

The Impact of Employee Personality Traits on Organizational Commitment in an Apparel Industry in Trincomalee District

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Authors' contributions

This work was carried out in collaboration between both authors. Author HMMLH designed the study, performed the statistical analysis, wrote the protocol, and wrote the first draft of the manuscript. Author FAS managed the analyses of the study and managed the literature searches. Both authors read and approved the final manuscript.

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ABSTRACT

This research aims to investigate the Impact of Employee Personality Traits on Organizational Commitment among the employees of the apparel industry in Trincomalee. Based on the comprehensive literature review, two groups of variables were identifying in the workplace. Two variables were personality traits and organizational commitment. Personality traits include openness to experience, conscientiousness, extraversion, agreeableness, neuroticism, Organizational commitment contains affective commitment, continuance commitment, and normative commitment.

The sample was drawn employees of the apparel industry in Trincomalee District. A structured questionnaire was used to collect the primary data from the sample. The primary data were collected through closed structure questionnaire from 200 respondents from selected garment factories in Trincomalee. Data analysis was used to analyses the primary data and data were analyzed by using univariate, bivariate and regression analyses.

These outcomes show the analyzed data revealed that the personality traits are positively and

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significantly impact of organizational commitment. So, it can be revealed that there is a positive and significant impact on personality traits on organizational commitment in selected garment factories in Trincomalee District.

Keywords: Personality traits; organizational commitment.

1. INTRODUCTION

Human resource is one of the significant factors to determine the achievement of long term and short term goal of the organization. So, human resource management helps to achieve expected outcomes and goals. The general purpose of human resource management is to generate and retain appropriate and satisfied workforce. The appropriate workforce has the skills, abilities, and attitudes which can be used to achieve organizational goals efficiently and effectively. Satisfied workforce has a motivation and other inner qualities to facilitate the way organization proceeds [1].

The Apparel Industry plays a vital role in the Sri Lankan National Economy as the largest foreign income earning source over last three decades. In Sri Lanka, the apparel industry has grown to be one of the most significant contributors to the export revenue of the country [2].

Individual's behavior in any organization whether for profit-making or otherwise to a large extent is determined by employee personality characteristics. Similarly, employee knowledge and skills form the backbone of firm's outcomes [3]. Big five personality model consists of five broad traits of personality that are extraversion, agreeableness, conscientiousness, neuroticism and openness to experience. Extraversion personality refers to the degree to which an individual is social, active, talkative, outgoing and assertive with others [4].

Organizational commitment is the strength of the attachment an employee feels towards an organization and measured by the degree to which an individual is ready to adopt organizational values and goals [4]. Organizational commitment is the individual's psychological attachment to the organization. The commitment represents something beyond mere passive loyalty to an organization and involves an active relationship with the organization, such that individuals are willing to give something of them in order to contribute to the organization's wellbeing. Organizational commitment is essential because, high levels of

commitment lead to several favorable organizational outcomes [5].

One of the effective factors on organizational commitment is persons' personality traits. In fact, the employees don't have the same personality features. An employee may be taciturn and another may be talkative or active in verbal interactions. The other may be pessimistic, egoist and arrogant and another one may be optimistic, modest and interested to other people. Therefore, the personality differences will have effective on behavior and performance of all employees [6]. Therefore, this research is tried to identify the Impact of Employee Personality Traits on Organizational Commitment in Apparel Industries in Trincomalee District.

1.1 Problems Statement

Many studies have examined about separately personality traits and organizational commitment. The personality traits and organizational commitment at work place are yet at its initial stage and has become an area for dearth of research. The prevailing literatures on other industries show that the relationship between personality traits and organizational commitment of employees varies from different professional groups, different industries and different cultures [7,8].

