

LEBANESE AMERICAN UNIVERSITY

**The Moderating Effect of Technostress on The Relationship
between Personality Traits and Employee Turnover Intentions**

By
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A thesis submitted in partial fulfillment of the requirements for the degree of
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DEDICATION

I dedicate this thesis project to my support system and my source of inspiration, my father, mother, and brothers.

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The Moderating Effect of Technostress on The Relationship between Personality Traits and Employee Turnover Intentions

Myriam Ghosn

ABSTRACT

Organizations all around the world face turnover, which is caused by multiple reasons, and one of them could be personality traits of the employees. The purpose of this study is to examine the nature of the relationship between personality traits and employee turnover intentions, while studying the moderating effect of technostress on this relationship. Technostress constitutes an important variable since recently, most employees are frequently using information and communication technologies (ICTs) at their work, which is causing them technostress.

The nature of this research is quantitative, in which the relationship between the chosen variables has been measured using an online questionnaire, sent to respondents working in the Middle East. The data was later on analyzed through SPSS statistical software. The study finds that there is a negative relationship between personality traits and employee turnover intentions, and that technostress moderates, partially moderates some traits, and do not moderate others.

Keywords: Personality Traits, Employee Turnover Intentions, Technostress, information and communication technologies (ICTs), Middle East

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Chapter One

Introduction

1.1 General Background

Personality, the pattern of thoughts and behaviors (Woods, Wille, Wu, Lievens, & De Fruyt, 2019), and the set of characteristics that determine feelings and actions that differ from one to another (Krishnan, 2017), has been an essential area in the research field since personality traits have multiple roles. One of the main theories that is widely known regarding personality is the Big Five personality theory or what is also known as the five-factor model (FFM), and it has five personality traits that are: agreeableness, conscientiousness, extraversion, neuroticism, and openness to experience (McShane & Von Glinow, 2018). Many studies, such as McShane & Von Glinow (2018), showed that personality is formed by nature and nurture, but it is not proven which has the higher importance and significance. These personality traits have been widely studied and used to understand working individuals' performance differences and outcomes.

One of the adverse outcomes that personality traits have is employee turnover, a problem that almost all organizations face (Zimmerman, 2008). Multiple studies have invested a lot of effort to discover how to decrease employee turnover rates (Pu, et al., 2021).

High turnover rates harm the organization as it decreases the knowledge pool (Massingham, 2018); by knowledge pool, we mean the loss of knowledgeable employees, employees who have acquired the needed knowledge and experience to perform their work. In addition to that, organizations are harmed as a high turnover rate is negatively related to customer satisfaction, productivity, and profitability (Zimmerman, 2008).

In 2020, a new pandemic, the COVID-19 pandemic, emerged and forced people to take preventive measures, such as remote work, which led more to the use of information and communication technologies (ICTs). The use of information and communication technologies

(ICTs) has dramatically increased in the past years and made it possible to connect everywhere and at all times. Although the ubiquitous use of ICTs is helpful and valuable for companies, it also has its negative effects on the employees, and one of these negative effects is technostress (Srivastava, Chandra, & Shirish, 2015).

Technostress can be generally defined as the stress caused by using technology at work (Fuglseth & Sorebo, 2014). This technostress is primarily related to worsening the work-life balance, work overload, job insecurity, and the urge for continuous learning (Khedhaouria & Cucchi, 2019). Research shows that the main negative effects of technostress on employees are demotivation, fatigue, and decreased employee satisfaction and engagement (Nisafani, Kiely, & Mahony, 2020), where these can lead to having technostress as an antecedent to employee turnover intention (Boyer-Davis, 2019).

Putting all of the above together, previous literature already shows that a relationship between personality traits and employee turnover intentions exists, yet, no details are revealed. Moreover, having a new work context after the COVID-19 pandemic has raised many consequences, and one of them is technostress, a variable that might be affecting the relationship between personality traits and employee turnover intentions. For these reasons, this study will be adding on previous literature to fill the gaps of the relationship between personality traits and employee turnover intentions and to discover the effect of technostress on this relationship.

1.2 Need for the study

Multiple studies have addressed the existence of a relationship between personality traits and employee turnover intentions in some sectors and some regions such as Thai Hotels (Ariyabuddhiphongs & Marican, 2013) and banks in Saudi Arabia (Almandeel, 2017). Yet, the results of these studies cannot be generalized to all sectors. Thus, this study will add to previous literature and results to further discover the relationship between the two variables.

Another need for this study is the increased usage of ICTs during COVID-19 that alters technostress among employees in multiple sectors. Before the pandemic, studies showed that technostress affects employees' levels of satisfaction (Fug, 2014), employees' performance

(Tarafdar, Pullins, & Ragu-Nathan, 2015), and employees' well-being (Hang, Hussain, Amin, & Abullah, 2021). Hence, this study will further add on previous studies about technostress, especially after the year 2020, where the COVID-19 pandemic began, and companies worldwide switched their work to remote work, using more ICTs than ever.

Last but not least, another need for this study is that research on the moderating effect of technostress on the relationship between personality traits and employee turnover intentions remains scarce; therefore, it is essential to know what these relationships have for organizations and their employees.

1.3 Purpose of the study

This study aims to investigate how personality traits and employee turnover intentions are related to one another. By researching this, organizations and employees will further know the reasons behind turnover intentions. In addition to that, this study explores the moderating effect of technostress that most employees might experience after shifting to remote work on the relationship of personality traits and employee turnover intentions.

1.4 Statement of the research problem

This research aims to study the moderating effect of technostress on the relationship between personality traits and employee turnover intentions. It tries to answer this question: Does technostress have a moderating effect on the relationship between personality traits and employee turnover intentions?

1.5 Research Hypotheses

The researcher represents below the framework of this thesis graphically based on the literature review that was found.

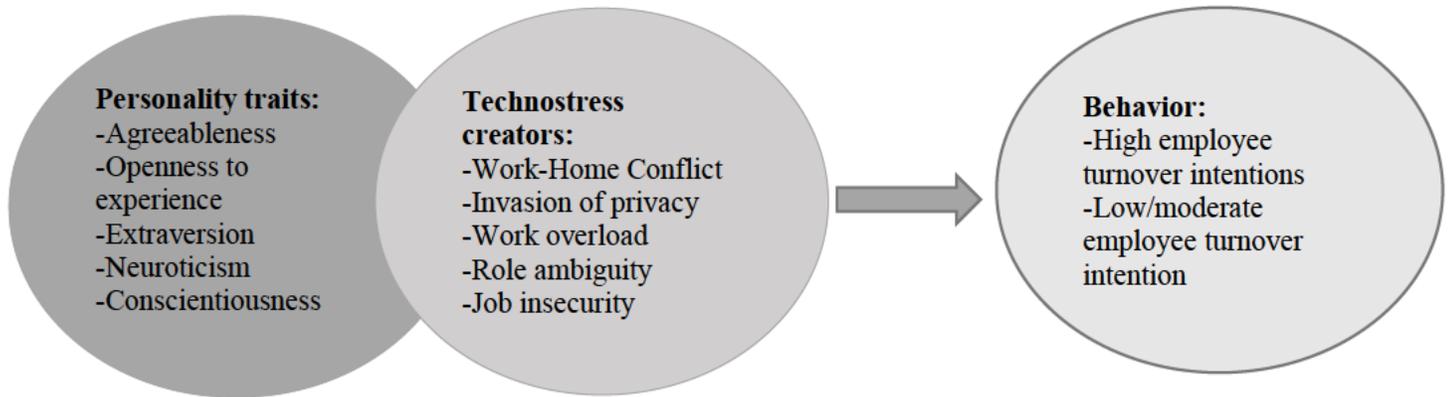


Figure 1: Research framework: reciprocal action and transaction between personality traits and technostress creators.

Previous studies identified a relationship between personality traits and employee turnover intentions in some sectors. What is not deeply studied is that technostress might moderate the relationship between personality traits and employee turnover intentions. Therefore, this study will aim at investigating the moderating effects of technostress.

1.6 Operational definition of terms

1. **Personality traits:** Personality traits are "dispositions to exhibit a certain kind of response across various situations" (Rauch & Frese, 2007, p. 355) that are highly stable over time and that have five traits: conscientiousness, openness to experience, extraversion, emotional stability, and agreeableness (Sahin, Karadag, & Tuncer, 2019, p. 3).
2. **Employee Turnover Intentions:** Turnover intention is defined as "an employee's intention to voluntarily change jobs or companies" (Schyns, Torcka, & Gossling, 2007, p. 1).
3. **Technostress:** Technostress has been defined as the mental stress that employees experience from using Information and Communication Technologies (Emails, phones,

laptops...) and is thought to be “caused by an inability to cope with the demands of organizational computer usage” (Tarafdar, Tu, & Ragu-Nathan, 2010, p. 1).

1.7 Overview

This thesis is set to understand the moderating effect of technostress on the relationship between personality traits and employee turnover intentions.

The structure of the paper is as follows:

Chapter I – Introduction to the topic with general background.

Chapter II – Literature Review & Theoretical Framework where further definitions of the variables will be discussed, in addition to more profound information on the relationships between the variables.

Chapter III – Methodology involves the procedures and methods that were used to collect the required data.

Chapter IV – Data Analysis and Results of the data that is collected and analyzed, in addition to the limitations faced.

Chapter V – Discussion and Conclusion of the whole study.

Chapter Two

Theoretical Framework and Literature Review

2.1 Theoretical Framework

The researcher bases the present study on the trait theory of personality. Trait theory is also known as dispositional theory, is a psychological approach to the study of human personality. Trait theorists are particularly concerned in determining how traits, which are described as regular patterns of behavior, cognition, and emotion, may be measured. This theory focuses on the individual rather than the situation in which they find themselves (Mischel & Shoda, 1998).

Matthews (2009) outlined four significant achievements that underpin trait theory's adoption. First, there is enough convergence among psychometric measuring models, including the Five Factor Model, to be optimistic about the chances for a consensus personality structure in the future. Second, psychophysiological examinations, which gradually use brain-imaging techniques, show that significant personality characteristics have a biological foundation (Deyoung & Gray, 2009). Third, behavioral demonstrations of characteristics are becoming more known in mainstream psychology. Biological, cognitive, social, and health psychology are some of the primary sub disciplines of psychology that give a variety of explanatory models for behaviors and other important outcomes. Fourth, personality traits can predict a wide range of important life outcomes, with implications for “personnel selection, clinical guidance, and educational interventions” (Matthews, *Cognitive-Adaptive Trait Theory: A Shift in Perspective on Personality*, 2017).

