Personality, Turnover Intentions and Counterproductive Work Behaviours among Staff at

Members of Makerere University

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A Research dissertation submitted to the School of Psychology in Partial Fulfillment of the

Requirements for the Award of a Bachelor of Industrial and Organization Psychology Degree

of Makerere University

February, 2021

Declaration

I Namubiru Faridah, hereby declare that the information provided in this research dissertation is my original work and has never been presented for any academic award whatsoever in this or any other university or institution of higher learning university.

Signature...N........ Date.24th/02/2021

Name: Namubiru Faridah.

Approval

This research dissertation is report that has been written under my supervision and has been submitted for examination with my approval as a supervisor.

Signature ....   Date ....24/02/2021...............

Mr. Magala Dan

Supervisor

Dedication

I dedicate this work to my family members who have installed in me a passion to learn, and provided continuous encouragement along the way.

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Acknowledgement

I also take this opportunity to deliver my sincere appreciation to my university supervisor Mr. Magala Dan for his commitment, academic guidance, dedication and supervision throughout my proposal writing period.

Chapter One

Introduction

Background

In the global world, research extensively shows that turnover is one of the most significant causes of moral decrease and productivity decline which has led to high levels of negative impact on organization's capacity to meet all client's needs and provide an enviable level of enough care (Milovanovic, 2017).

Edwin (2019) says that personality is a stable, organized collection of psychological traits and mechanisms in the human being that influences his or her interactions with and modifications to the psychological, social and physical environment surrounding them. Turnover is generally described as a voluntary act of leaving a current job, job position or organization (Milovanovic, 2017). MacLane & Walmsley, (2010) agreed that Counterproductive Behaviours refers to employee behavior that goes against the legitimate interests of an organization abuse against others for example production deviance, sabotage, theft and withdrawal. These behaviors can harm organizations or people in organizations including employees and clients, customers, or patients.

A review of the literature on turnover behaviour shows that personality characteristics do have an effect on an employee`s turnover intention and behaviour (Zimmerman, 2008). Knowing the personality traits of the employees in the organizations is important in understanding how employee's personality type affects the employee's behaviour in the work environment, professional communication, job satisfaction, and finally career satisfaction (Rooney, 2010). Further, it was found that in the pre-hire situation applicants who are "conscientious and emotionally stable were less likely to quit their jobs and have higher performance within six months after hire" (Barrick and Zimmerman, 2009).

Ramzan, Asifu & Hassan (2018) noted that counterproductive work behaviour has become very interesting topic for research since last 20 years. This is due to increased mistreatment among employers in workplace that effect employees and organizational effectiveness and it is very harmful in a negative form for any organization. Because it leads towards employees that is followed increase in turnover intention, intention to leave, workplace theft absenteeism, property destructions, waste time and resources, which ultimately cause destruction of organizational commitment and financial non-financial reputation of the organizations.

Mount, Remus and Erin (2006) mentioned the five personality factors that are commonly known as extraversion, conscientiousness, emotional stability, agreeableness and openness to experience. Most reviews of personality counter productive work behaviour relationships have concluded that conscientiousness, emotional stability, and agreeableness are the strongest predictors. (Viswesvaran, & Schmidt, 2003) found that conscientiousness is the most consistent predictor (Sackett & DeVore, 2001). For example, Salgado (2002) conducted a meta-analysis of the relationship between the big five personality dimensions and measures of counter productive work Behaviours and found that conscientiousness best predicted a composite measure of deviant behavior that consisted of measures theft, admissions of theft, disciplinary problems, substance abuse, property damage, organizational rule breaking, and other responsible behaviors

Katongole, Ahebwa and Kawere (2014) from Makerere University Business School Conducted a research survey analysis about micro- and small-scale women-owned enterprises in Uganda's tourism industry and found out that conscientiousness (reliability, hard work and perseverance) and extraversion (being talkative, outgoing and social) are very strongly associated with success in business. In addition to their findings they all agreed that traits are learnable and appear to be the most significant among women success in business than other traits.

Candle (2010) who pursued a master's degree in human resource management at Makerere University proposed that many teachers join different universities with numerous expectations which sometimes not met and this increases their dissatisfaction causing lack of commitment and the end result is always resignation. The researcher also shows that external factors like better pay elsewhere, low status of the teaching profession and competitive conditions elsewhere also bring about teacher turnover.

Problem Statement

Turnover intentions are still a very big challenge among institutions in Uganda. This is a result of lack of commitment, low status of teaching professions among employees and competitive conditions elsewhere and if nothing is done to improve on the level of personality among employees this will end up leading to high levels of counterproductive work behaviour among employees.

Purpose of the Study

To study the relationship between personality, turnover intentions and counterproductive work behaviors among staff members of Makerere University.

Objectives of the study

  i.   To find out whether personality is related to turn over intentions

  ii.   To examine whether turn over intentions is related to counterproductive work behaviours.

 iii.   To establish whether personality is related to counterproductive work behaviours.

Scope of the Study

The study was carried out among staff members of Makerere University.