The personality theorists examined variances and similarities in employees that provide collective attributes of human nature, performance and behavior [9]. Since, these variances are used to describe human performances and behaviors. Experts in the field believe that individuals have stable and long term traits that affect work behaviors [10]. Some scholars affirm that personality is an effective tool to predict employee job performance and a technique adopted during personnel selection procedures [11]. These factors are important in today's competitive organizational settings. Because, underestimated during selection process wrong kind of personality may prove disastrous and can cause undesirable tension, worries, and hinder organization's attainment of set goals and objectives [12].

Today, Apparel industry is more dynamic and competitive due to continuance and rapidly changing environment and dramatic innovation in the information technology. Apparel industry is focusing on innovation, growth, value creation, profit, more market share and sustain in the market. All the things are depending on committed employees, because committed employees are productive and more profitable employees.

But, employees who are working in the Apparel industry face struggle in order to achieve their targets and have a less of organizational commitment. So, being able to better understand the relationship between Personality Traits and Organizational Commitment, it would be help to the organizations to get committed employees and solve different types of problem which are derived from organizational changes.

There is a dearth of empirical studies in personality traits and organizational commitment in an apparel industry in Trincomalee District. Thus, it shows a clear empirical knowledge gap. So, researcher examines this problem in this study and attempt to fill this knowledge gap. If the personality traits play a vital role in creating organizational commitment in an apparel industry, the employees would have been committed to perform much beyond their targets. So, employee personality traits and organizational commitment are very important to the apparel industries. Because, organizational commitment helps to enhance better performance, improving employee attitude and reduced employee turnover. Therefore, this study is attempted to find out Impact of Employee Personality Traits on Organizational Commitment. So, the following research problem is advance in this study;

“How Do Employee Personality Traits Impact on Organizational Commitment in an Apparel Industry in Trincomalee District?”

1.2 Research Questions

01. What is the level of employee personality traits and organizational commitment in an apparel industry in Trincomalee District?
02. What is the impact of employee personality traits on organizational commitment in an apparel industry in Trincomalee District?

1.3 Research Objectives

01. To identify the level of employee personality traits and organizational commitment in an apparel industry in Trincomalee District.
02. To identify the impact of employee personality traits on organizational commitment in an apparel industry in Trincomalee District.

2. LITERATURE REVIEW

2.1 Personality Traits

Personality traits are the structures and propensities that explain individual's characteristic patterns of thought, emotion and behavior and recurring regularities or trends in him/her trait [13]. People's personality explains their enduring traits and characteristics in relation to emotions, motivations, interpersonal interactions and attitudes which differ from their abilities. It endures and predicts people's attitudes towards situations and other people but is transient. It encompasses a person's relative stable feelings, thoughts, behavioral patterns; form unique personality that differentiates people from others but proper understanding of such personality provide clue about how he/she is likely to act and feel in various situations. Studies show that personalities influence the environments where people reside and play vital role in choosing condition within which people attempt to stay [14]. In this study personality is measured through the big five personality model. The “Five Factor Theory” or the so called “Big Five Personality Model” has been developed by Norman [15].

2.1.1 Openness to experience

Openness to experience is how open minded a person is and people possessing this trait are highly imaginative, creative intellect, sensitive to inner thoughts have the capability to analyze matters differently, exhibit intellectual curiosity, art, knowledge, independent-minded, have a preference for novelty and variety; curious to know hidden things and deductive from different angles [16]. It expresses an individual's tendency to be open to different beliefs, viewpoints, and experiences. [17]. Further, Openness to experience which refers to personality attributes as creative, sensitive, curious, cultivated and independent minded [4].

2.1.2 Conscientiousness

Conscientiousness measures how organized, thoughtful and forward-thinking an individual can be. Conscientious employees are cautious, orderly, dependable, graceful, show self-discipline, acts dutifully and responsible. People with conscientious personality are highly influenced by their career success in the organization, tend to be very careful about their future planning, cautious about their surroundings, compact and fully scheduled, tend to be self-managed, prefer to be predictable and try to be risk free [18]. Conscientiousness includes some personality traits like being analytical, responsible, prudent, patient and working hard and is about controlling, organizing and managing one's instincts [18].

