

PERSONALITY TRAITS AND EMPLOYEE COMMITMENT IN MANUFACTURING FIRMS IN PORT HARCOURT, RIVERS STATE

Osita-Ejikeme, Uzoma E. and Worlu, Gift O. (Ph.D)

Department of Management, Faculty of Management Sciences, University of Port Harcourt,
Rivers State.

Abstract

This study examines the relationship between personality traits (agreeableness and conscientiousness) and employee commitment (continuance and affective commitment) in manufacturing firms, in Port Harcourt. Data were collected from 200 employees in 6 manufacturing firms in Port Harcourt. The purposive sampling techniques, which is based on the researcher's judgement was employed in this study. The cross-sectional research design was adopted to capture multiple data variables at a point in time. Preliminary analyses were performed to ensure non-violation of the assumptions of normality, homogeneity of variance and linearity and thus non-parametric statistical technique of Spearman's rank order correlation coefficient was used in assessing how the variables are related. The analysis showed a significant relationship between personality traits (agreeableness and conscientiousness) and employee commitment (continuance and affective commitment). However, the result revealed that personality traits and affective commitment are negatively correlated. This means that as one variable increases, the other one decreases. Partial Correlation was used to assess the moderating role of organisational culture in the link between personality and employee commitment. A p-value less than 0.05 ($0.019 < 0.05$) shows that organisational culture moderates the relationship between personality traits and employee commitment. It is therefore recommended that employees should be kept fully informed and oriented on the shared beliefs, practices, norms, values as well as ways of doing things within the organisation. This will go a long way in making them committed to the organisation irrespective of their personality traits.

Keywords: *Personality, Agreeableness, Conscientiousness, Employee Commitment, Continuance Commitment, Affective Commitment, Organisational Culture*

INTRODUCTION

There is increasing research to explore and understand organisational behaviour (Kumar & Bahkshi, 2010). It is no longer good enough to have employees who come to work every day faithfully and do their jobs independently. Employees now have to think like entrepreneurs while working in teams, and have to prove their worth (Coetzee, 2005). An engineering graduate just started working with a manufacturing firm in Port Harcourt; a firm where most people would love to work. Unlike others, he does not intend to stay with the firm; he decides to seek higher education, searches for jobs in other firms and moves to other cities. He is not alone. He typifies other workers in today's organisations. According to Cohen (1993), one in four employees wants to jump ship in the next few years. One would think of such factors as increasing globalisation, demographic dynamics, management style, income, opportunities for development and job security to account for rising employee turnover and turnover intentions among employees today (Coetzee, 2005). When employees leave, they disrupt the work process, cast the organisation in bad light, demoralise those they leave behind and impose recruitment and other real costs on the organisations. Organisations have been sharpening their competitive edge by flattening the hierarchy, reducing the manpower, adopting all modern management and quality techniques and undertaking multi-skilling so that the best human resources stick with the organisation (Singh, Gupta & Venugopal, 2008).

Mowday, Porter & Steers (1982) described employee commitment as a bond with an organisation, with intentions to remain in it, and identify with its beliefs and norms with a willingness to be productive. So, it can be thought to be employee – organisation link over a long time. Robbins, Judge and Sanghi (2008) saw employee commitment as the extent to which an employee seeks to identify with an organisation, its goals and aspiration and to become a part of and remain with it. Commitment has been a critical topic of interest to research and business practitioners because of its link to varied organisational and individual work outcomes like absenteeism, motivation, turnover, job execution, and job withdrawal behaviours (Klein, Becker, & Meyer, 2009).

Commitment has been conceptualised as having three dimensions or measures by Meyer and Allen (1991). The first item is affective commitment which is an employee's emotional connection to, recognisable proof with, and association with an organisation. The second item is continuance commitment; the employee's observed costs of withdrawing from the organisation. The third item is normative commitment, that is, the employee feels obligated to remain in an organisation (Meyer & Allen, 1991). One can have a mix of the three items, but the level varies.

An issue in research is the likely function of personality as a precursor of employee commitment. Works on personality in relation to employee commitment are limited with mixed outcomes (Klein et al., 2009). Personality includes an organised and integrated collection of relatively unchanging feature that makes a person different from another person (Shamlou, 2009).

For some time, the organisation behaviour scientists have argued that the Five-Factor or Big-Five model of personality is an ideal standard to express personality's relevance in employee commitment (John, Robins & Pervin, 2008). This comprises of a simulated organisation of five dimensions – openness to experience, conscientiousness, extraversion, agreeableness and neuroticism (McCrae & John, 1992).

