Organizational Constraints and Work Engagement among Employees: Moderating Role of Grit

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Abstract: The current research examined the moderating role of grit on organizational constraints and work engagement as well as demographic differences on 504 employees. The Short Grit Scale, Organizational Constraints Scale, and The Utrecht Work Engagement Scale were administered in four cities of Pakistan. Results indicated that grit is significantly positively correlated with work engagement, while significantly negatively correlated with organizational constraints. A significant negative correlation exists between organizational constraints and work engagement, between age and grit. Grit is a significant negative moderator between organizational constraints and work engagement. Males and unmarried employees have a higher level of grit while females have higher organizational constraints. Doctors have a higher level of grit and organizational constraints, while bankers have high work engagement.

Keywords: grit, organizational constraints, work engagement, employees

INTRODUCTION

Grit is an enduring attentive interest and predisposition of persistent efforts over a long period (Von-Culin et al., 2014). Grit is a non-mental aspect of behavior, which gives effort and consistency for continuing objectives. Grit shapes the personality of an individual and makes its part in the performance (Duckworth et al., 2007). Duckworth and colleagues found gritty people careless about failure and they have better ability to work consistently towards the contests with energy and efforts long term period. Grit makes people put efforts actively to overcome challenges. Grittier can work passionately and interestedly despite the failure and can counter the hurdles with endurance and purpose despite accepting the failure (Grouden, 2014).

Intelligence quotient and different cognitive abilities are the important features for reliable performance (Schmidt & Hunter, 2004), but grit was found to be a greater predictor of success over the

years (Duckworth et al., 2007). People may differ in grit level is due to different associations towards pleasure. Grit has an association with work engagement and a little bit less association with emotions, so people who are happy during their work get more achievement (Von-Culin et al., 2014). Qualities shown by grittier, are to work without tiredness, with the long-term interest and passion to surpass difficulties (Duckworth et al., 2007). People who are pleased with their lives are more likely to get success more and more. Goal-oriented people work constantly for their desired achievement over the years, which in turn leads to happiness, satisfaction, and motivation for their work (Lehrer, 2009).

Individual scores are different on different variables, to check the demographic difference the present research had considered the grit regarding four demographic variables i.e., age, gender, profession, and marital status. Researchers reported that employees who have long-term working experience of job in an organization, are more passionate and persevered about their jobs. Aged employees show interest and effort over long-term projects and can work passionately. Aged employees are grittier than their young counterparts. A little difference was found between older and younger employees on grit (Li et al., 2018; Singh & Chopra, 2016). Grit's studies reported women to put more effort to work, have enhanced associations to good selves, for attaining their aims which further bring well-being to body and mind (Ali & Rahman, 2012; Suzuki et al., 2015; Tiittanen, 2014). The organizational constraints concept emerged in the 1980s from West, researchers reported that people have the qualities and caliber but still their performance is affected because of these constraints. Chester (2018) found the negative relationship of employee persistence with barriers. Working environments inhibit workers from performing well (Peters & O'Connor, 1980). Experiencing organizational constraints leads to work exhaustion and frustration (Best et al., 2005). These constraints are the hurdles in the way to work, constraints also hinder success. Factors that hinder the achievement of goals make the employees unsatisfied (Rice et al., 1998).

Researchers reported that organizational constraints negatively impact mental health (Jex & Yankelevich, 2008, as cited in Webster et al., 2011). Organizational constraints lead employees towards avoiding behavior (Podsakoff et al., 2007). When the surroundings in the environment make the employees unsatisfied they get to engage in unhelpful activities (Britt et al., 2012). Organizational stress leads to a destructive atmosphere and stressful environment. Insecurities bring aversive effects such as lacking trust among workers, management, and organizational engagement which further leads employees to quit the job, all these damages the work engagement of workers (Schweiger & Denisi, 1991).

