

Impact of Personality Characteristics on Innovative Work Behavior through Emotional Labor in Education Sector of Pakistan

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Abstract

The aim of this study is to examine the role of big five personality characteristics (Extraversion, Openness to change, Agreeableness, Conscientiousness, Neuroticism) in predicting the innovative work behavior of teachers, with mediation of emotional labor. Self administered questionnaires were distributed to 350 teachers at public and private sector universities in Lahore. The study uses the spss 24 and structural equation modeling 24 to test the hypotheses among 350 respondents. The results specify that big five personality characteristics showed positive relationship with innovative work behavior while two characteristics of big five personality i.e. Extraversion and openness to change showed insignificant relationship with innovative work behavior through mediated effect of emotional labor. The other personality characteristics i.e. agreeableness, conscientiousness, neuroticism were significantly related to innovative work behavior through mediated effect of emotional labor. Prior studies have recognized teachers as vital sources of innovation, thus managers can develop new emotional strategies to make their teachers free from psychological problems and to boost innovative work behavior among teachers in universities, a personality characteristics without a suspicion a critical contributor in making innovative teachers.

Keywords: Personality characteristics, emotional labor, emotional intelligence, innovative work behavior.

Introduction

Innovative work has been evaluated as crucial to organizational achievement and prosperity. Specifically innovative work behavior of an employee has been considered as a distinctive organizational resource, that can authorize the organizational prosperity in the energetic domain, encouraging organizations to tackle and further advance innovative and creative inherent of their employees and staff. Innovative work behavior relates to a complicated set of activities aligned to creating, developing and realizing new ideas in an organization (Janssen, 2000) broadly declare that it is favorable for organizational activities (Woodman, 2010). For example, the innovative working environment is appropriate in growing new services, products, and work strategies, individual and organizational efficacy, suitable to fit between job needs resources of employees, social circulation, and job fulfillment and happiness (West, 2004).

Innovative ideas are used for solving the problem, process up-gradation and the generation of new products and services. Researchers also indicate that innovative work behavior very important and fruitful to organization performance (Amabile, 2003), which is important for organization long term continuity and success (Tushman, 2008)

(Hochschild, 1983). Hochschild's concentrated on debt collectors and airline cabin crew. But the demand for suitable emotional presentations has been recognized over many professions, e.g. health care profession (Holman, 2007) teachers and lecturers of the university (Harris, 2004).

Emotional labor is the name of expression of emotions which are in line with the emotions imagined by an organization to show or express (Hochschild, 1983). Bono and Vey (2005) disclosed a confederation between emotional labor and exhaustion. Due to the extreme competitive work environment, organizations are now concentrating on the emotional requirement of their employees (Richard, 2003).

In prior studies, personality characteristics have been described in a way to find disguised performance (Pervin, 2006). Conscientiousness relates to compulsion control in aggressive and inhibitory aspects (Costa, 2003). It is classified into two following angles "Emotion Control", which relates to the capability to tackle decently with one's own stress emotionalism, and "Impulse Control", which relates to the ability to manage impatience, dissatisfaction, and annoyance.

Openness relates to the factor marked culture (Norman, 2000), or intelligence (Goldberg, 2003). It is classified into two facets: "Openness to Culture", which relates to wideness and smallness of someone's own culture attentiveness and on the other hand, "Openness to Experiences", it relates to new ideas, toleration of dissimilar values, showing interest regarding different individuals, customs, behavior, and lifestyles.

Neuroticism is considered by (Trapnell, 1997), will be executed well educationally. Certainly, many studies have considered the foreseeability of academic class from personality shifting (Johnson, 1995).

Bono and Vey (2007) research on personality characteristics indicates that theories of personality traits might be enlightened by emotional labor, following to that theory in which personalities that have experienced extra favorable result act in a way stable with their personality characteristic (Little, 2010). According to this aspect, extraversion is a personality most probably to effect the reaction of employees according to the need of emotion work.

Problem Statement

Irrespective of the mechanization and educational advancement in the education sector, there are numerous issues in the education system (Asrar-ul-Haq, M., & Hassan, 2017) However, it is still bestowing to the development of the country (Saeed, Shakeel, & Lodhi, 2013). To increase the educational advancement innovative environment should require enhancing the creativity and innovation of teachers. In an education system, teachers are acted as a backbone of the education structure as they nubile students and their stubby performance result in a lower education standard (Roof, 2015). A stubby performance of teachers is due to anxiety, less devotion, un-happiness and sleep disorders (Eslamieh & Davoudi, 2016). So, the performance level of teachers should be intensified to increase the level of emotional intelligence to generate innovation in the education sector. It is indicated that emotional intelligence plays a crucial role towards teacher's performance, as they have to manage or control their undesired emotions to enhance the emotional stability in their personalities to escalates the innovation in the education sector. The present study will help to estimate the impact of personality traits on innovative work behavior with a mediating role of emotional labor.

Research Questions

RQ1 = What is the effect of innovative work behavior on personality characteristics?