Openness is the extent to which an individual is original, curious, creative, intellectual and open to new thoughts (Barrick & Mount, 2005). Conscientiousness is the extent to which an individual is achievement-oriented, dependable, punctual, organised and systematic (Barrick & Mount, 2005). Extraversion is the extent to which a person appreciates being social, outgoing, sociable and talkative. Agreeableness is the extent to which an individual is trusting, tolerant, nice, sensitive, warm, and kind someone is. Neuroticism is the extent to which an individual is aggressive, anxious, temperamental, irritable and moody (Judge, Heller & Mount, 2002). However, there are less works on the correlation of the five-factor model to organisational commitment. In a study conducted by Erdhiem, Wang & Zickar (2006) that included all the Five-Factor Model traits and all three of the Meyer commitment mindsets, it was discovered that openness correlated negatively with continuance commitment, extraversion was associated with all three mindsets, agreeableness was positively linked with normative commitment, neuroticism was negatively associated with continuance commitment and conscientiousness connected positively with affective and continuance commitment. A few studies have been conducted on neuroticism and extraversion. There is no organisation having a constant behaviour. The behaviour any organisation exhibits is from the culture and organisational culture affects how perfect a person fits in a particular organisation (O'Reilly, 2004). This work seeks to examine how the personality traits of the employee influence his or her commitment to the organisation.

Statement of the Problem

Today's workplace is characterised by the fear of loss of job security, downsizing, stress of having to be productive with insufficient resources and the overwhelming change in technology (Nehmeh, 2009). The manufacturing sector in Nigeria is faced with increased production cost, upsurge in energy cost, deficient and inadequate public infrastructure, and increased cost of imports, especially with the fall of the naira (Ojo & Ololade, 2014). Another factor facing the manufacturing companies is increased turnover of skilled employees (Umoh, Amah & Wokocha, 2014). The issue on how to make employees committed to the organisation has become challenging to most organisations. Work establishments in Nigeria "cultivate" and "fertilise" negative response among workers by reason of how they behave (Akinbode & Fagbohunbe, 2012).

Employees, committed to their companies, give the organisation a competitive advantage in strategy and results that are difficult to imitate (Shahid & Azhar, 2013). However, technological changes, economic hardship, global competition, and changing consumer preferences make it difficult to be committed. Meyer *et. al.* (2002) believe that these conditions can force organisations to downsize, outsource and reengineer works to stay effective and alive. These conditions make it difficult for organisations to show commitment to their employees, and hence not easy for the employee to stay committed to the organisations (Ruokolainen, 2011). Cohen (2003) suggests that in changing organisational environments it is mandatory to inquire if employees still identify with their organisations, how connected they are and what influences it. Enache, Sallan, Simo and Fernandez (2013) observe that, since organisations can no more guarantee life-time jobs and people increasingly desire to change work organisations during their career, it is more about the career orientation of the individuals than employee commitment. Workers are looking for more fulfilling lives by utilising the maximum capacity of their career regardless of the organisation boundaries.

Presently, there is a fall in the operations of an organisation, in contrast to what existed previously. Employees have varying personality features. One may be quiet, the other may be

voluble. Another may be egoist, arrogant and pessimistic and some other may be interested in other people, modest and optimistic. Hence, these personality disparities will have effect on behaviour and performance of the workers. Employees in Nigerian manufacturing firms choose to engage themselves in cunning behaviour in exchange for loyalty because of their view of the workplace (Akinbode & Fagbohunge, 2012). This has a potential impact on the work atmosphere and the efficiency of an organisation (Esmith, 2004; Khoeini & Attar, 2015).

Works on personality traits and employee commitment in Nigeria are limited (Emecheta, Hart & Ojiabo, 2016). But the degree of contribution in the manufacturing firms in developing economies like Nigeria remains silent. Erdheim *et al.* (2006) and Darbanyan, Samavatyan, Oreyzi, & Mousavirad (2014) used agreeableness and conscientiousness in examining the commitment of employees in manufacturing firms. Understanding the personality features that affect employee commitment is imperative in Nigeria manufacturing firms. Hence, the researcher seeks to examine the influence of personality traits in terms of agreeableness and conscientiousness on employee commitment. This study is designed to examine the relationship between personality traits and employee commitment in manufacturing firms in Port Harcourt, Rivers State.

Aim and Objectives of the Paper

The general purpose of this study is to examine the relationship between personality and employee commitment of workers in manufacturing firms in Port Harcourt, Rivers State.

The specific objectives therefore are to examine:

1. The relationship between agreeableness and continuance commitment in manufacturing firms in Port Harcourt.
2. The relationship between agreeableness and affective commitment in manufacturing firms in Port Harcourt.
3. The relationship between conscientiousness and continuance commitment in manufacturing firms in Port Harcourt.
4. The relationship between conscientiousness and affective commitment in manufacturing firms in Port Harcourt.
5. How organisational culture moderates the relationship between personality and employee commitment in manufacturing firms in Port Harcourt.

Hypotheses

The following null hypotheses were proposed in this research to examine the relationship between personality traits and employee commitment and the moderating role of organisational culture.

- Ho₁ There is no significant relationship between agreeableness and continuance commitment in manufacturing firms in Port Harcourt.
- Ho₂ There is no significant relationship between agreeableness and affective commitment in manufacturing firms in Port Harcourt.
- Ho₃ There is no significant relationship between conscientiousness and continuance commitment in manufacturing firms in Port Harcourt.
- Ho₄ There is no significant relationship between conscientiousness and affective commitment in manufacturing firms in Port Harcourt.

