

The Influence of Big Five Personality Traits on Organisational Commitment: A Conceptual Framework

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Abstract

This conceptual framework explores the relationship between Big Five personality traits and organisational commitment. Drawing upon existing literature, this paper proposes a theoretical model that elucidates how each dimension of the Big Five personality traits—Openness, Conscientiousness, Extraversion, Agreeableness, and Neuroticism—may impact an individual's level of commitment to their organisation. The framework integrates relevant theories and empirical evidence to comprehensively understand the complex interplay between personality traits and organisational commitment. Implications for research and practice are discussed, along with avenues for future research.

Keywords: *Big Five, Personality Traits, Organisational Commitment, conceptual framework*

Introduction:

The Big Five personality traits, the Five-Factor Model (FFM), represent a widely accepted framework for understanding individual personality differences (Goldberg, 1990). These traits—Openness, Conscientiousness, Extraversion, Agreeableness, and Neuroticism—have been extensively studied in various contexts, including their impact on workplace behaviours and outcomes (Barrick & Mount, 1991; Salgado, 1997). Organisational commitment, the psychological attachment an individual feels towards his organisation, is a critical factor influencing employee behaviour, performance, and overall organisational success (Meyer & Herscovitch, 2001). Understanding the determinants of organisational commitment has been a focal point for researchers and practitioners seeking to enhance employee engagement and retention (Meyer et al., 2002). However, the specific relationship between the Big Five personality traits and organisational commitment remains an ongoing research and theoretical development area.

Understanding the influence of personality traits on organisational commitment is paramount for several reasons. Firstly, organisations invest considerable resources in recruitment, selection, and training to ensure a fit between employees and the organisational culture (Kristof-Brown et al., 2005). Organisations can tailor their selection criteria and development programs to enhance employee engagement and retention by identifying the personality traits contributing to higher organisational commitment levels. Secondly, research suggests that employees more committed to their organisations exhibit greater job satisfaction, higher levels of performance, and lower turnover intentions (Meyer et al., 2002). Therefore,

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gaining insights into the factors that foster organisational commitment can significantly affect organisational effectiveness and productivity.

Furthermore, understanding how individual differences in personality traits influence organisational commitment can inform strategies for managing diversity and promoting inclusivity within the workplace (Judge et al., 2002). By recognising and valuing an organisation's diverse range of personalities, leaders can create a more supportive and inclusive work environment that fosters more outstanding commitment and loyalty among employees. Despite the growing body of research examining the relationship between personality traits and organisational outcomes, several gaps and inconsistencies exist in the literature. While some studies have found significant associations between certain personality traits and organisational commitment, others have reported conflicting or inconclusive findings (Barrick et al., 2001). This inconsistency highlights the need for a more comprehensive understanding of how each dimension of the Big Five personality traits contributes to organisational commitment.

Therefore, this study aims to contribute to the existing literature by proposing a conceptual framework that integrates the Big Five personality traits with organisational commitment. By examining each personality dimension's direct and indirect effects on organisational commitment and potential moderating and mediating mechanisms, this framework seeks to provide a more nuanced understanding of the relationship between personality traits and organisational outcomes.

2. Literature Review:

2.1 The Big Five Personality Traits

The Big Five personality traits represent a widely accepted taxonomy for understanding individual personality differences. This model, which has been extensively researched, offers a comprehensive framework for categorising and describing human personality. Understanding these traits is fundamental to comprehending the enduring behavioural patterns that characterise individuals (Caspi et al., 2005). These traits are pivotal in shaping various aspects of individuals' lives (Roberts et al., 2007). They are instrumental in explaining why individuals behave, think, feel, and interact in specific ways (Di Fabio & Kenny, 2019).

As defined by Wood (2012), personality encompasses the unique thoughts and behaviours that distinguish individuals from one another. This perspective aligns with Mischel and Shoda's (1995) conceptualisation of personality, which emphasises the interconnected mental and physical processes regulating emotions, actions, and attitudes. Traits, as described by Van Leishout (2000), exhibit stability over time and across diverse situations, underscoring their significance in understanding individual differences. McCrae and Costa (1994) further underscored the stability and consistency of personality traits, highlighting their predictive value in forecasting behaviour across various contexts.

The Big Five personality traits, the Five-Factor Model, emerged from research on trait-descriptive English adjectives (Judge & Ilies, 2002). This model offers a convenient and efficient means of categorising thousands of personality traits using terms from the English language (Mount & Barrick, 1998). The traits encompassed within the Big Five model—extraversion, agreeableness, openness, conscientiousness, and neuroticism—are closely linked to organisational behaviour (Herath et al., 2018).