The trait theory has been used in multiple fields to explain several relationships. For instance, it was used in leadership, and according to the trait theory of leadership, there are several traits that distinguish leaders from other people (Colbert, Judge, Choi, & Wang, 2012). In addition to that, traits theory was used to explain the relationship between personality and compulsive behavior (Hsiao, 2016).

Based on the above, traits have many effects on individuals. Thus, the researcher finds it interesting to study these personality traits' effect on employee turnover intentions. In addition to further study if the situation they are in can have some effect, which in this study is the moderating effect of technostress on the relationship between personality traits and employee turnover intentions.

2.2 Personality Traits

2.2.1 Definition of Personality Traits

Personality trait is defined as a set of characteristics in which each individual act and interacts differently than others (Zopiatis & Constanti, 2012), and a set of characteristics that distinguish the thoughts, feelings, and actions from one person to another (Krishnan, 2017).

One highly used model in personality research is the five-factor model of personality (FFM) (McCrae & Costa, 1987). This model is the most used and integrated into research related to personality psychology, and the most widely used five-factor model is the Big Five personality traits, which has an acronym of OCEAN, and that determines five personalities that are: openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism (Xu, Frey, & Ilic, 2016). These personality traits are psychological characteristics that are considered essential predictors of many outcomes (Parks-Leduc, Feldman, & Bardi, 2015) and therefore are used in most personality research. These five domains contain a hierarchy of narrower, more context-specific features in a hierarchy of individual differences, and they have been established in multiple empirical research as the pattern of characteristics among people, and they are regarded as the core dimensions of personality (Matzler, Bidmon, & Grabner-Krauter, 2006).

2.2.2 The Five Personality Traits

Openness to experience

The first trait is openness to experience, which is considered the broadest (Kaufman, 2013), and "the most controversial and least understood" trait (Judge, Remus, Bono, & Gerhardt, 2002, p. 3) within the Big Five personality traits. Openness to experience is a personality trait that has a mix

of traits such as curiosity, autonomy, creativity, divergent thinking, and aesthetical perception; the opposite of openness to experience is people that are more resistant to change, more attached to old rather than new ideas, and more conventional (McShane & Von Glinow, 2018, pp. 39-40).

To relate it more to the workplace, a person whose personality is open to experience is more likely to see any changes in the workplace positively, comes up with new ideas, prefers autonomy, and has control over his own work (Burke & Witt, 2002). Burke & Witt (2002) also added that openness to experience is positively related to work performance. Moreover, a meta-analysis study examining the relationship between personalities and workplace deviance showed that openness to experience is not related to workplace deviance (Pletzer, Bentvelzen, Oostrom, & De Vries, 2019). In addition to that, openness to experience was also found to predict training success (Salgado, 2002). And that managerial and professional positions that constantly confront new work conditions need people who are open to experience (Nieb & Zacher, 2015) and that there is a positive relationship between this personality trait and absorption (Watjatrakul, 2016).

In addition to all of the above, openness to experience was used in some studies to predict how it affects the relationship between behaviors and learning styles. More precisely, this personality trait affects how the person positively perceives the new learning tool (i.e., online learning) and how they seek to find the benefits obtained from this tool rather than focusing on resisting or negatively judging it (Watjatrakul, 2016).

Last but not least, traditionally, research on personality and performance has indicated that openness to experience is the most minor predictor of job performance among the other four personality traits. Some of the explanations proposed for this suggest that "it is relevant only for complex jobs, characterized by novelty or that openness uses, in fact, two distinct dimensions, which counterbalance each other, producing insignificant results: openness to external experience (actions, ideas, and values) and openness to internal experience (fantasy, feelings, and aesthetics)" (Zaharie, 2021, p. 217).

Conscientiousness

The second personality trait in the five-factor model is conscientiousness. Conscientiousness describes people who are organized at work and school, self-disciplined, achievement-oriented, and careful (Khedhaouria & Cucchi, 2019). However, people who are low in conscientiousness can be described as disorganized and undoubtedly distracted (Canaan Messara et al., 2016).

Researchers classified three subcomponents that are only related to this personality trait, and not to the other four traits in the Big Five factors, and those are: orderliness that is the person being organized, industriousness that is the person being hard-worker, and impulse control that is the person being careful (Egberink, Meijer, & Veldkamp, 2010)

Conscientiousness is an essential trait in the workplace where it is related to many job outcomes, where among the Big Five personality traits predictors of job performance across occupations, conscientiousness has been proven to be the most important (Bakker, Lieke L, & Demerouti, 2012) and (Lin, Ma, Wang, & Wang, 2015). To be more precise, people who are high in conscientiousness help increase the job performance that, consequently, helps achieve the organizational goals and objectives and will help improve employees' engagement in the organization (Doll & Rosopa, 2015). Additionally, it was proven that employees who are "high in this trait show the strongest relationship between flow and in-role performance" (Agarwal & Gupta, 2018, p. 359). Moreover, it is positively related to task performance, organizational citizenship behavior, and leadership (Thomason, Etling, Brownlee, & Charles, 2015).

Conversely, Doll & Rosopa (2015) explained that when the employee is low in conscientiousness, they will lead to negative outcomes in the organization by being uncooperative, for example, disengaged, and having lower performance.

All of the above can lead us to see that conscientiousness does have its direct and indirect effects on employees' behaviors and outcomes at work, which in turn can lead us to study other possible relationships between conscientiousness and other work variables.

Extraversion

Extraversion is a trait that is characterized in general by being sociable with high levels of energy, by having the constant motivation to approach new situations (Fischer, Lee, & Verzijden, 2018), and by having vivacity dominance and the love of adventure seeking (Saklofske, Eysenck, Eysenck, Stelmack, & Revelle, 2012). Therefore, a person who has this trait appears to be talkative, socially confident, and happier when facing interpersonal interactions (Hu & Lin, 2021), while introverts (people who score low on extraversion) tend to be quiet, shy, and distant (Zopiatis & Constanti, 2012).

Extraversion can develop a person's workforce resources and boost the work drive since this trait is close to positive emotions (Hu & Lin, 2021). By work drive, we mean vigor, engagement, and the ability to transfer positivity into the individual's work.

Many studies showed that extraversion is highly related to leadership, whether transformational or transactional. To be more precise, Bono & Judge (2004) showed that all five personality traits have a link to leadership, yet, extraversion appeared to be the most essential trait in understanding it. This indicates that organizations should keep an eye on their personalities when appointing or choosing leaders. Besides leadership, extraversion is considered a critical trait in many industries and jobs that have high personal interactions and customer service, such as hospitality and sales... (Grobelna, 2015).

After the COVID-19 pandemic where organizations had to shift to remote work, multiple studies have been made to check about updates at the workplace. After moving to remote work, individuals with the extraversion trait might have been affected since all their work had limited interactions and less liveliness. One study showed that productivity, engagement, and satisfaction decreased for individuals with extraversion, in addition, to higher turnover intentions and burnout (Evans, Meyers, Van De Calseyde, & Stavrova, 2021).

Neuroticism

Neuroticism is a personality trait that is characterized by emotional instability, insecurity, and anxiety (Schaufeli, 2016). In comparison to people who score low on neuroticism, people who

score high on neuroticism experience more negative emotions such as feeling more anxious and insecure have a poor response to stressors, which make them more vulnerable to negative outcomes in stressful situations, predisposing them to psychological distress, and leading them to act more irresponsibly (Shokrkon & Nicoladis, 2021).

Neuroticism has been related to various negative consequences, including psychological distress and a higher risk of anxiety and depression (Djurkovic, McCormack, & Casimir, 2006).

Individuals with a high level of neuroticism have poorer overall health and are more likely to experience negative feelings that require emotional regulation than those who are emotionally stable (Hildenbrand, Daher, & Akaighe, 2021).

These characteristics are also shown and have their effects at work. For instance, individuals who score high on neuroticism lean to be more workaholic rather than engaged; workaholism refers to the strong need to work excessively hard (Schaufeli, 2016). In addition to that, multiple workplaces face bullying, including continually offending and harassing the employee. Studies show that neurotic individuals/employees suffer and are affected by workplace bullying more than other individuals, affecting their work outcomes (Djurkovic, McCormack, & Casimir, 2006).

Agreeableness

Compassion, generosity, prosocial motives, and collaboration are the main characteristics of the agreeableness trait (Tang & Lam, 2017). Agreeableness is a personality trait that identifies a group of individual distinctions related to being pleasant, agreeable, and harmonious in interpersonal relationships. According to an empirical study, agreeableness as a dimension is associated with a variety of human activities and is reasonably constant and persistent across time (Sheese & Graziano, 2004).

According to a previous study, agreeableness is considered one of the most significant personality predictors of team performance but one of the worst personality predictors of individual-level work performance (Bradley, Baur, & Banford, 2013). This trait can help

facilitate teamwork, which has gained importance since a high percentage of employees and managers work with or guide a team during workdays, where managers sometimes score higher than non-managers on agreeableness (Lounsbury, Sundstrom, Gibson, Loweland, & Drost, 2016). The reason behind this is that employees with this trait are helpful, cooperative, take care, and are concerned about others (Young, Glerum, Wang, & Dana, 2018). Therefore, it is crucial for jobs with recurrent interpersonal interactions to be filled by employees who have high levels of agreeableness.

2.3 Employee Turnover Intentions

2.3.1 General Background on Employee Turnover Intentions

"Employees became No. 1, and customer No. 2" is a statement done by Capitol Auto Group in 2012 (Lutz, 2017, p. 1). In this statement, it is obvious that employees' importance is dramatically increasing with the years, and it is crucial to manage and consider employees' matters, especially keeping the talented employees. Retaining the employees may not be easy, and turnover can take two forms and can be either voluntary that is initiated by the employee or involuntary that the organization undertakes (i.e., an organization dismisses an employee) (Allen, 2008). What is important to discuss further is voluntary turnover.

