit If the value falls between 0.8 to 0.1 (Byrne, 2001).

Table 3.2 Model fit Statistic Adoptions

Sr. No	Fit indices	Indicators	Range
1	Relative or Normal Chi Square (CMIN / DF)	(1.00 < CMIN/ DF	1 to 3
		<5.00)	3 to 5
		Best Fit	Above 5
		Average Acceptance	
2	Root Mean Square Residual (RMR)	Best Fit	<0.05
		Average Acceptance	<0.08
3	Goodness Fit Index (GFI)	Best Fit	≥ 0.95
		Average Acceptance	≥ 0.90
4	Adjusted Goodness Fit Index (AGFI)	(0.80< AGFI <1.00)	≥ 0.90
		Best Fit	≥ 0.80
		Average Acceptance	
5	Comparative Fit Index (CFI)	(0.90< CFI <1.00)	≥ 0.95
		Best Fit	≥ 0.90
		Average Acceptance	
6	Root Mean Square Error of Approximation (RMSEA)	(0.01< RMSEA	<0.05
		<1.00)	Above 0.10
		Best Fit	
		Poor Fit	

CHAPTER 4

DATA ANALYSIS

4.1 Demographic

4.1.1 Gender

The data was collected by distributing the questionnaire among the employees (to both genders) of the different banks in Rawalpindi, Islamabad, and Mianwali including main and subbranches from on the certainty that almost all the branches pinpoint in such cities that can better speak for them. It concentrated on all categories of employees in the banking sector.

Table 4.3 Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	363	73.7	73.7	73.7
Valid Female	130	26.3	26.3	100.0
Total	493	100.0	100.0	

Respondents who were interrogated as gender male and female. Out of 493 participants, 363 were men and the remaining 130 were women. Mode for the gender men 1 which represented that men participants are more than women respondents. The standard deviation was .445 and the data was normal as skewness and kurtosis were 1.032 and -.939 respectively. A graphical presentation of respondent gender statistics is shown in Figure 4.1.

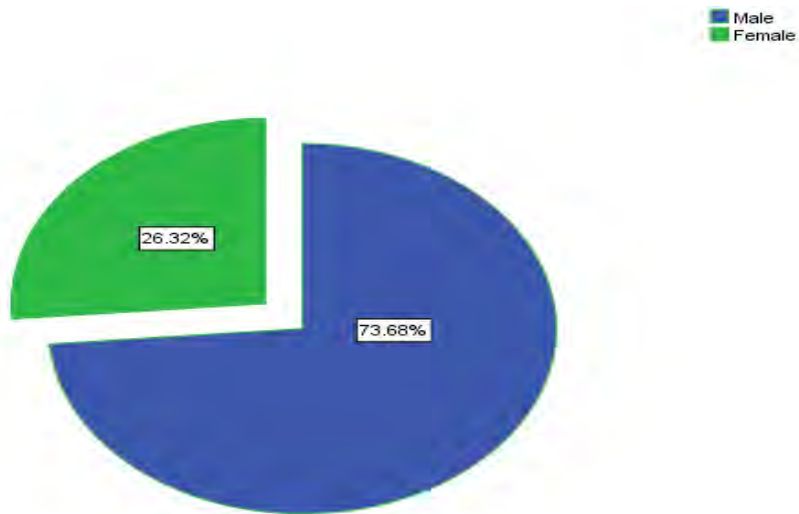


Figure 4.1 Gender

4.1.2 Age

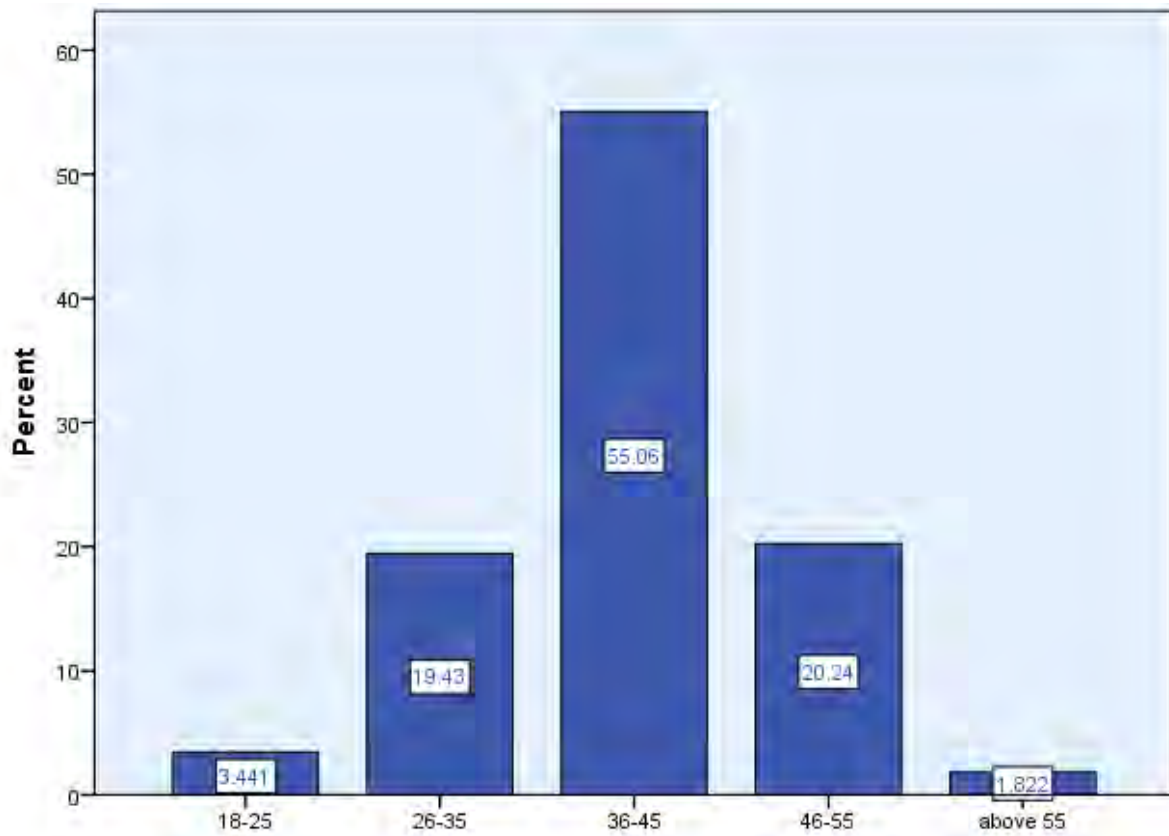


Figure 4.2 Age

A total of 493 participants had their ages recorded; among them, 17 (3.4% of the total) were classified as "18 to 25." Ninety-six people (19.5%) said they were in that age range. 55.1 percent of the 272 respondents were between the ages of 36 and 45. There were 9 respondents (1.8%) who were older than 55, and 272 respondents (20.2%) who were between the ages of 46 and 55. The data was normal, with a standard deviation of .775, and skewness and kurtosis of -.184 and .357, respectively. Graphical presentation of respondent age is shown in figure 4.2.

Table 4.4 Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 18-25	17	3.4	3.4	3.4
26-35	96	19.4	19.4	22.9
36-45	272	55.1	55.1	77.9
46-55	100	20.2	20.2	98.2
above 55	9	1.8	1.8	100.0
Total	493	100.0	100.0	

4.1.3 Education

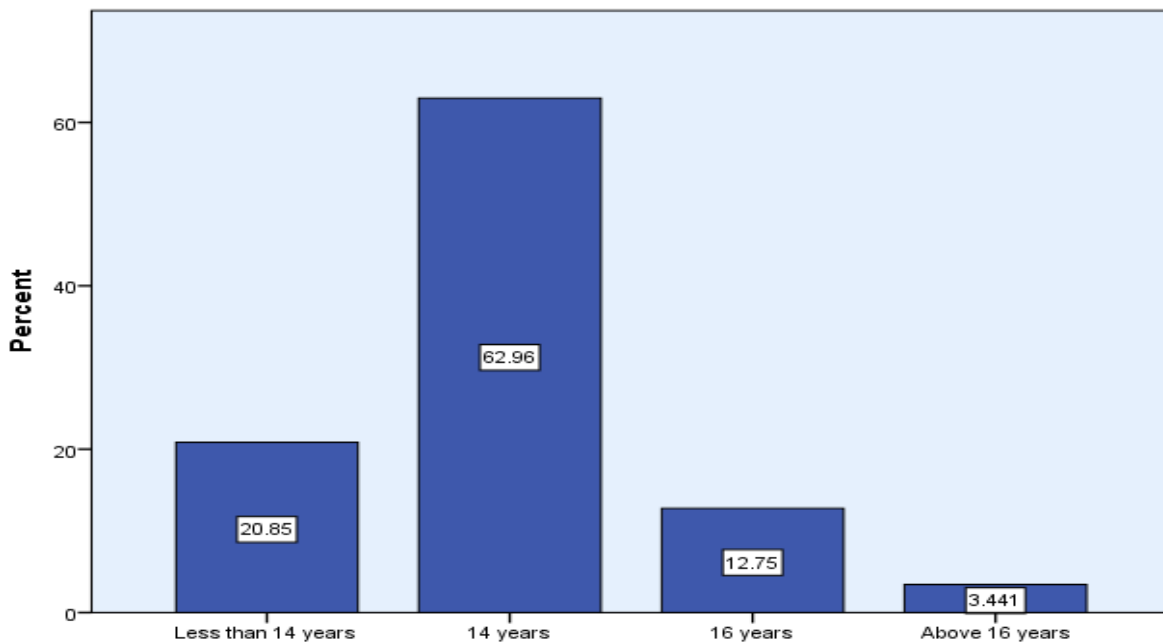


Figure 4.3 Education

Respondents were also investigated about their level of education, where out of 493, 103 respondents of 20.9 % have less than 14 years' education level. 311 respondents of 63% were having their education level of 14 years'. 63 respondents of 12.8 % have 16 years of education level and 17 respondents of 3.4 % have an education level above 16 years. The standard deviation was .691 and the values of the skewness and kurtosis were .669 and 1.054 respectively. A graphical presentation of respondent education is shown in Figure 4.3.

Table 4.5 Education

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Less than 14 years	103	20.9	20.9	20.9
Valid 14 years	311	63.0	63.0	83.8
Valid 16 years	63	12.8	12.8	96.6
Valid Above 16 years	17	3.4	3.4	100.0
Valid Total	493	100.0	100.0	

4.1.4 Experience

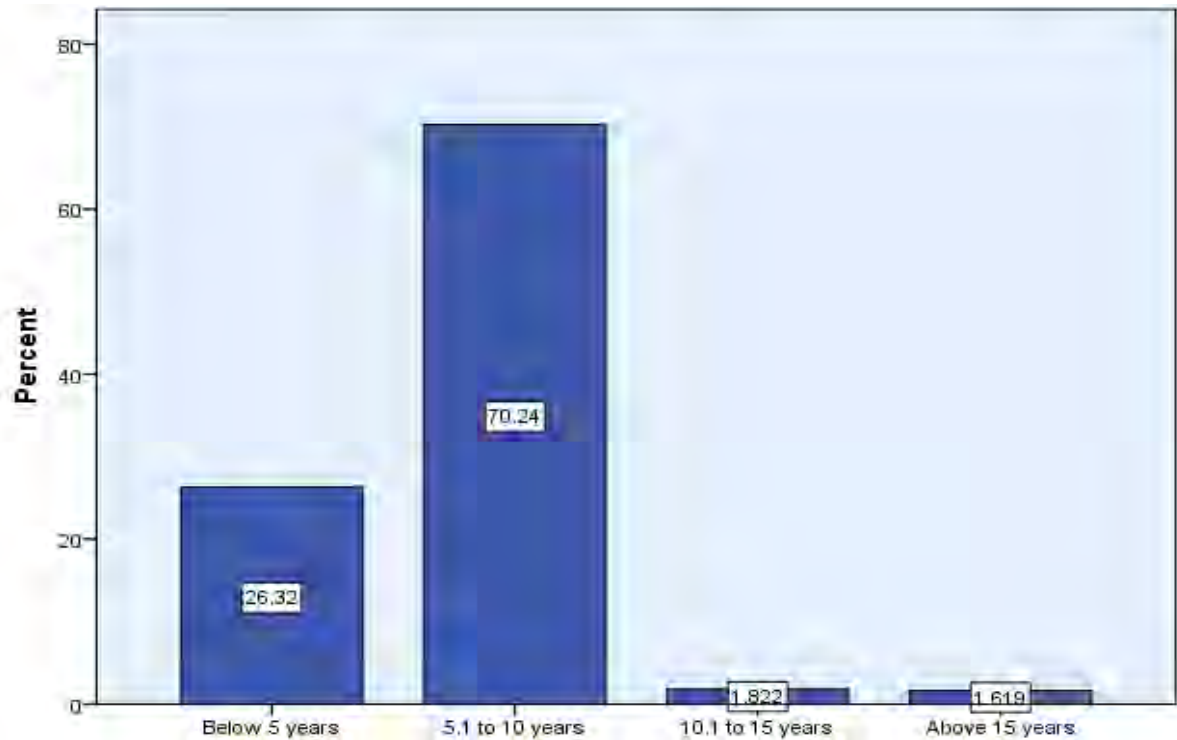


Figure 4.4 Experience

Respondents were also investigated about their job experience, where out of 494, 130 respondents 26.3% had job experience of less than 5 years. 347 respondents 70.2% had experience between '5.1 to 10 years'. 9 respondents 1.8% have experience between '10.1 to 15' years and 8 respondents 1.6% have job experience over 15 years.

Table 4.6 Experience

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Below 5 years	130	26.3	26.3	26.3
Valid 5.1 to 10 years	347	70.2	70.2	96.6
Valid 10.1 to 15 years	9	1.8	1.8	98.4
Valid Above 15 years	8	1.6	1.6	100.0
Total	493	100.0	100.0	

The standard deviation was .547 and the data was normal as skewness and kurtosis were .568 and 3.182 respectively. A graphical presentation of respondent experience is shown in Figure 4.4.

A summary of the demographic Statistics is given in table 4.5. The descriptive statistics table provides insights into the demographic characteristics of the respondents in this dataset. Firstly, it indicates that there are 493 valid cases, with no missing data points for any of the variables under consideration, which is important for the reliability of the analysis.

In terms of respondent gender (coded as 1 for male and 2 for female), the mean value is approximately 1.26, suggesting that there is a slightly higher representation of males in the sample. The skewness value of 1.079 indicates a positive skew, indicating that the distribution may be slightly skewed towards males.

Table 4.7 Demographic Statistic

		Respondent Gender	Respondent Age	Respondent Education	Respondent Experience
N	Valid	493	493	493	493
	Missing	0	0	0	0
Mean		1.2632	2.9757	1.9879	1.7874
Std. Deviation		.44079	.77970	.68884	.54917
Skewness		1.079	-.164	.651	.523
Std. Error of Skewness		.110	.110	.110	.110
Kurtosis		-.839	.355	1.020	2.893
Std. Error of Kurtosis		.219	.219	.219	.219
Minimum		1.00	1.00	1.00	1.00
Maximum		2.00	5.00	4.00	4.00

For respondent age, the mean age is approximately 29.98, which suggests that, on average, the respondents are around 29 years old. The standard deviation of 0.78 indicates a relatively wide age range. The skewness value of -0.164 indicates a slight negative skew, implying that the distribution may have a slightly longer tail on the older age side.

This descriptive statistics table provides valuable insights into the demographic characteristics of the respondents, indicating that the sample is slightly skewed towards males, includes a range of ages with a slight bias towards younger respondents.

4.2 Descriptive Statistics

The following 4.6 table presents the information about descriptive statistics and scaling of items of all factors of the study together with mean, standard deviation, skewness, and kurtosis.