Ho₅ Organisational culture does not significantly moderate the relationship between personality and employee commitment in manufacturing firms in Port Harcourt.

REVIEW OF RELATED LITERATURE

The determinant of variables is necessary to understand the relationship between the independent variable (personality traits) and the dependent variable (employee commitment) as well the influence of a moderating variable (organisational culture).

Theoretical Framework

The theoretical foundations for this work are the Trait Theory of Personality and the Side Bet Theory.

Trait Theory of Personality

Allport (1937) described personality traits as the distinguishing attribute that guide human behaviour. Traits are measured on a scale subjected to environmental, cultural and social cultural influences. The following is a summary of trait given by Allport (1937)

1. Personality traits are real and exist within each of us.
2. Traits determine or cause behaviour.
3. Traits change.
4. Traits can be empirical.
5. Traits are interrelated

Allport & Odbert (1936) organised traits into three levels: cardinal traits (dominant traits expressed across situations and various parts of life), central traits (core traits that tend to remain relatively stable throughout life), and secondary traits (traits that emerge in certain situations).

Later, a psychologist, Raymond Cattell used a statistical process known as factor analysis to generate sixteen dimensions of human personality traits, known as the 16PF (Boundless, 2016). These traits are sensitivity, perfectionism, self-reliance, abstractedness, emotional stability, privateness, apprehension, vigilance, tension, dominance, intelligence, liveliness, openness to change, rule consciousness, social boldness and warmth (Cattell, 1965). These dimensions could be high or low (Boundless, 2016).

However, the most prominent work done on trait theory is the work of Hans Eysenck. Hans Juergen Eysenck (1916-1997) was a prominent personality psychologist of the 20th century. His emphasis was on studying individual differences by experimenting basic psychological theory (Revelle, 2014). He developed a model of personality based on three dimensions: introversion vs. extroversion, neuroticism vs. stability, and psychoticism vs. socialisation (Boundless, 2016). Traits influence people to act in a particular way, notwithstanding the situation. Hence, traits should not change across situations, but may differ between individuals (Revelle, 2014). Schultz and Schultz (2005) see trait as a unique personal quality. Traits are lasting features that expresses a person's behaviour (Robbins & Judge, 2013). Robbins and Judge (2013) conclude that trait theorists focus on measurement of personality dimensions, with respect to expectations of stable hereditary and natural clarification for personality.

The most common trait theories are:

1. Myers-Briggs Type Indicator (MBTI)

This is a construct that measures and categorises personality and behaviour. Around 1940, Katharine and Isabel Briggs Myers developed this instrument to enable individuals

comprehend and utilise Carl Jung's type preferences theory of psychology. Carl Jung, (1875-1961) postulated that people's behaviour can be predicted once the state of mind is known. To Jung, humans have inborn preferences in using the mind. This consists four different categories – orientation to world, take in information, make decisions and take in information or decide. Myers (1998) noted that traits establish one's inconsistency to adjust to have a stable pattern of action, thoughts and feelings. The MBTI consists of 100 personality test questions that ask people about the way they often act or feel in various situations. The answers are into "extroverted or introverted (E or I), sensing or intuitive (S or N), thinking or feeling (T or F), and judging or perceiving (J or P)" (Robbins & Judge, 2013).

2. The Five-Factor Model of Personality

Robert McCrae and Paul Costa were involved in an extensive research programme which identified five factors. They discovered five dimensions that comprise most significant variations in human personality. They are; Agreeableness, Conscientiousness, Openness to experience, Extraversion and Neuroticism (McCrae & Costa, 1987).

Side Bet Theory

Becker (1960) suggested that commitment is evident when an individual, through a side bet, joins incidental interests with a reliable line of activity. Becker (1960) expressed commitment, as a way of engaging in "consistent lines of activity" due to accumulated "side bets" that would be lost if there was a termination in activity (Meyer & Allen, 1984). Therefore, the reason for making side bets is to boost the cost of neglecting to persevere with a course of action. The course of action in organisational commitment is remaining with the organisation (Powell & Meyer, 2004). This was an earlier framework to study employee commitment from the point of the person's connection with the organisation (Irefin & Mechanic, 2014). In Becker's theory contract determines the connection that exists between the employee and organisation.

Personality

The most prominent explanation of personality was given by Gordon Allport in 1937. Personality includes an organised and integrated collection of relatively unchanging feature that makes a person different from another person (Shamlou, 2009). Personality as stated by Robbins & Judge (2013) is the totality of procedures an individual relates and interacts with others. It consists a person's thoughts, feelings and behavioural patterns that depict a person, including the psychological processes that determine such attributes (McShane, & Glinow, 2010).