Further, conscientiousness which refers to the degree to which an individual is responsible, disciplined, organized and goal achiever [4].

2.1.3 Extraversions

Extraversion represents a personality trait showing people to be energetic, high in sociability, assertiveness and positively emotional. People high in extroversion are talkative, arguing for their opinions, interacting with every one so frankly and seeks excitement in every bit of life [18]. This quality of personality makes people more social with an out-going personality, always ready to interact with people in the society [19].

2.1.4 Agreeableness

Agreeableness reflects individual differences related to collaboration and social compliance. Agreeable individuals are respectful, friendly, helpful and generous and get along with others easily as they have an optimistic view of human nature [17]. Agreeableness personality trait showed people as being very accommodating, trustful, generous, tolerant, and compassionate. People high in this trait are always helping, ready to resolve issues by creating a win-win situation due to their flexible attitude and usually highly sociable, friendly and generous in negotiations in a friendly environment to keep balance with opponent's concerns have the propensity to attain cooperation and social harmony, helping others is their inbuilt feature and for that reason they believe others are also honest and trustworthy [20].

2.1.5 Neuroticism

Neuroticism personality is characterized by fearfulness, anxiety, worry, envy, frustration, emotionally-unstable, jealousy and loneliness. People high in neuroticism exhibit frustrations, anger, depression, stress and self-blame and such individuals are associated with pessimism, over react over mistakes and faults made by them [21]. They are easily trapped by stress and tend to be emotional and anxious [22]. Almost always hopeless and frustrated when exhibiting feelings and behaviors.

2.2 Organizational Commitment

Organizational commitment is the individual's psychological attachment to the organization. Higher is the rate of commitment, more is the attachment towards the organization [23]. Organizational commitment is considered to be psychological immersion of an individual with his institute through sense of belonging, ownership of organizational goals and being ready to accept challenges [24].

2.2.1 Affective commitment

Affective commitment is the strength of employee's emotional attachment to, identification with and the degree of his/her involvement in the organization [4]. It is characterized by strong belief in and acceptance of goals and values of the organization, a willingness to put in extra effort on its behalf and a desire to remain member of the organization [25].

2.2.2 Continuance commitment

When employees enter into the organization, they are bound to maintain a link with the organization or committed to remain with the organization because lack of alternative opportunity or awareness of the costs associated with leaving the organization. The cost associated with leaving includes attractive benefits, the threat of wasting the time, effort spends acquiring, disrupt personal relationship. This was more appropriately defined by Allen & Meyer (1990).

2.2.3 Normative commitment

Normative commitment develops on the basis of earlier experiences influenced by, for example family-based experiences (parents that stress

work loyalty) or cultural experiences (sanctions against “job-hopping”) [26]. Normative commitment can increase through beliefs that the employees have that employers provide more than they can give.

2.3 Relationship between Personality Traits and Organizational Commitment

2.3.1 Personality traits and affective commitment

Literature findings show that there is a consensus on the relationship between conscientiousness personality trait and affective commitment of individuals. Conscientiousness showed consistent relations with all job performance criteria and organizational commitment for all professional groups [27]. For the remaining personality dimensions, the estimated true score correlations varied by professional group and criterion type [28]. Claimed that conscientious individuals tended to form relational contracts with the organization which not only included purely economic exchange, but also included terms for loyalty or growth in an organization and this type of psychological contracts were positively related to affective commitment [29].

Extroverted individuals should also have high AC as AC fundamentally represented an employee’s positive emotional reaction to the organization and positive emotional reaction was one of the prominent characteristics of extraverts.

Agreeableness and affective commitment were supported by [30,31,32] who linked agreeableness with emotional warmth and suggested that such emotion might encourage an employee’s social identity with their work environment, thereby encouraging their sense of belonging and identification with the values and goals of the organization.

The above summarized suggestions about the positive relation between affective commitment and the personality traits of conscientiousness, agreeableness and extraversion were then supported by various empirical results obtained by [31].

