



**INFLUENCE OF BIG FIVE PERSONALITY ON ORGANIZATIONAL COMMITMENT, EMOTIONAL  
INTELLIGENCE AND JOB SATISFACTION**

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**ABSTRACT**

*The main purpose of the study is to find out the influence of the Big Five Personality on Organizational Commitment, Emotional Intelligence and Job Satisfaction. For this purpose a sample size of 536 Executives from a public sector power generating organization in Tamil Nadu state is selected. Simple random sampling technique was used to select the samples. A well-structured and pre-tested questionnaire was used for survey. The study has found that Big Five Personality has significant influence with Emotional Intelligence, Organizational Commitment and Job Satisfaction. Suitable managerial implications are given in this study.*

**KEYWORDS:** *Neuroticism, Agreeableness, Conscientiousness, Openness, Extraversion, Organizational Commitment, Emotional Intelligence and Job Satisfaction.*

## BACKGROUND

Today business organizations are facing multiple challenges in the rapidly changing business environments not only in increasing productivity but also maintaining and managing with different dispositional characteristics of human resources in recruitment, selection, training and development and retaining the skilled employees. In order to sustain, effective and efficient HR policies are essential for an organization and to surmount the challenges, to manage these organizations discovering of new avenues of executing effective and efficient HR policies.

In this regards, new dimensions of organizational behavior such as, understanding the personality factors, emotional intelligence of the employees, have gained rapid prominence on the strategic roadmap of the organization. It is well known that personality plays an important role in determining not only the behavior of an individual but also his overall success and prosperity in life. Allport (1937) defined, "Personality is the dynamic organization within the individual of those psychophysical systems that determine his or her unique adjustments to the environment."

Our ancient philosophers and saints have wondered about how individuals are unique and why they are differed from each other in many aspects. Since, the years to go individuals, situations, activities and their important role are identified and developed in identifying an individual's personality. Several researchers have done studies on dispositions in analyzing individual personality traits, these lead to look forward in certain kinds of attitudes and job related behaviour. Michele (1977) described about individual behaviour and situations have been studied on dispositions. Studies on dispositions helped for the emergence of Big Five Personality traits models which were developed by Goldberg (1990). Big Five Personality traits model has divided the Personality into five broad traits, these are more useful in identifying different kinds of job related attitudes and behaviours.

**NEUROTICISM:** a personality trait shows the universal attitude to perceive negative dimension of normal personality indicating the general tendency to experience negative things such as, dread, sorrow, shame, irritation, guiltiness and revulsion. Individual who gets more scores may be at threat of some kinds of psychiatric issues, but low neuroticism score indicates of emotional stability.

**EXTRAVERSION:** a personality trait indicates such as, friendliness, ferociousness activity and loquaciousness. Extraversion has lively and positive, it is described by positive feelings and perception. Hence it is seen as an optimistic affect (Clark and Watson, 1991).

**OPENNESS:** a personality trait comprises thoughts, visual sensitivity, and thoughtfulness to inner feelings, favorites for alternative choices, academic interest and autonomy to judgment. Individuals who score low on openness have a propensity to be conservative in attitudes (Hamilton, 1988; Barrick and Mount, 1991; Vinchur *et al.*, 1998; Horton, 1992; Raudsepp, 1990; Johnson, 1997, and Hayes and Castellano, 1994).

**AGREEABLENESS:** an individual who is basically humane, understanding to others and excited to extend help on them and treating others equally. Salgado (1997) identified that agreeableness is concerned to educating for achievement.

**CONSCIENTIOUSNESS:** Are self-discipline and the energetic process in determining, arranging and implement the tasks (Barrick and Mount, 1993). An individual who has more conscientious is focused, strong-minded and resolute. Conscientiousness means obvious in accomplishment oriented, reliability, planful and organized.

In reviewing the previous studies and literature, researchers identified various antecedents and outcomes between Big Five Personality and Emotional Intelligence. Since the last two decades, Emotional Intelligence (EI) was come into view universally among the eminent researchers in organizational behaviour and psychologists and these have known due credit by the industries. Recently, it has gained familiarity in many discussions, among researchers, scholars, academics and corporate leaders.

