

THE RELATIONSHIP BETWEEN SELF-CONTROL, FRUSTRATION RESISTANCE, EXTROVERSION AND WORK SATISFACTION

Mihaela Chraif, Associate Professor, PhD
University of Bucharest
Faculty of Psychology and Educational Sciences

Abstract

The objective of the present study is focused on establishing the relationship between personality traits and organizational climate to improve performance motivation and motivation to help. The procedure: The participants were a number of 33 at Work-Organizational, Transportation and Applied Services Psychology Master, Faculty of Psychology and Educational Sciences, University of Bucharest that are selected by the criteria: working in Human Resources as recruiter and personnel selection officer positions from Companies, Bucharest, Romania. A consent certificate was signed in order to participate to the study. The instruments: 1. Scale of customer service orientation (SKASUK) from Vienna test System, Schuhfried is performed by Hans-Georg Sonnenberg (2004) and its main application areas: diagnosis ability in the area of personality psychology, industrial and organizational studies school and professional decisions. 2. The scale measuring the burnout and subjective stress (SBUSB) from Vienna test System, (Schuhfried, 2012) was designed to measure stress and dissatisfaction at work. The results confirmed the bivariate correlation hypotheses and highlighted the multiple regression models that confirmed the hypotheses. The regression models were applied after performing the factorial analysis based on principal components dimension reduction (eigenvalue>1). Future studies would be focused on the prediction of the work satisfaction, level of burnout, mental and physical health on different personnel specialization from organizations.

Keywords: Social recognition, Frustration tolerance, Motivation to help, Performance motivation, Stressful working atmosphere.

1. Theoretical framework

Leymann (1990) and Hoel, Cooper & Faragher (2001) were investigating the effects of exposure to bullying, social isolation, anxiety on work performances and employee behavior. Hauge, Skogstad and Einarsen (2010; 2011) highlighted the low level of work satisfaction correlate with low level of work performance. Martin and Roodt (2008) underline the relationship between the variables stress, anxiety, low performance at workplace, work dissatisfaction and absenteeism.

Chintaloo & Mahadeo (2013) studies the effect of motivation on employees' work performance, Kamp & McCloy (1990), Salgado (1997), Tett, Jackson & Rothstein (1991), Vinchur, Schippmann, Sweizer & Roth (1998) cited by Rothmann & Coetzer (2003) underlined that the big five personality dimensions can be related to job performance. Mayer, Roberts & Barsade (2008) highlighted the role of emotional intelligence in human abilities. DeYoung & Gray (2009) were interested to explain the individual differences in affect, behavior, and cognition. Ones, Dilchert, Viswesvaran & Judge (2007) were interested to highlight the importance of personality evaluation in organizations, Barrick, Mount & Judge (2001) were analyzing the relationship between the personality traits and performance at work and Judge, Heller & Mount (2002) investigated the relationship between the personality traits measured with Big Five- model and job satisfaction. Lazarus, Deese & Osier (1952), Cohen (1980), Ivancevich & Donnelly (1975) and Beehr, Jex, Stacy, & Murray (2000) were interested to investigate the relationship between the stress and performance at work. Chraif, Titiriga, & Anitei (2013) conducted a study regarding the relationship between the counterproductive behaviour, ethical behaviour and perceived stressors in a multinational company from Romania and Chraif & Anitei (2011) studied the impact of economic crisis on occupational stress and counterproductive behavior in a Romanian food and beverage restaurant.

2. Objectives

Establishing the relationship between personality traits and organizational climate to improve climate and achieving targets.

3. Hypotheses

Bivariate correlation hypotheses:

- There is a statistically significant correlation between Extraversion and dissatisfaction with work.
- There is a statistically significant correlation between Extraversion and tense work climate.

- There is statistically significant correlation between Extraversion and work satisfaction.
- There statistically significant correlation between Empathy and tense work climate.
- There statistically significant correlation between social recognition and autocontrol.

