

Investigating the Mediating Role of Work Engagement in the Relationship between Personality and Work Performance among Freelancers

Rabbia Ashraf¹, Muhammad Hussain², Ahtesham ul haq³, Asmatullah⁴, Ishrat Fatima⁵

Received: November 20, 2023

Revised: February 25, 2024

Published: March, 07, 2024

Abstract

Study aim to explore the mediating role of work engagement between personality and work performance in freelancers. 130 (male=93, female =37) freelancers of mean age 36 (SD=.45) were recruited from various private coworking spaces. Results found out that personality traits of agreeableness, conscientiousness and openness are significantly positively related with work performance. Agreeableness emerged as positive predictors of total score of work performance and its subscale contextual performance but as negative predictor of counterwork productive behavior. Conscientiousness personality traits also negatively predicted counterwork productive behavior. Openness trait was found to be positive predictor of contextual work performance and negative predictor of counterwork productive behavior and neuroticism positively predicted counterwork productive behavior. Result also found that work engagement mediates the relationship between autotelic personality and work performance.

Keywords: *Freelancers, Big five personality, work performance, work engagement.*

Introduction

Over the past few decades, the internet has become a seamless part of the lives of innumerable people. The internet is essential to all of our daily activities, including social, economic, academic, and recreational ones. The internet is a technology that facilitates people's easy access to a wide range (Hussain et al., 2023). Freelancing is one of the common occurrence that affects all industry sectors and worker types (Mourelatos et al., 2022). IT freelancing has become more popular due to the expansion and accessibility of the Internet and the emergence of online marketplaces (Sultana et al., 2018). Unlike conventional employees, IT freelancers typically follow their own predetermined schedule and regular time slots instead of being monitored by an external employer, necessitating a nuanced understanding of the factors that influence their work performance (Acemoglu & Restrepo 2018; Mourelatos & Tzagarakis 2018).

¹Clinical Psychologist, University of Child Health Sciences, The Children Hospital Lahore.

²Lecturer Psychology Department, Baluchistan University of Information Technology, Engineering and Management Sciences Quetta. (BUIITEMS) *corresponding author

³Business Analyst Talent lab.

⁴Assistant Professor Psychology Department, Baluchistan University of Information Technology, Engineering and Management Sciences Quetta. (BUIITEMS)

⁵Consultant Clinical Psychologist, Aga Khan Rural Support Program Gilgit Baltistan.

In order to maintain professionalism and respect in the field one need to make critical decisions, solve problem and get along with the colleagues effectively. Not only intelligence and expertise, but some personality characteristics and intrinsic motivation to work for their own self not for sake of external long term goal are also required (Bakker & Leiter, 2011).

However, as the nature of work undergoes a paradigm shift, it becomes imperative to extend our understanding beyond the confines of traditional employment. A critical research gap emerges when considering the unique context of freelance work and how personality traits influence the multifaceted aspects of performance for these independent professionals. This study aims to address this gap by delving into the often-neglected realm of freelancers, examining the influence of additional personality traits such as openness and agreeableness. Moreover, the research endeavors to explore the mediating role of work engagement, a concept that has gained prominence in the literature (e.g., Schaufeli & Bakker, 2001; Schaufeli et al., 2002), in shaping the intricate relationship between personality and diverse facets of work performance, including potential counterproductive behaviors.

For organizational success and outcomes, performance is a crucial factor. According to Campbell (1990), a single person's performance in a job is an individual-level variable. Job performance is the total financial or non-financial value that workers provide to the achievement of the desired organizational goals, both directly and indirectly (Borman & Motowidlo, 1993). Employee happiness, productivity, employee turnover, and organizational commitment are all positively impacted by employee engagement, according to studies (Hallberg & Schaufeli, 2006).

Task performance refers to acts that are part of the formal reward system (i.e., technical core) and satisfies the needs as outlined in job descriptions (Williams & Karau, 1991). It includes meeting the conditions outlined in the employment contract between an employer and an employee (Campbell, 1990). Contextual performance rerefers to actions that have a substantial influence on organizational, social, and psychological circumstances but are not directly connected to work responsibilities (Sen & Kaul, 2015). It involves actions that are not explicitly included in the job description, however, by facilitating task performance, it indirectly improves an organization's performance (Díaz-Vilela et al., 2015). Although, it is not always malicious, counterproductive work behavior (CWB) excludes accidents, unconscious activities, and events (Borman & Motowidlo., 1997). Counterproductive work behavior can be motivated by a variety of variables, such as environmental conditions, a lack of training, employee personality and life changes, and external pressures (Greenidge et al., 2014)

