

Relationship of Personality Traits and Organizational Commitment

Behnam Esmailifar,

Department of Management, Islamic Azad University, Tehran Center Branch, Tehran, Iran

Leila Pourdasth

Department of Management, Islamic Azad University, Tehran Center Branch, Tehran, Iran

Corresponding Author Email :pourdasth@gmail.com

Abstract

The aim of the present study is to investigate the relationship between personality traits (Extraversion, Agreeableness, Conscientiousness, Neuroticism, and Openness to Experience) and organizational commitment of the staff of the head department of Ayandeh Bank. To assess personality traits, the NEOPI-FF Questionnaire and to evaluate organizational commitment, the Allen and Meyer's (1990) Organizational Commitment Questionnaire were used. In the present study, the descriptive-correlational method was used in terms of the nature of the problem because researchers investigate the relationship between personality traits and organizational commitment of the staff of the head office of Ayandeh Bank using questionnaires. In addition, questionnaires designed in the sample which included 223 participants based on Cochran formula were distributed using the stratified random sampling and then, they were collected and analyzed using Spearman test. The results indicated that there is a positive and weak correlation between personality traits (Extraversion, Agreeableness, Conscientiousness, Neuroticism, and Openness to Experience) and organizational commitment of the staff of the head department of Ayandeh Bank.

Keywords: personality, commitment, organizational commitment, staff, Ayandeh Bank.

Introduction and statement of the problem

The efficient human force is the main index of superiority of an organization over other organizations because the human force is the most important resource of each organization. Enjoying the staff who are expert, loyal, agreeable with organizational values and objectives, having powerful motivation, tending and committed to keep and continue the membership of the organization is among main and very necessary requirements of each organization. Organizations require those employees who are active beyond their different and conventional duties. Therefore, paying attention to this important and valuable resource can make organizations and their societies closer to their objectives. Accordingly, it is necessary that managers provide main and necessary strategies for keeping, developing, and growing human resources in order that they be loyal to organizations. Organizational commitment is an important occupational and organizational view which has been interesting for a lot of researchers of fields of organizational behavior and psychology particularly social psychology during recent years. Porter et al. (1974) define organizational commitment as the acceptance of organizational values and involvement in organizations and consider its measurement criteria as motivation, tendency to continue working, and acceptance of organizational values. Organizational commitment as a main attitude can predict the staff's desertion better than other working attitudes such as job satisfaction. In Iran, due to high presentation of work forces and the lack of demands for it or in other words, high unemployment rate, job and organization selection are not based on interest and compatibility with individuals' talents and potentialities, and the first opportunity for employment is the best selection. On the other hand, in such a situation, the imagination of managers is that when a person is employed somewhere, he should accept all conditions and be loyal to his organization. Paying attention to the issue of organizational commitment and selecting individuals loyal organizations in the employment stage are among main concerns of managers. In addition, for selecting an appropriate individual for a job paying attention to factors affecting organizational commitment in selecting individuals can be solving. Organizations require a lot of information for selecting the staff. Among these pieces of information, identifying personality traits is very important. Studies indicate that personality tests can appropriately predict the performance of the staff (Adib et al. 2010). Therefore, the

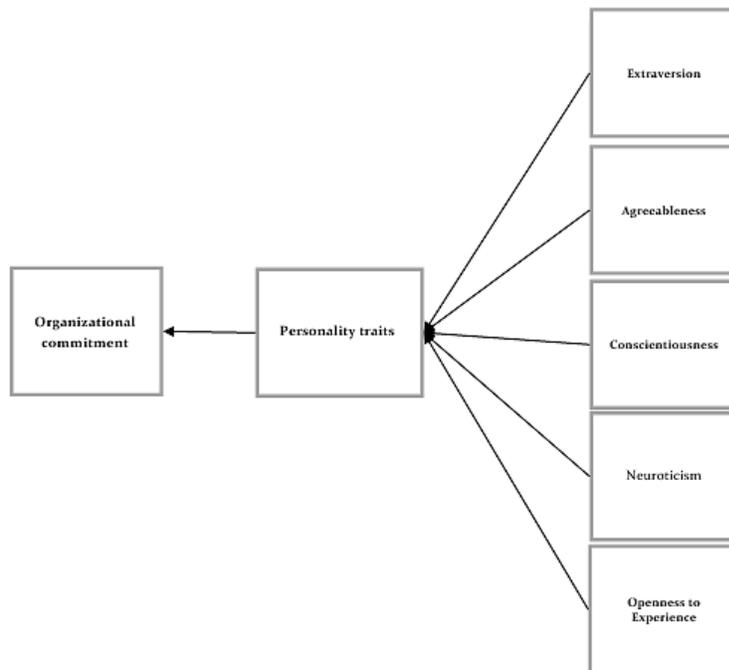
present study is to investigate the relationship between personality characteristics of the staff and their organizational commitment. In the study, to investigate the relationship between personality traits and organizational commitment of the staff of the head office of Ayandeh Bank, personality can be divided into five main factors as follows:

1. Extraversion
2. Agreeableness,
3. Conscientiousness,
4. Neuroticism, and
5. Openness to Experience (Safarzadeh and Habibi Badr Abadi, 2010).

Therefore, in the present study, researchers are to answer this question that what is the relationship between personality traits and organizational commitment of the staff of the head office of Ayandeh Bank? The existence of human forces committed to the organization can reduce the absence, delay, and displacements rates and increase significantly the organizational performance and mental freshness of the staff as well as represents transcendental organizational aims better and accesses personal objectives.

Ayandeh Bank as one of the private banks active in the banking industry of Iran constructed from the liquidation Tat Bank and then merging with 2 other financial and credit institutions, started its activities in April 2013 and received formal license in 2014. This bank requires loyal, committed, and efficient staff for achieving its objective and continuing activities in the competitive space in order that these staff do not leave the organization at the middle of the path and turnover. Regarding the review of literature as well as the theoretical framework, doing such research in Ayandeh Bank seems important and necessary.

Research analytical model



(Resource: Pasha and Khodadadi Andariyeh, 2009; Pour Soltani Zarandi et al. 2010)

Research hypotheses

Main hypothesis

There is a significant correlation between personality traits and organizational commitment of the staff.

Secondary hypotheses

1. There is a significant correlation between Extraversion and organizational commitment of the staff.
2. There is a significant correlation between Agreeableness and organizational commitment of the staff.
3. There is a significant correlation between Conscientiousness and organizational commitment of the staff.

4. There is a significant correlation between Neuroticism and organizational commitment of the staff.
5. There is a significant correlation between Openness to Experience and organizational commitment of the staff.

Conceptual definition of research variables

Personality

A relatively sustainable and fixed model of thoughts, emotions, and behaviors of an individual. Personality includes relatively stable and sustainable traits called attributes such as "irritable", "anxious" and "talkative".

Organizational commitment

Organizational commitment is a kind of attitude, a kind of sense of belongingness to organizations. Organizational commitment is a psychological state indicating a kind of tendency, requirement, and commitment for continuing working in an organization (Allen & Meyer, 1990, p.1).

Personality and ideas about personality

Personality have different senses. One of the senses of personality is corporate identities. Therefore, the person who can impose his ideas and will to a group of people is a man with personality. Moral and legal words which are added to personality give it new senses. But, personality philosophically refers to an abstract nature which is independent of the body and dominant it. It usually is equivalent to words such as soul, spirit, and as such.

Factors determining personality

The most initial discussion in the research related to personality was that whether personality is inheritable or acquisitive. It is obvious that in this regard, no firm and affirmative answer is available. It seems that personality appears due to both mentioned factors and newly, another factor called situation (context) has been considered. Therefore, personality of a mature human being can be modified by two heritance and environment and different situations (Robins, 2006: 135).

1. Heritance,
2. Environment or context
3. Situation

Personality traits

A number of certain personality traits which can determine individuals' behaviors in organization is identified in the form of a certain and indexical group. The first group is related to space which human beings imagine. That is the geometric center of controlling behaviors in life. Other groups are: authoritarianism, Machiavellianism, self-esteem and self-respect and the desire to risk-taking.

Myers-Briggs Type Indicator

Myers-Briggs Type Indicator is one of the most conventional indicators by which individuals' personality traits can be determined. In this questionnaire, 100 questions are included. It asks individuals to answer the questions according to the type of sense or action which they act in specific situations (Robins, 2006, p. 141). Regarding the answers that individuals provide for them, they can be considered as extroverted or introverted (E or I), Sensing or Intuitive (S or N), thinking or feeling (T or F) or judging or perceiving (J or P).

Personality from management point of view

To be able to realize objectives and do duties, managers require personality traits. Intelligence and creativity of managers are among mostly referred properties. Managers are also known via facilities which they provide for advancement and development of others. In fact, in an organizational issue, managers' personality are not defined separate from situations which they provide for organizations. It does not mean that knowing oneself and parts of personality in an organization is an interesting issue, but it is important that managers can decide about others with this personality. In fact, personality is an issue which give the role of a guard to thoughts and activities in organizations. This issue that personality means a series of secure and helpful behaviors naturally results in the issue that these effective and secure behaviors can be identified. Accordingly, the best individuals for management are identified. Therefore, who can be selected for higher managers and who can enhance to which status in organizations can be identified with personality.