Prediction hypotheses:

- Extraversion, Dominance, Emphaty, Self-monitoring, Striving for social recognition, Frustration tolerance, Dissatisfaction with work, frustrance tolerance, tensioned climate at work and insuficient recovery are predictors for performance motivation at workplace.
- Extraversion, Dominance, Emphaty, Self-monitoring, Striving for social recognition, Frustration tolerance, Dissatisfaction with work, frustrance tolerance, tensioned climate at work and insuficient recovery are predictors for performance motivation to help.

4. Method

4.1. Participants

The participants were a number of 33 master students at Work, Transportation and Applied Services Psychology Master, Faculty of Psychology and Educational Sciences, University of Bucharest. working in Human Resources age between 23 and 43 years old ($M=27.15$; $S.D.=5.42$). The participants were from the recruiter and personnel selection officer positions from Companies, Bucharest, Romania. A consent certificate was signed in order to participate to the study. There were asked to complete both instruments SKASUK and SBUSUB from the point of view of the work performances.

4.2. Instruments

1. Scale of customer service orientation (SKASUK) from Vienna test System (Schuhfried, 2012) is performed by Hans-Georg Sonnenberg (2004) and its main application areas: diagnosis ability in the area of personality psychology, industrial and organizational studies school and professional decisions. The scale consists of 94 items and the items have four possible answers: correspond large ; correspond part ; correspond a less extent ; do not correspond. The dimensions measured by this instrument are the followings: Extraversion, Striving for social recognition, Dominance, Empathy, Self-monitoring , Frustration tolerance, Motivation to help, Performance motivation. The reliability Alpha Crombach is around 0.79 for each of all the dimensions.
2. The scale measuring the burnout and subjective stress (SBUSB) from Vienna test System, (Schuhfried, 2012) and was designed to measure stress and dissatisfaction at work. It is recommended to be used in a proper psychological work environment. It contains 56 items, with two possible answers: corresponds and not corresponds. The Alpha Cronbach reliability for all the dimensions separately calculated is between 0.77 and 0.90. The SBUSUB test has the following dimensions: Burnout/Workload, Dissatisfaction with work, Stressful working atmosphere, insufficient recovery.

4.3. The variables

For testing the multiple linear regression models the independent variables are the followings: Extraversion, Striving for social recognition, Dominance, Empathy, Self-monitoring, Frustration tolerance, Motivation to help, Performance motivation, Workload, Dissatisfaction with work, Stressful working atmosphere, Insufficient recovery. The dependent variables are the followings: Motivation to help, Performance motivation.

1.1. Procedure

The participants were informed that there is a ongoing study about the relationship between personality traits, Striving for social recognition, Frustration tolerance, Motivation to help, Performance motivation, Workload, Dissatisfaction with work, Stressful working atmosphere, Insufficient recovery. Hence, those who were working in HR department of different companies had the possibility to participate to the study. They complete the certificate of consent in order to apply the instruments SKASUB and SBUSUB.

5. Results and discussions

In order to test the hypotheses the data were computed using SPSS 15 software.

Furthermore, two regression models have been performed. Hence, the extroversion predict the tensioned work environment (32%) and dominance and extroversion predict 48% the tensioned environment. The second regression model evidence that the frustration tolerance and auto control (Self-monitoring) predict in a percent of 78% the work satisfaction.

There are strong positive correlations between the variables: social recognition and extroversion ($r=.718$; $p<0.1$), social recognition and dominance ($r=.789$; $p<0.1$), social recognition and empathy ($r=.897$; $p<0.1$), social recognition and frustration tolerance ($r=.521$; $p<0.1$), social recognition and workload ($r=.942$; $p<0.1$), social recognition and Dissatisfaction with work ($r=.900$; $p<0.1$), social recognition and Stressful working atmosphere ($r=.905$; $p<0.1$), social recognition and Insufficient recovery ($r=.817$; $p<0.1$), social recognition and Performance

motivation (r=.946; p<0.1), social recognition and Motivation to help (r=.675; p<0.1), motivation for help and empathy (r=.700, p<0.1), motivation for help and extroversion (r=.911, p<0.1), motivation for help and dominance (r=.497, p<0.1), Self-monitoring and social recognition (r=.848, p<0.1), Self-monitoring and extroversion (r=.667, p<0.1).

