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**THE RELATIONSHIP BETWEEN THE FIVE FACTOR PERSONALITY
TRAITS OF EMPLOYEES AND THEIR ORGANIZATIONAL
COMMITMENT**

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ABSTRACT

The study's objective was to determine how the big five personality traits affected organizational commitment. In order to accomplish the study's goals, a descriptive analytical approach was used, and a purposive sample of the Berlin refugee centers staff, who number in the thousands, was selected (300). The investigation came to the following conclusions: The Big Five personality traits significantly affect organizational commitment as measured by its dimension, according to statistics. Based on its findings, the study advocated further investigation into the influence of a worker's personality traits in organizational commitment. This study focuses on the factors that lead to employee commitment for an organization. By understanding these factors, Institutions will be able to build a workplace with a high level of commitment from employees. Each person approaches his or her duties at work and the organization's goals with a certain attitude



that is influenced by his or her personality features. By identifying these characteristics, which are important in predicting employee behavior, the organization management can assign people to different roles based on their qualifications. This reduces turnover and strengthens employee commitment to the company (Zeigler-Hill et al., 2015).

Keywords: organizational commitment, the big five factors, personality, employees, impact

Introduction

Due to the uncertain state of the global economy, which has created a very competitive environment for businesses, organizations must strive for high employee job performance in order to succeed and meet their goals. It is crucial for management to be aware of these disparities and handle them in a way that increases their performance because this performance is heavily dependent on the personalities of their employees. (Ghani, Yunus & Bahry, 2016).

Personality is an intricate psychological concept that explains why people behave differently in different situations. (Ziapour & Kianipour, 2015). A more recent phrase that reflects how an employee feels about the objectives and tenets of the company is "organizational commitment." For this reason, Human Resources experts have studied the factors that contribute to organizational commitment due to its positive effects for the organization, such as lower rates of employee turnover, less absences, and enhanced productivity on the job. One particularly salient factor is the personality traits of each employee; understanding these can help managers hire more qualified individuals in specific roles to maximize organizational efficiency (Mehr & Dashti, 2016).

The degree to which an employee is dedicated to the company can be seen as a reflection of both their desire to put in a long shift and their devotion to the company's objectives and beliefs. (Shabahang & Amani, 2016).

Numerous research have been done on organizational commitment, and they have found two primary groups of predictors: personal characteristics like gender, age, and personality, and employment-related factors like working conditions or employee experiences. (Farrukh, Ying, &



Mansori, 2017).

Psychologists frequently use the popular Big Five personality model to examine a person's traits, including their emotions, behaviors, and cognitive processes. According to the paradigm, personality is made up of five traits: openness to experience, neuroticism, conscientiousness, extraversion, and agreeableness. According to certain theories, some characteristics may result in favorable outcomes both at work and in other spheres of one's life. (Plessen et al., 2020). Research conducted by Kiarie, Maru, and Cheruiyot has indicated that the dimensions of personality do indeed have an impact on how satisfied employees are with their job. (Kiarie, Maru, & Cheruiyot, 2017). Allen and Meyer developed a three-dimensional conceptual framework for organizational commitment in 1990 that includes affective, normative, and continuance commitments. (Celik & Oral, 2016).

Many studies have looked at the connection between a person's personality traits and their commitment to the organization. Employee's personal traits are a strong predictor of their organizational loyalty since they have an impact on their decisions and conduct at work. (Yang, Jowett, and Chan, 2015; Ziapour et al., 2017).

According to Erdheim et al. (2006), the majority of academics have looked at the relationship between personality and organizational commitment and have adopted the emotional temperament taxonomy of positive affectivity (PA) and negative affectivity (NA).

We accept the fact that there are few understanding about the motivations behind people's involvement in this organization and the ways in which their bonds with the organization are created. Within Training & Integration Centers, our study uses questionnaires to ascertain how the Five Big Personality Qualities connect to organizational commitment.

Hypothesis

We assembled the following main hypothesis:

H₁: At the level of (0.05), there is no statistically significant correlation between the Big Five personality traits Agreeableness, Experience Openness, Conscientiousness, Extraversion, and Neuroticism and organizational commitment.