Initially, Goldberg (1990; 1992) reanalysed earlier research on personality traits, identifying flaws in previous methodologies. The Big Five personality model emerged from an

initial pool of 1,431 adjective trait phrases (Goldberg, 1990). This model has gained widespread acceptance among psychologists, providing a parsimonious framework for understanding personality differences. The Big Five model of personality encompasses five key dimensions: Extroversion, Conscientiousness, Neuroticism, Agreeableness, and Openness to Experience. Each dimension captures distinct aspects of an individual's personality, shaping their behaviour and interactions within organisational settings.

2.1.1 Agreeableness: Agreeableness reflects an individual's tendency towards cooperative, kind, and considerate behaviour (Simha & Parboteeah, 2020). People high in agreeableness are characterised by empathy, compassion, and a willingness to cooperate with others (Patrick, 2011). They tend to foster harmonious relationships and exhibit altruistic tendencies, contributing positively to team dynamics and organisational culture (Bartram, 2005). Agreeable individuals are often empathetic and helpful, displaying genuine concern for the well-being of others (Camps et al., 2016). On the contrary, individuals low in agreeableness may exhibit selfishness and antagonism, leading to interpersonal conflicts and negative perceptions by others (Creese, 2019). Despite its importance, agreeableness remains one of the least studied personality traits within the Big Five framework (Jensen-Campbell & Graziano, 2001; Wiggins & Trapnell, 1997).

2.1.2 Conscientiousness: Conscientiousness pertains to the degree of self-discipline, organisation, and goal-directed behaviour exhibited by an individual (John & Srivastava, 1999). Conscientious individuals demonstrate a strong sense of responsibility, reliability, and adherence to organisational norms and rules (Smithikrai, 2008). They are diligent in their task approach, demonstrating thoroughness and efficiency (Hofmann & Jones, 2005). Traits associated with conscientiousness include dependability, self-control, and a strong work ethic (Grehan et al., 2011). Conscientious individuals are known for their ability to plan and prioritise tasks effectively, contributing to their overall organisational effectiveness (van Lieshout, 2000). In contrast, low conscientious individuals may exhibit tendencies towards carelessness and disorganisation, potentially impacting their performance and reliability in the workplace.

2.1.3 Extraversion: Extraversion encompasses sociability, assertiveness, and positive emotionality, reflecting an energetic approach to social interactions and the external world (Srivastava & John, 1999). McCrae and John (1992) characterise extroverts as upbeat, assertive, and socially outgoing individuals who thrive in social settings. Their gregarious nature facilitates establishing relationships and engagement in group activities (Mushonga & Torrance, 2008). Extroverts are often described as thrill-seekers who enjoy stimulating environments and derive energy from social interactions (Zhao & Seibert, 2006). They tend to exhibit enthusiasm, warmth, and sociability, contributing to a lively and engaging atmosphere in personal and professional settings (Barrick et al., 2005). Positive affectivity is a hallmark of extraversion, with extroverts typically displaying cheerful and optimistic dispositions (Dalkrani & Dimitriadis, 2018). In contrast, individuals low in extraversion, known as introverts, prefer solitude over social gatherings and may exhibit reserved and introspective tendencies (Creese, 2019). They may feel less comfortable in social situations and prefer to engage in solitary activities rather than seek social interactions (Simha & Parboteeah, 2020).

2.1.4 Openness-to-experience: Openness-to-experience encompasses the breadth, depth, and originality of an individual's mental and experiential life, reflecting their receptivity to new ideas and experiences (John & Srivastava, 1999). Open individuals are characterised by creativity, curiosity, and a willingness to explore novel concepts and sensations. While the

traits associated with openness may not directly relate to interpersonal relationships, open individuals tend to demonstrate a broadminded and non-conventional approach to life (Smith & Canger, 2004). They prefer diverse experiences, intellectual pursuits, and aesthetic appreciation, contributing to their versatility and adaptability. Genuine leaders recognise the value of openness to experience, particularly in their receptivity to feedback and willingness to consider alternative perspectives (George et al., 2007). This trait fosters innovation and creativity within organisations, as open individuals are more likely to embrace change and explore unconventional solutions to challenges.