RQ2 = What is the effect of personality characteristic on emotional labor?

RQ3 = What is the effect of emotional labor on innovative work behavior?

RQ4 = What is the effect of emotional labor between personality characteristics and innovative work behavior?

Literature Review

Prior studies indicate that personality characteristics have a powerful reaction on organizational behaviors, attitudes, performance and innovation and creativity (Matzler *et al.*, 2011).

Extraversion and innovative work behavior

Many authors and researchers since 1960, enlarged theories to decide what are the personality extents are that determine individual concerning emotional and motivational. A broadly accepted model to describe this extent is the “big five” model of five characteristics. These five characteristics include Extraversion, Agreeableness, Conscientiousness, Neuroticism, and Openness to change (Simon, & Crawford, 2013). According to Leary and Hoyle, it indicates that extraversion is the most extraordinary and crucial personality characteristic.

H1= Extraversion impacts innovative work behavior.

Agreeableness and innovative work behavior

Agreeableness is the level at which the individual friendly, open-minded, sensitive, confident, soft and comfortable. In a working environment, agreeable workers are displayed higher elevation in interpersonal proficiency (Barrick, & Mount, 2002) when joint actions are needed it collaborates successfully (Stewart, 2003). On the other hand, the personalities who are low in agreeableness are normally chill, resistant, and averse in their behavior to other people.

H2= Agreeableness impacts innovative work behavior.

Conscientiousness and innovative work behavior

Conscientiousness related stage at which a person is systematic, well ordered, prompt, enthusiastic, self-disciplined, performance oriented and trustworthy. Conscientiousness is also the characteristic that is related to attentiveness, self-controlled and general competencies (Costa, 2003). Bes-tows to previous literature on the consequences of personality traits on innovative work behavior, we examine the mediating effects of emotional labor. It is suggested that improving job trends accomplished by people premature and upcoming phases of their profession in an organization help to activate their personality in a different manner (Woods, 2013).

H3= Conscientiousness impacts innovative work behavior.

Openness to change and innovative work behavior

Openness is the extent individual is nosy, indigenous, analytical, innovative and unlocked novel ideas. Openness is hugely identified by unbiased versus conventionalism and conservatism (Costa, 2003). Openness is powerfully connected to innovation and creativity under situation hen job extent of employees are on low level (Zhou, 2010). Openness has been considered to be positively related to innovative work behavior (Hammond, 2011).

H4= Openness impacts innovative work behavior.

Neuroticism and innovative work behavior

Personalities who are high in neuroticism are more likely to make self-assessment that is moreover as compared to their ideal perception than individuals low in neuroticism in their personality. Most findings indicate that condition can bound the scope to which a person can act with conformance with their personalities (Parks, & Mount 2005).

Neuroticism helps to assist in adverse emotions and feelings (Magnus *et al.*, 2008). Previous studies also showed that neuroticism is negatively connected to job satisfaction that why neuroticism is positively associated with innovative work behavior and leads the innovation and creativity in the organization’s environment.

H5= Neuroticism impacts innovative work behavior.

Emotional labor with extraversion and innovative work behavior

In the education sector, teachers are considered as one of the crucial assistance delivers to students. Although, additional research is required to investigate emotional labor (Richard, 2012). In

the teaching profession, emotional labor is very much crucial due to the complication between the student and lecturers (Sutton, 2007).

H6 = Emotional labor mediates the relationship between extraversion and innovative work behavior.

Emotional labor with agreeableness and innovative work behavior

The personality trait model indicates that emotional temperament may be affected by emotional requirement abilities. The emotional requirement may indicate that there is agreeableness in interpersonal communication and in the workplace (Larsen, 2010).

Agreeableness is predicted to be connected with inspiration to control emotions in setup to have positive social communication and interactions and honesty in presenting emotional rules.

H7= Emotional labor mediates the relationship between agreeableness and innovative work behavior.

Emotional labor with conscientiousness and innovative work behavior

Emotional labor may reflect an evaluation of pressure-able duty and upcoming performance evaluation. High phases of emotional intelligence may encourage provocation evaluation and superior assessments, while low stages of emotional intelligence may encourage warning evaluations and bitter performance appraisals (Joseph et al, 2009). However, emotional intelligence has a remarkable reflection on interpersonal communication and relationships and entails attainment between colleagues and it had a notable impact on academic attainment (Okediji, 2012).

Conscientiousness is a propensity to be well ordered, powerful, determined, and trustworthy and follower of regulations and moral fundamentals (McCrae, 2001). Personalities can forecast intellectual capabilities in individuals. Conscientiousness element connected significantly with emotional labor and innovative work behavior. Conscientiousness is predicted to connect to emotional labor positively.

H8= Emotional labor mediates the relationship between conscientiousness and innovative work behavior.

Emotional labor with openness and innovative work behavior

Openness to experience is the propensity to be inventive, visionary, unfamiliar, emotional and skillfully tactful. Openness is the crucial forecaster of modern knowledge in young individuals, with the span of life when knowledge is expanding quickly, with those personalities who have a high level of openness in their personality resulting higher on gaining knowledge. Emotional labor normally indicates a positive correlation between neuroticism and extraversion with favorable and unfavorable indication but have a low level of correlation with openness.

