THE ROLE OF PERSONALITY TRAITS IN SHAPING ORGANIZATIONAL COMMITMENT: A STUDY OF EMPLOYEE ENGAGEMENT DYNAMIC

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Abstract: This research investigates the impact of personality traits on organisational commitment among employees using the Big Five Personality traits model—neuroticism, extraversion, openness, agreeableness, and conscientiousness. Organizational commitment is examined through three dimensions: affective, continuance, and normative commitment. The study collected data from employees across various sectors to analyze the relationships between these personality traits and the different types of commitment. The results indicate that extraversion and conscientiousness are positively associated with both affective and normative commitment, suggesting that outgoing and diligent employees tend to feel more emotionally attached to their organizations and morally obliged to stay. Conversely, neuroticism shows a significant association with continuance commitment, implying that employees with higher levels of anxiety and emotional instability remain with their organizations primarily due to the perceived costs of leaving. These findings emphasize the importance of considering personality traits in human resource practices to enhance employee commitment and organizational performance. By integrating personality assessments into recruitment and development processes, organizations can better align employee characteristics with job roles, fostering a more engaged and committed workforce.

Keywords: Organizational Commitment, Personality Traits, Big Five Personality Model, Employee Engagement, Human Resource Management.

I. INTRODUCTION

In today's competitive business world, companies face new challenges in maintaining and maintaining dedicated employees. Engagement is crucial for an organization to operate at its highest level. Researchers should focus on understanding the concept of engagement and its persistence and maintenance in different work environments. Emotional interaction with the organization is related to the degree of interaction, with employees who are actively engaged wanting to stay in the organization. Commitment to continuity means connecting with the organization based on the cost of leaving the company, while normative participation means a sense of moral obligation to continue working in the organization. Motivated employees tend to think they should stay in the company.

Enterprise groups are facing more demanding situations in rapidly changing business environments, including managing special dispositional traits of human assets in recruitment, selection, education, and retention. To sustain and maintain strong and green HR rules, companies must implement new avenues of executing powerful and green HR rules. New dimensions of organizational conduct, such as expertise, character factors, and emotional intelligence, have gained prominence in the strategic roadmap of the company. Character plays an essential function in determining an individual's behaviour and overall success in life. Historical philosophers and saints have questioned how people are unique and why they differ from each other in various aspects. Studies on

personality trends have led to the emergence of the Big Five Personality trends, which divide personality into five large trends that are more beneficial in identifying special types of process-related attitudes and behaviours. The researcher considers analyzing the connection among these Big Five Personality traits.

Types Of Organizational Commitment

A) Affective Commitment Dimension

The organizational participation model emphasizes emotional participation, which refers to a person's emotional attachment to the organization. Emotional involvement refers to the emotional attachment, identification, and participation of employees in the organization. Members who are emotionally invested in their careers remain in the organization because they believe their working relationships are consistent with the organization's goals and values. Effective participation is a work-related attitude with a positive feeling for the organization. Participation is the relative power of a person's identification with a particular organization and participation. The power of emotional participation in an organization is affected by the extent to which people's needs and expectations for the organization are related to their actual conditions. Emotional compliance involves recognition and internalization. People's emotional attachment to the organization is initially based on the recognition of the desire to establish a relationship with the organization and bring satisfaction. Internalization refers to goals and objectives that are consistent with the values of individuals and organizations. Generally, emotional participation refers to a person's degree of identification with the organization.

B) Continuance Commitment Dimension

The pursuit of continuity is the second dimension of the 3D model of organizational participation, which is defined as recognizing the cost of leaving the organization. This is calculated based on the perception or weight of the costs and risks associated with leaving the current organization. Employees stay in the organization because they need it, which differs from persistence and emotional commitment. The commitment to sustainability is an instrumental attachment based on the individual's association with the organization. Members of the organization receive positive external rewards based on their efforts without adjusting the organization's goals and values, committing to the organization. The strength of the commitment to continuity depends on the ability to leave the organization, and when the availability of alternatives is limited and the investment is high, the organization's commitment to continuity becomes firmer. Employees stay in the organization because they are tempted by other accumulated investments that may be lost, such as retirement regulations, seniority, or organization-specific skills.

