

Research Paper

The Impact of Personality Traits on the Levels of Organizational Commitment Among Assam Tea Industry Executives

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ABSTRACT

The leading purpose of this study is to describe the relationship between Personality Traits and Organizational Commitment among the executives of Assamese Tea estates owned by several Tea companies. The objective of the study is to associate the personality traits of said employees with organizational commitment levels. This study employs a descriptive research design, standardized questionnaires were used to study the participants. The participants were asked to rate themselves according to the Big Five Inventory as to determine their personality type and the dominant characteristics of said personality, and to determine their organizational commitment, the scale developed by Allen and Meyer was used. Before distributing the questionnaire, Informed consent was obtained from all the employees through an informed consent form who participated in the study following receipt of information on the purpose of the study, the participants were assured of confidentiality. The study suggests that personality traits have a significant relationship with organizational commitment. The findings of the study suggest that scoring high on each of the personality traits refers to possessing certain dominant characteristics which affects organizational commitment significantly. The results and findings of the study have been interpreted and analyzed with utmost caution.

Keywords: *Personality traits, organizational commitment, dominant characteristics*

Since it is assumed that commitment to an organization will result in a variety of attitudes and behaviors that influence business outcomes such as performance, cooperation, and engagement, studying commitment to an organization is one of the most pertinent and thoroughly researched topics in business psychology (Korankye B et al. 2021). Consequently, it is always essential to identify the elements that inspire and preserve an organization's loyalty. According to the existing literature, there are various predecessors to organizational commitment, with an individual's personality being one of the most prevalent (Iqra. Abdullah et al. 2013). Personality is a complex psychological concept that explains individual and social behavior (Arash Ziapour, 2017). The Big five inventory was developed by Lewis R. Goldberg (Goldberg, L. R. (1992), this study utilized the 50-item questionnaire. Acceptance of the organization's ideas and objectives, together with commitment, moral obligation, and a strong desire to continue working there, constitute

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organizational commitment, a vital occupational and organizational attitude. Organizational commitment depends on three factors: First, the emotional involvement of employees, or how much they care about the organization and want to be employed there – ‘Affective Commitment’. 2) Determination to remain regardless of the costs- ‘Continuance Commitment’, third is ‘Normative Commitment’ or the sense of obligation to remain with the group. Willingness to maintain current activity levels attention to employees' distinctive qualities is a major signal of their commitment to the organization. Paying attention to the personality, dimensions, and qualities of persons is one factor that can always aid companies in achieving their objectives and maximizing their efficiency. This is due to the fact that an individual's personality traits and features can be the source of several organizational difficulties and can influence action, behavior, decisions, and organizational behavior (Faraji Khiavi, F., Dashti, R., & Mokhtari, S, 2016).

In these harsh conditions that the Assam tea industry has evidently fallen into, it is essential for the employees of the tea estates to be committed to their work (Nurujjaman Laskar, Dr. Shankar Thappa, 2018). Personality of an individual effects the degree of commitment that an individual has at his or her expense for their employer. It is essential to study the commitment levels of the executives in the Assam tea industry because a committed workforce can stabilize the workplace. The devotion of a firm's workers has a significant impact on the bottom line of the organization. Therefore, they have faith in the organization's mission and vision, as well as in the leadership team that oversees the company. These people not only maximize their own productivity, but they also ensure that the output of their colleagues and other team members is maximized as a result. Employees who are enthusiastic about the company's success are more effective at collaborating and working with their co-workers as a result of this. These individuals have a big influence on the overall productivity of the team. It is critical to have workers that are dedicated to your company since this has an impact on how long they will stay with the company.

LITERATURE REVIEW

Personality and organization

The importance of studying personality characteristics and their influence on organizational factors is quite essential. According to experts, people's characteristics are increasingly influencing their professional choices. Academics are realizing that personality affects career success and choice. In challenging circumstances, personality traits may help (John Lounsbury, Lucy Gibson 2008). The relationship between personality traits and organizational commitment at work is yet understudied. Literature indicates that professional group, culture, and industry affected organizational commitment and personality traits. The Big Five idea links personality qualities to organizational commitment (Angeliki Vourloumi Barza, Michael Galanakis, 2022). Moreover, it is essential to study personality because the variable itself is studied minimally, more and more studies can concretely describe the calculation and analysis of personality (Quintelier, 2014). It has been mentioned in the previous literature that personality and organizational are correlated (Mona M. Aboelmhasen et al. 2022). Literature has emphasized the need to study personality traits and its effects on several other variables factoring in an organization. It is mentioned that, People's personalities are becoming more important in defining their work and career choices, according to specialists in the field. Academics are increasingly realising that personality has a role in work success as well as profession choice. The use of personality features, for example, has been shown to be useful for people when confronted with difficult situations. A person's personality features reflect unique variability in the

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abilities or resources someone may depend on to address adaptation obstacles (John W Lounsbury, Lucy W. Gibson 2008).