Research suggests that work engagement, the emotional, cognitive, and behavioral state characterized by dedication and enthusiasm towards work, emerges as the crucial fuel powering IT worker performance (Schaufeli & Bakker, 2001). Engaged IT workers surpass their disengaged counterparts in numerous ways. Studies reveal a significant positive correlation between engagement and productivity (Bakker et al., 2010). Engaged individuals exhibit an enhanced focus, leading to faster task completion, higher output, and improved problem-solving abilities (Schaufeli et al., 2002). Furthermore, they demonstrate a stronger tendency towards innovation and creativity, proposing novel solutions and enriching problem- solving approaches (Demirkesen & Akbulut, 2015). This creative spark is particularly valuable in the ever-evolving IT landscape, where staying ahead requires constant innovation.

In acknowledging the existing body of research on work performance, much attention has been devoted to understanding the role of personality traits in predicting success in various occupational domains. Scholars have extensively explored established frameworks such as the Five-Factor Model (FFM) of personality, propounded by McCrae and Costa (1999), which identifies key dimensions conscientiousness, agreeableness, openness, extraversion, and neuroticism Within this framework, studies like those by Barrick and Mount (1991) have established associations between conscientiousness and job satisfaction, providing a foundational understanding of how individual differences impact work-related outcomes.

According to the theoretical work done by Bakker and Demerouti (2007), individual who have personal resources can facilitate to attain work engagement that help in the better performance of individual at work. Bakker (2008) theorized that employees who are dedicated to their job, who are so vigorous and absorbed in their work experience less negative out come in the job such as burnout (Upadyaya et al., 2016), work turnover (Caesens et al., 2015) or compassion fatigue (Sawatzky & Enns, 2012). On contrary it held to promote employers motivation and enhance their efficiency and performance (Andreas & Mattias, 2005).Such dedication also manifests in improved customer satisfaction, as engaged workers prioritize positive user experiences with greater patience and dedication (Demirkesen & Akbulut, 2015). Thus, present study aimed to investigate the relationship between personality, work engagement and work performance among freelancers

Hypothesis

- There is likely to be a positive relationship between personality traits with work engagement and work performance in freelancers.
- Personality traits will predict work engagement and work performance.
- Work engagement will mediate the relationship between autotelic personality and work performance.

Research Design

Correlational research design was used to study the relationship between personalities, work Engagement and work performance in freelancers.

Sample

Sample was comprised of 130 freelancers comprised of both men (n=93) and women (37) freelancers. The mean age of freelancers was 36.5 (S. D. = 40). Freelancers actively working in IT section for at least one year of working tenure were included. This include digital marketer, web designers, recruiters and virtual manager. The data was collected by using purposive sampling technique. Sample demographic characteristics showed that majority had master degree (n=89) and were married (n=94). On an average they were working for 8 hours and has an experience of 5 year above.

Assessment Measures

The Big five inventory BFI-K (Rammstedt & John, 2005). Short version Big Five Inventory developed by Rammstedt and John (2005) was used. The scale consist of, 21 items that characterize the five personality dimensions: neuroticism, extraversion, openness, agreeableness, and conscientiousness. Four scales consist of four items whereas Openness comprises five items. High test-retest correlations have been demonstrated for BFI-K scales in prior research, ranging between .76 and .93. The items of the BFI-K are rated on a five-point Likert scale ranging from 'strongly disagree' (1) to 'strongly agree' (5).

Utrecht work engagement scale (UWES; Schaufeli & Bakker, 2004). It is a 17-item self-reporting questionnaire that includes three subscales vigour, dedication and absorption. Items were scored on a 7 point rating scale ranging from (0 =never to 6=every day). Cronbach alpha coefficients for the three subscales ranging between .68 and .91

Individual work performance (IWPQ; Koopman et al, 2013). It consists of 18 items further divided in three scales i.e. task performance, contextual performance and counterproductive work behavior. The items are rate on a 4 point scale (i.e 0=seldom and 4 =often). Scale had good psychometric properties i.e. α ranges from 0.78 to 0.85

Procedure

Initially, permission of the measuring instrument used in the study was sought through email from the original authors. Participants were approached on the basis of inclusion criteria. Each participant was provided with an information sheet for detailed information regarding the research and a consent form to make sure that they are willing to participate in the research. The participants were assured about confidentiality of their responses and anonymity of their identity. It was also clarify that they are free to ask any question related to research and told that they have the right to quit the research at any time but their participation to complete the research was encouraged and appreciated. Approximately 10-15 min. were used to complete the questioner.