H9= Emotional labor mediates the relationship between openness to change and innovative work behavior.

Emotional labor with neuroticism and innovative work behavior

In education sector, diversified evaluation instruments, have connected the capabilities to study emotions of people in their faces, to recognize emotional workbook, and manage and control influence on one side, to recreational abilities and modification, as evaluated by observance of parents and teachers on the other side (Denham, &Dunsmore, 2012). Emotional intelligence has influence different education based schedule of emotional and social training, as well as innovation program training.

Emotional requirement capabilities may be affected by the emotional spirit in big five personality characteristics model. Neuroticism is the aptness to practice dissentious emotions such as stress, hopelessness. Emotional abilities may reflect that neuroticism is related to a tendency to practice emotions in a positive and negative manner (Larsen, 2010).

H10= Emotional labor mediates the relationship between neuroticism and innovative work behavior.

Research Hypotheses

H1= Extraversion impacts innovative work behavior.

H2= Agreeableness impacts innovative work behavior.

H3= Conscientiousness impacts innovative work behavior.

H4= Openness impacts innovative work behavior.

H5= Neuroticism impacts innovative work behavior.

H6= = Emotional labor mediates the relationship between extraversion and innovative work behavior.

H7= Emotional labor mediates the relationship between agreeableness and innovative work behavior.

H8= Emotional labor mediates the relationship between conscientiousness and innovative work behavior.

H9= Emotional labor mediates the relationship between openness to change and innovative work behavior.

H10= Emotional labor mediates the relationship between neuroticism and innovative work behavior.

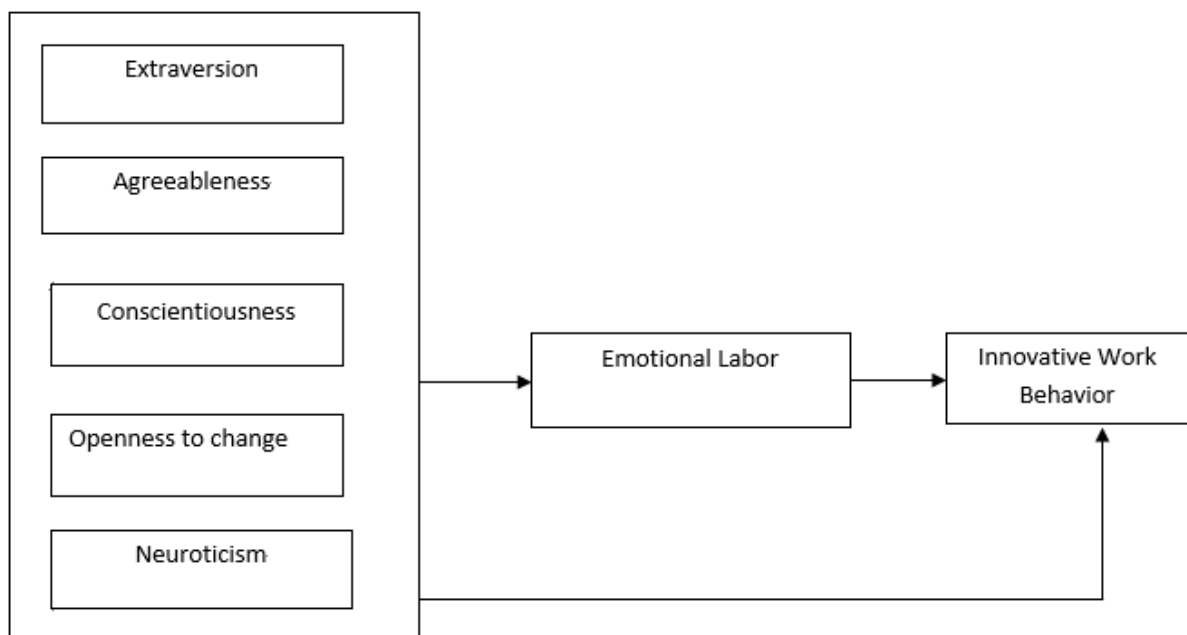


Figure 1. Theoretical Framework

Methodology

This research is arranged to analyze the impact of personality characteristics on innovative work behavior through emotional labor on the educational sector of Pakistan. Saunders (2009) has provided onion layers to define the methodology of the study. The paradigm for the study will be Positivism as generalizability is the concern of the researcher. Plenty of research is provided on the predictors and the dependent variable, therefore, deductive approach will be considered for the study. Survey method will be used as a research design to avail the data in a short period of time and

for that self-administered questionnaires will be used for the collection of data. The sampling technique used in this study is Stratified random sampling. The sample size consisted of 350 respondents. The data will be collected from public and private sector organizations. For data evaluation purpose Descriptive analysis, mean, correlation, regression, factor analysis and structural equation modeling (SEM) have been used. Big five personality characteristics will be measured through Soto & John (2017). Emotional intelligence will be measured through (Wong and law, 2002) and the scale will be based on 14 items, and innovative work behavior will be measured through Amo, BW (2005) and the scale will be based on 14 items

Results

This section of the paper explains the analysis of data through descriptive analysis with their frequencies that will be depicted below through bar charts. Similarly, the table of reliability analysis displays variable wise reliability of data. CFA also used or their impacts are also displayed in a table that model is good for a research basis. Similarly, to verify the hypothesis structural equation modeling will also apply.