Emotional Intelligence is defined as ability both to know one's own emotions and to read others' emotions as well (Davies *et al.*, 1998; Zadel, 2008). Goleman focused on the personal capabilities of the leaders that appeared to drive outstanding performance within these organizations. Individual capacities were bring together into three different types namely, technical skills, human skills and conceptual skills, these skills representing emotional intelligence namely, the potential to accomplish job with others and efficiency in importing changes. Results of several studies have demonstrated that as significant as technical and conceptual skills to the managerial job categories in different levels in an organization. Studies about sensation or emotion in the industries recommend that emotions can influence productivity, improvement and achievements of employees in groups and the entire organization (Cooper, 1997).

Organizational Commitment is considered as one of the essential variable for several positive and negative outcome variables in the industrial psychological or behaviours studies (Meyer *et al.*, 2002).

These researchers have strongly consider that employees with higher affective commitment to their organization achieve better than others those who have with lower affective commitment. Mathieu and Zajac (1990) reported that job satisfaction has positive relationship with organizational commitment. Employees who have lower commitment in receipt of ethical values, but they experience disturbed from the organization. Manpower which have the capability to persuade and share with their other counterparts efficiently, may direct the organization towards achievement of goals and organizational effectiveness.

In certain conditions, some organizational environments are given where the employees can prove the attitudinal and behaviours adaption to the organization in maximum and who can adapt themselves with respect to the social system of the working climates and to be satisfied with their own perception and feelings of goodness pertinent to their personality characteristics. Otherwise, administration of the organizations would predictably be accountable on synchronization of activities of the employees, who are dissatisfied, worried, apprehensive and dejected. Job Satisfaction is an occurrence which should exceed in border of the organization and its special effects should also see in employee's personal life and outside organization. Because of certain job conditions it is probable to generate various statuses among the employees pertinent to significance of job satisfaction. Researchers aim to investigate it effective factors among of these the influence of personality and emotional kinds on job satisfaction is considered. When personnel are satisfied with their own job such condition may cause them to make effort for doing their job with more motivation and interest (Shirazi, 2003).

## REVIEW OF LITERATURE

Several studies have found that personality is antecedent on Emotional Intelligence, Organizational Commitment and Job Satisfaction.

Erdheim *et al.* (2006) proposed that five-factor model of personality is one approach to study "the dispositional sources of organizational commitment". In fact, they mentioned that Extraversion is the most constant predictor of all three components of organizational commitment. Having positive emotionally is one core behavioural of Extraversion personality dimension and positive emotion and affective commitment are positively related. Therefore extraversion was favourably related to affective commitment (Erdheim *et al.*, 2006). Moreover, it has been found that extraversion was negatively related to continuance commitment (Erdheim *et al.*, 2006). Finally, according to a research done by Watson (2000) cited by Erdheim *et al.*, (2006), extraverts might have high normative commitment

because they feel that they have a psychological contract with their organizations. For a link between trait EI and organizational commitment, Petrides and Furnham (2006) did an empirical study with trait EI and four job-related variables; perceived job control, job stress, job satisfaction and organizational commitment.

Atchara (2010) investigated a link between personality traits and organizational commitment in Thai scholarship students. Five factor model of personality, specifically Extraversion, and trait EI were used as predictors, and Allen and Meyer (1990) concept of organizational commitment was a criterion. 207 Thai scholarship students were participated. Results showed that Extraversion had a negative relationship with Continuance commitment. It had no significantly related to Affective and Normative commitment whereas Agreeableness was found significantly related to these two commitments. Conscientiousness was significantly related to Affective commitment while Intellect had a negative association with normative commitment. Trait EI was hypothesized as an incremental explanatory factor. It was found positively significant relationship with Affective commitment, but had no association with other two components of commitment. From this current research; it seems that more research with individual difference framework has to be done to find a consensus personality predictor of Organizational Commitment. Results showed that Extraversion was negatively related to Continuance Commitment, and Agreeableness had positively significant relationship with both Affective and Normative Commitment. In addition, Conscientiousness was also positively related to Affective Commitment. Moreover, Intellect had a small negatively significant association with Normative Commitment. Lastly, trait EI had a positively significant relationship with Affective Commitment.

