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Personality Traits as Predictors to Compliance and Resistance in White Collar Employees

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Abstract

The aim of the research is to explore the influence of employees' personality on their reactions of resistance and compliance during the time of organizational change and uncertainty period. Study consists of (N=400, male and female) white collar employees from four different organizational sectors. A correlational research design was used and sample was selected by using stratified sampling technique. A series of questionnaire International Personality Item Pool, Compliance to Change Scale & Resistance to Change Scale was administered to White collar employees after taking consent from the participants. After data collection Descriptive Statistics, Correlation and Multiple Regression analysis used to analyse data. The results indicate that extroversion, conscientiousness, intellectuality were positive significant predictor of compliance. While agreeableness and emotional stability were significant negative predictor of resistance.

Key Words: *Compliance, Resistance, Extroversion, Agreeableness, Conscientiousness, Neuroticism, Openness.*

Introduction

Employees are the main asset of any organization and whenever they have faced organizational changes they reacted differently because every individual employee has different set of personal practices, standards impulse and understanding level (wang & Kebede, 2020). Employee's response to any initiative to change is very serious issue in organizational set-ups. Their reaction can be positive or negative and it can affect the whole performance of the company. Legislative and administrative change firstly evaluates the skills of management, their personnel and workplace atmosphere. If it affects the workforce then results could be in form of work-pressure, vagueness and ambiguity in employees (Shah & Irani, 2010).

A part of human nature is adaptation towards change, yet human intensely and naturally also resists changes. Changes in organizational environment are characterized majorly by global demands, unpredictability, merging, downsizing, technological advancements, operational developments (Kets de Vries, Ramo & Korotov, 2009).

According to previous and current knowledge on the psychological constructs of resistance, compliance, personality traits and their relationship in employees population. The present research tries to promote the understanding of psychosocial and behavioral risks caused by the evolving work environment. It also provides a comprehension on better protection of wellbeing of employees. Discussion ranges from traditional concerns such as the paradigms of mentioned psychological constructs, to emerging topics such as the association among these psychological constructs and how they affect or process in employees.

Compliance refers to obedience of desired population within regulations; while resistance refers to opposition to desired regulatory changes. In order for people to comply, several conditions must be satisfied. Firstly the desired population must be aware of the changes and they need to understand it properly. For instance, the lack of clarity about the new regulations of organizational change/s may induce unintentional or intentional resistance. Secondly the desired population must willingly comply or this willingness could be provoked. Failure of organizations or policy makers to meet these conditions results in non-compliance or resistance (Gondo et al., 2013).

Researchers have explored the intersections and forms of compliance and resistance as observed in organizational settings. Recent studies have framed resistance in terms of indirect or informal type and it is also termed as mere compliance. According to researchers, this form of resistance can be consider as decaffeinated, majorly because it does not threaten or hurt the organization and provide hurdles very little (Contu, 2008).

However compliance not always determines the effectiveness of regulations and achieving the goals. Neither complete compliance nor resistance achieves the desired outcomes. For instance, complete compliance or resistance becomes much costly for an organization that it causes more damages. The organizations desires for regulatory compliance as compared to complete compliance. For the effectiveness of change implementation, organizational policy makers' better determines their regulatory compliance (Pfeiffer, 2016).

In fact organizations have to change but the process of change is not so smooth and always effective. There are individuals in an organization who visualize the future in terms of change, who develop and organize the change and willingly involve implementing the change; but there are some who resist it naturally and hinders the smooth process of implementation of change and can make it ineffective (Ionescu & Negrusa, 2007).

Similarly, standard variants of resistance are usually implicit, vague, unobtrusive and usually mixed with compliance. Researchers have identified that employee's use careful carelessness, humor, cynicism, skepticism, nostalgic talk, alternative expression of selfhood, bogus productivity to resist change initiatives. It is explained as a form of organizational disengagement with the ability to comply without conforming (Pfeiffer, 2016).

Resistance or compliance refers to humans adverse or desired forces that impact the change process. He also emphasized that resistance is the result of organization's mismanagement of change process and their disregard to impact of employee's reaction on the process (Armenakis, Bernerth & Walker, 2007).

An exhaustive amount of research has been done on broad topic of employee's reactions to organizational change, yet little is known about the relationship of psychological constructs with employee's resistance or compliance; however the current research took a step to lowers this gap of literature.

