PERSONALITY TRAITS, LOCUS OF CONTROL, OPENESS TO SUCCESS, ACHIEVEMENT MOTIVATION AND MEDIATING ROLE OF PERCEIVED BULLYING ON QUALITY OF WORK-LIFE AMONG EMPLOYEES OF SELECTED MANUFACTURING ORGANISATIONS IN THE SOUTHWEST, NIGERIA

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ABSTRACT

Quality of work-life are workplace conditions associated with job security and reward to sustain and motivate employees. Literature confirms that employees' quality of work-life can be influenced by dispositional factors such as personality, locus of control and achievement motivation, and contextual factors such as perceived organisational support and role ambiguity, and perceived bullying. Although these factors have been previously studied, they were not collectively examined, neither were they focused on employees in the manufacturing sector of Nigeria. This study therefore, was designed to examine how dispositional and contextual factors were mediated by perceived bullying, and the outcome on quality of work-life among employees of selected manufacturing companies in the Southwest, Nigeria.

The Human Needs, Humanisation of Work and Motivation theories guided the study. The ex-post facto design was adopted, while the multi-stage sampling method was used. Lagos, Oyo, and Ogun states were purposively selected being the commercial hub of business in the Southwest, Nigeria. Stratified random sampling technique was used to select ten Fast-Moving Consumer Goods companies from the manufacturing sector that produces household items: Ogun (3); Oyo (3) and Lagos (6). The convenient sampling technique was used to select 572 participants across the three states, Ogun (152); Oyo (170); and Lagos (250). Instruments used for data collection include: Negative Act Questionnaire-Revised (α=.90), Big Five Inventory (α=.77), Role Ambiguity Scale (α=.90), Achievement Motivation Scale (α=.68), Locus of Control Scale (α=.76), Quality of Work-Life Scale (α=.70), and Perceived Organisational Support Scale (α=.76). Multiple regression analysis was used to test the hypotheses at α=0.05.

Respondents' age was 35±8.31 years and males were 65.0%. Dispositional factors significantly jointly predicted quality of work-life (R^2=.051, $F(8;532)$=3.555); personality factors (extraversion, neuroticism, conscientiousness, openness, and agreeableness (R^2=0.036); achievement motivation (motivation for achievement, and personal success (R^2= 0.051); locus of control (R^2= 0.051). Conscientiousness personality (β=.099), and personal success dimension of achievement motivation (β=.124) significantly independently contributed more to quality of work-life. Dispositional factors significantly jointly predicted perceived bullying (R^2=.269, $F(8;538)$= 24.719). Contextual factors significantly jointly predicted perceived bullying (R^2=.261, $F(2;551)$= 97.451). Perceived bullying significantly mediated the paths from personality factors, achievement motivation, and locus of control to quality of work-life.

Personality factors and achievement motivation were important determinants of quality of work-life among employees of manufacturing companies in Southwest Nigeria. Manufacturing organisations should provide adequate organisational support through dispositional factors to improve quality of work-life and performance.

Keywords: *Quality of work-life, Perceived bullying, Locus of control, Manufacturing companies in Southwestern Nigeria*

INTRODUCTION

One of the authors of the present study shared her experience with office bullying just because her supposed personality was not in tandem with that of her boss, which led to her constant breakdown in health and supposed poor performance rating by her boss. From her experience which depicts autoethnographic form of research, emanated the concern of the present authors to investigate the phenomenon in the present study. Pheko et al. (Pheko, Balogun, and Monteiro, (2019), Pheko, (2018), Pkeko, Monterio, & Segoplo, (2017) Phkeko, (2018), Pheko, Seleke, Tauetsile,and Marobela (2020)) have reported a form of autoethnographic study on the same subject of bullying which affected some workers in a University in Botswana. While they found the presence of bullying in the workplace, they made unsubstantiated claim to the possibilities of personality factors contributing to the bullying experienced by the workers and its consequent influence on mental, psychological and social wellbeing of the individuals concerned. The present study, therefore, decided the investigate the quality of life of workers in an organisation (Manufacturing) as consequences of personality factors on quality of life and as mediated by perceived bullying,

This work was motivated by research findings, suggesting that the prevalence of workplace bullying is increasing across the world. The workplace bullying research further suggests that the basic risk determinants of bullying lie in an organization's work environment and that prevalence of workplace bullying may vary by occupation, sector, and country. Upon reviewing the existing literature, it becomes apparent that while organizational culture can be both indirectly and directly related to workplace bullying, references to the relationship between organizational culture and workplace bullying remain scant and what is available lacks substantive conceptual foundation

Quality of life (QOL) has been defined as the total well-being of societies and individuals, indicating the good and bad characteristics of life. It refers to being satisfied with life, this includes all details ranging from family, physical health, employment, education, wealth, cultural beliefs, environment, finance and the religious beliefs. The fact that Quality of Life has evolved into a fundamental and growing interest in many environments has made it possible for a lot of organisations, to begin to investigate how employees' quality of life, can be enhanced.

Quality of work-life (QoWL) is a component of quality of life which incorporates factors such as the interrelation among employees and their overall working conditions bearing in mind the human perspective. Quality of work-life is a measure involving how individuals in an organisation meet their individual basic needs and this is aided by their experience in the organisation (Lau, 2000). It centers on the issue of developing a human-friendly work environment where employees work collaboratively to accomplish organisational objectives. QoWL is crucial to workers' performance, satisfaction with work, turnover, and employee interrelations alongside other elements playing fundamental roles to enhance successful organisational outcomes.

QoWL is important for firms to improve their potential to attract and retain workers on a continuous basis. It has therefore become even more imperative in the past twenty years, given the increase in expectations of today's competitive business communities and changing social structures (Akdere, 2006). Lau (2000) described QoWL as conducive working conditions and situations that encourage and enhance the satisfaction of employees by reassuring them of job security and rewards. Since QoWL involves different dimensions, such as employment conditions, work schedules, ways of compensation, health impacts and management behaviour while meeting the needs

of the workers, it should take into account monetary and non-monetary benefits as well as the outcome of administrative behaviour towards employees. Islam and Siengthai (2009) cited some of the key aspects of QoWL to include stable employment, an improved reward system, employee compensation, employee engagement and better performance outcomes. Heskett, Jones, and Loveman (1994) described QoWL as a feeling that defines how employees express themselves in the context of their work, colleagues, and the situation the work provides as a whole. As a result, when employees have positive feelings about their jobs, peers, as well as the company, they are happy to do their jobs; and it can be argued that their QoWL is good. Quality of work-life (QoWL) depends on several factors called dispositional and contextual factors:

Dispositional factors can be described as psychological attributes that exist at individual levels and are commonly indicative of the process of socialization. Dispositional factors may be described as personal attributes, needs, behavioural inclinations, norms and beliefs that result in a predisposition to approach situations in different ways (House, Shane and Herrold, 1996). For this study, personality, achievement motivation, and locus of control will be considered.

Personality reflects on individual characteristics exhibited through ways of feeling, thinking and behaviour patterns. Personality traits are both consistent and stable. As a result, trait personality theories are premised on the idea that individuals will differ from one another in the levels they display when assessed on similar trait dimensions that are defined by time or across situations (Matthews, Deary, and Whiteman, 2003). The Five-Factor Model is the popularly known and utilized trait system; the model comprises five broad traits, namely: conscientiousness, neuroticism, openness to experience, agreeableness and extraversion (OCEAN).

Openness to experience: represents a predisposition to be receptive to new aesthetic, cultural or intellectual experience. Individuals exhibiting a high level of this trait are considered to be knowledgeable and have an inclination for variety, while individuals who exhibit a low level of this trait prefer repetitive tasks.

Conscientiousness: is a personality trait that predisposes people to be structured in their actions, accountable and hard-working. Individuals who score high on this trait are willing to pursue their goals tenaciously with determination and thoughtfulness, while individuals who score low tend to procrastinate and may be impulsive.

Agreeableness: is described as a personality disposition that is collaborative, and also makes people to act in a selfless manner. Individuals who exhibit this trait at a high level tend to be well-liked, trusted and they usually respond to the arising needs of others, while individuals who exhibit this trait at a low level are mostly abhorred by others because they tend to be both antagonistic and hostile.

Extraversion: is described as the likelihood of one to be outgoing, energetic and willing to experience positive emotions. Individuals who exhibit this trait on a high level tend to seek social interaction, while individuals who exhibit this trait on a low level tend to be reserved and introspective.

Neuroticism: is described as one's disposition to being familiar with known undesirable reactions including sadness, fear, anxiety, and anger. Individuals who exhibit neuroticism at a high level tend to be insecure and doubt themselves, individuals who exhibit neuroticism at a low level tend to feel confident and are sure of themselves.

Seeing as studies documenting organisational and personality outcomes have gained tremendous attention from scholars in organisational behaviour research, various findings from most of these studies reveal that personality has a huge influence on

individuals' choice of work or living environment (Schneider et al., 1998; Chen, 2004; Barrick et al., 2003; Judge and Cable, 1997), and plays an important part in defining the conditions with which they choose to live or work. According to Barrick and Mount (2005) the choice of work situation, people or groups one aspires to socialize with and the kind of events one appreciates greatly depends on one's personality. In the course of this work, the interrelationship of all the big five factors will be investigated to ascertain how they influence on QoWL.

Just as personality factors contribute essentially to how individuals perceive different events or situations another factor that is observed in literature to have an influence on behavioural outcomes is achievement motivation otherwise identified as Need for Achievement (n-Ach). Achievement Motivation is the extent an individual feels driven to establish and accomplish goals. Goals may be those set internally or those set in the workplace. People with high n-Ach are typically driven to succeed by intrinsic reasons like individual satisfaction rather than by external circumstances. Achievement objectives and expectations are said to have an impact on achievement outcomes. Persons who exhibit higher achievement motivation related responsibilities pursue complex and demanding tasks, or challenging situations where there is lack of certainty about successful implementation, while persons with high fear of negative evaluation or who seek low achievement motivation related activities tend to avoid these types of situations.