According to researchers' younger people have more experiences of social and community constraints because of time shortage, resources, and company. Older employees are well adjusted to their work as compared to younger employees (Cardenas et al., 2009; Liu et al., 2010). Wrong guidelines, insufficient apparatus, and fewer facts create confusion, that how to deal with the problems. Experiencing trouble and disruption during work by other workers are the leading causes of tension. Male employees professed more organizational constraints than their female counterparts, as reported the shortage of supply, sluggish funding, less teaching assistance, and relocations in a job (Sinell et al., 2018; Stafyla et al., 2013). The construct of work engagement was known by the public through the theory of personal engagement for the first time given by Kahn (1990) to introduced the definition of individual engagement as concurrently working and expression of like better personality in given roles which enhance the bond to job and colleagues. Strength, devotion, and preoccupation make the state of awareness known as work engagement (Schaufeli, 2011). Engaged workers used to work attentively with future intentions and motivated to purposed activities, for their inner satisfaction (Macey & Schneider, 2008). Researchers have suggested that lack of work self-discipline; affective organizational commitment and external locus of control will lead to a low level of work engagement (Hirschfeld & Field, 2000).

Employees, who invest their whole in work such as cognitive, emotional, and physical skills, will get their work meaningful (Kahn, 1990). Intrinsic motivation forms the base of grit which brings efforts and persistence in employees (Porter & Lawler, 1968, as cited in Jordan et al., 2019).

Studies reported aged employees are highly dedicated because they have to perform different tasks in their routine life and are experienced in work as performing these duties for a long time with different expertise. The tenure of working experience enhances the communal reason at the working office which is constructive, and further brings a commitment to the job. Older workers are valued in organizations so they engross the work pressure and show engagement (Deligero & Laguador, 2014; Singh & Chopra, 2016). The study found female workers show more level of engagement, want completion and gratification from their work, and are committed more to their job than their counterparts (Shukla et al., 2015).

Rationale of the Study

The current research was intended to study the moderating effect of grit among professional employees. The significance of the present research is that no study has been conducted on the moderating role of grit on organizational constraints and work engagement within the specific sample of professionals in Khyber Pakhtunkhwa. The proposed model of the current study is likely to moderate by grit as it is altered on the source of the relationship between organizational constraints and work engagement revealed by Boermans et al. (2015). So this research is worthy of investigating the proposed model according to Pakistani culture.

According to the last survey in Pakistan, the burnout percentage is 74.6% (Zubairi & Noordin, 2016). Research reported that Europe plus countries have a low level of burnout than non-Europe countries, which found that burnout is negatively related to GDP, economic performance, and productivity (Schaufeli, 2018). Pakistan has a low currency rate (141 rupees for 1US dollar), GDP (3.29), economic growth (3.2), so the present study was intended to check out the links of these variables (Finance Division Government of Pakistan, 2019; Asadullah, Ahmad, & Dos-Santos, 2020). This research helped the economist to realize that their organizational setup needs to update their policies and lessen the organizational constraints for improving their economic performance and productivity. These statistics of burnout in Pakistan act as a motivational force to study the interactional role of these variables in the Pakistani organizational setup. This study also explains that other than the structure and policies of the organization, the demographic characteristics of the employees also have a strong impact on the performance and productivity level of the employees. Keeping in mind the alarming rate of turnover, the current study tested the experiences of organizational constraints in employees of Khyber Pakhtunkhwa because the turnover rate is increasing in Pakistan (Mumtaz & Hasan, 2018); as KP's employees suffer more as compared to Punjab and Sindh.

Objectives

1. To explore the moderating role of grit on organizational constraints and work engagement among employees.
2. To study the demographic differences (age, gender, marital status, profession, and organizational sectors) on grit, organizational constraints, and work engagement.

Hypotheses

1. Grit will have a positive relationship with work engagement and a negative relationship with organizational constraints, while organizational constraints will have a negative relationship with work engagement among employees.
2. Grit will moderate the relationship between organizational constraints and work engagement among employees.

3. Older employees will have a high level of grit, organizational constraints, and work engagement.
4. Female employees will have a higher level of grit and work engagement, and a lower level of organizational constraints.
5. Marital status, profession, and organizational sectors differences will occur on grit, organizational constraints, and work engagement.