Results

Hypothesis testing was done using inferential statistics. Pearson product moment correlation was used to assess the relationship between personality, work engagement and work performance and regression analysis was done to predict the relationship between personality, work engagement and work performance. Independent sample t test was done to check the gender difference on personality, work engagement and work performance. Mediator analysis was done using PROCESS software to check the mediational effect of personality between work engagement and work performance. There would be relationship between personality, work engagement and work performance.

Table 1 Relationship between Personality, Work engagement and Work Performance

Measures	1	2	3	4	5	6	7	8	9	10	11	12	13
Personality													
1.Extraversion	-	.38**	.33**	-.34**	.38**	.30*	.32*	.32**	.32**	.31**	.34**	-.17**	.29*
2.Agreeableness		-	.56**	-.49**	.49	.46**	.43**	.44**	.46**	.31**	.33**	-.44**	.18*
3.Conscientiousne			-	-.69*	.46	.65**	.62**	.64**	.65**	.46**	.52**	-.31**	.41**
4.Neuroticism				-	.42**	-.67**	-.66**	-.64**	-.67**	-.52**	-.56**	.54**	-.38**
5.Openness					-	.46**	.46**	.45**	.46**	.30**	.48**	-.42**	.26**
Work engagement													
6.Vigor						-	.95**	.95**	.98**	.76**	.84**	-.40**	.72**
7.Dedication							-	.94**	.98**	.74**	.86**	-.37**	.73**
8.Absorption								-	.98**	.73**	.84**	-.36**	.73**
9.Engagement									-	.75**	.86**	-.39**	.74**
Work Performance													
10.Task Performance										-	.78**	-.25**	.88**
11.Contextual Performance											-	-.32**	.85**
12.Counter productive work Beh.												-	.08
13.Work Performance													-

Note: **p<.01 (one tailed) *p<.05 (one tailed),M=mean, SD=standard deviation

Table 1 refers to the findings related to the correlation between Personality, Work engagement and Work Performance. Findings indicate that personality traits of agreeableness, conscientiousness and openness are significantly positively related with task, contextual and total work performance. It means that freelancers who hold personality traits like compassion, goal-orientation, emotional stability and exploration of new ideas performed well in their work.

However, personality trait Neuroticism is negatively related with Counter productive work behavior. It indicates that freelancers who feel high anxiety and apprehension are more expected to experience stress do not show effective performance.

Among the subscale of Work engagement i.e. vigor, dedication and absorption have found significant positive relationship with Work task, contextual and total work performance. This shows

that freelancers who have greater work enjoyment experience, work achievement and fulfilled work environment show greater performance related to task and contextual work performance. This signifies that freelancers who experience engagement are relatively enthusiastically occupied in their surroundings to gain positive reward and motivation from work and turn it to perform flourishing in their work. However, work engagement related negatively with counterproductive work behavior which reflected that freelancers who do not work devotedly, energetically and reject their work go against the goals and aims of their organization did not carry out their work efficiently and their performance is affected. It was hypothesized that personality and work engagement will predict work performance among female and male freelancers. Hierarchical regression was used in order to assess the predictive role of personality and work engagement after controlling the confounding variables (age, work tenor and working hour) in Block I. Independent variables personality traits and work engagement were entered in Block II.

Table 2 Hierarchical Linear Regression predicting Work performance among Freelancers

Variables	Work performance								
	Task Performance		Contextual performance		Counterproductive Work behavior		Total work Performance		
	ΔR^2	β	ΔR^2	β	ΔR^2	B	ΔR^2	β	
Model 1	.03		.05		.04		.03		
Age		.09		-.09		.07		.03	
Work hour		-.00		.01		.04		.02	
Work tenure		-.05		.08		-.13		-.03	
Model 2	.55		.72		.37		.57		
Agreeableness		-.01		.11*		-.22**		.16*	
Conscientiousness		-.07		-.03		-.28**		.05	
Neuroticism		-.07		.00		.49***		.16	
Openness		-.04		.14**		-.23**		-.03	
Vigor		.64**		.02		-.47		.17	
Dedication		.05		.57***		.26		.45*	
Absorption Total R ²	.58	.10	.77	.29	.41	.17	.60	.29	
N								130	

Note: *p<.05; **p<.01; ***p<.001; β = Standardized Co efficient; ΔR^2 = R Square change; R^2 = R Squ

Table 2 shows that personality and work engagement come out to be the significant prediction.