2.1.5 Neuroticism: Neuroticism represents an individual's tendency towards negative emotionality, including anxiety, sadness, and tension, contrasting with emotional stability and even-temperedness (John & Srivastava, 1999). Individuals high in neuroticism may experience heightened levels of stress, anxiety, and depression, impacting their emotional well-being and interpersonal relationships (Zhao & Seibert, 2006). Low neuroticism individuals, in contrast, exhibit emotional stability, composure, and resilience in the face of adversity (Judge & Ilies, 2002). They are less prone to experiencing negative emotions and tend to maintain a more even-tempered demeanour, contributing to their overall psychological well-being and effectiveness in leadership roles. Neuroticism plays a significant role in leadership effectiveness, as individuals high in neuroticism may struggle to manage their emotions and exhibit maladaptive behaviours in leadership positions (Hofmann & Jones, 2005). Their tendency towards negative affectivity and emotional instability may hinder their ability to inspire and motivate others, leading to suboptimal organisational outcomes.

2.2 Organisational Commitment

Organisational commitment refers to employees' loyalty and attachment towards their organisation, encompassing their sentiments, beliefs, and behaviours towards the company (Dalkrani & Dimitriadis, 2018). It signifies a deep-seated dedication to the organisation's goals, values, and mission, leading employees to invest emotionally and professionally in their work. Committed employees are willing to go above and beyond, actively contributing to the organisation's success (Simha & Parboteeah, 2020). They exhibit higher levels of job satisfaction, engagement, and performance, leading to positive outcomes such as increased sales, shareholder return, and lower turnover rates (Uddin et al., 2018). Several factors influence organisational commitment, including corporate social responsibility (CSR), leadership style, organisational fairness, and employee performance (Lo, 2009; Ponnu & Chuah, 2010; Ali et al., 2010). The strength of an individual's commitment to the organisation determines their likelihood of remaining with the company (Dixit & Bhati, 2012). Organisational commitment is crucial in fostering employee retention, engagement, and performance. By cultivating a supportive work environment, promoting a robust organisational culture, and addressing factors influencing commitment, organisations can enhance employee satisfaction and productivity, ultimately contributing to long-term success.

According to Meyer and Allen (1996), organisational commitment comprises three main components: Affective commitment, continuance commitment and normative commitment. The three-component model of organisational commitment provides a comprehensive framework for understanding commitment's psychological and behavioural aspects. This model underscores the complex nature of organisational commitment, emphasising its multidimensional nature and the interplay between affective, continuance, and normative components (Meyer & Allen, 1996).

2.2.1 Affective Commitment

Affective commitment refers to an employee's emotional attachment and desire to remain with their employer for an extended period (Anisa et al., 2012). Emotionally invested employees demonstrate a strong sense of loyalty and belongingness to the organisation, often identifying with its goals and values. This commitment is driven by affection, satisfaction, and trust towards the company (Wasti, 2003). Employees with high levels of affective commitment are valuable assets to organisations, as they exhibit positive behaviours such as organisational citizenship (Uddin et al., 2018). They contribute to a positive work environment and enhance the organisation's reputation through dedication and enthusiasm. Affective commitment is influenced by various factors, including:

- **Personal Traits:** Individual characteristics such as personality traits and values can influence affective commitment. Employees who align with the organisation's culture and values are likelier to develop strong emotional ties to the company.
- **Structural and Organisational Traits:** Leadership style, organisational culture, and organisational support systems can impact affective commitment. A supportive and inclusive work environment fosters employees' sense of belongingness and attachment.
- **Job-Related Traits:** Job characteristics, such as autonomy, meaningfulness, and opportunities for growth and development, can influence affective commitment. Employees who find their work **engaging** and fulfilling are likely to develop emotional bonds with the organisation.
- **Work Experiences:** Positive work experiences, such as recognition, rewards, and opportunities for advancement, contribute to affective commitment. Employees who feel valued and appreciated by their organisation are more likely to develop strong emotional attachments.

Affective commitment plays a crucial role in employee retention and organisational success. By fostering a supportive work environment, providing meaningful work experiences, and promoting alignment with organisational values, companies can enhance employees' emotional attachment and commitment to the organisation.