Edwin (2019) says that personality is a stable, organized collection of psychological traits and mechanisms in the human being that influences his or her interactions with and modifications to the psychological, social and physical environment surrounding them.

Turnover is generally described as a voluntary act of leaving a current job, job position or organization (Milovanovic, 2017).

MacLane & Walmsley, (2010) agreed that Counterproductive behaviours refers to employee behavior that goes against the legitimate interests of an organization abuse against others for example production deviance, sabotage, theft and withdrawal. These behaviors can harm organizations or people in organizations including employees and clients, customers, or patients.

Significance of the Study

The study helped the employees to understand the best techniques about how to cope up with counterproductive work behaviours and the factors that cause them thus acquiring skills of handling counterproductive work behaviours.

The study helped the other institutions of learning drawing discussion about the relationship between personality, turn over intentions and counterproductive work behaviours.

The study helped the organization in generating measures to eradicate counterproductive work behaviours among employees by using the findings of this study as a guide.

Conceptual Framework

Personality		Turnover intentions		Turnover intentions
• Consciousness to experience • Extroversion • Openness to experience	→	• Low pay • Lack of commitment • Career development	→	• Production deviance • Sabortage • Thefty andwithdraw
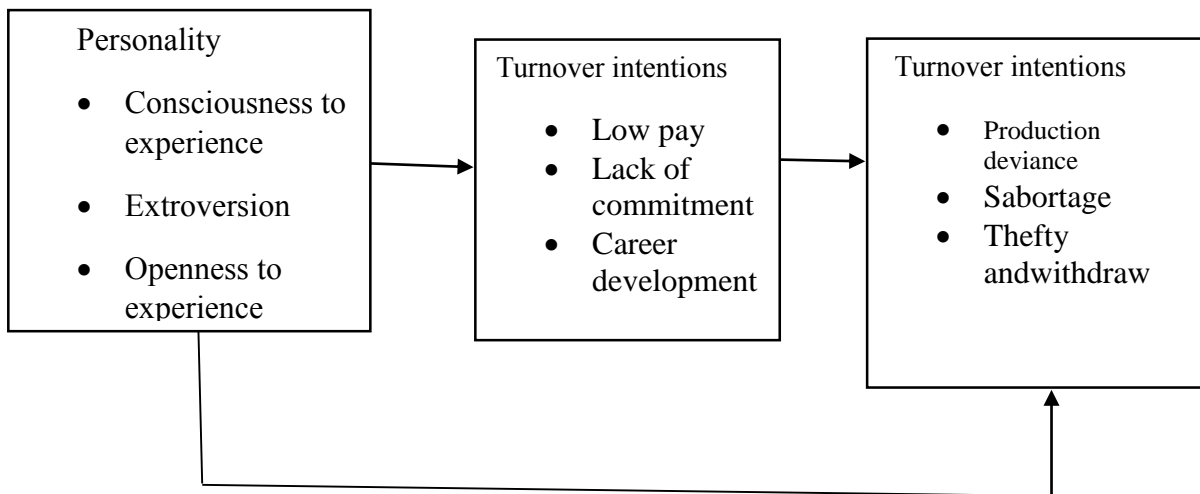
Figure 1: A conceptual framework showing the relationship between personality, turnover intentions and counterproductive work behaviours.

Employees who experience high levels of personality characteristics like consciousness, openness to experience and extroversions are more likely to score high turnover intentions since it affects their behaviours in the work place which forces them to engage in counterproductive work behaviours among employees at the workplace.

However, employees who experience low levels of personality characteristics at work can also directly influence counterproductive work behaviours among employees at the workplace.

Chapter Two

Introduction

Relationship between Personality and Turnover Intentions

Barrick and Mount (2005) accepted that behavior at work is influenced by personality. Turnover intentions that is to say individual's intentions to voluntarily quit the organization or profession. Furthermore intentions are the most immediate determinant of actual behavior.

Consensus is emerging that the Big Five personality traits can be used to describe the most salient aspects of personality. Extraverts are predisposed to experience positive emotions, agreeableness; agreeable individuals are related to happiness because they have greater motivation to achieve inter-personal intimacy, which would lead to greater levels of well-being. Conscientiousness: people with this personality plan ahead they direct their impulse towards achievement. Neuroticism; this is the opposite of emotional stability; such individuals are anxious, depressed, angry, embarrassed, emotional, worried and insecure. Openness to experience; this is related to scientific and artistic creativity (Salgado, 2008)

Maertz and Campion (2004) stated that conscientiousness is likely to influence the moral; and ethical motivation forces that influence the turnover intentions of individuals. Employees with higher level of extraversion are more likely to search for social relationships, and thus tend to have more contacts with others within the organization. As a result extroverts can socialize faster in an organization and adapt to organizational culture, and socially integrate and thus have a lower probability of fluctuating tendencies.

Employees with a higher level of openness to experience are more likely to leave the organization to explore other options, no matter how they feel about their work. Employees with higher level of extraversion are more likely to search for social relationships: thus tend to have more contacts with others within the organization. They are socially integrated and therefore less likely to have a high level of turnover intentions (Zimmerman, 2008).

