



INFLUENCE OF BIG FIVE PERSONALITY ON ORGANIZATIONAL COMMITMENT AND JOB SATISFACTION

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Abstract

The main purpose of the study is to find out the influence of the Big Five Personality traits namely, Neuroticism, Agreeableness, Conscientiousness, Extraversion, Openness on Organizational Commitment and Job Satisfaction. For this purpose a sample size of 536 executives who are working at a public sector power generating organization functioning in Tamil Nadu state is selected. Simple random sampling technique was used to select the samples. Big Five Personality inventory developed by John and Srivastava (1999); and Organizational Commitment developed by Meyer et al. (1993) were used for data collection. The study has found that there are significant correlations between the Big Five Personality Traits, Organizational Commitment and Job Satisfaction. Suitable managerial implications are given in this study.

Keywords: *Neuroticism, Agreeableness, Conscientiousness, Openness, Extraversion, Organizational Commitment, Job Satisfaction.*

Background

Today business organizations are facing multiple challenges in the rapidly changing business environments not only in increasing productivity but also maintaining and managing with different dispositional characteristics of human resources in recruitment, selection, training and development and retaining the skilled employees. In order to sustain, effective and efficient HR policies are essential for an organization and to surmount the challenges, to manage these organizations discovering of new avenues of executing effective and efficient HR policies.

In this regards, new dimensions of organizational behavior such as, understanding the personality factors, emotional intelligence of the employees, have gained rapid prominence on the strategic roadmap of the organization. It is well known that personality plays an important role in determining not only the behavior of an individual but also his overall success and prosperity in life. Allport (1937) has defined personality as, "Personality is the dynamic organization within the individual of those psychophysical systems that determine his or her unique adjustments to the environment."

Our ancient philosophers and saints have wondered about how individuals are unique and why they are differed from each other in many aspects. Since, the years to go individuals, situations, activities and their important role are identified and developed in identifying an individual's personality. Several researchers have done studies on dispositions in analysing individual personality traits, these lead to look forward in certain kinds of attitudes and job related behaviour. Michele (1977) has described about individual behaviour and situations have been studies on dispositions. Studies on dispositions helped for the emergence of Big Five Personality traits models which was developed by Goldberg (1990). Big Five Personality traits model has divided the Personality into five broad traits, these are more useful in identifying different kinds of job related attitudes and behaviours. Hence, the researcher considers studying of the relationship between of Big Five Personality Traits, forms of Organizational Commitment and Job Satisfaction.

Neuroticism

a personality trait shows the universal attitude to perceive negative dimension of normal personality indicating the general tendency to experience negative things such as, dread, sorrow, shame, irritation, guiltiness and revulsion. Individual who gets more scores may be at threat of some kinds of psychiatric issues, but low neuroticism score indicates of emotional stability.



Extraversion

A personality trait indicates such as, friendliness, ferociousness activity and loquaciousness. Extraversion has lively and positive, it is described by positive feelings and perception. Hence it is seen as an optimistic affect (Clark and Watson, 1991).

Openness

A personality trait comprise, thoughts, visual sensitivity, thoughtfulness to inner feelings, favourite for alternative choices, academic interest and autonomy to judgement. Individuals who score low on openness have a propensity to be conservative in attitudes (Hamilton, 1988; Barrick and Mount, 1991; Vinchur et al., 1998; Horton, 1992; Raudsepp, 1990; Johnson, 1997, and Hayes, Roehm and Castellano, 1994).

Agreeableness

An individual who is basically humane, understanding to others and excited to extend help on them and treating others equally. Salgado (1997) identified that agreeableness is concerned to educating for achievement.

Conscientiousness

Is self-discipline and the energetic process in determining, arranging and implement the tasks (Barrick and Mount, 1993). An individual who has more conscientious is focused, strong-minded and resolute. Conscientiousness means obvious in accomplishment oriented, reliability, planful and organized.