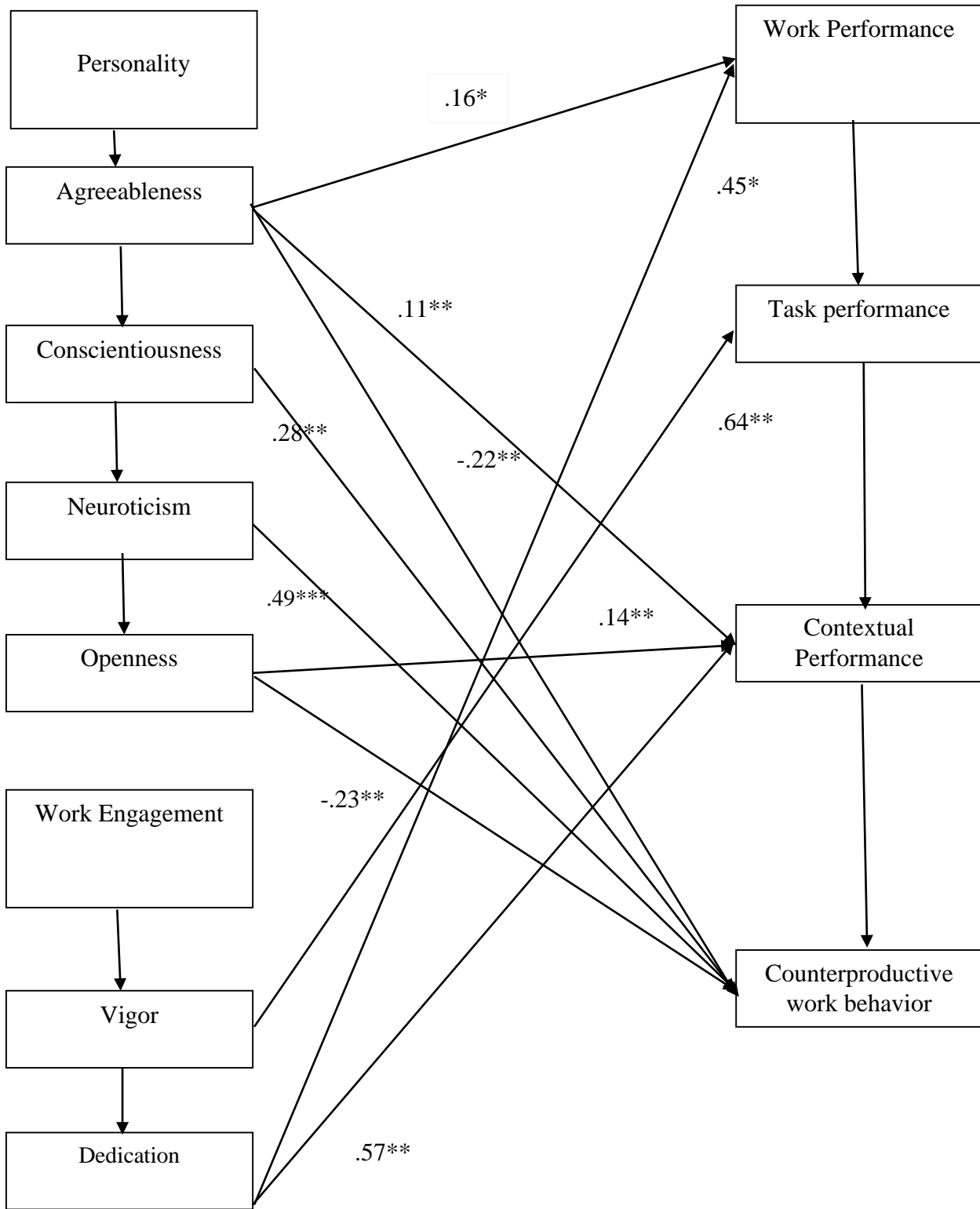
Work performance sub component, task performance $F(10,119)=17.33$, $p<.001$ explained variance of 58%, contextual performance $F(10,119)=40.98$, $p<.01$ explained 77% of variance and counterproductive work behavior $F(10,119)=8.48$, $p<.001$ is predicted by variance of 41%. Work performance total $F(10,119)=17.86$, $p<.001$ when covariates (Age, work tenor and working hour) were controlled the explained variance of model was 60%. It referred that 60% of the total variance in work performance total was explained by personality and work engagement.

Personality traits come out to be significant predictor of work performance. Agreeableness trait emerged as positive predictors of work performance total, contextual performance and negative predictor of counterwork productive behavior. Conscientiousness negatively predicted counterwork productive behavior, which shows that freelancers who are able to controls, regulate, and directs their impulses do not undermines the goals and interests of a business.