Table 4.8 Descriptive Statistic

	N	Mean	Std. Deviation	Skewness	Kurtosis
OCY	493	2.5301	0.69470	1.222	-.162
HH	493	3.8762	0.72033	-.366	-1.079
EMO	493	4.1642	0.62379	-1.169	.869
EXT	493	4.0156	0.59818	-.635	.369
AGR	493	3.9472	0.54374	-.954	.531
CON	493	3.7145	0.62453	-.808	.825
OPEN	493	3.6289	0.61010	-.708	-.449
OCOM	493	3.5980	0.95830	-.043	-1.022

This table provides a comprehensive overview of the respondents' scores on various psychological dimensions, offering insights into their characteristics and tendencies. For the Organizational cynicism (OCY), the respondents have a mean score of approximately 2.53, suggesting that, on average, they exhibit moderate levels of organizational cynicism. The positive skewness value (1.222) indicates that there may be a slight skew towards higher scores, suggesting that some respondents may be more open to new experiences than others. In terms of Honesty-Humility (HH) characteristics, the mean score is approximately 3.88, indicating that, on average, respondents report relatively high levels of honesty-humility. The negative skewness (-0.366) suggests a slight skew towards lower satisfaction levels, but the kurtosis value (-1.079) indicates that the distribution is relatively flatter than a normal distribution. Regarding Emotionality (EMO), the mean score is approximately 4.16, indicating that, on average, respondents tend to have a high level of emotional stability. The negative skewness (-1.169) suggests that there may be a skew towards lower emotionality, but the positive kurtosis (0.869) indicates that the distribution has slightly heavier tails. For Extraversion (EXT), the mean score is approximately 4.02, suggesting that, on average, respondents exhibit moderate levels of extraversion. The negative skewness (-0.635) suggests a slight skew towards lower extraversion scores. In terms of Agreeableness (AGR), the mean score is approximately 3.95, indicating that, on average, respondents exhibit moderate levels of agreeableness. The negative skewness (-0.954) suggests a slight skew towards lower agreeableness scores. For Conscientiousness (CON), the mean score is approximately 3.71, suggesting that, on average, respondents exhibit moderate levels of conscientiousness. The negative skewness (-0.808) suggests a slight skew towards lower conscientiousness scores. Openness to experience (OPEN) has a mean score of approximately 3.63, indicating that, on

average, respondents exhibit moderate levels of openness to experience. The negative skewness (-0.708) suggests a slight skew towards lower scores.

Finally, Organizational Commitment (OCOM) has a mean score of approximately 3.60, suggesting that, on average, respondents report moderate levels of commitment to their organizations. The skewness value is close to zero, indicating a relatively balanced distribution, but the negative kurtosis (-1.022) suggests a flatter distribution with heavier tails.

4.3 Correlations Analysis

The correlation table presents the interrelationships between the variables in the study, providing valuable insights into their relationships.

Table 4.9 Correlation Analysis

	HH	EMO	EXT	AGR	CON	OPE	OCOM	OCY
HH	1							
EMO	0.043*	1						
EXT	.548**	.410**	1					
AGR	-0.044*	-0.081*	-0.086*	1				
CON	.571**	.219**	.708**	-0.018*	1			
OPE	-.093*	-0.061*	-0.03*	-0.072*	-0.009*	1		
OCOM	.799**	0.08	.716**	0.001*	.744**	-0.021*	1	
OCY	0.088	-0.059	-.159**	-.157**	-.121**	.157**	-.157**	1

*, **. Correlation is significant at the 0.01, & 0.05 level (2-tailed).

The correlation Analysis has been performed to examine the relationship among all variables. The Correlation results among variables found positive i.e., EMO $r = .043$, EXT $r = .548$, $p < 0.01$, AGR $r = -.044$, CON $r = .571$, $p < 0.01$, OPEN $r = -.093$, $p < 0.01$. The other

variable i.e., OCOM $r = .799$, $p > 0.01$. similarly, variable i.e., OCY = .088, $p < 0.01$ and the last variable i.e., OS $r = .213$, $p < 0.01$.

4.4 Analysis of Reliability

In psychometrics, the measurement of a variable consistency is called reliability. A measurement that provides the same output in different circumstances is called a reliable measure (Carlson et al., 2009). Cronbach's Alpha has been calculated to anticipate the measure's internal consistency. Cronbach's Alpha is the item's average intercorrelated function and the measured variables numbers in a scale used for grand scales. The more a grand summated rating has, the Cronbach alpha value is kept by keeping everything constant. Having the number of items for measuring variables (construct) to measure the scale reliability for the study ameliorates the preciseness or reliability of the study instruments (Hinkin, 1998). The following table shows the reliability or questionnaire's internal consistency of the study factors.

According to the study of George and Mallery (2003) an acceptable range of Cronbach's Alpha which is less than the .5 value is not acceptable. Moreover, a value of .5 is categorized as weak, while a value of .9 is considered excellent reliability (George & Mallery, 2003). Therefore, the Cronbach Alpha value ranges between 0.5 to .9 for reliability. Table 4.8 shows the Cronbach's Alpha of the study variables. The table indicates that the Cronbach alpha value of all variables is in the acceptable range. These results show that these instruments have internal consistency and are considered good data collection instruments. The item numbers are also presented in the last column of the table.

Table 4.10 Scales Reliability

Sr. No	Variable	Cronbach's Alpha	No. of items
1	Honesty-Humility	0.880	10
2	Emotionality	0.906	10
3	Extraversion	0.796	10
4	Agreeableness	0.874	10
5	Conscientiousness	0.806	10
6	Openness to experience	0.889	10
7	Organizational cynicism	0.988	15
8	Organizational commitment	0.967	6
9	Occupational stress	0.882	15

4.5 KMO and Bartlett's Test

Kaiser-Meyer-Olkin and Bartlett's Test was performed by IBM SPSS 21 software. Table 4.9 shows the results of KMO and Bartlett's test.

The KMO value of 0.918 is quite high, close to 1. This suggests that the variables in your dataset are highly correlated, indicating that factor analysis is likely to be appropriate and could yield meaningful results. Bartlett's test statistic of approximately 40598.042 with 3240 degrees of freedom (df) yields a p-value of 0.000. Since the p-value is very small (much less than 0.05), can reject the null hypothesis. This implies that the correlation matrix is not an identity matrix, and there are significant relationships among the variables in the dataset, making it suitable for factor analysis.

Table 4.11 KMO and Bartlett's Test

<i>KMO and Bartlett's Test</i>		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.918
	Approx. Chi-Square	40598.04
Bartlett's Test of Sphericity		
	df	3240
	Sig.	0

Based on the provided KMO value and Bartlett's test results, data seems to be well-suited for factor analysis. The high KMO value indicates that the variables are correlated, and the small p-value from Bartlett's test suggests that the variables have significant relationships, supporting the use of factor analysis techniques.

4.6 Confirmatory Factor Analysis for the validity of the variable

The first phase of the measurement model was common factor analysis. To verify all the observed variables measurement model consists of two processes. Factor analysis examines critical types or relationships for extensive accumulation of factors to define whether information can be condensed or precise in a modest set of mechanisms (Hair et al., 2006). There are two different sorts of factor analysis such as exploratory factor analysis and confirmatory factor analysis. Between both factor analyses, confirmatory factor analysis has been applied to this study. In the five-point Likert scale questionnaire, confirmation factor analysis (CFA) is applied on each scale, i.e., HEXACO, organization commitment, organizational cynicism, and occupational stress. The study of Oehley (2007) argues that CFA allows the researchers to state a measurement model to evaluate the perceiving indicators' coherence and approach the underlying theoretical variables they are theoretical to disclose. Therefore, the best fit from the sample in the present study was

investigated between the model measurement and data composition. Model fit was examined by analysing the sequence of goodness of fit.

The present study contains latent variables such as honesty-humility, emotionality, extraversion, agreeableness, conscientiousness, openness to experience, organizational cynicism, organizational commitment, and occupational stress. These unobserved variables were estimated through their measured variables. The following part of the study consists of the explanation data analysis of these unobserved variables.

4.6.1 Honesty-Humility (HH)

According to Ashton and Lee (2007), honesty/humility can be characterized as the inclination to exhibit fairness and authenticity in interpersonal interactions, wherein individuals are willing to cooperate with others regardless of whether they can exploit others without facing the consequences. It consists of ten items (i.e., HH1, HH2, HH3, HH4, HH5, HH6, HH7, HH8, HH9, HH10). The absolute fit evaluation gives a gesture of regulation of the observed covariance matrix to the redevelopment matrix of the covariance used by the model. The root mean square of approximation (RMSEA) is developed on the residual appraisal and focuses on the error because of estimation.

The first honesty-humility measurement model did not meet the requirements. The modification indices (MI) value suggested that more inter-item covariance was required to achieve the target RMSEA and improve model fit. Covariance was drawn between HH3, HH4, HH5, HH6, HH7, HH9, and HH10, and this allowed for the development of a new model. The values of goodness of fit measures were determined to be adequate after drawing the covariance and assessing the updated model, hence the latter was approved (figure 4.5, & table 4.10). The model

fit values (CMIN/DF= 4.724, GFI= 0.945, RMR= 0.051, CFI= 0.948, and RMESA= 0.067) were within a reasonable range.

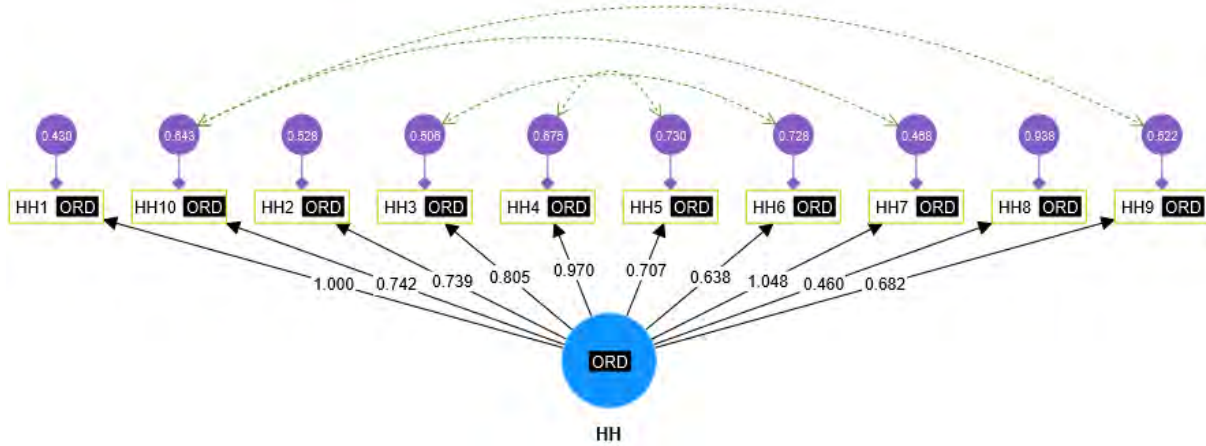


Figure 4.5 Measurement Model of HH

Table 4.12 Calculation of Measurement Model of Honesty-Humility

<i>Fit Statistics of Honesty-Humility (Independent Variable)</i>				
<i>Goodness of Fit</i>	<i>Acceptable Level</i>	<i>Calculated Measures</i>	<i>Status</i>	<i>Remarks</i>
RMR	< 0.05 shows good fit, but acceptable < 0.08	0.051	Acceptable	
GFI	< 1.000	0.945	Acceptable	
CFI	> 0.900	0.948	Acceptable	
RMSEA	Best fit when = 0.05, acceptable when < 0.08	0.067	Acceptable	Accepted
Degrees of freedom	Should be positive	31.000	Acceptable	
Chi-square	-	146.455	Acceptable	

4.6.2 *Emotionality (EMO)*

The conditions were not met by the first honesty-humility assessment methodology. Adding covariance among the variables was suggested by the modification indices (MI) in order to achieve the target RMSEA and improve model fit. A new model was created by considering the interdependencies of HH3, HH4, HH5, HH6, HH7, HH9, and HH10. It was determined that the updated model was acceptable after drawing the covariance and doing the necessary measurements (figure 4.5, & table 4.10). CMIN/DF= 4.724, GFI= 0.945, RMR= 0.051, CFI= 0.948, and RMESA= 0.067 were all within a workable margin of error for the model fit.

The first attempt at developing a scale to assess emotionality fell short of expectations. Modification index values suggested that increasing model fit required the introduction of covariance among the elements. So, we drew covariance between EMO1, EMO2, EMO6, EMO7, EMO9, and EMO10, and came up with a new model. The values of goodness of fit measures were determined to be adequate after drawing the covariance and assessing the updated model, hence the latter was approved (figure 4.6, & table 4.11). Results from evaluating how well a model fits the data were within a respectable margin of error (CMIN/DF= 5.31, GFI= 0.937, RMR= 0.044, CFI= 0.968, and RMESA= 0.074). The CFA estimate of sentiment is shown in the following table and diagram.

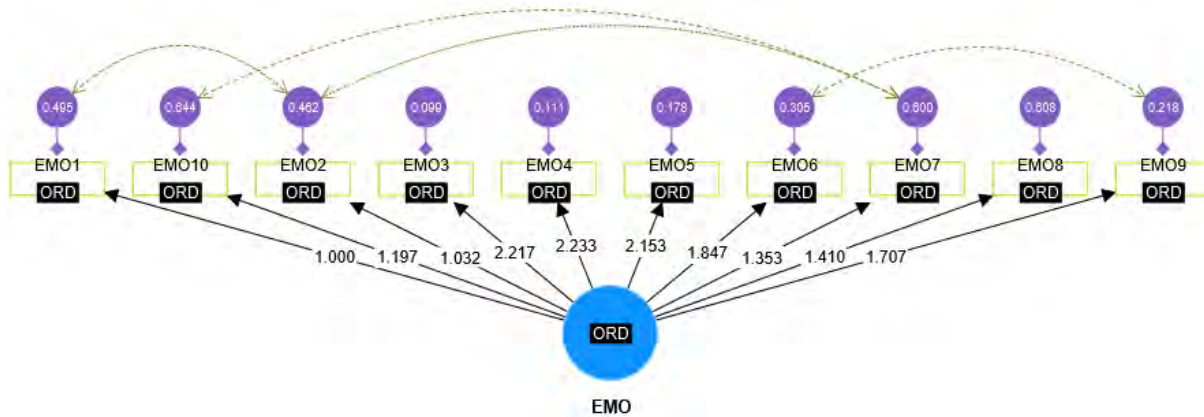


Figure 4.6 Measurement Model of EMO

Table 4.13 Calculation of Measurement Model of Emotionality

<i>Fit Statistics of Emotionality (Independent Variable)</i>				
<i>Goodness of Fit</i>	<i>Acceptable Level</i>	<i>Calculated Measures</i>	<i>Status</i>	<i>Remarks</i>
RMR	< 0.05 shows good fit, but acceptable < 0.08	0.044	Acceptable	
GFI	< 1.000	0.937	Acceptable	
CFI	> 0.900	0.968	Acceptable	
ARMSEA	Best fit when = 0.05, acceptable when < 0.08	0.074	Acceptable	Accepted
Degrees of freedom	Should be positive	31.000	Acceptable	
Chi-square	-	164.907	Acceptable	

4.6.3 EXTRAVERSION (EXT)

There are ten things in all (i.e., EXT1, EXT2, EXT3, EXT4, EXT5, EXT6, EXT7, EXT8, EXT9, EXT10). The absolute fit measures how well the model's covariance matrix (which was developed from the observed matrix) corresponds to the observed matrix. The root

mean square approximation (RMESA) is a method for evaluating estimating errors that builds on the residual appraisal.

The original Extraversion measuring model did not meet the requirements. Modification index values suggested that increasing model fit required the introduction of covariance among the elements. As a result, a new model was constructed by establishing correlations among EXT1, EXT2, EXT3, EXT4, EXT5, EXT6, EXT7, EXT8, and EXT9. The values of goodness of fit measures were determined to be adequate after drawing the covariance and assessing the updated model, hence the latter was approved (figure 4.7, & table 4.12). The model fit values (CMIN/DF= 4.738, GFI= 0.927, RMR= 0.041, CFI= 0.923, and RMESA= 0.069) were within a reasonable range.