Demographic analysis

In demographic analysis depiction of demographical data is done, to evaluate the profile data of respondents the bar charts are drawn. The following table shows the percentages and frequencies of the respondent's, age, gender, marital status, experience and also the type of organization.

Table 1. Respondent's Table

Measures	Items	Frequency	Percentage%
Gender	Male	122	34.9
	Female	228	65.1
	Total	350	100
Age	21-30	160	45.7
	>30-40	152	43.4
	>40-50	32	9.1
	Above 50	6	1.7
	Total	350	100
Marital Status	Married	177	50.6
	Single	173	49.4
	Total	350	100
Experience	1-3	116	33.1
	4-9	182	52.0
	10-20	42	12.0
	Over 20	10	2.9
	Total	350	100
Organization	Private	190	54.3
	Public	160	45.7
	Total	350	100

There are 350 total respondents out of which 122 are male respondents and their % is 34.9 %. The number of female respondents is large and their frequency is 228 with a percentage of 65.1%. There are total of four categories of age ranging from 21-30, 31 -40, 41-50, and the last age group is 51 and above.

Normality of data

The underneath table depicts that the skewness values are varying between -1 and +1 which means that data is completely standard and normal. The kurtosis values also seem to be normal because they are varying between -3 and +3 which also mean that data is completely standard and normal. This is also the indication that the analysis can be applied further easily.

Table 2. Normality

Variable	Min	Max	Skewness	C.R	Kurtosis	C.R
IWB9	1.000	5.000	-1.094	-8.355	1.789	6.831
IWB8	1.000	5.000	-.992	-7.573	1.462	5.583
IWB5	1.000	5.000	-.777	-5.937	.618	2.359
IWB4	2.000	5.000	-.420	-3.205	.085	.326
IWB3	2.000	5.000	-.644	-4.917	.579	2.211
EI14	1.000	5.000	-.831	-6.345	-.059	-.225
EI13	1.000	5.000	-1.067	-8.150	1.831	6.991
EI7	1.000	5.000	-1.073	-8.193	.978	3.736
EI5	1.000	5.000	-.859	-6.558	.308	1.175
BFOP3	1.000	5.000	-.659	-5.032	-.221	-.845
BFOP2	1.000	5.000	-.583	-4.455	-.369	-1.410
BFOP1	1.000	5.000	-.451	-3.442	-.503	-1.920
BFNR4	1.000	5.000	-.196	-1.493	-.589	-2.250
BFNR3	1.000	5.000	-.021	-.163	-.598	-2.285
BFNR1	1.000	5.000	-.137	-1.050	-.510	-1.949
BFCN4	1.000	5.000	-.814	-6.220	.285	1.087
BFCN3	1.000	5.000	-.722	-5.511	.030	.116
BFCN2	1.000	5.000	-.377	-2.881	-.577	-2.204
BFAG6	1.000	5.000	-.618	-4.723	-.306	-1.170
BFAG3	1.000	5.000	-.436	-3.330	-.711	-2.714
BFAG2	1.000	5.000	-.222	-1.697	-.844	-3.223
BFEX5	1.000	5.000	-.304	-2.320	-.456	-1.742
BFEX4	1.000	5.000	-.367	-2.801	-.597	-2.278
BFEX3	1.000	5.000	-.336	-2.564	-.768	-2.934
BFEX2	1.000	5.000	-.155	-1.181	-.871	-3.327
BFEX1	1.000	5.000	-.258	-1.972	-.748	-2.857

Reliability analysis

Reliability analysis is used to evaluate the instrument that we have flourished is valid for the analysis or not.

Table 3. Reliability Analysis

Factors	Cronbach's Alpha
Openness	0.797
Neuroticism	0.796
Conscientiousness	0.788
Agreeableness	0.755
Factors	Cronbach's Alpha
Extraversion	0.759
Emotional Labor	0.865
Innovative Work Behavior	0.879
Overall Reliability	0.830

Confirmatory Factor Analysis

CFA is the particular state of SEM and it can also be named as the measurement model. Path illustration for Confirmatory factor analysis in Amos 21 was drawn for seven latent variable picture in which observed variables are showed by square box, in this diagram “E” term which is known as error term is also connected with observed variables and circles on that displays the unobserved variables.