These researchers also determined an expected negative relationship with affective commitment and neuroticism which was described as the main source of negative affectivity.

Openness to experience was the only trait that commonly showed a very weak correlation with affective commitment [33].

2.3.2 Personality traits and continuance commitment

The empirical findings related to different professional groups confirmed that higher levels of networking intensity of extroverts helped them to develop alternative employment opportunities more than introverts and weakened their continuance commitment regardless of the working environment [34].

Research on the relationship between neuroticism and continuance commitment reported results which were in good agreement with each other. Stated that neuroticism would develop out of an employee’s fear of the costs linked with leaving his/her current position and would be positively related with continuance commitment [26].

Suggested that neuroticism was a personality trait which was negatively related to job performance and continuance commitment mediated this relationship [26].

Supported the fact that continuance commitment was positively related with neuroticism personality trait as neurotics who generally felt more apprehensive about facing a new work environment that could provide even harsher experiences tended to have continuance commitment [35].

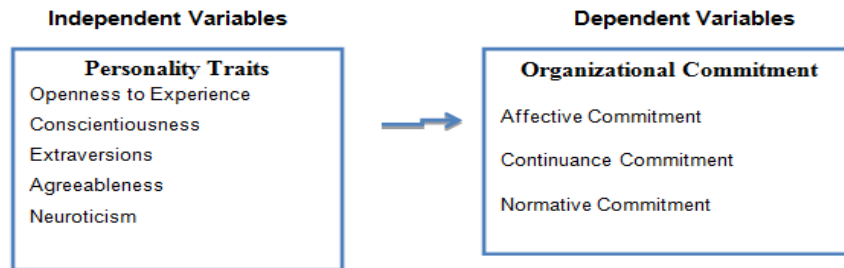
2.3.3 Personality traits and normative commitment

The proposed that there was a significant relationship between AC and NC, as the feelings of desire in the organization may be meaningfully linked to the feelings of obliging to maintain membership [26].

That also determined a strong positive relationship between affective commitment, normative commitment and openness to experience [36].

Empirical studies in a way ruled out such a relationship by determining a strong positive relationship between normative commitment and neuroticism the additionally determined a strong negative relationship between normative commitment and openness to experience [37].

3. CONCEPTUAL FRAMEWORKS



Source: [4]

4. METHODOLOGIES

The total population of the study was 240 of employees in an apparel industry in Trincomalee District. Out of these employees, only 200 employees are selected as sample by using simple random sampling method. This study totally depends on primary data. The final questionnaire includes utilized scale is Likert's five-degree range. Regarding objectives of this study unit of analysis is the employees who are working in the Nor-Lanka Manufacturing Colombo limited, Crystal Martin Ceylon (pvt) ltd & Jay Jay mills Lanka (pvt) ltd in Trincomalee District.

Table 1. Decision attributes of Cronbach's alpha co-efficient

CAC < 0.5	Unacceptable Reliability
0.5 ≤ CAC < 0.6	Poor Reliability
0.6 ≤ CAC < 0.7	Questionable Reliability
0.7 ≤ CAC < 0.8	Acceptable Reliability
0.8 ≤ CAC < 0.9	Good Reliability
0.9 ≤ CAC	Excellent Reliability

Source: [38]

4.1 Univariate Analysis

Univariate analysis is the simplest form of quantitative (statistical) analysis and these techniques are applied to explore the levels of study variables. This analysis is carried out with the description of a single variable in terms of unit of analysis.

Table 2. Decision criteria for univariate analysis

Decision criteria	Decision attributes
1 < X < 2.5	Lower Level
2.5 < X < 3.5	Moderate Level
3.5 < X < 5	High Level

(Source: Developed for Rresearch Purpose)

4.2 Bivariate Analysis

Bivariate analysis is the one of the simplest form of quantitative (statistical) analysis. It involves the analysis of two variables for the purpose of determining the empirical relationship between them. In order to see if the variables are related to one another, it common to measure, how those two variables simultaneously change together.