Personality Traits

Employees' cognitive, affective and behavioral reactions to organizational change/s largely depend on their personality. One of the scopes of present research lies in comprehending the association between individual behavioral regularities and personality traits. Researchers described personality traits as such characteristics or traits which distinguish one person from other based on their individual thoughts and behaviors. The construct of personality is based on the assumption that every individual have distinct traits or characteristics (Wood, 2012). Further researchers have analyzed that personality traits are unvarying over time and situations. The stability of person's traits helps to predict how an individual will act over time when placed in a specific circumstance. Furthermore Big Five dimensions basically based on Five Factor Model which according to researchers are important because: it helps in classifying wide spectrum of personality characteristics meaningfully, it provides a structure for future researches and in whole it encompasses all possible personality traits (Smith & Canger, 2004).

According to Big Five model, personality consists of five distinct traits. Initially there were 1431 traits divided in 75 groups which are analyzed to describe individual personality characteristics aptly, which then was converge into five dimensions only (Goldberg, 1990). Hirschfeld and his colleagues (2008) explained these five dimensions as:

Agreeableness

It can be described as the manners in which an individual interact with others in terms of trust, altruism, humbleness, compliance and candor. In agreeable individual trust, understanding, support and compassion are present in usually high degree; while the low degree factors may include distrust, self-obsession and antagonism (Patrick, 2011). Similarly studies have highlighted that agreeable individual display the characteristics of being helpful, considerate and cooperative no matter the profession or circumstances (Hofmann & Jones, 2005). Thus agreeableness positively correlates with compliance and negatively correlates with resistance in employees.

Conscientiousness

Literature further highlighted that the factors involve in conscientiousness may include self-control, thoughtfulness, determination, steadfastness and will to achieve something in life; while carelessness, negligent and sloppiness are present in low degree (Grehan, Flanagan, & Malgady, 2011).

Extraversion

It can be explained as behaviors that are positive, energetic, social and assertive in nature. Such extroverted individuals have outgoing spirit which enables them to form relationships easily (Mushonga &

Torrance, 2008). Individuals with high level of extraversion are excitement and adventure seekers, cheerful and are stimulated in large groups.

Openness/Intellectuality

Further open minded individuals likely to be receptive of new ideas, preference for variations, high internalization and intellectual curiosity which are necessary for one to accept the change/s. Such individuals with authority positions or change implementers know the importance of feedback; therefore this trait promotes the successful flow of change process (George et al., 2007).

Neuroticism/Emotional Stability

Further facets including in neuroticism are anxiety, depression, self-conscious, hostility and impulsivity. It also includes embarrassment, worry and insecurity (Patrick, 2011). Individuals with high neurotic traits experience more negative affect i.e. anxiety and depression and also self-consciousness. Such individuals may not be able to regulate their thoughts effectively and have narrowed focus on their own cognitions which make them emotionally more self-absorbed (Renn, Allen & Huning, 2011).

Accordingly employees with the personality traits of openness, conscientiousness and/or agreeableness are more likely to display compliance with change process because of their characteristic of supportiveness and efficacy. Further Big Five personality traits are a broad spectrum which describes individual characteristics and behavior. Researchers claimed that neurotic employees have more hostility, anxiety, depression and self-consciousness, which makes them difficult to deal in situations. However individuals with conscientious personality traits are more organized, efficient, diligent and reliable in working situations (Patrick, 2011).

Personality Traits, Compliance and Resistance in Employees

Thus the present research aims to provide new ground in presenting the results of exploratory quantitative study of personality traits and response to organizational change in terms of compliance or resistance among employees. The research question that arises in the present research is what the role of personality is and its construct plays in how employees experience and respond to organizational change/s. Further the current study aims to identify whether personality traits encourages employees to comply or resist the changes, which particular trait and do individuals understand their own dispositional responses.

Moreover researchers have analyzed the employees in managerial positions and they found that there are seven personality traits that significantly predict their reaction to organizational change in terms of compliance and resistance. They have grouped these seven characteristics into two groups i.e. tolerance to ambiguity and positive affectivity. Tolerance to ambiguity includes openness to experience, risk tolerance and risk aversion. Positive affectivity includes self-efficacy, self-esteem, external locus of control and positive self-concept (Herold, Fedor & Caldwell, 2007).

Similarly positive emotions such as hope, optimism, self-efficacy, resilience leads to support and compliance to change, and these emotions are usually the characteristics of four positive dimensions of Big Five model i.e. agreeableness, openness, conscientiousness and extraversion (Avey, Wernsing & Luthans, 2008).

In organizational environment with the relation of personality traits is likely to determine the response of employees towards organizational change in terms of compliance or resistance. Likewise other researchers highlighted some variables which act as a moderating factor in relation between personality traits and compliance-resistance of employees. These factors may include job security, job satisfaction, trust in management and perceived control (Oreg, 2006).