The relationship between personality traits and organizational commitment

There are various studies that presents different findings, a lot of these studies contradict with each other. There are studies that suggest extraversion to have a significant relationship with organizational commitment, which is contradictory to the findings of this particular study (Seungsin Lee et al. 2020). However, literature in this field do suggest that personality traits have a correlation with organizational, the traits might not influence organizational commitment collectively, nonetheless they have a relationship with at least one of the three levels of organizational commitment (Thiruvarasi, M. and Kamaraj, M. 2019). The study (Iqra Abdullah 2013). ‘Effect of personality on organizational commitment and employees performance: Empirical evidence from banking sector of Pakistan’ suggests that ‘Agreeableness’ and ‘Conscientiousness’ significantly affect the commitment levels of employees while ‘Openness’ is considered to have contradictory effects on commitment levels. Aforementioned study partially agrees with this particular study. According to the findings of (Nida Syed, Arfa Saeed, Muhammad Farrukh 2015) ‘Organization commitment and five factor model of personality: theory recapitulation’, there is a significant relationship between the big five personality traits and organizational commitment dimensions in general. The findings of this study might contradict with the findings of existing research on this field but literature also suggests that since the association between personality traits and organizational commitment at work is still in its infancy, hence research in this field is limited. There are studies that found the association between organizational commitment and personality traits varied depending on the professional group, culture, and industry (Angeliki Vourloumi Barza, Michael Galanakis 2022). According to the study, (Siripapun Leephaijaroen 2016) ‘Effects of the big-five personality traits and organizational commitments on organizational citizenship behavior of support staff at Ubon Ratchathani Rajabhat University, Thailand’ found that agreeableness and affective had a positive significant relationship, normative commitment and neuroticism ha a positive significant relationship. The findings of the aforementioned study align with this particular study. Literature also suggests, affective and normative commitment to be significantly linked to neuroticism, conscientiousness, and openness to experience. A strong correlation was also discovered in various studies between agreeableness and normative commitment (Jesse Erdheim et al. 2006).

METHODOLOGY

The objective of the study is to discover the relationship of personality traits and organizational commitment. The research design in the paper would be ‘Descriptive Study’. The purpose of descriptive research is to characterize the current status of a variable that has been identified. These investigations are designed to provide thorough information about a phenomenon. By analyzing and synthesizing the data, the hypothesis is put to the test. Systematic data collecting demands a careful selection of the units to be studied, as well as exact measurement of each variable. The research’s aim is to identify the personality type of respondents, and find the different levels of ‘Organization Commitment’ within the respondents. More importantly to find out the dominant personality trait and its association with commitment levels. ‘Stratified Random Sampling’ method was used in this study. There are several tea estates owned by several tea companies, out of which a few companies were selected at random for the data collection. Among the executives working in the company, through ‘Fish bowl’ sampling technique I chose 203 research participants, the

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inclusion criteria for the research participants included only permanent workers (executives) of the tea estates owned by tea companies and it excluded non-executives, contract workers, service providers. Data was collected through standardized questionnaire in months of May and June 2022. Personality traits were recorded by the Big Five inventory developed by Lewis R. Goldberg (Goldberg, L. R. (1990). And organizational commitment scores were recorded by the questionnaire developed by Allen and Meyer 1990 (Jong-Wook Ko, 1997), both the questionnaires are score on a 5-point Likert scale.

Hypotheses-

H2- There is no relationship between Personality traits and Organizational Commitment.

H1- There is a significant relationship between Personality traits and Organizational Commitment.

The research gap describes that study of personality traits itself is a quite new topic of research, and while it has already been established that personality traits have a significant influence on levels of commitment, but the identification of a dominant trait in an individual and its association with the individual's commitment levels hasn't been established in the tea plantation/industry. Also, Literature suggests that Big 5 is the best tool to analyze personality but calculating personality hasn't been concretely described by any researcher yet and that leaves room for assumptions and interpretations (Quintelier, 2014). It is evident that, productivity of the tea industry has always been studied by the influence natural or economic factors be it land or capital. The human capital of Assam has never been considered when it comes to research, my paper targets the personality and commitment of individuals in the tea estates of Assam.

Data Analysis

'The Big Five Personality Traits' developed by (Goldberg, L. R. ,1992) consists of questions which determines the dominant traits of an individual, eventually the dominant traits' application into their day-to-day work would determine which personality traits are associated with commitment levels. The questionnaire is a 50-item scale and was obtained online (IPIP, Goldberg, 1990).

The 'Organizational Commitment' questionnaire developed by Allen and Meyer 1990 (Jong-Wook Ko, 1997) questions would measure the level of organizational commitment dependent on the individuals' personality traits of the executives of the Tea estates in Assam.