Organizational Commitment is considered as one of the essential variable for several positive and negative outcome variables in the industrial psychological or behaviours studies (Meyer, Stanley, Herscovitch, and Topolnytsky, 2002). These researchers have strongly consider that employees with higher affective commitment to their organization achieve better than others those who have with lower affective commitment. Mathieu and Zajac (1990) have reported that job satisfaction has positive relationship with organizational commitment. Employees who have lower commitment in receipt of ethical values, but they experience disturbed from the organization. Manpower which have the capability to persuade and share with their other counterparts efficiently, may direct the organization towards achievement of goals and organizational effectiveness.

In certain conditions, some organizational environments are given where the employees can prove the attitudinal and behaviours adaption to the organization in maximum and who can adapt themselves with respect to the social system of the working climates and to be satisfied with their own perception and feelings of goodness pertinent to their personality characteristics. Otherwise, administration of the organizations would predictably be accountable on synchronization of activities of the employees, who are dissatisfied, worried, apprehensive and dejected. Job Satisfaction is an occurrence which should exceed in border of the organization and its special effects should also seen in employees personal life and outside organization. Because of certain job conditions it is probable to generate various statuses among the employees pertinent to significance of job satisfaction. Researchers aim to investigate it effective factors among of these the influence of personality and emotional kinds on job satisfaction is considered. When personnel are satisfied with their own job such condition may cause them to make effort for doing their job with more motivation and interest (Shirazi, 2003).

Review of Literature

Daniel Ganu and Caleb Nyaranga Kogutu (2014) studied the effect of the big five personality traits on job satisfaction and organizational commitment among healthcare workers in Kenya. The study utilized a correlational descriptive study design and collected data using a self-administered questionnaire. In all, 252 healthcare workers comprising Medical doctors, Nurses, Pharmacists, and Lab Technologist participated in the study. Using descriptive statistics and multi-linear regression analysis, the study showed significant relations between the Big Five personality traits with job satisfaction and organizational commitment. Openness, Conscientiousness, and Neuroticism have a positive relation with organizational commitment while extraversion and Neuroticism also have a positive relation with job satisfaction. More so, a positive relationship was found between job satisfaction and organizational commitment. This finding suggests that employees who exhibit the

traits of openness, neuroticism, extraversion and conscientiousness turn to find a greater sense of commitment and job satisfaction to the Healthcare organizations. The implication of the results will be useful to hospital administrators and the healthcare industry in general.

Thiruvarasi and Kamaraj (2017) studied the influence of the Big Five Personality on Organizational Commitment, Emotional Intelligence and Job Satisfaction. For this purpose a sample size of 536 Executives from a public sector power generating organization in Tamil Nadu state is selected. Simple random sampling technique was used to select the samples. A well-structured and pre-tested questionnaire was used for survey. The study has found that Big Five Personality has significant influence with Emotional Intelligence, Organizational Commitment and Job Satisfaction.

Conceptual Framework of the Study

The present study is aimed to investigate the influence of Big Five Personality on Organizational Commitment and Job Satisfaction. Big Five Personality is independent variable and Organizational Commitment and Job Satisfaction are dependent variables in this study. Hence, the researcher has framed this study on “Influence of Personality on Organizational Commitment and Job Satisfaction”.

