Personality, Job Satisfaction, and Organizational Commitment

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ARTICLE DETAILS	ABSTRACT
  	Purpose: This study investigates the role of HR practices and the nature of work in determining the relationship between personality types and the dimensions of organizational commitment. **Methodology:** Total 300 questionnaires were distributed to employees of the IT sector of Pakistan. From these 300 questionnaires, 216 useable questionnaires were received. Confirmatory Factor Analysis was applied to test the validity, whereas Structural Equation Modeling was used to investigate the role of the nature of work and HR practices in the relationship between the personality types and the organizational commitment dimensions. **Findings:** Results indicated that HR policies and nature of work mediate the association between four personality types (extroversion, agreeableness, conscientiousness, and openness to experience) with the dimensions of organizational commitment. However, neither the Satisfaction with HR Policies nor the Satisfaction with Nature of Work mediates the relationship between personality types and organizational commitment dimensions. **Conclusion:** The research indicates that personality types, directly and indirectly, affect the dimensions of organizational commitment. Hence, managers must focus on personality type while making the hiring decisions.

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1. Introduction

1.1. Background

Operating machines has always been easy in comparison to managing humans. This is because machines work on pre-determined algorithms, whereas, humans are aware of none. Hence, managing humans is a tough task, especially when one human differs greatly from the other. Therefore, people in the business world always look for machines and want to automate whatever they can to get rid of humans once. Getting rid of human intervention reduces the chances of errors and makes sure that operations are run smoothly. However, getting rid of humans is more lethal than managing humans. It is because there had been a time when people were only concerned about production and the competition was all about producing better and cheap products. However, the world is changing quickly and so has the environment of contemporary business organizations.

Gaining a sustainable competitive edge is a difficult task for organizations (Men, 2014), and it had always been so. However, it had never been as difficult as it is now, however, it cannot be ignored as well. This is because businesses are at risk of failure if they are unable to find this competitive edge. This growing concern about gaining a competitive advantage made the businesses look towards the employees and employee satisfaction (Ghayas & Siddiqui, 2012). The idea that the sustainable competitive edge can be achieved through employee satisfaction has emerged because employee satisfaction is the antecedent of positive work outcomes such as Service Quality, lower Turnover Intentions (Abbas et al. 2,014), and Organizational Commitment (Azeem, 2010; Khan, Razi, Ali, & Asghar, 2011). Hence, job satisfaction, its antecedents, and its outcomes have become the topic of discussion for researchers.

On the other hand, researchers such as Spector (1993) have realized that job satisfaction is not a single entity but it is rather a construct of several dimensions such as nature of work and company policies, etc. Other researchers have found that these facets of job satisfaction usually enhance organizational commitment (Malik et al., 2010). Furthermore, there is a consensus that job satisfaction is the antecedent of organizational commitment (Vandenberg & Lance 1992; Randall 1993).

Staw and Cohen-Charash (2005) suggested that job satisfaction is a typical process and evolves after fulfillment of certain conditions such as exposure to the work events, recognition, and evaluation of the conditions and the events. However, individual differences also play a crucial role in enhancing and conditioning job satisfaction (Staw & Cohen-Charash, 2005). Spagnoli and Caetano (2012) suggested that the big five personality dimensions influence both job satisfaction and organizational commitment. However, their study was limited to the inclusion of effective and normative commitment, whereas, Allen and Meyer (1990) suggested that organizational commitment is a three-dimensional construct and continuance commitment is also part of the construct. In contrast with the study of Spagnoli and Caetano (2012), this study adds the dimension of continuance commitment in the model proposed by Spagnoli and Caetano (2012). Therefore, this study is of key importance for the progress of the literature on the topic related to personality, satisfaction, and organizational commitment.

1.2. Importance of Study

IT sector is a bit different than other business sectors. This is primarily because the sector is relatively new and there is a huge potential to earn a massive amount in the sector.

Furthermore, the sector also required a high level of technical expertise which is difficult to find. Furthermore, the intense competition in the sector and the nature of business where one can easily work remotely makes it difficult for IT sector businesses to attract and retain good employees. Furthermore, the advent of the concept of freelancing has also made it difficult for the firms in the sector to retain good employees as competent people can easily earn a good amount without having been employed anywhere. Hence, it is challenging for the firms in the IT sector to keep the employees committed to the firm, Therefore, this research study is of key importance for the IT sector businesses.