4.2.1 Correlation analysis

The correlation analysis is used to measure the magnitude and the direction of the relationship between two variables. The correlation coefficient, denoted by "r" was the measure of the closeness of the relationship between two variables.

Table 3. Decision criteria for bivariate analysis

Range	Decision Attributes
r = 0.5 to 1.0	Strong Positive Relationship
r = 0.3 to 0.49	Medium Positive Relationship
r = 0.1 to 0.29	Weak Positive Relationship
r = -0.10 to -0.29	Weak Negative Relationship
r = -0.3 to -0.49	Medium Negative Relationship
r = -0.5 to -1.0	Strong Negative Relationship

(Source: [39])

4.2.2 Simple regression analysis

The regression analysis is used in this research to determine the functional relationship between

a dependent variable and an independent variable (a predictor) for the purpose of prediction and making other inferences.

It helps to identify the strength of the relationship and statistical significance of the relationship.

This study is explained the variation between independent variables performance appraisal system (X) and the dependent variable of Organizational Commitment (Y).

It denoted as follows,

$$Y = b_1x_1 + b_2x_2$$

Y= Dependent Variable

X= Independent Variable

b₁= Slope of the independent variable

5. DATA PRESENTATION AND ANALYSES

5.1 Reliability Analysis

Overall Cronbach's alpha value for the personality traits is 0.773 and Overall Cronbach's alpha value for the organizational commitment is 0.780.

5.2 Demographic Variables

This part mainly discussed some data related to the personal information of the garment factories employees. The personal information includes the discussion about the name of the factory, gender, age, educational qualification, experience and job position of 200 employees who are working in selected apparel industry in Trincomalee district.

5.2.1 Garment factories

This study has 200 respondents from selected 03 garment factories in Trincomalee district. Among the respondents, most of the respondents are contributed to this study from Crystal Martin Ceylon (pvt) Ltd (38%) compare with other apparel industries. The 68 respondents' participation in Jay Jay Mills Lanka (pvt) Ltd (34%). On the other hand 56 respondent participation in Nor-Lanka Manufacturing Colombo Ltd (28%) among the selected garment factories in Trincomalee district.

5.2.2 Gender

Information about the gender of the employees, the 58 of male employees it represent 29% from

total sample and 142 of female employees it represent 29% from total sample are contributed to this study. According to this study most of the employees are female.

5.2.3 Age level of employees

Among the different age level of employees, 32.5% (65) of the employees are come under the age group of below 25 years, 35% (70) of the respondents were 26-35 years of age group, 22.5% (45) of the respondents were 36-45 years and 10% (20) of the respondents were above 46 years are participated in this study. It is concluded that in this study most of the employees are coming under the age group of 26-35 years and fewer amounts of employees are come under the age of above 46 years.

5.2.4 Educational qualification of employees

According to this study, 10% of employees have below G.C.E O/L qualification, 68% of employees have G.C.E O/L qualification, 16% have G.C.E A/L qualification and 6% of employees have above G.C.E.A/L qualification in this study.

5.2.5 Working experience of employees

In the experience wise, 46% of employees have less than 3 years experience, 36% of employees have 3-6 years of experience and 18% of employees have above 6 years experience in this study.

5.2.6 Job position of employees

Information are collected about job position of the employees, among the respondents, 16% respondents were quality checker, 48% respondents were machine operator, 8% of respondents were executive level employees, 12% respondents were helper, 8% respondents were supervisor and 8% respondents were others. It is concluded that in this selected garment factories most of the employees are working as machine operators.