RESULTS

Table 1 Frequencies of Personality Types

Personality Traits	Counts	% of Total
Extraversion	16	7.8%
Agreeableness	50	24.6%
Neuroticism	7	3.4%
Conscientiousness	78	38.4%
Openness to Experience	52	25.6%

Table 1 presents the frequencies of the five personality traits. 'Conscientiousness' appears to have the highest frequency at 38.4% covering 78 numbers of respondents out of 203, while

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‘Neuroticism’ has the lowest frequency of 3.4% at a count of 7 out of 203 respondents. ‘Extraversion’, ‘Agreeableness’, ‘Openness to Experience’ has a frequency of 7.8% at a count of 16, 24.6% at a count of 50 and 25.6% at a count of 53, respectively.

Table 2 Correlation Matrix between Personality Traits and Organizational Commitment.

		Extraversion	Agreeableness	Conscientiousness	Neuroticism	Openness to Experience	Organizational Commitment
Extraversion	Spearman's rho	—					
	p-value	—					
Agreeableness	Spearman's rho	0.162*	—				
	p-value	0.021	—				
Conscientiousness	Spearman's rho	0.102	0.150*	—			
	p-value	0.146	0.033	—			
Neuroticism	Spearman's rho	0.145*	0.144*	0.444***	—		
	p-value	0.039	0.041	<.001	—		
Openness to Experience	Spearman's rho	0.218*	0.124	0.549***	0.359**	—	
	p-value	0.002	0.078	<.001	<.001	—	
Organizational Commitment	Spearman's rho	0.123	0.158*	0.293***	0.190**	0.251**	—
	p-value	0.080	0.024	<.001	0.007	<.001	—

Note. * $p < .05$, ** $p < .01$, *** $p < .001$

Table 2 presents the correlation matrix (Spearman's Rho) between ‘extraversion’, ‘agreeableness’, ‘conscientiousness’, ‘neuroticism’, and ‘openness to experience’ with organizational commitment. It is evident that personality and organizational commitment has a significant relationship, significantly positive relationship to be precise. However, all the personality traits don't have a relationship with organizational commitment. For instance, extraversion denoted a p-value of 0.080 and a Spearman's rho value of 0.123 indicating no significant relationship. Agreeableness denotes a p-value of 0.024 and a Spearman's rho value of 0.158* indicating a positively significant relationship with organizational commitment. Conscientiousness denotes a p-value less than 0.01 with a Spearman's rho value of 0.293*** indicating a highly positive significant relationship with organizational commitment. Neuroticism has a p-value of 0.007 along with a Spearman's rho value of 0.190** indicating a positively medium significant relationship with organizational commitment. Openness to experience denoted a p-value less than 0.001 and a Spearman's rho value of 0.251*** indicating a highly positive significant relationship with organizational commitment. The results are consistent with earlier research that claimed that personality has a relationship with organizational commitment (Korankye B et al. 2021).

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Table 3 Multiple Regression test between personality traits and organizational commitment

Personality Traits	R	R ²	Adjusted R ²	Overall Model Test			
				F	df1	df2	p
Agreeableness	0.366	0.134	0.130	31.1	1	201	<.001
Extraversion	0.393	0.154	0.146	18.3	2	200	<.001
Conscientiousness	0.495	0.245	0.234	21.6	3	199	<.001
Neuroticism	0.497	0.247	0.232	16.2	4	198	<.001
Openness to experience	0.507	0.257	0.238	13.6	5	197	<.001
Personality Traits together	0.531	0.281	0.259	12.8	6	196	<.001

Table 3 presents the multiple regression analysis between the independent variables-agreeableness, extraversion, conscientiousness, neuroticism, openness to experience and all 5 personality traits put together with organizational commitment as a dependent variable. It is indicated that personality traits are a strong predictor of organizational commitment. While conscientiousness, neuroticism and openness to experience has shown a relatively higher change in percentage being 23% to agreeableness and extraversion are at 13% and 14% respectively. Collectively It was found that a unit change in extraversion, agreeableness, conscientiousness, neuroticism and openness to experience collectively can predict a 25% change in organizational commitment. It is indicated in table 3, openness to experience has the most predictable characteristics on organizational commitment.