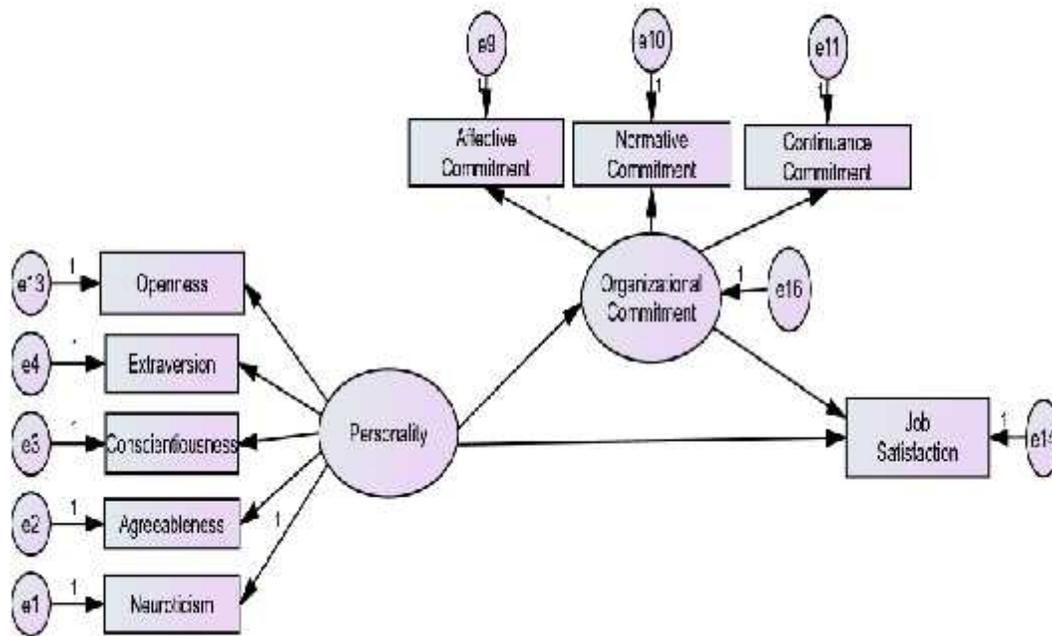


Figure 1. Conceptual Framework of the Study

Scope of the Study

The present study is aimed to investigate the influence of Big Five Personality on Organizational Commitment and Job Satisfaction. Big Five Personality is independent variable and Organizational Commitment and Job Satisfaction are dependent variable. The present study is undertaken in Neyveli Lignite Corporation Limited(NLC), a public sector power generation company, situated in Neyveli, Tamil Nadu. NLC is one of the leading mining and power companies, with social responsiveness which accelerates India’s growth, where merely about 12,000 people are employed. Hence, the researcher intended to study the influence of Big Five Personality Traits on Organizational Commitment and Job Satisfaction.

Objective of the Study

1. To find out the relationship between the Big Five Personality Traits, forms of Organizational Commitment and Job Satisfaction.
2. To analyze the influence of Personality on Organizational Commitment and Job Satisfaction.

Hypotheses Of The Study

Hypothesis-1. Big Five Personality Traits have significant relationship with the forms of Organizational Commitment and Job Satisfaction.

Hypothesis-2. Big Five Personality has significant influence on Organizational Commitment and Job Satisfaction.

Research Methodology

The type of the present study is descriptive in nature, which describes the Personality Traits and forms of Organizational Commitment and Job Satisfaction among the sample. The population of the study is Executives of Public Sector Power Generating Organization in Tamil Nadu who are working at different divisions are selected. A sample size of 536 Executives are selected for this study. The samples are selected by adopting simple random sampling technique. The researcher has used the Big Five Inventory (BFI) developed by John and Srivastava (1999) to collect the primary data, which consists of 100 statements about Big Five personality traits by adopting likert's five point scale (Disagree strongly-1 to Agree strongly-5) to measure the responses. The Organizational Commitment developed by Meyer et al. (1993) by adopting Likert's Five Point Scale (Strongly Agree - 1, Agree - 2, Neutral - 3, Disagree - 4 and Strongly Disagree - 5) was used to measure the responses. The Job Satisfaction according to 7 statements, developed by Cook et al.(1981) by adopting Likert's Five Point Scale (Completely Satisfied -5, Satisfied -4, Neutral -3, Unsatisfied -2 and Completely Unsatisfied -1) was used to measure the responses.