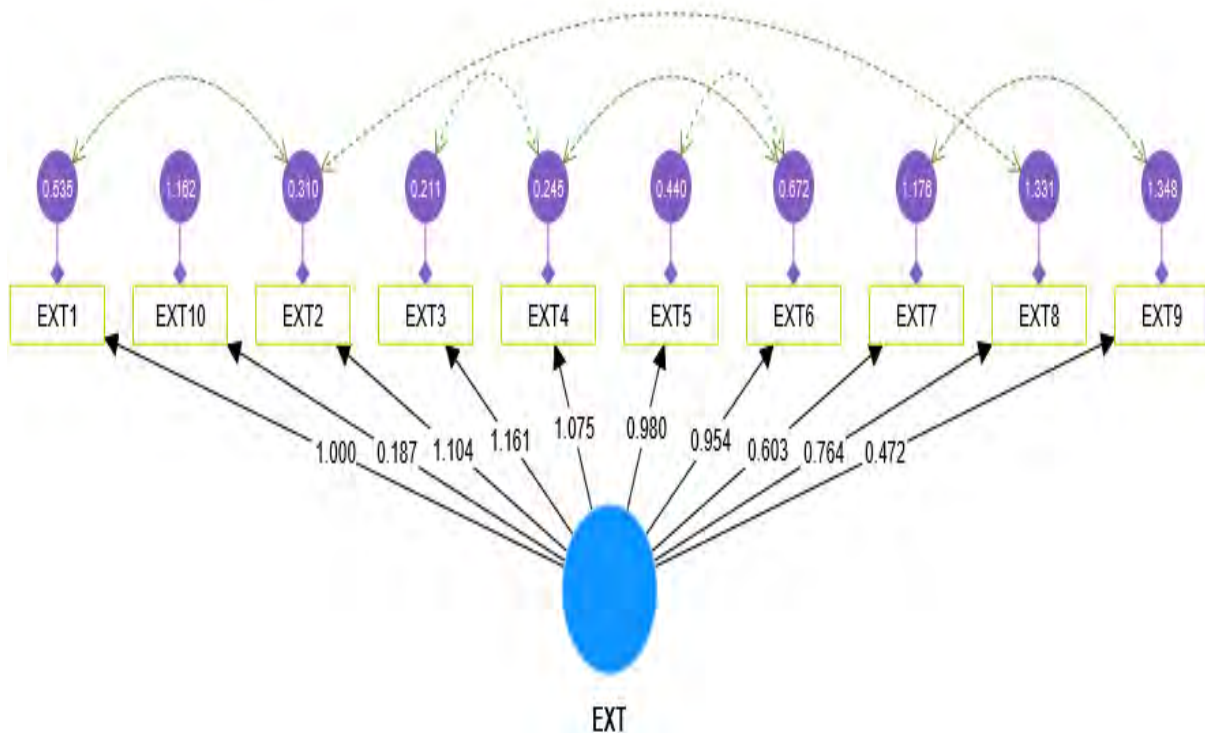


Figure 4.7 Measurement Model of EXT

Table 4.14 Calculation of Measurement Model of Extraversion

<i>Fit Statistics of Extraversion (Independent Variable)</i>				
<i>Goodness of Fit</i>	<i>Acceptable Level</i>	<i>Calculated Measures</i>	<i>Status</i>	<i>Remarks</i>
RMR	< 0.05 shows good fit, but acceptable < 0.08	0.041	Acceptable	
GFI	< 1.000	0.927	Acceptable	
CFI	> 0.900	0.923	Acceptable	
RMSEA	Best fit when = 0.05, acceptable when < 0.08	0.069	Acceptable	
Degrees of freedom	Should be positive	31.000	Acceptable	
Chi-square	-	146.907	Acceptable	

4.6.4 Agreeableness (AGR)

There are ten things in all (i.e., AGR1, AGR2, AGR3, AGR4, AGR5, AGR6, AGR7, AGR8, AGR9, AGR10). The absolute fit measures how well the model's covariance matrix corresponds to the redeveloped covariance matrix. The root mean square approximation (RMESA) is a method for evaluating estimating errors that builds on the residual appraisal.

There are 10 components to it (i.e., AGR1, AGR2, AGR3, AGR4, AGR5, AGR6, AGR7, AGR8, AGR9, AGR10). The absolute fit measures the degree to which the redevelopment matrix of the covariance utilised by the model closely matches the observed covariance matrix. Based on the residual evaluation, the root mean square of approximation (RMESA) analyses estimate error.

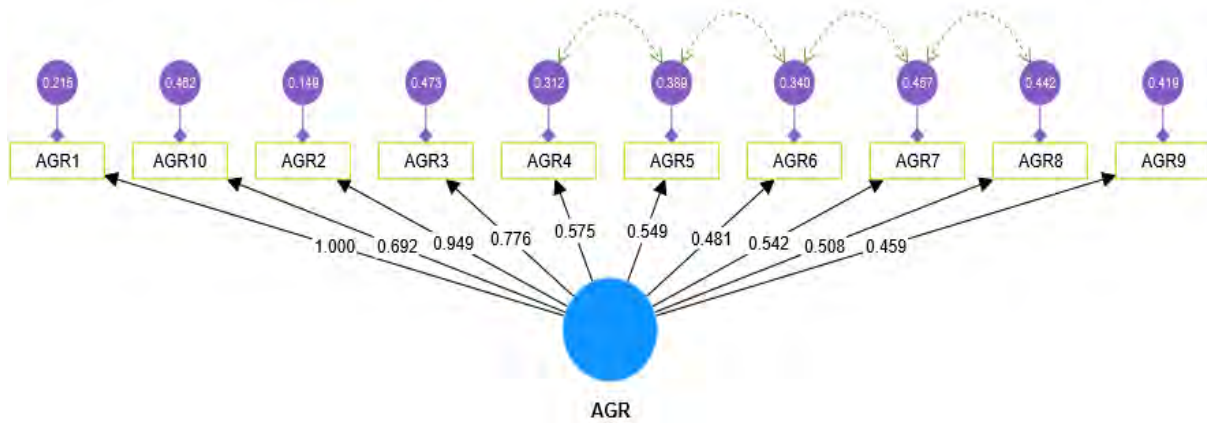


Figure 4.8 Measurement Model of AGR

Table 4.15 Calculation of Measurement Model of Agreeableness

<i>Fit Statistics of Agreeableness (Independent Variable)</i>				
<i>Goodness of Fit</i>	<i>Acceptable Level</i>	<i>Calculated Measures</i>	<i>Status</i>	<i>Remarks</i>
RMR	< 0.05 shows good fit, but acceptable < 0.08	0.047	Acceptable	
GFI	< 1.000	0.937	Acceptable	
CFI	> 0.900	0.937	Acceptable	
RMSEA	Best fit when = 0.05, acceptable when < 0.08	0.069	Acceptable	Accepted
Degrees of freedom	Should be positive	31.000	Acceptable	
Chi-square	-	151.500	Acceptable	

4.6.5 Conscientiousness (CON)

There are ten things in all (i.e., CON1, CON2, CON3, CON4, CON5, CON6, CON7, CON8, CON9, CON10). Using the observed covariance matrix as a guide, the absolute fit assessment modifies the covariance matrix the model employs. The root mean

square approximation (RMESA) is a method for evaluating estimating errors that builds on the residual appraisal.

The first version of the Conscientiousness measuring model did not meet the requirements. Modification index values suggested that increasing model fit required the introduction of covariance among the elements. As a result, we drew covariance between CON4, CON5, CON8, and CON10 to create a new model. The values of goodness of fit measures were determined to be adequate after drawing the covariance and assessing the updated model, hence the latter was approved (figure 4.9, & table 4.14). The model fit values (i.e., CMIN/DF= 4.683, GFI= 0.938, RMR= 0.063, CFI= 0.934, and RMESA= 0.074) were within a reasonable range.

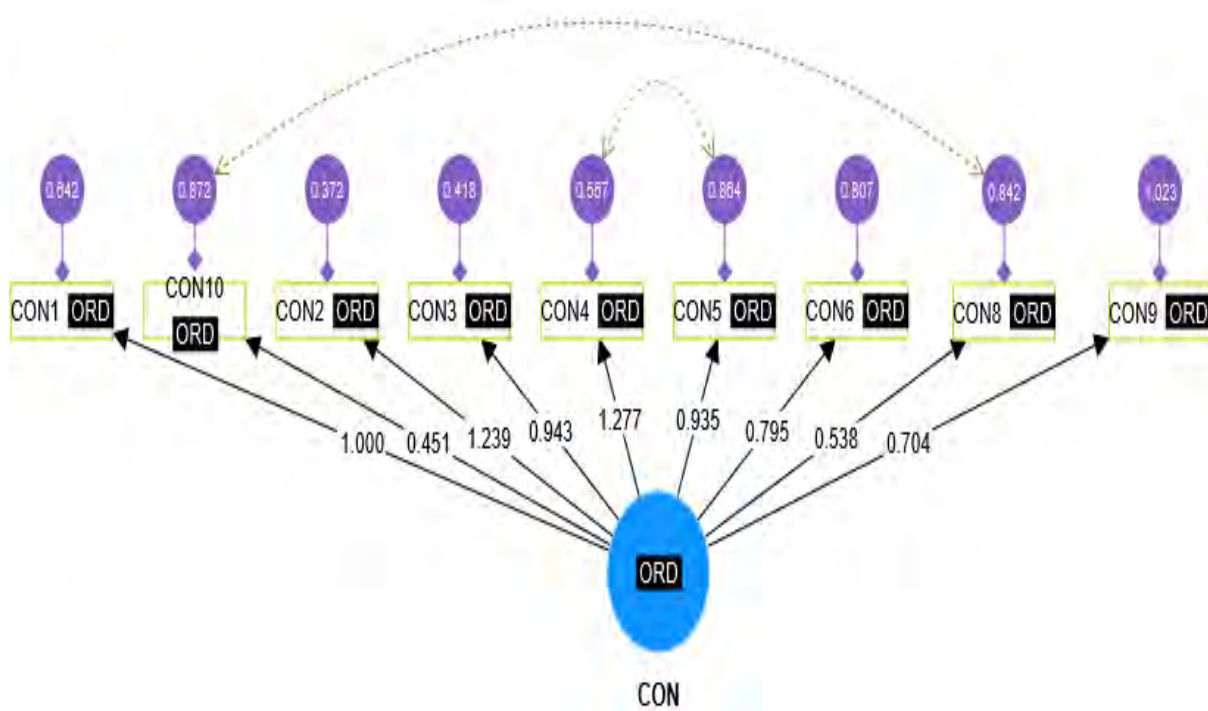


Figure 4.9 Measurement Model of CON

Table 4.16 Calculation of Measurement Model of Conscientiousness

<i>Fit Statistics of Conscientiousness (Independent Variable)</i>				
<i>Goodness of Fit</i>	<i>Acceptable Level</i>	<i>Calculated Measures</i>	<i>Status</i>	<i>Remarks</i>
RMR	< 0.05 shows good fit, but acceptable < 0.08	0.063	Acceptable	
GFI	< 1.000	0.938	Acceptable	
CFI	> 0.900	0.934	Acceptable	
RMSEA	Best fit when = 0.05, acceptable when < 0.08	0.074	Acceptable	Accepted
Degrees of freedom	Should be positive	25.000	Acceptable	
Chi-square	-	117.084	Acceptable	

4.6.6 Openness to experience (OPEN)

Each of the ten items used to investigate this factor (OPEN1, OPEN2, OPEN3, OPEN4, OPEN5, OPEN6, OPEN7, OPEN8, OPEN9, and OPEN10) has a sufficient factor loading value (FL) and square multiple correlations (SMC). An indication of control between the observed and redeveloped covariance matrices is made by the absolute fit assessment. The root mean square approximation (RMESA) is a method for evaluating estimating errors that builds on the residual appraisal.

All ten items used to investigate this factor (OPEN1, OPEN2, OPEN3, OPEN4, OPEN5, OPEN6, OPEN7, OPEN8, OPEN9, and OPEN10) exhibit sufficient factor loading value (FL) and square multiple correlation (SMC) values. The covariance redevelopment matrix and the observed

covariance matrix are regulated by the absolute fit assessment. Based on the residual evaluation, the root mean square of approximation (RMESA) analyses estimate error.

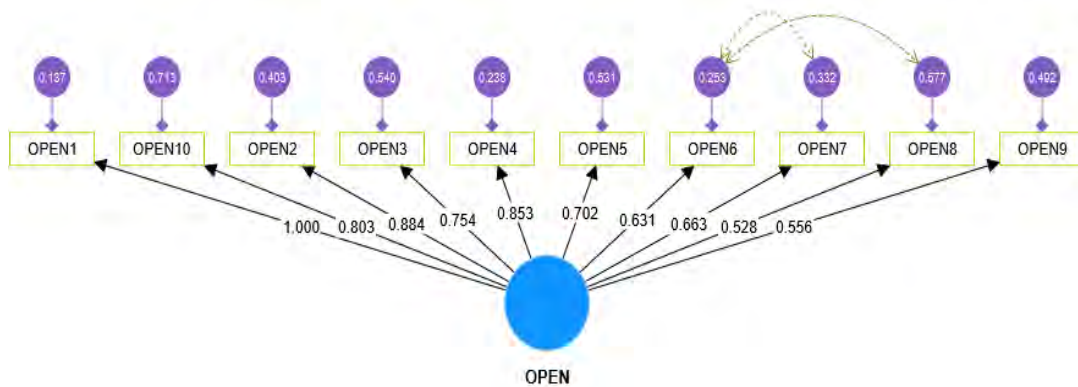


Figure 4.10 Measurement Model of OPEN

Table 4.17 Calculation of Measurement Model of Openness to Experience

<i>Fit Statistics of openness to experience (Independent Variable)</i>				
<i>Goodness of Fit</i>	<i>Acceptable Level</i>	<i>Calculated Measures</i>	<i>Status</i>	<i>Remarks</i>
RMR	< 0.05 shows good fit, but acceptable < 0.08	0.046	Acceptable	
GFI	< 1.000	0.926	Acceptable	
CFI	> 0.900	0.938	Acceptable	
RMSEA	Best fit when = 0.05, acceptable when < 0.08	0.080	Acceptable	
Degrees of freedom	Should be positive	33.000	Acceptable	
Chi-square	-	139.0812	Acceptable	

4.6.7 Organizational commitment (OCOM)

There are ten elements that make up this factor (OPEN1, OPEN2, OPEN3, OPEN4, OPEN5, OPEN6, OPEN7, OPEN8, OPEN9, and OPEN10), and all of them have factor loading value (FL) and square multiple correlations (SMC) values that are within acceptable ranges. Using the observed covariance matrix to regulate the model's rebuilding matrix of covariance is a gesture made during the absolute fit assessment. The root-mean-square approximation (RMESA) method was created based on the residual valuation and pays special attention to estimation-related errors.

The first approach for gauging organizational dedication did not meet the requirements. Modification index values suggested that increasing model fit required the introduction of covariance among the elements. This led to the creation of a new model that considers the correlation between OCOM1 and OCOM3. The values of goodness of fit measures were determined to be adequate after drawing the covariance and assessing the updated model, hence the latter was approved (figure 4.11, & table 4.16). CMIN/DF= 4.629, GFI= 0.976, RMR= 0.011, CFI= 0.994, and RMESA= 0.065 were all within a workable margin of error for the model fit.