Personality form the organizational viewpoint

The aim of the study of personality is to fine appropriate instruments for identifying personal differences in organization. However, a parallel event in measuring method of personality occur and that is the comparison of individuals' personality with the group. In addition, the measuring method of personality in comparing individuals with groups and others rather than providing a personal knowledge of the individuals in the organization, identifies their organizational personality and status because individuals are evaluated as compared with others and not compared with himself. Personality traits mostly accepted by managers and organizations necessarily are not individuals' truths and beliefs of individuals. In general, the issue of personality can be considered as a management instrument for managers to identify appropriate activities for proper individuals rather than personality tests from individuals' or psychology viewpoints. Personality tests in most organizations are administered with the aim of employment; however, it can show a good record of familiarity with the prior and future spirit and personality of organizations. This information can be considered as primary information for using in promotion, reward, and other activities of the staff in organizations. People with determined personality appropriate to each job they have been committed to, are prior for desired positions in organizations. Therefore, managers both can select their desired staff and give them to match their behaviors with their desired jobs and organizations.

Concept and definition of commitment

The word commitment is among those which present a lot of senses. It is equivalent with senses such as work conscience, work ethic, desire and responsibility in spite of having conceptual differences with the used commitment. In other words, a lot of psychological senses of working and organizational behavior, commitment are defined from different views and methods.

Significance and necessity of paying attention to organizational commitment

Firstly, commitment is a new concept and is different from work conscience, work ethic, desire and responsibility. In addition, organizational commitment is correlated with variables such as job satisfaction, job dependence, turnover and absenteeism. Organizational commitment have direct and close relationship with performance and have significant effects on it which can predict the efficiency of organizations. Therefore, its negligence is damaging for organizations and may result in a lot of loss. In general, in significance and necessity of paying attention to organizational commitment, it can said that via assessment of organizational commitment and measuring its effects on organizational behaviors such as absenteeism, displacement, turnover, etc. appropriate information can be provided for managers' decisions particularly in the issue of human resources about their duties such as planning, maintenance, improvement and evaluation of human resources (Karimzadeh, 1999: 20).

Results obtained from organizational commitment

One of the most important reasons for the attention of management and behavioral sciences experts and scholars to organizational management is its consequences and outcomes. Different levels of organizational commitment can have appropriate and inappropriate results for individuals, working teams, and organizations. The results of a lot of studies indicate that organizational commitment is related with a lot of management and behavioral sciences variables so that a lot of research indicates the its negative effects on absenteeism, turnover, delay, and displacement. In addition, some other researches indicate the positive effects of organizational commitment on loyalty of the staff to observe survival and development of organizations and attraction of customers' satisfaction, order, and occupational performance.

Research methodology

The present study is a descriptive research which uses survey research and correlation. It is also an applied research in terms of objective. To collect theoretical data, library research, field study, related articles and books and the Internet were sued. To collect field data form the sample and to test research hypotheses, the NEOPI-FF in the form of five-point Likert scale was used. This questionnaire contains 60 items and the second questionnaire includes questions of organizational commitment based on Allan and Mayer's ideas including 21 items and in the form of five-point Likert scale. To test the reliability of the questionnaire, Cronbach's alpha method was used. Accordingly, a pilot study was conducted on 40 employees and using the SPSS, the reliability of personality and organizational commitment were obtained as 0.858 and 0.876 respectively.

Cronbach's alpha coefficient

Table 1: reliability test of questions of the Organizational Commitment Questionnaire

Cronbach's alpha	Sample size
858%	40

Table 2: reliability test of questions of the Personality Questionnaire

Cronbach's alpha	Sample size
876%	40

To analyze data obtained from the questionnaires, the descriptive and inferential statistical methods were used. Therefore, to describe the answers of the questions in the research questionnaire, the table of frequency distribution and percentage of answers related to each question was used. In the second part, research hypotheses were confirmed or rejected based on the results obtained from investigation of research questions using inferential statistics (Kolmogorov-Smirnov test, r Pearson and simple linear regression). The population of the research include all staff working in the head office of Ayandeh Bank of Tehran (headquarter office) as 529 individuals.