Atkinson and Feather (1966) conceptualized "Achievement motivation as a talent disposition that is demonstrated explicitly when a person understands that performance is crucial to have a feeling of individual accomplishment." Individuals who show high levels of achievement motivation are at their highest potential whenever they are able to sustain a great degree of participation in making sure the completion of tasks that they are coordinating or supervising. However, they do not have excellent performance in situations where they are expected to handle many activities or perform in tasking or demanding conditions (Nagarathanamma and Rao, 2007). The difference in employees' need for achievement and the fact that employees experience different working conditions and employment relationships, predisposes them to different attitudes toward their environment, jobs and organisations, also, relationships formed amongst these employees are different. To contribute to the existing research in the area of achievement motivation, the research explored the impact of achievement motivation on QowL among employees.

Locus of control (LOC) is another variable that influences quality of work-life. It is the degree that individuals perceive that they have control of happenings that have significant impact in their lives. Zimbardo (1985) explained that locus of control is a perception which implies that results of the decisions we make are dependent on things we can control by ourselves (internal control orientation) or dependent on circumstances beyond a person's control (external control orientation). People who are perceived to possess internal locus of control are believed to possess a higher likelihood to accept responsibility for whatever decisions they make, whether they are favourable or unfavourable. They do not allow outside interference for the outcomes, regardless of what it is; they feel that the consequences of an action are solely their responsibility. Likewise, an individual who identifies with an external locus of influence, sees everything around them as a part of the event's success or failure. In certain cases, they value teamwork more than those who have internal locus of control, as they will still applaud those around them on a job well done, even though they had nothing to do with it.

In spite of the fact that both perspectives have their disadvantages, internally oriented people can be hard on themselves and continuously question what they did wrong. This viewpoint almost compels these people to be persistent, and goal-oriented individuals. Those with an external focus, on the other hand, can come across as people who refuse to accept responsibility. While they are and should be team players, if the outcome of an event is not favourable, they would be the first to complain that the setback was caused by circumstances outside their control. It is therefore, easy to see how internal and external locus of control can influence organisational behaviour, as well as how workers with these characteristics view their QoWL and their work-place situations.

METHODOLOGY

Design
The research was a cross-sectional survey adopting the use of ex-post facto design, this design afforded the researcher the opportunity to explore how independent variables (explanatory) influenced the dependent variables (outcome). The explanatory variables for this study were dispositional factors (conscientiousness, agreeableness, extraversion, neuroticism, openness to experience, achievement motivation, and locus of control). The mediating variable of this study was perceived bullying. The dependent variable of the study was quality of work-life.

Study Setting
The study took place in selected manufacturing companies in Oyo, Lagos, and Ogun States of the Southwest Nigeria where these companies had their operations. The focus of this study was employees of the Fast-Moving Consumer Goods (FMCGs) sector, these set of industries are unique because they produce consumer items such as household goods for example toiletries, food and beverages.

Sampling Procedure
The stratified random sampling method was used to choose ten organisations among the Fast-Moving Consumer Goods (FMCG) companies. This method of sampling is described as a probability technique where a population of interest is divided into homogeneous groups with common attributes making it possible to obtain a representative sample of the population that is being studied. In addition, convenience sampling was used to choose participants, as this was found suitable for this study; this is a sampling technique, which enlists participants in a study because the researcher is not able to randomly select participants, therefore he or she engages participants that are easily accessible in the population of study. This method of sampling was adopted in this study because of the peculiarity of the manufacturing companies who run shift operations and allows limited access of the researcher to the operation areas of their business, so employees who participated were approached after their shift period or during the break period.

Slovin (2010) sample size calculation formula to obtain a representative sample from Lagos, Ogun and Oyo based on the quoted workforce numbers of the different organisations as detailed by the Annual General Meeting Report of the companies.

For the data collection, a total of six hundred and fifty (650) questionnaires were administered (Oyo- 195, Lagos- 285, and Ogun- 170) for the study. Six hundred and ten (610) questionnaires were retrieved by the researcher from the total number of questionnaires distributed, and five hundred and seventy-two (572) questionnaires

had valid responses, so the researcher decided to use all valid questionnaires for the study. Two hundred and fifty (250) of the participants representing 43.7% were drawn from Manufacturing Companies in Lagos, one hundred and Fifty-two (152) of the participants representing 26.6% were drawn from Ogun and one hundred and seventy (170) participants representing 29.7% were from manufacturing companies in Oyo. The respondents' ages ranged from 18 to 60 years old, with a mean age of 35 years, while the study also reported a standard deviation of 8.31. The sample comprised of 372 (65%) male and 200 (35%) female employees of the different companies.

Instruments

The research data was gathered using a battery of scales which included measures of dispositional factors (extraversion, neuroticism, agreeableness, openness, conscientiousness, achievement motivation and locus of control), Perceived bullying as a mediating variable, while QoWL was also measured as the dependent (outcome) variable.

Section A
This section contained survey items measuring participants' socio-demographic variables like age, sex, religion, grade level and educational qualification.

Section B
This section measured perceived bullying using the Negative Act Questionnaire-Revised. This is a 22-item questionnaire developed by Einarsen, et al., (2009). The NAQ-R has a list of harassing behaviours, it includes 22 different types of undesirable and negative behaviours that range from indirect and subtle acts-such as – gossips to direct negative acts – such as threats or physical abuse.

NAQ-R's bullying behaviours encompass two types of harassing acts: hostile behaviours against the working output of the target (e.g., withholding information) and hostile acts against the person/personality of the target (e.g., rumors spreading and gossip). Additionally, the 22nd item negative act refers directly to physical abuse.

To be able to evaluate the frequency of the exposure to bullying behaviours, a 5-point Likert scale was used (1 Never; 2 Now and then; 3 Monthly; 4 Weekly; 5 Daily). The respondents were asked to state how often they have experienced the 22 negative acts of the questionnaire, based on what they've experienced at their organisation, in the past six months (Einarsen et al., 2009). The Cronbach's reliability alpha coefficients for the scores on the entire NAQ scale and on three subscales (work-related bullying, sexual harassment and person- related bullying) were 0.84, 0.60, and 0.90 respectively. The result from the Pilot study to revalidate this scale reported that all twenty-two (22) items loaded above 0.3 reliability coefficient. Hence all items were retained. Cronbach Alpha = .941, Split-half reliability = .944, Correlation between forms = .896 were obtained.

Section C
This section measured Personality traits of and neuroticism, openness, agreeableness, extraversion and conscientiousness using the 10-Item scale for Big Five Inventory (BFI- 10; developed by Rammstedt & John, 2007), this scale is a short version of the popular BFI, was formulated to equip a personality inventory for research purposes especially when there is limited time. It allowed evaluating the Big Five with just two

items from each dimension. The internal consistency reliabilities were tested and found to be adequate for all five BFI scales (mean α values were .77, .78, and .81). The result from the Pilot study to revalidate this scale reported that all ten (10) items loaded above 0.3 reliability coefficient. Hence all items were retained. Cronbach Alpha = .704, Split-half reliability = .752, and Correlation between forms= .603 were obtained.

Section D

This section measured Achievement Motivation using the abridged version of the Ray Achievement Motivation Scale. It is a 14-item scale developed by John J. Ray (1975). Seven samples were tested from London, Sydney, Johannesburg and Glasgow it revealed reliabilities of over .70 when adopted on English speakers. This was also helpful against voluntary response set and has strong validities in comparison with other elongated scales. In a study conducted among the general population to study the norms obtained in the four countries showed Scots, Australians and English to be in the same range of levels of achievement motivation, however South Africans had a significantly higher level of achievement motivation.

The items of the abridged form of the Ray-Lynn AO scale response options are Not at All True (scored 1), Barely True (scored 2), Moderately True (scored 3), Exactly True (scored 4). The items were rated on a 5-point Likert format and items marked "R" were reverse-scored before addition to get the overall score. The reliability alphas of this scale were .71 in London, .68 in Glasgow and .76 in Sydney. The result from the Pilot study to revalidate this scale reported that only eight (8) items loaded above 0.3 reliability coefficient; items 1, 2, 7, 11, 13 and 14 of this scale loaded below 0.3, hence were deleted from the scale. Thus, only 8 out of the 14 items were retained. Cronbach Alpha = .688, Split-half reliability = .728, and Correlation between forms = .622 were obtained.

Section E

This section measured participants' Locus of Control using a standardized psychological assessment scale developed by Craig, Franklin and Andrew, (1984) to evaluate the major behavioural features of external and internal locus of control among the adolescents (Hard work, confidence) the instrument has 17 bipolar adjective item and scored on a 5-point Likert format ranging from 1 = Strongly Agree, 2 = Agree, 3 = Undecided, 4 = Disagree, 5 = Strongly Disagree. The scores range from 1 to 17. The cutoff score was set at 10 and adopted as the norm for interpreting the test scores. Those scoring less than 10 are considered to have internal locus of control whereas; scores above the cutoff (10) on these measures are considered as External locus of control.

This instrument is shown to have high reliability and validity measures with test-retest reliability co-efficient of 0.76. Ibeagha, Balogun and Adejuwon (2004) reported a split–half reliability of 0.73 for the Locus of Control Scale. The result from the Pilot study to revalidate this scale reported that only nine (9) items loaded above 0.3 reliability coefficient; items 1, 5, 7, 8, 12, 13, 15 and 16 of this scale loaded below 0.3, hence were deleted from the scale. Thus, only 9 out of the 17 items were retained. Cronbach Alpha = .868, Split-half reliability = .873, and Correlation between forms = .776 were obtained.