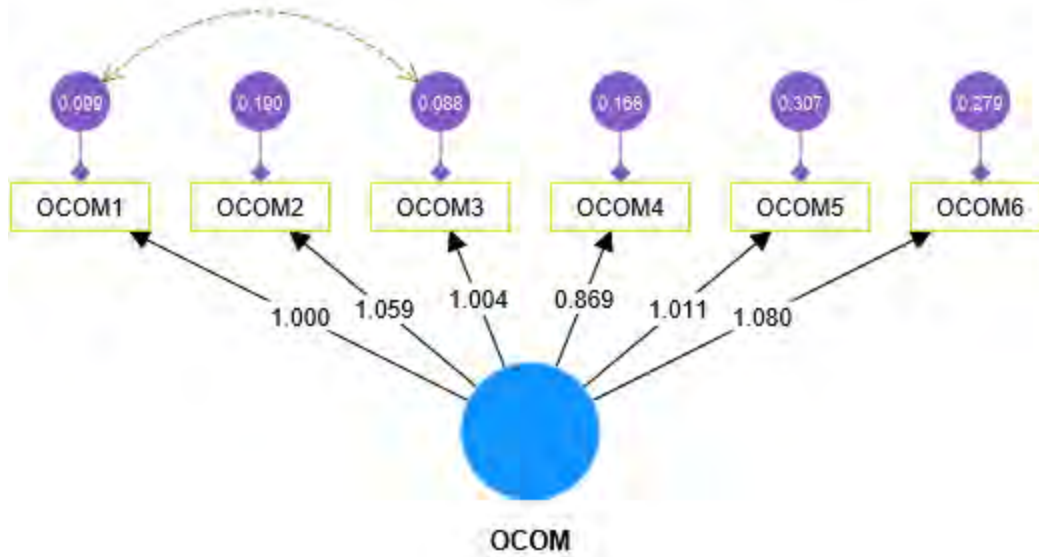


Figure 4.11 Measurement Model of OCOM

Table 4.18 Calculation of Measurement Model of Organizational Commitment

<i>Fit Statistics of organizational commitment (Independent Variable)</i>				
<i>Goodness of Fit</i>	<i>Acceptable Level</i>	<i>Calculated Measures</i>	<i>Status</i>	<i>Remarks</i>
RMR	< 0.05 shows good fit, but acceptable < 0.08	0.011	Acceptable	
GFI	< 1.000	0.976	Acceptable	
CFI	> 0.900	0.994	Acceptable	
RMSEA	Best fit when = 0.05, acceptable when < 0.08	0.065	Acceptable	Accepted
Degrees of freedom	Should be positive	8.000	Acceptable	
Chi-square	-	37.031	Acceptable	

4.6.8 Organizational cynicism

Organizational commitment could not be measured effectively using the first model developed. To achieve the target RMSEA and improve model fit, the modification

indices suggested adding covariance among the elements. So, we drew covariance between OCOM1 and OCOM3 and came up with a new model. It was determined that the updated model was acceptable after drawing the covariance and doing the necessary measurements (figure 4.11, & table 4.16). The model fit values (CMIN/DF= 4.629, GFI= 0.976, RMR= 0.011, CFI= 0.994, and RMESA= 0.065) were within a reasonable range.

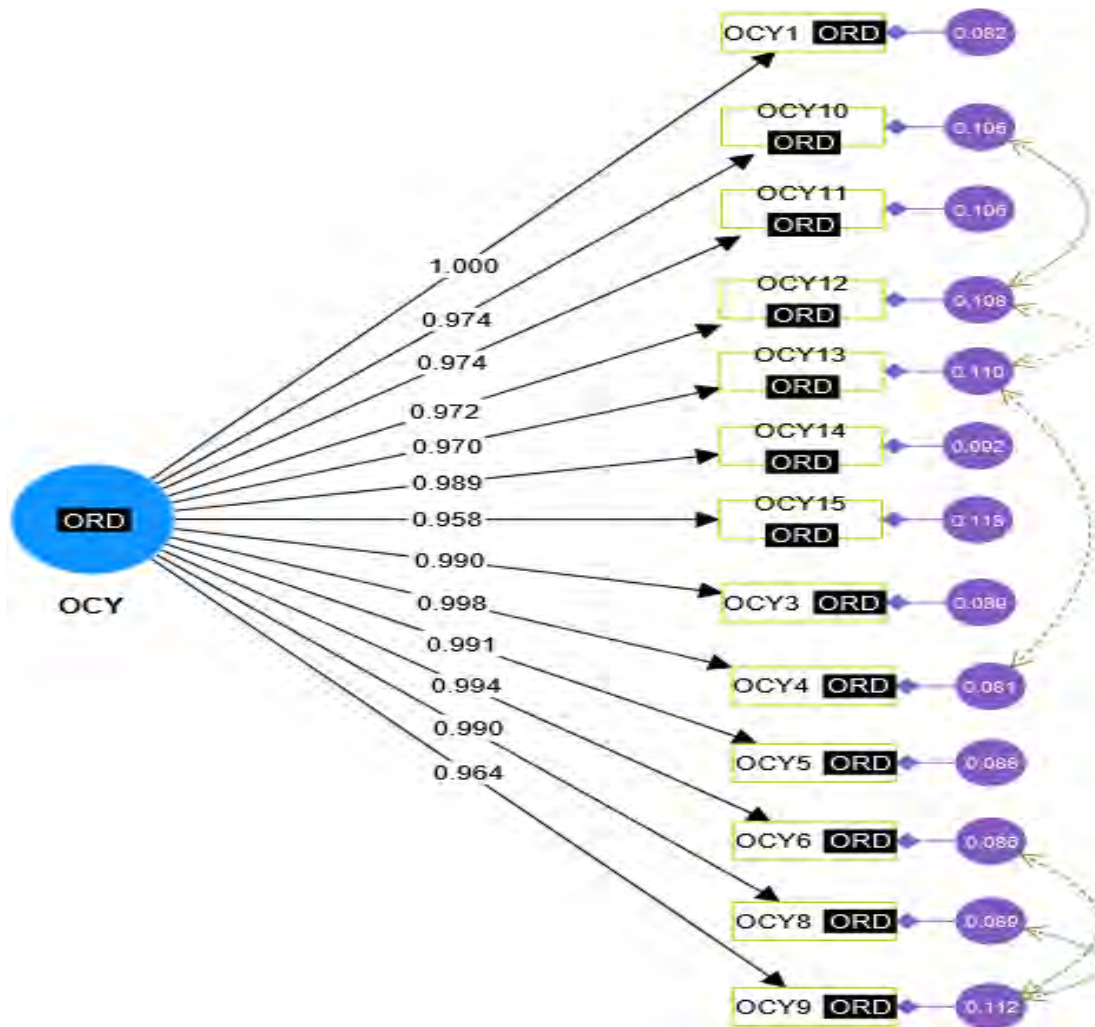


Figure 4.12 Measurement Model of OCY

Organizational cynicism did not meet the requirements using the first proposed measuring approach. Modification index values suggested that increasing model fit required the introduction of covariance among the elements. As a result, a new model was created by including covariance across years 4–6, 8–9, 10–11, 12–13, and 13–14. The values of goodness of fit measures were determined to be adequate after drawing the covariance and assessing the updated model, hence the latter was approved (figure 4.12, & table 4.17). CMIN/DF= 5.706, GFI= 0.902, RMR= 0.014, CFI= 0.973, and RMSEA= 0.078 were all within a workable margin of error for the models.

Table 4.19 Calculation of Measurement Model of Organizational Cynicism

<i>Fit Statistics of organizational cynicism (Independent Variable)</i>				
<i>Goodness of Fit</i>	<i>Acceptable Level</i>	<i>Calculated Measures</i>	<i>Status</i>	<i>Remarks</i>
RMR	< 0.05 shows good fit, but acceptable < 0.08	0.014	Acceptable	
GFI	< 1.000	0.902	Acceptable	
CFI	> 0.900	0.973	Acceptable	
RMSEA	Best fit when = 0.05, acceptable when < 0.08	0.078	Acceptable	Accepted
Degrees of freedom	Should be positive	60.000	Acceptable	
Chi-square	-	342.367	Acceptable	

4.6.9 Occupational stress (OS)

The first model used to gauge organisational cynicism did not meet the requirements. To achieve the target RMSEA and improve model fit, the modification indices

suggested adding covariance among the elements. Thus, a new model was constructed by establishing correlations between years 4, 6, 8, 9, 10, 11, 12, and 13. It was determined that the updated model was acceptable after drawing the covariance and doing the necessary measurements (figure 4.12, & table 4.17). The model fit values (CMIN/DF= 5.706, GFI= 0.902, RMR= 0.014, CFI= 0.973, and RMESA= 0.078) were within a reasonable range. The first approach for measuring occupational stress did not meet the requirements. Modification index values suggested that increasing model fit required the introduction of covariance among the elements. As a result, we drew covariance between OS1, OS2, OS5, OS6, OS7, OS8, and OS9 to create a new model. The values of goodness of fit measures were determined to be adequate after drawing the covariance and analysing the updated model of occupational stress (figure 4.13, & table 4.18). CMIN/DF= 4.245, GFI= 0.950, RMR= 0.044, CFI= 0.935, and RMESA= 0.078 were all within a workable margin of error for the models.

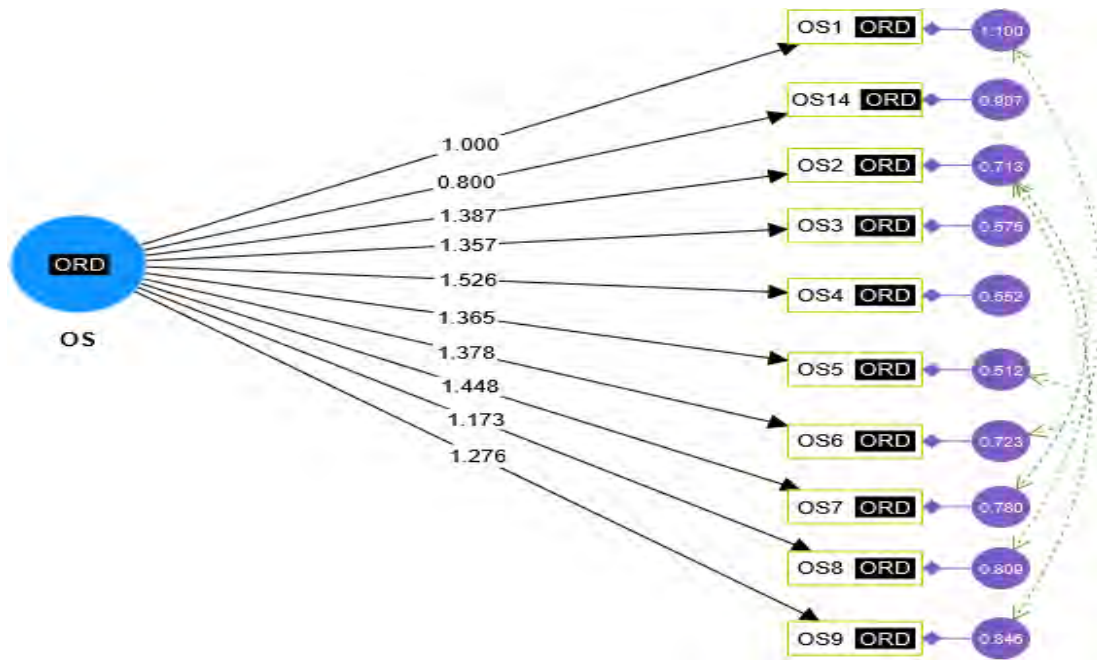


Figure 4.13 Measurement Model of OS

Table 4.20 Calculation of Measurement Model of Occupational stress

<i>Fit Statistics of occupational stress (Independent Variable)</i>				
<i>Goodness of Fit</i>	<i>Acceptable Level</i>	<i>Calculated Measures</i>	<i>Status</i>	<i>Remarks</i>
RMR	< 0.05 shows good fit, but acceptable < 0.08	0.044	Acceptable	
GFI	< 1.000	0.950	Acceptable	
CFI	> 0.900	0.935	Acceptable	
RMSEA	Best fit when = 0.05, acceptable when < 0.08	0.078	Acceptable	Accepted
Degrees of freedom	Should be positive	31.000	Acceptable	
Chi-square	-	131.580	Acceptable	

4.6.10 Confirmatory Factor Analysis Overall

Occupational stress was first measured using a model that did not meet the requirements. To achieve the target RMSEA and improve model fit, the modification indices suggested adding covariance among the elements. This led to the creation of a new model that takes into account the interdependencies between OS1, OS2, OS5, OS6, OS7, OS8, and OS9. The updated model of occupational stress was approved after generating the covariance and doing the necessary measurements, which yielded values of goodness of fit measures that were considered adequate (figure 4.13, & table 4.18). The model fit values (CMIN/DF= 4.245, GFI= 0.950, RMR= 0.044, CFI= 0.935, and RMESA= 0.078) were within a reasonable range (Hair et al., 2006b) and reflect the overall model fitness.

According to (Hair et al., 2006a), there were problems with the first attempt at measuring occupational stress. According to the modification indices, in order to get the

required RMSEA and improve model fit, covariance must be introduced between the components. Since these factors were shown to have significant correlation with one another, a new model was constructed. Values of goodness of fit measurements were adequate after drawing the covariance and assessing the updated model, justifying its use as a valid representation of occupational stress (figure 4.13, & table 4.18). Results from evaluating how well a model fits the data fell within a respectable interval: CMIN/DF= 4.245, GFI= 0.950, RMR= 0.044, CFI= 0.935, and RMESA= 0.078. The first attempt at a measuring model for Occupational stress failed to meet the requirements. Due to the high value of the modification indices, it was determined that covariance should be included between the items in order to achieve the target value of RMSEA and improve model fit. So, we drew covariance between OS1, OS2, OS5, OS6, OS7, OS8, and OS9 to create a new model. Once the covariance diagram and measurements were completed, the values of goodness of fit measures were determined to be adequate, and the new model of occupational stress was adopted (figure 4.13, & table 4.18). CMIN/DF= 4.245, GFI= 0.950, RMR= 0.044, CFI= 0.935, and RMESA= 0.078 were all within a workable margin of error for the model fits.

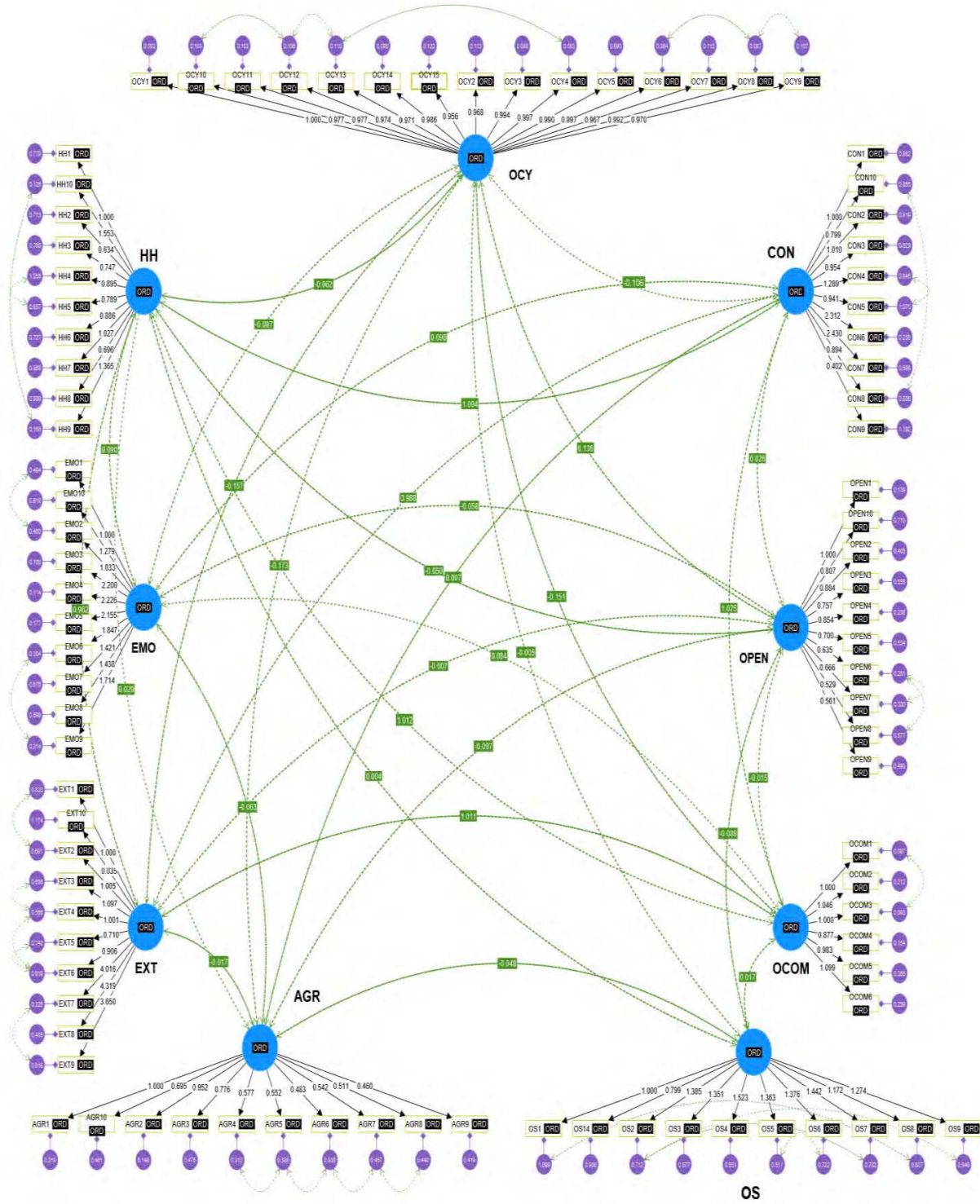


Figure 4.14 Measurement model CFA overall

Table 4.21 Calculation of Measurement Model of overall CFA

Parameters with the Acceptable & Calculated Measures

<i>Goodness of Fit</i>	<i>Acceptable Level</i>	<i>Calculated Measures</i>	<i>Status</i>	<i>Remarks</i>
RMR	< 0.05 shows good fit, but acceptable when < 0.08	0.063	Acceptable	
GFI	< 1.000	0.642	Acceptable	
CFI	> 0.900	0.905	Acceptable	Accepted
RMSEA	Best fit when = 0.05, acceptable < 0.08	0.064	Acceptable	
Degrees of freedom	Should be positive	3941	Acceptable	
Chi-square	-	11861.872	Acceptable	