2. Literature Review

2.1.   Personality

People love to do the tasks that they deem suitable. Furthermore, they want to complete the given tasks in the way of their own chosen. Hence, we can conclude that people have their own preferences about which tasks should they do and how they should do these tasks.

This indicates the fact that preferences of people cannot be ignored and in a given situation, people act following their personality. The presence of these preferences points to the fact that there exists something that can be categorized that shapes the decision people take. This is something that can be categorized as personality. It can simply be defined in terms of the inner mechanism of a person which influences the person to behave in a certain manner. In other words, t defines what and how a person would do in a certain situation. It is because the personality of the person defines the person. Thereby, one cannot be sure about the fit between the person and the situation unless the personality type of the person is determined.

2.2.   Personality and Organizational Commitment

Although, organizational commitment has been studied rigorously (Allen & Meyer, 1990; Karim & Noor, 2017; Ahad, Mustafa, Mohamad, Abdullah, & Nordin, 2021) and some researchers (Sun, Kaufman & Smillie, 2018) have studied personality types as well. However, very few researchers have tried to look into the impact of personality type and organizational commitment (Erdhem et al., 2006; Widodo & Damayanti, 2020). Erdhem et al., (2006) found extroversion to be associated with the three types of organizational commitment. The possible reason for these associations is that people listen to their inner self while making decisions and love to do the tasks that they deem suitable. Furthermore, they want to complete the given tasks in the way of their own chosen. Hence, we can conclude that people have their preferences about which tasks should they do and how they should do these tasks. This indicates the fact that the preferences of people cannot be ignored and in a given situation, people act by their personality. It is because the personality of the person defines the person. Thereby, when there is a person and situation fit, the person becomes more motivated and committed towards the work he/she is performing.

2.3.   Personality and Job Satisfaction

People love to do the tasks that they deem suitable. Furthermore, they want to complete the given tasks in the way of their own chosen. Hence, we can conclude that people have their preferences about which tasks should they do and how they should do these tasks. This indicates the fact that preferences of people or personalities cannot be ignored and in a given situation, people act by their personality.

Staw and Cohen-Charash (2005) concluded that the person-situation debate can be addressed by studying the role of personality in organizational settings. It is because the personality of the person defines the person. Thereby, one cannot be sure about the fit between the person and the situation unless the personality type of the person is determined. Therefore, researchers (Bruk-Lee et al., 2009) started their search in this direction. In the view of Staw and Cohen-Charash (2005), job satisfaction is a typical process and it evolves over some time after fulfillment of certain conditions. Exposure to the work events is the first of these conditions followed by the recognition and evaluation of the conditions and the events, suggested Staw and Cohen-Charash (2005). The recollection of previous positive or negative work-related memories also plays a key role in this process of evolution of job satisfaction. However, Staw and Cohen-Charash (2005) suggested that individual differences play a crucial role in enhancing and conditioning job satisfaction. On the other hand, the meta-analyses of Judge et al., (2002) and Bruk-Lee et al., (2009) found that few of the big five personality types are related to job satisfaction. However, Ilies et al., (2006) suggested that further research is required to better understand the role of personality in job satisfaction. It is because the majority of researchers have only studied the overall job satisfaction (Spagnoli & Caetano, 2012) and only a few researchers have studied the personality and the specific facets of job satisfaction. Spagnoli and Caetano (2012) studied satisfaction with two dimensions (with HR Policies and Work Itself/Nature of Work) while determining the role of job satisfaction in the relationship between personality type and the affective and normative commitment; the same dimensions are being used in the current study.

2.4.   Job Satisfaction and Organizational Commitment

Job satisfaction and organizational commitment are crucial in understanding the behavior of the employees (Romi & Ahman, 2020; Qing, Asif, Hussain & Jameel, 2020; Tett & Meyer, 1993), as they enhance the performance of the employees and are thereby the key for the very success of a business organization. Therefore, numerous researchers have studied the relationship between the two constructs (Markovits et al., 2010; Davis 2013). These researchers found job satisfaction and organizational commitment to be correlated with each other (Meyer et al. 2002; Caillier, 2013) but researchers (Bateman &Strasser 1984; Mathieu & Zajac1990; Vandenberg & Lance, 1992; Park & Rainey, 2007; Caillier 2013) have found contradictory results while testing the causality between the two variables. However, there is a general acceptance of the models that consider job satisfaction to be the antecedent of organizational commitment. Researchers (Vandenberg & Lance, 1992) suggested that although the job characteristics can affect the job satisfaction of an individual soon after his/her joining the firm, yet there can be difficulty in understanding the goals and values of an organization which may lead to the steady development of organizational commitment among the employees (Vandenberg & Lance, 1992).