Section F

This section measured Quality of Work-life using the Quality of Work-Life Questionnaire. The questionnaire was developed by Easton, S., & Van Laar, D. L. (2012). It is a 24-item psychometric scale specially designed to evaluate the quality of work-life of workers using 6 psychosocial sub-factors: general well-being, job and career satisfaction, homework interface, working conditions stress at work and control at work. It is rated on a 5- point Likert format with response options ranging from "strongly disagree" to "strongly agree." The summation of each study participant's answers to items will give a total score and the mean score will determine employees who are experience high or low QoWL. The questionnaire focuses on non-employment and employment facets of life. Reliability coefficient for this scale is 0.70. Results from the Pilot study to revalidate this scale reported that only nineteen (19) items loaded above 0.3 reliability coefficient; items 7, 9, 10, 12 and 19 of this scale loaded below 0.3, hence were deleted from the scale. Thus, only 19 out of the 24 items were retained. Cronbach Alpha = .920, Split-half reliability = .873, and Correlation between forms = .783 were obtained.

Table 1: Summary of the Reliability Coefficients of the Administered Scales

Scale	Number of Items	Cronbach's Alpha
Negative Acts Questionnaire – Revised (NAQ-R)	**22**	**0.941**
Big Five Inventory (BFI – 10)	**10**	**0.704**
Achievement Motivation Scale	**14**	**0.688**
Locus of Control Scale	**9**	**0.868**
Quality of Work-life Questionnaire	**24**	**0.920**

Procedure of Data Collection

This study was carried out in two phases. The first phase was the pilot study and the second phase was the cross- sectional survey.

A pilot testing of all study instruments was carried out prior to the cross-sectional survey with a representative sample of the proposed population of study. This was necessary for the following reasons:

- First to revalidate study instruments, and re-establish the norms of the scales.
- Secondly, to see the suitability of the scales in the research environment.
- Third, to assess the data gathering procedure to be utilized and trouble shoot for potential challenges during the main study.

During the Pilot stage of the study, questionnaires were administered to a selected sample of 40 employees of the identified manufacturing organisations that the study was targeted. In order to ensure that the questionnaires were properly filled, the questionnaires were handed to the human resource representatives in the organisations who later distributed to the permanent employees and the researcher went back to collect the filled questionnaires.

After administration and collection of the questionnaires, analysis of the data was done using an array of statistical tools and findings of all statistical analysis are reported above.

The data for the cross-sectional was collected in Oyo, Lagos, and Ogun States where operational sites of selected manufacturing companies were situated. The researcher visited selected manufacturing companies within the study area where there was formal introduction of the researcher and the researcher assistant to the Human Resources department of each company and the aim of the research was clarified with the representative of the respective Human Resources department who was implored to enlist the cooperation of different departmental managers who in turn helped to reach out to other employees in the department for the data gathering.

With the approval of each organisation, total number of qualified employees based on the inclusion criteria was obtained and the appropriate sample size was calculated and determined for the data gathering process and participants' responses were gathered using the revalidated psychometric scales.

RESULTS
1 Socio- Demographic Characteristics

The participants' socio-demographic information were captured and presented in table 2 below.

Table 2: Socio-Demographic Characteristics

Socio - Demographic Characteristics	Levels	*Frequency*	Percent
Gender	Female	200	35
	Male	372	65
Total		572	100
Educational Qualification	Primary	5	0.9
	Junior Secondary (JSS)	7	1.2
	Senior School Certificate Examination (SSCE)	30	5.2
	Technical College	25	4.4
	Graduate	310	54.2
	Postgraduate	195	34.1
Total		572	100
Marital Status	Divorced	4	0.7
	Separated	5	0.9
	Widowed	11	1.9
	Single	176	30.8
	Married	376	65.7
Total		572	100
Job Status	Junior	232	40.6
	Senior	280	48.9
	Management	60	10.5
Total		572	100
Ethnic Distribution	Yoruba	350	61.2
	Igbo	111	19.4
	Hausa	20	3.5
	Others	91	15.9
Total		572	100

Table 2 reveals that out of 572 participants, 200 (35%) were females and 372 (65%) were males. From this number 5 (0.9%) had only primary education, 7 (1.2%) only Junior secondary school education, 30 (5.2%) were educated up to the Senior secondary school. 25 (4.4%) attended Technical colleges, while 310 (54.2%) were graduates and 195 (34.1%) had Post graduate qualifications. The distribution by marital status showed that 4 (0.7%) were divorced, 5 (0.9%) were separated, 11 (1.9%) were widowed, 176 (30.8%) were single and 376 (65.7%) were married. Distribution of respondents by job status revealed that 232 (40.6%) were Junior officers, 280 (48.9%)

were in the Senior category while 60 (10.5) were in the Management Cadre. For the respondents' distribution by ethnicity, 350 (61.2%) were Yoruba, 111 (19.4%) were Igbo, 20 (3.5%) were Hausa and 91 (15.9%) represented other ethnic distributions.

Zero Order Correlation

To ascertain the level of intercorrelation among the variables of study, a zero-order correlation was conducted using the Pearson Correlation matrix. The results are shown below in Table 3.

Table 3: Pearson Correlation Matrix Showing Relationship between the Dependent Variable and Independent Variables of the Study

S/N	Variable	1	2	3	4	5	6	7	8	9
1	Quality of Work-Life	-								
2	Achievement Motivation	.098*	-							
3	Locus of Control	.064	.099*	-						
4	Extroversion	-.048	.052	.073	-					
5	Agreeableness	.130**	.116**	.264**	-.122**	-				
6	Conscientiousness	.130**	.097*	.223**	-.042	.250**	-			
7	Neuroticism	-.089*	-.019	-.279**	.032	-.362**	-.214**	-		
8	Openness	-.055	-.079	.043	-.007	.059	.043	.058	-	
9	Perceived Bullying	-.350**	-209**	-.385**	.065	-.340**	-.246**	.268**	.021	-

**. $p< 0.01$.*. $p< 0.05$

Result from the Pearson correlation matrix in table 3 reveals that the QoWL of employees in manufacturing organisations has a significant positive relationship with their achievement motivation (r=.098, p<.05) and agreeable personality (r=.130, p<.01), conscientious personality (r=.130, p<.01) and organisational support (r=.631, p<.01) but a significant inverse connection with neurotic personality (r=-.089, p<.05), role ambiguity (r=-.382, p<.01) and perceived bullying (r=-.350, p<.01). This infers that QoWL of employees in manufacturing organisations increases when their achievement motivation improves, when they are more agreeable and conscientious, and when organisational support increases. Likewise, their QoWL decreases when they are more emotionally unstable, their roles become more ambiguous, and they have an increased perception that they are being bullied. Further, agreeableness was found to have a significant positive relationship with achievement motivation (r=.116, p<.01) and locus of control (r=.264, p<.01), inferring that the more agreeable an employee is, the more he/she is motivated towards achievement and the higher the tendency to display attributes of externality of control.

POS was also shown to possess a significant positive interaction with achievement motivation (r=.113, p<.01) and locus of control (r=.166, p<.01) but an inverse interaction with role ambiguity (r=-.438, p<.01), and perceived bullying (r=-.472, p<.01). It can be

inferred that employees' motivation to achieve increases when organisational support increases. Also, the more external the locus of control of employees are, the more dependent they will be on the support of their organisation. However, increase in organisational support seem to decrease the ambiguity of roles among the employees and reduce the perception of bullying in the workplace.

Hypotheses Testing

It was predicted that dispositional factors (extraversion, neuroticism, openness, conscientiousness, agreeableness, locus of control, and achievement motivation) would have significant independent and combined prediction of QoWL. This was examined with multiple regression analysis as presented in table 4.

Table 4: Stepwise regression analysis showing the joint and independent prediction of dispositional factors on QoWL

	Predictors	*B*	T	R	R2	Δ R2	*Df*	*F*
Model I	Extroversion	-.026	-.617	*0.189*	*0.036*	0.036	*5,535*	*.964***
	Agreeableness	.094	2.010*					
	Conscientiousness	.111	2.507*					
	Neuroticism	-.036	-.786					
	Openness to Experience	-.052	-1.224					
Model II	Extroversion	-.033	-.775	*0.225*	*0.051*	0.015*	*7,533*	*4.061***
	Agreeableness	.083	1.782					
	Conscientiousness	.100	2.267*					
	Neuroticism	-.031	-.674					
	Openness to Experience	-.047	-1.092					
	Motivation for Achievement	.002	.047					
	Personal Success	.123	2.824*					
Model III	Extroversion	-.035	-.803	*0.225*	*0.051*	*0.000*	*8,532*	*3.555***
	Agreeableness	.081	1.713					
	Conscientiousness	.099	2.196*					
	Neuroticism	-.028	-.603					
	Openness to Experience	-.047	-1.106					
	Motivation for Achievement	.001	.019					
	Personal Success	.124	2.831*					
	Locus of Control	.012	.262					

Findings from Model 1 of table 4 revealed that personality factors (extraversion, neuroticism, openness, conscientiousness, agreeableness) significantly predicted QoWL of employees in manufacturing organisations (R^2= 0.036, F (5,535) = 3.964, p<.01). This infers that personality factors could only account for 3.6% of the variance observed in the quality of work- life among employees in the studied population.

In model 2, two dimensions of achievement motivation were introduced into the regression model with results showing a rise in the joint influence on QoWL. Thus, personality factors and achievement motivation dimensions (motivation for achievement and personal success) significantly jointly predicted quality of work-life (R^2=.051, F (7,533) = 4.061, p<.01). However, the introduction of achievement motivation dimensions (motivation for achievement and personal success) increased the percentage variance to 5.1%, indicating that achievement motivation contributed a significant 1.5% of the variance in the observed QoWL among studied employees of manufacturing company (FΔ (2, 533) = 4.185, pΔ <.05; $R^2\Delta$ = .015). This additional increase of variance of that achievement motivation accounted for can have significant positive or negative impact on employee's outlook of their QoWL because a boost or deficiencies in motivation can lead to increased or reduced quality of work-life which can significantly impact work performances.

In model 3, locus of control was introduced into the regression model with results showing no change in the joint influence on quality of work-life. Thus, behavioural traits (OCEAN), achievement motivation (motivation for achievement and personal success) and locus of control significantly jointly predicted quality of work-life (R^2=.051, F (8,532) = 3.555, p<.01). Hence, the introduction of locus of control made no change in the percentage variance (5.1%), indicating that locus of control contributed nothing significant to the variance in QoWL for the population being studied (FΔ (1, 532) = 0.069, pΔ >.05; $R^2\Delta$ = .000). The absence of change in the percentage of variation of QoWL and locus of control suggests that irrespective of whether an employee has an internal or LOC that is externally oriented, LOC did not play a significant role in how QoWL is viewed.