Similarly, Openness trait was found to be positive predictor of contextual work performance and negative predictor of counterwork productive behavior. This depict that those freelancers who are creative, open to new and different ideas and in touch with their feelings are determined to complete their assigned task successfully while persevering enthusiasm and defend the organization's goals, and adhere to organizational policies even when it's inconvenient.

Neurotic traits in bankers predict significantly higher counterwork performance. It show that freelancers lower in emotional stability are more prone to get nervous easily, worries a lot and poorly cope with stress thus tend to have more complaints with the management and hold negative attitude toward work. It was hypothesized that work engagement is likely to predict work performance. Result also found work engagement (vigor and dedication) as significantly positive predictor of work performance. Vigor was found to be positively predictor of task performance. This depict that freelancers who are dedicated to their job, who are so vigorous and absorb in their work experience performed successfully in their assigned task. However, Dedication came out to be negative predictor of counter work performance and positive predictor of work performance total.

Figure 1 Emerged model of regression model



It was hypothesized that work engagement is likely to mediate the relationship between personality and work performance. Mediation analysis using the PROCESS was done to test this hypothesis. The results of the mediation analysis are given below.

Table 3
Work engagement is likely to mediate the relationship between agreeableness and work performance (N=130)

Antecedent	Consequent						
	M (Work Engagement)			Y (Work Performance)			
	β	SE	p	β	SE	P	
X (Agreeableness)	a -.60	.10	<.00	c .22	.05	<0.00	
				c' -.12	.04	<0.00	
M (work Engagement)				b .37	.03	<0.00	
	R ² =.21			R ² = .58			

Note. X= predictor, M= mediator, Y= outcome; c= indirect effect; c' = direct effect, β = standard coefficient, SE= Standard error.

Mediation analysis (table 3) showed that personality trait agreeableness as significant predictor work engagement and work performance. Work engagement significantly predicted work performance. The value of the direct effect of agreeableness was high as compared to indirect effect on work performance through work engagement showing partial mediation.

Table 4
Work engagement is likely to mediate the relationship between conscientiousness and work Performance (N=130)

Antecedent	Consequent						
	M (Work Engagement)			Y (Work Performance)			
	β	SE	p	β	SE	p	
X (Consciousness)	a 1.05	.11	<.00	c .38	.06	<0.00	
				c' -.08	.06	<0.14	
M (work Engagement)				b .36	.03	<0.00	
	R ² =.42			R ² = .56			

Note. X= predicto, M= mediator, Y= outcome; c= indirect effect; c' = direct effect, β = standard coefficient, SE= Standard error.

Table 4 showed that personality trait conscientiousness as significant predictor work engagement and work performance. Conscientiousness indirectly effect on work performance through work engagement. So, it was found that work engagement truly mediate the relationship between conscientiousness and work performance.

Table 5

Work engagement is likely to mediate the relationship between openness and work performance (N=130)

Antecedent	Consequent						
	M (Work Engagement)			Y (Work Performance)			
	β	SE	p		β	SE	P
X (Neuroticism)	a-.77	.08	<.00	c	-.30	.05	<0.00
				c'	.11	.04	<0.00
M (work Engagement)				β	.39	.03	<0.00
		R ² = .45			R ² = .58		

Note. X= predictor, M= mediator, Y= outcome; c= indirect effect; c' = direct effect, β = standard coefficient, SE= Standard error.

Table 5 showed that personality trait openness significantly predicted work engagement and work performance. Meditational analysis showed that there is significant indirect effect of on work performance through work engagement showing full meditational role of work engagement.

Table 6

Work engagement is likely to mediate the relationship between neuroticism and work performance

Antecedent	Consequent						
	M (Work Engagement)			Y (Work Performance)			
	β	SE	p		B	SE	P
X (Openness)	-.64	.11	<.00	c	.22	.05	<0.00
				c'	-.06	.04	<0.10
M (work Engagement)				b	.35	.03	<0.00
		R ² = .22			R ² = .56		

Note. X= predictor, M= mediator, Y= outcome; c= indirect effect; c' = direct effect, β = standard coefficient, SE= Standard error.

Mediation analysis (table 6) showed that autotelic trait Neuroticism as significant predictor work engagement and work performance. Work engagement significantly predicted work performance. The value of the direct effect of agreeableness was low as compared to indirect effect on work performance through work engagement. So, it was found that work engagement partially mediate the relationship between autotelic trait neuroticism and work performance.