Every language has different words describing one's personality. In the English language, for instance, over 15,000 words describe personality. After analysing the traits describing personality, researchers observed that different words described a single dimension of personality. These words were grouped into five dimensions, thus explaining the variations in human behaviour (Barrick & Mount, 2005). These are however not the only traits. Personality and organisational outcomes have received immense interest by organisational behaviour researchers.

Agreeableness

Agreeableness is how much an individual is trusting, tolerant, nice, sensitive, and kind. Highly agreeable people are easily liked and can cope with anyone. Agreeable individuals consistently help other people at work (Ilies, Fulmer, Spitzmuller, & Johnson, 2009). They hardly strike back when other individuals treat them unreasonably. Agreeable individuals are

likely indispensable members of groups because, as leaders, they ensure a rational atmosphere for good relationships and great interaction among members of the group (Robbins & Judge, 2013). LePine (2003) suggested that highly agreeable people are occasionally involved in change-oriented and constructive communication. A clash with the existing state of affairs may initiate conflict which agreeable people try to avoid, in which case a constructive change may be averted or lost. Disagreeable people are observed to abscond from their jobs unanticipated, maybe on account of disagreement with a superior or a colleague (Zimmerman, 2008).

Conscientiousness

Conscientiousness is how much an individual is achievement-oriented, dependable, punctual, organised and systematic. Barrick, and Mount (2005) observed that it predicts how a person would perform at different jobs and occupations. It is the trait usually looked out for by recruiters (Tay, Ang, & Van Dyne, 2006). Conscientious people do not just carry out their tasks well, they are also inspired to do well, bring down intensity of turnover, lower degree of non-attendance at work (Judge & Ilies, 2002). Conscientiousness is linked with numerous positive results across educational, health, and personnel psychology. It appears like the most valuable of all personality traits. Conscientious individuals are not just interested in performing jobs, but are much more interested in learning. They can maintain performance irrespective of the situation (Barrick & Mount, 2005; Bogg & Roberts, 2004).

Bogg and Roberts (2004) observed that conscientious people live longer because they take better care of themselves (eat better and exercise more) and avoid risky behaviours like drinking, smoking and risky sexual or driving behaviour. However, they hardly adapt well to change. They are usually performance-oriented with difficulties learning complex skills while undergoing training. Judge and Higgins (1999) say that, one's conscientiousness links the success and satisfaction. People high in conscientiousness are prone to be entrepreneurs, and their businesses survive for long periods of time (Certo & Certo, 2005). One disadvantage is that they are often detail-oriented, and hence do not take note of important facts (Judge & Higgins, 1999).

Employee Commitment

Employee commitment can be defined from different perspectives. O'Reilly, Alin, Plisnier, Cohen, and McKee (2003) emphasised the psychological link between the worker and the organisation. The "bond" includes identification, compliance and internalisation. Steers (1977) sees it to be the level at which a person recognises with and is involved in an organisation. Individuals are observed to accept the values, norms and expectations of people they are dedicated to (Salancik, 1977).

According to Camilleri (2002), antecedents range from personal variables to organisational characteristics. The identified antecedents are; age, educational background, status of the family, marital status, personality characteristics, gender, position tenure, and role states (role conflict, ambiguity and overload).

Continuance Commitment

Continuance commitment exists when a worker lingers with an organisation usually for the need – leaving costs. Such costs could be unavailable alternatives, retirement benefits, lost income or incapability to pass skills to a different organisation (Meyer *et al.*, 2002), after observing these threats the desire increases.

Antecedents are the likelihood that employees would relocate, self-investment and pension (Allen & Meyer, 1990). Here, the employee still remains with the organisation even if it is inconvenient. The employee stays because of the need for the job. An employee who works out of need may become a problem in the work group. This consequence made Meyer and Allen (1991) to conclude that, how effective an organisation is, is dependent on other factors other than how stable the human resources are. However, in a study that assessed workers' commitment levels to their companies. Breugel, Olfen and Ollie (2005) observed that affective commitment ranked higher than continuance commitment among the employees. An individual who needs a job tends to be affectively committed rather than continually committed.

Affective Commitment

Once the human resource identifies the organisational goals and is willing to pursue them, he will be "emotionally attached". It is associated with positive work-related behaviours, like organisational citizenship behaviour, attendance, etc.

One of antecedent is dispositional variables which comprises personality and values. However, various set ranging from demographic variables (age, education level, marital status, gender and organisation tenure), job characteristics, structural characteristics, individual differences to work experience. The consequence is low turnover. This suggests that affective commitment may be linked to impulse, organisational individual behaviour which is not the recommended role and has no reward attached to it.