The following sub-hypotheses are derived from it:

H_{1.1}: The Big Five personality qualities have no statistically significant link with strengthening affective commitment at the level of (0.05).

H_{1.2}: The Big Five personality qualities had no statistically significant link with improving continuation commitment at the level of (0.05).

H_{1.3}: The Big Five personality qualities have no statistically significant link with strengthening normative commitment at the level of (0.05).

Theoretical Foundation

The Big Five Traits of Personality

One of the broadest theories of personality is the characteristics hypothesis. The core of personality theory for predicting a person's behavior is the Big Five Personality Traits (BFT). The BFT dimensions include agreeableness, conscientiousness, neuroticism, openness to experience, and emotional stability. The Big Five Traits (BFT) are noteworthy because they provide the most widely accepted framework for the organization of personality traits. They also examine broad personality-related behaviors and attitudes that cut across cultural boundaries. Due to its constancy across time and in various contexts, which makes it easier to understand, BFT has practical usefulness. (Abood, 2019).

Big Five Dimensions

These are the most useful broad Personality traits for describing job related to different attitudes and behaviors.



Agreeableness

When people interact with others in a way that is high in positive traits like trust, compassion, being honest, and helpful while having lower levels of mistrust, that is when people are more likely to be agreeable (Patrick, 2011).

Conscientiousness

Conscientiousness is related to different people's capacities for carrying out and planning for their work (Ciavarella et al., 2004).

Extraversion

The capacity of people to form relationships with others is correlated with extraversion. They are chattier and more active, experience more good feelings, and (Farrukh, Ying, and Mansori, 2017).

Openness to Experience

Individuals' capacity to adapt to change is correlated with their openness to experience. Open people are more creative, intelligent, and proactive (McKenna, 2005).

Neuroticism or Emotional Stability

High levels of neuroticism individuals usually have heather negative emotions and anxiety; they cannot effectively adjust their thoughts and situations (Renn, Allen, and Huning, 2011).

Organizational Commitment

Studying sociological and psychological variables that combine the employees and the organization through organizational behavior is where commitment research began decades ago. The idea of organizational commitment, which was extensively investigated to describe the connection created between employees and the organization in which they work (Yousef, 2017). Additionally, it has to do with how much employees identified psychologically with their companies (Jaros, 2017).

In general, there are three factors that contribute to staff commitment: first, an emotional attachment to their employers; second, a fear of losing money; and third, a sense of obligation toward their employers (Syed, Saeed, and Farrukh, 2015).

In light of this, Allen and Meyer listed three aspects of organizational commitment:



Affective Commitment (AC): emphasizes emotional ties, identification with the organization, and is said to have the greatest impact on organizational outcomes. It refers to the worker's commitment to his organization to the point where he believes the issue with it is And pride is a component of his principles that he holds dear due to his own issues, as well as his sense of pride resulting from his affiliation with his organization and the fact that it is congruent with its beliefs (Ali and Al-Qarni, 2017).

Employees who uphold the organizational ideals of their employers do not think about quitting and stay out of their own free will. Strong faith in the organization, acceptance of its objectives and core principles, and a readiness to exert the necessary effort are the characteristics of this form of commitment. The health of the workforce (Meyer & Allen, 2004).