In short the reaction of employees in terms of compliance or resistance towards organizational change largely depends on employees' personality traits. The present research draw together the issues described under the above mentioned headings, specifically to explore the relationship between psychometric constructs of personality traits with compliance and resistance to organizational change in employees. The purpose of this research is to narrow the focus of the constructs of individual responses in organizational and industrial settings and justifying its relationship with psychological manifestations. This research is significant in respect to global and Pakistani culture. Present study helped in adding valuable literature in future studies that would help in representing that how compassion satisfaction and traumatic stress are interconnected with each other. It concentrates on both theoretical and practical significance that explains the employee's response to organizational change/s. The Study objectives include:

- To examine the relationship between personality traits, Compliance and Resistance to change in white collar employees.
- To examine the role of personality traits as predictors of compliance and resistance.

Literature Review

The aims of the study are highlighted in this section by elaborating the research questions and provide a road map of personality traits and compliance-resistance among employees. The increase and severity of competition in market is forcing organizations to inexorably develop and adopt changes accordingly. The changes require employees to work hard and more productively in order to achieve expected results. However it is also necessary for the employees to find happiness and satisfaction in their work to be efficient and productive. Organizational changes are not a smooth process but filled with many fluctuations and may but usually have negative impacts. In order for the positive impact and application of changes to work properly, employees' readiness is necessary. Therefore change management is required which underlies to enhance employee's compliance and reduce their resistance; which can be analyzed and managed by assessing their personality traits and professional quality of life (Amstrong, 2009).

This study explains the role of personality traits; how employees experience and react towards organizational change in terms of compliance and resistance. In particular, the present study aims to identify whether employee's personality characteristics encourages people to comply or resist the changes.

Such researchers Gayathiri and Ramakrishnan (2013) suggested that employees' reactions towards organizational changes are complex in nature. In between these two extremes of resistance and compliance, acceptance, readiness, openness and cynicism to change occurs. Every organizations demands from their employees to be efficient of work demands and productive but ignoring the needs and requirements of the employees may not make them to accept the changes readily. Therefore organizations need strategies to meet their employees' needs while also meeting their company's goals; such situation will foster compliance (Lovey & Nadkarni, 2007).

Similarly meta-analysis of literature has suggested that work family life discord is perceived to be the result of proposed organizational changes as perceived by the employees, thus need to be considered by the management in order to manage employee's resistance. This balance would create morale among employees which make them to be comfortable, promote organizational loyalty and low turnover rate. This balance cannot be achieved unilaterally but organization as well as employees needs to work together (Parkers & Langford, 2008).

Researchers have further demonstrated that employee's perception of change either positive (compliance) or negative (resistance) highly depends on organizations efforts to influence the behaviors, affects or cognitions in reference to processes of change (Arthur, Bell & Edwards, 2007). Additionally empirical researchers have also examined and reflected that individual variables (e.g. change readiness, personality traits, etc), workgroup characteristics (e.g. group cohesion, interpersonal relationships) and organizational factors (e.g. organizational culture, management system) determine the employee's compliance or resistance towards change.

The main five dimensions of Big Five model encompass main factors of personality. For instance, openness to experience determines the intellectual curiosity or one's preference to routine, agreeableness determines individual's level of cooperative or competitive nature, extraversion determines one's social or introverted characteristics, neuroticism determines individuals emotional stability or instability and lastly conscientiousness determines if a person is more organized or careless in nature (Erdheim, Wang & Zickar, 2006).

Further personality traits significantly predict the affective, cognitive and/or behavioral actions of employees when facing organizational change/s. Openness to experience of Big Five model is the trait that portrays one's adaptation to change. Extraverted employees react to change by enhancing their useful impact on it and popularizing their opinion about the change; whereas employees with high neuroticism tends to be stressed and anxious about the prospective change. The employees with high level of agreeableness and conscientiousness display their positive intentions towards the change and its processes. They comply to change readily and perform their best of skills to make change successful (Santos, 2016).

However there is scarce literature that studies this relationship between personality traits and compliance-resistance among employees. Further an empirical study analyzed 190 employees and found the moderating role of organizational satisfaction (work and employees satisfaction) related to relationship between personality traits and reaction to organizational changes. They further elaborated their study through longitudinal study where the same relationship was analyzed. Each personality trait of Big Five model was associated with employee's different reactions to organizational changes such as commitment, compliance, acceptance, cynicism, resistance etc. It was concluded that the trait of extraversion positively related to affective, normative and continuance type of commitment i.e. compliance. While the traits of neuroticism, openness to experience and conscientiousness was related to continuance commitment and agreeableness was related to normative commitment to change only (Spagnoli & Caetano, 2012). Many personality models in academic literature explain the reluctance or inclination towards change (Ablett & Jones, 2007).