2.2.2 Continuance Commitment

Continuance commitment reflects the extent to which employees feel compelled to remain with their employer due to perceived costs associated with leaving (Clugston et al., 2000). Unlike affective commitment, driven by emotional attachment, continuance commitment is based on practical considerations such as financial implications and perceived job stability. Employees with high levels of continuance commitment may choose to stay with their current employer not out of a deep sense of loyalty or attachment but because the costs of leaving outweigh the benefits. These costs may include financial considerations such as loss of benefits or pay and perceived job security within the organisation. Factors influencing continuance commitment include:

- **Costs of Leaving:** Employees weigh the costs of leaving the organisation, such as loss of benefits, pay, or job security, against the potential benefits of accepting a new opportunity. Employees may choose to remain with their current employer if the costs of leaving are perceived as too high.
- **Lack of Alternative Opportunities:** Limited alternative employment opportunities or perceived scarcity of comparable jobs in the market may contribute to continuance

commitment. Employees may feel their options are limited and choose to stay with their current employer.

- **Perceived Job Stability:** Employees may feel that leaving their current job would entail a risk of job loss or instability. This perception of organisational job stability may encourage **employees** to seek opportunities elsewhere.

While continuance commitment may help organisations retain employees in the short term, it is generally considered less desirable than affective commitment, as it does not foster a strong sense of loyalty or engagement (Uddin et al., 2018). Disengaged employees committed to staying with the organisation solely due to the perceived costs of leaving may decrease morale and productivity.

Continuance commitment reflects an employee's decision to remain with their current employer due to the perceived costs of leaving. While it may serve as a short-term retention strategy, organisations should cultivate affective commitment by fostering a positive work environment and promoting employee engagement and satisfaction.

2.2.3 Normative Commitment

Normative commitment refers to the sense of moral or ethical obligation that employees feel towards their organisation, leading them to stay with the company out of a sense of duty or responsibility (Kowalczyk & Kucharska, 2020). Unlike affective commitment, which is based on emotional attachment, or continuance commitment, driven by the perceived costs of leaving, normative commitment is rooted in a sense of obligation and social values. Employees with high levels of normative commitment believe it is morally or ethically right to remain with their employer, even if other opportunities are available. They may feel a sense of guilt or responsibility towards their coworkers or the organisation and may perceive leaving as a betrayal or abandonment (Uddin et al., 2018). Factors influencing normative commitment include:

- **Personnel Traits:** Individual characteristics such as agreeableness and social values can influence normative commitment. Employees prioritising loyalty, integrity, and social responsibility are likelier to develop normative solid commitment towards their organisation.
- **Social Values:** Employees' beliefs about their roles and responsibilities towards their coworkers and the broader community can impact normative commitment. They may need to support their colleagues and contribute to the organisation's mission and goals.
- **Employer Investments:** Organisations that invest in their employees, such as covering college expenses or providing extensive training and development opportunities, may foster normative commitment. Employees may feel obligated to repay the organisation for these investments by remaining loyal and committed.

Normative commitment plays a vital role in employee retention and organisational stability. Employees with high levels of normative commitment are less likely to leave the organisation, even when faced with attractive external opportunities, as they feel a strong sense of obligation to their employer (Teo et al., 2020). Normative commitment reflects employees' moral or ethical obligation to remain with their employer and support the organisation's goals and values. By promoting a culture of loyalty, integrity, and social responsibility, organisations can cultivate normative commitment among their workforce, increasing retention and organisational success.

2.3 Big Five Personality Dimensions and Organisational Commitment

The relationship between personality traits, particularly the Big Five personality dimensions, and organisational commitment has been extensively studied in various contexts. Numerous researchers have investigated how individual differences in personality influence employees' commitment to their organisations.

2.3.1 Extroversion and Organisational Commitment:

Extroversion, characterised by sociability, assertiveness, and positive emotionality, has been consistently linked to higher levels of affective and normative commitment (Kumar & Bakhshi, 2010; Erdheim et al., 2006). Individuals high in extroversion tend to experience more positive emotions and seek out social interactions, which may foster stronger emotional bonds with their organisations (Erdheim et al., 2006). Furthermore, extroverts may perceive organisational support more positively, contributing to their commitment (Erdheim et al., 2006).

2.3.2 Conscientiousness and Organisational Commitment:

Conscientiousness, characterised by responsibility, dependability, and self-discipline, is positively associated with affective and continuance commitment (Kumar & Bakhshi, 2010; Erdheim et al., 2006). Conscientious individuals are likely to take their job roles seriously, adhere to organisational norms, and demonstrate loyalty to their organisations (Erdheim et al., 2006). Their strong work ethic and sense of duty contribute to their commitment to organisational goals and values.