Organisational Culture

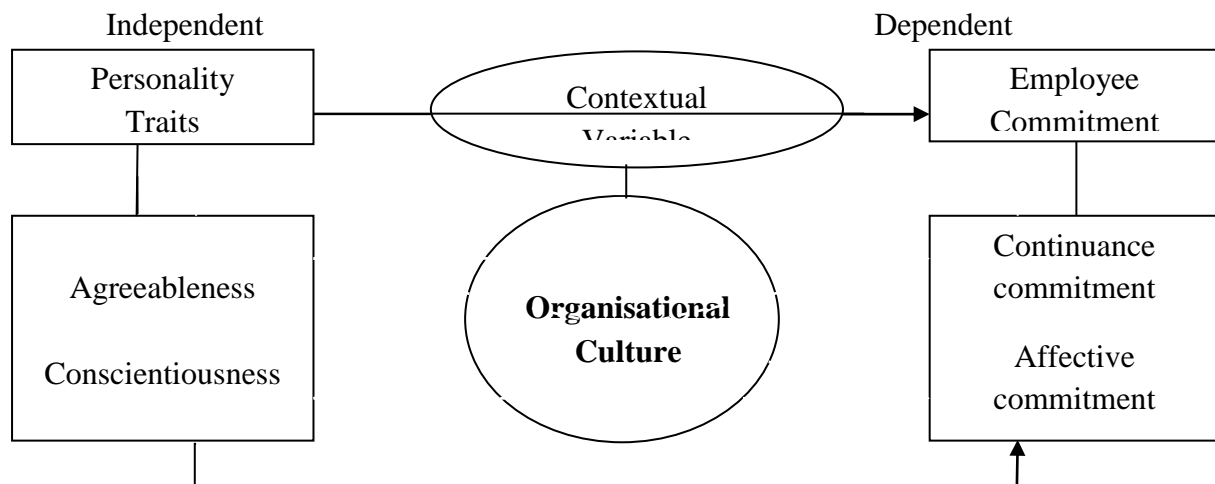
The work groups in an organisation, whether formal or informal, affect the workers' actions, perceptions and feelings. Culture is what a group absorbs with time while seeking remedies to solving challenges hindering survival within the external business environment and challenges facing internal assimilation. This learning is an emotional, cognitive and behavioural process (Schein, 1990).

The culture helps shape the organisational strategies, leadership styles and relationship with customers; know how knowledge could be acquired, organised, used and dispersed (Alvesson, 2002).

Schein (1990) says that culture can be "visible" or "invisible". He termed it the "culture iceberg analogy". The visible levels, that is, surface manifestations, encompass slogans, physical settings, observable ceremonies, behaviours, symbols, stories and dresses. The invisible levels are underlying beliefs, values, feelings, assumptions and attitudes. Change strategies usually emphasise the visible levels.

According to Baker (1980) good cultures are portrayed by qualities and standards that support distinction, collaboration, productivity, genuineness, a client benefit focus and commitment. They support adaptability – the ability to flourish irrespective of the rivalries, new regulations, technological changes, and growth.

Conceptual Framework



Conceptualised by Researcher, 2016

(Source: Erdhiem, Wang and Zickar (2006) and Meyer and Allen (1991))

Agreeableness and Continuance Commitment

Agreeableness consists of behaviours like understanding, caring, adaptable, patient, kind, collaborative and well mannered (Barrick & Mount, 2005). However, agreeableness is not hypothesised to correlate continuance commitment. Despite the fact that agreeable people often demonstrate legitimate and conscious work environment conduct (Organ and Lingl, 1995), it is farfetched for a reward to be joined to these practices since it is normal, this neglects to build the loss of leaving the organisation (Erdheim et al., 2006).

Agreeableness and Affective Commitment

Heller, Judge and Mount (2002) maintained that it should not relate with affective commitment because previous works have established a negative association between agreeableness and affective commitment. Conversely, agreeableness is satisfyingly associated with communication with other individuals (Organ & Lingl, 1995). This fondness can build up the social identity of the employee in the workplace, therefore, improving the need to create a joint bond with the organisation so as to provide an encouraging social work environment (Darbanyan, Samavatyan, Oreyzi & Mousavirad, 2014). Emecheta, Hart and Ojiabo (2016) observed that agreeableness predicts affective commitment of employees. This means that employees high in agreeableness sustain relationships, strive to be accepted by others. Agreeable employees have good relationship with their supervisors, colleagues and subordinates (Emecheta, Hart & Ojiabo, 2016).

Conscientiousness and Continuance Commitment

Erdhim *et al.* (2006) noted that conscientiousness is positively connected with affective and continuance commitment. Organ and Lingl (1995) also maintained that conscientiousness was in accordance with job satisfaction owing to its representation of a “general work-involvement tendency” providing increased opportunity for employees to gain formal and informal work rewards. Therefore, the employee has enhanced level of continuance commitment owing to the increased cost of leaving the organisation. Erdheim *et al.* (2006) observed through their works that conscientiousness positively correlated continuance commitment. They observed that conscientious people with “greater job involvement tendency” receive good rewards and would resort to be continually committed after taking into cognisance the costs of leaving will probably acquire fulfilling work prizes and in view

of the plausible expenses of leaving the present association it was sensible to trust that they ought to have more noteworthy continuance commitment levels. However Leung and Leung (2010) suggested that such “greater job involvement tendency” of conscientious workers in construction industry kept them far from continuance commitment.