Conceptual Model of the Present Study

The hypothesized conceptual framework of the current research based on the objectives and consulted literature (See following figure).

Grit
erator

Organizational Constraints   Work Engagement

ole between the rel   onal Constraints and Work Engagement.
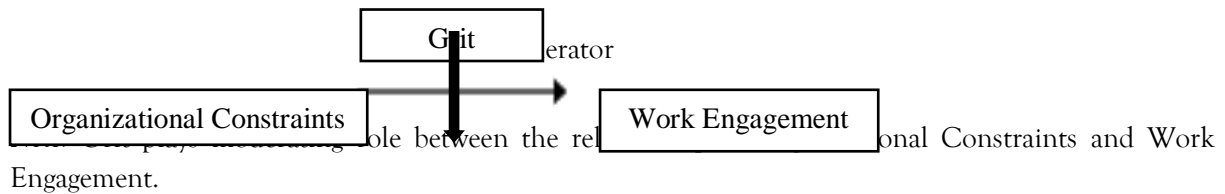
Methodology

Sample: In the current study 504 professionals (male = 257, female = 247) with age range 20-60 years (M = 32.36, SD = 6.67) were selected from both public and private sectors (public sector = 323, private sector = 181) of Mansehra, Abbottabad, Haripur, and Rawalpindi through convenient sampling technique. This sample was comprised on three professions (Doctors = 168, Bankers = 164, and Teachers = 172). The response rate was 84% as the 96 entries were discarded due to unreliable responses of participants, so 504 employees were taken for final analyses.

Instruments: *The Short Grit Scale* (Duckworth & Quinn, 2009) is comprised of 8-items with the scoring of 5 points Likert scale (1 = Not like me at all to 5 = Very much like me). The score range is from 5 to 40. On the current sample, the alpha coefficient is .78. *Organizational Constraints Scale* (Spector & Jex, 1998) has 11 items with scoring on a five-point Likert scale (1 = Less than once per month to 5 = Several times per day) with a score range 11 to 55. Scale had .91 reliability coefficients for this scale in the current study. *The Utrecht Work Engagement Scale* (Schaufeli & Bakker, 2003) is a measure of 17 items with scoring on a seven-point Likert scale (0 = Never to 6 = Always) having a score range of 0-102. The alpha coefficient on the current sample is .92.

Procedure: The current study was conducted on 600 employees from the district Mansehra, Abbottabad, Haripur, and Rawalpindi out of which only 504 employees gave responses. The prior permission was taken from the heads of both government and private institutions (Hospitals, Banks, and Universities). After getting permission, informed consent was also taken from the respondents regarding their participation in the research. Finally, the data were collected from those employees who were willing to participate. All ethical considerations (security, privacy, confidentiality, and right to withdraw) were followed before, during, and after the completion of the study. The response rate was 84%. So the final analyses were done on the data of 504 employees.

Results

The present research found alpha coefficient for Grit is .78, for Organizational Constraints is .91, and for Work Engagement is .92. Significant results of item total correlation indicate that all scale have good construct validities.

Table 1

Correlation Coefficient among the Short Grit Scale (Grit-S), Organizational Constraints Scale (OCS), and Utrecht Work Engagement Scale (UWES; N=504)

S. No.	Scales	1	2	3	4
1	Grit-S	-	-.12**	.10*	-.10*
2	OCS	-	-	-.11**	-.03
3	UWES	-	-	-	.02
4	Age	-	-	-	-
	M	20.86	30.02	54.97	32.36
	SD	7.18	12.33	21.37	6.67

Note. M = Mean; SD = Standard Deviation; Grit-S = Grit Short, OCS = Organizational Constraints Scale, UWES = Utrecht Work Engagement Scale. $P > .05$, $*p < .05$, $**p < .01$.

Table 1 illustrate that Short Grit Scale has significant positive correlation with Utrecht Work Engagement Scale; while it has significant negative correlation with Organizational Constraints Scale and age. Organizational Constraints Scale has significant negative correlation with Utrecht Work Engagement Scale. Whereas age has non-significant relationship with both Organizational Constraints Scale and Utrecht Work Engagement Scale.

