

Personality Traits and Organisational Commitment among Pharmacists

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ABSTRACT

Organisations face new challenges in today's competitive business conditions, particularly in terms of supporting and retaining a committed employee (Santra & Mishra, 2013). The aim of the current study was to study the relationship between personality traits and organisational commitment among Pharmacists. The data was collected from 50 pharmacists in Kerala who are employed by others. The sampling technique used was purposive sampling. The tools used are NEO Five Factor Inventory – 3 (FORM S) and Organisational Commitment Scale (Upinder Dhar, Prashant Mishra & D. K Srivastava, 2002). Using correlational research design using a quantitative approach the statistical technique of correlation was being done. The findings of the study revealed that there is a significant relationship between openness to experience and organisational commitment and agreeableness and organisational commitment. There is no significant relationship between neuroticism and organisational commitment, extraversion and organisational commitment and conscientiousness and organisational commitment.

Keywords: *Personality traits, Organisational commitment, Pharmacists, Neuroticism, Extraversion, Openness to experience, Agreeableness, Conscientiousness*

Organisations face new challenges in today's competitive business conditions in terms of retaining and supporting committed employees (Santra & Mishra, 2013). Academic fields should step up their efforts to examine the issue of commitment and how to retain and sustain it in varied job environments (Santra & Mishra, 2013). Employees are one of the most important factors influencing an organisation's effectiveness in a competitive environment (Bozeman, Fiorito, Meurs & Young, 2007). Personality and organisational commitment can predict organisational turnover (Lee, Park, Beck, Hyun, Hyung & Lee, 2020).

Personality of employees

Personality is a pattern of thoughts, feelings, social adaptations, and behaviours that influence one's expectations, self-perceptions, beliefs, and attitudes, and predicts how individuals will react to challenges and stress (Srivastava & Mishra, 2016). Personality influences workplace behaviour and job performance (Barrick, 2002; Burnett & Tett, 2003).

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Big five personality theory in organisational employees

The Big 5 personality traits are used to describe the fundamental aspects of personality, which are openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism (Cherry, 2023). They are highly related to organisational citizenship behaviour and task performance (Udin & Yuniawan, 2020).

Openness

Openness is a personality trait that combines creativity and knowledge, leading to a wide range of interests and a bolder approach to decision-making (Cherry, 2023). High achievers are more likely to be creative and spontaneous, while those who score low tend to be more traditional (Cherry, 2023). Bell and Njoli (2016) found that the major five personality traits all play a significant role in determining job crafting proclivities.

Conscientiousness

Conscientiousness is a characteristic of personality that is characterised by high levels of thought, efficient control of impulses, and goal-oriented behaviours (Annabelle, 2023). It is used by those who work in research and high-end financing. Individuals with low conscientiousness often dislike structure and procedures, put off important responsibilities, and do not complete tasks. Research found that Conscientiousness, Extraversion, Agreeableness, and Neuroticism are all valid predictors of Organisational citizenship behaviour (Kumar, 2009).

Extraversion

Extraversion is a personality type that is distinguished by high degrees of emotional ability to express, talkativeness, warmth, and excitation (Annabelle, 2023). Extroverts are sociable and enthusiastic in social situations, often working in professions that require public interaction. Introverts tend to be more reserved and require time alone and silence to "recharge" (Korankye. B, 2021).

Agreeableness

Agreeableness is a personality attribute that includes trust, altruism, friendliness, love, and other prosocial tendencies (Thomas, 2022). It is often associated with compassion for others, while disagreeableness manifests itself in socially uncomfortable behavioural patterns (Thomas, 2022). Cooperative people are often employed in areas where they can make the greatest impact. Job performance is unaffected by agreeableness and openness (Sartori, 2017).

Neuroticism

Neuroticism is an emotional and physical response to daily stress and imagined threats. It is often misunderstood as disruptive behaviour or a serious psychiatric disorder (Cherry, 2023). Low neurotic individuals respond to stress and events in a more stable and resilient manner, and are less likely to suffer sorrow or depression (Njoku, C. E, 2017). Negative link between neuroticism and agreeableness and positive relationship between extraversion, openness, and conscientiousness (Ismail et al., 2018).