2.5.   Personality,   Job   Satisfaction,   and   Organizational Commitment

Following the discussed literature, it is safe to assume that job satisfaction and organizational commitment are significant work-related outcomes and job satisfaction is the antecedent of organizational commitment, and the big five personality dimensions influence both job satisfaction and organizational commitment (Spagnoli & Caetano, 2012). Therefore, keeping in view that personality is related to job satisfaction which in

turn is the antecedent of organizational commitment, Spagnoli and Caetano (2012) suggested that it seems to be theoretically and rationally correct that job satisfaction plays a mediating role in the relationship between the personality type and the organizational commitment. However, in their study, Spagnoli and Caetano (2012) tested the mediating role of the two dimensions of job satisfaction in the relationship between the personality type and only two dimensions of the organizational commitment (affective and normative commitment), whereas Allen and Meyer (1990) had previously proposed a third dimension called continuance commitment as well, hence the question related to the role of satisfaction in the relationship between the personality dimension and continuance commitment has remained unaddressed. Therefore, this study proposes the inclusion of the continuance commitment in the model that has been proposed by Spagnoli and Caetano (2012).
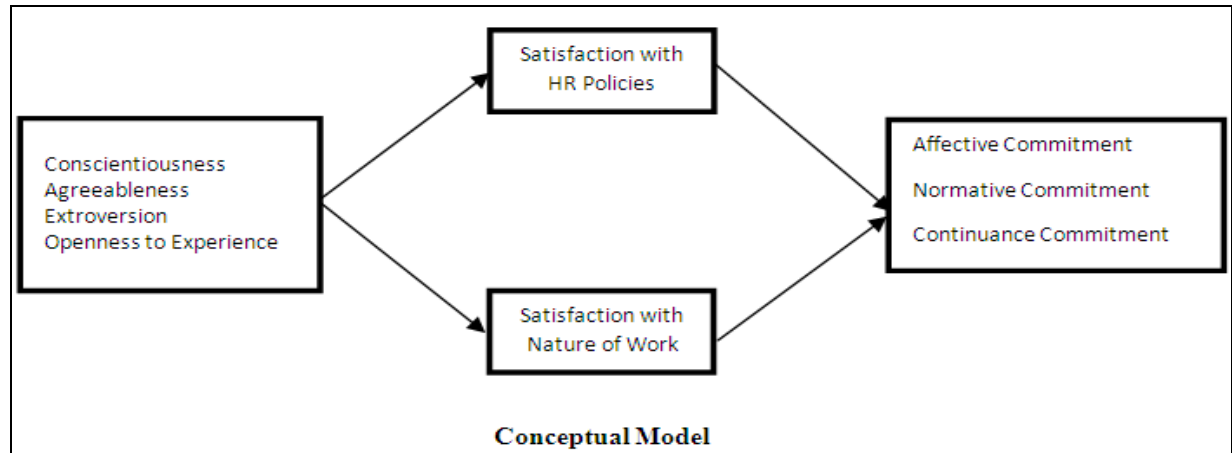
Figure.1. Conceptual Framework
Source: Author's own elaboration

3. Methodology

The five Personality dimensions were measured using 15 items scale reported by John and Srivastava (1999). We selected three items with the best factor loadings for each dimension. Satisfaction with the HR policies and the satisfaction with nature of work was measured using 8 items, four for each from the Spector (1985), whereas, twenty-four items were adapted from Allen and Meyer (1990) for measuring the dimensions of the Organizational Commitment. To test the mediating role of the Satisfaction with HR Practices and Satisfaction with Nature of Work, the data were collected from 216 such employees of the IT sector of Pakistan who have been working for a particular organization for at least a year. This is done because employees need some time to understand the HR policies and the work and they usually make their perception after some time. Similarly, commitment also comes with time, therefore the data were collected only from those employees who have worked for a particular organization. The confirmatory factor analysis and the structural equation modeling were used as the statistical technique. Since there were three dependent variables and two mediators in the model, therefore, six different structural models were employed to test the mediating effect of one mediator on one dependent variable at a time in their relationship with multiple independent variables. This is done because Klein et al., (2006) suggest that simultaneously testing individual mediation is not possible in one model.