Zuraidah *et al.* (2010) examined the relationship between personality traits and performance of auditors in making audit judgment. They used hierarchical regression analysis to investigate relationships of direct and interaction effects at between-person levels of analysis. Participants comprised of auditors and audit trainees performing internal controls audit task. As expected, the relationship between organizational commitment and emotional intelligent were positively related to audit judgment performance. This positive relationship was stronger for auditors in the expert group than in the novice group. Results highlight the importance of both organizational commitment and emotional intelligence in audit judgment framework to enhance understanding of the link between personality traits and performance.

Esmail *et al.* (2013) determined the relationship between the Emotional Intelligence and Personality Features with the Islamshahr boy junior high school teachers' Job Satisfaction. The statistical population of the current study included all teachers of boy junior high schools from Training and Education Organization at Islamshahr City in academic year 2011-12. 140 participants, who had been elected through multistage cluster sampling technique, were involved in the given research. The research measurement tools comprised of Bradberry and Greaves' Intelligence Questionnaire including four components (self- consciousness, self- management, social awareness, and relation management), NEO Personality Inventory with five components (psychoneurosis/neuroticism, extraversion, openness (to experience), agreeableness, and conscientiousness), and Herzberg's Job Satisfaction Questionnaire with two components (hygienic factors and motivational factors). Through conducting Pearson's correlation test and Regev seven multiple models, results of the statistical analysis showed that there is a significant relationship between three emotional intelligence and personality features with job satisfaction variables. Also, some components of emotional intelligence and personality features can predict the job satisfaction and its components.

Daniel and Caleb (2014) studied the effect of the Big Five Personality traits on Job Satisfaction and Organizational Commitment among healthcare workers in Kenya. The study utilized a correlational descriptive study design and collected data using a self-administered questionnaire. In all, 252 healthcare workers comprising Medical Doctors, Nurses, Pharmacists, and Lab Technologist participated in the study. Using descriptive statistics and multi-linear regression analysis, the study showed significant relations between the Big Five Personality traits with Job Satisfaction and Organizational Commitment. Openness, Conscientiousness, and Neuroticism have a positive relation with organizational commitment while extraversion and Neuroticism also have a positive relation with job satisfaction. More so, a positive relationship was found between job satisfaction and Organizational Commitment. The finding suggests that employees who exhibit the traits of openness, neuroticism, extraversion and conscientiousness turn to find a greater sense of Commitment and Job Satisfaction to the Healthcare organizations.

The role of personality in job satisfaction has long been recognized. Previous studies found that personality is antecedents of job satisfaction (Hies and Judge, 2003; Judge and Bono, 2001; Judge *et al.*, 2002a; Judge and Larsen, 2001; Heller *et al.*, 2004; Karatepe *et al.*, 2006). Personality, especially core self-evaluations would be related to Job Satisfaction through both

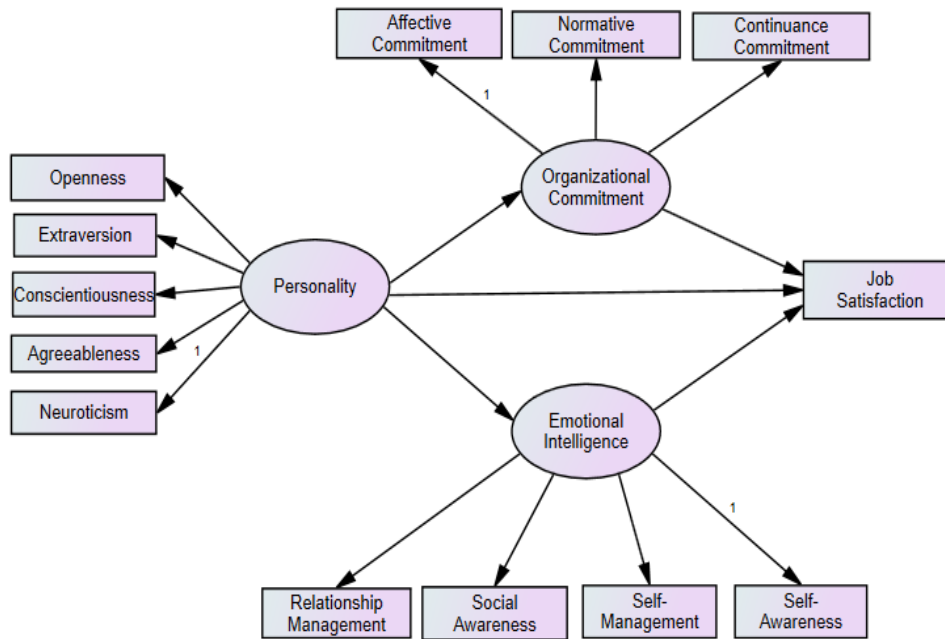
direct and indirect means (Judge and Bono, 2001).