Conscientiousness and Affective Commitment

According to Hackney (2012), conscientiousness could be associated affective commitment through a success-driven initiative which is usually rewarded. Kumar & Bakhshi (2010) used a sample size of 187 medical school physicians to examine the connection between the five-factor model and organisational commitment. The outcome showed that affective commitment was predicted by conscientiousness. Erdhim *et al.* (2006) and Darbanyan *et al.* (2014) conclude that conscientiousness linked with affective commitment. Conscientious individuals have an interpersonal bond, not just for financial benefits, but for advancement and loyalty (Cooper-Hakim & Viswesvaran, 2005). Organ and Lingl (1995) maintained no connection between affective commitment and conscientiousness, it is connected with a summed up work-contribution propensity but not an organisational- inclusion propensity. Research has shown that people can become committed to various areas in the workplace, which does not have to correspond with one another (Cooper-Hakim & Viswesvaran, 2005).

Relationship Between the Personality, Employee commitment and Organisational Culture

Organisational culture is an intensely inherent form of social control which inspires employee behaviour and decisions. It is the social component that connects people together (Ojo, 2015). Culture impacts organisational performance, cooperation, decision-making, efficiency, employee commitment, job performance and satisfaction (O’Reilly, Chatman, Caldwell, 1991). It is contrary in organisations where changes are not made to accommodate the beliefs or ideas of the diverse workforce (Nongo & Ikyanyon, 2012).

According to Roger Harrison (1972), the organisation must incorporate conflicting interests between the individuals and the organisations. Individuals are concerned with a work satisfaction, safety, influence and economic returns. Organisations are concerned with survival in a changing environment. Therefore, the firm and human resources have diverse interests which could disagree or conflict. Aidla (2003) and Abdullah, Omar and Rashid (2013) observed agreeable and conscientious workers give higher estimations of organisational culture orientations with commitment.

Person-organisation fit occurs when individual interests and the enterprise environment match (Kristof-Brown, Zimmerman, & Johnson, 2005). According to O’Reilly *et al.* (2004), individual demands require their behaviour, like the workload within a specified deadline, while their abilities include their knowledge, behavioural dispositions, skills or time. Hence, when personal interests match organisation’s values, people should achieve more and remain than with a clash (Anderson, Spataro & Flynn, 2008).

METHODOLOGY

The cross-sectional design was adopted for this study in sampling the opinions of workers in selected manufacturing firms in Rivers state, Nigeria. The accessible population was four hundred (400) employees in six (6) manufacturing firms in Rivers State, out of the twenty-nine (29) registered manufacturing companies. The sample size of two hundred (200) employees was established with Taro Yamane’s (1967) formula cited in Baridam (2001).

$$n = \frac{N}{1+N(e)^2}$$

Where; N = Population size, n = Sample size, e = Level of significance (0.05)

$$n = \frac{400}{1+400(0.05)^2} = 200$$

The population allocation was estimated using Bowley's (1964) proportional allocation technique cited in Dike, Ehikwe and Onwuka (2013).

$$nh = \frac{n(Nh)}{N}$$

Where: nh = number of respondents in each firm, n = Sample size

Nh = number of employees allocated to each firm, N = Population size

The predictor variable (personality traits) consists of 12 items, 6 items each for agreeableness and conscientiousness scale by Costa and McCrae's (1992) Neo-Five Factor Inventory (Neo-FFI). The criterion variable (employee commitment) consists of 12 items, 6 items each for continuance and affective. It was adapted from Meyer and Allen (1997). The contextual variable (organisational culture) consisting 6 items was measured with instruments developed by O'Reilly *et. al.* (1991), known as Organisational Culture Profile (OCP). These variables were measured on a 5-point Likert scale of strongly disagree (1), disagree (2), neutral (3), agree (4) and strongly agree (5).

The data were analysed statistically using Statistical Package for Social Sciences (SPSS) 21.0. The conforming hypotheses used Spearman's correlation (r_s), while the moderator was tested with partial correlation. These variables are mainly measured on ordinal scale. The decision rule is to reject the null hypothesis where $p \leq 0.05$ significant level and accept the null hypotheses where $p > 0.05$.

FINDINGS

The result is based on correlations and it is a two-tailed, non-directional study. The Spearman's Rank Correlation tests the correlations and strength of relations. The partial correlation was used to test the moderating effect of Organisational Culture on the relationship between Personality Traits and Employee Commitment. The decision rule is to reject the null hypotheses where $p < 0.05$ significant level and accept the null hypotheses where $p > 0.05$.