To determine the sample size of the Cochran formula was used and 223 participants were selected.

$$n = \frac{Nz^2pq}{Nd^2 + z^2pq} = \frac{529 \times 3.84 \times 0.5 \times 0.5}{529 \times 0.025 + 3.84 \times 0.5 \times 0.5} = 223$$

In the present study, to select the sample, the stratified random sampling method was used. Therefore, firstly, the population were divided into 7 classes based on job ranks available in the head office of Ayandeh Bank. And after calculating the ratio of each class f the sample, the random sampling method was used and from each class, some participants were selected.

Research findings

Table 3: the results of testing research hypothesis using descriptive and inferential statistics
Sig. 95% Hypothetical mean as 3

Results of the correlation	Df	two-tailed Sig.	Minimum of significance level	Spearman correlation of organizational commitment	Hypotheses values
Indicating a weak and direct correlation between variables	222	0.000	0.05	0.311	H 1
Indicating a weak and direct correlation between variables	222	0.003	0.05	0.198	H1-1
Indicating a weak and direct correlation between variables	222	0.000	0.05	0.287	H 1-2
Indicating a weak and direct correlation between variables	222	0.000	0.05	0.266	H 1-3
Indicating a weak and direct correlation between variables	222	0.000	0.05	0.286	H 1-4
Indicating a weak and direct correlation between variables	222	0.000	0.05	0.302	H 1-5

Testing research hypotheses

H 1: There is a significant correlation between personality traits and organizational commitment of the staff.

As indicated in table 4, in the two-tailed significance level, the significance level of Spearman test was 0.000 and this level is smaller than the minimum significance level as 0.05 and the correlation coefficient between the two variables is 0.311 which indicates a weak and direct correlation between the two variables of personality and organizational commitment of the staff working in the head office of Ayandeh Bank in Tehran.

H 1-1: There is a significant correlation between Extraversion and organizational commitment of the staff.

As indicated in table 4, in the two-tailed significance level, the significance level of Spearman test was 0.003 and this level is smaller than the minimum significance level as 0.05 and the correlation coefficient between the two variables is 0.198 which indicates a weak and direct correlation between the two variables of Extraversion and organizational commitment of the staff working in the head office of Ayandeh Bank in Tehran.

H 1-2: There is a significant correlation between Agreeableness and organizational commitment of the staff

As indicated in table 4, in the two-tailed significance level, the significance level of Spearman test was 0.000 and this level is smaller than the minimum significance level as 0.05 and the correlation coefficient between the two variables is 0.287 which indicates a weak and direct correlation between the two variables of Agreeableness and organizational commitment of the staff working in the head office of Ayandeh Bank in Tehran.

H 1-3: There is a significant correlation between Conscientiousness and organizational commitment of the staff.

As indicated in table 4, in the two-tailed significance level, the significance level of Spearman test was 0.000 and this level is smaller than the minimum significance level as 0.05 and the correlation coefficient between the two variables is 0.266 which indicates a weak and direct correlation between the two variables of Conscientiousness and organizational commitment of the staff working in the head office of Ayandeh Bank in Tehran.

H 1-4: There is a significant correlation between Neuroticism and organizational commitment of the staff.

As indicated in table 4, in the two-tailed significance level, the significance level of Spearman test was 0.000 and this level is smaller than the minimum significance level as 0.05 and the correlation coefficient between the two variables is 0.286 which indicates a weak and direct correlation between the two variables of Neuroticism and organizational commitment of the staff working in the head office of Ayandeh Bank in Tehran.

H 1-5: There is a significant correlation between Openness to Experience and organizational commitment of the staff.

As indicated in table 4, in the two-tailed significance level, the significance level of Spearman test was 0.000 and this level is smaller than the minimum significance level as 0.05 and the correlation coefficient between the two variables is 0.302 which indicates a weak and direct correlation between the two variables of Openness to Experience and organizational commitment of the staff working in the head office of Ayandeh Bank in Tehran.

Summary of the research findings

Research findings regarding the personality traits and organizational commitment are as follows:

The mean score of personality in the sample is 3.245 and those of Extraversion, Agreeableness, Conscientiousness, Neuroticism, and Openness to Experience are 3.27, 3.16, 3.28, 3.32, and 3.18 respectively. In addition, mean scores for the dependent variable, organizational commitment, is 3.31. All these mean scores are higher than the hypothetical mean scores as $\mu=3$.