#### **STATEMENT OF THE PROBLEM**

Several studies have been conducted world-wide on dispositions among the individuals especially in personality traits, it will guide different kinds of attitudes and job related behavior. Michele (1977) explained that individual attitude as a result of dispositional interaction. Studies on dispositions have been increased since the materialization of Big Five Personality traits model (Goldberg, 1990). Big Five Personality traits model resolute the broad five personality traits, those are important in predicting various kinds of job related attitudes and behaviours among employees. Studies on relationship between Big Five Personality and Organizational Commitment, Emotional Intelligence and Job Satisfaction were found very few in literature. Therefore, the researcher considers this as research gap and resulting in making an attempt to fill such a research gap. This research gap led the researcher to study the Big Five Personality traits and its influence on Organizational Commitment, Emotional Intelligence and Job Satisfaction.

#### **CONCEPTUAL FRAMEWORK OF THE STUDY**

The present study is aimed to investigate the influence of Big Five Personality on Organizational Commitment, Emotional Intelligence and Job Satisfaction (Figure 1). Big Five Personality is independent variable and Organizational Commitment, Emotional Intelligence is mediating variables and Job Satisfaction is Outcome variable in this study.



**Figure 1: Conceptual Framework of the Study**

The present study is undertaken in Neyveli Lignite Corporation Limited, a public sector power generation company, situated in Neyveli, Tamil Nadu. NLC is one of the leading mining and power companies, with social responsiveness which accelerates India’s growth, where merely about 12,000 people are employed. Hence, the researcher intended to study the influence of Big Five Personality Traits on Organizational Commitment, Emotional Intelligence and Job Satisfaction.

**OBJECTIVES OF THE STUDY**

- To find out the correlation between the Big Five Personality Traits, forms of Organizational Commitment, dimensions of Emotional Intelligence and Job Satisfaction.
- To examine the influence of Personality on Emotional Intelligence, Organizational Commitment and Job Satisfaction.

**HYPOTHESIS**

**Hypothesis 1:** Big Five Personality has significant influence on Emotional Intelligence, Organizational Commitment and Job Satisfaction.



## RESEARCH METHODOLOGY

The type of study is descriptive in nature, which describes the Personality Traits, dimensions of Emotional Intelligence, forms of Organizational Commitment and Job Satisfaction among the participants. The population of the study is Executives of a Public Sector Power Generating Organization in Tamil Nadu who work at different divisions. A sample size of 536 Executives was selected for this study. The samples are selected by adopting simple random sampling technique. The researcher has used the Big Five Inventory (BFI) developed by John and Srivastava (1999), which consists of 100 statements about Big Five personality traits by adopting likert's five point scale (Disagree strongly-1 to Agree strongly-5); the Organizational Commitment developed by Meyer *et al.* (1993) by adopting Likert's Five Point Scale (Strongly Agree - 1, Agree - 2, Neutral - 3, Disagree - 4 and Strongly Disagree - 5); The 61 statements concerning Emotional Intelligence according to Abdullah Sani *et al.* (2013) by adopting Likert's Seven Point Scale (Strongly Disagree Strongly - 1, Disagree - 2, Somewhat Disagree -3, Not Sure - 4, Somewhat Agree - 5, Agree - 6 and Strongly Agree-7); the Job Satisfaction contains 7 statements, developed by Cook *et al.* (1981) by adopting Likert's Five Point Scale (Completely Satisfied-5, Satisfied-4, Neutral-3, Unsatisfied -2 and Completely Unsatisfied -1) were used to measure the responses.