The table presented outlines the goodness of fit measures for a Confirmatory Factor Analysis (CFA) model, assessing the model's adequacy in explaining the observed data. Several fit indices are considered to evaluate the model's performance. Root Mean Square Residual (RMR) is 0.063, which falls within the acceptable range as it is less than 0.08. RMR measures the discrepancies between the observed and model-implied covariances, and a lower value indicates a better fit. The Goodness of Fit Index (GFI) is 0.642, which is considered acceptable. GFI measures the proportion of the total variance accounted for by the model, and values below 1.000 are acceptable. The Comparative Fit Index (CFI) is 0.905, surpassing the acceptable threshold of 0.900. CFI assesses how well the proposed model fits compared to a null model, with higher values indicating a better fit.

The Root Mean Square Error of Approximation (RMSEA) is 0.064, which is acceptable, especially since it falls within the range of 0.05 to 0.08, considered acceptable in academic literature. RMSEA assesses the model's goodness of fit in relation to the degrees of freedom. Furthermore, the degrees of freedom for this model are 3941, which is positive, indicating that the model has sufficient degrees of freedom to fit the data.

Table 4.22 Calculation of Measurement Model of overall CFA

Convergent Validity	Validity			
	Discriminant Validity			
Variable	AVE > 0.50	CR > 0.70	Variables	AVE > Shared Variance
Honesty-Humility	0.511	0.820	HH & OCOM	0.866 > 0.341
Emotionality	0.494	0.876	EMO & OCOM	0.090 > 0.325
Extraversion	0.685	0.705	EXT & OCOM	0.823 > 0.389
Agreeableness	0.493	0.853	AGR & OCOM	0.555 > 0.311
Conscientiousness	0.540	0.706	CON & OCOM	0.841 > 0.296
Openness to experience	0.655	0.881	OPEN & OCOM	0.592 > 0.360
Organizational cynicism	0.647	0.987	OCOM & OCY	0.555 > 0.311
Organizational commitment	0.529	0.961	OS & OCOM	0.492 > 0.360
Occupational stress	0.644	0.860	OS & OCY	0.620 > 0.389

Lastly, the Chi-square statistic is 11861.872, which is acceptable in this context. The Chi-square test assesses the difference between the model-implied and observed covariance matrices, and a non-significant Chi-square indicates a good fit, though its absolute

value alone may not be a strong indicator of model fit. The CFA model appears to have an acceptable goodness of fit based on these fit indices. While some indices are slightly above the ideal cutoffs, they generally fall within the range of acceptability, suggesting that the model adequately explains the observed data. Researchers may further scrutinize the model and consider potential modifications to improve fit, if necessary, but these results provide reasonable confidence in the model's appropriateness for the given data.

4.7 Structural Model

Following the measurement model for testing the hypothesized relationships among independent and dependent constructs to estimate the structural model.

4.7.1 Structural Model Specification

The specification of the model is indicated in the following figure. The model consists of a mean score of nine unobserved factors. Based on the presented model, HEXACO personality traits including honesty-humility (H-H), emotionality (EMO), extraversion (EXT), agreeableness (AGR), conscientiousness (CON) and openness to experience (OPEN) has been considered exogenous variable (Independent variable), organization commitment (OCOM) having mediation role, organizational cynicism (OCY) was an endogenous variable (dependent variable).

4.7.2 Exogenous Variable

In the conducted study, the focus was on investigating the impact of HEXACO personality traits as exogenous variables. The HEXACO model comprises six dimensions, namely Honesty-Humility, Emotionality, Extraversion, Agreeableness, Conscientiousness, and Openness to Experience. The set of variables included a total of 60 items, distributed evenly with 10 items representing each dimension. However, during the data analysis phase, it was deemed necessary

to refine the measurement instrument. These adjustments were made to ensure the reliability and validity of the measurement instrument, thereby enhancing the overall quality of the study's findings.

4.7.3 Endogenous Variables

In the structural model under investigation, the endogenous variable was organizational cynicism, which was measured using fifteen items. Another variable within the structural model was organizational commitment, consisting of six items.

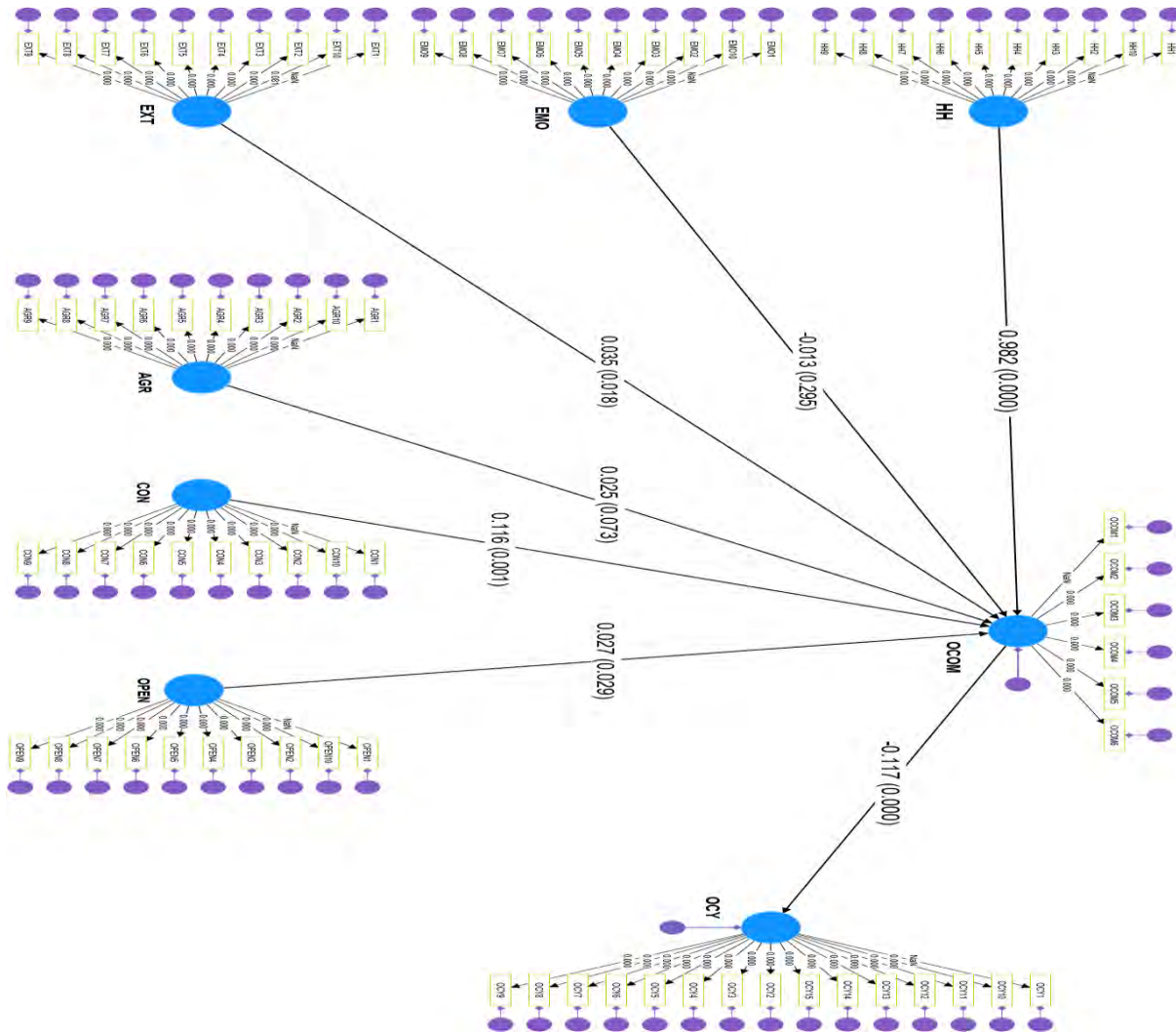


Figure 4.15 Path diagram for structural model

4.7.4 Model fit for structural model.

The satisfactory results from structural model estimation for model fit in the following figure and all indices' values indicate admissible fitness such as GFI= 0.916, RMR=0.048, CFI=0.925, and RMSEA= 0.072.

4.7.5 Direct effects

Smart PLS 4 is used to investigate the relationship between the latent variables of the study, Table 4.20 summarizes the findings including direct effects of variables, path coefficients, T statistics, and P values of the relationships. There is a strong positive relationship between Honesty-Humility (HH) and Organizational Commitment (OCOM), as shown by the path coefficient of 0.983. The T statistics for this path is 123.369, and the p-value is 0.00, indicating strongly positive statistical significance. Similarly, Emotionality (EMO) has an insignificant impact on Organizational Commitment, as evidenced by the path coefficient of -0.013. The T statistics for this path is 1.048, and the p-value is 0.295, which denotes a statistically insignificant relationship.

It has been observed that there is a positive relationship between Extraversion (EXT) and Organizational Commitment (OCOM). The path coefficient between EXT and OCOM is 0.035. The T statistics for this path is 2.377, and the p-value is 0.018, which indicates a statistically small but positive significant outcome. Additionally, there is a positive relationship between Agreeableness and Organizational Commitment. The path coefficient between AGR and OCOM is 0.024. The T statistics for this path is 1.796, and the p-value is 0.073, which suggests a relatively weak positive but statistically significant outcome.

Additionally, there is a strong positive relationship between Conscientiousness (CON) and Organizational Commitment (OCOM), as shown by the path coefficient of 0.114. The T statistics

for this path is 3.281, and the p-value is 0.001, indicating moderate positive statistical significance. Similarly, Openness to Experience (OPEN) has a significant positive impact on Organizational Commitment (OCOM), as evidenced by the path coefficient of 0.028. The T statistics for this path is 2.186, and the p-value is 0.029, which also denotes small positive but statistical significance.

Through SEM, it has been observed that there is a negative and significant relationship between Organizational commitment (OCOM) and Organizational Cynicism (OCY), as shown by the path coefficient value of -0.114. The T statistics for this path is 3.621, and the p-value is 0.000, which denotes negative statistical significance.

Table 4.23 Calculation of Structural Model

Type of effect	Effect	Path Coefficient	T value	P value	Remarks
Direct effect	HH -> OCOM	0.982	2.369	0.000	Accepted
Direct effect	EMO -> OCOM	-0.013	1.048	0.295	Rejected
Direct effect	EXT -> OCOM	0.035	2.377	0.018	Accepted
Direct effect	AGR -> OCOM	0.025	1.796	0.073	Accepted
Direct effect	CON -> OCOM	0.116	3.281	0.001	Accepted
Direct effect	OPEN -> OCOM	0.027	2.186	0.029	Accepted
Direct effect	OCOM -> OCY	-0.117	3.621	0.029	Accepted

4.7.6 Indirect Effects (Mediation)

The study investigated the mediating effects between the variables of the study by structural equational modelling (SEM) using statistical software smart PLS 4. Results of the investigation between the variables honesty-humility (HH), emotionality (EMO), extraversion (EXT), agreeableness (AGR), conscientiousness (CON), openness to experience (OPEN),

organizational commitment (OCOM), and organizational cynicism (OCY) are abridged in the table.

Table 4.24 Calculation of Structural Model

Type of effect	Effect	Path Coefficient	T value	P value	Remarks
Indirect effect	HH -> OCOM -> OCY	-0.145	3.344	0.001	Accepted
Indirect effect	EMO -> OCOM -> OCY	0.003	1.024	0.306	Rejected
Indirect effect	EXT -> OCOM -> OCY	-0.006	1.848	0.065	Accepted
Indirect effect	AGR -> OCOM -> OCY	-0.003	1.497	0.135	Rejected
Indirect effect	CON -> OCOM -> OCY	-0.017	2.342	0.002	Accepted
Indirect effect	OPEN -> OCOM -> OCY	-0.003	1.843	0.066	Accepted

The first case examines the indirect effect of the variable honesty-humility (HH) on the dependent variable organizational cynicism (OCY) through the mediator organizational commitment (OCOM). The path coefficient of -0.145 indicates a negative indirect relationship between "HH" and "OCY" through "OCOM." The t-value of 3.344 suggests that this relationship is statistically significant. The low p-value of 0.001 further supports the significance of the relationship, indicating that the effect is not likely due to chance. Therefore, the result is accepted, and it suggests that "HH" has a statistically significant indirect effect on "OCY" through the mediator "OCOM." The second case examines the indirect effect of the variable emotionality (EMO) on the dependent variable organizational cynicism (OCY) through the mediator organizational commitment (OCOM). The path coefficient of 0.003 indicates a very small positive indirect relationship between "EMO" and "OCY" through "OCOM." The t-value of 1.024 is relatively low, and the p-value of 0.306 is greater than the typical significance level of 0.05. These values suggest that the relationship between "EMO" and "OCY" through "OCOM" is not

statistically significant. Therefore, the result is rejected, and it implies that "EMO" does not have a statistically significant indirect effect on "OCY" through the mediator "OCOM."

The third case examines the indirect effect of the variable extraversion (EXT) on the dependent variable organizational cynicism (OCY) through the mediator organizational commitment (OCOM). The path coefficient of -0.006 indicates a small negative indirect relationship between "EXT" and "OCY" through "OCOM." The t-value of 1.848 is relatively higher than in the second case, but the p-value of 0.065 is slightly above the typical significance level. While the p-value is somewhat borderline, it is still below 0.1, which may be considered as marginally significant. Therefore, the result is tentatively accepted, suggesting that "EXT" may have a weakly significant indirect effect on "OCY" through the mediator "OCOM."

The fourth case examines the indirect effect of the variable agreeableness (AGR) on the dependent variable organizational cynicism (OCY) through the mediator organizational commitment (OCOM). The path coefficient of -0.003 indicates a very small negative indirect relationship between "AGR" and "OCY" through "OCOM." The t-value of 1.497 is moderate, but the p-value of 0.135 is above the typical significance level of 0.05. These values suggest that the relationship between "AGR" and "OCY" through "OCOM" is not statistically significant. Therefore, the result is rejected, indicating that "AGR" does not have a statistically significant indirect effect on "OCY" through the mediator "OCOM." The fifth case examines the indirect effect of the variable conscientiousness (CON) on the dependent variable organizational cynicism (OCY) through the mediator organizational commitment (OCOM). The path coefficient of -0.017 indicates a moderate negative indirect relationship between "CON" and "OCY" through "OCOM." The t-value of 2.342 is relatively high, and the p-value of 0.020 is below the typical significance level of 0.05. These values suggest that the relationship between "CON"

and "OCY" through "OCOM" is statistically significant. Therefore, the result is accepted, indicating that "CON" has a statistically significant indirect effect on "OCY" through the mediator "OCOM."