2.3.2 Reasons Behind Employee Turnover Intentions

Many reasons could lead employees to think about quitting and leaving their jobs, which is entitled by "employee turnover intentions." The existing literature assumes that the loss of high performers is harmful to the organization, whereas the exit of low performers can improve the overall organizational performance (Hesford, Malina, & Pizzini, 2016). However, employee turnover intention is usually considered to be a common concern at work; thus, it is crucial to identify and understand the possible causes, which can help predict employee turnover (Oruh, et al., 2020).

"Based on Lee and Mitchell's unfolding model of turnover, employees may respond to "shocks" in the work environment that cause them to think of quitting their jobs" (Zimmerman & Darnold, 2009). In addition, according to turnover theorists, employees' decisions to quit an

organization result from a complex interaction of workplace events, working environment, and psychological factors (Agarwal & Gupta, 2018), lack of satisfaction, motivation, and perceived organizational support (Oruh, et al., 2020).

2.3.3 Costs of Employee Turnover Intentions

According to a survey by Willis Tower Watson, one in three employees will leave an organization within two years (Hall, 2019). Turnover is costly to organizations, and previous literature has shown considerable costs associated with employee turnover (Hesford, Malina, & Pizzini, 2016). The costs include about "one-third of the worker's annual earnings, temporary replacement workers, and lost productivity" (Agovino, 2019, p. 2). In addition to that, it includes many human resources expenses such as recruitment fees and training expenses (Hesford, Malina, & Pizzini, 2016). There are hiring costs because of the recruiter, advertising, and interviewing fees that can be sometimes high, whether money-wise or time.

These are direct costs that can be tracked; however, there are also indirect costs associated with turnover. These costs can be harmful to the workplace and morale. For instance, existing employees will be asked to cover additional tasks, where the morale of the existing employees will decrease, and they will wonder if they should also leave (Hall, 2019).

2.3.4 Practices to Decrease Employee Turnover Intentions

Human Resources Management can have some practices that can help in reducing employee turnover intention. To be more precise, an efficient recruitment and selection process will help the firm find the right candidate that perfectly fits the position and in the organization's culture; or offer necessary training and development programs to enhance the knowledge and skills of employees (Jiru & Tadesse, 2019).

2.4 Technostress

2.4.1 Definition of Technostress

While information and communication technology (ICT) has revolutionized modern living, it has also introduced new concerns. Individuals experience varying amounts of stress based on their

abilities to manage new technologies, such as "IT self-efficacy, IT mindfulness, and IT innovativeness" (Maier, Laumer, Wirth, & Weitzel, 2019). In recent years, user dependence on technologies is increasing, especially with the coronavirus pandemic. Generally, technology is supposed to be a time-saving tool that makes work and life easier and more convenient. Nevertheless, these devices have been linked to a type of stress known as Technostress (Agboola & Olanami, 2016). The term technostress was first introduced in 1984 by a psychologist named Craig Brod (Nisafani, Kiely, & Mahony, 2020). Technostress can be defined as the stress that arises due to the use of information and communications technology (ICT) (Stich, Tarafdar, Stacey, & Cooper, 2019); moreover, it is described as a "modern disease of adaptation," that is the inability of handling technology in a good and healthy way (Hsiao, 2016, p. 273).

In the work context, and as organizations are increasing their use of information and communications technology, productivity and efficiency appeared to increase due to the use of these ICTs (Khedhaouria & Cucchi, 2019). Yet, as it is becoming more complex and ubiquitous, employees are finding it harder to deal with the arising challenges which are causing them stress (Srivastava, Chandra, & Shirish, 2015), and employees start facing technostress due to the techno-stressors that will be further discussed.

2.4.2 The Techno-stressors and Technostress Inhibitors

In general, there are five techno-stressors which are: techno-overload, which is where some situations in ICT lead the employee to work faster, techno-invasion that, is the ICT's potential to invade the personal life of the worker by the feeling that the employee should always be connected which in turn leads to an imbalance between work-related and personal context, techno-complexity which is the feeling of inadequacy that employees get when facing complex ICT situations, techno-insecurity which is where employees are threatened by ICT, in other words, employees are fearing that they will lose their job due to the new ICT or due to having employees that have a better understanding of it, last but not least, techno-uncertainty which is the uncertainty that arises from the constants upgrades that will force the employees to constantly learn (Tarafdar M. , Tu, Ragu-Nathan, & Ragu-Nathan, 2007).

Nevertheless, there are technostress inhibitors that can reduce the effects of technostress creators on the employees. These inhibitors can be summarized in three main categories: the first is technical support provision which refers to the support provided from the organization to the new user of the ICT (e.g., providing a help-desk). The second is literacy facilitation which refers to giving facilitation that increases ICT's literacy levels. And the third one is involvement facilitation which refers to incentives that help employees engage more with the new technology (Fuglseth & Sorebo, 2014). Technostress has negative effects on the employees' mental health and employee satisfaction (Srivastava, Chandra, & Shirish, 2015), and it increases role conflict and employee burnout (Tarafdar, Pullins, & Ragu-Nathan, 2015).

2.5 Relationships between variables

2.5.1 Personality Traits and Employee Turnover Intentions

The existing literature shows that many reasons affect employee turnover intentions that are either voluntary or involuntary. Yet, despite the work that organizations do to decrease turnover intentions, improve work environments and strategies, and the obvious importance of retaining high-performing employees, some employees still choose to leave while others are more likely to stay even in poorer circumstances (Zimmerman, 2008). For example, neuroticism trait was shown to be significantly and positively associated with employee turnover intention. However, the relationship between conscientiousness and employee turnover intention to leave was found non-significant (Singh, Singh, & Singh, 2014). This leads us to see that employees' personality traits can affect turnover intentions in previous and current years. Therefore, the period after during COVID-19 might have more significant effects than previous years.

Personality traits have been proposed as significant antecedents to turnover intentions in previous turnover studies (Ahmetoglu, Nefyodova, Chamorro-Premuzic, & Codreanu, 2021). For instance, a study done during the COVID-19 pandemic studied if personality traits can be considered significant indicators of some job outcomes, including turnover intentions. Its results show that personality traits do influence and affect within-person performance, well-being, and turnover intentions, especially extroverted and conscientious employees; who became less productive, engaged, and happy with their professions, and where extroverted people

experienced more burnout and turnover intentions (Evans, Meyers, Van De Calseyde, & Stavrova, 2021).

Another study showed that out of all five personality traits, only neuroticism has a considerable negative influence on the intention to quit the organization (Tsaousoglu, Koutoulas, & Theodoras, 2022). In addition to that, a study done in 2021 shows that personality traits do affect peoples' perceptions, employees' feelings, thoughts about their jobs and colleagues, and turnover intentions at a low level. Based on the results, there was no association between nurses' personality qualities and their assessments of management by values, perceptions of organizational fairness, or turnover intention, except for openness to experience, which influenced turnover intention favorably at a low level (Altuntaş, Arzu Kader, Alacam, & Baykal, 2021). Another study's results revealed that extraversion, conscientiousness, and neuroticism were found to predict job performance, as well as the intention to quit, using the COVID-19 fear scale, whereas agreeableness did not significantly predict turnover intention (Gunaydin, 2021).

Being said that, until today, the relationship between personality traits and employee turnover intentions has not been totally uncovered; therefore, this study will hypothesize the following:

H1: Personality traits positively affect employee turnover intentions.

H2: Personality traits negatively affect employee turnover intentions.

2.5.2 Personality traits and Technostress

Not surprisingly, there is a higher demand and a growing desire for a greater understanding of the elements that contribute to people's susceptibility to technostress at work (Korzynski, Rook, Treacy, & Kets de Vries, 2021). According to previous studies on technostress, personality traits have an essential role in coping with stress and its effect on the progress of job burnout (Srivastava, Chandra, & Shirish, 2015).

For instance, conscientiousness is one of the most critical personality traits usually measured in the workplace; thus, tracking how conscientious employees will react to technostress is essential. Although conscientious employees can be more likely disposed to technostress, when compared to others, they use the most stress coping strategies (Korzynski, Rook, Treacy, & Kets de Vries,

2021). Employees who are open to experience are curious about trying new things; thus, they see ICTs as an interesting source that generates a new and unique experience and not as a threatening source (Srivastava S. , 2015).

All five personalities interact with technostress differently, which in turn creates different outcomes on job burnout and job engagement (Srivastava, Chandra, & Shirish, 2015). For example, the study found that while neuroticism has no effect on the relationship between technostress creators and work burnout, it does have a negative effect on the relationship between technostress creators and job engagement. Whereas, agreeableness positively moderates the relationship between technostress creators and job burnout, yet, it does not notably moderate the relationship between technostress creators and job engagement (Srivastava, Chandra, & Shirish, 2015). Another study found that the extraversion trait is positively related to the compulsive use of social and game apps, which in turn had strong impacts on technostress (Hsiao, 2016).

Consequently, since employees have different personalities that differ in coping with technostress and differ in their outcomes, we conclude that personality traits and technostress can affect one another.

2.5.3 Technostress and Employee Turnover Intentions

Since employees in the COVID-19 era are increasing their use of technology, they are required to work faster, and they are having an imbalance between personal life and work-life since they always feel that they should be connected, have a fear of being replaced, and finding it difficult to cope with the newest technologies and systems updates constantly. Thus, negative effects will be generated in the form of employee satisfaction, role conflict, employee burnout; consequently, technostress might prompt job turnover intentions (Boyer-Davis, 2019).

In addition to that, a study revealed that both techno-overload and techno-invasion were shown to be associated with increased turnover intentions, work-family conflict, and family fatigue (Harris, et al., 2021).

Limited are the studies that emphasize on the relationship between technostress and employee turnover intentions.

2.5.4 The moderating effect of Technostress on Personality Traits and Employee Turnover Intentions

Very few research studies exist that examine the moderating effect of technostress on the relationship between personality traits and employee turnover intentions. This research will investigate the relationship between the variables, if any, and examine the correlations between them. In addition to that, the results of this study will add value and fill the gaps in the literature. Based on the above, and in addition to the previously mentioned hypotheses, the research hypothesizes the below:

H3: Technostress moderates the relationship between openness to experience and employee turnover intentions.

H4: Technostress moderates the relationship between neuroticism and employee turnover intentions.

H5: Technostress moderates the relationship between agreeableness and employee turnover intentions.

H6: Technostress moderates the relationship between extroversion and employee turnover intentions.