Table 4 Correlation matrix (Spearman's rho) between each personality traits with the three levels of organizational commitment

Levels of Organizational Commitment	Extraversion	Agreeableness	Conscientiousness	Neuroticism	Openness to Experience
Affective Commitment	Spearman's rho- 0.188** p-value- 0.007	Spearman's rho- 0.213** p-value- 0.002	Spearman's rho- 0.316*** p-value- <0.001	Spearman's rho- 0.217** p-value- 0.002	Spearman's rho- 0.183** p-value- 0.009
Continuance Commitment	Spearman's rho- 0.086 p-value- 0.223	Spearman's rho- 0.144* p-value- 0.041	Spearman's rho- 0.015 p-value- 0.135	Spearman's rho- -0.044 p-value- 0.531	Spearman's rho- 0.161* p-value- 0.022
Normative Commitment	Spearman's rho- 0.050 p-value- 0.475	Spearman's rho- 0.100 p-value- 0.157	Spearman's rho- 0.330*** p-value- <0.001	Spearman's rho- 0.260*** p-value- <0.001	Spearman's rho- 0.304*** p-value- <0.001

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In table 4, according to the presented results, it can be interpreted that extraversion has a positively medium significant relationship with affective commitment and there is no significant relationship between extraversion and continuance as well as normative commitment levels. Agreeableness has a positively medium significant relationship affective commitment and a positive significant relationship with continuance commitment, while there is no relationship between agreeableness and normative commitment. Conscientiousness has a positively high significant relationship with affective and normative commitment levels while there is no relationship with continuance commitment. Neuroticism has a positively medium relationship with affective commitment and positively high relationship with normative commitment while spearman's rho shows a negative relationship with continuance commitment but a p-value of 0.531 renders it insignificant. Openness to experience has a positively medium relationship with affective commitment and positively high relationship with normative commitment and a positive relationship with continuance commitment. The findings are consistent with earlier literature (Farrukh Muhammad et al. 2017).

DISCUSSION

The purpose of the study was to understand the association of personality traits with the levels of organizational commitment. Standardised scales were used to collect the responses of participants on these two variables. Statistical tests of Spearman's correlation and Multiple regression analysis were performed using a software called Jamovi.

A p-value of less than 0.001 was indicated in the correlation matrix between the aforementioned variables. Accordingly, there is a very strong positive correlation between personality traits and organizational commitment. However, the correlation matrix between individual personality traits and the three levels of organizational commitment has different results. For instance, extraversion denoted a p-value of 0.080 and a Spearman's rho value of 0.123 indicating no significant relationship. Agreeableness denotes a p-value of 0.024 and a Spearman's rho value of 0.158* indicating a positively significant relationship with organizational commitment. Conscientiousness denotes a p-value less than 0.01 with a Spearman's rho value of 0.293*** indicating a highly positive significant relationship with organizational commitment. Neuroticism has a p-value of 0.007 along with a Spearman's rho value of 0.190** indicating a positively medium significant relationship with organizational commitment. Openness to experience denoted a p-value less than 0.001 and a Spearman's rho value of 0.251*** indicating a highly positive significant relationship with organizational commitment. The results are consistent with earlier research that claimed that personality has a relationship with organizational commitment (Korankye B et al. 2021). Thus, with the aid of correlation H1 was proven right.

Furthermore, the regression analysis model also indicated that personality is a strong predictor of organizational commitment. While conscientiousness, neuroticism and openness to experience has shown a relatively higher change in percentage being 23% to agreeableness and extraversion are at 13% and 14% respectively. Collectively It was found that a unit change in extraversion, agreeableness, conscientiousness, neuroticism and openness to experience collectively can predict a 25% change in organizational commitment. It is indicated in table 3, openness to experience has the most predictable characteristics on organizational commitment. It was found that a unit change in extraversion, agreeableness, conscientiousness, neuroticism and openness to experience

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collectively can predict a 25% change in organizational commitment, which is the dependent variable. While openness to experience shows a 23% change in the dependent variable.

Limitations

As far as limitations are concerned, the first limitation that I faced is homogenous responses from respondents who worked in the similar organization. Secondly, as the literature suggests and cited multiple times in this paper, calculating personality is not concrete yet, it leaves room for interpretations and assumptions. Finding respondents is another hurdle, the experience that I gathered during my data collection was that some respondents hesitate to participate as they fear those results might be disclosed to their superiors, this issue was very evident when organizational commitment scores were recorded.

Implications

Following are the implications of this study-

- This paper can further analyse the job performance of employees.
- This paper offers room for reconsidering management styles for managers to maintain the employees of tea estates in Assam.
- The paper would provide a new angle to understand ways of boosting productivity.

CONCLUSION

It is important to investigate the factors that, in the eyes of a certain employee, affect organizational commitment. It provides an overview of how, from the perspective of the workforce, organizational commitment might be appreciated and fostered. As a result, this study was conducted to determine the effect of personal traits on organizational commitment among employees at several Assamese tea estates owned by various tea companies. Following several statistical tests, including the correlation matrix and Mann-Whitney U test, the study using the Big Five Model Personal Trait found that openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism had a positive and significant impact on organizational commitment. To determine how a personality trait affects commitment to an organization. This finding also provides evidence for the possibility that all five personality traits—openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism—can predict and influence organizational commitment.

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Conflict of Interest

The author(s) declared no conflict of interest.

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