Organisational Commitment

Organisational commitment is a psychological characteristic that binds a person to an organisation while reducing turnover (Allen & Meyer, 1990). It has been defined as a "the willingness to put forth considerable effort on behalf of the organization, in addition to a burning desire to keep one's membership in the organization, as well as a strong belief in the

ideas and goals of the organisation" (Mowday, Porter & Steers, 1982). Allen and Meyer (1990) developed a commitment paradigm with three dimensions: emotional, continuous, and normative commitment. Research has revealed a connection between organisational commitment and employee turnover, productivity, and satisfaction. Commitment to an institution is now an important and widely studied subject within the field of company psychology, and antecedents that generate and ensure devotion to an institution are constantly required. Organisational commitment is a concept that refers to a person's connection, desire to stay with the company for a lengthy period of time, and duty to continue working inside the commercial business (Posey et al., 2015). It is seen as an adverse indication of turnover and is divided into three elements: affective commitment, continuity commitment, and normative commitment (Meyer & Allen, 1991). Studies have found a decreasing incidence of organisational commitment during the job initiation period due to reality shock, unfulfilled desires, or exposure to unfavourable events (Meyer & Allen, 1997).

Organisational commitment, personality and employees in organisations

The study aims to find association between the major five personality dimensions (openness to experience, conscientiousness, extroversion, agreeableness, and neuroticism) with organisational commitment among Pharmacists. Results of previous studies suggest that Big Five attributes have a positive influence on organisational commitment, and that conscientiousness and openness to experience are related to emotional commitment (Syed et al., 2015).

METHODOLOGY

Research design

The present study is a correlational study with a cross sectional design using quantitative approach.

Statement of the Problem

Previous study on organisational commitment has mostly focused on work-related characteristics thought to have contributed to or predict commitment (Spagnoli & Caetano, 2012). A study to investigate the relationship among nurses' impressions of their nurses manager's transformational style of leadership and nurses' organisational commitment (Haoyan, 2023) found that the style of transformational leadership was positively associated with nurses' organisational commitment, while the remaining study found a negative relationship. Like leadership styles, personality factors can also affect organisational commitment. Sarsam, Samarraie and Alzahrani (2021) investigated the effect of personality factors on every person's viewing behaviour of face stimuli in a research. According to the data, user viewing behaviour might anticipate 96.73% of the recognised personality traits. The study's findings may help us better comprehend human psychology and choice behaviour. The findings of this study extend the Big-Five personality model by providing more evidence about the relationship between individuals' personality traits and their eye-movement behaviour. It suggested that future studies by understanding personality can determine individual's variety of behaviours such as commitment levels. According to an emerging body of evidence, personality traits, rather than job-related criteria and demographic features, are likely important determinants of an organization's commitment (Spagnoli & Caetano, 2012). Previous study has additionally shown that investigating traits like personality and organisational commitment in different populations gives important perspectives into understanding and, as a result, the ability to execute more efficient interventions that enhance it in various industries (C. Njoku, Ebeh, & Okwuchukwu Mbaeri, 2017).

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Objectives

1. To find whether there is a significant relationship between neuroticism and organisational commitment.
2. To find whether there is a significant relationship between extraversion and organisational commitment.
3. To find whether there is a significant relationship between openness to experience and organisational commitment.
4. To find whether there is a significant relationship between agreeableness and organisational commitment.
5. To find whether there is a significant relationship between conscientiousness and organisational commitment.

Hypothesis

- H₀₁: There is no significant relationship between neuroticism and organizational commitment
- H₀₂: There is no significant relationship between extraversion and organizational commitment
- H₀₃: There is no significant relationship between openness to experience and organizational commitment
- H₀₄: There is no significant relationship between agreeableness and organizational commitment
- H₀₅: There is no significant relationship between conscientiousness and organizational commitment

Operational Definitions

- **Personality**: “The five-factor model of personality is a hierarchical organization of personality traits in terms of five basic dimensions: Extraversion, Agreeableness, Conscientiousness, Neuroticism, and Openness to Experience” (Costa & Mcrae, 1992a).
- **Organisational commitment**: Organizational commitment is defined as “a psychological state that (a) characterizes the employee's relationship with the organization, and (b) has implications for the decision to continue or discontinue membership in the organization” (Meyer & Allen, 1991, p. 67).