H7: Technostress moderates the relationship between conscientiousness and employee turnover intentions.

Chapter Three

Methodology

In this section of the research paper, the data collection methods, instruments, and population will be thoroughly explained.

3.1 Construct Operationalization

The nature of this research is quantitative analysis in which the relationship between the three chosen variables for this research has been measured using a self-administered questionnaire, divided into six sections.

The creation and dissemination of surveys was chosen as a tool for this study since it is thought to be the most efficient method of data collection, in addition to be the quickest and less costly method. For data collection, the questionnaires were sent through Google forms via emails and social media platforms such as LinkedIn.

Employees from several industries working in different positions in the Middle East were surveyed for this study. The reason for targeting these employees is that there is relatively little research on the moderating effect of technostress on the relationship studied in this study.

The survey was completely voluntary and participants were given the choice of proceeding in answering the questions or quitting. The questionnaire included 42 closed questions and was divided into six sections: two sections for the consent, one for the demographic variables, one for the personality traits, one for the techno-stress creators, and one for the turnover intentions. Noting that all questions were previously tested for validity and reliability.

The first and second sections were the consent to participate in the survey, where participants were given the choice to whether proceed and participate in this study or not. The third section

included the demographics section which was required for the participants to fill, where it consisted of five general demographic questions regarding their gender, age, educational level, number of years in their current job, and managerial level. The fourth section included questions related to the five personality traits. The fifth section had segments on the different techno-stress creators with relative questions. The last section which is the sixth, had questions to investigate the employee turnover intentions.

Before distributing the questionnaire, a pilot study was applied to five random participants from the Middle East to ensure that the content of the questionnaires is well constructed, easy to be read and understood, and free of mistakes. Their responses showed that the survey was clear, simple, and could be easily read by the participants.

3.1.1 Sections One and Two: Consent

The nature of this study necessitated ethical considerations such as ensuring an informed consent, allowing participants to choose whether or not to participate, and protecting the participants' privacy by ensuring that they were entirely anonymous while completing the questions. Hence, this section had an introduction explaining the research's aim as well as remarks informing participants that their participation was completely voluntary and confidential. Finally, the participants were offered the option of proceeding with the survey or quitting.

3.1.2 Section Three: Demographics

This section required the participants to fill five questions in order to obtain data regarding their gender, age, educational level, years in the current job, and their managerial level in the current company.

3.1.3 Section Four: Personality Traits

This section had five segments related to the five personality traits: openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism. Each segment had three questions to dig into the personality traits of the participants.

The questionnaire is measured at a 5-point scale where participants would respond to questions in a form of a scale from 1 to 5 in which “1” means strongly Agree and “5” means Strongly Disagree.

3.1.4 Section Five: Techno-Stress Creators

This section also had five segments that were related to the five techno-stress creators that had 17 questions in total.

It was divided as follows, three questions to test work-home conflict, four questions to measure invasion of privacy, three questions for work overload, four questions for role ambiguity, and three questions for job insecurity.

3.1.5 Section Six: Turnover Intention

This section had four questions related to the turnover intentions of the participants. It mainly aimed to see whether the participant think about leaving their current company or no.

3.2 Scale Development

3.2.1 Personality traits

The 15-item questionnaire of personality traits was developed by Saucier in 1994 to dig into the personality traits. An example of the questionnaires used to measure personality traits include “Openness to experience: I usually see myself as... creative... imaginative... unconventional” and “Neuroticism I see myself as... moody... easily upset... anxious”, where each of these had a 5-likert scale to be answered to.

Several studies previously used this scale and tested for its validity, reliability, and consistency. For instance, (Srivastava, Chandra, & Shirish, 2015) and (Gosling, Rentfrow, & Swann Jr., 2003) used this scale in their study.

3.2.2 Turnover Intention

The 4-item scale of turnover intention was first used by Moore in 2000 using 7-point Likert scale. For this study, we altered them to 5-point Likert scale.

Questions in this section were such as “How likely is it that you will be working at the same company this time next year? (RR) “and “I will be with this company five years from now (RR)” One study that tested the reliability and validity of this scale is a study done in 2007 (Ahuja, Chudoba, Kacmar, McKnight , & George, 2007).

3.2.3 Techno-Stress Creators

Technostress creators were measured using valid items from Ayyagari et. al, 2011. It had five subscales: work-home conflict that had three items such as “Using ICTs for work-related responsibilities creates conflicts with my home responsibilities”, invasion of privacy that had four items such as “I feel that my use of ICTs makes it easier to invade my privacy”, work overload that had three items such as “I feel pressured due to ICTs”, role ambiguity that had four items such as “I am unsure whether I have to deal with ICT problems or with my work activities”, and job insecurity that had three items such as “I am worried that new ICTs may pose a threat to my job”.

These items were also used in several studies such as the study of Khedhaouria & Cucchi, 2019, and were tested for validity and reliability.

3.3 Research Objectives and Hypothesis Development

The objectives of this research will be listed as follows:

- To study the relationship between personality traits and employee turnover intentions.
- To study the moderating effect of technostress on the relationship between personality traits and employee turnover intentions.

Hypotheses:

The researcher hypothesizes the following:

H1: Personality traits positively affect employee turnover intentions.

H2: Personality traits negatively affect employee turnover intentions

H3: Technostress moderates the relationship between openness to experience and employee turnover intentions.

H4: Technostress moderates the relationship between neuroticism and employee turnover intentions.

H5: Technostress moderates the relationship between agreeableness and employee turnover intentions.

H6: Technostress moderates the relationship between extroversion and employee turnover intentions.

H7: Technostress moderates the relationship between conscientiousness and employee turnover intentions.

3.4 Data Collection

The data for this research were collected by inviting employees working in different sectors in the Middle East to participate in the study. Data were collected between February and March 2022, where the questionnaires had been distributed using google forms using social media platforms and emails. A total of 299 people participated and filled in the survey.

Chapter Four

Findings

4.1 Demographic Variables

Gender:

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	186	62.2	62.2	62.2
	Male	113	37.8	37.8	100.0
	Total	299	100.0	100.0	

Table 1 Gender

The sample addressed in this research consisted of 299 respondents. 186 of them which are females which is equivalent to 62.2% of the whole sample, whereas, 113 are males which is equivalent to 37.8% of the sample.

Educational level:

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	BS/BA	102	34.1	34.1	34.1
	High/School	11	3.7	3.7	37.8
	MS/MA/MBA	166	55.5	55.5	93.3
	PhD	20	6.7	6.7	100.0
	Total	299	100.0	100.0	

Table 2 Educational Level

Preference to the above mentioned descriptive statistics, 102 respondents constituting of 34.1% of the sample hold a BS/BA degree. 11 respondents holding a high school degree which constitutes 3.7%. In addition, 166 respondents representing 55.5% of the sample hold MS/MA/MBA degree. However, 20 respondents constituting 6.7% hold a Doctorate Degree.

Managerial Level:

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Frontline Management	50	16.7	16.7	16.7
	Middle Level Management	102	34.1	34.1	50.8
	Non-Managerial	127	42.5	42.5	93.3
	Top Level Management	20	6.7	6.7	100.0
	Total	299	100.0	100.0	

Table 3 Managerial Level

The sample which answered the questionnaire are 50 respondents holding frontline management constituting 16.7%, 102 respondents holding a middle-managerial level constituting 34.1%, 127 respondents holding a non-managerial level constituting 42.5%, and 20 respondents which constitutes 6.7% of the total sample hold top level management.

Number of years in Current Job:

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 year or less	114	38.1	38.1	38.1
	10-13 years	22	7.4	7.4	45.5
	2-5 years	104	34.8	34.8	80.3
	6-9 years	57	19.1	19.1	99.3
	More than 13 years	2	.7	.7	100.0
	Total	299	100.0	100.0	

Table 4 Number of Years in Current Job

The above descriptive results proposed that 114 respondents have been a maximum of one year in their current job, and 22 respondents have been around 10 to 13 years in their current job. Moreover, 104 respondents which constitutes 34.8% of the sample have been around 2 to 5 years whereas 57 respondents constituting 19.1% have been around 6 to 9 years. In addition, 2 respondents which constitutes 7% of the sample have been more than 13 years in their current job.

4.2 Descriptive Statistics

Personality traits

The following descriptive statistics will describe the answers of each five subscales representing the personality traits which are Openness to Experience, Neuroticism, Conscientiousness, Agreeableness, and Extraversion. Each will be explained in a separate table.

Openness to Experience

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Usually, I see myself as creative	299	1	5	2.12	.878
Usually, I see myself as imaginative	299	1	4	2.06	.888
Usually, I see myself as unconventional	299	1	5	2.47	.949
Valid N (listwise)	299				

Table 5 Openness to Experience Descriptive Statistics

The above table represents the descriptive statistics of the questions related to the openness to experience. It can be noticed that the number of respondents that replied to the questionnaire is 299 respondents, and all of them have answered the questions based on a scale of 1 “Strongly Agree” to 5 “Strongly Disagree”. It can be noticed that each statement had a different mean, and the analysis will be explained deeply as follows:

Most of the respondents replied as Agree to the statement which states that “Usually, I see myself as creative” since it scored a mean of 2.12, which falls into the agree category according to the used scale in this research. This means that most of the employees in the addressed company agree that they see themselves as creatives

The respondents scored a mean of 2.06 on the statement “Usually, I see myself as imaginative” and it falls into the agree category. This means that most of the respondents feel agree seeing themselves as imaginative.

Furthermore, most of the respondents agree to the statement “Usually, I see myself as unconventional” since it scored a mean of 2.47 falling into scale “3” in the Likert scale. The analysis reveals that employees see themselves as unconventional.

Neuroticism

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Usually, I see myself as moody	299	1	5	2.94	1.219
Usually, I see myself as easily upset	299	1	5	2.97	1.100
Usually, I see myself as anxious	299	1	5	2.75	1.078
Valid N (listwise)	299				

Table 6 Neuroticism Descriptive Statistics

As for the statements related to the neuroticism and by referring to the above descriptive statistics, it can be noticed that the number of respondents that replied to the questionnaire is 299 respondents, and all of them have answered the questions based on a scale of 1 “Strongly Agree” to 5 “Strongly Disagree”. Moreover, each statement had a different mean, and the analysis will be explained deeply as follows:

The results showed that respondents agreed to the statement “Usually, I see myself as moody” since it scored an average of 2.94. This means that most employees are moody at their work. The employees also agreed to the statement “Usually, I see myself as easily upset” which means that the majority of the employees get easily upset at their work. It can be noticed that this statement scored a mean of “2.97” which falls under the agree category.