The result further revealed that only the independent contributions of the conscientiousness personality trait (β = .099, t= 2.196, p<.05) and personal success dimension of achievement motivation (β = .124, t= 2.831, p<.05) were significant in the model. This infers that employees with a conscientious personality and those with high motivation for personal success will consistently enjoy positive QoWL. Hence, the stated hypothesis was partially accepted.

Another prediction of this study was that perceived bullying would significantly mediate the influence of dispositional factors (extraversion, neuroticism, openness, conscientiousness, agreeableness, LOC, and need for achievement) on QoWL. This hypothesis was tested in accordance to the recommendation of Baron and Kenny (1986) that in testing mediation, IVs should not just have a high influence on the criterion variable, but must also significantly predict the mediator. Hence, testing the predictive ability of the IVs (dispositional factors) on the mediator was deemed necessary as presented in table 5.

Table 5: Stepwise regression analysis showing the collective and independent influence of dispositional factors on Perceived Bullying

	Predictors	B	T	R	R2	Δ R2	Df	F
Model I	Extroversion	.013	.336	0.405	0.164	0.164	5,541	21.213**
	Agreeableness	-.249	-5.736**					
	Conscientiousness	-.164	-3.988**					
	Neuroticism	.138	3.230**					
	Openness to Experience	.031	.787					
Model II	Extroversion	.027	.694	0.447	0.199	0.036**	7,539	19.186**
	Agreeableness	-.226	-5.279**					
	Conscientiousness	-.144	-3.565**					
	Neuroticism	.137	3.270**					
	Openness to Experience	.016	.411					
	Motivation for Achievement	-.078	-1.952					
	Personal Success	-.160	-3.996**					
Model III	Extroversion	.059	1.571	0.518	0.269	0.069**	8,538	24.719**
	Agreeableness	-.181	-4.369**					
	Conscientiousness	-.102	-2.614**					
	Neuroticism	.081	1.987*					
	Openness to Experience	.028	.764					
	Motivation for Achievement	-.052	-1.352					
	Personal Success	-.174	-4.547**					
	Locus of Control	-.285	-7.141**					

Findings from Model 1 of table 5 revealed that personality factors (extraversion, neuroticism, openness, conscientiousness, agreeableness) significantly predicted perceived bullying among employees in manufacturing organisations (R^2= 0.164, F (5,541) = 21.213, $p<.01$). This infers that these factors were responsible for the variance of 16.4% observed in perceived bullying among employees in manufacturing organisations.

In model 2, the two dimensions of achievement motivation were introduced into the regression model with results showing an increase in the joint influence on perceived bullying. Thus, the five factors (OCEAN) and achievement motivation dimensions (motivation for achievement and personal success) significantly jointly predicted perceived bullying (R^2=.199, F (7,539) = 19.186, $p<.01$). However, the introduction of

achievement motivation dimensions (motivation for achievement and personal success) increased the percentage variance to 19.9%, indicating that achievement motivation contributed a significant 3.6% of the variance in the perceived bullying of employees of manufacturing companies ($F\Delta$ (2, 539) = 11.970, $p\Delta$ <.01; $R^2\Delta$ =.036). Though there was additional increase of 3.6% contribution of achievement motivation to perceived bullying, this is rather small, showing that not much was contributed by the factors but significant enough to bring about a change in perceived bullying of employees because it has been asserted that in work environments where individuals who are high in n-ach are subjugated, they are prone to increased levels of exasperation which predisposes them to engage in negative acts. In these situations, individuals with higher levels of achievement motivation may partake in negative acts to thwart other people's accomplishments in order to boost their own chances of achievement.

In model 3, locus of control was introduced into the regression model with results showing an increase in the joint influence on perceived bullying. Thus, personality factors (extraversion, neuroticism, openness, conscientiousness and agreeableness), achievement motivation (motivation for achievement and personal success) and locus of control significantly jointly predicted perceived bullying (R^2=.269, F (8,538) = 24.719, p<.01). Hence, the introduction of locus of control contributed a significant 6.9% to the percentage variance in the perceived bullying of employees of manufacturing companies ($F\Delta$ (1, 538) = 50.988, $p\Delta$<.01; $R^2\Delta$ = .069).

The result further revealed that only the independent contributions of the agreeable (β= --0.181, t= -4.369, p<.01), conscientiousness (β = -.102, t= -2.614, p<.01) and neuroticism personality traits (β = .081, t= 1.987, p<.05), personal success dimension of achievement motivation (β = -.174, t= -4.547, p<.01) and locus of control (β = -.285, t= -7.141, p<.01) were significant in the model.

This satisfies the criteria for mediation as stated by Baron and Kenny (1986). Hence, perceived bullying was introduced as an intervening factor between work-life quality mediator in the relationship of dispositional factors and QoWL as presented in table 4.6. It then suggests that when workers perceived that they are being bullied, their QoWL would be negatively influenced.

Table 6: Stepwise regression analysis showing the joint and independent prediction of dispositional factors and Perceived Bullying on QoWL

	Predictors	*B*	T	R	R2	Δ R2	*Df*	*F*
Model I	Extroversion	-.020	-.470	*0.194*	*0.038*	0.038	*5,532*	*4.160**
	Agreeableness	.100	2.142*					
	Conscientiousness	.114	2.559*					
	Neuroticism	-.035	-.747					
	Openness to Experience	-.055	-1.294					
Model II	Extroversion	-.027	-.630	*0.230*	*0.053*	0.015**	*7,530*	*4.235**
	Agreeableness	.090	1.925					

	Conscientiousness	.103	2.324*					
	Neuroticism	-.029	-.622					
	Openness to Experience	-.050	-1.173					
	Motivation for Achievement	-.002	-.050					
	Personal Success	.126	2.881**					
Model III	Extroversion	-.028	-.650	0.230	0.053	0.000	8,529	3.704**
	Agreeableness	.089	1.865					
	Conscientiousness	.102	2.263*					
	Neuroticism	-.027	-.567					
	Openness to Experience	-.051	-1.182					
	Motivation for Achievement	-.003	-.070					
	Personal Success	.126	2.884**					
	Locus of Control	.009	.194					
Model IV	Extroversion	-.013	-.324	0.370	0.137	0.084**	9,528	9.311**
	Agreeableness	.026	.572					
	Conscientiousness	.068	1.565					
	Neuroticism	.003	.076					
	Openness to Experience	-.045	-1.094					
	Motivation for Achievement	-0.019	-.459					
	Personal Success	0.069	1.616					
	Locus of Control	-0.086	-1.864					
	Perceived Bullying	-0.339	-7.166**					

Results from Model 1 of table 6 revealed that personality factors (extraversion, neuroticism, openness, conscientiousness, agreeableness) significantly predicted QoWL of employees in manufacturing organisations (R^2= 0.038, F (5,532) = 4.160, p<.01). This infers that personality factors (OCEAN) could only account for 3.8% of the variance observed in the work-life quality of employees in manufacturing organisations.

In model 2, the two dimensions of achievement motivation were introduced into the regression model with results showing an increase in the joint influence on QoWL. Thus, five factors (OCEAN) and achievement motivation dimensions (motivation for achievement and personal success) significantly jointly predicted QoWL (R^2=.053, F (7,530) = 4.235, p<.01).

However, the introduction of achievement motivation dimensions (motivation for achievement and personal success) increased the percentage variance to 5.3%, indicating that achievement motivation contributed a significant 1.5% of the variance in the QoWL ($F\Delta$ (2, 530) = 4.295, $p\Delta$ <.01; $R^2\Delta$ = .015).This suggests that a positive or negative change in achievement motivation can remarkably influence QoWL in work environments where employees perceive that they are being bullied, achievement motivation may be reduced and this can affect the overall accomplishment of the employees.

In model 3, LOC was introduced into the regression model with results showing no change in the joint influence on QoWL. Thus, behavioural factors, achievement motivation (motivation for achievement and personal success) and locus of control significantly jointly predicted QoWL (R^2=.053, F (8,529) = 3.704, *p*<.01). Hence, the introduction of LOC made no change in the percentage variance (5.3%), indicating that locus of control contributed nothing significant to the variance in QoWL ($F\Delta$ (1, 529) = 0.038, $p\Delta$ >.05; $R^2\Delta$ = .000). In model 4, perceived bullying was introduced into the regression model with results showing a significant increase in the joint influence on quality of work-life. Thus, behavioural traits, achievement motivation (motivation for achievement and personal success), LOC and perceived bullying significantly jointly predicted QoWL (R^2=.137, F (9,528)= 9.311, *p*<.01). Hence, the introduction of perceived bullying increased the percentage variance to 13.7%, indicating that perceived bullying contributed a significant 8.4% variation in the QoWL among employees of manufacturing company ($F\Delta$ (1, 528) = 51.345, $p\Delta$ <.01; $R^2\Delta$ = .084).

This also satisfies the criteria for mediation as stated by Baron and Kenny (1986). Further, the path coefficient that indicates the significance of perceived bullying mediation of each dispositional variable is presented in table 4.7.