The sixth case examines the indirect effect of the variable openness to experience (OPEN) on the dependent variable organizational cynicism (OCY) through the mediator organizational commitment (OCOM). The path coefficient of -0.003 indicates a very small negative indirect relationship between "OPEN" and "OCY" through "OCOM." The t-value of 1.843 is moderate, and the p-value of 0.066 is slightly above the typical significance level. While the p-value is somewhat borderline, it is still below 0.1, which may be considered as marginally significant. Therefore, the result is tentatively accepted, suggesting that "OPEN" may have a weakly significant indirect effect on "OCY" through the mediator "OCOM."

4.8 Moderation Testing

The moderating effect of occupational stress was analyzed between the relationship of organizational commitment and organizational cynicism using Hayes process. Model number one was used to examine the effect of occupational stress on the relationship between commitment and cynicism. Table 4.23 contains the results of moderation analysis.

Table 4.23 Summary of Moderation Analysis

<i>Interaction effects</i>	<i>Coefficient</i>	<i>t value</i>	<i>p value</i>	<i>LLCI</i>	<i>ULCI</i>
OS_OCOM	-0.048	2.588	0.01	-.0113	.0210

The results of the moderation analysis disclose a significant and meaningful interaction effect in the context of the relationship between organizational commitment (OCOM) and organizational cynicism (OCY), with occupational stress (OS) serving as the moderator. The interaction term "OS_OCOM" has a coefficient of -0.048, indicating that occupational stress influences the relationship between organizational commitment and organizational cynicism. The statistically significant p-value of 0.01 emphasizes the importance of this moderating effect, indicating that it is unlikely to be due to random chance. In addition, the moderately large t-value of 2.588 indicates that this interaction has a significant practical impact, indicating that the relationship between commitment and cynicism may be attenuated or different when occupational stress is present compared to when it is absent. These findings highlight the significance of considering the role of occupational stress in shaping employee attitudes within organizations, particularly in determining whether commitment can mitigate cynicism under varying levels of stress.

4.9 Overall Interpretation of Hypothesis

The current chapter of the study has summarized the methodology and techniques of data estimation used for research analysis. In this section, researchers analyzed the data according to hypotheses using statistical tools.

Hypothesis 1: This study estimated the effect or impact of "honesty humility (HH)" on "organizational commitment (OCOM)." The coefficient is positive (0.983), indicating that there is a positive relationship between HH and OCOM. This suggests that employees with higher levels of honesty-humility are associated with higher levels of organizational commitment. The t-value is a measure of how statistically significant the relationship is. A high t-value like 123.369 suggests that the relationship between HH and OCOM is highly significant. The p-value is another measure

of statistical significance. A p-value of 0.000 indicates an extremely low probability that the observed relationship between HH and OCOM is due to random chance. Typically, a p-value less than 0.05 is considered statistically significant, so this result is highly significant.

These results suggest that there is a strong and statistically significant positive relationship between honesty humility (HH) and organizational commitment (OCOM). In other words, individuals who score higher on honesty humility are more likely to exhibit higher levels of organizational commitment.

Hypothesis 2: structural measurement represents the estimated effect or impact of "honesty humility (HH)" on "organizational cynicism (OCY)" while controlling for "organizational commitment (OCOM)." The value of coefficient is negative (-0.145). This suggests that for individuals with higher levels of organizational commitment and honesty humility are associated with lower levels of organizational cynicism. A t-value of 3.344 suggests that the relationship between HH and OCY, when controlling for OCOM, is statistically significant.

These results suggest that honesty humility (HH) has a statistically significant negative relationship with organizational cynicism (OCY) when organizational commitment (OCOM) is considered. This means that individuals who score higher on honesty humility tend to exhibit lower levels of organizational cynicism, even after considering their level of organizational commitment.

Hypothesis 3: The coefficient represents the estimated effect or impact of "emotionality (EMO)" on "organizational commitment (OCOM)." path coefficient is negative (-0.013). This suggests that there is a negative relationship between emotionality and organizational commitment, but the relationship appears to be very weak. A t-value of 1.048 is relatively low, indicating that the relationship between EMO and OCOM may not be statistically significant. A p-value of 0.295 is relatively high. Typically, a p-value less than 0.05 is considered statistically significant. In this

case, the p-value is greater than 0.05, suggesting that the observed relationship between EMO and OCOM is not statistically significant.

So, the results suggest that there is a very weak and statistically non-significant negative relationship between emotionality (EMO) and organizational commitment (OCOM) based on the data and analysis conducted. This means that the level of emotionality an individual exhibits does not appear to have a meaningful impact on their organizational commitment, at least in the context of this study.

Hypothesis 4: The results of the hypothesis testing, which examines relationship between "organizational commitment (OCOM)", "emotionality (EMO)" and "organizational cynicism (OCY)," indicate the following: The coefficient between EMO and OCOM is 0.003, with a t-value of 1.024 and a p-value of 0.306. This suggests a very weak and statistically non-significant relationship between EMO and OCOM. Subsequently, the coefficient between OCOM and OCY remains unspecified in the provided information, making it challenging to evaluate the mediation effect. In essence, these results do not support the hypothesis that organizational commitment significantly mediates the relationship between emotionality and organizational cynicism, as the initial link between EMO and OCOM is weak and not statistically significant.

Hypothesis 5: The results of the analysis examining the relationship between extraversion (EXT) and organizational commitment (OCOM) reveal that coefficient is 0.035, with a t-value of 2.377 and a p-value of 0.018. This indicates a positive and statistically significant relationship between extraversion and organizational commitment. In other words, individuals with higher levels of extraversion tend to exhibit higher levels of organizational commitment. These findings suggest that individuals who are more extraverted may be more likely to engage with their organizations and demonstrate commitment. Extraverts are typically characterized by their outgoing and sociable

nature, which could translate into a greater willingness to connect with colleagues, participate in team activities, and contribute to the organization's goals.

Hypothesis 6: The analysis regarding the mediation hypothesis involving extraversion (EXT), organizational commitment (OCOM), and organizational cynicism (OCY) reveals that coefficient between EXT and OCOM is -0.006, with a t-value of 1.848 and a p-value of 0.065. While this p-value is slightly above the conventional significance threshold of 0.05, it can be considered marginally significant. This suggests a potential negative relationship between extraversion and organizational commitment, indicating that highly extraverted individuals might exhibit slightly lower levels of organizational cynicism.

Hypothesis 7: The results of the analysis examining the relationship between agreeableness (AGR) and organizational commitment (OCOM) indicate that the coefficient is 0.024, with a t-value of 1.796 and a p-value of 0.073. These results suggest a positive relationship between agreeableness and organizational commitment, but the statistical significance is not very strong. In other words, individuals who score higher on agreeableness may tend to exhibit slightly higher levels of organizational commitment, although this relationship is not highly significant based on the given p-value.

Findings imply that individuals with a more agreeable disposition, characterized by traits such as cooperativeness and interpersonal warmth, could be more likely to feel committed to their organization.

Hypothesis 8: The coefficient between the mediating effect of AGR and OCOM on OCY is -0.003, with a t-value of 1.497 and a p-value of 0.135. This suggests that the influence of agreeableness (AGR) and organizational commitment (OCOM) on organizational cynicism (OCY) is very weak and not statistically significant.

Based on these results, it seems that agreeableness (AGR) and organizational commitment (OCOM) do not significantly impact organizational cynicism (OCY) when considered together. This implies that, in this specific analysis, the combination of these two factors does not appear to have a meaningful influence on the levels of organizational cynicism observed.

Hypothesis 9: The relationship between conscientiousness (CON) and organizational commitment (OCOM) shows a coefficient of 0.114, a t-value of 3.281, and a p-value of 0.001. These results indicate a robust and statistically significant positive relationship between conscientiousness and organizational commitment. In simpler terms, individuals who exhibit higher levels of conscientiousness, characterized by traits such as responsibility, dependability, and diligence, are more likely to demonstrate strong organizational commitment.

This suggests that individuals who are conscientious tend to be reliable, dedicated, and engaged with their work and organization. They are more likely to fulfill their job responsibilities, meet deadlines, and take their roles seriously.

Hypothesis 10: The coefficient for the direct relationship between conscientiousness (CON), organizational commitment (OCOM) and organizational cynicism (OCY) is -0.017. The t-value is 2.342, and the p-value is 0.020. This suggests a negative relationship between conscientiousness and organizational cynicism through organizational commitment. It's important to note that a negative coefficient here indicates a counterintuitive result, as conscientious individuals are typically associated with higher commitment. The statistical significance, with a p-value less than 0.05, suggests that this relationship is statistically significant.

Results indicate that conscientious individuals who are committed to their organization, are less engaged in organizational cynicism.

Hypothesis 11: The relationship between openness to experience (OPEN) and organizational commitment (OCOM) shows a coefficient of 0.028, a t-value of 2.186, and a p-value of 0.029. These results indicate a positive and statistically significant relationship between openness to experience and organizational commitment.

Individuals who score higher on openness to experience, which is characterized by traits like curiosity, creativity, and a willingness to embrace new ideas and experiences, are more likely to exhibit higher levels of organizational commitment. From an employee's perspective, this suggests that those who are open to new challenges and opportunities tend to be more engaged and committed to their organization. They may be more willing to adapt to change, contribute innovative ideas, and invest in their roles and the organization's mission.

Hypothesis 12: Regarding the indirect relationship between openness to experience (OPEN) and organizational cynicism (OCY) through organizational commitment (OCOM), The coefficient for this indirect relationship is -0.003. The t-value is 1.843, and the p-value is 0.066. This suggests a very weak and marginally significant negative relationship. In other words, individuals who score higher on openness to experience and commitment to their organization show slightly negative behaviour towards organizational cynicism.

Hypothesis 13: The relationship between organizational commitment (OCOM) and organizational cynicism (OCY) shows a coefficient of -0.114, a t-value of 3.621, and a p-value of 0.029. These results indicate a statistically significant negative relationship between organizational commitment (OCOM) and organizational cynicism (OCY).

In simpler terms, individuals who exhibit higher levels of organizational commitment tend to display lower levels of organizational cynicism. This suggests that when employees are committed to their organization, they are less likely to be cynical about

the organization's motives, decisions, or actions. Strong organizational commitment may lead to a more positive perception of the organization, a willingness to trust in its leadership, and a reduced inclination to view organizational decisions or changes through a cynical lens.

Hypothesis 14: The p-value represents the likelihood of obtaining the observed t-value (or more extreme values) if there were no interaction effect. In this instance, the p-value is 0.01, which is below the standard alpha level of 0.05. This indicates that the interaction effect is statistically significant at the 0.05 level, providing support for the hypothesis that occupational stress moderates the relationship between organizational commitment and organizational cynicism.

Sr NO.	Summary of Hypothesis	Results
1	Honesty-humility has a significant relationship with organizational commitment.	Accepted
2	Organizational commitment mediates the relationship between Honesty-humility and organizational cynicism	Accepted
3	Emotionality has a significant relationship with organizational commitment.	Rejected
4	Organizational commitment mediates the relationship between emotionality and organizational cynicism.	Rejected
5	Extraversion has a significant relationship with organizational commitment.	Accepted
6	Organizational commitment mediates the relationship between extroversion and organizational cynicism.	Accepted
7	Agreeableness has a significant relationship with organizational commitment.	Accepted
8	Organizational commitment mediates the relationship between agreeableness and organizational cynicism.	Rejected
9	Conscientiousness has a significant relationship with organizational commitment.	Accepted
10	Organizational commitment mediates the relationship between conscientiousness and organizational cynicism.	Accepted
11	Openness to experience has a significant relationship with organizational commitment.	Accepted
12	Organizational commitment mediates the relationship between openness to experience and organizational cynicism.	Accepted
13	Organizational commitment has a significant influence on organizational cynicism.	Accepted
14	Occupational stress significantly moderates the relationship between organizational commitment and cynicism.	Accepted

CHAPTER 5

DISCUSSION AND CONCLUSION

5.1 Recapitulation of the Research Study

The results and interpretations of the data analysis are presented in this section. Information on studies' implications, ideas for further study, and recommendations are included in this chapter as well. There were a few goals that guided this investigation. The initial goal was to look at how the HEXACO personality qualities (honesty-humility, emotionality, extraversion, agreeableness, conscientiousness, and openness to experience) correlate with loyalty in the banking industry. Our second goal was to examine how bank workers' levels of organizational commitment mediated the connection between HEXACO personality types and cynicism toward management. The third goal was to investigate the impact of job stress on the connections between employee commitment and skepticism on the job. The banking sector could need some help with their human resource management and employee development initiatives, so that brings us to our fourth goal: creating an atmosphere that encourages employees to be productive and happy in the workplace. The sixth goal was to suggest possible future study directions in the field of organizational psychology, with a focus on the banking industry.

Discussion and conclusions drawn from the data analysis are included in this chapter. Findings, implications, recommendations, and proposals for future study are all discussed in depth in this chapter. Some goals were established for this investigation. The initial goal was to investigate the connection between the HEXACO personality qualities (sincerity-humility, emotionalism-openness, extroversion-introversion, agreeableness-conscientiousness, and openness-to-experience) and loyalty to the bank among workers. The second goal was to look at how bank workers' commitment to their firm influences the connection between cynicism and the

HEXACO personality characteristics. The final goal was to investigate how job stress impacts the bonds between employees and their respective organizations, both in terms of dedication and skepticism. Fourth, we wanted to help the banking sector improve their approaches to human resource management and employee development in order to create a happier workplace for their employees. The sixth goal was to find new ways to expand the corpus of knowledge in organizational psychology, especially as it pertains to the banking industry.

This section presents the findings and interpretations that emerged from the data analysis. This chapter also includes specifics on the studies' results and implications, as well as the authors' recommendations for further study. The goals of this investigation were based on previous work. The primary goal was to analyze the connection between the HEXACO personality qualities (honesty-humility, emotionality, extraversion, agreeableness, conscientiousness, and openness to experience) and organizational loyalty in the banking industry. The second goal was to examine the role of organizational commitment as a moderator between HEXACO personality characteristics and organizational cynicism in the banking industry. The third goal was to investigate how stress at work influences the dynamics between employees' loyalty to their organizations and their level of cynicism about their workplaces. The banking sector might need some help with human resource management and employee development techniques, and the fourth goal was to create a more pleasant workplace for workers and improve their overall sense of well-being. Fifth, we hoped to make a useful contribution to the field of organizational psychology, specifically in the banking industry, and to point the way toward future study in this area.

5.2 Detailed Discussion

5.2.1 Relationship between Honesty-Humility and Organizational Commitment

The study revealed a strong and statistically significant positive relationship between honesty-humility and organizational commitment in the banking industry. This finding is particularly relevant in the financial sector, where trust and integrity are foundational. Employees with higher levels of honesty and humility are likely to align with the ethical values upheld by banks. Employees high on emotionality are noticed to be sincere and fair. Their commitment to the organization is not only evident in their dedication to their work but also in their commitment to upholding the institution's reputation and trustworthiness.

5.2.2 Mediating effect of organizational commitment between Honesty-Humility and Organizational cynicism

The second hypothesis delved into the mediating role of organizational commitment (OCOM) on the relationship between honesty humility (HH) and organizational cynicism (OCY). Surprisingly, even after controlling organizational commitment, there was a statistically significant negative relationship between HH and OCY. This implies that individuals with high levels of honesty and humility not only exhibit stronger commitment to their banking organizations but also tend to be less cynical. The implications of this finding are significant for the banking sector, as reduced cynicism can lead to a more cooperative and harmonious work environment.