According to study employees personality traits can affect an organization's ability to adapt to changing environment. For instance, traits of agreeableness and extraversion enables individual to adapt to new environment readily and react to change with compliance. Interestingly personality traits are not solely characterized on individual level, but it could include analysis on various levels such as organizational

improvements, decision making processes (Church et al., 2014). Researchers such as Caliskan and Isik (2016) related that readiness of employees to change act as a mediator between the relationship of personality traits and attitudes towards organizational change in terms of resistance and compliance. Many studies analyze various organizational factors (organizational culture, organizational commitment) and their relation with personality traits, but limited literature is present of how it relates to individual responses of compliance or resistance when facing change/s.

Similarly researchers have highlighted positive significant relationship between personality traits and organizational commitment towards change, which foster the association between personality traits and employee's reaction towards the change. Different components of organizational commitment are related to personality traits and employee's reaction. For instance, extravert employees have more affective, normative and continuance commitment which results in their reaction of compliance; agreeableness is related to normative commitment which may cause compliance in employees towards change (Spagnoli & Caetano, 2012). According to other studies, personality traits affect employees' reaction of compliance or resistance because the emotional attachment resulting from affective commitment towards an organization causes employees to comply with the changes readily (McKay, Kuntz & Naswall, 2013).

The present study aims to determine whether process variables at individual level i.e. personality traits, have an impact on their compliance or resistance following organizational changes. Correspondingly employees resist changes naturally but some openly accept and comply with them. The purpose of the current research is to examine why some employees comply and others resist, also the ways in which individual factors relate to compliance or resistance to change in an organization.

Hypotheses

It is hypothesized that

- There will be relationship between personality traits, compliance and resistance of employees.
- Different personality traits predict compliance and resistance differently.

Methodology

Research Design

This study was a quantitative Correlational study in which cross-sectional research design was followed to conduct this study.

Sample and Sampling Technique

The sample of this study comprised of 400 white collar employees were selected form four organizational sectors as; industrial, banking, educational and medical from Lahore, Pakistan based organizations. Stratified sampling technique used for data collection. There were 212 male white collar employees (n = 212) and 188 female white collar employees (n = 188) participated in the study. Data was collected from four hundred and seventy participants from four organizational sectors; in which seventy questionnaires rejected because they weren't properly filled or attended by the participant.

Inclusion Criteria

While selecting the sample, following inclusion criteria was followed:

- White collar employees were selected form four different types of organizations as: industrial, banking, educational and medical.
- Employees with at-least one year or more job experience were included in the sample.

Table 1: Demographic Characteristics of the Sample (N = 400)

Demographics	Frequency *(f)*	Percentage *(%)*
Age		
20-30 years	166	41.5%
30-40 years	136	34%
Above 40 years	98	24.5%
Gender		
Male	212	53%
Female	188	47%
Marital Status		
Single	157	39.3%
Married	227	56.9%
Divorced	11	2.8%
Separated	5	1.3%
Organization		
Industrial	100	25%
Banking	100	25%
Education	100	25%
Medical	100	25%
Qualification		
Graduate	250	62.5%
Postgraduate	150	32.5%
Designation		
Executive	38	9.5%
Managerial	105	26.3%
Operational Employee	257	64.3%
Years of Experience		
1-5 years	246	61.5%
5-10 years	70	17.55
Above 10 years	84	21%
Total Work Experience		
1-5 years	208	52%
5-10 years	64	16%
Above 10 years	128	32%
Employment		
Contract	245	61.2%
Permanent	155	38.8%
Monthly Income		
10000-20000	54	13.5%
20000-40000	159	39.8%

40000-70000	111	27.8%
70000-100000	26	6.5%
Above 100000	50	12.5%

Note: Gender: 1= male, 2 = female; Marital Status: 1= single, 2= married, 3= divorced, 4= Separated; Organization: 1= Industrial, 2= banking, 3 = education, 4 = medical; Qualification: 1= graduate, 2= postgraduate; Designation: 1= executive, 2 = managerial, 3= operational employee; Employment Status: 1= contract, 2 = permanent.