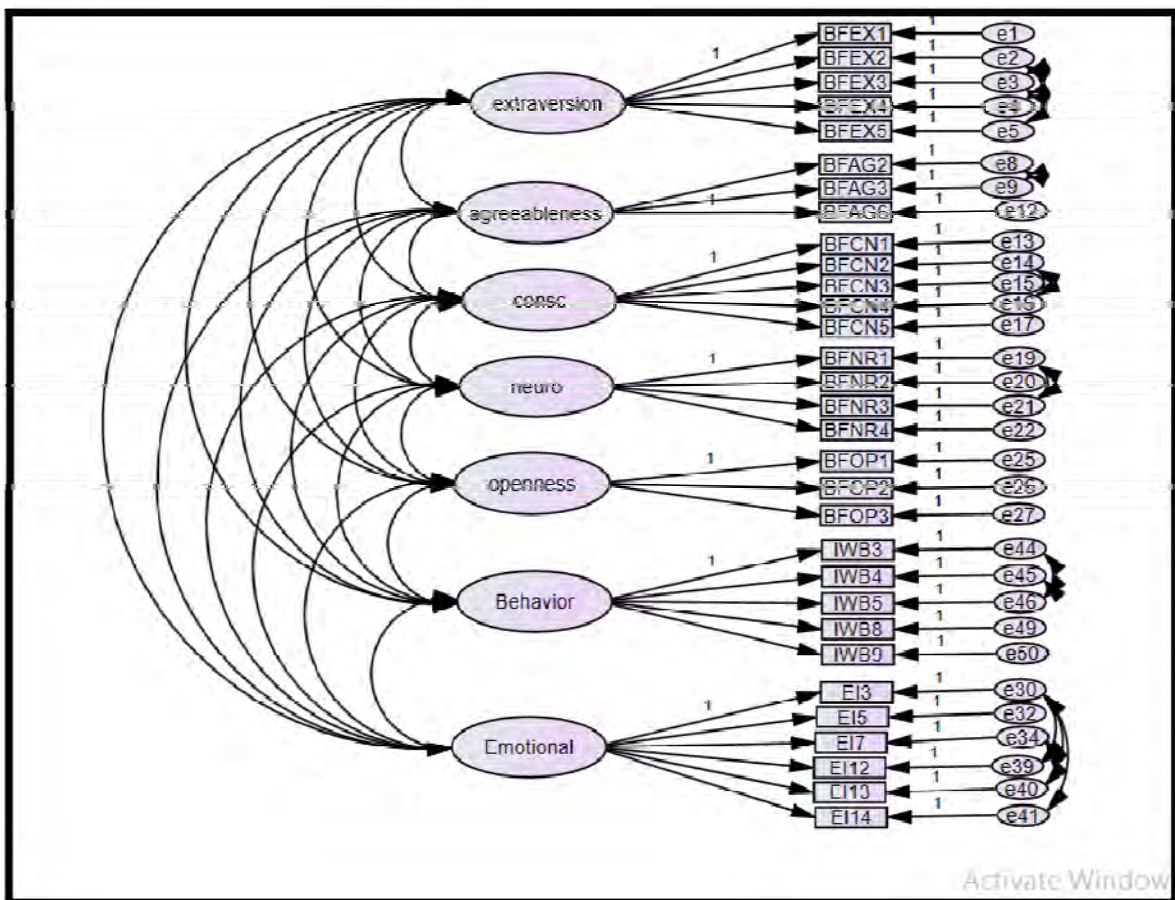


Figure 2. Initial path diagram of the measurement model

The above diagram is the initial diagram for confirmatory factor analysis (CFA). This model did not disclose fit indicators so we delete or eliminate some of the items to fit the model.

Table 4. Measurement Model

Model	Hypothesized	Threshold
CMIN/DF	1.708	< 3
RMR	0.034	Close to 0
GFI	0.913	≥ 0.9
AGFI	0.886	≥ 0.8
RMSEA	0.045	< 0.08
CFI	0.960	≥ 0.9
PCLOSE	0.877	> 0.05