5.2.3 Relationship between Emotionality and Organizational Commitment

Turning to the third hypothesis, which explored the relationship between emotionality (EMO) and organizational commitment (OCOM), the results indicated a weak and statistically non-significant negative relationship. This can be due to the high-pressure world of banking, where emotional stability is often valued, this result may suggest that emotional disposition does not

significantly affect organizational commitment among employees. This may be due to the high level of fearfulness, anxious feelings, and sentimentality of the employees. Banking institutions may need to focus on other factors to enhance commitment in their workforce.

5.2.4 Mediating effect of organizational commitment between Emotionality and Organizational cynicism.

The mediation hypothesis involving emotionality (EMO), organizational commitment (OCOM), and organizational cynicism (OCY) did not yield strong support. The initial link between EMO and OCOM was weak and statistically non-significant. Consequently, it is challenging to establish that organizational commitment significantly mediates the relationship between emotionality and organizational cynicism within the banking sector, at least based on this study's analysis.

5.2.5 *Relationship between Extraversion and Organizational Commitment*

The fifth hypothesis explored the relationship between extraversion (EXT) and organizational commitment (OCOM), revealing a positive and statistically significant relationship. This suggests that individuals with higher levels of extraversion tend to exhibit stronger organizational commitment in banking institutions. Employees with this personality trait are social, bold and are high on liveliness. In the banking sector, where teamwork and client interactions are vital, extraverted employees may engage more readily with colleagues and clients, contributing to enhanced commitment levels. These findings are supported by the studies (Farrukh et al., 2017) and results of the analysis align with the conclusion drawn by Farrukh et al. (2016) and Syed et al. (2015b). Employees that exhibit extroverted traits tend to establish a mutually beneficial relationship with their employer, perceiving it as a psychological contract wherein they contribute to fostering a socially conducive environment (Herath & Shamila, 2018). As previously

mentioned, individuals with high levels of extroversion exhibit characteristics such as sociability, assertiveness, verbosity, and gregariousness (Takase et al., 2018). Results of the current study are also aligned with (Benard Korankye 2021), and it is evident that personality trait extroversion has a positive and significant relationship with organizational commitment.

5.2.6 Mediating effect of organizational commitment between Extraversion and Organizational cynicism.

The analysis of the mediation hypothesis involving extraversion (EXT), organizational commitment (OCOM), and organizational cynicism (OCY) indicated a marginally significant negative relationship. This suggests that highly extraverted banking employees, when committed to their organization, may exhibit slightly lower levels of organizational cynicism. This result aligns with the notion that extraverted individuals tend to focus on the positive aspects of their organizations and are more likely to engage with colleagues and clients constructively. These findings conclude that personality trait extraversion negatively impacts organizational cynicism with the mediation of organizational commitment. Findings of the study are different from recent study (Soomro et al.,2022) findings where direct effect of extraversion on organizational cynicism was positively significant. While results are aligned with the previous investigation (Acaray and Yildirim,2017).

5.2.7 Relationship between Agreeableness and Organizational Commitment

Employees high on agreeableness are flexible, gentle, and have a high level of forgiveness and patience. The seventh hypothesis examined the relationship between agreeableness (AGR) and organizational commitment (OCOM), indicating a positive relationship, though not highly statistically significant. This suggests that agreeable individuals in the banking sector may exhibit slightly higher levels of organizational commitment. While the statistical significance is not strong,

agreeableness, characterized by cooperativeness and interpersonal warmth, may contribute to a more harmonious work environment. These findings align with the study (Farrukh et al., 2017). Findings of the current study are also supported by the previous study (Benard Korankye 2021).

5.2.8 Mediating effect of organizational commitment between Agreeableness and Organizational cynicism

The mediation hypothesis involving agreeableness (AGR), organizational commitment (OCOM), and organizational cynicism (OCY) did not provide strong support. The influence of agreeableness and organizational commitment on organizational cynicism was weak and not statistically significant. This implies that agreeableness and organizational commitment may not significantly impact the levels of organizational cynicism observed among banking employees in this specific analysis. A previous study (Soomro et al., 2022) found a positive direct relationship between emotionality and cynicism.

5.2.9 *Relationship between Conscientiousness and Organizational Commitment*

The ninth hypothesis investigated the relationship between conscientiousness (CON) and organizational commitment (OCOM). The results indicated a robust and statistically significant positive relationship. Employees with higher levels of conscientiousness, characterized by responsibility and diligence, tend to demonstrate stronger organizational commitment in the banking sector. Conscientious employees are seen as reliable, dependable, and dedicated, qualities highly valued in the financial industry. Individuals that possess a high level of conscientiousness are commonly described as being dependable, meticulous, organized, hard-working, diligent and perfectionist. These findings are aligned with previously suggested arguments of (Chiaburu et al., 2011), (Hochwarter et al., 1999) and (Takase et al., 2018). And the results were contrary to the findings of Ziapour et al., (2017) and (Korankye et al., 2021).

5.2.10 Mediating effect of organizational commitment between Conscientiousness and Organizational cynicism

The mediation hypothesis involving conscientiousness (CON), organizational commitment (OCOM), and organizational cynicism (OCY) revealed a statistically significant negative relationship. This suggests that highly conscientious banking employees, when committed to their organization, are less inclined to engage in organizational cynicism. This finding underscores the importance of conscientiousness in mitigating cynicism, as committed individuals are more likely to view their organization's decisions and actions in a positive light. These findings conclude that personality trait conscientiousness negatively impacts organizational cynicism with the mediation of organizational commitment. Findings of the study are different from recent study (Soomro et al.,2022) findings where direct effect of conscientiousness on organizational cynicism was positively significant. While results are aligned with the previous investigation (Acaray and Yildirim,2017).

5.2.11 Relationship between Openness to Experience and Organizational Commitment

The eleventh hypothesis examined the relationship between openness to experience (OPEN) and organizational commitment (OCOM), indicating a positive and statistically significant relationship. Employees who are open to new challenges and experiences tend to exhibit stronger organizational commitment in the banking sector. Their willingness to adapt to change, embrace innovative ideas, and invest in their roles contributes to their commitment to the organization's mission. These findings Contradicts the arguments of (Choi et al., (2015) are aligned with findings of (Fernández-Mesa et al., 2020) (Benard Korankye 2021)

5.2.12 Mediating effect of organizational commitment between Openness to Experience and Organizational cynicism

The mediation hypothesis involving openness to experience (OPEN), organizational commitment (OCOM), and organizational cynicism (OCY) revealed a marginally significant negative relationship. Highly open individuals, when committed to their organization, displayed slightly lower levels of organizational cynicism. While this relationship was marginally significant, it suggests that openness may play a role in reducing cynicism when paired with commitment, even though the initial relationship between openness and commitment was not strongly significant. These findings conclude that personality trait openness to experience negatively impacts organizational cynicism with the mediation of organizational commitment. Findings of the study are different from recent study (Soomro et al.,2022) findings where direct effect of openness to experience on organizational cynicism was positively significant. While results are aligned with the previous investigation (Acaray and Yildirim,2017).

5.2.13 Relationship between Organizational Commitment and Organizational Cynicism

The thirteenth hypothesis explored the direct relationship between organizational commitment (OCOM) and organizational cynicism (OCY), revealing a statistically significant negative relationship. Employees with higher levels of organizational commitment tend to exhibit lower levels of organizational cynicism. This implies that fostering strong commitment within the banking workforce can lead to a more positive perception of the organization and a reduced inclination to view organizational decisions through a cynical lens.

These detailed findings offer nuanced insights into the dynamics of personality traits, organizational commitment, and cynicism within the banking sector. While not all relationships were equally strong or significant, the study underscores the importance of personality traits in

shaping commitment and cynicism among employees in the financial industry. Banking institutions may use these insights to tailor their HR practices and strategies to create a more committed and positive work environment.

The commitment of employees is a strong construct within the field of organizational behavior that has been found to have a considerable impact on reducing organizational cynicism (OC) (Yetim and Ceylan, 2011; Mushraf et al., 2015). Organizations that proactively undertake activities to encourage and offer incentives to their employees are less likely to experience organizational cynicism (OC) (Eskildsen and Dahlgaard, 2000). Job-related attitude is a significant factor that reflects an employee's behavior and individual characteristics, which in turn indicates their level of commitment inside a company (Kumar and Bakhshi, 2010; Spagnoli and Caetano, 2012; Syed et al., 2015).

5.2.14 Moderating effect of Organizational stress between the Organizational Commitment and Organizational Cynicism

The study examines the moderating role of occupational stress in the relationship between organizational commitment and organizational cynicism. The findings suggest that when levels of occupational stress increase, the strength of the relationship between organizational commitment and organizational cynicism diminishes. Put simply, individuals who encounter elevated levels of stress in their professional environment may not demonstrate the same level of skepticism towards the company, despite having lower levels of commitment. On the contrary, in situations where occupational stress is reduced, there is a heightened correlation between organizational commitment and organizational cynicism. This finding implies that in work contexts with lower levels of stress, there is a stronger relationship between the level of commitment and the level of cynicism.

5.3 Conclusion

According to (Soomro et al., 2022), it is worthwhile to investigate the employee behavior towards organizational cynicism through organizational commitment. As the result of this, the study was designed to determine the relationship of employee personality traits with organizational commitment and their behavior towards organizational cynicism exhibited by bank employees in Pakistan. The results of this study offer empirical evidence for the hypotheses that a positive significant relationship exists between honesty-humility, extraversion, agreeableness, conscientiousness, and openness to experience personality qualities and organizational commitment. While the relationship between personality trait emotionality and organizational commitment was negatively insignificant. Findings of the mediating relationships between personality traits, organizational commitment and organizational cynicism offer evidence that personality traits honesty-humility, extraversion, conscientiousness have a negative significant relationship towards organizational cynicism, while emotionality and agreeableness showed an insignificant relationship with organizational cynicism in this study. Additionally, the moderating role of occupational stress was found to be negatively significant between organizational commitment and organizational cynicism. These findings contribute significant new information to the existing body of literature on the subject and hint that additional investigation is required to definitively determine the links in question. Based on this research, we propose that HR practitioners take into consideration the results of this study when employing personnel. In addition, HR practitioners need to find ways to encourage current employees by implementing various reward and training programs to make those employees more devoted to their firms, which will ultimately result in higher levels of productivity.

5.4 Implications

5.4.1 Practical Implications

The implications of this study extend far beyond the realm of academic research, offering tangible benefits for banks and organizations at large. In today's fiercely competitive business landscape, the importance of understanding and harnessing the dynamics of employee personality traits cannot be overstated. The findings shed light on the critical role of honesty-humility, emotionality, extraversion, agreeableness, conscientiousness, and openness to experience in shaping employee attitudes and behaviors. This insight provides a strategic advantage for banks in their recruitment and selection processes, allowing them to identify and attract individuals who possess these desirable traits. By recognizing the link between these personality attributes and organizational commitment, banks can focus on creating an environment that nurtures and sustains commitment among their employees. This is not merely a theoretical exercise but a practical strategy for enhancing employee engagement, reducing turnover, and ultimately, improving the organization's bottom line.

Furthermore, the mediating role of organizational commitment in the relationship between personality traits and organizational cynicism underscores the significance of commitment as a protective factor. Banks can leverage this knowledge by implementing targeted interventions to bolster commitment levels. This might involve leadership development programs, effective communication strategies, and initiatives aimed at building a sense of belonging and purpose among employees. By doing so, banks can effectively mitigate the emergence of cynicism within their workforce, which, left unchecked, can erode trust, hinder collaboration, and impede overall performance.

Importantly, the study's revelation that occupational stress can moderate the relationship between organizational commitment and cynicism highlights the urgency for organizations, including banks, to address and manage workplace stressors. Implementing stress reduction initiatives, offering stress management resources, and fostering a supportive work environment can go a long way in safeguarding employee commitment and well-being. Banks that prioritize the well-being of their employees by managing stressors effectively not only contribute to a healthier work environment but also enhance their ability to retain and motivate their workforce, yielding long-term benefits in terms of productivity and customer satisfaction.

5.4.2 Theoretical Implications

The theoretical implications of this study are manifold and offer valuable contributions to the broader understanding of organizational behavior, particularly in the context of employee personality traits, organizational commitment, cynicism, and stress within the banking sector. Firstly, by empirically examining the relationships between personality traits and organizational commitment, this research enriches our theoretical understanding of the antecedents of commitment, shedding light on the role of traits such as honesty-humility, emotionality, extraversion, agreeableness, conscientiousness, and openness to experience. These findings extend existing theories on commitment, highlighting the multifaceted nature of this construct and its intricate connections with individual differences.

Secondly, the study's exploration of the mediating role of organizational commitment in the relationship between personality traits and organizational cynicism advances the understanding of how commitment functions as a buffer against cynicism. This expands upon established models of cynicism, which often focus on situational and organizational factors, by incorporating

individual-level variables and emphasizing the importance of commitment as a psychological mechanism in mitigating cynicism.

Additionally, the incorporation of occupational stress as a moderating factor in the relationship between organizational commitment and cynicism contributes to the stress-coping literature within organizational psychology. This theoretical extension underscores the complex interplay between employee well-being, commitment, and cynicism in the face of stressors, offering a more nuanced understanding of how individuals navigate the challenges of the modern workplace.

5.5 Recommendations

Considering the empirical findings and theoretical insights derived from this study, several key recommendations emerge for both practitioners within the banking sector and researchers interested in further exploring the intricate dynamics of employee personality, organizational commitment, cynicism, and stress.

First and foremost, organizations, particularly those in the banking industry, should prioritize the assessment and cultivation of desirable personality traits, such as honesty-humility, emotionality, extraversion, agreeableness, conscientiousness, and openness to experience, during the recruitment and selection process. By identifying individuals with these traits and providing them with targeted development opportunities, organizations can potentially build a more committed and ethical workforce. Additionally, efforts should be directed towards creating a work environment that fosters and sustains organizational commitment. Leadership development programs, transparent communication strategies, and initiatives promoting a sense of purpose and

belonging can play pivotal roles in enhancing commitment levels and, consequently, reducing the likelihood of organizational cynicism.

Furthermore, organizations should pay vigilant attention to the management of occupational stressors. Stress reduction programs, resources for stress management, and the cultivation of a supportive work culture can mitigate the moderating effect of stress on the relationship between commitment and cynicism. Recognizing and addressing stressors not only safeguards employee well-being but also fortifies commitment, thereby minimizing the risk of cynicism as a coping mechanism. Practitioners should acknowledge that a comprehensive approach to stress management is not only a matter of employee welfare but also a strategic imperative for organizational performance.

For researchers, this study highlights avenues for further investigation. Future research endeavors can delve deeper into the intricate mechanisms underlying the relationships between personality traits, commitment, cynicism, and stress, uncovering potential moderators and mediators that may provide a more nuanced understanding of these dynamics. Additionally, longitudinal studies could explore the temporal dynamics of these relationships, shedding light on how they evolve over time and informing the development of targeted interventions. Overall, this research serves as a steppingstone for both practitioners and scholars, offering practical guidelines and avenues for future exploration in the realm of organizational behavior within the banking sector and beyond.

5.6 Limitations

While this study contributes valuable insights to the field of organizational behavior and the banking sector, it is essential to acknowledge its limitations. These limitations may provide

context for interpreting the findings and guide future research efforts. One notable limitation is the potential for sampling bias. The study focused exclusively on bank employees, which may limit the generalizability of the findings to other industries or organizational contexts. It is important to recognize that the banking sector may have unique characteristics, culture, and stressors that could affect the observed relationships differently than in other industries.

The research design employed in this study was cross-sectional, which means that data was collected at a single point in time. This design limits our ability to draw causal conclusions about the relationships examined. Longitudinal or experimental designs could provide more robust evidence of causality and help establish the temporal sequencing of the variables under investigation. The study relied on self-report measures for collecting data on personality traits, organizational commitment, cynicism, and stress. Self-report measures are susceptible to response bias and social desirability bias, which may affect the accuracy of the reported relationships. Future research could benefit from incorporating objective or behavioural measures to complement self-reports.