C) Normative Commitment Dimension

The organizational participation model emphasizes normative participation, which is a sense of commitment to work and internal beliefs about duties and responsibilities. Employees with management responsibilities must stay in the organization, guided by a sense of responsibility, commitment, and loyalty. Organizational norms are based on ethical considerations, and employees who regularly work believe that staying in the organization is an ethical right. The intensity of an organization's regulatory obligations is affected by rules governing mutual obligations between the organization and its members. Mutual obligations are based on the theory of social exchange, which assumes that recipients of relief funds have strict supervision or legal obligations to return relief funds. This means that people often feel obligated to repay the organization's investment, such as through training and development.

PERSONALITY TRAITS

1. Neuroticism

Personality traits show a general attitude toward the negative aspects of normal personality, indicating a general tendency to experience negative things such as fear, sadness, shame, anger, inwardness, and disgust. Mental problems, but a low neuroticism score indicates emotional stability. Neuroticism refers to the number and intensity of stimuli needed to cause a person's negative emotions (Kumar, Bakhshi, and Rani, 2009). The degree of emotional stability and negative emotions are the same. People at the highest point of this dimension usually feel anxious, frustrated, angry, confused, emotional, anxious, and insecure (Barrick & Mount, 1991). To distinguish neuroticism from the term "neuropathy" in the race test, some psychologists prefer to refer to

neuroticism as "emotional stability." Just because these people have no negative feelings does not mean they have a lot of positive feelings.

2. Extraversion

Traits express sympathy, cruelty, liveliness and talkativeness. Extroversion is vivid and positive, described by positive experiences and opinions; therefore, it is considered an optimistic effect (Clark & Watson, 1991). Comfortable feeling stimulating. The behavioural tendencies used to measure this factor include social skills, social skills, self-confidence, and talkative and activity skills (Barrick & Mount, 1991). People who are highly extroverted in professional assessment often seek the company and support of others. You like to communicate with the outside world. These people are emotional, passionate and action-oriented. You want to be the focus of a group. People with low extroversion (introversion) are less sociable, a person or a person are more comfortable, rarely participate in social activities, and tend to remain silent and withdrawn. Extroverts need it.

3. Openness

Personality traits such as thought, visual sensitivity, gut intuition, preference for choices, academic interest, and independence of judgment are crucial for success. Low-openness individuals tend to be conservative, while those who enjoy learning and experiencing new things tend to have higher debut scores. Highly open individuals are creative, open to new ideas, and emotional contact with them. They are more abundant than actual resources and are more flexible to analysts. Low scores on professional exams may indicate a closed and flexible attitude. High openness is important in positions that require innovative thinking and a flexible attitude, such as advertising, research, and artistic activities. Experience includes image, culture, curiosity, originality, openness, wisdom, diversity, aesthetics, and ready-to-use senses. A high degree of openness is essential for positions that require innovative thinking and a flexible attitude.

4. Agreeableness

One is basically that people who understand others are willing to help them and treat others equally. Salgado (1997) defines kindness as learning to achieve oneself. Correct behaviour (Kumar, Bakhshi and Rani, 2009). The behavioural tendencies usually associated with this factor include politeness, flexibility, trust, caring, cooperation, forgiveness, tenderness and tolerance (Barrick & Mount, 1991). People with high levels of friendliness tend to show more warmth, friendliness, and wit. The better a person is, the easier they are to be deceived, helpful and compassionate. Uncomfortable people will be indifferent, suspicious of others, and less cooperative (Pappas, 2013).

5. Conscientiousness

It is self-discipline, a dynamic process of defining, organizing and executing tasks (Barrick & Mount, 1993). People who are more responsible will concentrate, resolve, and resolve. In behavioural or occupational psychology research, organizational participation is regarded as one of the most important variables among several positive and negative outcome variables (Meyer, Stanley, Herscovitch, and Topolnytsky, 2002). Commitment to your organization is best achieved through people with less emotional organization. Mathieu and Zayak (1990) report that job satisfaction is positively correlated with organizational commitment. Employees who do not adhere to ethical values but have experience in the organization. Demolition; employees who can convince you and effectively share yours with other colleagues can lead the organization to achieve its goals and improve the efficiency of the organization.