Table 7: Summary table of Path Coefficients showing the Direct effect of Dispositional Factors and Perceived Bullying on QoWL

Path	Variables	Path Coefficients	R^2
A	Extroversion → Perceived Bullying	.059	
B	Agreeableness→ Perceived Bullying	-.181*	
C	Conscientiousness→ Perceived Bullying	-.102*	
D	Neuroticism→ Perceived Bullying	.081*	
E	Openness to Experience→ Perceived Bullying	.028	*0.269**￼*
F	Motivation for Achievement→ Perceived Bullying	-.052	
G	Personal Success→ Perceived Bullying	-.174*	
H	Locus of Control→ Perceived Bullying	-.285*	
I	Extraversion→ QoWL	-.013	
J	Agreeableness → QoWL	.026	
K	Conscientiousness→ QoWL	.068	
L	Neuroticism→ QoWL	.003	
M	Openness to Experience→ QoWL	-.045	*0.137**￼*
N	Motivation for Achievement→ QoWL	-.019	
O	Personal Success→ QoWL	.069	
P	Locus of Control→ QoWL	-.086	
Q	Perceived Bullying→ QoWL	-.339*	

As displayed in Table.7, the path coefficients (beta) for all variables specified the direction and intensity of influence of personality factors, achievement motivation (motivation for achievement and personal success), locus of control and perceived bullying on QoWL. The table depicts the combined contribution ratios of OCEAN, achievement motivation (motivation for achievement and personal success), LOC and perceived bullying on QoWL.

Specifically, when the five factors of personality, achievement motivation (motivation for achievement and personal success) and locus of control were regressed against perceived bullying, the joint percentage prediction was 26.9% (R^2=.269), while the individual percentage contributions are extraversion 2%, agreeableness 10%,

conscientiousness 11.4%, neuroticism 3.5%, and openness to experience 5.5%. Agreeableness and Conscientiousness were important independent predictors of QoWL, β=(t=2.142; *p*<.05), β=(t=2.559; *p*<.05). The other three factors extraversion, neuroticism and openness to experience had no significant influence on QoWL β= (t=-.470; *p*>.05), β= (t=-.747; *p*>.05), β=(t=-1.294; *p*>.05). For achievement motivation, the joint percentage prediction was 5.3% (R^2=.053) the independent contributions of motivation for achievement .2%, β=(t=-.050; *p*>.05), and personal success 12.6%, β=(t=2.881; *p*<.01). The predictive impact of LOC was not significant on QoWL with percentage contribution of .9%, β= (t=.194; *p*>.05). The result shows that extraversion, agreeableness, conscientiousness, neuroticism, openness, motivation for achievement, personal success and locus of control together will increase will positively boost employees' QoWL.

Moreover, amongst all factors, conscientiousness reported the most dominance on QoWL followed by agreeableness, openness to experience, neuroticism, and extraversion. For achievement motivation, personal success had more predictive preeminence on QoWL than motivation for achievement. Locus of control was not shown to be an important consideration for QoWL. Findings further showed that conscientiousness, agreeableness and personal success on their own can significantly improve quality of work-life. The introduction of perceived bullying as the intervening variable between dispositional factors and QoWL increased the combined prediction value to 13.7% (R^2=.137).

In essence, with reference to the path coefficients as shown in table 4.6, perceived bullying significantly mediated the paths from extraversion, neuroticism, conscientiousness, agreeableness, openness to experience, personal success to QoWL, but failed to mediate paths from motivation for achievement and locus of control to QoWL. Hence, the stated hypothesis was partially confirmed.

DISCUSSION

This research aimed to examine how dispositional and contextual factors impact QoWL among employees of manufacturing organisations in southwest Nigeria. Specifically, this research explored the role of the personality factors (neuroticism, extraversion, agreeableness, openness to experience, and conscientiousness), achievement motivation, locus of control, perceived organisational support and role ambiguity on employees' quality of work-life. Drawing on wide-ranging review of literature, study tested the intervening role of perceived bullying considering the strength of association of dispositional and contextual factors as predictive variables and quality of work-life as dependent variable. Six hypotheses were tested in the study, using Pearson Product Moments Correlation, and Multiple Regression Analyses as analytical tools.

Previous researches in this area have not put much emphasis on the joint influence of dispositional and contextual factors on QoWL, whilst also exploring the relationship of perceived bullying. A conceptual framework was developed in response to gaps observed in previous research to determine the influence

of dispositional and contextual factors and the mediatory role of perceived bullying on QoWL of workers in chosen manufacturing organisations. Essentially, the hypothesized framework that dispositional and contextual factors like personality traits, achievement motivation, locus of control, perceived organisational support and role ambiguity will significantly predict perceived bullying which is the mediator variable in the correlation between dispositional and contextual factors and QoWL. Results of this research presented in the preceding chapter was supported largely by the assumptions of the earlier proposed model, which is assumed to predict the dependent variable, while perception of bullying considerably mediated between some of the dispositional and contextual factors and QoWL. Findings of the research reported in chapter four will validate the hypotheses.

The study explored that dispositional factors (neuroticism, locus of control extraversion, openness, agreeableness, and motivation), and perceived bullying will be significantly correlated with QoWL among workers of selected manufacturing companies of southwest Nigeria. Results also revealed that achievement motivation, conscientiousness, agreeableness, and perceived organisational support were significantly positively related to QoWL while neuroticism, role ambiguity, and perceived bullying had a significant inverse influence on the outcome variable. This means that as quality of life at work increases, there are increases in achievement motivation, agreeableness, conscientiousness and perceived organisational support. Whilst the decrease in work-life quality is associated with increase in neuroticism, role ambiguity and perceived bullying. Additionally, findings of this study revealed significant negative interaction of LOC, achievement motivation, extraversion, conscientiousness, and perceived organisational support with perceived bullying. This infers that achievement motivation, LOC, extraversion, conscientiousness and POS will increase with decrease in perceived bullying and vice-versa. Further analysis revealed that neuroticism and role ambiguity significantly positively correlated with perceived bullying.

To begin with, QoWL is a concept, that is able to influence the workers' performance and the success of any organization. QoWL is also connected to various outcomes like satisfaction with work, job security, life satisfaction and it has been found to impact turnover intention, balance between work and life needs, work versus life related conflicts, and employee wellness. For QoWL to engender this significant influence on employees, some dispositional factors and contextual factors were identified to play significant roles in this interaction and these factors include personal factors namely: personality factors, locus of control, achievement motivation, while perceived organisational support and role ambiguity were identified as organisational factors.

In exploring the personality factors in this study, results revealed that conscientiousness had the highest mean 8.40, followed by agreeableness, which had a mean value of 7.87. Openness to experience had a mean of 6.68, while extraversion and neuroticism had mean values of 5.87 and 4.96 respectively. Drawing on the outcome for the personality factors, the discussions are presented in detail. Findings revealed positive and significant association of agreeableness and QoWL. This is an implication that when workers display higher levels of agreeableness, they tend to experience increasing levels of work-life quality. Agreeableness is the tendency to act in a cooperative, unselfish manner. In other words, employees who are sensitive to the needs of others are more susceptible to be well-liked, respected by other

employees, and supervisors. Alternatively, workers who tend to be antagonistic and sarcastic are neither trusted nor appreciated by others, and this determines how they see the situations at work and report their QoWL. Another importance of this to any organisation is that workers who exhibit increased levels of agreeableness will comply more with rules as well as regulations, they have higher job performance and better behaviour on the job in comparison with their counterparts who exhibit low levels of agreeableness (Colquitt, Le-Pine, & Wesson, 2009). An explanation for this finding in the Nigerian manufacturing companies sampled may not be farfetched, because there is a large dependence on teamwork to get tasks accomplished, and as the saying goes "no man is an island", so in the manufacturing environment one employee's output is the input for another employee to accomplish his/her task. This awareness of the interdependence nature of work in organisations may have stimulated employees to inculcate the traits of being agreeable.

Another reason, which was mentioned by Organ and Lingl, (1995), is that those who are agreeable are highly adaptable and compliant; they tend to show more understanding for negative aspects of their environment. This may also be possible because of these employees' ability to establish relationships that are positive and satisfying with other employees within their organisations and therefore do not see actions perceived by others as unfriendly, like bullying, this makes it possible for them to see more positively situations at work and they may be disposed to doing better for the organisation. Consequently, the positive associations may possibly elevate the influence of affective forces (Maertz & Griffith, 2004) such that it increases the motivation of individuals to stay at their jobs (Meyer & Allen, 1991). Seeing as work situations have important influence on employees' commitment to their organisations, (Muindi, 2016) carried out research using a different population; her findings revealed that lecturers exhibited higher level of job satisfaction when they showed tendencies for agreeableness, openness and conscientiousness. This further revealed how important agreeableness is in different work sectors.

However, there are notable negative sides of agreeableness. Clark and Watson (1999), and Eysenck (1997) opined that agreeableness is implicated in impulsive work behaviour, which may result in leaving the job spontaneously (Lee & Mitchell, 1994; Mobley et al., 1979), this may resort to a higher number of workers quitting their jobs, therefore having a significant direct effect on the output of the organisation (Mkoji & Sikalieh, 2012). It should be noted though, that because work in the manufacturing sector is interdependent and not spontaneous, their argument may not hold here.

It was also found that the influence of conscientiousness on QoWL was positive. This implies that QoWL among employees in manufacturing companies was influenced irrespective of whether or not employees are hardworking or had the disposition to tenaciously pursue their goals with determination. It can be inferred that employees who are high on conscientiousness have high quality of work-life because they probably have more drive, they are better organized, disciplined, always striving to achieve better job performance and these employees possess inherent leadership abilities. As conceptualized by the variable (Conscientiousness), employees who exhibit high levels of this trait may not leave an organization abruptly. The results is in line with the study of Hurtz & Donovan, (2000) and Zimmerman, (2008) where they found that conscientiousness had the most predictive influence on job performance out of the five factors of personality, and it was also observed that performance at work was positively influence by this trait.

Muindi (2016) reported that workers who exhibited traits of being conscientious, agreeable and open tend to possess greater levels of job satisfaction, indicating that when personality factors portend high influence on QoWL, the connection between QoWL and job satisfaction will be positively significant. That is workers that are satisfied with their jobs will likely report having a good quality life in their places of work, an observation which was also made by this research. Further findings by the study were buttressed by the work of Macey and Schneider (2008), whose observation that the hardworking nature of conscientious individuals guarantees a greater possibility that they will be engaged, and this describes the capacity to being dedicated and absorbed at their workplaces.