4. Results

4.1. Confirmatory Factor Analysis

The CFA results are given below:

Table.1: Factor Loadings and Reliability

Variable	SFL	CR	Cronbach Alpha	AVE
Openness to Experience		0.949	0.948	0.86
OE1	0.922			
OE2	0.947			
OE3	0.913			
Agreeableness		0.894	0.892	0.739
AG1	0.953			
AG2	0.809			
AG3	0.808			
Neuroticism		0.938	0.938	0.835
NEU1	0.940			
NEU2	0.929			
NEU3	0.871			
Conscientiousness		0.883	0.882	0.716
CON1	0.900			
CON2	0.806			
CON3	0.829			
Extroversion		0.882	0.881	0.714
EXT1	0.883			
EXT2	0.818			
EXT3	0.832			
Satisfaction with HR Policies		0.908	0.906	0.713
SHR1	0.803			
SHR2	0.797			
SHR3	0.824			
SHR4	0.944			
Satisfaction with Nature of Work		0.925	0.924	0.755
SNW1	0.926			
SNW2	0.820			
SNW3	0.829			
SNW4	0.895			
Affective Commitment		0.985	0.985	0.892
AC1	0.946			
AC2	0.931			
AC3	0.944			
AC4	0.943			
AC5	0.955			
AC6	0.940			
AC7	0.946			
AC8	0.950			

Normative Commitment		0.98	0.98	0.86
NC1	0.896			
NC2	0.906			
NC3	0.944			
NC4	0.934			
NC5	0.921			
NC6	0.950			
NC7	0.941			
NC8	0.927			
Continuance Commitment		0.896	0.986	0.9
CC1	0.946			
CC2	0.955			
CC3	0.950			
CC4	0.943			
CC5	0.956			
CC6	0.947			
CC7	0.946			
CC8	0.947			

Note: SFL= Standardized Factor Loadings, CR= Composite Reliability, and AVE = Average Variance Explained

Source: Author's own elaboration

Table. 1 suggests that there is no issue related to validity and reliability.

Table.2: Discriminant Validity

Construct Items	OE	AG	Neu	Con	EXT	SHR	SNW	AC	NC	CC
OE	**0.927***									
AG	0.55	**0.859***								
Neu	-0.112	-0.024	**0.913***							
Con	0.108	0.132	0.075	**0.846***						
Ext	0.053	0.09	0.117	0.066	**0.844***					
SHR	0.179	0.19	-0.044	0.199	0.19	**0.844***				
SNW	0.223	0.405	0.073	0.287	0.377	0.205	**0.868***			
AC	0.208	0.342	0.077	0.323	0.419	0.356	0.599	**0.944***		
NC	0.17	0.273	0.13	0.242	0.3	0.315	0.487	0.71	**0.927***	
CC	0.263	0.26	0.065	0.213	0.491	0.333	0.564	0.778	0.535	**0.948***

Note: *The Square Root of the AVE as a criterion

Source: Author's own elaboration

4.2. Structural Models

After testing the reliability and validity of the instrument, the role of two mediators was tested in the relationship between the two constructs. Results of model fit indices for different models are given below:

Table.3: Model Fit Indices

Model	Independent Variables	Mediator	Dependent Variable	CMIN/DF	p-value	CFI	RMSEA	Model Status
1	Extroversion Conscientiousness Agreeableness Openness to experience	Satisfaction with HR Policies	Affective Commitment	1.603	0.000	0.974	0.053	Fit
2	Extroversion Conscientiousness Agreeableness Openness to experience	Satisfaction with HR Policies	Normative Commitment	2.1	0.000	0.945	0.072	Fit
3	Extroversion Conscientiousness Agreeableness Openness to experience	Satisfaction with HR Policies	Continuance Commitment	2.229	0.000	0.949	0.076	Fit
4	Extroversion Conscientiousness Agreeableness Openness to experience	Satisfaction with Nature of Work	Affective Commitment	1.749	0.000	0.969	0.059	Fit
5	Extroversion Conscientiousness Agreeableness Openness to experience	Satisfaction with Nature of Work	Normative Commitment	2.253	0.000	0.941	0.076	Fit
6	Extroversion Conscientiousness Agreeableness Openness to experience	Satisfaction with Nature of Work	Continuance Commitment	2.213	0.000	0.951	0.075	Fit
7	CFA Model			1.906	0.000	0.934	0.065	Fit

Source: Author's own elaboration

The above table indicates the model fit indices for the tests used that are used to measure the mediating role of the mediators using Structural Equation Modeling. Upon comparing the model fit values with the acceptable values of model fit indices, it is concluded that all the models used in the study are statistically fit.