2.3.3 Neuroticism and Organisational Commitment:

Neuroticism, characterised by emotional instability, anxiety, and negative affectivity, has shown mixed relationships with different dimensions of organisational commitment. While some studies found a positive relationship between neuroticism and continuance commitment (Kumar & Bakhshi, 2010), others reported negligible associations with affective commitment (Erdheim et al., 2006). Neurotic individuals may feel compelled to remain in their organisations due to perceived barriers to leaving, such as financial obligations or lack of alternative employment options (Kumar & Bakhshi, 2010).

2.3.4 Agreeableness and Organisational Commitment:

Agreeableness, characterised by cooperativeness, trust, and empathy, has been positively associated with normative commitment (Kumar & Bakhshi, 2010). Individuals high in agreeableness tend to value interpersonal relationships and may feel obligated to remain loyal to their organisations based on social norms and moral principles (Kumar & Bakhshi, 2010).

2.3.5. Openness to Experience and Organisational Commitment:

Openness to experience, characterised by curiosity, creativity, and openness to new ideas, has shown varied associations with different dimensions of organisational commitment. While some studies reported positive correlations with affective commitment (Sadeghi & Yazdanbakhsh, 2014), others found harmful associations with continuance commitment (Darbanyan et al., 2014). Open individuals may feel emotionally connected to their organisations when they perceive an alignment between organisational values and their values (Sadeghi & Yazdanbakhsh, 2014).

2.4. Big Five personality traits and organisational commitment dimensions:

The relationship between personality traits and organisational commitment, particularly organisational commitment dimensions, has been extensively studied in various contexts. Numerous researchers have investigated how individual differences in personality influence organisational commitment.

2.4.1 Big Five and Affective Commitment (AC)

The literature suggests a consensus regarding the link between a person's AC and their conscientiousness personality trait. According to Rousseau & MacLean Parks (1993), psychological traits of this kind were positively correlated with AC because conscientious people tended to enter into relationships with the organisation that included terms for loyalty or professional advancement in addition to purely commercial ones. Researchers like Cropanzano, James, and Konovsky (1993) and Williams et al. (1996) assumed that extroverts should also have high AC because AC fundamentally represented an employee's positive emotional response to the company, one of the most distinguishing traits of extroverts. Judge et al. (2002), DeNeve and Cooper, and Organ and Lingl (1995) supported similar assertions about agreeableness and AC. These authors equated agreeableness with emotional warmth and hypothesised that this feeling could support a worker's social identification with their workplace, enhancing their sense of community and identification with the organisation's values and objectives. Several empirical studies by Judge et al. (2002), Naquin and Holton (2002), Bozionelos (2004), Watrous and Bergman (2004), Raja et al. (2006), Erdheim et al. (2006), Gelade et al. (2006), and Kumar and Bakhshi (2006) supported the positive relationship between AC and the personality traits of conscientiousness, agreeableness, and extraversion. These researchers found the anticipated negative relationship between AC and neuroticism and identified neuroticism as the primary contributor to negative affectivity. Compared to the other four traits, only openness to experience showed a weak correlation with AC (Abu Elanain, 2008; Barrick & Mount, 1991; Matzler & Renzl, 2010). It is unclear how openness to experience affects affective responses like AC because DeNeve and Cooper (1998) characterised it as a "double-edged sword" that made a person feel both the good and the bad more intensely. However, Lounsbury et al. (2003) discovered a significant correlation between openness to experience and AC for workers, such as employees whose jobs required finishing projects or meeting deadlines.

2.4.2. Big Five and Continuance Commitment (CC)

Empirical evidence suggests that personality traits, particularly extraversion and conscientiousness, can influence CC among professionals in various fields. Research by Wanberg et al. (2000) and Zimmerman (2008) revealed that regardless of the workplace environment, individuals high in extraversion tend to develop alternative employment opportunities more readily than introverts. This suggests that high extraversion may lead to lower levels of CC among employees, as they are more likely to actively seek alternative employment options. Hence, high extraversion results in low CC for employees, irrespective of the workplace environment. Contrary to the relationship between conscientiousness and Affective Commitment (AC), where higher conscientiousness is associated with more vital AC, research findings regarding conscientiousness and CC are mixed. While some studies (McCrae & John, 1992; Organ & Lingl, 1995; Naquin & Holton, 2002; Erdheim et al., 2006; Kumar & Bakhshi, 2010) suggest a positive correlation between conscientiousness and CC, others propose a different perspective. Leung et al. (2010) argue that conscientious