Furthermore, the respondents agreed to the statement “Usually, I see myself as anxious” since its scored a mean of “2.75”. This is a bas indicator which means that the employees are feeling anxious during work.

Conscientiousness

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Usually, I see myself as dependable	299	1	5	2.17	1.131
Usually, I see myself as Self-disciplined	299	1	4	1.59	.625
Usually, I see myself as Organized	299	1	5	1.79	.839
Valid N (list wise)	299				

Table 7 Conscientiousness Descriptive Statistics

Referring to the above descriptive statistics which aims to measure the employees’ conscientiousness the workplace, the results stated that the employees agree that they see themselves as dependable in the workplace since they scored an average of 2.17 falling into the agree category. Moreover, most respondents strongly agree that they see themselves as self-disciplined and well organized since they scored a mean of 1.59 and 1.79 respectively which falls under the strongly agree category.

Agreeableness

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Usually, as I see myself as Sympathetic	299	1	5	2.02	.867
Usually, as I see myself as Warm	299	1	4	1.82	.686
Usually, as I see myself as... Kind	299	1	4	1.61	.698
Valid N (listwise)	299				

Table 8 Agreeableness Descriptive Statistics

The above table represents the descriptive statistics of the questions related to agreeableness variable. It can be noticed that the number of respondents that replied to the questionnaire is 299 respondents, and all of them have answered the questions based on a scale of 1 “Strongly Agree” to 5 “Strongly Disagree”. It can be noticed that each statement had a different mean, and the analysis will be explained deeply as follows:

Most of the respondents agreed to the statement which states that “Usually, as I see myself as Sympathetic” since it scored a mean of 2.02, which falls into the agree category according to the used scale in this research. This means that most of the employees see themselves as sympathetic.

However, the respondents scored a mean of 1.82 on the statement “Usually, as I see myself as... Warm” and it falls into the strongly agree category.

The respondents also strongly agree to the statement “Usually, as I see myself as kind” since it scored a mean of 1.61. This means that employees strongly agree that they see themselves as kind.

Extraversion

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Usually, I see myself as extraverted	299	1	5	2.20	1.046
Usually, I see myself as enthusiastic	299	1	4	2.00	.728
Usually, I see myself as talkative	299	1	5	2.26	1.036
Valid N (listwise)	299				

Table 9 Extraversion Descriptive Statistics

The above table represents the descriptive statistics related to extraversion questions. It can be noticed that the number of respondents that replied to the questionnaire is 299 respondents, and all of them have answered the questions based on a scale of 1 “Strongly Agree” to 5 “Strongly Disagree”. It can be noticed that each statement had a different mean, and the analysis will be explained deeply as follows:

Most of the respondents agreed to the statement which states that “Usually, as I see myself as Extraverted” since it scored a mean of 2.20, which falls into the agree category according to the used scale in this research. This means that most of the employees see themselves as extraverted and they like to deal and interact with people and employees in the workplace.

However, the respondents scored a mean of 2.00 on the statement “Usually, as I see myself as... enthusiastic” and it falls into the agree category. This means that extraverted employees which replied to this questionnaire and enthusiastic and excited about the work they perform in the workplace.

The respondents also strongly agree to the statement “Usually, as I see myself as talkative” since it scored a mean of 2.26. This means that employees agree that they see themselves as talkative and this is a sign of interaction whether in the workplace or socially.

Technostress Creators

The following section will represent the subscales to measure technostress. It will include five subscales that are work home conflict, invasion of privacy, work-overload, role ambiguity, and job insecurity.

Work-home conflict

	Descriptive Statistics				
	N	Minimum	Maximum	Mean	Std. Deviation
Using ICTs Information and communication Technology blurs boundaries between my job and my home life.	299	1	4	2.30	.903
Using ICTs for work-related responsibilities creates conflicts with my home responsibilities	299	1	5	2.68	.972
I do not get everything done at home because I find myself completing job-related work due to ICTs.	299	1	5	2.67	1.053
Valid N (list wise)	299				

Table 10 Work-Home Conflict Descriptive Statistics

The above table represents the descriptive statistics of the questions related to work-home conflict variable. It can be noticed that the number of respondents that replied to the questionnaire is 299 respondents, and all of them have answered the questions based on a scale of 1 “Strongly Agree” to 5 “Strongly Disagree”. It can be noticed that each statement had a different mean, and the analysis will be explained deeply as follows:

Most of the respondents agreed to the statement which states that “Using ICTs Information and communication Technology blurs boundaries between my job and my home life.” since it scored a mean of 2.30, which falls into the agree category according to the used scale in this research. This means that most of the employees consider that using ICTs Information and communication Technology blurs boundaries between their job and home life.

In addition, respondents scored a mean of 2.68 on the statement “Using ICTs for work-related responsibilities creates conflicts with my home responsibilities” and it falls into the strongly agree category.

The respondents also agree to the statement “I do not get everything done at home because I find myself completing job-related work due to ICTs.” since it scored a mean of 2.68. This means that employees agree they do not get everything done at home because they find themselves completing job-related work due to ICTs.

Invasion of Privacy

	Descriptive Statistics				
	N	Minimum	Maximum	Mean	Std. Deviation
I feel uncomfortable that my use of ICTs can be easily monitored.	297	1	5	2.69	.944
I feel my privacy can be compromised because my activities using ICTs can be traced.	295	1	5	2.62	.972
I feel my employer could violate my privacy by tracking my activities using ICTs.	299	1	5	2.78	.934
I feel that my use of ICTs makes it easier to invade my privacy.	299	1	5	2.66	.996
Valid N (listwise)	293				

Table 11 Invasion of Privacy Descriptive Statistics

Moreover, above table represents the descriptive statistics of the questions related invasion of privacy. It can be noticed that the number of respondents that replied to the questionnaire is 299 respondents, and all of them have answered the questions based on a scale of 1 “Strongly Agree” to 5 “Strongly Disagree”. It can be noticed that each statement had a different mean, and the analysis will be explained deeply as follows:

Most of the respondents agreed to the statement which states that “I feel uncomfortable that my use of ICTs can be easily monitored.” since it scored a mean of 2.69, which falls into the agree category according to the used scale in this research. This implies that most of the employees feel uncomfortable in regard to monitoring using ICTs.

In addition, respondents scored a mean of 2.62 on the statement “I feel my privacy can be compromised because my activities using ICTs can be traced.” and it falls into the strongly agree category.

The respondents also agree to the statement “I feel my employer could violate my privacy by tracking my activities using ICTs.” since it scored a mean of 2.78. This means that employees agree they feel their employer could violate their privacy by tracking my activities using ICTs. Moreover, respondents reply as agree to the statement that “I feel that my use of ICTs makes it easier to invade my privacy” since it scored an average of 2.66 which falls under the agree category. The analysis reveals that employees consider using ICT invade their privacy easily.

Work Overload

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
ICTs create many more requests, problems, or complaints in my job than I would otherwise experience	299	1	4	2.57	.885
I feel busy or rushed due to ICTs.	297	1	4	2.44	.857
I feel pressured due to ICTs.	299	1	4	2.51	.849
Valid N (list wise)	297				

Table 12 Work-Overload Descriptive Statistics

The above table represents the descriptive statistics of the work overload questions. It can be noticed that the number of respondents that replied to the questionnaire is 299 respondents, and

all of them have answered the questions based on a scale of 1 “Strongly Agree” to 5 “Strongly Disagree”. It can be noticed that each statement had a different mean, and the analysis will be explained deeply as follows:

Most of the respondents agreed to the statement which states that “ICTs create many more requests, problems, or complaints in my job than I would otherwise experience.” since it scored a mean of 2.57, which falls into the agree category according to the used scale in this research.

This implies that most of the employees agree that ICT creates request, problems, or complaints in their job more than experience wise.

In addition, respondents scored a mean of 2.44 on the statement “I feel busy or rushed due to ICTs.” and it falls into the strongly agree category.

The respondents also agree to the statement “I feel pressured due to ICTs.” since it scored a mean of 2.51. This means that employees agree that ICTs make them feel pressured.

Role Ambiguity

	Descriptive Statistics				
	N	Minimum	Maximum	Mean	Std. Deviation
I am unsure whether I have to deal with ICT problems or with my work activities.	295	1	5	2.87	.883
I am unsure what to prioritize: dealing with ICT problems or my work activities.	295	1	5	2.85	.900
I can NOT allocate time properly for my work activities because my time spent on ICT activities varies.	297	1	5	2.89	.858
Time spent resolving ICT problems takes time away from fulfilling my work responsibilities.	295	1	5	2.67	.920
Valid N (listwise)	285				

Table 13 Role Ambiguity Descriptive Statistics

Furthermore, the above table represents the descriptive statistics of the questions related to role ambiguity. It can be noticed that the number of respondents that replied to the questionnaire is 299 respondents, and all of them have answered the questions based on a scale of 1 “Strongly Agree” to 5 “Strongly Disagree”. It can be noticed that each statement had a different mean, and the analysis will be explained deeply as follows:

Most of the respondents agreed to the statement which states that “I am unsure whether I have to deal with ICT problems or with my work activities.” since it scored a mean of 2.87, which falls into the agree category according to the used scale in this research. This implies that most of the employees are unsure whether they have to deal with ICT problems or work activities.

In addition, respondents scored a mean of 2.85 on the statement “I am unsure what to prioritize: dealing with ICT problems or my work activities.” and it falls into the agree category.

The respondents also agree to the statement “I can NOT allocate time properly for my work activities because my time spent on ICT activities varies.” since it scored a mean of 2.89. This means that employees agree they cannot allocate time properly for work activities due to the varied time spent on ICT activities.

Moreover, respondents reply as agree to the statement that “Time spent resolving ICT problems takes time away from fulfilling my work responsibilities.” since it scored an average of 2.67 which falls under the agree category. The analysis reveals that ICT problems requires a lot of time which affect their fulfilling their work responsibilities.