Operational Definitions

International personality item pool

The International personality items pool has 5 compounds of personality such as: openness to experience, conscientiousness, extraversion-introversion, agreeableness, and neuroticism-emotional stability (Ellis & Abrams, 2008). According to Mehmet Asmali (2017), high scores in Openness to experience are predicting inventive, curious, elastic, artistic, innovation seeking, original, and unconventional, where as low scorers are unadventurous, predictable, unartistic and real. Conscientiousness can be explain as organized, thorough, effective, planned and on the other side it can be untrustworthy, purposeless, disorganized, lethargic & inattentive negatively. Extraversion–introversion are the qualities as energetic, self-assured & obsessive and in opposite condition it can be as unreceptive and unemotional. Agreeableness can be define as sociable, good-natured, pleasant & liberal, oppositely it assumes, sarcastic, impolite & mistrustful. Neuroticism–Emotional stability both are opposite to each other as: nervous, self-doubting, miserable, embarrassed, and low scorers are quiet, stress-free, undemonstrative & resilient.

Compliance to Change scale

This scale developed by the researcher through factor analysis that can measure the compliant and obedient behavior of the employees. It can measure five main factors in compliant behavioral employee as: readiness (to explore new things), personal goals(perceive conditions and act accordingly), change valence (accept change and require relevant trainings), compatibility(change efficacy) and organizational commitment(accept change in any condition).

Resistance to Change scale

This scale also developed by the researcher to measure the resistant and aggressive behavior of the employee. This behavior can be measure through specified in six main factors i.e. Cognitive Rigidity (denial to accept change), Fear of Failure, Autonomy (inflexible behavior), Reluctance to Lose Control(afraid from changing habits), Intolerance to Adjustment (do not accept new things)and Vested Interest (personal disapproval).

Instrumentations

Demographic information sheet

Demographic sheet was used to collect the demographic information of the respondents. Sheet included the following demographic variables as; Age, gender, marital status, income, designation, years of experience etc.

International personality item pool scale

Ypofanti et. al. (2015), stated that international personality item pool been developed by Goldberg 1999. According to Goldberg the internal consistency of the factors and Cronbach alpha is between 0.79 to 0.87. The IPIP Big-Five factors scale has 50 items. It is a big five personality inventory that is based on five personality traits as extraversion, agreeableness, conscientiousness, emotional stability, and intellect. The scale can be measured on 5 point Likert-type scale that starts from 1 (very inaccurate) to 5 (very accurate) as in the original instrument (Ypofanti, et. al, 2015).

Compliance to Change Scale

Compliance to change scale was developed by researcher (Rasheed, Atta & Sohail, 2021-appendix). Scale was consisted of 19items with a response pattern of 5-Likert scale ranging from 1=strongly disagree to 5=strongly agree. Compliance to Change Scale resulted in five factors i.e. Readiness, Personal Goals, Change Valence, Compatibility and Organizational Commitment; which yielded satisfactory KMO value of .82 at p<.000 and reliability of .90 Cronbach's alpha. Hence CCS is reliable and valid measure to assess employees' compliance to change in indigenous context.

Resistance to change Scale

Resistance to change scale was developed by researcher (Rasheed, Atta & Sohail, 2021-appendix). Scale was consisted of 19items with a response pattern of 5-Likert scale ranging from 1=strongly disagree to 5=strongly agree. In Resistance to Change Scale factor analysis resulted in six factors i.e. Cognitive Rigidity, Fear of Failure, Autonomy, Reluctance to Lose Control, Intolerance to Adjustment and Vested Interest; which yielded satisfactory KMO value of .79 at p<.000 and reliability of .91 Cronbach's alpha.

Procedure

First of all, writing permission and endorsement to conduct a research was attained the committee from the department of Applied Psychology of Lahore College for Women University Lahore. After receiving permission from the authorities of the organizations of four categories (industrial, banking, educational, medical sector), process of data collection was started. Availability of the participants and their feasibility was preferred to collect the data. Before starting administration of questionnaires, participants were briefed about the nature and purpose of the study and were assured of confidentiality of information in accordance with the ethical code of conduct. The data was obtained from (*N* = 400) employees; 100 employees from each organizational category. The data was collected from Executives, managerial position holders and operational employees of the organizations. Questionnaire took almost 30 minutes to complete, all queries by participants were answered. After questionnaire completion, feedback session was conducted, and participants were thanked.