Table 1 Correlations

			Extro versi on	Dom inanc e	Em pat hy	Self- moni torin g	Socia l recog n itio n	Frustr atio n toler ance	Wor kload	Dissa tisfac tion with work	Stres sful work atmo sphere	Insuf ficie nt recov ery	Perfo rman ce moti vatio n	Moti vatio n to help
Spea rman' s rho	Extrover sion	Correlati on Coeffici ent Sig. (2- tailed)	1,00 0	,584* 0	,678** 0	,667* 0	,718* 0	,815* 0	,715* 0	,697* 0	,706* 0	,556* 0	,705* 0	,911* 0
	Domina nce	Correlati on Coeffici ent Sig. (2- tailed)	,584* 0	1,00 0	,639** 0	,644* 0	,789* 0	,314 0	,802* 0	,777* 0	,658* 0	,593* 0	,808* 0	,497* 0
Empathy	Correlati on Coeffici ent Sig. (2- tailed)	,678* 0	,639* 0	1,00 0	,939** 0	,897* 0	,602* 0	,913* 0	,891* 0	,938* 0	,810* 0	,885* 0	,700* 0	
	Self- monitori ng	Correlati on Coeffici ent Sig. (2- tailed)	,667* 0	,644* 0	,939** 0	1,00 0	,848* 0	,604* 0	,913* 0	,898* 0	,890* 0	,811* 0	,887* 0	,688* 0
Social recogniti on	Correlati on Coeffici ent Sig. (2- tailed)	,718* 0	,789* 0	,897** 0	,848* 0	1,00 0	,521* 0	,942* 0	,900* 0	,905* 0	,817* 0	,946* 0	,675* 0	
	Frustrati on toleranc e	Correlati on Coeffici ent Sig. (2- tailed)	,815* 0	,314 0	,602** 0	,604* 0	,521* 0	1,00 0	,568* 0	,479* 0	,617* 0	,464* 0	,501* 0	,839* 0
Workloa d	Correlati on Coeffici ent Sig. (2- tailed)	,715* 0	,802* 0	,913** 0	,913* 0	,942* 0	,568* 0	1,00 0	,942* 0	,918* 0	,854* 0	,939* 0	,704* 0	
	Dissatisf action with work	Correlati on Coeffici ent Sig. (2- tailed)	,697* 0	,777* 0	,891** 0	,898* 0	,900* 0	,479* 0	,942* 0	1,00 0	,880* 0	,799* 0	,917* 0	,684* 0

Stressful working atmosphere	Correlation	,706*	,658*	,938**	,890*	,905*	,617*	,918*	,880*	1,000	,742*	,876*	,669*
	Coefficient												
	Sig. (2-tailed)	,000	,000	,000	,000	,000	,000	,000	,000	,000	,000	,000	,000
Insufficient recovery	Correlation	,556*	,593*	,810**	,811*	,817*	,464*	,854*	,799*	,742*	1,000	,809*	,600*
	Coefficient												
	Sig. (2-tailed)	,001	,000	,000	,000	,000	,007	,000	,000	,000	,000	,000	,000
Performance motivation	Correlation	,705*	,808*	,885**	,887*	,946*	,501*	,939*	,917*	,876*	,809*	1,000	,669*
	Coefficient												
	Sig. (2-tailed)	,000	,000	,000	,000	,000	,003	,000	,000	,000	,000	,000	,000
Motivation to help	Correlation	,911*	,497*	,700**	,688*	,675*	,839*	,704*	,684*	,669*	,600*	,669*	1,000
	Coefficient												
	Sig. (2-tailed)	,000	,003	,000	,000	,000	,000	,000	,000	,000	,000	,000	,000

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

Analyzing the bivariate correlations in table 1, a factorial analysis with factor reduction procedure has been applied in order to test the hypotheses regarding the prediction.

In table 2 can be seen the descriptive statistics for the variables: Extraversion, Striving for social recognition, Dominance, Empathy, Self-monitoring, Frustration tolerance, Workload, Dissatisfaction with work, Stressful working atmosphere, insufficient recovery.