## FINDINGS

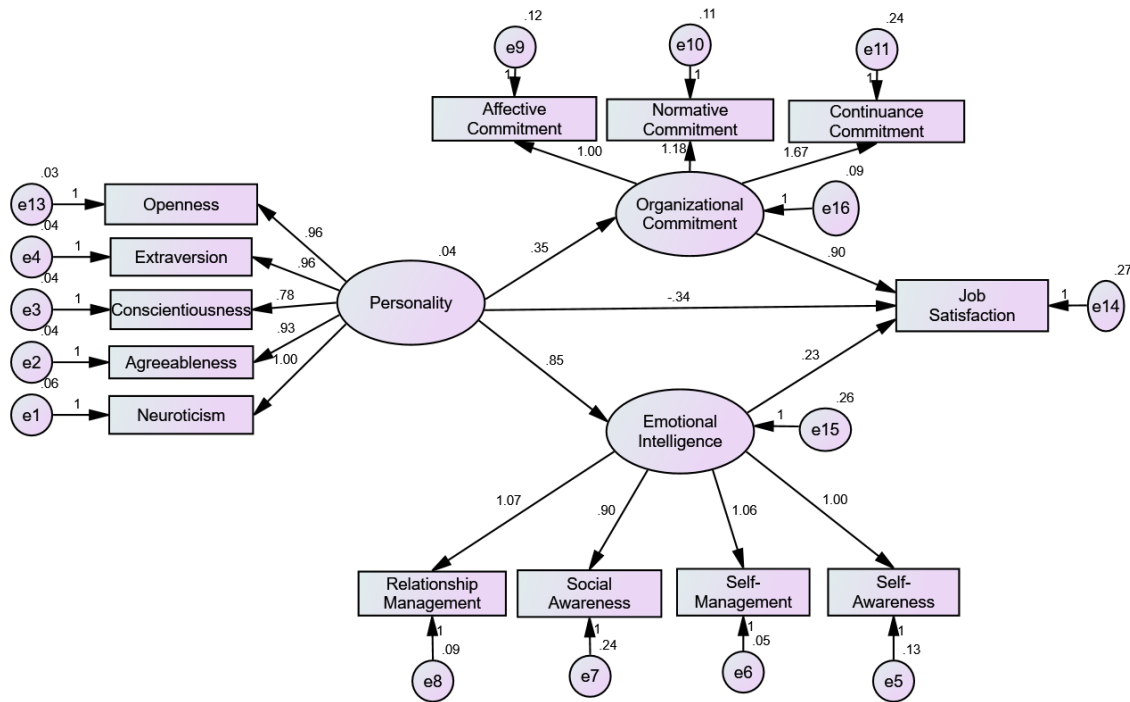
To sum up the result, Neuroticism has 0.01 level significant correlations with Emotional Intelligence and no correlation with Organizational Commitment and Job Satisfaction. Agreeableness has 0.01 level significant correlations with Organizational Commitment, Emotional Intelligence and no correlation with Job Satisfaction. Conscientiousness has 0.01 level significant correlations with Organizational Commitment and Emotional Intelligence and no correlation with Job Satisfaction. Extraversion has significant correlation with Emotional Intelligence and no correlation is found with Job Satisfaction. Openness has 0.01 level significant correlations with Emotional Intelligence, Organizational Commitment. From this result Openness alone has correlation with other study factors. Findings of this study gains support from the study undertaken by Daniel and Caleb (2014).