Table 2

Hierarchical Multiple Regression Analysis Predicting Work Engagement from Organizational Constraints and Grit (N = 504)

Predictor	ΔR^2	β
Step I	.01*	
Organizational Constraints		-.12**
Step II	.01*	
Organizational Constraints		-.11*
Grit		.09*
Step III	.02*	
Organizational Constraints		-.09*
Grit		.12**
Organizational Constraints * Grit		-.12**
Total R^2	.04*	

$*p < .05$, $**p < .01$.

Table 2 represents significant negative relationship of Organizational Constraints and Work Engagement {$\beta = -.12$, $t = -2.63$, $p = .009$} and organizational constraints create around 1% change {$\Delta R^2 = .01$, $\Delta F (1, 502) = 6.95$, $p = .009$}. Next Grit significantly positively predict Work Engagement {$\beta = .09$, $t = 1.97$, $p = .049$} and described change of 1% {$\Delta R^2 = .01$, $\Delta F (1, 501) = 3.87$, $p = .049$}. Lastly, the interaction of Organizational Constraints and Grit significantly predicted Work Engagement negatively {$\beta = -.12$, $t = -2.75$, $p = .006$} and create 2% variance {$\Delta R^2 = .02$, $\Delta F (1, 500) = 7.58$, $p = .006$}. Results indicate Grit acts as a significant negative moderator in Work Engagement and Organizational Constraints' relationship (see Figure 1).
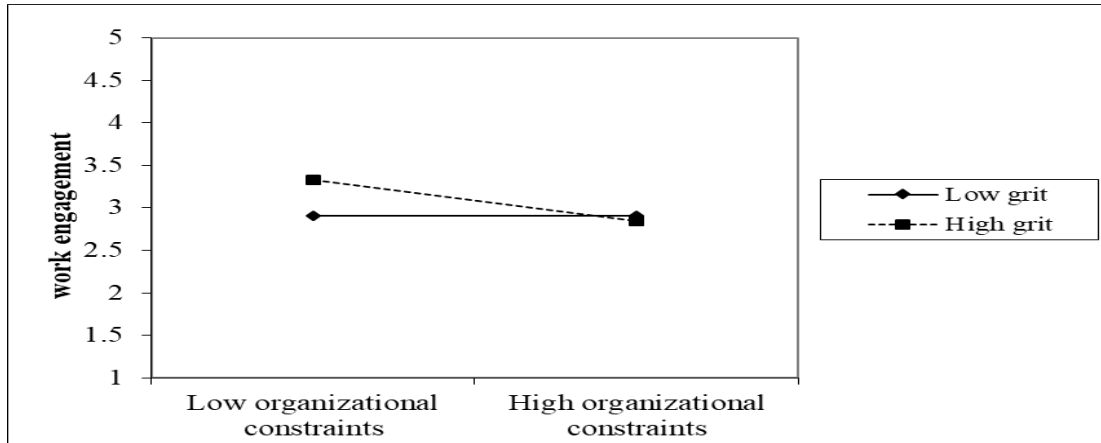
Figure 1. Moderating effect of grit in the relationship between organizational constraints and work engagement.

The results in the figure 1 demonstrated that the negative relationship between work engagement and organizational constraints holds more powerfully for employees who have low level of grit. Overall organizational constraints, grit and their interaction lead to the creation of significant model that explained 4% change in work engagement.

Table 3

Mean, Standard Deviation, and t-values of Gender on the Short Grit Scale, Organizational Constraints Scale, and Utrecht Work Engagement Scale (N=504)

Variables	Males (n = 257)		Females (n = 247)				95% CI		
	M	SD	M	SD	t (502)	p	LL	UL	Cohen's d
Grit-S	21.60	5.77	20.08	8.34	2.38	.017	.270	2.77	0.21
OCS	28.74	12.1	31.36	12.4	-2.39	.017	4.77	.472	0.21
UWES	55.22	19.7	54.70	22.9	.271	.786	3.22	4.26	0.02

Note. M = Mean; SD = Standard Deviation; CI = Confidence Interval; LL = Lower Limit; UL = Upper Limit; Grit-S = Grit Short, OCS = Organizational Constraints Scale, UWES = Utrecht Work Engagement Scale.