Suggestions for further studies**Suggestions based on main hypothesis: personality traits and organizational commitment**

Regarding the fact that the research results indicate that there is a correlation between personality traits and organizational commitment in Ayandeh Bank, the following suggestions are presented for enhancing organizational commitment in Ayandeh Bank:

1. In case of employment tests and interviews before employment, personality traits of individuals should be considered and individuals should be controlled at the time of entering the organization and those individuals be employed who regarding their personality traits, can have higher commitment.

2. It is suggested that the psychological counseling unit in the bank should be set up in order that in employment of new staff and even in job promotion of old staff, psychological and personality interviews can be regularly used.
3. Managers should let their staff know that problems of the organization are their own problems and accordingly improve commitment in them.
4. Managers and officials of the bank should create advantages for their staff and increase the staff's interest compared to those of other organizations.
5. The pay and benefits system of the organizations should be designed in such a way that the staff prefer the continuance of working in the organization due to the lack of benefits and advantages obtained from other organizations.
6. Individuals should be assured that they will not lose their job and have sense of security and calmness in their job situations which causes the increase in organizational commitment. Managers should be able to provide acceptable levels of job security and use the staff's participation in decision making in order to make the staff's commitment as more sustainable.

Suggestions based on H 1-1: Extraversion and organizational commitment

Extroverted individuals have better social relations with their relatives and colleagues. In fact, extroversion is related to the tendency to sympathy. The following suggestions are presented in this regard;

1. For jobs such as banking officers, individuals who are extroverted are appropriate.
2. It is suggested that authorities should reinforce the sense and thought of being positive towards job and organization in individuals with extroversion in order that they have more commitment to the organization and its aims.

Suggestions based on H 1-2: Agreeableness and organizational commitment

Since agreeable individuals have good sense of cooperation and conduct tasks with great interest, they have good face. The following suggestions are presented in this regard:

1. Training the staff of the bank and making them familiar with new activities and upheavals.
2. Paying attention to the skills of the staff and giving them required information for being successful in their jobs.

Suggestions based on H 1-3: Conscientiousness and organizational commitment

Accountability is with Conscientiousness. Therefore, Conscientiousness is defined as accountability, efforts for achievement, trying to attain objectives and efficiency.

1. To identify the skills and abilities of employees and use each according to their merit
2. To give greater autonomy in the workplace to people with high responsibility Features
3. To promote self-control culture in the workplace by taking responsibility of features can be useful in improving organizational commitment.

Suggestions based on H 1-4: Neuroticism and organizational commitment

Neuroticism is a trace of personality with highly stable emotion and low anxiety on the one side of the continuum and emotional instability and high anxiety in another side of the continuum. These personality traits have correlation with organizational performance in such a way that the creation of a stressful space and the existence of working problems have negative effects on organizational commitment. The following suggestions are presented for preventing the negative effect for these factors on organizational commitment:

1. Paying attention to creating a proper workplace in the bank can have significant effects in creating motivation and interest at work.
2. Counseling the staff for investigating and identifying stressors of the workplace can be continuously conducted in the organization.

Suggestions based on H 1-5: Openness to Experience and organizational commitment

Less openness is identified from extroversion. Individuals with higher scores in this trace both are curious about the internal world and the external world and their life is rich in terms of experience. This experientialism leads individuals towards positive and negative emotional states. Therefore, personality traits are as suggested for:

1. For jobs that require innovation and risk characteristics of people with openness to new experiences, such as market studies and careers in the field of risk management.
2. Valuing and attaching importance to the experience and the capacities of the forces experienced bank employees.

References

1. Adeb M., happy, A., Hassan Zadeh, H., (2010). The relationship between commitment and character in a military organization (Case study: a military unit based in Tehran), *Journal of Military Psychology*, First Year, Issue 4, Pages 71-79.
2. Karimzadeh, M. (1999). Organizational commitment. *Management Journal*. Issue 39, November and December, pp. 11-20.
3. Pasha, G. R., Khodadadi Andariyeh, F. (2009). The relationship between personality characteristics and job characteristics and organizational commitment of employees in the utilities Ahvaz, *Journal of New Findings in Psychology*, pp. 54-65
4. Poursoltani Zarandy, H. Faraji, P., and Andam, R. (2010). The impact of personality characteristics of physical education departments of organizational commitment, *Sport Management*, Issue 6, pp. 137-152.
5. Robins, E. P. (1998). *Organizational Behavior* (Vol. I), A. Parsaeian and SM, Arabs, Tehran: Publications Office of Cultural Research, First Edition.
6. Safarzadeh, H. and Habibi Badrabadi, A. (2010). Causal effects among five personality traits and job performance improvement, *Journal f Change in Management*, Issue 2, no. 3.