Individual factors leading to turnover intentions refer to the personal characteristics of anindividual. These characteristics could be those which are inbuilt in the individual,such as personality, or those which are learnt, such as skill, ability,etc. Studies indicate that various cognitive and non-cognitive factors do influence, directlyorindirectly, quit the organization (Saket & Sumita, 2012)

Employee turnover is a burning issue in present at workplaces. This is due to several researches which have been conducted by many researchers to identify the cause and consequences of the employee turnover. Akhilendra (2014) conducted a research study on 100 top executives in Indian organization to explore the relationship between trait emotional intelligence and personality. Data was analyzed by using correlation and hierarchal regression analysis. Results of correlational analysis indicate that trait emotional intelligence and conscientiousness was significantly negative correlated with intention to leave whereas neuroticism was significantly positive correlated with intention to leave. Results of hierarchical regression analysis conforms the results of correlational analysis. It can be concluded form the obtained results that personality play a crucial role to determine the executive's intention to leave the organization.

Raja and Johns (2010) stated that due to extensive application of personality in selection and placement decisions, researchers are focusing more on personality traits. Past research has been emphasized to explore the exact mechanism through which personality traits influence the job out comes (Chang, Rosen &Levy,2009). Seibert and Kraimer (2009) reported that people that are higher on open to experience receive lower salaries than people that score low on this trait and individuals who are high on extraversion are more likely to receive higher salaries. It was further found that extraversion was also significantly and positively correlated to promotions. Authors also found that agreeable individuals received lower salaries in highly people-orientated jobs where extensive interpersonal interactions are required.

Relationship between Turnover Intentions and Counterproductive Work Behaviors.

Counterproductive behavior is the behavior of the organization and its members. Various kinds of counterproductive work behaviors are delays, theft, sabotage, and evil in both verbal and physical forms. The key characteristic of counterproductive action, the action must have a purpose and not an accident. That is, a person must have malicious intent (e.g., deliberately damaging companies equipment), or a malicious behavior without intent (e.g. employees refuse equipment or security procedures, do the accident itself is not expected). Employees are failure to complete the job because it does not have the ability or accidents that occur even though it is safe, excluding counterproductive behavior (Santos and Caballero, 2019).

(Robins, 2008) proposed that counterproductive work behaviors can be seen from individual as well as collective level. The researcher observed the increasing number of researchers that moved away from the individual level of counterproductive work behavior, and centered on ascertaining predictors of group deviance act (Kelloway, Francis, Prosser, Cameron, 2010) for example, tools down, work-to-rule, work slow campaign, forged medical leave as examples of behaviors that are relevant to industrial relations issues (Kelloway, Francis, Prosser, Cameron, 2010). CWB can be viewed from the severity of the act, from gossiping during work to physical assault or sexual harassment (Kelloway, Francis, Prosser, Cameron, 2010) which leads to high levels of turnover intentions among employees.

Sevim (2020) notes that highly the highquality of working life and Organizational health in organizations will increase positive organizational Behavior and reduce negative organizational behavior.In rganizations where the organizational climate is moderate; motivation, employee engagement, and organizational citizenship behavior will increase while stress, counterproductive work behavior and turnover intention will decrease. Positive behavior will be a good supporter on the path to organizational success, while as negative behavior, on

the other hand, will harm the organization by damaging the organizational climate and. As a matter of fact, there is evidence in the literature that negative behaviors among employees in organizations prevent the emergence of extra role behaviors (Yildiz,2016). Since the negative situations will decrease the performance of the employees, they constitute an obstacle for organizations to show high efficien. Therefore, minimizing negative behavior especially among the employees, should be among the main objectives of the organization.

Relation between Personality and Counterproductive Work Behaviors

Sacket and Devore (2010), have defined counterproductive behaviour as "an international personal behaviour on the part of an organization member viewed by the organization as contrary to its legitimate interest". This definition focuses on the intention behaviour rather than the consequences of the behaviour, and its one of the most widely used definition.

The counterproductive work behaviours can be influenced by situational factors such as job characteristics and the employee perception on payment for the activities developed in the organization (Kelloway, Francis, Prosser, & Cameron, 2010). However, individual characteristics such as personality traits can also influence employee performance and the manifestation of such behaviors. Salgado (2002) conducted a meta-analysis study to verify whether the Big Five would be predictors of counterproductive behavior, absenteeism, accidents and turnover. On CWBs in general, the results showed that Conscientiousness and Agreeableness could be considered valid predictors of CWBs (validity coefficients -0.16 and -0.13, respectively). Neuroticism, openness to experience and extraversion showed weak validity coefficients (-0.04, 0.10 and 0.01, respectively). Similar results were found in the meta-analysis conducted by Berry et al. (2007).

Micheal, Remus and Erin (2006) noted that deviant behavior is influenced by factors other than an individual's personality traits. We propose that one such factor is a person's general attitudinal evaluation of his/her work—job satisfaction. We believe that job satisfaction

has a direct relationship to counterproductive work behaviors s, such that those who are more dissatisfied will engage in more deviant behavior. Further, in our view, employees' job satisfaction plays an important role in understanding counterproductive work behaviors as it partially mediates the relationship between personality characteristics and counterproductive work behaviors. That is, employees' reactions to work experiences and work environment features are influenced by individuals' personality traits, which in turn influence counterproductive work behaviors.