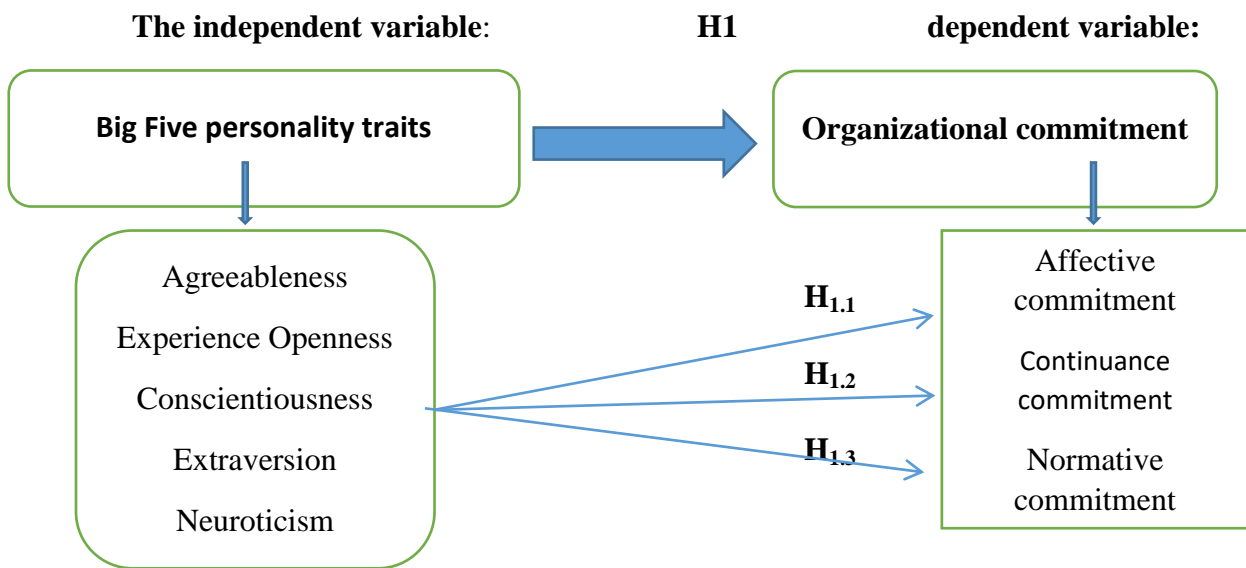
Continuance Commitment (CC): The level of commitment made by the person in this situation defines the investment value he can make if he stays with the company in exchange for what he would forfeit if he decided to join other parties; Numerous factors, including senior age and length of employment, have an impact on this type.(Al-Thubaiti,2014).

The extent to which a person desires to continue working for the company is referred to as their level of continuance commitment. As a result of the costs they associate with quitting their current job, he is committed to staying because doing so will cost him more money. Because they understand that staying will cost more than leaving will pay, and because they show signs of commitment to continuity, employees have a strong sense of duty and demonstrate it to stay in the company feel obligated to stay. While perks lessen organizational instability, employee qualities, personal choices, and investments can have a negative impact on employees' commitment to stay with the company. These factors include work performance, employee health, and continuity. (Meyer & Allen, 2004).

Normative Commitment (NC): Suyanto & Nedi Hendri (2019) point out that this is related to the staff sense of duty Leeds has to commit to. The employee's perception of continuing to work for the company under pressure from others is included in this component. Strong normative ties cause people to worry about what other people will say if they leave the group. Even when it comes at the expense of the employee themselves, this kind of dedication is moral, and this feeling is reinforced when the organization properly supports the employee so that the employee is not only involved in the process of performing work, but also in contributing and you will be able to participate through

interaction. Proactively set goals and plan and develop general policies for the organization.

Study Model



Research Design and sample

In order to evaluate the study hypothesis and provide answers to the study's questions and hypotheses, this study relied on a quantitative technique. It is possible to summarize features across groups or relationships when utilizing quantitative methods to gather information since they concentrate on characterizing a phenomenon across a larger number of people. This strategy involves conducting large-scale surveys of people and using statistical tools and methodologies to identify broad trends in the relationships between processes. As a result, surveys can be employed across groups. The main goal of this study is to examine the relationship between big five personality traits and organizational commitment. To accomplish this goal, a descriptive analytical design that relies on surveys and samples for data collection was used. Data from the study participants were gathered via a questionnaire. Following an examination of pertinent prior literature, the researcher obtained the Five Factor Model of Personality Scale, Which developed



by “Benet-Martinez & John (1998) and the Organizational Commitment Scale by Allen & Meyer (1990)

Discussion

It was discovered that the Big Five personality factors and their dimensions (Agreeableness, Experience Openness, Conscientiousness, Extraversion, and Neuroticism) had a statistically significant effect on enhancing Affective Organizational Commitment for employees Training & Integration Centers in Berlin. Neuroticism was found to significantly correlate negatively with affective commitment.