Given that all data were collected from the same respondents in a single survey, there is a risk of common method variance, which could inflate the observed relationships among variables. While efforts were made to minimize this bias through procedural and statistical controls, it remains a potential limitation. The study's findings may be influenced by the cultural context in which the data were collected. Cultural factors can significantly impact how personality traits are expressed and perceived, as well as how commitment, cynicism, and stress are experienced. Future research should consider replicating the study in diverse cultural settings to assess the generalizability of the results.

Personality traits are complex and multifaceted constructs. This study examined a select set of traits, but there are numerous other traits that could also play a role in shaping organizational commitment, cynicism, and responses to stress. Future research could explore a broader array of personality traits to gain a more comprehensive understanding. While the study examined the moderating role of occupational stress, it did not explore other potential moderators that could influence the relationships between personality traits, commitment, and cynicism. Identifying additional moderators could provide a more nuanced understanding of these dynamics.

Despite these limitations, this study offers valuable insights into the relationships among personality traits, organizational commitment, cynicism, and stress within the banking sector. Recognizing these limitations can guide future research endeavors and help refine our understanding of these complex dynamics in diverse organizational contexts.

5.7 Future Research Direction

Building on the insights and limitations of the current study, several promising directions for future research emerge in the domain of organizational behavior, particularly concerning employee personality traits, organizational commitment, cynicism, and stress within the banking sector.

Conducting longitudinal research designs can help establish causal relationships and offer a more nuanced understanding of how personality traits evolve over time, their impact on organizational commitment and cynicism, and how stressors influence these trajectories. Long-term studies can capture dynamic changes and shed light on the temporal aspects of these relationships. Extending the investigation to different cultural contexts is essential for understanding how cultural factors influence the expression of personality traits, commitment, cynicism, and responses to stress. Comparative cross-cultural studies can reveal cultural nuances

and universalities in these dynamics. Combining self-report measures with objective or behavioral assessments can help mitigate common method variance and provide a more comprehensive understanding of the relationships under examination. Utilizing diverse data sources can enhance the validity and reliability of findings.

Expanding the set of personality traits under investigation can yield a more comprehensive picture of how various traits relate to commitment, cynicism, and stress. Researchers may consider exploring traits such as resilience, self-regulation, and locus of control in future studies. Investigating the underlying mechanisms that mediate the relationships between personality traits and organizational commitment, as well as between commitment and cynicism, can offer deeper insights. For instance, exploring the roles of job satisfaction, organizational justice, or social support as potential mediators could enrich our understanding of these processes. Examining additional moderators beyond occupational stress can help identify contextual variables that influence the observed relationships. Factors such as leadership styles, team dynamics, or organizational culture may moderate the impact of personality traits on commitment and cynicism.

Research focused on developing and evaluating intervention strategies can be instrumental for organizations seeking practical solutions. Investigating the effectiveness of programs aimed at enhancing commitment, reducing cynicism, or managing stress within the banking sector can provide actionable insights for practitioners. The evolving landscape of work, including the increased adoption of remote work and technology, presents new challenges and opportunities. Future research could explore how personality traits interact with these changes and impact commitment, cynicism, and stress in contemporary work settings. While this study focused on the banking sector, similar research in other industries can reveal sector-specific variations in the relationships under investigation. Comparing findings across different sectors can inform tailored

strategies for each industry. Given the growing emphasis on employee well-being, future research should explore the links between personality traits, commitment, cynicism, stress, and overall well-being. Understanding how these factors intersect can guide organizations in promoting a healthy and engaged workforce.

By pursuing these future research directions, scholars can advance our understanding of the complex interplay between personality traits, organizational commitment, cynicism, and stress, offering valuable insights for organizations striving to create positive work environments and enhance employee satisfaction and performance in a rapidly evolving world of work.

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Appendix-1 (Questionnaire)

Dear Participant,

I kindly appreciate your cooperation for participating in the academic research. The purpose of the research is to study the 'Impact of HEXACO personality traits on organizational cynicism'. It is requested to complete the following survey. I assure you that all the responses will be kept confidential. The result of this survey will be used only for academic purposes.

Thank you for your participation.

Muhammad Waqar Azam

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DEMOGRAPHIC INFORMATION

1. Gender

Male Female

2. Age

18-25 26-35 36-45 46-55 Above 55

3. Education

Less than 14 years 14 years 16 years Above 16 years

4. Experience

Below 5 years 5.1 to 10 years 10.1 to 15 years Above 15 years

HEXACO PERSONALITY TRAITS

1. I wouldn't use flattery to get a raise or promotion at work, even if I thought it would succeed.
 Strongly Disagree Disagree Neutral Agree Strongly Agree
2. If I want something from someone, I will laugh at that person's worst Jokes.
 Strongly Disagree Disagree Neutral Agree Strongly Agree
3. I wouldn't pretend to like someone just to get that person to do favors for me.
 Strongly Disagree Disagree Neutral Agree Strongly Agree
4. If I knew that I could never get caught, I would be willing to steal a million Dollars.
 Strongly Disagree Disagree Neutral Agree Strongly Agree
5. I would never accept a bribe, even if it were very large.
 Strongly Disagree Disagree Neutral Agree Strongly Agree
6. I'd be tempted to use counterfeit money, if I were sure I could get away with it.
 Strongly Disagree Disagree Neutral Agree Strongly Agree
7. Having a lot of money is not especially important to me.
 Strongly Disagree Disagree Neutral Agree Strongly Agree
8. I would get a lot of pleasure from owning expensive luxury goods.
 Strongly Disagree Disagree Neutral Agree Strongly Agree
9. I think that I am entitled to more respect than the average person is.
 Strongly Disagree Disagree Neutral Agree Strongly Agree
10. I want people to know that I am an important person of high status.

Strongly Disagree Disagree Neutral Agree Strongly Agree

11. I would feel afraid if I had to travel in bad weather conditions.

Strongly Disagree Disagree Neutral Agree Strongly Agree

12. When it comes to physical danger, I am very fearful.

Strongly Disagree Disagree Neutral Agree Strongly Agree

13. Even in an emergency I wouldn't feel like panicking.

Strongly Disagree Disagree Neutral Agree Strongly Agree

14. I sometimes can't help worrying about little things.

Strongly Disagree Disagree Neutral Agree Strongly Agree

15. I worry a lot less than most people do.

Strongly Disagree Disagree Neutral Agree Strongly Agree

16. When I suffer from a painful experience, I need someone to make me feel Comfortable.

Strongly Disagree Disagree Neutral Agree Strongly Agree

17. I would get a lot of pleasure from owning expensive luxury goods.

Strongly Disagree Disagree Neutral Agree Strongly Agree

18. I feel like crying when I see other people crying.

Strongly Disagree Disagree Neutral Agree Strongly Agree

19. I feel strong emotions when someone close to me is going away for a long time.

Strongly Disagree Disagree Neutral Agree Strongly Agree

20. I remain unemotional even in situations where most people get very sentimental.

Strongly Disagree Disagree Neutral Agree Strongly Agree

21. I feel reasonably satisfied with myself overall.

Strongly Disagree Disagree Neutral Agree Strongly Agree

22. I feel that I am an unpopular person.

Strongly Disagree Disagree Neutral Agree Strongly Agree

23. I sometimes feel that I am a worthless person.

Strongly Disagree Disagree Neutral Agree Strongly Agree

24. I rarely express my opinions in group meetings.

Strongly Disagree Disagree Neutral Agree Strongly Agree

25. In social situations, I'm usually the one who makes the first move.

Strongly Disagree Disagree Neutral Agree Strongly Agree

26. When I'm in a group of people, I'm often the one who speaks on behalf of the group.

Strongly Disagree Disagree Neutral Agree Strongly Agree

27. I prefer jobs that involve active social interaction to those that involve working alone.

Strongly Disagree Disagree Neutral Agree Strongly Agree

28. The first thing that I always do in a new place is to make friends.

Strongly Disagree Disagree Neutral Agree Strongly Agree

29. On most days, I feel cheerful and optimistic.

Strongly Disagree Disagree Neutral Agree Strongly Agree

30. Most people are more upbeat and dynamic than I generally am.

Strongly Disagree Disagree Neutral Agree Strongly Agree

31. I rarely hold a grudge, even against people who have badly wronged me.

Strongly Disagree Disagree Neutral Agree Strongly Agree

32. My attitude toward people who have treated me badly is "forgive and forget."

Strongly Disagree Disagree Neutral Agree Strongly Agree

33. People sometimes tell me that I am too critical of others.

Strongly Disagree Disagree Neutral Agree Strongly Agree

34. I tend to be lenient in judging other people.

Strongly Disagree Disagree Neutral Agree Strongly Agree

35. Even when people make a lot of mistakes, I rarely say anything negative.

Strongly Disagree Disagree Neutral Agree Strongly Agree

36. People sometimes tell me that I'm too stubborn.

Strongly Disagree Disagree Neutral Agree Strongly Agree

37. I am usually quite flexible in my opinions when people disagree with me.

Strongly Disagree Disagree Neutral Agree Strongly Agree

38. When people tell me that I'm wrong, my first reaction is to argue with them.

Strongly Disagree Disagree Neutral Agree Strongly Agree

39. People think of me as someone who has a quick temper.

Strongly Disagree Disagree Neutral Agree Strongly Agree

40. I feel strong emotions when someone close to me is going away for a long time.

Strongly Disagree Disagree Neutral Agree Strongly Agree

41. I plan and organize things, to avoid scrambling at the last minute.

Strongly Disagree Disagree Neutral Agree Strongly Agree

42. When working, I sometimes have difficulties due to being disorganized.

Strongly Disagree Disagree Neutral Agree Strongly Agree

43. I often push myself very hard when trying to achieve a goal.

Strongly Disagree Disagree Neutral Agree Strongly Agree

44. I do only the minimum amount of work needed to get by.

Strongly Disagree Disagree Neutral Agree Strongly Agree

45. When working on something, I don't pay much attention to small details.

Strongly Disagree Disagree Neutral Agree Strongly Agree

46. I always try to be accurate in my work, even at the expense of time.

Strongly Disagree Disagree Neutral Agree Strongly Agree

47. People often call me a perfectionist.

Strongly Disagree Disagree Neutral Agree Strongly Agree

48. On most days, I feel cheerful and optimistic.

Strongly Disagree Disagree Neutral Agree Strongly Agree

49. I make a lot of mistakes because I don't think before I act.

Strongly Disagree Disagree Neutral Agree Strongly Agree

50. I prefer to do whatever comes to mind, rather than stick to a plan.

Strongly Disagree Disagree Neutral Agree Strongly Agree

51. I would be quite bored by a visit to an art gallery.

Strongly Disagree Disagree Neutral Agree Strongly Agree

52. If I had the opportunity, I would like to attend a classical music concert.

Strongly Disagree Disagree Neutral Agree Strongly Agree

53. I'm interested in learning about the history and politics of other countries.

Strongly Disagree Disagree Neutral Agree Strongly Agree

54. I've never really enjoyed looking through an encyclopedia.

Strongly Disagree Disagree Neutral Agree Strongly Agree

55. I would enjoy creating a work of art, such as a novel, a song, or a painting.

Strongly Disagree Disagree Neutral Agree Strongly Agree

56. People have often told me that I have a good imagination.

Strongly Disagree Disagree Neutral Agree Strongly Agree

57. I don't think of myself as the artistic or creative type.

Strongly Disagree Disagree Neutral Agree Strongly Agree

58. I think that paying attention to radical ideas is a waste of time.

Strongly Disagree Disagree Neutral Agree Strongly Agree

59. I like people who have unconventional views.

Strongly Disagree Disagree Neutral Agree Strongly Agree

60. I find it boring to discuss philosophy.

Strongly Disagree Disagree Neutral Agree Strongly Agree

ORGANIZATIONAL COMMITMENT

1. I would be very happy to spend the rest of my career with this organization.

Strongly Disagree Disagree Neutral Agree Strongly Agree

2. I really feel as this organization's problems are my own.

Strongly Disagree Disagree Neutral Agree Strongly Agree

3. It would be very hard for me to leave my organization right now even if I wanted to.

Strongly Disagree Disagree Neutral Agree Strongly Agree

4. Too much in my life will be disrupted if I decided to leave my organization now.

Strongly Disagree Disagree Neutral Agree Strongly Agree

5. I will feel guilty if I leave organization now.

Strongly Disagree Disagree Neutral Agree Strongly Agree

6. I do not feel any obligation to stay with my current employer.

Strongly Disagree Disagree Neutral Agree Strongly Agree

OCCUPATIONAL STRESS

1. I have felt fidgety or nervous because of my job.

Strongly Disagree Disagree Neutral Agree Strongly Agree

2. Working here makes it hard to spend enough time with my family.

Strongly Disagree Disagree Neutral Agree Strongly Agree

3. My job gets to me more than it should.

Strongly Disagree Disagree Neutral Agree Strongly Agree

4. I spend so much time at work, I can't see the forest for the trees.

Strongly Disagree Disagree Neutral Agree Strongly Agree

5. There are lots of times when my job drives me right up the wall.

Strongly Disagree Disagree Neutral Agree Strongly Agree

6. Working here leaves little time for other activities.

Strongly Disagree Disagree Neutral Agree Strongly Agree

7. Sometimes when I think about my job, I get a tight feeling in my chest.
- Strongly Disagree Disagree Neutral Agree Strongly Agree
8. I frequently get the feeling I am married to the company.
- Strongly Disagree Disagree Neutral Agree Strongly Agree
9. I have too much work and too little time to do it.
- Strongly Disagree Disagree Neutral Agree Strongly Agree
10. I feel guilty when I take time off from job.
- Strongly Disagree Disagree Neutral Agree Strongly Agree
11. I sometimes dread the telephone ringing at home because the call might be job-related.
- Strongly Disagree Disagree Neutral Agree Strongly Agree
12. I feel like I never have a day off.
- Strongly Disagree Disagree Neutral Agree Strongly Agree
13. Too many people at my level in the company get burned out by job demands.
- Strongly Disagree Disagree Neutral Agree Strongly Agree
14. I don't have enough time to develop my people.
- Strongly Disagree Disagree Neutral Agree Strongly Agree
15. This is a relaxed place to work.
- Strongly Disagree Disagree Neutral Agree Strongly Agree

ORGANIZATIONAL CYNICISM

1. I believe that my organization says one thing and does another.
- Strongly Disagree Disagree Neutral Agree Strongly Agree

2. My organization's policies, goals, and practices seem to have little in common.
 Strongly Disagree Disagree Neutral Agree Strongly Agree
3. If an application was said to be done in my organization, I'd be more skeptical whether it would happen or not.
 Strongly Disagree Disagree Neutral Agree Strongly Agree
4. My organization expects one thing of its employees, but rewards another.
 Strongly Disagree Disagree Neutral Agree Strongly Agree
5. In my organization I see very little resemblance between the events that are going to be done and the events which are done.
 Strongly Disagree Disagree Neutral Agree Strongly Agree
6. When I think about my organization, I get angry.
 Strongly Disagree Disagree Neutral Agree Strongly Agree
7. When I think about my organization, I experience aggravation.
 Strongly Disagree Disagree Neutral Agree Strongly Agree
8. When I think about my organization, I experience tension.
 Strongly Disagree Disagree Neutral Agree Strongly Agree
9. When I think about my organization, I feel a sense of anxiety.
 Strongly Disagree Disagree Neutral Agree Strongly Agree
10. I complain about what happened at work to my friends outside the institution I work for.
 Strongly Disagree Disagree Neutral Agree Strongly Agree
11. We look at each other in a meaningful way with my colleagues when my organization and its employees are mentioned.

Strongly Disagree Disagree Neutral Agree Strongly Agree

12. The relationships in the organization make me angry.

Strongly Disagree Disagree Neutral Agree Strongly Agree

13. I ridicule the slogans and practices of the organization I work with.

Strongly Disagree Disagree Neutral Agree Strongly Agree

14. I talk with others about how work is being carried out in the organization.

Strongly Disagree Disagree Neutral Agree Strongly Agree

15. I criticize the practices and policies of my organization to people outside the organization.

Strongly Disagree Disagree Neutral Agree Strongly Agree