Findings

It is understood from the results of descriptive analysis that Big Five Personality traits namely, Conscientiousness (mean = 3.24; S.D. = 0.25) and Openness (mean = 3.37; S.D. = 0.27) are found to be higher than other traits. Organizational Commitment are found to be higher for Continuance (mean = 3.67; S.D. = 0.70) and Normative Commitment (mean = 3.52; S.D. 0.49) is more than other forms of Organizational Commitment; and Job Satisfaction is also found to be high among the Executives in the study organization. Hence, it may be concluded that Executives in the study organization have higher Conscientiousness and Openness personality pattern. Moreover the overall participants have more Continuance Commitment and Satisfied with their present situation. Neuroticism has significant correlation at the 0.05 level with the other factors namely, significant different is found with Affective Commitment ($r = 0.097$); and no correlation with Normative Commitment, Continuance Commitment, Organizational Commitment and Job Satisfaction. Agreeableness has significant correlation at the 0.01 level with the other factors namely, Normative Commitment ($r = 0.162$) and Organizational Commitment ($r = 0.143$) and 0.05 level significant difference is found with Affective Commitment ($r = 0.098$), Continuance Commitment ($r = 0.099$) and no correlation with Job satisfaction. Conscientiousness has significant correlation at the 0.01 level with the other factors namely, Normative Commitment ($r = 0.215$), Continuance Commitment ($r = 0.140$), Organizational Commitment ($r = 0.178$) and no correlation with Affective Commitment and Job Satisfaction. Extraversion has significant correlation at the 0.01 level with the other factors namely, Normative Commitment ($r = 0.133$) and no correlation with Affective Commitment, Continuance Commitment, Organizational Commitment and Job Satisfaction. Openness has significant correlation at the 0.01 level with the other factors namely, Normative Commitment ($r = 0.193$), Continuance Commitment ($r = 0.128$), Organizational Commitment ($r = 0.173$) and 0.05 level significant difference is found with Affective Commitment ($r = 0.108$) and Job Satisfaction ($r = 0.093$). Findings of this study gains support from the study undertaken by Daniel and Caleb (2014) and Thiruvarasi and Kamaraj (2017).

Results and Discussion

Table 1. Descriptive Statistics and Correlations between the study variables

| Variables | Mean | S.D. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 |
|---------------------------|------|------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|----|
| Neuroticism | 3.19 | 0.32 | 1 | | | | | | | | | | |
| Agreeableness | 3.14 | 0.28 | .510** | 1 | | | | | | | | | |
| Conscientiousness | 3.24 | 0.25 | .438** | .530** | 1 | | | | | | | | |
| Extraversion | 3.15 | 0.28 | .455** | .480** | .518** | 1 | | | | | | | |
| Openness | 3.37 | 0.27 | .492** | .486** | .475** | .557** | 1 | | | | | | |
| Personality | 3.22 | 0.22 | .771** | .779** | .754** | .776** | .775** | 1 | | | | | |
| Affective Commitment | 3.28 | .46 | .097* | .098* | .079 | .028 | .108* | .107* | 1 | | | | |
| Normative Commitment | 3.52 | .49 | .053 | .162** | .215** | .133** | .193** | .190** | .470** | 1 | | | |
| Continuance Commitment | 3.67 | .70 | .036 | .099* | .140** | .021 | .128** | .106* | .466** | .537** | 1 | | |
| Organizational Commitment | 3.49 | .45 | .071 | .143** | .178** | .068 | .173** | .160** | .752** | .801** | .873** | 1 | |
| Job Satisfaction | 4.13 | .61 | .027 | .039 | .073 | -.050 | .093* | .045 | .378** | .324** | .341** | .423** | 1 |

*- Correlation is significant at the 0.05 level; **- Correlation is significant at the 0.01 level