Table 2 Descriptive Statistics

	Mean	Std. Deviation
Extraversion	63,7879	3,95883
Dominance	69,0000	1,36931
Empathy	60,9394	8,15452
Self-monitoring	58,9394	8,63836
Self-monitoring	68,1818	4,89550
Frustration tolerance	54,4242	3,02107
Workload	48,2727	5,84312
Dissatisfaction with work	43,9697	4,57906
Stressful working atmosphere	34,3030	4,95281
Insufficient recovery	121,1515	540,15456

Applying the factorial analysis with dimension reduction in table 3 can be seen the Bartlett's Test of Sphericity with the p-value<0.05 and KMO test value=0.859.

Table 3 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,859
Bartlett's Test of Sphericity	Approx. Chi-Square	725,249
	df	66
	Sig.	,000

In table 4 can be seen the Communalities for each dimension: Extraversion, Striving for social recognition, Dominance, Empathy, Self-monitoring, Frustration tolerance, Workload, Dissatisfaction with work, Stressful working atmosphere, Insufficient recovery.

Table 4 Communalities

	Initial	Extraction
Extraversion	1,000	,947
Dominance	1,000	,801
Empathy	1,000	,989
Self-monitoring	1,000	,985
Self-monitoring	1,000	,970
Frustration tolerance	1,000	,901
Workload	1,000	,991
Dissatisfaction with work	1,000	,972
Stressful working atmosphere	1,000	,971
Insufficient recovery	1,000	,549
Gender	1,000	,378
Age	1,000	,614

Extraction Method: Principal Component Analysis.

In table 5 can be seen the principal component extracted based on eigenvalue>1.

Table 5 Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings Total
	Total	% of Variance	Cumulative %	
1	7,226	60,220	60,220	7,226
2	1,632	13,596	73,817	1,632
3	1,212	10,097	83,914	1,212
4	,888	7,403	91,317	
5	,693	5,771	97,088	
6	,261	2,179	99,267	
7	,035	,292	99,559	
8	,024	,196	99,755	
9	,011	,093	99,848	
10	,010	,084	99,932	
11	,006	,052	99,984	
12	,002	,016	100,000	

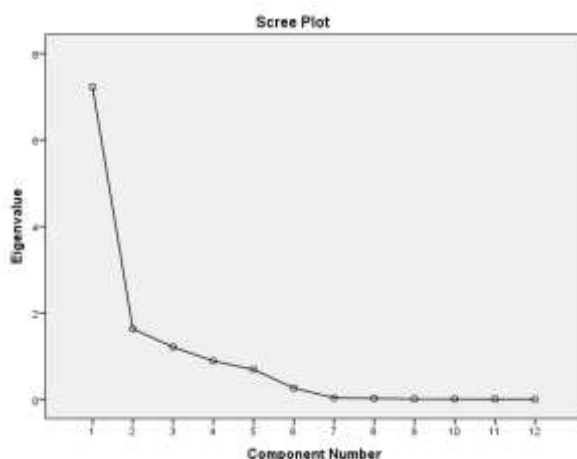


Figure 1 The Scree plor representation of the factor basedon eigenvalue>1

Table 6 Rotated Component Matrix^a

	Component		
	1	2	
Dissatisfaction with work	,985		
Stressful working atmosphere	,979		
Self-monitoring	,967		
Workload	,966		
Social recognition	,912		
Empathy	,900		
Dominance	,782		
Frustration tolerance		,928	
Extraversion		,737	
Gender			,274
Age			,783
Insufficient recovery			,704

a. Rotation converged in 4 iterations.

As can be seen in table 6 the Rotated Component matrix there are three factors selected using the principal components method based on Eigenvalue >1. The Factor 1 is weighted from the following variables: Dissatisfaction with work, Stressful working atmosphere, Self-monitoring, Workload, Social recognition, Empathy, Dominance. The Factor 2 is weighted the following variables: Frustration tolerance and Extraversion. The Factor 3 is weighted by the variables Gender, Age and Insufficient recovery.