Previous research has indicated a negative significant association between negative emotions and organizational commitment; this is likely due to the correlation between neuroticism and the experience of negative emotions. The two traits, openness to experience and emotional commitment, are positively related. High scorers on the "openness to experience" scale are more likely to develop the acceptance necessary to thrive in many contexts, including their chosen field of work. Recent research suggests that the five-factor model is a helpful framework for investigating the underlying personality factors that contribute to employees' commitment to their organizations. Particularly, extraversion showed the strongest correlation with all three types of organizational commitment, making it the most reliable predictor. First, extraversion was favorably related to affective commitment, supporting earlier findings that positive emotionality and affective commitment are positively correlated. The study also discovered that conscientiousness and emotional dedication had a statistically significant beneficial association.

The results also indicated that there was NO statistically significant influence at the level of significance (0.05) for the Big Five personality characteristics and their dimensions (Agreeableness, Experience Openness, Conscientiousness, Extraversion, and Neuroticism) and continuous commitment.

Similarly, neuroticism correlates positively with a willingness to endure even when facing adversity. One possible explanation for this is that neurotics are more wary of emotionally investing in an organization and more cognizant of the risks of quitting their employment because of their susceptibility to bad experiences and emotions. The researcher attributes the reason for the difference to the differences in personality traits. It is well known that the personalities of



individuals differ in features from one individual to another, and as we indicated previously in the definition of personality, each individual has his unique personality that distinguishes him from others. The researcher believes that it is unreasonable for traits to be equal in amount among individuals, for man is a wondrous being, and the greatest example of God's miraculousness in his creation, as his personality consists of different determinants, factors, and elements in the proportion of their influence on each individual. Neurotics are more dedicated because they fear losing their current position, which is supported by the fact that they endure greater hardships in life. Whereas openness to experience can be understood as a need for change, complexity, freshness, and an inner urge for experimentation, there is a significant inverse relationship between openness to experience and continuous commitment. Those that rank highly in openness to experience also tend to be very exploratory and open to trying new things, including changing careers.

The results of the main hypothesis test indicated as well that the dimensions of the Big Five personality traits (Agreeableness, Experience Openness, Conscientiousness, Extraversion, and Neuroticism) had NO statistically significant effect on normative organizational commitment for employees at Berlin's Training & Integration Centers.

The current research also found that extraversion correlates positively with normative commitment. Bilateral relationships are common among extroverted employees because this type of interaction is seen as a psychological contract that ensures the employee will be provided with a positive social environment. There is also a strong inverse correlation between neuroticism and normative commitment.

In other words, people who regularly experience negative emotions like anger, anxiety, and stress lack the essential stability necessary for functioning in the workplace, and they are extremely preoccupied with their own internal and subjective issues, to the exclusion of all other extrinsic stimuli and events. Due to their lack of knowledge or carelessness, they would be unable to uphold the standards they had set for themselves at work, including those related to the environment or their organization, as well as their dedication to their employer and career.

The results show that there is a strong relationship between agreeableness and normative commitment.

This is because agreeableness has a favorable correlation with social interaction, and social



interaction is directly linked to emotional closeness.

So, such love can boost a worker's sense of social identity on the job, which in turn may raise his desire to have a two-way relationship with the company in an effort to foster a mutually beneficial work culture.

Eventually, there is a significant connection between moral integrity and ethical duty; for interpreting both results, we must state that conscientious people can improve their attachment to work depending on the level of organization, as they tend to be more invested in their work.