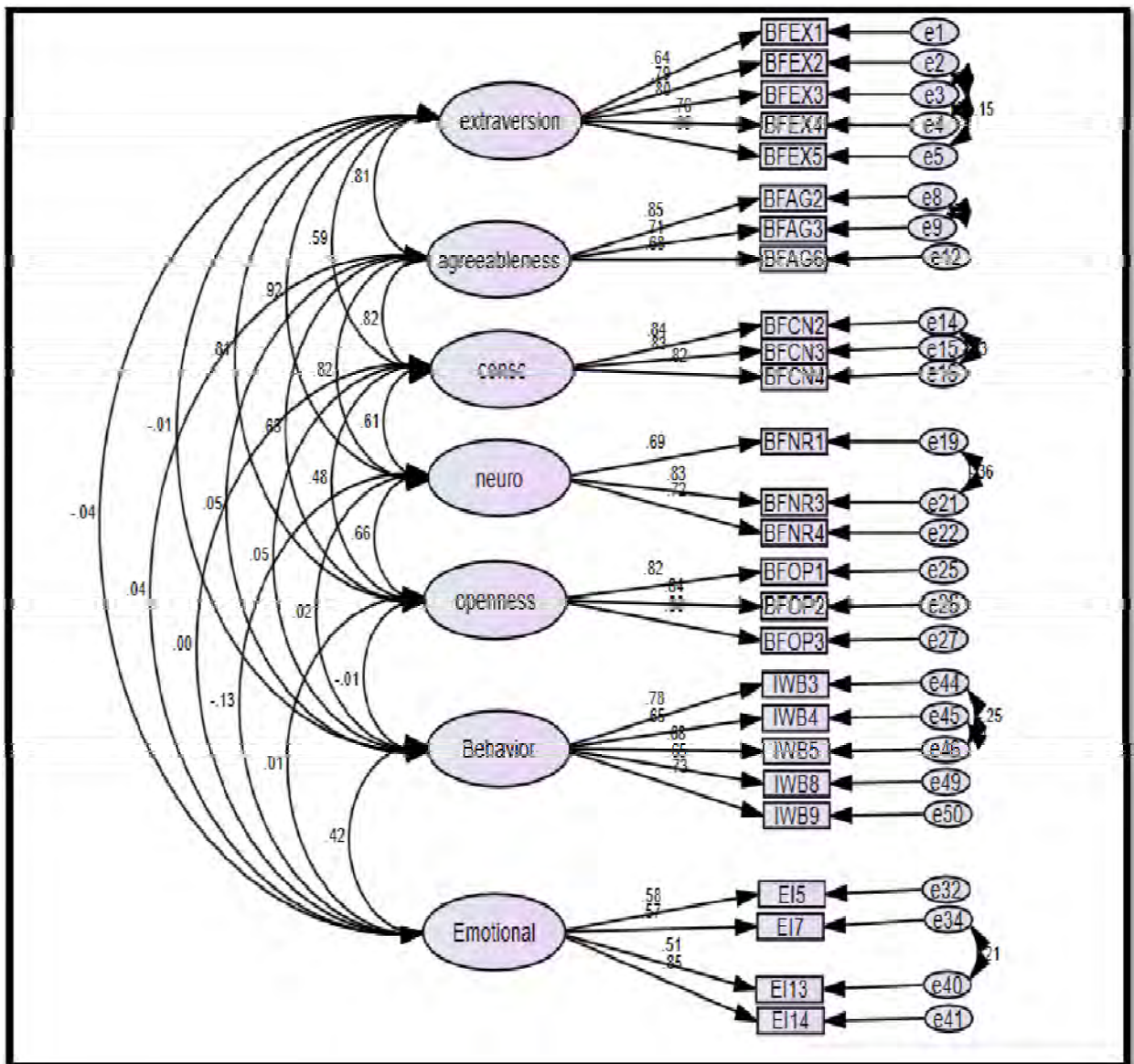


Figure 3. Final path diagram for the measurement model

Final path diagram discloses the model is a good fit after the deletion of items in a model whose estimates did not seem good with standardized weights and all the covariance's after the deletion of items.

Structural model

The structural model is a model that makes association for all the hidden or unobserved variables. The structural model is developed when the measurement model was a good fit.

Table 5. Final Measurement Model

Model	Hypothesized	Threshold
CMIN/DF	1.613	< 3
RMR	0.002	Close to 0
GFI	0.997	≥ 0.9
AGFI	0.963	≥ 0.8
RMSEA	0.042	< 0.08
CFI	1.000	≥ 0.9
PCLOSE	0.452	> 0.05