Table 3 shows significant differences of gender on Grit and Organizational Constraints, while non-significant differences on Work Engagement. Table shows that males have higher level of Grit while females have higher level of Organizational Constraints.

Table 4

Mean, Standard Deviation, and t-values of Marital Status on Grit, Organizational Constraints and Work Engagement (N=504)

Variables	Married (n = 326)		Unmarried (n = 178)				95% CI		Cohen's d
	M	SD	M	SD	t (502)	P	LL	UL	
Grit-S	21.29	7.36	21.89	6.73	-2.39	.017	-2.90	-.284	0.08
OCS	29.58	12.2	30.83	12.3	-1.08	.278	-3.50	1.01	0.10
UWES	55.80	21.9	53.45	20.2	1.17	.239	-1.56	6.26	0.11

Note. M = Mean; SD = Standard Deviation; CI = Confidence Interval; LL = Lower Limit; UL = Upper Limit; Grit-S = Grit Short, OCS = Organizational Constraints Scale, UWES = Utrecht Work Engagement Scale.

Result of Table 4 demonstrates significant marital status differences on Grit as unmarried employees have higher level of Grit than married. There are non-significant marital status differences on Organizational Constraints and Work Engagement.

Table 5

One Way Analysis of Variance of Professions on the Grit, Organizational Constraints and Work Engagement (N=504)

Scales	Doctors (n = 168)		Bankers (n = 164)		Teachers (n = 172)		F	p	Tukey Test
	M	SD	M	SD	M	SD			
Grit-S	22.29	6.45	21.16	6.67	19.17	7.98	8.48	.000	1>2>3
OCS	34.88	11.0	28.42	11.1	26.81	13.1	21.8	.001	1>2>3
UWES	55.11	21.0	61.28	19.9	48.81	21.3	15.1	.002	2>1>3

Note. M = Mean; SD = Standard Deviation; Grit-S = Grit Short, OCS = Organizational Constraints Scale, UWES = Utrecht Work Engagement Scale.

Table 5 demonstrates significant profession based differences on Grit, Organizational Constraints and Work Engagement, which means Doctors experience higher Grit and Organizational Constraints level as compared to Bankers and Teachers. Bankers have higher work engagement level than Doctors and Teachers.

Table 6

Mean, Standard Deviation, and t-values of Organizational Sectors on Grit, Organizational Constraints and Work Engagement (N=504)

Variables	Public (n = 323)		Private (n = 181)		t(502)	P	95% CI	
	M	SD	M	SD			LL	UL
Grit-S	20.41	7.43	21.65	6.65	-1.85	.065	-2.53	.076
OCS	29.46	12.54	31.02	11.92	-.361	.174	-3.80	.691
UWES	55.73	22.23	53.61	19.74	1.06	.287	-1.65	6.01

Note. M = Mean; SD = Standard Deviation; CI = Confidence Interval; LL = Lower Limit; UL = Upper Limit; Grit-S = Grit Short, OCS = Organizational Constraints Scale, UWES = Utrecht Work Engagement Scale.

Results in Table 6 explain non-significant differences of organizational sectors on Grit, Organizational Constraints and Work Engagement.

Discussion

The present research intended to study the moderating effect of grit between organizational constraints and work engagement also studies demographic differences (age, gender, profession, and marital status). The study found the above-average level of reliability for Grit .78, Organizational Constraints .91, and Work Engagement .92. All scales have good construct validities as indicated by significant results of item-total correlation on each scale.

Results found a significant negative association between grit and organizational constraints, and a significant positive correlation of grit and work engagement; these findings proved the first hypothesis. The results are supported by Chester (2018), who reported low motivation and time management are the barriers to employee grit. Other studies also support that grit and work engagement have a significant positive relationship. Adults showed a high level of both grit and work engagement, grit is an

important factor for increasing work engagement (Hodge et al., 2017; Singh & Chopra, 2016; Suzuki et al., 2015).