Managerial and Practical Implications

In line with previous studies of personality traits in the workplace, practitioners will benefit from taking into account all of the attributes during the selection process. Our findings of a moderate correlation between these traits and commitment to one's employer suggest that some individuals may have a natural bias toward their workplace. We highlight the substantial connections between Emotional Stability and Extraversion, two affective characteristics, and Openness to Experience and Loyalty, two loyalty-related traits (Agreeableness and Conscientiousness). Given the prior study on the significance of selecting on the qualities for increased performance, we believe that selection on all attributes can be significant for attracting and sustaining motivated workers in conjunction with employee assistance programs. In sum, the findings of this study provide owners and top-level managers with compelling evidence that emotional regulation is crucial in efforts to boost employee commitment to the company. Integrated emotional variables, such as emotional labor and emotional exhaustion, are the primary predictors of organizational commitment, ultimately enhancing commitment to service quality, making it imperative for upper-level administrators or owners in service sector to set realistic job expectations with appropriate emotional screening and training. A lack of emotional control on the part of managers increases the likelihood that their subordinates will be disloyal to the company and the quality of the services they deliver, which in turn affects the frontline employees. Managers and business owners should consider putting more effort into developing systems to identify and attract employees with strong emotional regulation skills. In order to better understand the relationship between the Big Five personality traits and organizational commitment, this study was conducted. We filled knowledge gaps, especially in the area of the relationship between many personality traits and organizational commitment. Cultural control and outcomes control explained a fair proportion of the diversity in organizational commitment, while the Big Five personality traits only explained a little percentage. The data



we have also shows that while results control does not seem to affect organizational commitment, cultural control does. As a whole, our findings suggested avenues for further research and had important theoretical and practical implications. Considering the practical ramifications is important because this field of study is underdeveloped. Assuming the results are accurate representations of reality, this study's findings have important implications for the development of staffing procedures and management control structures. The results of our study demonstrated that the Big Five personality traits cannot account for the vast majority of the observed variation in employees' commitment. This research suggests that the Big Five personality traits are not sufficient indicators of organizational commitment in recruitment processes. Managers with lower degrees of neuroticism are more likely to have high organizational commitment because of this inverse relationship. Other personality traits were not shown to have a strong correlation with commitment to the company, but we did find that the Big Five did, and that this correlation varied depending on the type of management control mechanisms in place. This means that not only can candidates' levels of neuroticism be considered, but also their agreeableness, conscientiousness, and the extent to which they apply culture control and outcome control in their work. For example, hiring managers at businesses where employees have little say over the final product may place a premium on commitment from candidates who score higher on the conscientiousness scale. Yet, hiring managers at firms with a lot of say in the final product could assume that people who score higher on the conscientiousness scale will be less dedicated to their jobs than those who score lower. Similarly, hiring managers in businesses with strict cultural norms can anticipate greater dedication from candidates who demonstrate a high degree of compliance. Conversely, a recruiting manager in a company with weak cultural management can assume that highly conforming employees are less dedicated than their less conforming counterparts. Our findings highlight the significance of cultural control in the design of management control systems in explaining diversity in organizational commitment. Yet, there was no evidence that outcome monitoring reduced compliance with rules and regulations. This demonstrates the significance of cultural control in attracting dedicated managers. And what's more, our findings suggest that cultural control works best when there's widespread agreement among managers and less so when there's less consensus. Furthermore, it appears that firms in collectivistic cultures place more emphasis on selecting employees based on their attributes.

Conclusion

According to the findings of analysis, openness to experience and conscientiousness play the biggest roles in predicting affective commitment out of the five different personality traits. Similar to this,



only openness to experience could indicate continued commitment among the same traits, while other traits played no role. Additionally, neuroticism, extraversion, and conscientiousness played the biggest roles in forecasting the normative commitment. Human resource managers can use the study's findings to improve their pre-hiring strategy. Ultimately, neuroticism was found to have an intrinsically favorable effect on one's level of participation in the workplace. It seems that people who have developed significant neurosis as a result of traumatic experiences and bad emotions are concerned about their emotional attachment to the entity because they fear losing their job or role and are thus labeled as emotionally unstable. Nonetheless, those who score low on the neuroticism scale are devoted to their work and organization while not being particularly interested in its happenings or viewing its negative implications as particularly dangerous. We call these folks "emotionally stable" because of how they handle their feelings. Staff members at Berlin's Training and Integration Centers are not vulnerable to the kinds of negative emotions that could lead to burnout.

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