LITERATURE REVIEW

Eidheim, Wang, and Zickar (2006) conducted a study on the relationship between personality traits and organizational participation in auto workers' organizations. The results showed a significant positive correlation between extroversion, emotional involvement, commitment to continuity, neuroticism, consciousness, and emotional participation. Emotional involvement refers to the positive emotional response of employees to the organization, with high extroversion individuals being more involved in emotional activities.

The Big Five Inventory (BFI) has been used to study the relationship between personality traits and organizational commitment. A study by **Meyer, Allen & Smith (1993)** found a link between personality traits and organizational commitment in non-teaching staff in public schools. **Alexandra and Christian (2012)** examined the four components of organizational commitment, focusing on the relationship between five main personality traits. They found that employees have an intermediary effect on employee participation and positive and negative emotional states.

Ali Nagi and others (2012) studied the current problems in organizations and the strategic requirements for organizational success, particularly in difficult situations. They also examined the role of personality based on McCurry and Paul Costa's models of the five largest companies. Their research focused on organizational participation, using a five-factor personality model to study the relationship between personality traits and the three components of organizational participation: emotion, persistence, and norm.

Mohd Taufik et al. (2012) used a self-filled questionnaire to study the relationship between personality traits and the three components of organizational participation in a five-star hotel guest room department. The results showed that although cultural differences can affect how personality traits affect work engagement, organizational engagement is an attitude affected by salespersons' personality traits.

Iqra et al. (2013) studied the influence of personality factors on employee engagement and performance in an organization, emphasizing the mediating role of organizational participation in personality and performance. They found that extroversion, friendliness, and conscientiousness are important and positive predictors of employee interaction with the organization, while organizational engagement is an important predictor of task performance and employee performance in the context.

Sampat (2013) studied the impact of a five-factor personality model on Sri Lankan English teacher organizations, collecting data from 450 English teachers in Sri Lanka. The results showed a significant positive correlation between outgoing personality, kindness, and conscientiousness, with neuroticism and open experience having almost no negative impact on organizational participation. Overall, these studies provide valuable insights into the relationship between personality traits and organizational commitment in various contexts.

RESEARCH METHODOLOGY

Objective of the study:

1) To study the big five personality traits i.e. the OCEAN model.

2) To study the organization's commitment level.

3) To study the relation between the big five personality traits and organization commitment level.

4) To study the level of impact of personality on organization commitment.

Hypothesis

1) There is a significant relationship between the big five personality traits and organisational commitment levels in the private sector.

2) Openness, Consciousness, Extraversion, and Agreebleness experience will positively relate to the Organizational Commitment of IT Professionals.

Research Design

Interviews are the most effective way of conducting qualitative research. They help you explain, better understand, and explore the research subject's opinions, behaviour, experiences, phenomenon, etc.
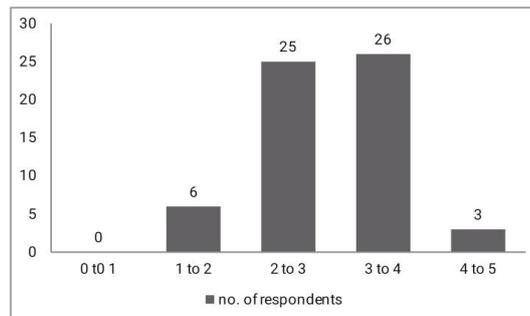
Qualitative methods in the form of structured interviews can be used to get information from resource persons of various industries in the Nagpur region.
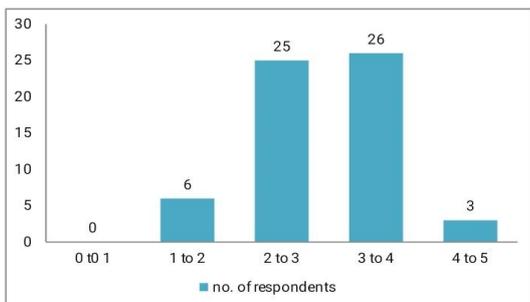
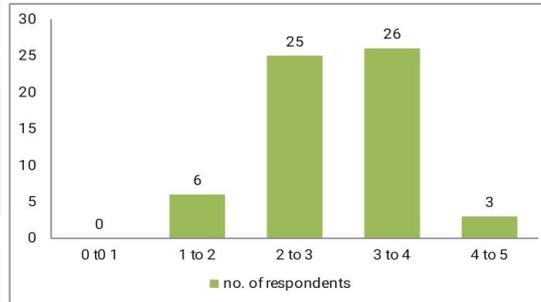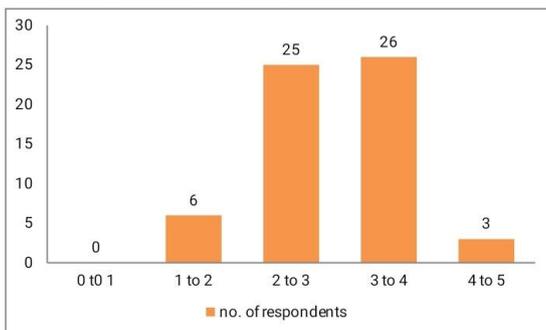## DATA ANALYSIS