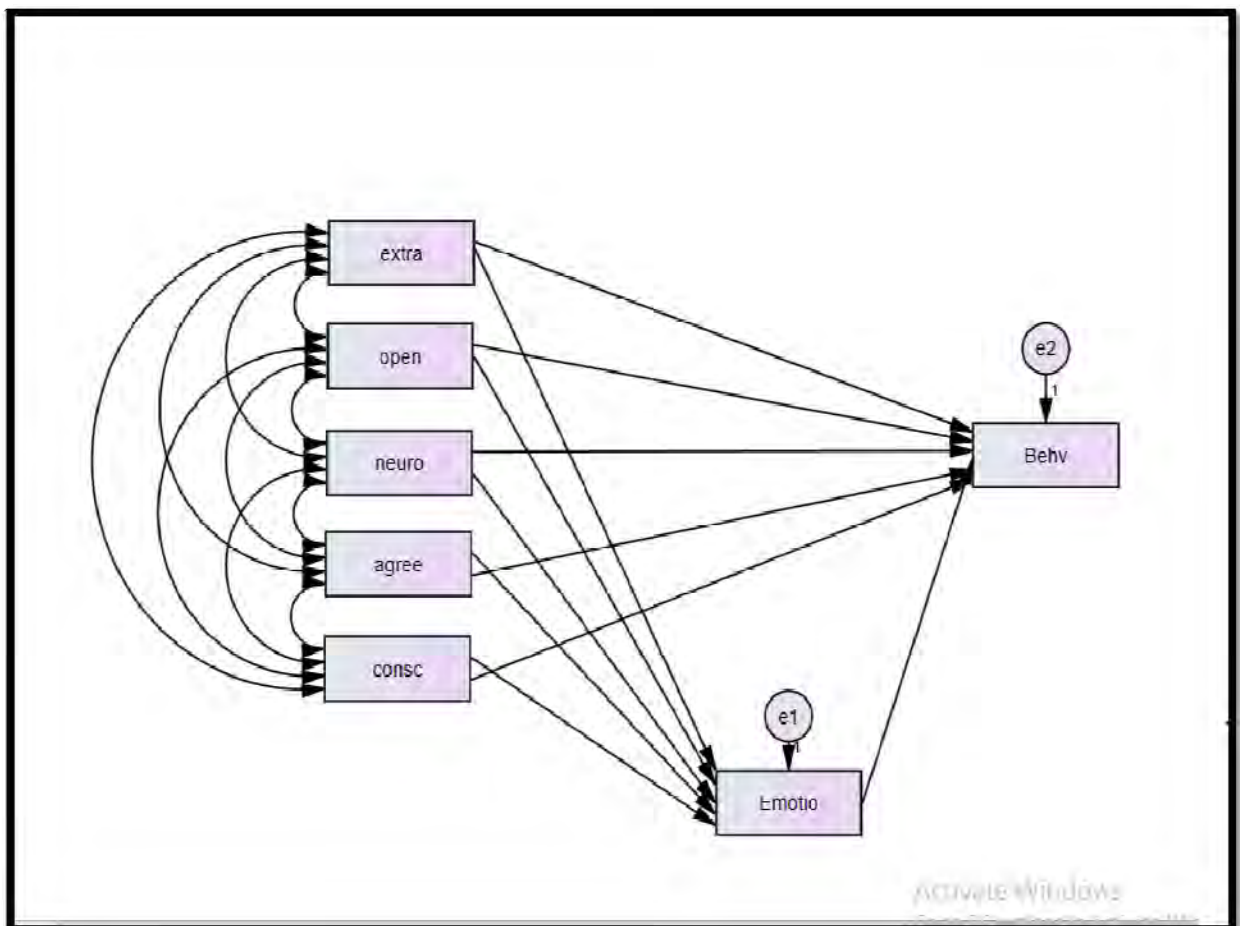


Figure 4. Structural Equation Model

Table 6. Regression weights

			Estimate	S.E	C.R	P
Emotional	<---	Neuroticism	-.695	.100	-6.973	***
Emotional	<---	agreeableness	1.074	.168	6.377	***
Emotional	<---	Conscientiousness	-.418	.093	-4.521	***
Behavior	<---	Extraversion	-.990	.218	-4.532	***
Behavior	<---	Openness	.261	.087	3.009	.003
Behavior	<---	Neuroticism	.995	.160	6.211	***
Behavior	<---	agreeableness	-.385	.154	-2.499	.012
Behavior	<---	Contentiousness	.194	.081	2.406	.016
Behavior	<---	Emotional labor	.572	.044	12.956	***

***P< 1%, NS= not significant

The above table depicts that results from the data collected from the teachers of public and private sector universities. In this table, there is a significant relationship between personality characteristics with innovative work behavior and emotional labor because their p-value is less than 0.05.

Mediation Analysis

In structural equation modeling (SEM) the mediation analysis was performed by bootstrapping (Enders, 2002). By using bootstrapping direct, indirect and total effects of the authorized model was achieved to test the mediation in structural equation modeling (SEM) according to Bollen and Stine Bootstraps (N=2000) through 95% confidence level.

Table 7. Mediation Results

Mediation Path	Direct beta w/o Mediation	Direct beta with Mediation	Indirect Beta	Mediation Results
NR →EI → IWB	.995***	1.236***	-.494***	Partial Mediation
AG →EI → IWB	-.385**	-.447**	.713***	Partial Mediation
CN →EI → IWB	.194**	.261**	-.323***	Partial Mediation

***p< .01, NS = not significant

The direct effect between dependent and independent variables is significant and they are also significant in the existence of the mediating variable. Indirect effects of independent variables (neuroticism, agreeableness, conscientiousness) towards the dependent variable (innovative work behavior) are also significant.

Independent sample T-Test

In independent sample t-test, we use Lavene's test to see whether variances are different in different groups.

The values of the below table show that there is no particular difference between public and private sector universities innovative work behavior, they both are innovative.