Discussion

Freelancers are self-motivated as they are independent employers who work on their own pace. millions of workers increasingly turning to online freelance platforms (Holthaus & Stock, 2018; Stojanovic et al., 2023), but it is still unknown how this unique new form of work influences online freelancers' career experiences and evolution, especially in the long term (Born & Witteloostuijn, 2012). One of the most powerful measures of a company's vigor towards competitive advantage and high performance (Upadyaya et al., 2016). However, greater information asymmetry leads to

hiring process instability because contracts are negotiated fast, independently of time and place, and with little personal touch. So, companies that hire freelancers have to use a variety of signs and clues to figure out if a certain worker is likely to do a good job (Mourelatos et al., 2020). This highlights the important personality and engagement impact on freelancers. Freelancers are important to the economy of developing countries because their business ventures are less financially risky and are innovative. Due to the high influx of the internet, people can do different knowledge jobs for employees from all over the world using different digital platforms. There is a significant effort among economists and psychologists to gain a more comprehensive understanding of the potential impact that various personality characteristics, which serve as indicators for soft skills of each individual, and may have on human potential (Heckman et al., 2019). Thus, keeping in mind the psychological and physical benefits of personality and work engagement we inferred to find out its effect on freelancers' work performance. The aim of the study was to explore the relationship and predictors of work performance in freelancers.

The result supported the first hypothesis, a positive relationship was found between personality traits Agreeableness, Conscientiousness, Openness with performance. These findings are well supported by previous literature researcher (Kazai et al., 2012) concluded that, personality varies across microworkers' performance and classifies as effective workers the group of middle-aged females with high scores in openness and conscientiousness. Similarly according to (Cubel et al., 2016) individuals with neurotic traits performed worse, while individuals with conscientious traits perform better in work tasks. Mourelatos et al., (2020) also found that performance in online microtasks is positively related to extraversion and agreeableness.

Conscientiousness negatively predicted counterproductive work behavior. Conscientiousness is characterized by traits such as organization, responsibility, and dependability (Barrick & Mount, 1991). This shows that freelancers, despite operating in a more independent and project-based environment, exhibit a similar pattern where higher conscientiousness is associated with a lower likelihood of engaging in counterproductive work behaviors. They are more reliable and self-disciplined, are less prone to engaging in actions that could undermine their own work, the quality of their deliverables, or their relationships with clients. Research within traditional employment settings has consistently demonstrated a negative correlation between conscientiousness and counterproductive work behaviors (Olukayode et al., 2014). Moreover, Penny et al., (2011) in their research survey also found a negative relationship between conscientiousness and counterproductive work behavior among employees who were low in emotional stability. Counterproductive work behaviors include acts such as impulsiveness, laid-back attitudes, less goal-orientation and less driven by success or sabotage behavior. These types of behavior not only impact the quality of work but also negatively affect the productivity of other employees in the company (Bashir, 2009).

It was hypothesized that work engagement is likely to predict work performance. Results also found work engagement (vigor and dedication) as a significantly positive predictor of work performance. Engaged employees value, enjoy and have pride in their work and are more willing to help each other and the organization succeed (Bakker & Bal, 2010). Thus, freelancers, who navigate the challenges of self-employment, client management, and variable workloads, rely on their intrinsic motivation and engagement to drive the successful completion of projects.

Findings of the present study suggest ways to increase employees' engagement in work by grooming their personality, enhancing their acceptance of their role and recognition for their work. The study also proposed that freelancers should have opportunities and an environment to be self-engaged in their work and ensure that the work is in line with their capabilities and resources, so that they can show maximum self-potential. Findings will also aid recruiters to screen out self-motivated and determinant personality traits in employees.

References

- Abuhamdeh, S. (2000). The autotelic personality: An exploratory investigation. Unpublished manuscript, University of Chicago.
- Al-dalahmeh, M., Masa'deh, R., Abu Khalaf, R. K., & Obeidat, B. Y. (2018). The Effect of Employee Engagement on Organizational Performance Via the Mediating Role of Job Satisfaction: The Case of IT Employees in Jordanian Banking Sector. *Modern Applied Science*, 12(6), 17. <https://doi.org/10.5539/mas.v12n6p17>
- Andreas, B. & Mattias, T. (2005). Work Motivation in Banks - Are there differences between sexes?.