Variables

- Personality traits
- Organisational commitment

Universe of the study

- Population of the study consists of Pharmacists

Geographical area

- The sample of the study were collected from Kerala.

Inclusion Criteria and Exclusion Criteria

Inclusion Criteria

- Pharmacists who are employed by others
- Minimum of one-year experience in the organisation

Exclusion Criteria

- Employees with any know history of mental health issues
- Non-natives of Kerala

Sample Size- 50

Sampling Method

- Purposive sampling technique

Tools used

- *Demographic data sheet*

For the purpose of gathering information about respondents' details, the researcher created a demographic profile that included information about their name, age, gender, designation, years of experience and place.

- *NEO Five Factor Inventory – 3 (FORM S)*

The NEO FFI-3 is a 60-item version of the NEO-PI-3 that provides a brief comprehensive measure of the five domains of personality. It consists of five 12-item scales that measure each domain-Neuroticism, Extraversion, Openness to experience, Agreeableness and Conscientiousness. Separate versions are available for Form S and Form R and for adults and adolescents. Internal consistency of the test ranges from .72 and .88 in the adolescent and adult sample (McCrae & Costa, Jr., 2007).

- *Organisational Commitment Scale (Upinder Dhar, Prashant Mishra & D. K Srivastava, 2002).*

It is a scale of eight items. The reliability coefficient of the whole scale was found to be 0.6078. The Index of Reliability of this scale is as high as 0.7796. It is thus reasonable to assume that the OC scale yields data 5 that are scientifically as accurate as is possible and the scale is acceptably valid. The maximum score is 40 and minimum score is 8. Norms for the scale are available on a sample of subjects belonging to the age range of 22 to 55 years. These norms should be regarded as reference points for interpreting the organisational commitment scores.

Procedure

Data was collected through an online platform, Google forms. The form had details that mentioned the eligibility to fill the form, the instructions and also, the assurance of their confidentiality. The forms were sent to the participants and the participants showed consent to be a part of the research and filled the forms.

Ethical considerations

The form had the descriptions about the intent of the research and the contact details of the researcher to be contacted in need of any clarification. The confidentiality of the details of the respondents were assured in the form. The consent of the participant to be a part of the research was requested in the form with the details of what studied variables measure, and how the data collected from the respondents will be used.

Statistical Techniques

Descriptive and inferential statistical methods are used in the study. The mean, standard deviation and the variance of the variables are found. Kolmogorov Smirnov test was conducted to find whether it is normally distributed. The data was normally distributed.

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Hence, Pearson correlation test is conducted on the data to find the relationship between them.

RESULTS

Objective 1. To find whether there is a significant relationship between neuroticism and organisational commitment.

H₀₁: There is no significant relationship between neuroticism and organisational commitment

Table No 1: Correlation between neuroticism and organisational commitment

	N	M	SD	r	p
Neuroticism	50	49.04	8.150	.135	.349
Organisational Commitment	50	16.44	5.288		

Table No.1 shows, the obtained correlation coefficient of 0.135 indicates a very low positive correlation between the personality trait neuroticism and organisational commitment as the obtained p value is found to be greater than 0.05, the null hypothesis can be accepted which means there is no a significant relationship between neuroticism and organisational commitment.

Objective 2. To find whether there is a significant relationship between extraversion and organisational commitment.

H₀₂: There is no significant relationship between extraversion and organisational commitment

Table No 2: Correlation between extraversion and organisational commitment

	N	M	SD	r	p
Extraversion	50	49.40	10.300	-.098	.498
Organisational Commitment	50	16.44	5.288		

Table No.2 indicates the obtained correlation coefficient of -.098 indicates a markedly low and negligible negative correlation between the personality trait extraversion and organisational commitment. As the obtained p value is found to be greater than 0.05, the null hypothesis can be accepted which means there is no significant relationship between extraversion and organisational commitment.

Objective 3. To find whether there is a significant relationship between openness to experience and organisational commitment.