Table.4: Results of Structural Model

Model	Independent Variables	Mediator	Dependent Variable	Effect of IV on Mediator	Direct Effect (c)	Indirect Effect (ab)	Total Effect (c')	Degree of Mediation
1	Extroversion Conscientiousness Agreeableness Openness to experience	Satisfaction with HR Policies	Affective Commitment	0.147* 0.148* 0.128* 0.126*	0.362* 0.246* 0.240* 0.120*	0.026* 0.026* 0.030* 0.030*	0.342* 0.276* 0.267* 0.146*	Partial Partial Partial Partial
2	Extroversion Conscientiousness Agreeableness Openness to experience	Satisfaction with HR Policies	Normative Commitment	0.147* 0.149* 0.128* 0.126*	0.214* 0.154* 0.160* 0.086	0.027* 0.028* 0.024* 0.023*	0.242* 0.182* 0.184* 0.109	Partial Partial Partial Full
3	Extroversion Conscientiousness Agreeableness Openness to experience	Satisfaction with HR Policies	Continuance Commitment	0.148* 0.151* 0.129* 0.127*	0.454* 0.123 0.165* 0.189*	0.028* 0.028* 0.024* 0.024*	0.481* 0.151* 0.190* 0.213*	Partial Full Partial Partial

4	Extroversion Conscientiousness Agreeableness Openness to experience	Satisfaction with Nature of Work	Affective Commitment	0.330* 0.216* 0.223* 0.158*	0.261* 0.190* 0.137* 0.083	0.132* 0.086* 0.063* 0.129*	0.392* 0.276* 0.266* 0.146*	Partial Partial Partial Full
5	Extroversion Conscientiousness Agreeableness Openness to experience	Satisfaction with Nature of Work	Normative Commitment	0.327* 0.216* 0.321* 0.157*	0.141* 0.115 0.084 0.061	0.101* 0.067* 0.099* 0.049*	0.242* 0.182* 0.183* 0.109	Partial Full Full Full
6	Extroversion Conscientiousness Agreeableness Openness to experience	Satisfaction with Nature of Work	Continuance Commitment	0.329* 0.217* 0.322* 0.158*	0.359* 0.070 0.069 0.154*	0.123* 0.081* 0.120* 0.059*	0.482* 0.151* 0.189* 0.213*	Partial Full Full Partial

Note: * Represent significant relationship

Source: Author's own elaboration

The above table provides a vast array of results about the structural models that are made during this research. It is found that conscientiousness and extroversion are related to the two job satisfaction aspects, whereas, openness to experience is also associated with the two aspects of job satisfaction. This is consistent with Tziner et al., (2008), who found a significant relationship between openness to experience and satisfaction with human resource practices, whereas, agreeableness is also positively associated with the two aspects of job satisfaction. Whereas, results suggested that extroversion, conscientiousness, and agreeableness were related to the three dimensions of organizational commitment. This is inconsistent with the findings of Tziner et al., (2008) suggested that conscientiousness and agreeableness are related to organizational commitment. However, Whereas, the results of this study suggest that openness to experience is only associated with affective and normative commitment. The absence of the relationship between openness to experience and continuance commitment can be explained by the fact that a person that is high on openness to experience will never be concerned much about the continuation of the present job as he will be excited to experience something new.

Moreover, it is found that satisfaction with HR practices partially mediates openness to experience and affective commitment. Whereas it also partially mediates the relationship between the three personality types (extraversion, conscientiousness, and agreeableness) and the two dimensions of commitment (affective and normative commitment). On the other hand, in alignment with the results of Spagnoli and Caetano (2012), it fully mediates openness to experience and normative commitment. It is found that satisfaction with HR practices fully mediates the relationship between conscientiousness and the continuance commitment, whereas it was found to be partially mediating the relationship between the three personality dimensions (extroversion, agreeableness, and openness to experience) and the continuance commitment.