Job Insecurity

	Descriptive Statistics				
	N	Minimum	Maximum	Mean	Std. Deviation
ICTs will advance to an extent where my present job can be performed by a less skilled individual.	295	1	5	2.95	1.014
I am worried that new ICTs may pose a threat to my job.	299	1	5	3.08	.991
I believe that ICTs make it easier for other people to perform my work activities.	297	1	5	2.96	1.065
Valid N (list wise)	293				

Table 14 Job Insecurity Descriptive Statistics

The above table represents the descriptive statistics related to job insecurity questions. It can be noticed that the number of respondents that replied to the questionnaire is 299 respondents, and all of them have answered the questions based on a scale of 1 “Strongly Agree” to 5 “Strongly Disagree”. It can be noticed that each statement had a different mean, and the analysis will be explained deeply as follows:

Most of the respondents agreed to the statement which states that “ICTs will advance to an extent where my present job can be performed by a less skilled individual.” since it scored a mean of 2.95, which falls into the agree category according to the used scale in this research. This implies that employees consider ICTs will advance to an extent where their present job can be performed by a less skilled individual.

In addition, respondents scored a mean of 3.08 on the statement “I am worried that new ICTs may pose a threat to my job.” and it falls into the neutral category.

The respondents also agree to the statement “I believe that ICTs make it easier for other people to perform my work activities.” since it scored a mean of 2.96. This means that employees believe that ICT is easier for other people to perform their work activities.

Turnover Intention

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
How likely is it that you will be working at the same company this time next year? (RR)	299	1	5	2.68	1.235
How likely is it that you will take steps during the next year to secure a job at a different company?	299	1	5	2.77	1.296
I will be with this company five years from now (RR)	297	1	5	3.23	1.201
I will probably look for a job at a different company in the next year	299	1	5	3.03	1.358
Valid N (listwise)	297				

Table 15 Turnover Intention Descriptive Statistics

Referring to the above descriptive statistics which aims to measure the turnover intention, the results stated that the employees disagree that they will be working at the same company next year. Moreover, most respondents agree that they agreed that they will be taking steps during the next year to secure a job at different company since they scored an average of 2.77. However, respondents are neutral regarding being in this company five more year since they scored a mean of 3.23 which fall under the neutral category. In addition, respondents are also neutral to the statement “I will probably look for a job at a different company in the next year” since the average was 3.03.

4.3 Validity and Reliability for Techno-Stressors

Communalities	
	Cronbach Alpha
JI	.712
RA	.608
WO	.620
IoP	.709
WHC	.675

Table 16 Validity and reliability for techno stressors

Referring to the above table, it can be noted that the validity and reliability for Job Insecurity is 0.71, and Role Ambiguity scored 0.608 and work overload scored Cronbach Alpha of 0.620, as for privacy invasion and work-home conflict scored a Cronbach alpha of 0.709 and 0.675 respectively. This means that all the subscales are above 0.6 and by that ensuring valid data.

4.3.1 Validity for Personality Traits

Communalities	
	Cronbach Alpha
CON	.697
OTE	.625
NEU	.665
AGR	.682
EXT	.675

Table 17 Validity and reliability for personality traits

Referring to the above table, it can be noted that the validity and reliability for Conscientiousness is 0.697, and Openness to Experience scored 0.625 and Neuroticism scored Cronbach Alpha of 0.685, as for agreeableness and extroversion scored a Cronbach alpha of 0.682 and 0.675 respectively. This means that all the subscales are above 0.6 and by that ensuring valid data.

4.4 Factor Analysis KMO Test

Personality Traits	Dimension	KMO	Barlet Chi-Square
	OtE	0.761	5233.369
	Neu	0.766	4523.319
	Cons	0.755	5936.312
	Agree	0.753	6234.039
	Ext	0.703	6460.392
Techno-stressors			
	WHC	0.740	2444.369
	IoP	0.753	2456.128
	WO	0.732	4436.369
	RA	0.749	5423.482
	JI	0.786	4456.369

Table 18 Factor Analysis

Referring to the above results of the factor analysis, it can be noted that the collected data ensures that there is suitability and adequacy of the sample addressed since the results of the Kaiser-Meyer Olkin (KMO) displayed a result above 0.7 for all loadings for each construct of the addressed variables.

4.5 Regressions

Regression One: Personality Traits and Turnover Intention

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.121 ^a	.015	.011	.15220

a. Predictors: (Constant), Personality Traits Average

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	.633	.048		13.187	.000
	Personality Traits Average	.681	.324	-.121	2.102	.036

a. Dependent Variable: Turnover Intention

Table 19 Regression One: Relationship between Personality Traits and Turnover Intention

The above regression studies the relationship between the independent variable which is average personality traits and the dependent variable which is turnover intention. The significance level shows a level of 0.036 which is lower than 0.05 which means that there is significant relationship between personality traits and turnover intention. This means that the alternative hypotheses are accepted and the null hypotheses are rejected

However, the results show Beta= 0.681, $t(299) = 2.102$, $R^2 = 0.710$ and $f\text{-sig} = 0.000$. The T-Test which is the result of dividing the $B=0.681$ over the standard error= 0.324 scored a level of 2.102 which is above 2, thus there is a direct relationship between personality traits and turnover intention.

$$Y = A + BX_1$$

$$\text{Turnover intention} = 0.633 + 0.324 \text{ personality traits}$$

This means that:

- For every 1 units increase in personality traits, the turnover intention is affected by 32.4 units.

It can be noted that based on the R-Square, 1.5% of the variance in the mentioned model is explained by personality traits with respect to turnover intention. Thus, the following hypothesis can be validated:

H1: Personality traits positively affect employee turnover intentions is rejected

H2: Personality traits negatively affect employee turnover intentions is accepted

Regression Two: Relationship between Personality Traits Subscales and Turnover Intention

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.337 ^a	.114	.099	.58128

a. Predictors: (Constant), EXT, CON, NEU, OTE, AGR

Model		Coefficients		Standardized Coefficients	T	Sig.
		Unstandardized Coefficients	Std. Error			
		B		Beta		
1	(Constant)	2.591	.186		13.904	.000
	CON	-.025	.058	-.025	-.435	.664
	OTE	.235	.049	.278	4.814	.000
	NEU	-.047	.036	-.073	-1.303	.193
	AGR	-.134	.066	-.128	-2.048	.041
	EXT	.114	.049	.142	2.313	.021

a. Dependent Variable: Turnover Intention

Table 20 Relationship between Personality Traits Subscales and Turnover Intention

The above regression studies the relationship between the independent variables which are openness to experience, neuroticism, conscientiousness, agreeableness, and extroversion and the dependent variable which is turnover intention. The variable “Conscientiousness” scored a P (0.664 > 0.05) and T (-0.435 < 2) and Beta “-0.025” as for the variable Neuroticism scored a P (0.193 > 0.05) and T (-1.303 < 2) which means that these two variables tend to have insignificant relationship with turnover intention.

As for the variable “Openness to Experience” it scored P (0.00 < 0.05) and T (4.814) and Beta (0.278) and the variable “Agreeableness” it scored P (0.041 < 0.05) and T (2.048) and Beta (-0.128) and the variable “Extroversion” scored P (0.021 < 0.05), T (2.313) and Beta (0.142) which means that there is a significant relationship between openness to experience, agreeableness and extroversion with turnover intention.

$$Y = A + BX1 + BX2 + BX3 + BX4 + BX5$$

$$\text{Turnover intention} = 0.00 - 0.025 \text{ conscientiousness} + 0.278 \text{ Openness to Experience} - 0.073 \text{ Neuroticism} - 0.128 \text{ agreeableness} + 0.142 \text{ extroversion.}$$

This means that:

- For every 1 unit increase in conscientiousness, the turnover intention is affected by 2.5 units.
- For every 1 unit increase in openness to experience, the turnover intention is affected by 27.8 units.
- For every 1 unit increase in neuroticism, the turnover intention is affected by 7.3 units
- For every 1 unit increase in agreeableness, turnover intention will be affected by 12.8 units
- For every 1 unit increase in extroversion, turnover intention will be affected by 14.2 units

Regression Three: Technostress moderate the relationship between Personality Traits (Subscales) and Turnover Intention

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.338 ^a	.114	.096	.14551

a. Predictors: (Constant), Techno Stressors Average, Conscientiousness, Extroversion, Neuroticism, Openness to Experience, Agreeableness

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.632	.058		10.827	.000
	Openness to Experience	.176	.037	.277	4.778	.000
	Neuroticism	-.037	.027	-.077	-1.364	.174
	Conscientiousness	-.021	.043	-.028	-.485	.628
	Agreeableness	-.101	.049	-.128	-2.040	.042
	Extroversion	.084	.037	.141	2.287	.023
	Techno-Stressors Average	.125	.268	.026	.466	.642

a. Dependent Variable: Turnover Intention

Table 21 Techno stressors moderate the relationship between personality traits subscales and turnover intention

The above regression studies the relationship between the independent variables which are openness to experience, neuroticism, conscientiousness, agreeableness, extroversion, and techno-stressors as moderator and the dependent variable which is turnover intention. The significance level shows a level of 0.000 which is lower than 0.05 which means that there is significant relationship between openness to experience and turnover intention. However, the significance level shows a level 0.174 and 0.628 for the neuroticism and conscientiousness respectively which are above 0.05. Thus, there is insignificant level between neuroticism and turnover intention as well as conscientiousness and turnover intention. Whereas, the level of significance for agreeableness and extroversion shows 0.042 and 0.023 respectively which are below 0.05 implying significant relationship between agreeableness and extroversion with turnover intention. For techno-stressors, the level of significance shows a level of 0.642 which is above 0.05 implying an insignificant relationship between Techno-stressors and turnover intention.

$$Y = A + BX1 + BX2 + BX3 + BX4 + BX5 + BX6$$

Turnover intention = 0.632 + 0.277 openness – 0.077 neuroticism – 0.028 conscientiousness – 0.128 agreeableness + 0.141 extroversion + 0.026 techno-stressors

This means that:

- For every 1 unit increase in openness to experience, the turnover intention is affected by 27.7 units.
- For every 1 unit increase in neuroticism, the turnover intention is affected by 7.7 units
- For every 1 unit increase in conscientiousness, the turnover intention is affected by 2.8 units
- For every 1 unit increase in agreeableness, turnover intention will be affected by 12.8 units
- For every 1 unit increase in extroversion, turnover intention will be affected by 14.1 units
- For every 1 unit increase in techno-stressors, turnover intention will be affected by 2.6 units

It can be noted that Techno-stressors moderate partially the relationship between personality traits subscales and turnover intention since the Beta coefficients for “EXT” was 0.142 in regression two and decreased to 0.141, as for “CON” the Beta coefficient was -0.025 in regression two and decreased to -0.028 in regression three, as for “NEU” the Beta coefficient was “-0.073” in regression two and decreased to -0.077 in regression three, OTE the Beta coefficient was “0.0278” and decreased to 0.0277 and at last, “AGR” scored a Beta Coefficient - 0.128 in regression two and remained -0.128 in regression three.