1) Organizational Commitment
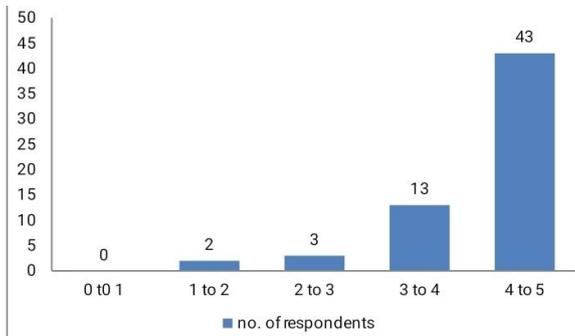
2) Openness

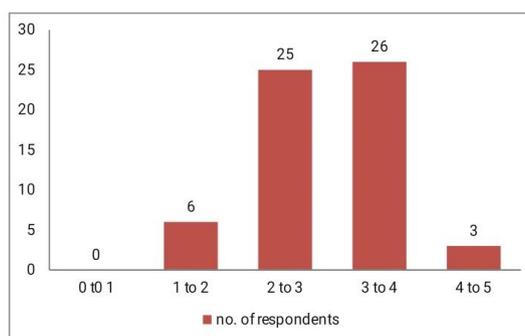### 3) Conscientiousness

4) Extraversion

5) Agreebleness

6) Neurotism

RESULT AND DISCUSSION

1) Evaluation Criteria for Likert Scale Questions

Score Interval (Mean)	Evaluation Criteria
1.00 - 1.79	Very Low Level
1.80 - 2.59	Low Level
2.60 - 3.39	Medium Level
3.40 - 4.19	High Level
4.20 - 5.00	Very High Level

2) Descriptive Results for Personality Traits and Organizational Commitment Scales

Variables	Mean	Standard Deviations (SD)	Evaluation
Organizational Commitment	4.15	0.6980	High Level
Openness	4.21	0.7115	Very High Level
Conscientiousness	4.08	0.5969	High Level
Extraversion	4.04	0.7112	High Level
Agreebleness	4.55	0.5776	Very High Level
Neuroticism	3.05	0.7463	Medium Level

3) Inter Correlation Values between the Big Five and Organizational Commitment Scales

Variables	Openness	Consciousness	Extraversion	Agreeableness	Neuroticism
Organizational Commitment	0.7175	0.5632	0.5749	0.5000	-0.0341

HYPOTHESIS TESTING

1) Relationship between Organizational Commitment and Personality Traits

Sr No	Response	Average Of Responses
01	Organisational Commitment (1 to 5 Rating Average)	4.15
02	Personality Traits (1 to 5 Rating Average)	3.99

Expected Respondents = (5 + 5) / 2

$\qquad\qquad$ = 5

Hypothesis Testing

H_0: There is a significant relation between the big five personality traits and organisational commitment levels in the private sector.

H_1: There is no significant relation between the big five personality traits and organisational commitment levels in the private sector.