Table 1.1 Test for Hypotheses 1 to 4

		Agreeableness	Conscientiousness	Continuance Commitment	Affective Commitment
Spearman's rho	Agreeableness	1.000	.774**	.319**	-.276**
	Correlation Coefficient				
	Sig. (2-tailed)	.	.000	.000	.000
	N	200	200	200	200
	Conscientiousness	.774**	1.000	.307**	-.158*
	Correlation Coefficient				
	Sig. (2-tailed)	.000	.	.000	.025
	N	200	200	200	200
	Continuance Commitment	.319**	.307**	1.000	.010
	Correlation Coefficient				
	Sig. (2-tailed)	.000	.000	.	.887
	N	200	200	200	200
Affective Commitment	-.276**	-.158*	.010	1.000	
Correlation Coefficient					
Sig. (2-tailed)	.000	.025	.887	.	
N	200	200	200	200	

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS Output, 2017

Table 1.1 shows the Relationship between the Independent and Dependent Variables, that is, the Dimensions of Personality Trait (Agreeableness and Conscientiousness) and the Measures of Employee Commitment (Continuance Commitment and Affective Commitment).

The relationship between agreeableness and continuance commitment: The result of the data analysis reveals a significant level $p < 0.05$ ($0.000 < 0.05$), $\rho = 0.319$. This means that there is a significant link between agreeableness and continuance commitment. Hence, the rejection of the null hypothesis (H_{01} – There is no significant relationship between agreeableness and continuance commitment).

The relationship between agreeableness and affective commitment: The result of the data analysis shows a significant level $p < 0.05$ ($0.000 < 0.05$). The $\rho = -0.276$, showing that the two variables are negatively correlated. This means that as one of the variables goes up, the other one comes down; they do not increase together or decrease together. It can therefore be deduced that there is a significant correlation between agreeableness and affective commitment. Therefore, the null hypothesis (H_{02} – There is no significant relationship between agreeableness and affective commitment) is rejected.

The relationship between conscientiousness and continuance commitment: The result of the data analysis reveals a significant level $p < 0.05$ ($0.000 < 0.05$), $\rho = 0.307$. This means that conscientiousness significantly correlates continuance commitment. Hence, the rejection of the null hypothesis (H_{03} – There is no significant relationship between conscientiousness and continuance commitment).

The relationship between conscientiousness and affective commitment: The result of the data analysis shows a significant level $p < 0.05$ ($0.025 < 0.05$). The $\rho = -0.158$, showing a negative correlation between the two variables. This means that as one of the variables increases, the other one decreases; they do not increase together or decrease together. It can therefore be deduced that conscientiousness significantly correlates affective commitment. Therefore, the null hypothesis, (H_{04} – There is no significant relationship between conscientiousness and affective commitment) is rejected.

Table 1.2 Test for Moderating impact of Organisational Culture on the Relationship between Personality Traits and Employee Commitment

Control Variables			Personality Traits	Employee Commitment
-none ^a	Personality Traits	Correlation	1.000	.053
		Significance (2-tailed)	.	.048
		df	0	198
	Employee Commitment	Correlation	.053	1.000
		Significance (2-tailed)	.048	.
		df	198	0
Organisational Culture	Personality Traits	Correlation	1.000	.167
		Significance (2-tailed)	.	.019
		df	0	197
	Employee Commitment	Correlation	.167	1.000
		Significance (2-tailed)	.019	.
		df	197	0

a. Cells contain zero-order (Pearson) correlations.

Source: SPSS Output, 2017

Table 1.2 illustrates the association between the independent and the dependent variables with and without a control variable. It shows a p-value less than 0.05 ($0.048 < 0.05$). The $\rho = 0.053$, showing a positive correlation between the two variables. This means that the two variables move in the same direction.

The partial correlation analysis reveals a significant level of moderation by organisational culture on the relationship between the two variables. A $p < 0.05$ ($0.019 < 0.05$) shows that organisational culture moderates the relationship between personality traits and employee commitment. Therefore, the fifth hypothesis (H_{05} – Organisational culture does not significantly moderate the relationship between personality and employee commitment), is rejected.

Discussion of Findings

The outcome of the data analysis, presented in charts and tables, are discussed here. It showed that personality traits correlate employee commitment and organisational culture significantly moderates the between the two variables.

Table 1.3 Summary of the Hypotheses Testing Results

	Hypotheses	Outcome	Decision	Extent of Relationship
Ho ₁	There is no significant relationship between agreeableness and continuance commitment in manufacturing firms in Port Harcourt.	sig. = 0.000 rho = 0.319	Reject null hypothesis	Weak Positive Relationship
Ho ₂	There is no significant relationship between agreeableness and affective commitment in manufacturing firms in Port Harcourt.	sig. = 0.000 rho = -0.276	Reject null hypothesis	Weak Negative Relationship
Ho ₃	There is no significant relationship between conscientiousness and continuance commitment in manufacturing firms in Port Harcourt.	sig. = 0.000 rho = 0.307	Reject null hypothesis	Weak Positive Relationship
Ho ₄	There is no significant relationship between conscientiousness and affective commitment in manufacturing firms in Port Harcourt.	sig. = 0.025 rho = -0.158	Reject null hypothesis	Weak Negative Relationship
Ho ₅	Organisational culture does not significantly moderate the relationship between personality and employee commitment in manufacturing firms in Port Harcourt.	sig. = 0.019 rho = 0.167	Reject null hypothesis	Weak Positive Relationship

The outcomes of the bivariate analysis show that agreeableness was associated with the measures of employee commitment (continuance and affective commitment). This conforms to the works of Organ & Lingl (1995), Darbanyan *et al.* (2014) and Emecheta, Hart and Ojiabo (2016). This approves the deduction of Judge *et al.* (2002) that agreeableness should not correlate affective commitment; a negative correlation was identified between agreeableness and affective commitment which conforms to their conclusion. This means that agreeableness and affective commitment are inversely related.