Thus, the following hypothesis can be validated:

H3: Technostress moderates the relationship between openness to experience and employee turnover intentions **is accepted**

H4: Technostress **partially moderates** the relationship between neuroticism and employee turnover intentions **is accepted**

H5: Technostress moderates the relationship between agreeableness and employee turnover intentions **is rejected.**

H6: Technostress moderates the relationship between extroversion and employee turnover intentions **is accepted**

H7: Technostress **partially moderates** the relationship between conscientiousness and employee turnover intentions **is accepted**

4.6 Path Analysis

		Estimate	S.E.	C.R.	P
Techno Stressors	<--- Personality Traits	.917	.094	9.792	.001
Turnover Intention	<--- Techno Stressors	3.050	3.597	9.848	.007
Turnover Intention	<--- Personality Traits	-1.664	3.261	8.510	.010
EXT	<--- Personality Traits	1.000			
NEU	<--- Personality Traits	1.081	.105	10.297	.003
OTE	<--- Personality Traits	1.110	.103	10.784	.008
AGR	<--- Personality Traits	1.087	.095	11.457	.003
CON	<--- Personality Traits	.856	.092	9.345	.001
WHC	<--- Techno Stressors	1.000			
PI	<--- Techno Stressors	1.256	.110	11.402	.003
WA	<--- Techno Stressors	1.415	.115	12.276	.012
RA	<--- Techno Stressors	1.492	.126	11.801	.041
JI	<--- Techno Stressors	1.350	.111	12.111	.039
TO 1	<--- Turnover Intention	1.000			
TO 2	<--- Turnover Intention	.974	.069	14.175	.032

Table 22 Path Coefficients

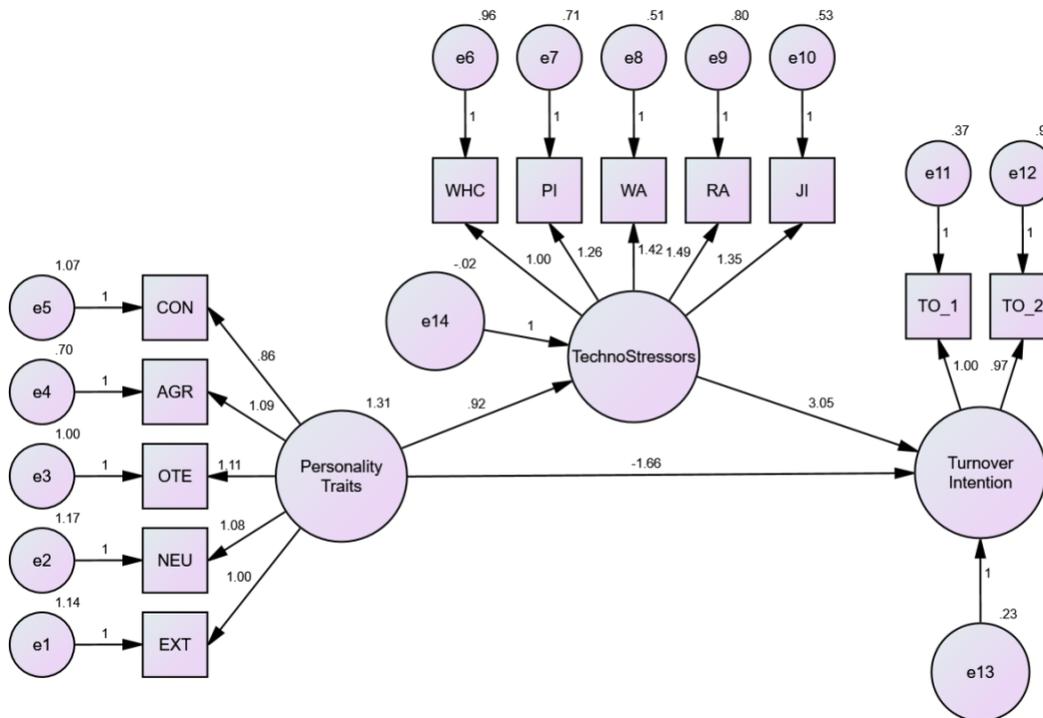


Figure 2 Path Analysis

Referring to the above path analysis, it can be noted that the relationship between personality traits and turnover intention is a negative relationship since it scored a coefficient of -1.06 and by that it means that for every one unit increase in personality traits, the turnover intention will decrease by 1.06 units.

However, it can be noted that the relationship between personality traits and techno stressors is 0.92 and in turn techno-stressors tend to impact turnover intention by 3.05 which means that for every one unit increase in techno stressors, the turnover intention will increase by 3.06 units.

It can be noted from the above path analysis that the path coefficient had increased from -1.06 to 3.06 after considering techno stressors as moderators, and by that techno stressors tend to moderate the relationship between personality traits and turnover intention.

Chapter Five

Discussion, Implications and Conclusion

The primary purpose of this study was to examine the relationship between the five personality traits (Openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism) and employee turnover intention. In addition to that, the aim of this study was also to examine the moderating effect of technostress on that relationship.

5.1 Discussion

The results of the first and second hypotheses, H1: Personality traits positively affect employee turnover intentions was rejected whereas the results of H2: Personality traits negatively affect employee turnover intentions was accepted. After testing the mean of the means of all five traits, it was shown that the personality trait of an employee has an indirect relationship and is negatively related to the employee's turnover intention. This result comes in line with previous findings of a negative relationship between the five personality traits and employee turnover intentions (Ariyabuddhiphongs & Marican, 2013).

The study's third hypothesis which states that technostress moderates the relationship between openness to experience and employee turnover intentions was supported and accepted. Which means that the presence of technostress has a significant impact on the relationship of an employee with an open to experience and its turnover intentions, and will have changes on it. This result supports similar previous studies that show that technostress influence job burnout, more strongly when the openness to experience trait is higher (Srivastava, Chandra, & Shirish, 2015), whereas our study show the same result with employee turnover intentions rather than job burnout. An explanation behind this result could be that an employee with the openness to experience trait may tend to accept more tasks, that are more than the right amount of work.

The fourth hypothesis in this study is accepted, but as shown it has a partial moderation of technostress on the relationship between neuroticism and employee turnover intentions. The reason behind that is that the Beta changed from regression two to regression three, however, it

was insignificant. Khedhaouria & Cucchi, 2019 had similar results but with job burnout rather than employee turnover intentions and with positive moderation rather than partial moderation.

The fifth hypotheses which is that technostress moderates the relationship between agreeableness and employee turnover intentions, is rejected. A reason that could be behind that result is that the agreeableness trait promotes people to take on more work (which is positive), but it also causes them to suffer from overwork (which is negative). The moderating impact may not be substantial due to the mixed influence of positive and negative implications of the agreeableness trait on the connection between technostress creators and work outcomes such as turnover intentions in our study, and work engagement in the study of Srivastava et al, (2015).

The sixth hypothesis which states that technostress moderates the relationship between extroversion and employee turnover intentions, is accepted. A reason that could have led to the result of the sixth hypotheses is that extraverted people are sociable and tend to be talkative, thus, when faced with ICT, and being put in technostress situations, the relationship between their trait and turnover intentions will be moderated by technostress. One similar result in a previous study showed that the extraversion trait can lead to high job burnout experience within technostress situations (Khedhaouria & Cucchi, 2019) which might lead to turnover.

The last hypotheses in this study, which is the seventh, has partial moderation on the relationship between conscientiousness and employee turnover intentions. This result can be justified by the unique context of ICT use. To use ICTs successfully, individuals are frequently compelled to reply and act quickly. In the case with individuals with the conscientiousness trait, that is a trait linked to carefulness, and the tendency to plan ahead, it tends to have negative consequences in terms of technostress, leading to negative work outcomes such as decreased productivity in other studies (Korzynski, Rook, Treacy, & Kets de Vries, 2021), and turnover intentions in our study.

5.2 Managerial Implications

Despite the fact that organizations and managers are aware of the ubiquity of technostress and its implications, little is known about how different persons with different personalities perceive

technostress creators. Therefore, it is important that managers start taking a deeper look into technostress and its effects on the employees. Managers must be provided with trainings on technostress creators, effects, and on how to reduce its negative effects on the employees. For instance, managers would know how to start balancing the work-home conflict, work-overload... In addition to trainings, live IT support can be provided for managers and their teams for any technical issue that leads to higher role ambiguity. In turn, managers should be able then to provide these information to their teams, helping them overcome technostress and leaving ICTs as source of help rather than source of stress.

Second, personality traits as shown are not only theories that do not affect the practical work of people. They are traits used all day long, even at work. Hence, those traits should be taken into consideration more when hiring. Consequently, managers should try matching the characteristics needed for the job with the characteristics of the candidate, equally as matching education and experience. Some positions require extraverted people more than others, and some positions require open to experience individuals more than other.

Furthermore, managers should dig more into their employees' turnover intentions. The latter is not a result of the old reasons only, new reasons are emerging as new advancements and new ideas are coming. After COVID-19, many new reasons could lie behind turnover intentions, therefore, managers should start finding what lies behind their team's turnover intentions, and should start improvising new ways to keep their teams satisfied, motivated, and thinking less of quitting, and more on giving.

5.3 Limitations

The current study has its significant theoretical and practical consequences, yet, like any other study, it has its limitations. The first limitation is that the data was collected in the Middle East only, age was not taken into consideration, and the majority of the respondents were females. Hence, the results cannot be generalized to other regions or cultures, and age could have its effect on the results.