The hypothesis was tested based on the Chi-Square method at a 5% level of significance

Observed Respondents (O)	Expected Respondents (E)	(O-E)	(O-E)²	(O-E)²/E
4.15	5	- 0.85	0.7225	0.1445
3.99	5	-1.01	1.0201	0.2041
Total				**0.3486**

X^2 (cal) = $\sum[(O-E)^2/E]$

$\qquad$ **= 0.3486**

Degree of freedom (X)= (n-1)

$\qquad\qquad$ =(2-1)

$\qquad\qquad$ = 1

For X=1   3.841 (Table Value)

The calculated value of X^2 is less than the table value

Therefore, the hypothesis is Accepted and the hypothesis is Rejected

ie There is a significant relationship between the Big Five personality traits and organisational commitment levels in the private sector.

2) Openness, Consciousness, Extraversion, and Agreebleness experience will positively relate to the Organizational Commitment of IT Professionals.

Sr No	Response	Average Of Responses
01	Organizational Commitment (1 to 5 Rating Average)	4.15
02	Openness, Consciousness, Extraversion, Agreebleness (1 to 5 Rating Average)	4.22

Expected Respondents = (5 + 5) / 2

$\qquad$ = 5

Hypothesis Testing

H_0: Openness, Consciousness, Extraversion, and Agreebleness experience will positively relate to the Organizational Commitment of IT Professionals.

H_1: Openness, Consciousness, Extraversion, and Agreebleness to experience will not positively relate to the Organizational Commitment of IT Professionals.

The hypothesis was tested based on the Chi-Square method at a 5% level of significance

Observed Respondents (O)	Expected Respondents (E)	(O-E)	(O-E)²	(O-E)²/E
4.15	5	- 0.85	0.7225	0.1445
4.22	5	-0.78	0.6084	0.1216
Total				**0.2661**

X^2 (cal) $= \sum[(O-E)^2/E]$

$\qquad$ **= 0.2661**

Degree of freedom (X)= (n-1)

$\qquad$ =(2-1)

$\qquad$ = 1

For X=1   3.841 (Table Value)

The calculated value of X^2 is less than the table value

Therefore the hypothesis is Accepted and the hypothesis is Rejected

ie Openness, Consciousness, Extraversion, and Agreebleness experience will positively be related to the Organizational Commitment of IT Professionals.

FINDING

It is understood from the results of descriptive analysis that Big Five Personality traits namely, Conscientiousness (mean = 4.08; S.D. = 0.5969) and Openness (mean = 4.21; S.D. =0.7115); Extraversion (mean = 4.04; S.D. = 0.7112); Agreebleness (mean = 4.55; S.D. = 0.5776); Neurotism (mean = 3.05; S.D. = 0.7463).

It is found that Openness, Conscientiousness, Extraversion and Agreebleness are positively related to Organizational Commitment and neuroticism is negatively related to Organizational Commitment. This means the higher the values of Openness, Conscientiousness, Extraversion and Agreebleness, the higher will be Organizational Commitment and the higher the value of neuroticism, the lower the Organizational Commitment.

CONCLUSION

This research investigates the correlation between the five-factor personality model in the IT field and organizational commitment measurement. The results show a significant correlation between the five outstanding personality traits and various aspects of organizational commitment. Neuroticism, the main source of negative emotions, is found to be negatively correlated with organizational commitment. People with negative emotions, such as anger, fear, and fear of pressure, lack stability and ignore external stimuli in the workplace. This leads to ignorance or negligence, preventing them from meeting job expectations and loyalty. Extroverts tend to build a bilateral connection with their organization, believing it is a psychological contract that provides a social ideal environment. Openness to experience is positively related to affective commitment, as individuals who earn high scores in openness to experience can accept various issues and pursue alternatives to their jobs. Conscientiousness is positively related to organizational commitment, as individuals are more likely to be involved in their jobs. Lastly, agreeableness is significantly related to organizational commitment, as it is linked to communication with others and affective intimacy. This affection can increase a worker's social identity in the workplace, heightening their need for a bilateral relationship with the organization to provide a supportive social environment.

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