This result is also confirmed by the assertion of Rekha & Reeves (2014) that there are significant positive relationships among extraversion, agreeableness, conscientiousness, openness and work-family conflict, while findings further revealed that neuroticism positively predicted family-work conflict. If family and work interfaces could be seen as determinants of QoWL, then the similarity between the studies of Muindi, (2016) Rekha and Reeves (2014) are in tandem with the current study.

Another finding of this survey was the report an inversely significant influence of neuroticism on the dependent variable. This finding indicates that when neuroticism increases, QoWL decreases. By implication, when employees exhibit higher levels of emotional instability, this may impact the perception of their QoWL, also when their quality of life at work is negatively impacted there is a higher tendency that they will exhibit high levels of emotional instability. An observation observed in the result was that the mean score for neuroticism was the lowest of all the factors, which implied that in the sampled population, employees exhibited low levels of neuroticism.

Neuroticism a behavioural disposition is the tendency to exhibit adverse feelings like sadness, fear, shame, fault and anger. Having a high level of neuroticism score implies that such individual has the tendency of experiencing strange ideas, might not have control over their impulses, and lack stress coping mechanism. Having a low neuroticism score implies being able to control one's emotion, these individuals are usually seen as steady, cool, calm and capable of facing stress without experiencing sadness. Neuroticism is a good predictor of how workers are performing in different organisations and in some situations; it can be used to predict satisfaction with work and life in general. This implies that workers' level of emotional stability may have a substantial effect on QoWL. By implication, employees who present more stable emotional feelings or those who are more emotionally unsettled will have higher or lower quality of life on their jobs, this report is corroborated by studies such as Rekha & Reeves (2014) whose work revealed that neuroticism positively predicted family-work conflict.

This study also recorded the absence of a significant association of behavioural traits of extraversion, openness to experience and QoWL. Results of this research disagree with the assertion of the existence of significant interrelation among extraversion and QoWL or openness and the outcome variable. This runs contrary to the findings of Rekha & Reeves (2014) that significant positive relationships exist among behavioural dispositions such as willingness to explore new opportunities, sociability, in addition to work-family conflict. The assertion of this research brings to bare that in manufacturing companies, work-life quality was not predicted by how outgoing, sociable or intellectual an employee is but by the fact that he or she can work in a team to ensure that there

is seamless cooperation and preassigned goals can be achieved within stipulated time.

The finding of this study could also be because of the nature of employment and fast pace of work in the manufacturing companies in southwest Nigeria, which does not place much emphasis on the sociability status of an employee to determine the needs and achievements in the work environment. Employees are expected to perform at their best not by how popular they are. The demands of the manufacturing work environment do not allow employees to leave their workstations because the input of one employee is dependent on the output of another employee so their efficiencies would be measured on the key performance areas of their jobs and how much work they were able to achieve within stipulated work periods. Therefore, dispositional factors are important variables to be considered in QoWL in manufacturing companies for effective performance.

Additional reports of the study revealed a positive relationship of achievement motivation and work-life quality. This indicates that when there is an increase in achievement motivation, we will find a corresponding increase in QoWL. Extant literature has affirmed that motivation is a form of psychological process that might give rise to an impulse, hence creating guidance and stability to an individual's behaviour. Being a fundamental concept of organisational behaviour, motivation can shed more light into the reasons behind an individual's personal behaviour. According to Spector (2003), motivation can be subdivided into two, the type that motivates an individual in the set way of behaviour in the midst of all other behaviours, and other type is linked with the hope of achieving a set objective. The second type is gotten from a person's individual needs. Personal needs are the core determinants in the process of motivation, connecting achievement motivation and QoWL. As part of the trend observed in the manufacturing organisations explored in this study, we may be able to say that individual needs of the employees played a significant role in determining how they viewed the quality of their work-life experiences.

The study reports showed that motivation for personal success independently contributed more significantly to QoWL. A possible reason may be that these employees had expectations that were clearly communicated, coupled with adequate planning, appropriate directions and well-articulated goals with properly designated structures at work that have enabled employees identify and align their goals and objectives. Previous studies have noted that workers are better motivated when provided with the right work conditions. In return, they make more efforts towards the growth of the organization because they see themselves as integral parts of the organisation's success; they also embrace the feeling of better job security and the perception that reward awaits their commitment and efforts towards the company (Berwitz, 1960). Rather than force their goals and solutions on their workers, administrators should realize that if a framework is in place, employees are more likely to be motivated and strive for success knowing that they will be actively involved in proffering solutions for organizational goals.

In view of this, employees will be more motivated towards increasing their productivity when they are driven towards a specific goal and are well equipped with information on performance feedback, as a way of reinforcing how the effort of employees align with the goal. This indicates that feedback on progress concerning various factors, like quantity, quality, reliability, teamwork, and safety will give individual employees a better understanding of their performance and show its connection to the main

objective of the company as well as their own goals thereby positively influencing their satisfaction with their jobs and perception of their quality of life on the job. Conclusively, we can deduce that achievement motivation is very important in high performance organisations because when employees are involved in decision making about issues related to the goals of the organisations, any arising problems can be easily resolved and this in turn translates to a more effective organisation.

The result of the study also reported a non-significant influence of control attribution on quality of life at work. Strictly speaking, locus of control is not enough on its own to influence QoWL. Findings from this work showed that among the sampled population, 59.4% exhibited external orientation of control while 39.3% of sampled employees exhibited internal orientation of control. Although several scientific papers have established influence possessed by locus of control on QoWL, but this study, found that the people's attribution of control, be it an internal one; or external was not a determinant of the QoWL among the participants of the study. This may be adduced to the fact that LOC concentrates on the capability to deal with uncertainty, so employees that display high tolerance adapt to changes more easily than employees with less tolerance, who may resist change. Therefore, employees who have the conviction that they determine whatever happens to them tend to be more positive about new developments.

The finding of this study is however contrary to the assertion that individuals who display LOC that is internal, are at an advantage, because there is the likelihood that they are more ready to achieve more and to secure better paying jobs. For example, Michel et al. (2011) showed that persons who exhibit internal locus of control at high levels are capable of balancing the demands that come from family and work effectively, unlike people who display negative emotions at higher levels, who are prone to be dissatisfied and experience greater levels of mental distress due to events occurring both at work and family levels. Additionally, in reference to the framework outlined by Sur and Ng (2014), it was observed that persons who displayed higher levels of internally attributed control recorded significantly lower levels of role related stress. Although it is necessary to note that April et al. (2012) found that where there is a balance in the expectancy of control, that is the confluence between external and internal control, there is also the likelihood that such individuals who have attained this level are mostly happy.

In line with empirical findings, Dijkstra et al. (2009) opined that workers disposition towards internality of control does not make it a factor that we need to control for in the relationship between mental strain and conflict at work, but it was however reported that when workers display high levels of control that are internally based, they most often have greater capacity to use managerial approaches that are more focused on solving problems that may occur in the course of their jobs and this may account for why they will exhibit less strain when presented with or are coping with conflicts at work. Another assertion by April et al., (2012) is that externality of control had direct link to reduction in employees' level of satisfaction, wellness and happiness, but this was not in line with the findings of this work as there was a balance among participants in their attribution of control whether internal or external as such a high level of quality of work-life was reported in the study. Ngah et al. (2009) documented that, the balance between employee needs within and outside the workplace can partly intervene with the interaction of job satisfaction and LOC, meaning that there will be a reduction in conflict levels when employees have more control at work because they will show

more satisfaction with work. Also revealed is that when women workers present with higher levels of internal control, they had the tendency to experience more satisfaction at work and lower levels of conflict.

Likewise, a study conducted by Andreassi & Thompson (2007), revealed the existence of an inverse relationship of internally oriented type of control and work versus family related conflicts. Their study also highlighted how the pleasant experiences related to either work or family creates a reciprocal response and how this association is ascribed to internality of control, which was significantly positive. This study also documented that work versus family related encounters and work autonomy were positively related to control beliefs that are internal, however, even when work or family-based conflicts become fewer, they may not be due to how workers' view the level of control they have while executing their jobs. Similarly, it was observed that individuals who attribute responsibility of control of events around them to be theirs are able to abstain from conflicts and they are better prepared to handle situations arising when there is a discordance between demands of work or home-related needs (Allen et al., 2013). Hung and Hsu (2011) noted the benefits of internal attribution of control stating that when high levels of internality are observed, there is a corresponding greater level of workers' obligation to the organisation. However, April et al., (2012) differed in their finding noting that because of the quantum of responsibilities and higher expectations demanded of individuals who have internally based LOC, these individuals may experience undue stress because they are constantly attributing the outcome of events to their actions rather than ascribe causality to external influences.

Another assumption is that changes in human behaviour is constant over a period of time because new experiences could lead to new expectancies or changes in the values that the person perceives to be caused by reinforcements. Further relating this to the study and serving as an alternative explanation for why LOC was not significant may be because employees in manufacturing organisations sampled in this study already have had their personal and professional needs met by the organization. If this happened, then they already have a positive perception of their organisations, so this may account for why LOC did not have any significant impact on QoWL. The relationship between POS and QoWL being significantly positive further strengthened this assertion, implying that employees' perception that they are valued members of their organisations and the provision of the right work situations makes the effect of locus of control to become an oblivious factor in determining their quality of life at work.

Going by these reports, dispositional factors have been found to be important in predicting the 5.1% variation observed in workplace-based quality of life. However, to enhance this, there is a need to have a balanced nature (dispositional)/ nurture (contextual) outlook, hence, the quest to explore the impact of the contextual factors of the research.

Bullying refers to actions or behaviours which portend negativity and are intended to cause harm to another, and they are carried out frequently. These behaviors may be in form of verbal, psychological or physical abuse. It is important to note however that because different organisations have laid down rules on employee conduct in form of employee manuals and codebooks stipulating their ways of working and consequences for non-compliance, it was also observed that bullying can occur mainly as psychological and verbal abuse with fewer cases of physical abuse being reported.