- <https://www.diva-portal.org/smash/get/diva2:3843/FULLTEXT01.pdf>
- Andreas, B. & Mattias, T. (2005). Work Motivation in Banks - Are there differences between sexes?. <https://www.diva-portal.org/smash/get/diva2:3843/FULLTEXT01.pdf>
- Bakker, A. B., & Bal, M. P. (2010). Weekly work engagement and performance: A study among starting teachers. *Journal of Occupational and Organizational Psychology*, 83(1), 189–206. <https://doi.org/10.1348/096317909x402596>
- Bakker, A. B., & Leiter, M. P. (2010). Where to go from here: Integration and future research on work engagement. In A. B. Bakker (Ed.) & M. P. Leiter, *Work engagement: A handbook of essential theory and research* (pp. 181–196). Psychology Press.
- Bakker, A. B., Albrecht, S. L., & Leiter, M. P. (2011). Key questions regarding work engagement. *European Journal of Work and Organizational Psychology*, 20, 4–28.
- Bakker, A. B., Hakanen, J. J., Demerouti, E., & Xanthopoulou, D. (2007). Job Resources Boost Work Engagement, Particularly When Job Demands Are High. *Journal of Educational Psychology*, 99 (2), 274–284. DOI: 10.1037/0022-0663.99.2.274.
- Bakker, A. B., Schaufeli, W.B., Leiter, M. P., & Taris, T. W. (2008). Work engagement: Bakker, A. B., & Demerouti, E. (2008). Towards a model of work engagement. *Career Development International*, 13 (3): 209–223. DOI 10.1108/13620430810870476.
- Bashir, S. (2009). Antecedents of Counter Work Behavior in Public Sector Organizations. *An Asian Perspective. IJCRB*, 58.
- Blaising, A., Kotturi, Y., Kulkarni, C., & Dabbish, L. (2021). Making it Work, or Not. *Proceedings of the ACM on Human-Computer Interaction*, 4(CSCW3), 1–29. <https://doi.org/10.1145/3432925>
- Borman, W. C., & Motowidlo, S.J. (1997). Task performance and contextual performance: The meaning for personnel selection research. *Human performance*, 10(2), 99–109.
- Borman, W. C., & Motowidlo, S. J. (1997). Task performance and contextual and turnover Intention: The Effect of Personal Characteristics on Organization Performance. *International Journal of Innovation, Management and Technology*, (3) 4.
- Caesens, G., Stinglhamber, F., & Marmier, V. (2016). The curvilinear effect of work engagement on employees' turnover intentions. *International journal of psychology : Journal international de psychologie*, 51(2), 150–155. <https://doi.org/10.1002/ijop.12131>
- Caesens, G., Stinglhamber, F., & Marmier, V. (2016). The curvilinear effect of work engagement on employees' turnover intentions. *International journal of psychology : Journal international de psychologie*, 51(2), 150–155. <https://doi.org/10.1002/ijop.12131>
- Csikszentmihalyi, M. (1975). *Beyond boredom and anxiety*. Jossey–Bass Publishers:San Francisco.
- Csikszentmihalyi, M. (1988). Motivation and creativity: Toward a synthesis of structural and energetic approaches to cognition. *New Ideas in Psychology*,6(2), 159–176.
- Csikszentmihalyi, Mihaly (Ed); Csikszentmihalyi, Isabella Selega (Ed), (1988).*Optimal experience: Psychological studies of flow in consciousness.* , (pp. 307–318). New York, NY, US: Cambridge University Press, xiv, 416 pp.
- Díaz-Vilela, L. F., Delgado Rodríguez, N., Isla-Díaz, R., Díaz-Cabrera, D., Hernández-Fernaud, E., & Rosales-Sánchez, C. (2015). Relationships between Contextual and Task Performance and Interrater Agreement: Are There Any?. *PloS one*, 10(10), e0139898. <https://doi.org/10.1371/journal.pone.0139898>
- Greenidge, D., Devonish, D., & Alleyne, P. (2014). The Relationship Between Ability-Based Emotional Intelligence and Contextual Performance and Counterproductive Work Behaviors: A Test of the Mediating Effects of Job Satisfaction. *Human Performance*, 27(3), 225–242. <https://doi.org/10.1080/08959285.2014.913591>.
- Holthaus, C., & Stock, R. M. (2018, January 3). Facts vs. Stories - Assessment and Conventional Signals as Predictors of Freelancers' Performance in Online Labor Markets. *Scholarspace.manoa.hawaii.edu*. <https://doi.org/10.24251/HICSS.2018.438>.
- Hussain, M., Hassan, I., Razaq, M., Masood, M., & Gillani, S. A. S. (2023). Analyzing the Association between Internet Addiction Level of Adolescents and Paternal and Maternal Parenting Style. *NeuroQuantology*, 21(2), 42–49. <https://doi.org/10.48047/NQ.2023.21.2.NQ23005>.
- Hopkins, V. M. (2011). *The mediating role of work engagement and burnout in the relationship between job characteristics and psychological distress among lawyers: a thesis presented in partial fulfilment of the requirements for the degree of Master of Arts in Psychology at Massey University, Albany, New Zealand* (Doctoral dissertation, Massey University).
- Koopmans, L., Bernaards, C.M., Hildebrandt, V.H., Van Buuren, S., Van Der Beek, A.J., & De Vet, H.C. (2014). Improving the Individual Work Performance Questionnaire using Rasch analysis. *Journal of Applied Measures*, 15(2), 160–75.
- Korman, A. K. (1970). Toward an hypothesis of work behavior. *Journal of Applied Psychology*, 54(4), 456–475.
- LasisiOlukayode, J., Okuneye, M. Y., & Shodiya, A. O. (2014). Antecedents of counter work behavior in