Personality is an important determinant of individual behaviour in the workplace (Barrick, Mount & Judge, 2001). It can affect people's perceptions and appraisal of the environment, their attributions for causes of events, their emotional responses, and their ability to inhibit aggressive and counterproductive impulses (Spector, 2006). Many studies have demonstrated the relationship between employees' counterproductive work behaviors and their individual characteristics, such as the Big-Five personality traits. Emotional stability, extroversion, openness to experience, agreeableness and conscientiousness are the main personality traits that have been investigated relating to counterproductive work behaviors.

Chapter Three

Methodology

This chapter describes the study design sample design, instruments of data collection data management, data analysis, procedures and limitations that was used while gathering information.

Research Design

The researcher used a correlation research design that is quantitative in nature through describing the relationships between Personality, Turnover Intentions and Counterproductive Work Behaviours among Staff Members of Makerere University

The researcher chose this method of correlation research design because it helped her to come up with accurate results about the relationship between Personality, Turnover Intentions and Counterproductive Work Behaviors

Population of the Study

The population of this research included 100 employees working at Uganda Makerere University comprising of both male and female from different departments.

Sample Size

The total population represented by letter N (100) was used to check the corresponding minimum sample represented by letters (s) using the formula by Krejcie and Morgana's (1970)

$$s = \chi^2 NP\,(1-P)\,/d^2\,(N-1) + \chi^2 P\,(1-P).$$

Where s= required sample size.

χ^2 = the table value of chi-square for 1 degree of freedom at the desired confidence level (3.841).

N = the population size.

P = the population proportion (assumed to be .50 since this would provide the maximum sample size).

d = the degree of accuracy expressed as a proportion (.05).

1. $$S = \frac{3.841 \times 100 \times 0.5\,(1 - 0.5)}{0.05^2\,(100 - 1) + 3.841 \times 0.25}$$

2. $$S = \frac{3841.1 \times 0.5 \times 0.5}{0.0025(99) + 0.96}$$

3. $$S = \frac{384.1 \times 0.25}{0.2475 + 0.96}$$

$$\frac{96.025}{1.2075}$$

$$S = 80$$

The sample size for the correspondence are 80 workers from all departments of Makerere University, where the researcher used simple random sampling technique with the guide of the questionnaires.

Instrument of Data Collection

The data collection used to collect data using a self-administered questionnaire which has 4 parts such as section A) Bio data, Section B) personality, Section C). Turn over intentions and Section D. Counterproductive work behaviors. However, bio data was used to find out the respondent's gender, age bracket, marital status, level of education and time spent in the organization. Personality was measured using a scale of 11 items with four scales where 1=

Strongly Disagree, 2=Disagree, 3= Not Sure and 4= Agree, and 5 = Strongly Agree while turnover intentions was measured on a scale which has 6 items where 1= Strongly Disagree, 2=Disagree, 3= Not Sure and 4= Agree, and 5 = Strongly Agree and finally counterproductive work behaviors was measured using a scale which has 10 items.

Procedures of Data Collection

Before the task of data collection, the researcher introduced herself to the administrative coordinator school of psychology of Makerere University to request a letter of introduction. The researcher presented that letter to the authorities of the organization to seek permission and to avoid suspicion. The researcher explained the purpose of study to all participants in order to establish and build confidence among them.

Quality Control

Reliability; The researcher used a pilot study which was carried out among some staff members at Makerere University comprising of 10 respondents were determined by a Cronbach's coefficient in order to ensure consistency of the questionnaires.

Validity**;** the validity of the questionnaires were computed using the content validity index (CVI). The questionnaires were constructed within the objectives of the study and it was edited by the research experts to make self-judgment basing on the items by rating them on the scale as '1= Strongly Disagree, 2=Disagree, 3= Not Sure and 4= Agree, and 5 = Strongly Agree" which was computed using the content validity index (CVI).

Using the formula   CVI =   Items rated 1 and 2

Total number of items in the questionnaire

The obtained ratio was used to find out if the items measured the parameters they ought to measure.

Data Management

The researcher used variables of age, marital status, level of education, gender and time spent at Makerere University which explains the demographic data of respondents and data from the questionnaires were coded and fed into the computer using Statistical Package for Social Scientists (SPSS).

Data Analysis

The researcher used satisfaction package for social sciences (SPSS) to analyze Data. Frequencies were obtained and Pearson correlation co-efficient was used to establish the relationship between the study variables

Anticipated Problems

During the process of conducting this study, the researcher faced the following problems;

- Inadequate information, materials and resources where to collect data from especially literature review. However, the researcher had to improvise by consulting several resources including the libraries of the nearby Universities and the internet

- Research process also constrained limited time as the researcher has a lot of commitments and yet the exercise and respondents need much time and attention to be paid to them.