5.3 Univariate Analysis

According to Table 4. Overall personality traits mean value is 3.59 with the standard deviation 0.340. It shows that, there is high level of personality traits in apparel industry in Trincomalee District. It shows that there are high level of openness to experience, conscientiousness, extraversion, agreeableness

Table 4. Univariate Analysis of Independent and Dependent variables

Dimensions	Mean	Std deviation	Decision attribute
Openness to Experience	4.07	0.789	High level
Conscientiousness	4.03	0.568	High level
Extraversion	4.18	0.619	High level
Agreeableness	3.79	0.572	High level
Neuroticism	1.91	0.492	Low level
Personality Traits	3.59	0.340	High level
Affective Commitment	3.99	0.548	High level
Continuance Commitment	3.96	0.583	High level
Normative Commitment	4.16	0.605	High level
Organizational Commitment	4.04	0.395	High level

(Source - Survey Data)

Table 5 Model Summary of Personality Traits on Organizational Commitment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.400 ^a	.160	.156	.36326

a. Predictors: (Constant), Personality Traits
(Source: Survey Data)

Table 6 Coefficients' of Personality Traits on Organizational Commitment

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
1	(Constant)	B	Std. Error	Beta		
		2.367	.273		8.663	.000
	Personality Traits	0.465	.076	.400	6.150	.000

a. Predictors: (Constant), Personality Traits
(Source: Survey Data)

and lower level of neuroticism of personality traits in an apparel industry in Trincomalee District.

organizational commitment in an apparel industry in Trincomalee District.

The overall organizational commitment mean value is 4.04 with the standard deviation 0.395. It shows that, there is high level of organizational commitment in apparel industry in Trincomalee District. It shows that, there are high level of affective commitment, continuance commitment and normative commitment in an apparel industry in Trincomalee District.

According to Table 6 the unstandardized constant statistic 2.367 units show that the model would predict of the independent variables were zero. Regression result indicate that the significant of p value of personality traits is 0.000 it is less than 0.05 and the b value of personality traits is 0.456 it means the personality traits are positively and significantly impact on organizational commitment.

5.4 Bivariate Analyses

5.4.1 Regression analyses

According to Table 5, the R square statistics 0.160 indicating personality traits of independence variable have 16% impact on the dependent variable of organizational commitment. Adjusted R square statistic indicated that personality traits explain the 15.6% of the variation in the organizational commitment. In other words the independent variable of personality traits in the regression model account for 15.6% of the total variation in the

Based on above Table 6 the equation for the regression line is:

$$Y = 2.367 + 0.465X_1$$

Where,

X₁ = Personality Traits

Y = Organizational Commitment

According to the regression analysis personality traits positively and significantly impact on the

organizational commitment in an apparel industry in Trincomalee District.

6. CONCLUSIONS AND RECOMMENDATION

6.1 Conclusions

The descriptive statistics, correlation, and regression were used to come up with findings related to the research problem. The study is conducted with two hundred employees throughout the Trincomalee District. Frequency analysis used to understand the profile and descriptive statistics used to investigate the extent to which personality traits and organizational commitment exist among the apparel industries in Trincomalee District. The level of personality traits and its dimensions of openness to experience, conscientiousness, extraversion, agreeableness, neuroticism and the level of organizational commitment and its dimension are high level in both collectively and separately in selected apparels industry in Trincomalee District.

The results of this study showed that personality traits and organizational commitment are at high level. The results of the regression analysis indicated that there is a positive impact of personality traits and organizational commitment. This study is very important to the garment factory in Trincomalee District as it contributes to an understanding of the impact of personality traits on the organizational commitment. This study has been the first study conducted in this field in Trincomalee District.

6.2 Recommendation

Personality traits are a very important determinant factor to apparel industry for achieves their targets. Based on the research findings, some recommendation would be given to improve the personality traits and organizational commitment among the employees. Thus, help to increase the personality traits and increase the organizational commitment in selected apparels industries in Trincomalee District.

For the benefits of future research on personality traits and organizational commitment, a few suggestions are proposed. A further research should be carried out using different instruments for each variable as a mean of comparison. Its

purpose is to identify the set of instruments that represent the employees of apparel industry in Trincomalee, the most. Furthermore, the study should also look at other possible items to be included in the tested instruments that will be more suitable to the employees in Trincomalee.

COMPETING INTERESTS

Authors have declared that no competing interests exist.

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