Statistical Analyses

Descriptive analyses were used to determine psychometric properties of instruments used in the study. Pearson Product Moment Correlation was used to find out relationship between personality traits, compliance and resistance to change in white collar employees. Multiple linear regression analysis was used to examine the effect of professional quality of life and personality traits on compliance and resistance to change in white collar employees. Statistical Manual for Social Sciences (SPSS) version 20.0 was used for analysis

Ethical Considerations

In order to conduct this research, following ethical considerations were kept in mind.

- The synopsis was approved from Applied Psychology Department, Lahore College for Women University Lahore and Advance study Research Board.
- Permission of the scales was sought from concerned authors for data collection.
- Permission was sought from administrative authorities of the respective organizations for data collection.
- The consent was taken from the participants that they had right to withdraw from participation anytime and confidentiality of their information was assured.
- Results were reported accurately.

Result

In this part, results of the study are discussed in detail. Three scales along with a demographic sheet were used. International personality item pool (IPIP-50; Goldberg et al., 2006) was used to find out the personality traits and their relationship with compliance and resistance behaviors of white-collar employees from different organizations.

Table 2: Descriptive Statistics and Psychometric Properties of Study Variables (N = 400)

Scales	k	α
Personality Traits	-	-
Extroversion	10	.71
Agreeableness	10	.70
Conscientiousness	10	.71
Emotional Stability	10	.77
Intellectuality	10	.73
Compliance	19	.91
Readiness	5	.85
Personal Goals	5	.82
Change Valence	4	.81
Compatibility	3	.73
Organizational Commitment	2	.62
Resistance	24	.93
Cognitive Rigidity	8	.89
Fear of Failure	6	.86
Autonomy	4	.81
Reluctance to Lose Control	3	.70
In-tolerance to Adjustment:	2	.76
Vested Interest	1	-

Note. α = Reliability Coefficient; k = No. of items

The data were analyzed in four key steps. In the first step descriptive statistics of demographic variables were computed to provide preliminary profile of the sample. In the second step, reliability analysis was conducted for professional quality of life and subscales. Similarly, reliabilities of five personality traits were also find out. In the third step, Pearson product moment correlation was run to analyze the

relationship between personality traits and compliance and resistance in white collar employees of organizations.

In step four, multiple linear regressions were employed to see the prediction of compliance to change and resistance to change from personality traits in white collar employees. The results of the reliability analysis are given in table 2.

Table 2 showed the reliabilities, number of items, mean and standard deviations of the assessment measures. The reliability analysis for each assessment measures was carried out using Cronbach's Alpha. The results of reliability analysis indicated that Scales and subscales of all the study variables showed sufficient reliabilities to carry out further studies.

Hypothesis 1: There will be relationship between personality traits, compliance and resistance to change in employees.

Table 3: Correlations among Study Variables (N = 400)

Variables	2	3	4	5	6	07	8	9	10	11	12	13	14	15	16	17	18
1.Extroversion	- .35***	.51***	.44***	.47***	.41***	.32***	.37***	.29***	.37***	.35***	-.26***	-.22***	-.23***	-.20**	-.15**	-.18**	-.21***
2.Agreeableness	-	.49***	.25***	.37***	.26***	.20***	.29***	.14**	.21***	.20***	-.29***	-.28***	-.21***	-.16**	-.21***	-.19**	-.12*
3.Conscientiousness		-	.46***	.49***	.39***	.33***	.33***	.26***	.30***	.40***	-.23***	-.16**	-.18**	-.18**	-.17**	-.15**	-.19**
4.Emotional Stability			-	.48***	.29***	.22***	.28***	.21***	.20***	.27***	-.26***	-.17**	-.21***	-.23***	-.23***	-.19**	-.15**
5.Intellectuality				-	.41***	.32***	.37***	.27***	.31***	.34***	-.27***	-.21***	-.22***	-.21***	-.30***	-.14**	-.14**
6.Compliance					-	.84***	.76***	.81***	.79***	.75***	-.26***	-.21***	-.21***	-.24**	-.22***	-.20***	-.19**
7.Readiness						-	.52***	.56***	.61***	.55***	-.21***	-.14**	-.16**	-.27***	-.16**	-.16**	-.16**
8.Personal Goals							-	.46***	.47***	.46***	-.24***	-.20***	-.20***	-.13**	-.17**	-.22***	-.13**
9.Change Valence								-	.62***	.60***	-.20***	-.15**	-.18**	-.17**	-.17**	-.12*	-.14**
10.Compatibility									-	.58***	-.22***	-.18**	-.14**	-.23***	-.20***	-.19**	-.16**
11.Organizational Commitment										-	-.24***	-.23***	-.17**	-.17**	-.18**	-.13**	-.24***
12.Resistance											-	.84***	.81***	.74***	.67***	.65***	.61***
13.Cognitive Rigidity												-	.56***	.49***	.46***	.42***	.44***
14.Fear of Failure													-	.52***	.45***	.44***	.41***
15.Autonomy														-	.46***	.53***	.55***
16.Reluctance to Lose Control															-	.40***	.41***
17.In-tolerance to Adjustment:																-	.44***
18.Vested Interest																	-

Note: *p < .05, **p < .01, ***p < .001.