Table 8. Independent Sample T-Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Behavior	Equal variances assumed	.000	.998	.782	348	.435	.04484	.05733	-.06792	.15760
	Equal variances not assumed			.784	340.393	.434	.04484	.05722	-.06770	.15739
Emotional	Equal variances assumed	.352	.553	-1.390	348	.165	-.07790	.05603	-.18810	.03230
	Equal variances not assumed			-1.391	338.439	.165	-.07790	.05601	-.18807	.03227
openness	Equal variances assumed	.450	.503	-.315	348	.753	-.02476	.07861	-.17938	.12985
	Equal variances not assumed			-.315	339.534	.753	-.02476	.07851	-.17920	.12967
Neuro	Equal variances assumed	.843	.359	-.486	348	.627	-.03519	.07246	-.17770	.10731
	Equal variances not assumed			-.489	344.635	.625	-.03519	.07200	-.17681	.10642
Consc	Equal variances assumed	.770	.381	-1.970	348	.050	-.16573	.08414	-.33121	-.00025
	Equal variances not assumed			-1.983	344.911	.048	-.16573	.08358	-.33012	-.00134
Agreeableness	Equal variances assumed	1.119	.291	-1.367	348	.173	-.09443	.06909	-.23033	.04146
	Equal variances not assumed			-1.375	344.520	.170	-.09443	.06867	-.22950	.04063
extraversion	Equal variances assumed	.915	.339	-.438	348	.662	-.03176	.07255	-.17446	.11094
	Equal variances not assumed			-.440	343.188	.660	-.03176	.07222	-.17380	.11029

Discussion

Personality theory disclosed that people who have high on extraversion are considered as finding interaction opportunities with people, normally they like other people, dominant, energetic, active, enthusiastic, talkative and assertive (Costa and McCrae, 2001). Extravert personality is a good forecaster of innovation and creativity and this personality is positively associated with innovative work behavior (Batey, 2015).

Openness to change is personality characteristic that is intellectually surprising and tends to explore novel ideas and seek new experiences, mainly feature of intelligence associated with innovation and creativity (McCrae, 2004). Prior studies found that this personality is almost constantly associated with innovation and creativity at the workplace (George and Zhou, 2008). Openness is powerfully connected to innovation and creativity under situation when job extent of employees are on low level (Zhou 2016)

Literature shows a strong association between emotional intelligence and personality characteristics. Dawda and Hart (2004) show a remarkable relationship between the Big Five personality characteristics and emotional intelligence. Day *et al.* (2007) describe in their study that there is a notable and significant association between conscientiousness and emotional intelligence. A study by (Avsec *et al.*, 2011) discloses that emotional intelligence is a predictor of big five personalities. According to Boorlongan (2013), people who have high conscientiousness personality usually considered to normal in creativity and generating ideas.

Characteristics of agreeableness are flexible, good-natured, caring, trusting, cooperative and tolerant. The people who have agreeable personality are agreeing to help and facilitate other people. They also trust that other people behave with in a same way like they behave. According to Costa and McCrae (1993), less agreeableness can be examined as self-directed and anti-social and can connect with paranoid personality disorders and who have high agreeableness in their personality connected with a dependent personality disorder. However, agreeable personalities did not impact high innovative work behavior. Based on these findings, the management has to adopt new strategies and also make them emotionally intelligence to make them more innovative and creative in the education sector. (Srivastava, 2011).

The findings show that openness to change and extraversion may uplift innovative work behavior. However, conscientiousness, agreeableness, and neuroticism did not impact innovative work behavior, that's why emotional intelligence is added that mediates the relationship between them and makes them emotionally stable and also make them skillful to lead or manage their own negative emotions at the workplace and also contribute towards innovativeness more efficiently and effectively. (Rosintansafinas Munir and Loo-See-Beh, 2016). Neuroticism is the aptness to practice dissentious emotions such as stress, hopelessness.

Innovative work behavior is sighted as multistage procedure and (Scott and Bruce, 2001) have highlighted three multistage processes namely, idea generation, idea demonstration and idea implication Innovative work behavior could navigate the moods that require for generating new ideas and elements (Frese, 2016).

In this study, emotional labor is measured through emotional intelligence. Emotional labor and emotional intelligence have a clear conceptual relationship. Emotional capabilities considered as creating components of emotional labor (Mayer, 2009). Over past 2 decades, the literature of emotional labor has considered one set of impact on service worker prosperity, the emotional canon approaches adopted by employees during their service experiences followed with organizational assumptions for emotional display rules (Humphrey, 2013). Emotional labor and emotional intelligence have a clear conceptual relationship (Mayer, 2016).

Limitations

The study was organized in private or public sector universities business schools to see their innovative work behavior but it did not focus on other departments of universities. Quantitative analysis is used in this study however Qualitative analysis might enhance the understanding of the findings. Same Findings can be justified in other sectors as well. Time was of the essence, therefore, more data or longer style of research design might predict better results. Structural equation modeling was used for quantitative analysis. More sophisticated software's (such as AMOSS) or techniques can be used.

Future Recommendations

In this stud, we use the short scale to examine the big five personality characteristics in the model but intrinsic factors of other personalities can also be used. The large sample size can be used to increase the reliability and accuracy of the results. The study can be regulated on different age groups with different classes of individuals.

Conclusion

The study depicts important awareness about the big five personality characteristics that impact emotional labor and innovative work behavior. The finding of this study indicates that extraversion and openness to change personality characteristic may encourage innovative behavior in teachers among private and public sector universities. This research is beneficial for managers of education sector because innovative work behavior is very important for the organization. It also helps managers to make emotional strategies and policies to make their employees free from psychological problems because this situation is alarming for organization performance.

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