H₀₃: There is no significant relationship between openness to experience and organisational commitment

Table No 3: Correlation between openness to experience and organisational commitment

	N	M	SD	r	p
Openness to experience	50	38.92	7.437	-.377**	.007
Organisational Commitment	50	16.44	5.288		

***. Correlation is significant at 0.01 level*

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Table No.3 shows the obtained correlation coefficient of $-.377$ indicates a low negative correlation between the personality trait openness to experience and organisational commitment. As the obtained p value is found to be less than 0.05 , the null hypothesis can be rejected which means there is a significant negative relationship between openness to experience and organisational commitment.

Objective 4. To find whether there is a significant relationship between agreeableness and organisational commitment.

H₀₄: There is no significant relationship between agreeableness and organisational commitment.

Table No 4: Correlation between agreeableness and organisational commitment

	N	M	SD	r	p
Agreeableness	50	45.94	10.702	$-.445^{**}$.001
Organisational Commitment	50	16.44	5.288		

***.* Correlation is significant at 0.01 level

Table No.4 shows the obtained correlation coefficient of $-.445$ indicates a low negative correlation between the personality trait agreeableness and organisational commitment. As the obtained p value is found to be less than 0.05 , the null hypothesis can be rejected which means there is a significant relationship between agreeableness and organisational commitment.

Objective 5. To find whether there is a significant relationship between conscientiousness and organisational commitment.

H₀₅: There is no significant relationship between conscientiousness and organisational commitment.

Table No 5: Correlation between conscientiousness and organisational commitment

	N	M	SD	r	p
Conscientiousness	50	45.50	9.956	$-.212$.139
Organisational Commitment	50	16.44	5.288		

Table No.5 shows the obtained correlation coefficient of $-.212$ indicates a very low negative correlation between the personality trait conscientiousness and organisational commitment. As the obtained p value is found to be greater than 0.05 , the null hypothesis can be accepted which means there is no significant relationship between conscientiousness and organisational commitment.

DISCUSSION

Objective 1. To find whether there is a significant relationship between neuroticism and organisational commitment.

H₀₁: There is no significant relationship between neuroticism and organisational commitment

From Table No.1, the obtained correlation coefficient of 0.135 indicates a very low positive correlation between the personality trait neuroticism and organisational commitment, that is,

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as neuroticism increases organisational commitment increases. As the obtained p value is found to be greater than 0.05, the null hypothesis can be accepted which means or can be concluded that there is no a significant relationship between neuroticism and organisational commitment. This can be supported by results given by a previous study which shows neuroticism is not a significant predictor of organisational commitment (Njoku, E. C., Ebeh, R. E., & Mbaeri, S. O, 2017). Another contradicting result was shown by a study which states that there is a negative link between organisational commitment and neuroticism ($p < 0.001$) has been identified, that is, the higher the score of neuroticism the lower scores of organisational commitment. The results revealed that fire fighters who distinguish themselves with greater neuroticism are less committed to their organisation (Laima, 2015). This might be due to the stressful nature of fire fighters' jobs, which require them to experience disasters on a frequent basis. Pharmacists, for example, may not have to deal with such situations, and hence neuroticism has little to do with their commitment to the organisation.

Objective 2. To find whether there is a significant relationship between extraversion and organisational commitment.

H₀₂: There is no significant relationship between extraversion and organisational commitment

Table No.2 indicates the obtained correlation coefficient of -0.098 indicates a markedly low and negligible negative correlation between the personality trait extraversion and organisational commitment, that is, as extraversion increases organisational commitment decreases. As the obtained p value is found to be greater than 0.05, the null hypothesis can be or it is accepted which means or can be concluded that there is no significant relationship between extraversion and organisational commitment. This can be supported by results given by a previous study which shows extraversion is not a significant predictor of organisational commitment (Njoku, E. C., Ebeh, R. E., & Mbaeri, S. O, 2017). Individuals who score high on extraversion on a professional exam prefer to seek out the closeness and stimulation of others. They like interacting with the outside world. These folks live on excitement and are passionate, seek new opportunities and are driven by action persons. They like being the focus of attention in gatherings (Njoku, E. C., Ebeh, R. E., & Mbaeri, S. O, 2017). People with low extraversion (Introverts) are not as sociable and prefer to work alone or be alone. They are less interested in social events and prefer to stick to themselves and their existing organisations for work. This can be why extraversion does not have significant relationship with commitment.