The results in table 3 revealed that extraversion was significant positive relationship with agreeableness, consciousness, emotional stability, intellectuality, compliance, readiness, personal goals, change valence, compatibility, and organizational commitment. While, extraversion was significant negative relationship with resistance, cognitive rigidity, fear of failure, autonomy, reluctance to loss control, intolerance to adjustment, and vested interest. Additionally, the agreeableness was significant positive relationship with consciousness, emotional stability, intellectuality, compliance, readiness, personal goals, change valence, compatibility, and organizational commitment. While, agreeableness was significant negative relationship with resistance, cognitive rigidity, fear of failure, autonomy, reluctance to loss control, intolerance to adjustment, and vested interest. As well, the consciousness was significant positive relationship with emotional stability, intellectuality, compliance, readiness, personal goals, change valence, compatibility,

and organizational commitment. While, consciousness was significant negative relationship with resistance, cognitive rigidity, fear of failure, autonomy, reluctance to loss control, intolerance to adjustment, and vested interest. The emotional stability was significant positive relationship with intellectuality, compliance, readiness, personal goals, change valence, compatibility, and organizational commitment. Although, emotional stability was significant negative relationship with resistance, cognitive rigidity, fear of failure, autonomy, reluctance to loss control, intolerance to adjustment, and vested interest. However, the intellectuality was significant positive relationship with compliance, readiness, personal goals, change valence, compatibility, and organizational commitment. Although, intellectuality was significant negative relationship with resistance, cognitive rigidity, fear of failure, autonomy, reluctance to loss control, intolerance to adjustment, vested interest. Though, the compliance was significant positive relationship with readiness, personal goals, change valence, compatibility, and organizational commitment. Although, compliance was significant negative relationship with resistance, cognitive rigidity, fear of failure, autonomy, reluctance to loss control, intolerance to adjustment, and vested interest. Yet, the readiness was significant positive relationship with personal goals, change valence, compatibility, and organizational commitment. Although, readiness was significant negative relationship with resistance, cognitive rigidity, fear of failure, autonomy, reluctance to loss control, intolerance to adjustment, and vested interest. The personal goals was significant positive relationship with change valence, compatibility, and organizational commitment. Though, personal goals was significant negative relationship with resistance, cognitive rigidity, fear of failure, autonomy, reluctance to loss control, intolerance to adjustment, and vested interest. The change valence was significant positive relationship with compatibility and organizational commitment. Though, change valence was significant negative relationship with resistance, cognitive rigidity, fear of failure, autonomy, reluctance to loss control, intolerance to adjustment and vested interest. Though, the compatibility was significant positive relationship with organizational commitment. While, compatibility was significant negative relationship with resistance, cognitive rigidity, fear of failure, autonomy, reluctance to loss control, intolerance to adjustment and vested interest. Whereas, organizational commitment was significant negative relationship with resistance, cognitive rigidity, fear of failure, autonomy, reluctance to loss control, intolerance to adjustment and vested interest. Resistance was significant positive relationship with cognitive rigidity, fear of failure, autonomy, reluctance to loss control, intolerance to adjustment and vested interest. Same as, cognitive rigidity was significant positive relationship with fear of failure, autonomy, reluctance to loss control, intolerance to adjustment and vested interest. Similarly, fear of failure was significant positive relationship with autonomy, reluctance to loss control, intolerance to adjustment, and vested interest. Autonomy was significant positive relationship with reluctance to loss control, intolerance to adjustment and vested interest. Reluctance to loss control was significant positive relationship with intolerance to adjustment and vested interest. Reluctance to loss control was significant positive relationship with intolerance to adjustment and vested interest. Intolerance to adjustment was significant positive relationship with vested interest.

Hypothesis 2: Personality traits will predict the compliance and resistance to change in employees.

Table 4 revealed that personality traits like extraversion (β = .22, p < .001), conscientiousness (β = .16, p < .001), and intellectuality (β = .22, p < .0001) were the positive and significant predictor of compliance in white collar employees. It means those who are highly extraverted, conscientious and intellectual in nature show more compliance to change. While predicting resistance to change, agreeableness (β = -.13, p < .0001) and emotional stability (β = .13, p < .05) were significant negative predictor. It means those who are highly agreeableness and emotional stable in nature show less resistance to change. Overall model explained 25% variance in compliance and 14% variance in the resistance to change.