Zapf and Einarsen, (2011) have also explained bullying occurrences using the analogies of workplace settings and the individual characteristics as facilitators. According to the work- setting analogy, bullying could be an outcome of prevailing factors such as organizing work with associated tasks and social contexts including beliefs, hierarchical structuring and cultural aspects of the place of work. Individual attributes on the other hand identified personal inclinations like employees' moods, temperaments or behavioural dispositions as enablers of negative behaviours. Further explanation points to the fact that individual aggregates on some or combined personal characteristics can increasingly predispose them to being bullied or even expose others to being bullied. Van den Brande et al, (2016) explained that the work-environment hypothesis has identified work stressors such as workload, conflicts with different demands of a role, unclear expectations of a role, apprehensions about the stability of one's job, mental and emotional demands essential to completing tasks as significant predictors of workplace bullying.

The research findings revealed that of the sampled participants, 48.3% affirmed that they were not bullied, 22.4% reported subtle experience of bullying and 28.7% reported that they were bullied. The conceptual model of this study predicted that perceived bullying would significantly mediate the influence of dispositional factors (personality factors, achievement motivation and locus of control) on QoWL. This assumption got huge support and it was simplified into two levels: the association of dispositional factors and perceived bullying, as well as the intervening role of perceived bullying on QoWL and dispositional factors. The outcome of the analysed data showed the independent and joint prediction of dispositional factors on the controlling variable perceived bullying. The result as shown in figure 1 below, specifically pointed that personality factors, achievement motivation, and LOC were significantly linked predictors of perceived bullying, which means, that the way a person perceives acts of bullying depends on numerous elements which could be external and internal to the person.
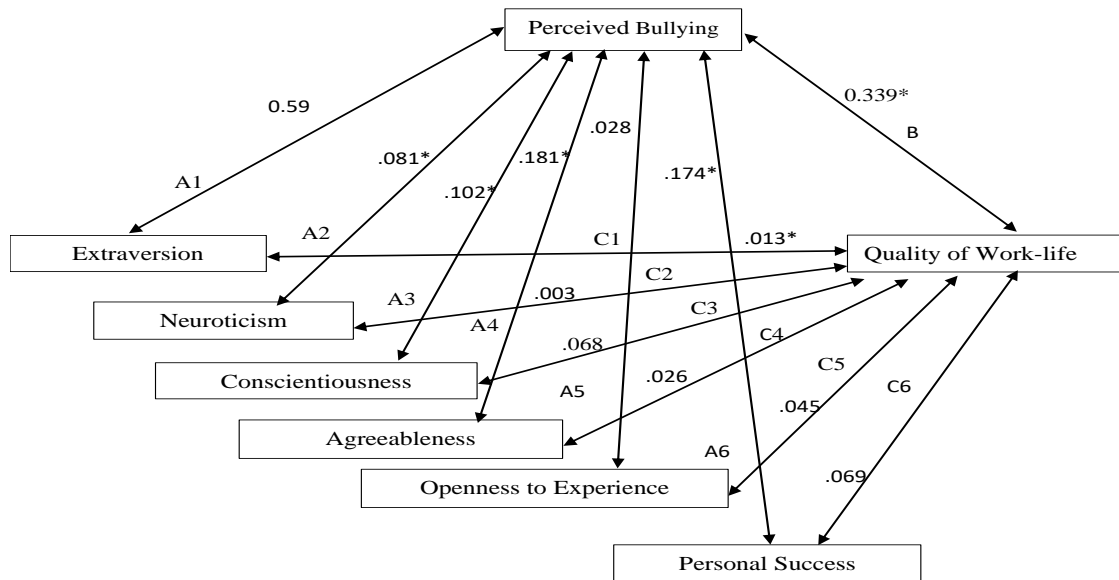
Figure 1: Diagram showing the mediation effect of perceived bullying in the relationship of extraversion, neuroticism, openness to experience, agreeableness, and personal success with Quality of Work-life.

The submissions of Leyman (1996) corroborated the finding of this study and it affirmed that features like behavioural characteristics predispose people to bullying and it was also documented that having individual particular aggregates in one or more of these characteristics may be an indicator of the likelihood that one might invariably become a victim or target of negative acts. Nielsen et al., (2011) also put forward a submission that individuals have the tendency to view or assume negativity for events or situations based on the assumptions of their behavioural dispositions. For these individuals, reporting unpleasant situations at work as bullying may not be farfetched because they are limited in the way they label other people's behaviours as either intimidating or harassing and such workers with these dispositions therefore are more likely than others to report unpleasant situations at work as harassment.

According to Aquino and Thau, (2009), the feeling of being victimized may arise when there is a threat to both the psychological and physiological needs of individuals who perceive that they are targets of negative behaviours. This submission implies that there will be differences in the way individuals relate their experience of bullying, and this may be due to their personal characteristics, cultural background, or other life events. All these factors when assessed together influence their perception of bullying. In this study, personality factors, achievement motivation (motivation for achievement and motivation for personal success) and locus of control have a joint attributable percentage of 26.9% on perceived bullying. This implies that such characteristics are not sufficient to predict perceived bullying, because other characteristics within and outside the scope of this research may also contribute to perceived bullying.

In order to effectively explore the results to reflect the importance and percentage contribution of dispositional factors, personality factors were revealed to play the most crucial role in perceived bullying, this was seconded by orientation of control, and lastly, achievement motivation. Whilst considering the independent predictive capability of each of the dispositional factors on perceived bullying, results revealed that locus of control significantly predicted perceived bullying while some of the personality factors (agreeableness, conscientiousness, and neuroticism) also significantly predicted perceived bullying. For achievement motivation, only motivation for personal success significantly predicted perceived bullying. Results from the research work, showed that workers displaying control attributions that were external had a lower perception of bullying than employees whose attribution of control were internal. This implies that when there are higher levels of external control, perceived bullying reduces and perception of bullying is heightened with increasing display of internal control.

Further to this, it was shown that LOC will significantly predict perceived bullying and this found relevance with the work of Reknes et.al (2019) which examined the moderator influence of control orientation and the experience of negative behaviours and associated distress that was experienced. Reports showed that locus of control orientation of individuals in different situations determines the connection between experience of harassing behaviours and psychological distress. Here, findings confirmed that when confronted with negative acts, those who exhibited higher levels of external orientation of control experienced a decrease in level of psychological strain in relation to bullying exposure compared to individuals who exhibited lower levels of external control.

The research further asserted that persons who show internal locus of control, experienced greater difficulties whenever they experience bullying, because the connection of bullying and experience of psychological pressures are highly correlated, but this is not the same for individuals who display lower levels of internal control. For this reason, individuals that display higher internal or lower external attribution of control are usually affected negatively once they experience bullying more frequently at work. Another justification could be when expected resources refuse to work, there may be a rise in exposure to bullying behaviours which translates into greater harm especially when the expectation of personal control is not present. People whose orientation of control are more external may put the blame of their adversity on others more than themselves often resulting in emotional states signifying less guilt or shame. Therefore, individuals whose control orientation are external often experience less distress whenever they encounter negative behaviours.

In another study Owolabi (2015), found a contrary result that established a significant link between orientation of control at work and workplace bullying. Employees who were externally oriented perceived bullying in the workplace to be high compared to employees who displayed more internal control. This implies that employees perceive pleasant and unpleasant events differently, and the different ways are mainly adduced to internal or external influences (Taylor, 2006). The employees whose control attribution are internal tend to be alert, they are often cautious, and they focus more on achieving set goals and objectives. They are also ingenious and portray high levels of confidence and dominance. They believe that they can predict or control events impacting their lives because they see these events as a product of their own behaviour (Kucukkaragoz, 1998). Whereas employees that display locus of control externally tend to find solace in relating events impacting them to external situations like fate, opportunities or luck often out of their control. When affected by their colleagues' behaviours such as bullying, they easily presume that external forces affect

them. They are quick to lose confidence and they may falter in their performance (Rotter, 1975).

Personality factors were also found to be significant independent predictors of perceived bullying. Individual personality dispositions and behaviour patterns are so said to affect their perception of bullying. When individuals display personality characteristics that predispose them to negative acts from others, their perception of bullying may be higher and they are more inclined to view their work-life negatively. On the other hand, when employees exhibit personality characteristics that are less likely to predispose them to negative acts by others, they are able to assess situations more objectively and this enables them to have a better judgement of events around them such that their perception of bullying is reduced and they view their work environment more positively.

The study found behavioural traits of neuroticism, agreeableness, and conscientiousness to independently significantly predict perceived bullying. Agreeableness was found to negatively predict perceived bullying. The implication, for this finding is that when there is an increased level of agreeableness, there will be a decreased level of perceived bullying. The implication for agreeableness is that employees who exhibited higher tendencies to be agreeable were less likely to have a high perception of bullying. The explanation for this may not be far-fetched because employees in manufacturing organisations use a vast proportion of their time in the workplace and as such endear themselves to their colleagues. In addition, their show of understanding gives support to others and helps them to work as team members whilst carrying out assigned tasks in their organization. This leads to situations where all employees can work amicably together with more cohesion and they even unconsciously start to look out for others' well-being.

The result is corroborated by previous studies of researchers such as (Milam et al., 2009; Tepper, Duffy, & Shaw, 2001) that revealed inverse relationships of agreeableness and bullying. McCrae and Costa (1992) also supported this finding, according to them, persons who display higher levels of agreeableness exhibit more positive affect and usually they exude greater levels of wellness. Whereas persons who display reduced, levels of agreeableness are also known to be less trustworthy and skeptical. Individuals who display reduced levels of agreeableness tends to term negative encounters experienced by them as bullying and they may report these instances as their experience of bullying even when they are not compared to persons who exhibit high levels of agreeableness (Milam et al., 2009). McCrae and Costa (1987) also argued that persons who display low agreeableness are less likely to be cooperative; they are rude, and stubborn. Hence, for workers at the low continuum of agreeableness, there is the likelihood of inciting bullying behavior because of their behavioural disposition.

The relationship between agreeableness and perceived bullying can be said to be dyadic in nature because just as exhibiting high agreeable personality trait can influence an individual's perception of bullying, perceived bullying can also in some ways foster low agreeableness. In situations where people experience negative acts or behaviours from others, this situation may result in a reverse-causality relationship between bullying and agreeableness such that employees exposed to continuous harassment in the workplace can become skeptical and more mistrustful to others after they have been exposed to harassment.