Chapter Four

Results and Interpretation of Tables

Introduction

This chapter presents the research findings using tables showing frequencies, percentages and inferential data followed by simple remarks.

Bio Data

This presents the background information about the respondents and mainly their gender, level of education, age bracket in years, marital status and time spent in the organization were established as shown in the tables below.

Table 1:

Personal Data for Respondents.

		Frequency	Percentage
Gender	Male	46	57.5
	Female	34	42.5
Level education	Certificate	2	2.5
	Diploma	14	17.5
	Degree	61	76.3
	Others	3	3.8
Age bracket in years	25-34	39	48.8
	35-44	22	27.5
	45-54	13	16.3
	55and above	6	7.5
Marital Status	Single	13	46.8
	Married	39	49.4
	Widow	1	1.3
	Divorced	2	2.5
Time spent in the university	Less than 5	40	50.0
	5-10	28	35.0
	10and above	12	15.0

The Variables entered in table 1 above are: Gender, Level of education, Age, Marital status and Time spent in the university.

According to the results in table 1 majority of the respondents were male (57.5%). This show that coincidentally males have acquired enough skills and training about how to cope with the situations associated with turnover intentions and the acts associated with counterproductive work behaviors. Furthermore, results in table 1 show the level of education and the results indicates that the majority of the respondents acquired degree qualifications with a percentage of (76.5%). This implies that the organization recruits qualified employees who were educated with enough knowledge and skills of educating those with less knowledge and skills about the consequences associated with turnover intentions and counterproductive work behaviors. Results in table 1 also shows that the majority of the respondents were in the age range of 25-34 years (48.8%). This shows that they were still young with less knowledge about the disadvantages associated with turnover intentions and counterproductive work behaviors. Results in table 1 also shows that the of respondents were married (46.8%). This shows that the most percentage of respondents were who were interviewed about their personality characters were married who said that most of them score high levels of consciousness and agreeableness since they are more focused at work than other activities. Lastly, the results shows that the majority of the respondents have spent less than 5 years working at the university implying that they are still scoring high levels of personality traits since they are less engaged in acts associated with counterproductive work behaviors.

Table 2:

Responses on Personality Scale

Items	Strongly disagree		disagree		Not sure		agree		Strongly agree	
	N	%	N	%	N	%	N	%	N	%
…is reserved	19	23.8	20	25.0	10	12.5	18	22.5	13	16.3
…is generally trusting	8	10.0	22	27.5	10	12.5	24	30.0	16	20.0
…tend to be lazy	20	25.0	20	25.0	23	28.8	15	18.8	2	2.5
…is relaxed, handles stress well	7	8.8	16	20.0	17	21.3	29.	36.3	11	13.8
…has few artistic interest	12	15.0	20	25.0	21	26.3	17	21.3	10	12.5
…is outgoing, sociable	5	6.3	21	26.3	10	12'5	27	33.8	17	21.3
…tend to find fault with others	9	11.3	28	35.0	19	23.8	18	22.5	6	7.5
…does a thorough job	5	6.3	13	16.3	20	25.0	26	32.5	16	20.0
…get nervous easily	4	5.0	27	33.8	21	26.3	20	25.0	8	10.0
…has an active imagination	4	5.0	12	15.0	16	20.0	28	35.0	20	25.0

As presented in table 2, most of the respondents are satisfied with their personality characters strongly agree about seeing themselves as someone who is outgoing, sociable, relaxed, handling stress well and generally trusting to find fault with others which implies that the respondents become nervous especially when they observe that other staff members change

their personality characters towards work. Additionally, majority of the respondents observe themselves as someone with few artistic interest towards work and tend to be lazy at work and hence making them not believing in themselves and perform better at the work place due to their low Lew levels of personality characters.

Table 3:

Responses on Turnover Intentions scale.

Items	Strongly disagree		disagree		Not sure		Agree		Strongly agree	
	N	%	N	%	N	%	N	%	N	%
As soon as i find a better job , i will leave this job	7	8.8	19	23.8	10	12.5	22	27.5	22	27.5
I am actively looking for a job elsewhere	8	10.0	18	22.5	21	26.3	25	31.3	8	10.0
I am seriously thinking of quitting this job	10	12.5	24	30.0	21	26.3	18	22.5	7	8.7
I scan newspaper in search of alternative job opportunities	13	16.3	15	18.3	15	18.3	22	35.0	9	11.3
I scan the internet in search of alternative job opportunities	8	10.0	19	23.8	14	17.5	28	35.0	11	13.8
I dream about getting another job that will better suit my personal characters	6	7.5	11	13.8	17	21.3	26	32.5	20	25.0

Results from table 3 above shows that the majority of respondents are not satisfied with their job and they strongly agree that once they find a better job they are most likely to

quit the Organization and that's why majority of respondents are scanning news papers and visiting internet website actively in search of a better job somewhere with many opportunities that will suit their personal characters. This implies that the majority of them are not satisfied with the working conditions in the Organization.

Table 4:

Responses on Counterproductive work behaviors scale.