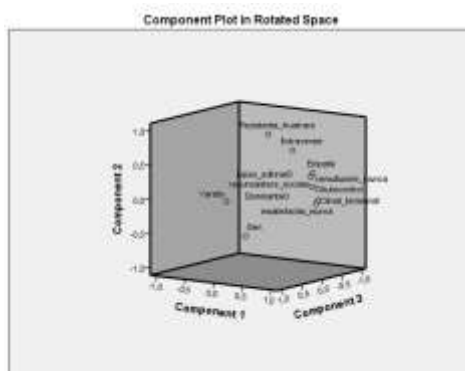


Figure 2 The Component Plot in Rotated Space weighting the three factors

Obtaining the three factors that are not correlated, the linear regression models were performed in order to test the prediction hypotheses.

Hence, in order to test the hypothesis „Extraversion, Dominance, Empathy, Self-monitoring, Striving for social recognition, Frustration tolerance, Dissatisfaction with work, frustration tolerance, tensioned climate at work and insufficient recovery are predictors for performance motivation at workplace.” The multiple regression models has been performed having as dependent variable the performance motivation at workplace.

Table 7 Model Summary^c

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	,981 ^a	,963	,961	1,32669
2	,987 ^b	,973	,972	1,13612

a. Predictors: (Constant), tension control dominance insatisfaction

b. Predictors: (Constant), tension control dominance insatisfaction, gender age and relaxation

c. Dependent Variable: performance motivation at workplace

In table 7 can be seen the R and R square values for two possible regression models. The selected regression model is the model with the higher values of R and R square.

Table 8 ANOVA^c

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1403,679	1	1403,679	797,501	,000 ^a
	Residual	54,563	31	1,760		
	Total	1458,242	32			
2	Regression	1419,520	2	709,760	549,876	,000 ^b
	Residual	38,723	30	1,291		
	Total	1458,242	32			

a. Predictors: (Constant), tension control dominance dissatisfaction

b. Predictors: (Constant), tension control dominance dissatisfaction, gender age and relaxation

c. Dependent Variable: performance motivation at workplace

In table 8 can be seen the F test value and p-value signification for the multiple regression models having the dependent variable the performance motivation at workplace.

Table 9 Coefficients^a

Model		Unstandardized Coefficients	
		B	Std. Error
1	(Constant)	59,848	,231
	tension control dominance dissatisfaction	6,623	,235
2	(Constant)	59,848	,198
	tension control dominance dissatisfaction	6,623	,201
	gender age and relaxation	-,704	,201

Table 10 Coefficients^a

Model		Standardized Coefficients		Sig.
		Beta	t	
1	(Constant)		259,144	,000
	tension control dominance dissatisfaction	,981	28,240	,000
2	(Constant)		302,612	,000
	tension control dominance dissatisfaction	,981	32,977	,000
	gender age and relaxation	-,104	-3,503	,001

a. Dependent Variable: performance motivation at workplace

In tables 9 and 10 can be seen the Beta coefficients for the variables/factors predicting the dependent variable performance motivation at workplace. Hence the multiple regression models the following: $Y = 59,848 + 6,623 * X1 - .704 * X2$, where y= performance motivation at workplace; X1= Factor 1 (Dissatisfaction with work, Stressful working atmosphere, Self-monitoring, Workload, Social recognition, Empathy, Dominance) and X2=Factor 3 (Gender, Age and Insufficient recovery).

Table 11 Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	48,5867	66,9448	59,8485	6,66033	33
Residual	-2,06647	1,86159	,00000	1,10004	33
Std. Predicted Value	-1,691	1,065	,000	1,000	33
Std. Residual	-1,819	1,639	,000	,968	33

a. Dependent Variable: performance motivation at workplace

In table 11 can be seen the residuals statistics having the criteria performance motivation at workplace.

In order to test the hypothesis „Extraversion, Dominance, Empathy, Self-monitoring, Striving for social recognition, Frustration tolerance, Dissatisfaction with work, frustration tolerance, tensioned climate at work and insufficient recovery are predictors for performance motivation at workplace.” The multiple regression model has been performed having as dependent variable performance motivation to help.