Conscientiousness as well had a significant influence on perceived bullying, employees who are conscientious are more aware of their actions and the consequences of their behaviour than employees who are unconscientious. By implication, employees with higher levels of

conscientiousness have a lower perception of bullying when compared to employees with lower levels of conscientiousness. There is support for the findings of previous literature as observed in studies of Glasø et al., (2007), Bamberger & Bacharach, (2006); Hitlan et al., (2006) their research established the existence of a connection of conscientiousness and negative acts even though it had a negative direction.

The finding of this study is however, contradicts to the submission of Brodsky (1976) in a clinical work exploring actual cases of bullying. Brodsky argued that highly conscientious persons might be predisposed to bullying because of their dependable and highly organised nature. Researchers such as Kim et.al, (2014) also explained this based on findings, which affirmed that higher levels of job performance, resulting from high conscientiousness can be a potential antecedent for aggression and envy from colleagues. Another explanation for this can be established in theories about experience of cognitive dissonance and inequity. Siegrist, (2002), using the Effort-Reward Imbalance model argued that there should be a commensurate relationship between efforts and rewards at work while work-related benefits should be proportionate. Specifically, he noted that work described by higher efforts, but reduced rewards will result in what he termed an imbalance in valuing individual efforts and reciprocating with appropriate reward and this can be the reason why exposed employees will harbor negative emotions.

Furthermore, workers who experience harassment are likely to have reduced levels of conscientiousness because they unconsciously or consciously start to withdraw from tasks and responsibilities owing to their perception of unfair treatment accounted for by the harassment at work. Nielsen et.al, (2015) in their study on reversed association of conscientiousness and harassment found two years after study that the significant reduction in conscientiousness could be attributed to experience of bullying at work among the studied population. Contrarily, exposure to bullying behaviours may be an outcome of employees exhibiting unacceptable levels of conscientiousness. When individuals are late on their deadlines or they are not compliant with timelines for their deliverables, or expected standards are not met these employees become more closely supervised by their superiors and if the employees perceive that they are being monitored, they may interpret this as harassment.

Neuroticism is another personality factor that significantly predicted perceived bullying. This implies that when neuroticism increases, perceived bullying increases. The reason for this may be that the manufacturing companies in Nigeria place a high expectation on employees' performance. The production environment is usually target driven, for instance every production shift is expected to have a particular level of outcome in terms of products turned out, none achievement of this production target can result in negative consequences on the teams at work during production period and this often than not keeps employees agitated, coupled with supervisors' irrational behaviours. If an employee already has predisposing tendencies to be emotionally unstable or they are prone to anxiety, there is a higher tendency that in situations where they perceive that they are being bullied, they will exhibit higher traits of neuroticism.

This finding is supported by the submissions of Bowling & Beehr, (2006), Bowling et al., (2010), Nielsen & Knardahl, (2015) who found in different studies, a positive connection between neuroticism and negative affectivity, a related construct, and harassment. Thus, employees who are neurotic, because they are pessimistic in nature, also tend to experience negative life situations more than do other employees who are more emotionally stable.

These employees by virtue of their personal dispositions are more at risk of exposure to, and also perceiving, being harassed in the workplace because of the attitudinal display that are associated with being nervous and insecure for example fidgeting, speaking aloud to one's self and excessive talking which could be seen as irritating or unsettling by colleagues. These may project the emotionally unstable person as offensive or confrontational making them easily liable to experience negative acts from others (Milam et al., (2009).

Contrarily, being exposed to harassment at work may be responsible for such people becoming more insecure and nervous as a result of unending exposure to being harassed, hence indicating a reversed causality relationship, such that harassment is responsible for change in the personality of the victims. This study found that willingness to explore new opportunities and the tendency to be sociable did not predict independently perceived bullying, in other words both of these personality traits were not enough on their own to influence perceived bullying.

Achievement motivation was equally observed as being an independent significant predicting factor of perceived bullying, suggesting that a decrease in achievement motivation signified a corresponding increase in perceived bullying. This indicates that when employees present with a lower motivation for achievement, they will possibly report increased tendency to be bullied. The reason for this may be explained using the analogy of achievement-oriented behaviour because this behaviour is dependent on three components: (i.) an employee's inclination to achieving goals, (ii.) how probable it is to be successful, and (iii) involves the importance of the task as view by the employee. The strength of the employee to be motivated to perform or behave depends on the combined influence of these three factors such that deciding whether to try a task or not is connected with the worker's perception of the need for achievement and the fear of failing. Depending on the motive that an employee adopts, either to be successful or to detest from failing, workers tend to perceive a task not to be difficult if they feel there is a likelihood of achieving success and completing the set task. When employees complete their assigned tasks without wasting time, they do not experience bullying by superiors or other colleagues. On the other hand, an employee will complain about the difficulty of a task if they see they are not sure of the successful completion of the task. In this case, this employee may delay on achievement of their goals, which can make supervisors, or colleagues become less tolerant of their non-performance and in turn, this can predispose them to acts of bullying by other. Similarly, employees who strive to achieve success will perceive less bullying because they are more persistent at achieving success than employees who try to avoid failure.

The result of the mediating influence of perceived bullying between dispositional factors and quality of work-life was partially confirmed; perceived bullying mediated significantly the joint influence of dispositional factors – personality factors (tendency to be hardworking, agreeable, emotional instability, extraversion and willingness to explore), achievement motivation (motivation for personal success) and LOC on QoWL. According to the reports put forward, when perception of bullying is in combination with dispositional factors, the joint proportion of predictive capability significantly increased from 5.3% to 13.7%, confirming that how employees view bullying is a crucial element to how they appraise their work-life quality.

The observation is aligned with the submission that the experience of negative acts or events in the workplace can have adverse effects on how individuals report the quality of their work environment and this in turn can influence how they perceive their lives at work. Findings likewise suggested that perceived bullying contributed majorly to working life quality, when

considering its joint influence with other variables. This was seconded by personality factors, followed by achievement motivation and locus of control respectively. However, the analysis focused majorly on the mediating influence of perceived bullying when dispositional factors and QoWL were tested statistically. It was reported that perceived bullying significantly mediated the relationship of personality variables with work-life quality, an indication that personality factors are important predictors of quality of life in the workplace. This implied that a person's characteristic pattern of behaviour would greatly affect how he/she views his environment and work life. Furthermore, the findings of the research opined that, the influence of personality factors might be enhanced by other factors that may make it possible for personality factors to be manipulated in a way that an increase in conscientiousness, agreeableness, and a reduction in neuroticism may lead to a corresponding rise in the quality of work-life of the studied population.

Perceived bullying was equally recorded to be significant mediator in the influence of achievement motivation on work-life quality; implying that employees who choose to achieve success by ensuring that they accomplish all set goals often report better quality of work-life compared to workers who choose to avoid failure and are averse to completing set goals. The findings of this study have indicated that achievement motivation can be used to bring about better quality of working life by mitigating the effect of negative acts.

The result revealed that in the relationship involving locus of control and QoWL, the role of perceived bullying as a mediator was impactful. This indicated that locus of control can be significantly predicative of QoWL when perception of bullying is considered, which means an individuals' orientation of control, whether internal or external will determine how he /she will view his work- related quality of life if they perceive they are being bullied. Contrarily, the influence of perceived bullying as a mediator was a sign that locus of control is not static and this can be enhanced by other factors. An implication for this is that when there is a shift in the orientation of control for instance from external to internal or vice versa, it could bring about a corresponding change in employees' assessment of the quality of their lives at work.

Findings of this study have shown some consistencies in the influence and direction of relationships of dispositional achievement motivations perceived bullying and QoWL . Specifically, personality factors, achievement motivation, POS and role ambiguity have consistently and significantly predicted perceived bullying and QoWL. However, LOC significantly predicted perceived bullying but was not a significant predictor for QoWL. Perceived bullying significantly mediated the paths of dispositional factors from extraversion, neuroticism, conscientiousness, agreeableness, willingness to explore new opportunities, personal success and orientation of control to work-life quality however, it failed to mediate the path for motivation for achievement. Perceived bullying was not a mediator in the relationship involving POS and role ambiguity to QoWL.

From the aforementioned, one can safely affirm that work-life quality is affected by dispositional factors investigated in the study and the effect of such factors could be improved by perceived bullying. However, perceived bullying could only control the relationship between some dispositional factors and not all of them.

1. The major finding of this study revealed that (dispositional factors - personality factors (OCEAN), achievement motivation and LOC and contextual factors (POS and role ambiguity) jointly influenced QoWL. The finding revealed that no single factor of all

the dispositional or contextual factors is adequate to influence quality of work-life; rather a combination of these different factors will enhance the influence.

2. The findings further revealed that dispositional factors (extraversion, openness to experience, neuroticism, conscientiousness, agreeableness, achievement motivation and locus of control jointly predicted perceived bullying. This implies that different factors contribute to predict perceived bullying although the degree of influence differed. However, personality factors had more influence on perceived bullying than achievement motivation and locus of control although both variables were significant in influencing perceived bullying.

Recommendations

It is therefore recommended that

1. In organisations' choice of employees, the criteria for selection should be sensitive to levels of conscientiousness, personal success, POS and levels of role ambiguity. These may enhance the choice of employees with the right dispositional and contextual makeup who will be committed to their jobs.

2. In designing employee welfare programmes for employees in the manufacturing companies, special consideration should be given to areas that will help to boost level of agreeableness, conscientiousness and reduce neuroticism or the anxiety levels of employees, increase their motivation for personal success and also help them to develop the right disposition in their perception of control whether they are internal or external.

3. The combination of the right personality disposition, motivation levels will help to influence employees' perception of bullying and its influence on quality of life at work. Employees whose perception of bullying are lower will enjoy a positive quality of life at work since this study reported that perceived bullying partially mediated the influence of dispositional factors and QoWL.

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