Results demonstrated the significant negative correlation of organizational constraints and work engagement, and supported first hypothesis. Recent researches reported that organizational constraints (high challenging jobs, complicated work, stressors, heavy work, and working limits) lead to low work engagement. Soldiers experienced a low level of work engagement when an encounter with high organizational constraints and organizational constraints further leads to more fatigue. In the way of work engagement, it's not easy to halt the disastrous effect of organizational constraints (Boermans et al., 2015; Khalil & Siddiqui, 2020). Less communication, unskilled leadership, a novelty in duties, appreciation, and motivation in the wrong direction; these constraints are negatively impacting the engagement of employees, and this disengagement of employees costs $350 billion per annum to companies in America (Osborne & Hammoud, 2017).

The present research found a significant negative relationship of age with grit and a non-significant correlation with organizational constraints and work engagement, which is not supporting third hypothesis. In Pakistan the organizations are not well developed so when employees entered any organization at a young age they are highly motivated and persevered, at that time they are unaware of unwritten organizational constraints (e.g., and have high goals for themselves). Though both intrinsic and extrinsic motivation brings an incentive of job control, sense of achievement, rewards, and work safety (Casey et al., 2012, as cited in Turner, 2017); with time organizational pressures lower gradually their interest and passion to achieve their high goals of career. As a result, age and experience, both have a negative impact on work engagement and grit level. The results of a recent study by Hsu (2019) reported that age has a non-significant correlation with organizational work-related factors which hinder the work; especially on bullying, women inequality, and underpaying. Another research by Sharma et al. (2017) also reported supportive findings that indicated a non-significant age correlation with work engagement, particularly vigor and dedication in work engagement.

The moderation analyses indicated that grit acts as a significant moderator in the relationship of organizational constraints (IV) and work engagement (DV). Present findings are supporting second hypothesis. In the first step of the analysis, the result demonstrated that organizational constraints (IV) predicted work engagement (DV) significantly negatively. This result is supported by previous research of Boermans et al. (2015) found that organizational constraints negatively predicted work engagement, constraints have lessened the work engagement of Dutch soldiers. In the second phase of moderation analysis, the grit (Moderator) predicted work engagement (DV) significantly positively; this is in accordance with past research that highly gritty employees are work engaged, grit, meaning, and full concentration leads to high engagement of work; passionate employees have more engagement irrespective of hurdles in work (Hodge et al., 2017; Singh & Chopra, 2016; Suzuki et al., 2015).

In the last phase of moderation analysis, the interaction of both grit (Moderator) and organizational constraints (IV) predicted work engagement (DV) significantly negatively. As the grit (Moderator) of the current research is a positive construct, the negative relationship between organizational constraints (IV) and work engagement (DV) got stronger by the low scores of the moderator. The present study found the significant gender differences on grit and organizational constraints that males have high grit and females have high organizational constraints, so fourth hypothesis is not supported by results. Males have high grit because they are more responsive to financial duties as compared to females. One study concluded significant gender differences on organizational constraints among employees. Females reported significantly high scores on different areas of stress in the organization and revealed high workload pressure, working circumstances, and social disapproval. This is because of imbalance meant of work demands in office and home. Pakistani

women experience a high level of organizational constraints because they struggle more in their organization for dealing organizational pressure with confidence, devotion, and determination (Sarwar & Imran, 2019; Sliskovic & Sersic, 2011). Research by Sharma et al. (2017) also has similar results of non-significant gender differences in work engagement.

The current research found a significant marital status difference on grit, that is unmarried employees have a high level of grit. Married employees lack grit because they are working at multiple levels and multiple activities at one time. These findings are supported by the social and cultural values of Pakistan. In Pakistan, working married women have to fulfill the duties both at home and offices. In another case of unmarried people, they have more time to focus on their career because they invest all their time and energy in unidirectional i.e. their career. So, due to these factors, married employees have a low level of grit than unmarried. The findings are supported by a study by Deligero and Laguador (2014), who reported the non-significant marital status differences on work engagement. Married and unmarried employees do not significantly differ in work engagement, because both require engagement for their successful careers. No Pakistani research reported the non-significant findings same to the current findings, as Pakistan and India share the same Asian culture, so a recent study by Indian researchers Sharma et. al. (2017) also reported the same non-significant marital status differences on work engagement.