Items	Strongly disagree		disagree		Not sure		agree		Strongly agree	
	N	%	N	%	N	%	N	%	N	%
I made fun of my supervisor at work	19	25.0	31	40.8	6	7.9	12	15.8	8	10.5
I played a mean prank on my supervisor	23	30.3	22	28.9	18	23.7	10	13.2	3	3.9
I made an obscene comment or gesture at my supervisor	21	27.6	24	30.0	15	19.7	12	15.8	4	5.3
I acted rudely towards my supervisor	20	26.3	23	30.3	18	23.7	10	13.2	5	6.6
1gossiped about my supervisor	13	17.1	29	38.2	18	23.7	11	14.5	5	6.6
I made ethnic /religious /racial remark against supervisor	25	32.9	20	26.3	19	25.0	8	10.5	4	5.3
I publically embarrassed my supervisor	17	22.4	27	35.5	17	22.4	12	15.8	3	3.9
I swore at my supervisor	20	26.3	22	28.9	15	19.7	16	21.1	3	3.9
I refused to talk to my supervisor	24	31.6	21	27.6	18	23.7	12	15.8	1	1.3
I said something hurtful to my supervisor	19	25.0	27	35.5	15	19.7	12	15.8	3	3.9

According to the results form table 4 above, it show that majority of the respondents dis agree with the instructions provided by there supervisors. This implies that most of them engage in counterproductive work behaviors whereby the majority of respondents are making obscene comments and gestures against their supervisors act rudely towards there supervisors and gossiped about them. Additionally most of the respondents indicate that they even reach to an extent of publically embarrassing there supervisors as acts of Counterproductive work behaviors which are not allowed to be done by employees in the Organization.

Inferential Statistics

This section presents the correlation between occupational stress, motivation and job performance and the hypotheses were tested using Pearson product moment correlation coefficient (r) and the results are shown in the table below.

Table 5:

Correlation between Personalty and Turnover Intentions

		Personality	Turnover Intentions
personality	Pearson Correlation	1	.125
	Sig. (2-tailed)		.001
	N	79	79
Turnover Intentions	Pearson Correlation	.125	1
	Sig. (2-tailed)	.001	
	N	80	80

The first hypothesis stated that there was a positive significant relationship between personality and turnover intentions. This is because the level of significant at .001 is less in magnitude than the level of significance at 0.05 (r = .125, p =.001<0.05). This indicates alternative hypothesis was retained and conclude that the relationship between personality and turnover intentions is statistically related.

Table 6 :

Correlation between Turnover Intentions and Counterproductive work behaviours

		Turnover intentions	Counterproductive work behaviors
Turnover intentions	Pearson Correlation	1	.113
	Sig. (2-tailed)		.334
	N	75	75
Counterproducti ve work behaviors	Pearson Correlation	.113	1
	Sig. (2-tailed)	.334	
	N	75	80

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

The second hypothesis stated that there was no positive significant relationship between and Psychological wellbeing. This is because the level of significant at .334 is greater in magnitude than the level of significance at 0.05 (r = .113, p =.334>0.05). This indicates alternative hypothesis was rejected and we conclude that the relationship between turnover intentions and counterproductive work behaviors is not related and statistically insignificant.

Table 7:

Correlation between Personality and Counterproductive work behaviours

		personality	Counterproductive work behaviours
personality	Pearson Correlation	1	.178
	Sig. (2-tailed)		.034
	N	79	74
Counterproductive work behaviors	Pearson Correlation	.178	1
	Sig. (2-tailed)	.034	
	N	74	75

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

The third hypothesis stated there was a positive significant relationship between personality and counterproductive work behaviors. This is because the level of significant at .034 is less in magnitude than the level of significance at 0.05 ($r = .178$, $p = .034 < 0.05$). This indicates alternative hypothesis was retained and conclude that the relationship between personality and counterproductive work behaviors is statistically and significantly related.

Chapter Five

Discussion, Conclusion and Recommendations

Introduction

This chapter presents discussion of the study findings which are in line or not in line with the study objectives. The chapter also presents a conclusion and recommendations.

Discussion

Under this section the relationship between personality, turnover intentions and counterproductive work behaviors was intensively discussed as seen below.

Relationship between Personality and turnover intentions

The findings of the study not in agreement with Barrick and Mount (2005) who accepted that behavior at work is influenced by personality. Turnover intentions that is to say individual's intentions to voluntarily quit the organization or profession. Furthermore intentions are the most immediate determinant of actual behavior.

The findings are in consistent with several models or theories of (Salgado, 2008), where the researcher explained about the big five modules of Personality traits that can be used to describe the most salient aspects of personality. Extraverts are predisposed to experience positive emotions, agreeableness; agreeable individuals are related to happiness because they have greater motivation to achieve inter-personal intimacy, which would lead to greater levels of well-being. Conscientiousness: people with this personality plan ahead they direct their impulse towards achievement. Neuroticism; this is the opposite of emotional stability; such individuals are anxious, depressed, angry, embarrassed, emotional, worried and insecure. Openness to experience; this is related to scientific and artistic creativity

The findings are in agreement with (Maertz & Campion, 2004) who stated that conscientiousness is likely to influence the moral; and ethical motivation forces that influence

the turnover intentions of individuals. Employees with higher level of extraversion are more likely to search for social relationships, and thus tend to have more contacts with others within the organization. As a result extroverts can socialize faster in an organization and adapt to organizational culture, and socially integrate and thus have a lower probability of fluctuating tendencies.