The analysis also shows a significant level of association between conscientiousness and the measures of employee commitment. This is in-line with Organ & Lingl (1995), Erdheim *et al.* (2006) and Kumar and Bakhshi (2010) that conscientious employees with “greater job involvement tendency” receive good rewards and would resort to be continually committed to the organisation after taking into cognisance the costs of leaving will probably acquire fulfilling work prizes and in view of the plausible expenses of leaving the present association it was sensible to trust that they ought to have more noteworthy levels of continuance commitment. Kumar and Bakhshi (2010) and Darbanyan *et al.* (2014) conclude that conscientiousness and affective commitment are positively related. This work negates the conclusion of Kumar and Bakhshi (2010) and Darbanyan *et al.* (2014), it shows a negative correlation between conscientiousness and affective commitment. Which means that the variables (conscientiousness and affective) commitment move in opposite direction.

The result from the multivariate analysis shows a significant role of organisational culture in moderating the association between personality traits and organisational commitment. This means that organisational culture determines how employees with different personality traits

react to the organisational in terms of decision to remain with the organisation. According to O'Reilly *et.al*, (1991), research has demonstrated that organisational culture impacts organisational performance as well as cooperation, decision-making, efficiency, employee commitment, job performance and satisfaction. Employees are committed to an organisation if they are involved in the decision making process and are able to adapt to changes within the organisation. To Roger Harrison (1972), the organisation must incorporate conflicting interests between the individuals and the organisations. Aidla (2003) believes that individuals with high agreeableness and conscientiousness give higher estimations of organisational culture orientations. Likewise, Abdullah, Omar and Rashid (2013) observed that, agreeableness and conscientiousness are positively linked with commitment of workers to the organisation, and organisational commitment predicts task and performance of the workforce.

CONCLUSION

Attributing to the discoveries, this work shows that agreeable employees; who are understanding, caring, adaptable, patient, kind, collaborative and well mannered may remain with the organisation, and may not be emotionally joined to the firm. Employees who have agreeable traits or conscientious traits would be committed if the shared beliefs and norms conform to their values.

RECOMMENDATIONS

Going with the findings and conclusions derived, the researcher puts forward these recommendations; firstly, employees with agreeable traits often help others and are sensitive. Therefore, organisations should provide an atmosphere where effective interpersonal relationship among workers (superiors and subordinates) thrives to encourage dedication. Secondly, in the process of recruiting, employers should look out for and give preference to people with conscientious traits, because, they do their tasks well, but they also perform them well, reduce turnover.

Thirdly, management of manufacturing firms should make policies that would enhance the commitment level of the workers. For instance, provision of regular job training or job rotation from time to time will not only make them more competent but will also enhance their commitment level. Finally, employees should be kept fully informed and oriented on the shared beliefs, practices, norms, values as well as ways of doing things within the organisation. This will go a long way in making them committed to the organisation.

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APPENDIX

Study Variables

Personality Traits

- *Agreeableness*

I respect other people's feelings.
I am interested in other people's problems.
I impose my will on others.
I take time out for others.
I take other people's interest into account.
I am willing to manipulate people to get what I want.

- *Conscientiousness*

I like to follow a regular schedule.
I work according to a routine.
I am always prepared.
I do things at the last minute.
I pay attention to details.
I do things according to a plan.

Employee Commitment

- *Continuance Commitment*

I worry about the loss of investments I have made in this organisation.
If I wasn't a member of this organisation, I would be sad because my life would be disrupted.
I am loyal to this organisation because I have invested a lot in it, emotionally, socially, and economically
I often feel anxious about what I have to lose with this organisation.

Sometimes I worry about what might happen if something was to happen to this organisation and I was no longer a member.

I am dedicated to this organisation because I fear what I have to lose in it.

- *Affective Commitment*

I am very happy being a member of this organisation.
I enjoy discussing about my organisation with people outside it.
I really feel as if this organisation's problems are my own.

I think that I could easily become as attached to another organisation as I am to this one.

I do not feel emotionally attached to this organisation.

I do not feel a strong sense of belonging to my organisation.

Organisational Culture

There are opportunities for professional growth in my organisation.

My organisation is rule oriented.

There is security of employment in my organisation.

My organisation offers praise for good performance.

There is respect for individuals' rights in my organisation.

The ways of doing things are clear in my organisation.