- public sector organizations: evidence from nigeria. *Kuwait Chapter of the Arabian Journal of Business and Management Review*, 3(9), 58.
- Mayer, J.D. (2007). *Personality: A systems approach*. Boston: Allyn & Bacon, Mayer, J.D. (2005). A tale of two visions: Can a new view of personality help integrate psychology?
- Mihalcea, A. (2014). Leadership, Personality, Job Satisfaction and Job Performance. *Procedia - Social and Behavioral Sciences*, 127, 443–447. <https://doi.org/10.1016/j.sbspro.2014.03.287>
- Mourelatos, E., Giannakopoulos, N., & Tzagarakis, M. (2020). Personality traits and performance in online labour markets. *Behaviour & Information Technology*, 1–17. <https://doi.org/10.1080/0144929x.2020.1815840>
- Mourelatos, E., Giannakopoulos, N., & Tzagarakis, M. (2022). Personality traits and performance in online labour markets. *Behaviour & Information Technology*, 41(3), 468-484.
- Penney, L. M., Hunter, E. M., & Perry, S. J. (2011). Personality and counterproductive work behaviour: Using conservation of resources theory to narrow the profile of deviant employees. *Journal of Occupational and Organizational Psychology*, 84(1), 58–77. <https://doi.org/10.1111/j.2044-8325.2010.02007>.
- Rammstedt, B., & John, O.P. (2005) .Discussion of the Big Five Inventory (BFIK): Development and validation of an economic inventory to capture the five factors of personality. *Diagnostica*, 51, 195-206.doi: 10.1026 / 0012-1924.51.4.195.
- Sawatzky, J. A., & Enns, C. L. (2012). Exploring the key predictors of retention in emergency nurses. *Journal of nursing management*, 20(5), 696–707. <https://doi.org/10.1111/j.1365-2834.2012.01355.x>
- Sawatzky, J. A., & Enns, C. L. (2012). Exploring the key predictors of retention in emergency nurses. *Journal of nursing management*, 20(5), 696–707. <https://doi.org/10.1111/j.1365-2834.2012.01355.x>
- Schaufeli, W. B., & Bakker, A. B. (2004). Job demands, job resources, and their relationship with burnout and engagement: a multi-sample study. *Journal of Organizational Behavior*. 25, 293–315. DOI: 10.1002/job.248.
- Schaufeli, W.B. (2008). Workaholism, Burnout, and Work Engagement: Three of a Kind or Three Different Kinds of Employee Well-being? *Applied psychology, an international review*. 2,173–203. doi, 10.1111/j.1464-0597.2007.00285.x
- Sen, C. & Kaul, A (2015). Psychological Correlates of Contextual Performance at Work: An Empirical View. *International Journal of Indian Psychology*, 2(3). <https://doi.org/10.25215/0203.003>
- Stojanovic, E. T., Mali, P., Kuzmanovic, B., Mitic, S., Taborosi, S. & Nikolic, M. (2023). Modelling the Impacts on Entrepreneurial Attitudes and Intentions of Freelancers. *International Journal of Simulation Modelling*, 22(3), 426–437. <https://doi.org/10.2507/ijssimm22-3-651>
- Sultana, R., Im, I., & Im, K. S. (2019). Do IT freelancers increase their entrepreneurial behavior and performance by using IT self-efficacy and social capital? Evidence from Bangladesh. *Information & Management*, 56(6), 103133. <https://doi.org/10.1016/j.im.2018.12.001>
- Upadyaya, K., Vartiainen, M., & Salmela-Aro, K. (2016). From job demands and resources to work engagement, burnout, life satisfaction, depressive symptoms, and occupational health. *Burnout Research*, 3(4), 101–108. <https://doi.org/10.1016/j.burn.2016.10.001>
- van den Born, A., & van Witteloostuijn, A. (2012). Drivers of freelance career success. *Journal of Organizational Behavior*, 34(1), 24–46. <https://doi.org/10.1002/job.1786>