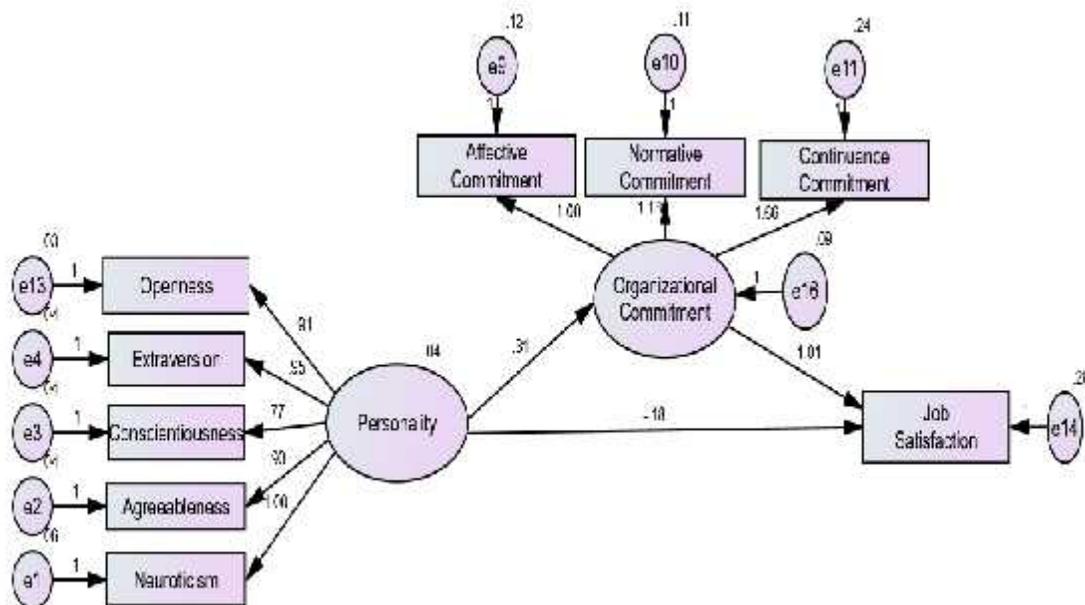


Figure 2. Results of Path Analysis for Conceptual Framework

The result of path analysis is shown in Figure 2. It is implied from the results that Personality has significant positive impact on Organizational Commitment and negative impact on Job Satisfaction among the Executives. The Big Five Personality traits and other study variables show a very good fit of the sample data. All values of Chi-square, GFI, CFI, RMR, NFI, and RMSEA are in acceptable range. Chi-square = 66.559; Degrees of Freedom = 25; Probability level = 0.00; CMIN/DF = 2.662; GFI = 0.974; RMR = 0.006; NFI = 0.952; CFI = 0.969; RMSEA = 0.056. The value of β between Personality, Organizational Commitment and Job Satisfaction are 0.31 and -0.18, respectively indicating that Big Five Personality significantly predicts Organizational Commitment and Job Satisfaction among the Executives.

Managerial Implication

The Present Study has attempted to investigate the influence of Big Five Personality on Organizational Commitment and Job Satisfaction. The findings suggest that personality plays an important role in balancing emotions in the development of organizational commitment and Job Satisfaction. Hence it is suggested to their attitudes to be improved towards Organizational objectives. The present study provide the administrators and policy makers with insights into the individual differences the development of organizational commitment on how to manage employees using dispositional approach to draw positive attitudinal and behavioural reaction from employees.

Conclusion

The present study is undertaken to investigate the influence of Big Five Personality on Organizational Commitment and Job Satisfaction. Big Five Personality is independent variable and Organizational Commitment and Job Satisfaction are dependent variables. The results that the Personality traits Conscientiousness and Openness are found to be higher among the Executives. Openness has significant positive correlation in this study. Further Organizational Commitment have better mediation between Big Five Personality and Job Satisfaction. Moreover, hypothesis of the study is accepted since the proposed model has good fit with the variables. Thus the study is concluded that Big Five Personality traits have significant influence with Organizational Commitment and Job Satisfaction.

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