Results suggested that satisfaction with HR practices partially mediates the remaining dimensions of the big five model personality dimensions and the affective commitment. It also partially mediates the relationship between extraversion, conscientiousness, and agreeableness, and normative commitment. Moreover, it fully mediates conscientiousness and the continuance commitment, whereas it partially mediating the relationship between the rest of the three personality dimensions included in the study (extroversion, agreeableness, and openness to experience) and the continuance commitment.

The other mediator i.e. Satisfaction with the Nature of Work was found to be partially mediating the association between extroversion and affective commitment, this is

consistent with Spagnoli and Caetano (2012). On the other hand, Spagnoli and Caetano (2008) suggested that it fully mediates conscientiousness and affective commitment, however, in contrast to the study of Spagnoli and Caetano (2012), it is found to be partially mediating the relationship between the two variables. However, it was fully mediating openness to experience and affective commitment.

Furthermore, it is found that satisfaction with the nature of work fully mediates the association between the three personality dimensions (conscientiousness, agreeableness, and openness to experience) and normative commitment, whereas, it partially mediates the association between extroversion and normative commitment.

Last but not the least, satisfaction with the nature of work fully mediates two personality types (conscientiousness and agreeableness) and the continuance commitment, whereas, it partially mediates the relationship between the other two types (extroversion and openness to experience) and the continuance commitment. This indicates that preferences of people or personalities cannot be ignored and in a given situation, people act by their personality. It is because people love to do the tasks that they deem suitable and they want to complete the given tasks in the way of their own chosen. Hence, we can conclude that people have their preferences about which tasks should they do and how they should do these tasks.

5.   Conclusion and Recommendations for Future Researchers

In the previous sections, it has already been discussed that people love to do the tasks that they deem suitable and they want to complete the given tasks in the way of their own chosen. Hence, we can conclude that people have their preferences about which tasks should they do and how they should do these tasks. This indicates the fact that preferences of people or personalities cannot be ignored and in a given situation, people act in accordance with their personality. Furthermore, it has also been discussed that Staw and Cohen-Charash (2005) concluded that the person-situation debate can be addressed by studying the role of personality in organizational settings. It is because personality of the person defines the person. Thereby, one cannot be sure about the fit between the person and the situation unless the personality type of the person is determined. Hence, the current study mainly addressed the questions regarding the role of HR policies and nature of work in determining the relationship between personality dimensions and the affective, normative, and continuance commitment. Results indicated that personality types, directly and indirectly, affect the dimensions of organizational commitment. Consistent with the findings of Bruk-Lee et al., (2009); conscientiousness and extroversion are associated with the two aspects of job satisfaction. Furthermore, individuals who are high in extroversion normally have a positive mood and usually perform their job competently (Barrick & Mount, 1991) and have higher salaries and are promoted frequently than others (Seibert & Kraimer, 2001). Hence, the results of the present study not only support the previous studies of personality dimensions and the job satisfaction regarding affective and normative commitment but also fill the knowledge gap regarding the role of job satisfaction in the association between the personality type and the continuance commitment. Furthermore, since the study seeks to find the role of the aspects of job satisfaction in predicting organizational commitment, therefore, the study is of key importance which may help the firms in better understanding the type of people they should hire for different roles. Hence, this study benefits the recruiters of the IT sector. Furthermore, if the recruiters can identify the desirable personality trait and hire the people accordingly, this may help the firms in retaining and motivating the

employees. Hence, in this way, the understanding of personality type can open various avenues for the businesses that can help understand the ways of inculcating the organizational commitment in the employees which is considered an essential element for the smooth running of contemporary business organizations. Furthermore, researchers (Cobanoglu, 2020; Kim & Beehr, 2020; Peng, Liao, & Sun) asserted that leadership plays an important role in the process of development of organizational commitment among the employees; hence, leaders must be aware of the importance of personality types of their employees and their resultant impact on employees.

The study was limited to the Karachi region; therefore, it is suggested that for greater generalizability of the results, future researchers should replicate the present study in other cities as well. Furthermore, the role of other job satisfaction facets such as compensation, supervision, coworkers' attitude, and communication within an organization be also tested in the association between the personality types and the commitment dimensions.

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