The second limitation is that no personality subscales were taken when studying the relationship between personality and employee turnover intentions. The relationship was studied between personality traits as a whole, rather than taking each subscale separately. Results might have been more accurate and detailed.

The third and last limitation is that no low or high levels of the traits, or combined traits were taken into consideration. Some individuals have a combination of multiple traits with varying levels, which might affect how employees respond to technostress and turnover intentions.

5.4 Future research

All the mentioned limitations can serve as a source for future research. Future studies can be conducted in different regions that have different cultures and different work environments, in addition to collecting a higher number of respondents to check if results match or no, and in order to increase the confidence level of the results.

Also, the relationship between personality traits and employee turnover intentions can be further studied by taking each of the five personality traits separately. In addition to that, personalities with multiple traits can also be studied to check if combinations lead to different result.

Moreover, technostress might not be the only moderator, other moderators or mediators can be taken as well, such as the type or nature of work.

5.5 Conclusion

The primary purpose of this study was to investigate the relationship between personality traits and employee turnover intentions. In addition to check the moderating effect of technostress on that relationship. The study resulted in multiple conclusions. The first is that personality traits negatively affect employee turnover intentions in the Middle East. In addition to having different results for every personality trait: technostress moderates the relationship between openness to experience/extroversion and employee turnover intentions, partially moderates the relationship between neuroticism/conscientiousness and employee turnover intentions, and does not moderate the relationship between agreeableness and employee turnover intentions.

The COVID-19 pandemic has changed the lifestyle and the work style of people, and came with lots of new positive and negative consequences, and technostress is one of its negative. It is our role to overcome the negatives and maintain the positives. Little studies are conducted in this field; thus, it is important to have future studies.

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APPENDICES

Consent to participate in a Survey

The Moderating Effect of Techno-stress on The Relationship Between Personality Traits and Employee Turnover Intentions

I would like to invite you to participate in a research project by completing the following questionnaire/ survey. I am a student at the Lebanese American University and I am completing this thesis as part of my Master in Human Resource Management requirements. The purpose of this questionnaire / survey aims to examine the relationships of Techno-stress, Personality Traits, and employee Turnover Intentions.

There are no known risks, harms or discomforts associated with this study beyond those encountered in normal daily life. The information you provide will be used to examine the relationships between of Techno-stress, Personality Traits, and employee Turnover Intentions. I will not directly benefit from participation in this study and the participant's data will only be used for the research project purpose. The study will involve 100 participants. Completing the survey will take 5-7 minutes of your time.

By continuing with the questionnaire / survey, I agree with the following statements:

1. I have been given sufficient information about this research project.
2. I understand that my answers will not be released to anyone and my identity will remain anonymous. My name will not be written on the questionnaire nor be kept in any other records.
3. When the results of the study are reported, I will not be identified by name or any other information that could be used to infer my identity. Only researchers will have access to view any data collected during this research however data cannot be linked to me.
4. I understand that I may withdraw from this research any time I wish and that I have the right to skip any question I don't want to answer.
5. I understand that my refusal to participate will not result in any penalty or loss of benefits to which I otherwise am entitled to.
6. I have been informed that the research abides by all commonly acknowledged ethical codes and that the research project has been reviewed and approved by the Institutional Review Board at the Lebanese American University
7. I understand that if I have any additional questions, I can ask the research team listed below.
8. I have read and understood all statements on this form.
9. I voluntarily agree to take part in this research project by completing the following survey/Questionnaire.

If you have any questions, you may contact:

<i>Name (PI)</i>	<i>Phone number</i>	<i>Email address</i>
<i>Myriam Ghosn</i>	<i>+961 71331616</i>	<i>Myriam.ghosn@lau.edu</i>

If you have any questions about your rights as a participant in this study, or you want to talk to someone outside the research, please contact the:

Institutional Review Board Office,
Lebanese American University
3rd Floor, Dorm A, Byblos Campus
Tel: 00 961 1 786456 ext. (2546)
irb@lau.edu.lb

This study has been reviewed and approved by the LAU IRB: LAU.SAS.SK2.11/Jan/2022

Demographics

Gender:

- 1 Male
- 2 Female

Educational level:

- 1 High School
- 2 BS/BA
- 3 MS/MA/MBA
- 4 PHD
- 5 others

Managerial Level:

- 1 Top Level Management
- 2 Middle Level Management
- 2 Frontline Management
- 4 Non-managerial

Number of years in Current Job:

- 1 1 year or less
- 2 2-5 years
- 3 6-9 years
- 4 10-13 years
- 5 more than 13 years

Year of Birth: -----

Variables	Scale				
	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Personality traits					
Srivastava, S. C., Chandra, S., & Shirish, A. (2015)					
Openness to experience					
I see myself as...					
... creative.					
... imaginative.					
... unconventional.					
Neuroticism					
I see myself as...					
... moody.					
... easily upset.					
... anxious.					
Agreeableness					
I see myself as...					
... sympathetic.					
... warm.					
... kind.					
Conscientiousness					
I see myself as...					
... dependable.*					
... self-disciplined.					
... organised.					
Extraversion					
I see myself as...					
... extraverted.					
... enthusiastic.					
... talkative					
Technostress creators					
Khedhaouria, A. & Cucchi, A. (2019)					
Work-home conflict					

Using ICTs (Information and communication Technology) blurs boundaries between my job and my home life.					
Using ICTs for work-related responsibilities creates conflicts with my home responsibilities.					
I do not get everything done at home because I find myself completing job-related work due to ICTs.					
Invasion of privacy					
I feel uncomfortable that my use of ICTs can be easily monitored.					
I feel my privacy can be compromised because my activities using ICTs can be traced.					
I feel my employer could violate my privacy by tracking my activities using ICTs.					
I feel that my use of ICTs makes it easier to invade my privacy.					
Work overload					
ICTs create many more requests, problems, or complaints in my job than I would otherwise experience.					
I feel busy or rushed due to ICTs.					
I feel pressured due to ICTs.					
Role ambiguity					
I am unsure whether I have to deal with ICT problems or with my work activities.					
I am unsure what to prioritize: dealing with ICT problems or my work activities.					
I can NOT allocate time properly for my work activities because my time spent on ICT activities varies.					
Time spent resolving ICT problems takes time away from fulfilling my work responsibilities.					
Job insecurity					
ICTs will advance to an extent where my present job can be performed by a less skilled individual.					
I am worried that new ICTs may pose a threat to my job.					
I believe that ICTs make it easier for other people to perform my work activities.					

Turnover intention					
Ahuja, M. K., Chudoba, K. M., Kacmar, C. J., McKnight, D. H., & George, J. F. (2007)					
How likely is it that you will be working at the same company this time next year? (RR)					
How likely is it that you will take steps during the next year to secure a job at a different company?					
I will be with this company five years from now (RR)					
I will probably look for a job at a different company in the next year					

NOTICE OF IRB EXEMPTION DETERMINATION

To: Ms. Myriam Ghosn
Dr. Silva Karkoulian
Assistant Professor
School of Business

APPROVAL ISSUED: 11 January 2022
EXPIRATION DATE: 11 January 2024
REVIEW TYPE: EXEMPT CATEGORY B

Date: January 11, 2022

RE: **IRB #:** LAU.SOB.SK1.11/Jan/2022

Protocol Title: *The Moderating Effect of Technostress on the Relationship between Personality Traits and Employee Turnover Intentions*

Your application for the above referenced research project has been reviewed by the Lebanese American University, Institutional Review Board (LAU IRB). This research project qualifies as exempt under the category noted in the Review Type

This notice is limited to the activities described in the Protocol Exempt Application and all submitted documents listed on page 2 of this letter. **Final reviewed consent documents or recruitment materials and data collection tools released with this notice are part of this determination and must be used in this research project.**

CONDITIONS FOR ALL LAU NOTICE OF IRB EXEMPTION DETERMINATION

LAU RESEARCH POLICIES: All individuals engaged in the research project must adhere to the approved protocol and all applicable LAU IRB Research Policies. **PARTICIPANTS must NOT be involved in any research related activity prior to IRB notice date or after the expiration date.**

EXEMPT CATEGORIES: Activities that are exempt from IRB review are not exempt from IRB ethical review and the necessity for ethical conduct.

PROTOCOL EXPIRATION: **PROTOCOL EXPIRATION:** The LAU IRB notice expiry date for studies that fall under Exemption is 2 years after this notice, as noted above. If the study will continue beyond this date, a request for an extension must be submitted at least 2 weeks prior to the Expiry date.

MODIFICATIONS AND AMENDMENTS: Certain changes may change the review criteria and disqualify the research from exemption status; therefore, any proposed changes to the previously IRB reviewed exempt study must be reviewed and cleared by the IRB before implementation.

RETENTION: Study files must be retained for a period of 3 years from the date of project completion.

IN THE EVENT OF NON-COMPLIANCE WITH ABOVE CONDITIONS, THE PRINCIPAL INVESTIGATOR SHOULD MEET WITH THE REPRESENTATIVES OF THE IRB OFFICE IN ORDER TO RESOLVE SUCH CONDITIONS. IRB CLEARANCE CANNOT BE GRANTED UNTIL NON-COMPLIANT ISSUES HAVE BEEN RESOLVED.

If you have any questions concerning this information, please contact the IRB office by email at irb@lau.edu.lb

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The IRB operates in compliance with the national regulations pertaining to research under the Lebanese Minister of Public Health's Decision No.141 dated 27/1/2016 under LAU IRB Authorization reference 2016/3708, the international guidelines for Good Clinical Practice, the US Office of Human Research Protection (45CFR46) and the Food and Drug Administration (21CFR56). LAU IRB U.S. Identifier as an international institution: FWA00014723 and IRB Registration # IRB00006954 LAUIRB#1

Dr. Joseph Stephan
Chair, Institutional Review Board

DOCUMENTS SUBMITTED:

LAU IRB Exempt Protocol Application	Received 8 December 2021, amended 11 December 2021
Research Proposal	Received 8 December 2021
Informed Consent Form	Received 8 December 2021
Questionnaire	Received 8 December 2021
Link to Online Survey	Received 8 December 2021
IRB Comments sent: 10 December 2021	PI response dated: 11 December 2021
NIH Training – Silva Karkoulian	Cert. # 2059914 (Dated 20 April 2016)
CITI Training – Myriam Ghosn	Cert.# 46133031 Dated (24 November 2021)