The findings are in agreement with (Zimmerman, 2008) who proposed that employees with a higher level of openness to experience are more likely to leave the organization to explore other options, no matter how they feel about their work. Employees with higher level of extraversion are more likely to search for social relationships: thus tend to have more contacts with others within the organization. They are socially integrated and therefore less likely to have a high level of turnover intentions.

The findings are also in agreement with (Saket & Sumita, 2012) who noted that individual characteristics are the most determinants of turnover intentions . These characteristics could be those which are inbuilt in the individual,such as personality, or those which are learnt, such as skill, ability,etc. Studies indicate that various cognitive and non-cognitive factors do influence, directlyorindirectly, quit the organization

Relationship between Turnover Intentions Counterproductive work behaviours

The findings are not in agreement with (Sevim, 2020) who examined the relationship between the counterproductive work behavior and turnover intention in sports organizations. The research employed descriptive and relational screening techniques and the study enrolled a total of 184 participants (94 females and 90 males) employed in sports organizations, and selected according to the convenience sampling method, which was one of the non-probability sampling methods. As the data collection tools, personal information form, Counterproductive Work Behavior Scale and Turnover Intention Scale were used. The statistical analysis of the obtained data was performed with percentage (%) and frequency (f) tests using SPSS 20

package program. Since the data were distributed normally, t-test and ANOVA test were used. In addition, Pearson's correlation analysis was performed to determine the relationships between the counterproductive work behavior and its sub-dimensions and the turnover intention. Significance level was accepted as p <0.05. According to findings; counterproductive work behavior in the sports organizations examined were found to be very low. Turnover intention was found higher than average there was no relationship between the scales, but Primary school graduate participants exhibit more frequently interpersonal counterproductive work behaviour and the contractual staff had more frequently organizational counterproductive work behaviour than permanent staff and the Turnover Intention scores of general services staff were also found to be higher than other employees

The findings of the study are not in agreement with (Robins, 2008) who noted that counterproductive work behaviors can be seen from individual as well as collective level. The researcher observed the increasing number of researchers that moved away from the individual level of counterproductive work behavior, and centered on ascertaining predictors of group deviance act (Kelloway, Francis, Prosser & Cameron, 2010) for example, tools down, work-to-rule, work slow campaign, forged medical leave as examples of behaviors that are relevant to industrial relations issues (Kelloway, Francis, Prosser & Cameron, 2010). CWB can be viewed from the severity of the act, from gossiping during work to physical assault or sexual harassment (Kelloway, Francis, Prosser & Cameron, 2010) which leads to high levels of turnover intentions among employees.

Relationships between Personality and Turnover Intentions.

The findings of the study are in line with (Micheal, Remus and Erin, 2006) who noted that deviant behavior is influenced by factors other than an individual's personality traits. We propose that one such factor is a person's general attitudinal evaluation of his/her work job satisfaction. The believed that job satisfaction has a direct relationship to counterproductive

work behaviors s, such that those who are more dissatisfied will engage in more deviant behavior. Further, the researcer viewed that employees' job satisfaction plays an important role in understanding counterproductive work behaviors as it partially mediates the relationship between personality characteristics and counterproductive work behaviors. That is, employees' reactions to work experiences and work environment features are influenced by individuals' personality traits, which in turn influence counterproductive work behaviors.

The findings of the study are in agreement with (Barrick, Mount & Judge, 2001)   who noted that personality is an important determinant of individual behaviour in the workplace. It can affect people's perceptions and appraisal of the environment, their attributions for causes of events, their emotional responses, and their ability to inhibit aggressive and counterproductive impulses (Spector, 2006). Many studies have demonstrated the relationship between employees' counterproductive work behaviors and their individual characteristics, such as the Big-Five personality traits. Emotional stability, extroversion, openness to experience, agreeableness and conscientiousness are the main personality traits that have been investigated relating to counterproductive work behaviors.

Conclusion

Basing on the findings from the study it is concluded that we live in a society with people associated with different types of personality traits and that when people experiences them especially at work place can cause turnover intentions due to the fact that some people scores high at big five factors of personality traits forexample, openness to experience, consciousness, agreeableness among others while others score low at such personality traits which comes with heavy work load and pressure from executive committee and competition from fellow staff members..

Therefore,personality has strong negative impacts on Counterproductive work behaviours and to effectively manage personality, employees can be helped by teachers, the Organization

should provide experienced freelancers to provide enough training among employees about the disadvantages of turnover Intentions and Counterproductive work behaviours and administrators should start training there employees through use of cognitive, affective and behavioral strategies.

Recommendations

Basing on the findings from the study the following recommendations were made:

To effectively manage test personality, employees can be helped by administrators, and executive committee to train employees through use of cognitive, affective and behavioral strategies.