Table 12 Model Summary^c

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	,800 ^a	,640	,629	4,87061
2	,987 ^b	,975	,973	1,31006

a. Predictors: (Constant), tension control dominance dissatisfaction

b. Predictors: (Constant), tension control dominance dissatisfaction, frustration resistance and extroversion

c. Dependent Variable: performance motivation to help

In table 12 can be seen the R and R square values for the two possible multiple regression models. The most predictable model is the multiple regression model having the values for R and R square the highest, the second model.

Table 13 ANOVA^c

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1309,926	1	1309,926	55,218	,000 ^a
	Residual	735,408	31	23,723		
	Total	2045,333	32			
2	Regression	1993,846	2	996,923	580,875	,000 ^b
	Residual	51,487	30	1,716		
	Total	2045,333	32			

a. Predictors: (Constant), tension control dominance dissatisfaction

b. Predictors: (Constant), tension control dominance dissatisfaction, frustration resistance and extroversion

c. Dependent Variable: performance motivation to help

In table 13 can be seen the F test value and p-value for the regression model having the dependent variable performance motivation to help.

Table 14 Coefficients^a

Model		Unstandardized Coefficients	
		B	Std. Error
1	(Constant)	62,667	,848
	tension control dominance dissatisfaction	6,398	,861
2	(Constant)	62,667	,228
	tension control dominance dissatisfaction	6,398	,232
	frustration resistance and extroversion	4,623	,232

Table 15 Coefficients^a

Model		Standardized Coefficients		
		Beta	t	Sig.
1	(Constant)		73,911	,000
	tension control dominance dissatisfaction	,800	7,431	,000
2	(Constant)		274,792	,000
	tension control dominance dissatisfaction	,800	27,627	,000
	frustration resistance and extroversion	,578	19,962	,000

a. Dependent Variable: performance motivation to help

In tables 14 and 15 can be seen the B coefficients for the independent variables for the multiple regression model having as criteria performance motivation to help. The multiple regression equation is the following:

$Y=62,667+6,398*X1+4,623*X2$; where Y= performance motivation to help; X1= Factor 1 (Dissatisfaction with work, Stressful working atmosphere, Self-monitoring, Workload, Social recognition, Empathy, Dominance) and X2= Factor 2 (Frustration tolerance and Extraversion).

5. Conclusion

The first objective of the study was to investigate possible bivariate correlations between the variables: Extraversion, Striving for social recognition, Dominance, Empathy, Self-monitoring, Frustration tolerance, Motivation to help, Performance motivation, Workload, Dissatisfaction with work, Stressful working atmosphere, Insufficient recovery. The second objective is based on the existing bivariate correlations between the independent variables and is focused on verifying two multiple regression model as prediction for the dependent variables Motivation to help, Performance motivation. The participants at the study were selected from the population of the master students at Work, Transportation and Applied Services Master by the criteria „working in Human Resources department”. The bivariate correlation between the investigated variables can be seen in table 1 and confirm the hypotheses based on the bivariate correlation variables. Furthermore, the multiple regression models were tested in order to confirm the prediction hypotheses having the criterion: Motivation to help, Performance motivation. Hence, the regression models highlighted that the Factor 1 composed from the dimensions: Dissatisfaction with work, Stressful working atmosphere, Self-monitoring, Workload, Social recognition, Empathy, Dominance and Factor 3 (Gender, Age and Insufficient recovery) are predictors for the criteria performance motivation at workplace for the employee working in HR, Bucharest (Tables 9 and 10).

Taking in consideration the second multiple regression model the predictors for the dependent variable motivation for help are Factor 1 (Dissatisfaction with work, Stressful working atmosphere, Self-monitoring, Workload, Social recognition, Empathy, Dominance) and Factor 2 (Frustration tolerance and Extraversion) as can be seen in tables 14 and 15.

The findings provide support for future studies on larger sample population including different age participants from different job specializations.

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