Table 4: Multiple Linear Regression for the Prediction of Compliance and Resistance by Personality Traits (N = 400)

Predictors	Compliance			Resistance		
	B	*SE*	*B*	*B*	*SE*	*B*
Extroversion	.54	.14	.22***	-.33	.21	-.09
Agreeableness	.05	.12	.02	-.67	.19	-.20***
Conscientiousness	.38	.14	.16**	.07	.21	.02
Emotional Stability	.02	.11	.001	-.39	.17	-.13*
Intellectually	.50	.12	.22***	-.31	.19	-.10
R^2		.25			.14	
F		26.63			12.26	
P		.00			.00	

Note: *p < .05, **p < .001

Discussion

The aim of the discussion section is to discuss the findings present in the results section. It also included the recommendations for the further research and examination along with the additional thoughts on the research.

The first hypothesis was that there will be relationship between personality traits, compliance and resistance to change in white collars employees of different organizations. It means employees having different personality traits showed different behaviors on organizational changes. It was further revealed in the analysis that personality traits like extroversion, conscientiousness, agreeableness and openness were significantly positively correlated with compliance and subscales of compliance. Meanwhile negatively correlated with resistance and its subscales but neuroticism/ emotional stability has weak correlation with compliance and negatively correlated with resistance.

It means the first hypothesis is partially approved with significant findings as shown in the result sections. To support this hypothesis previously a study was conducted by Vakola et al. (2004), to find out the relationship between personality traits and attitude towards organizational change. The goal of this research is to provide a new way of thinking about and dealing with organizational shift by concentrating on human feelings and personality attributes. By investigating the association between these traits and approaches toward organizational transformation, this research investigates how intellectual ability and the “big five” characteristics of psychology can support organizational shift at an individual basis. A total of 137 professionals participated in the study, who conducted personality surveys to assess interpersonal skills, personal characteristics, and perspectives toward organizational transformation. The findings proved the existence of a link between personality factors and employees' opinions regarding transition. According to a study emotionally stable employee is associated with organizational commitment and it can leads towards high positive productive employee results to high productivity. It is recommended for organizations to focus on personality characteristics of workplace personnel at the time of recruitment and before taking any initiative (Shabahang & Amani, 2016).

According to the research, employee performance was directly associated to all of the exhaustion characteristics, whereas cooperation was linked to emotional exhaustion. The negative correlation between adjustment stimuli and tiredness, as well as the weak relation between changing stressors and skepticism, was cushioned by job performance. The negative association between transition and personal accomplishment was reduced by job control (Day, Crown & Ivany, 20017).

The second hypothesis states that the personality traits will predict the compliance and resistance to change in employees. The results of that personality trait like agreeableness, conscientiousness, extroversion and intellectuality were the positive and significant predictors of compliance in white collar employees. It means those who are highly social and conscientious in nature show more compliance to change and negatively predicts resistance.

In short, as discussed in the analysis section, various personality categories of employees cause them to have diverse attitudes toward any sort of change in companies. Furthermore, the employee's personal standard of living is a major determinant of how they will react to any changes in the organization's structure.

The most crucial aspect to consider in order making companies more effective and productive is professional standard of living. For the attainment of organizational objectives, the current study can provide a framework to visualize and discover methods to enhance the personal standard of living of workers. As a result, research into the correlation between personality characteristics, professional standard of living, cooperation, and defiance in male staff of companies is crucial.

Limitations

There are some limitations of the present study that should be kept in mind when considering the results.

- The present study might have showed common method variance due to the use of self-report measures, which might have inflated the relationship among variables of the present research.
- The present study doesn't account for cause and effect relationships among variables because it was cross-sectional (correlational) in nature.
- This study was conducted on only four sectors of organizations; so the findings may not be generalizable to other populations such as various other occupational groups and so on.

Suggestions for the Future Studies

On the bases of aforementioned limitations, following suggestions are recommended for future researches.

- For assessing causal effects of hypothesized predictors of compliance and resistance to change, longitudinal research design should be used.
- In future research, sample should comprise of more than four chunks of target population as well in order to increase the generalizability of the research.
- Future research should also use multi-method approach so that likelihood of common method variance should have been reduced.
- It is recommended to work on employee's quality of life while facing organizational change at workplace.

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