The present study found significant findings on professional differences, which concluded that doctors have a high level of grit and organizational constraints. Professionals like doctors are very intelligent, hardworking, motivational, and consistent because this profession is tough so they show a high level of grit (Khan & Khan, 2017). As per their demands of working conditions they experience more organizational constraints because of limited health facilities. A recent study in Pakistan reported that Pakistani doctors experience more workload, low pay problems, and job insecurities. The study concluded that doctors have a high level of stress as compared to other professionals in the world. They also experienced a poor organizational environment, no appreciation for best performance, and poor team cooperation (Imran et al., 2011). Bankers are work engaged more than doctors and teachers because of their commitment; they can't work correctly without engagement. As their work is accounting-based and required work engagement. When safety, accessibility, and mental purposefulness are given to employees they display high work engagement (Kahn, 1990).

This study found non-significant differences of organizational sectors on grit, organizational constraints, and work engagement among employees. As mean of the grit and work engagement of organizational sectors are some of the standard deviations, so the study found non-significant differences. Public and private employees experience different organizational constraints, nature of constraints of the job are different in both setups such as; fewer benefits and incentives, high standards of appointment, and the subsidies of health and education so the study found non-significant results on organizational constraints (Bandiera et al., 2017).

Conclusion

The current research concluded that experiences of constraints in work decreased grit, employees who have passion also have a high engagement of work. The findings conclude that aged employees are not gritty. This study reported that the gender of employees creates differences in the level of grit as males have a significantly higher level of grit, while females significantly experienced more organizational constraints. Similarly, unmarried employees also have more grit levels than unmarried. So, the leader must consider the gender, age, and marital status of employees to anticipate their performance and motivation level. Doctors are gritty as well as encounter more organizational constraints in comparison to bankers and teachers. The present study concluded, organizations must

arrange some feasible conditions so that grit of employees can enhance. Bankers are engaged in their profession more committedly than doctors and teachers.

Limitations and suggestion of the study

The present study has very sound findings but it also confronts some limitations. The sample represents only one province of Pakistan, due to cultural disparity these results cannot be confidently generalized to all employees of Pakistan. So, it is suggested that for confident generalization of results across the whole of Pakistan, the sample should be taken from all over Pakistan. Some other important demographics (e.g. birth order, family size, race, qualification, job status, experience, and socioeconomic status), also have a strong impact on the career and job life of employees, so in future research, these demographics should be taken. There is a need to study these variables across different professions, as the nature of the profession has a strong impact on the organizational performance of employees i.e. (people of defense forces, economists).

Implications of the Study

A significant contribution has been done by this study in different areas of psychology; by a unified model that studied the relationship of organizational constraints and works engagement via moderating effect of grit and perfectionism. In Pakistan there is limited research on grit especially in organizational setups as it is initially researched with academicians for the alternative of IQ, now it is trending in organizational setups, so the results from present research are useful for organizational psychologists. Most of the previous research on grit was conducted in western culture, which reported women are grittier than men as in western culture both spouses share their responsibilities equally. In this respect, the findings of these researches do not apply to Pakistani culture, which is different from western culture, as in Pakistan women are supposed to perform dual duties i.e. domestic and organizational. In this perspective, the current findings are helpful to understand the cultural differences across the gender on these variables. Previous researcher has used grit as a predictor (Duckworth et al., 2007), but not as a moderator in organizational setup, which is an important additional finding of the present research. The current research has also some practical implications, especially within the organizational setups. The findings help revise all those rules and policies of an organization, which are responsible for decreasing the grit and work engagement of employees. These findings are also helpful in the process of personnel selection and recruitment of employees because the scores on these variables are the biggest predictor of their performance.

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