Objective 3. To find whether there is a significant relationship between openness to experience and organisational commitment.

H₀₃: There is no significant relationship between openness to experience and organisational commitment

Pearson correlation was done and the test produced the Correlation coefficient 'r' as statistically significant at the 0.001 level. The obtained correlation coefficient of -0.377 indicates a low negative correlation between the personality trait openness to experience and organisational commitment, that is, as openness to experience increases organisational commitment decreases. As the obtained p value is found to be less than 0.05, the null hypothesis can be or it is rejected which means or can be concluded that there is a significant relationship between openness to experience and organisational commitment. This finding is

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in consistency or goes par with the previous study which shows that openness to experience significantly predicted employees' organisational commitment (Njoku, E. C., Ebeh, R. E., & Mbaeri, S. O, 2017). Another study also provides similar results such as openness to experience has significant correlations with organisational commitment (Thiruvarasi, M & Kamaraj, M, 2017). Individuals who get a high result in openness to experience will have the ability to accept diverse challenges, including profession (Jazayeri et al., 2006). There is a negative significant relationship between openness to experience and commitment. Because openness to experience can be defined as an inner need for shift intricacy, newness, and an interior desire to experience (McCrae, 1996), people who score high in openness to experience score high in exploration and are more willing to pursue alternatives to their jobs (Erdheim et al, 2006).

Objective 4. To find whether there is a significant relationship between agreeableness and organisational commitment.

H₀₄: There is no significant relationship between agreeableness and organisational commitment.

From Table No.4 we can see that Pearson correlation was done and the test produced the Correlation coefficient 'r' as statistically significant at the 0.001 level. The obtained correlation coefficient of -.445 indicates a low negative correlation between the personality trait agreeableness and organisational commitment, that is, as agreeableness increases organisational commitment decreases. As the obtained p value is found to be less than 0.05, the null hypothesis can be or it is rejected which means or can be concluded that there is a significant relationship between agreeableness and organisational commitment. One contradicting study results shows that agreeableness is not a significant predictor of organisational commitment (Njoku, E. C., Ebeh, R. E., & Mbaeri, S. O, 2017). Another study in support of this result found that agreeableness has significant correlations with organisational commitment (Thiruvarasi, M & Kamaraj, M, 2017). According to the findings of the study, there is a considerable relationship between agreeableness and commitment. This is because agreeableness is lightly linked to communication with others (Organ & Lingl, 1995), which is entirely related to closeness. Because such affection can increase a worker's social identity in the workplace, it can heighten his need for creating an intimate connection with the organisation in order to provide a supportive social environment (Organ & Lingl, 1995).

Objective 5. To find whether there is a significant relationship between conscientiousness and organisational commitment.

H₀₅: There is no significant relationship between conscientiousness and organisational commitment.

The obtained correlation coefficient of -.212 indicates a very low negative correlation between the personality trait conscientiousness and organisational commitment, that is, as conscientiousness increases organisational commitment decreases. As the obtained p value is found to be greater than 0.05, the null hypothesis can be or it is accepted which means or can be concluded that there is no significant relationship between conscientiousness and organisational commitment. The results are supported by previous study that had shown that conscientiousness is not a significant predictor of employees' organisational commitment (Njoku, E. C., Ebeh, R. E., & Mbaeri, S. O, 2017). A contradicting study results shows that

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conscientiousness has 0.01 level significant correlations with organisational commitment (Thiruvrasi, M & Kamaraj, M, 2017). Pessimism, excessive concern, low confidence, and an ability to experience unpleasant emotions are all characteristics of the trait (Bozionelos, 2004). A probable explanation for this result might be that the present economic situation led to in employees with personality attributes such as hard effort, thoroughness, responsibility, and a high degree of organisation not demonstrating strong organisational commitment.