**Table 1: Descriptive Statistics and Correlations between the study variables**

Variables	Mean	S.D.	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Neuroticism	3.19	0.32	1															
Agreeableness	3.14	0.28	.510**	1														
Conscientiousness	3.24	0.25	.438**	.530**	1													
Extraversion	3.15	0.28	.455**	.480**	.518**	1												
Openness	3.37	0.27	.492**	.486**	.475**	.557**	1											
Personality	3.22	0.22	.771**	.779**	.754**	.776**	.775**	1										
Self Awareness	3.28	0.46	.123**	.151**	.252**	.190**	.367**	.275**	1									
Self Management	3.52	0.49	.093*	.105*	.197**	.154**	.341**	.226**	.774**	1								
Social Awareness	3.67	0.70	.159**	.171**	.206**	.248**	.316**	.282**	.637**	.637**	1							
Relationship Management	3.49	0.45	.072	.151**	.166**	.137**	.320**	.214**	.710**	.832**	.635**	1						
Emotional Intelligence	3.80	0.65	.128**	.165**	.233**	.209**	.381**	.284**	.884**	.914**	.832**	.898**	1					
Affective Commitment	3.86	0.61	.097*	.098*	.079	.028	.108*	.107*	.165**	.181**	.096*	.221**	.187**	1				
Normative Commitment	3.56	0.69	.053	.162**	.215**	.133**	.193**	.190**	.318**	.308**	.195**	.289**	.313**	.470**	1			
Continuance Commitment	3.70	0.65	.036	.099*	.140**	.021	.128**	.106*	.213**	.195**	.134**	.205**	.211**	.466**	.537**	1		
Organizational Commitment	3.73	0.57	.071	.143**	.178**	.068	.173**	.160**	.282**	.274**	.173**	.286**	.287**	.752**	.801**	.873**	1	
Job Satisfaction	3.13	0.61	.027	.039	.073	-.050	.093*	.045	.250**	.303**	.102*	.255**	.255**	.378**	.324**	.341**	.423**	1

\*- Correlation is significant at the 0.05 level; \*\*- Correlation is significant at the 0.01 level

It is understood from the results of descriptive analysis that Big Five Personality traits namely, Conscientiousness (mean = 3.24; S.D. = 0.25) and Openness (mean = 3.37; S.D. = 0.27) are found to be higher than other traits. Emotional Intelligence are found to be higher for Self-Management (mean = 3.52; S.D. = 0.49) and Social Awareness (mean = 3.67; S.D. = 0.70); Affective Commitment (mean = 5.86; S.D. = 0.61) is more than other forms of Organizational Commitment; and Job Satisfaction is also found to be high among the Executives in the study organization. Hence, it may be concluded that Executives in the study organization have higher Conscientiousness and Openness Personality pattern, favorable Self-Management and Social Awareness. Moreover the overall participants have more Affective Commitment and Satisfied with their present Job situation.



**Figure 2: Results of Path Analysis for Conceptual Frame Work**

The result of path analysis is shown in Figure 2. It is implied from the results that Personality has significant positive impact on Emotional Intelligence, Organizational Commitment, and negative impact on Job Satisfaction among the Executives. The Big Five Personality traits and other study variables show a very good fit of the sample data. All values of Chi-square, GFI, CFI, RMR, NFI, and RMSEA are in acceptable range. Chi-square = 238.434; Degrees of Freedom = 61; Probability level = 0.00; CMIN/DF =

3.909; GFI = 0.935; RMR = 0.025; NFI = 0.923; CFI = 0.941; RMSEA = 0.074. The value of  $\beta$  between Personality, Emotional Intelligence, Organizational Commitment and Job Satisfaction are 0.328, 0.242 and -0.117, respectively indicating that Big Five Personality significantly predicts Emotional Intelligence, Organizational Commitment and Job Satisfaction among the Executives. Thus the Hypothesis -1 is accepted.

#### **MANAGERIAL IMPLICATION**

The present study has attempted to investigate the influence of Big Five Personality traits on Organizational Commitment, Emotional Intelligence and Job Satisfaction. The findings suggest that personality plays an important role in balancing emotions. The present study provide the administrators and policy makers with insights into the individual differences the development of emotional intelligence and organizational commitment on how to manage employees using dispositional approach to draw positive attitudinal and behavioural reaction from employees.

#### **CONCLUSION**

The present study is undertaken to examine the influence of Big Five Personality on Organizational Commitment, Emotional Intelligence and Job Satisfaction. Big Five Personality is independent variable and Organizational Commitment, Emotional Intelligence are mediating variables and Job Satisfaction is Outcome variable. It is very clear from the results that the Personality traits Conscientiousness and Openness are found to be higher among the Executives, which is a favourable sign in the study organization. Similarly other factors namely, Self-Management, Social Awareness, Affective Commitment and Job Satisfaction are found to be higher. Openness has significant positive correlation in this study. Further Emotional Intelligence and Organizational Commitment have better mediation between Big Five Personality and Job Satisfaction. Moreover, hypothesis of the study is accepted since the proposed model has good fit with the variables. Thus the study is concluded that Big Five Personality traits have significant influence with Emotional Intelligence, Organizational Commitment and Job Satisfaction.

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