It is further suggested that the employees should be fully trained about the disadvantages of turnover intentions and counterproductive work behaviors

The employees who are still scoring at low levels of personality traits must be identified and treated in order to increase their traits.

Areas of Further Study.

Further researchers should carry out qualitative research on Personality, turnover intentions and counterproductive work behaviors

The relationship between Personality, turnover intentions and counterproductive work behaviors should be studied in larger samples the conclusions on the relationship between the three variables in the study.

Future researchers may focus on the limitations in the organizations which will increase positive organizational setting that lead to increased turnover intentions and counterproductive work behaviors among employees at there work place.

Further studies could explore additional variables and in addition, future studies could also look at how these variables affect other organizational outcomes, such as turnover intentions, absenteeism and organizational commitment among employees.

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Appendix I : Questionnaire

Introduction

Dear respondent,

This questionnaire seeks to obtain data on the title; Personality, Turnover Intentions and Counterproductive Work Behaviours among Staff Members of Makerere University. The study is purely for research purposes and your responses will be treated with confidentiality. I kindly request you to spare some time and respond as honestly as possible.

SECTION A: PERSONAL DATA

1. Sex of respondent

a). Male ☐   b). Female ☐

2. Highest Level of Education

a). Certificate ☐   b). Diploma ☐   c). Degree ☐   d).Others ☐

3. Age bracket *(in years)*

a). 25 - 34 ☐   b). 35 - 44 ☐   c). 45 - 54 ☐   d). 55 above ☐

4. Marital status:

1). Single ☐   2). Married ☐   3). Widow(er) ☐   4). Divorced ☐

5. Time spent at Makerere University.

a). Less than 5 years ☐   b). 5-10 years ☐   c). 10 and above ☐

SECTION B: PERSONALITY

Indicate how often you would do the following using the scale below by ticking the

appropriate numbers in boxes.

Strongly Disagree (SD)	Disagree (D)	Not sure (NS)	Agree (A)	Strongly Agree (SA)
1	2	3	4	5

No.	Statement	(SA)	(A)	(NS)	(A)	(SA)
	You see yourself as someone who ……..					
1.	... is reserved	1	2	3	4	5
2.	... is generally trusting	1	2	3	4	5
3.	... tends to be lazy	1	2	3	4	5
4.	... is relaxed, handles stress well	1	2	3	4	5
5.	... has few artistic interests	1	2	3	4	5
6.	... is outgoing, sociable	1	2	3	4	5
7.	... tends to find fault with others	1	2	3	4	5
8.	... does a thorough job	1	2	3	4	5
9.	... gets nervous easily	1	2	3	4	5
10.	... has an active imagination	1	2	3	4	5
11.	... is considerate and kind to almost everyone	1	2	3	4	5

SECTION C: TURNOVER INTENTIONS

Indicate how often you would do the following using the scale below by ticking the

appropriate numbers in boxes.

Strongly Disagree	Disagree	Not sure	Agree	Strongly Agree
1	2	3	4	5

1	As soon as I find as better job, I will leave this job.	1	2	3	4	5
2	I am actively looking for a job elsewhere	1	2	3	4	5
3	I am seriously thinking of quitting my job	1	2	3	4	5
4	I scan newspapers in search of alternative job opportunities.	1	2	3	4	5
5	I scan the internet in search of alternative job opportunities.	1	2	3	4	5
6	I dream about getting another job that will better suit my personal needs.	1	2	3	4	5

3 first items adopted from Walsh, Ashford, & Hill (1985)

3 first items adopted from Roodt (2004)

SECTION D: COUNTERPRODUCTIVE WORK BEHAVIOURS

(Bennett & Robinson (2000). Noted that; strongly disagree-1, disagree-2, not sure-3, agree-4, strongly agree-5

As a result of being abused by my supervisor, the following were the most obvious reactions;-

No	Item	1	2	3	4	5
1	I made fun of my supervisor at work	1	2	3	4	5
2	I played a mean prank on my supervisor	1	2	3	4	5
3	I made an obscene comment or gesture at my supervisor	1	2	3	4	5
4	I acted rudely towards my supervisor	1	2	3	4	5
5	I gossiped about my supervisor	1	2	3	4	5
6	Made an ethnic/religious/racial remark against my supervisor	1	2	3	4	5
7	I publically embarrassed my supervisor	1	2	3	4	5
8	I swore at my supervisor	1	2	3	4	5
9	I refused to talk to my supervisor	1	2	3	4	5
10	I said something hurtful to my supervisor	1	2	3	4	5

Appendix II: Time Schedule

No	Activity	Time
1.	Proposal writing	July - August 2020
2.	Data collection	September 2020
3.	Dissertation writing	December 2020
4.	Submission	January 2021

Appendix III : Budget

Items	Unit cost	Details	Actual Amount
Data collection	500@	140×500	70,000
Printing proposal	100@	44×100	4,400
Binding proposal	7000@	7000×2	14,000
Transport		25,000	25,000
Printing and binding dissertation	12,000	12,000×2	24,000
Total			137,400