SUMMARY

In this present study 'Personality traits and organisational commitment among Pharmacists' which explores and encapsulates the major findings, analysis, discussion, implications, limitations and the conclusion of the study. The data for the research study was collected from Pharmacists in Kerala who are employed by others and have a minimum of one year experience in the organisation. A total of 50 samples were collected. NEO Five Factor Inventory – 3 (FORM S) (McCrae & Costa, Jr., 2007) and Organisation Commitment Scale (Upinder Dhar, Prashant Mishra & D. K. Srivastava, 2002) were the tools used and were administered on the participants through google forms. Demographic details such as place of work and mode of employment were collected. Consent of the participants was taken before beginning the administration.

It is useful to investigate the factors that impact organisational commitment from the perspective of an individual employee (Akram et al., 2017). It provides an outline of how employee commitment to an organisation may be recognised and developed (Anthony, 2017). As a result, the study sought to ascertain the relationship between personality factors and organisational commitment among Kerala pharmacists. According to the study's findings, agreeableness and openness to experience have a significant relationship with organisational commitment. While neuroticism, extraversion and conscientiousness do not have a significant relationship with organisational commitment. Individuals that score high on openness to experience will be able to embrace a variety of difficulties, including professional (Jazayeri et al., 2006). People who score high in openness to experience score high in exploration and are more inclined to investigate alternatives to their professions (Erdheim et al, 2006). Openness to experience may be characterised as an inner demand for change complexity, newness, and an inside need to experience (McCrae, 1996). Communication with others is only loosely connected to agreeableness (Organ & Lingl, 1995), which is totally tied to proximity. Because such attachment may boost a worker's social identity at work, it might encourage his desire to form an emotional relationship with the company in order to offer a supportive social environment (Organ & Lingl, 1995). The neuroticism feature is characterised by pessimism, excessive worry, poor confidence, and the ability to experience negative emotions (Bozionelos, 2004). The current economic situations may have resulted in personnel with personality traits such as hard effort, thoroughness, responsibility, and a high degree of organisation which shows conscientiousness does not display great organisational commitment (Bozionelos, 2004). As a result, this study underlines the need of managers, HR experts, and business owners paying attention to individual variations when hiring new personnel.

CONCLUSION

The study's main goal was to determine, define, and comprehend if there was a link between personality qualities neuroticism, extraversion, openness to experience, agreeableness, and conscientiousness, and organisational commitment among pharmacists. The study included 50 pharmacists from Kerala who are hired by other people and aren't the proprietors. According to the study's findings, agreeableness and openness to experience have a substantial association with organisational commitment. Neuroticism was found to have a

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low positive correlation but do not have a significant relationship with organisational commitment. Extraversion was found to have markedly low negative correlation but do not have a significant relationship with organisational commitment. Conscientiousness was found to have a very low negative correlation but do not have a significant relationship with organisational commitment.

Implications

Burnout can occur if pharmacists continues to work in understaffed and extremely stressful workplaces (Lan et al., 2020). As a result, it is critical to maintain a degree of organisational commitment which will reduce personnel turnover and make pharmacists' working environments more gratifying and less stressful (Lan et al., 2020). The association between personality qualities with organisational commitment has a few practical implications for selection practises as well (Khiavi et al., 2016). Organizations should examine several elements of employees' personalities during the organisational admission process in order to build a favourable atmosphere for employees that will increase their loyalty to the company. Employees can be given training and interventions that boost their commitment according to their personality qualities (De Gieter et al., 2011). This study's findings have important theoretical and practical consequences for employees in firms. Notably, pharmacists who are inventive, curious, and open-minded gain enthusiasm and attraction to their vocation, as shown by the openness to experience personality factor. As a result, their loyalty to their organisation suffers dramatically (Schretlen et al., 2010). People that are compassionate, empathetic, reliable, collaborative, and empathetic can also be considered for employment, since agreeableness has a strong relationship with organisational commitment. In other words, it shows how well a person fits into society (Arghode et al., 2021).

Limitations

There are a few limitations of the current study. The data being collected from a particular state Kerala. The sample size is small. Questionnaires were administered through online google forms which can lead to biased responses. Organizational commitment was employed as a single variable in this study, with no weight given to its components.

Future suggestions

Future researchers should investigate the effects of personality factors on the three types of commitment (affective, continuation, and normative). Future studies can focus on studying the role of other factors of commitment such as environment conditions. Future suggestions would also include that this study can be done in various populations and different types of organisations and roles.

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Conflict of Interest

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