professionals' "higher job involvement tendency" may lead to their intention to leave and, consequently, lower CC. Therefore, it is posited that CC among employees may suffer due to their conscientiousness, contrary to expectations based on AC. Studies examining the relationship between neuroticism and CC consistently suggest a positive correlation. Meyer and Allen (1997) propose that neurotic individuals, who tend to worry about the costs of leaving their current job, are more likely to exhibit higher levels of CC. This idea is supported by Meyer et al. (2002), who found that neuroticism negatively affects job performance, with CC mediating this relationship. Erdheim et al. (2006) further emphasise that neurotics, who often experience anxiety about starting new jobs, are more likely to maintain CC. Therefore, it is hypothesised that neuroticism among employees will positively correlate with their CC.

2.4.3 Big Five and Normative Commitment (NC)

The employees' normative Commitment (NC) is influenced by various factors, including feelings of desire and obligation to maintain membership in the organisation. According to Allen and Meyer (1990), NC involves both feelings of desire ("want to stay") and feelings of obligation ("ought to stay") in a group. This concept is supported by Leung and Chan's (2007) investigation into the primary drivers of organisational commitment among employees. Their findings suggest that NC is shaped by a personal desire to remain in the organisation and a sense of obligation based on perceived norms and values. Studies examining the relationship between personality traits and NC have yielded mixed results. While Spagnoli and Caetano (2012) reported a strong positive relationship between NC and openness to experience, empirical research by Wiener (1982), Watrous & Bergman (2004), Erdheim et al. (2006), and Kumar & Bakhshi (2010) found contrasting results. Interestingly, Kumar and Bakhshi (2010) discovered a robust inverse relationship between neuroticism and openness to experience. However, other studies have found a significant positive relationship between NC and neuroticism. This suggests that neuroticism may negatively impact NC among employees,

3. Empirical findings regarding the influence of each Big Five trait on organisational commitment

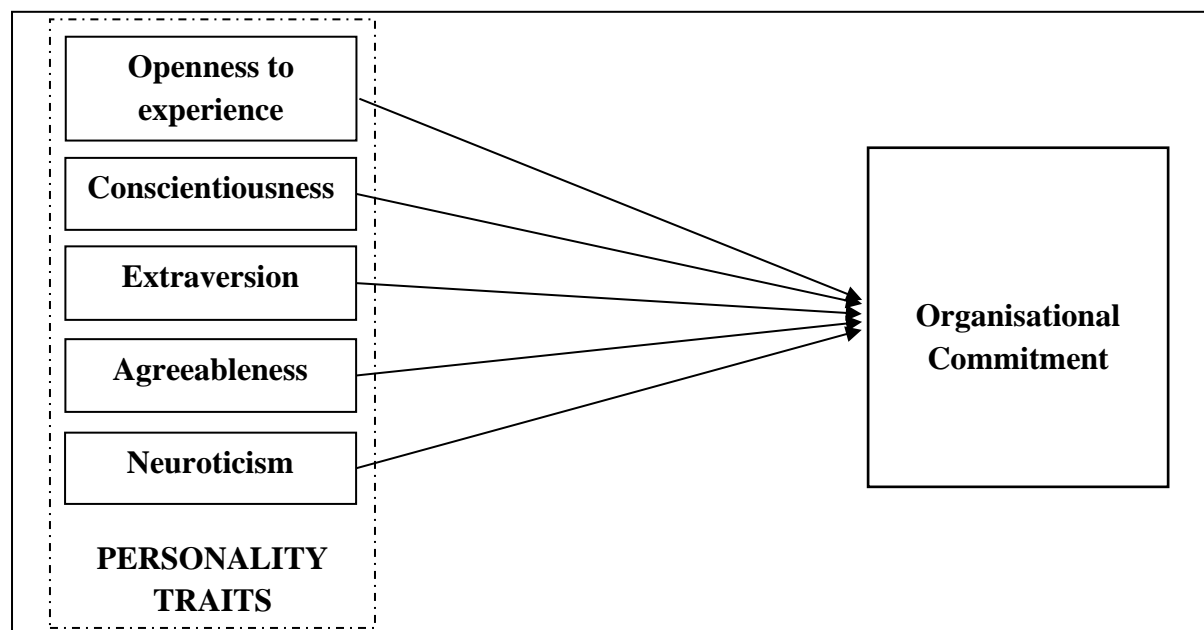


Figure 1: Conceptual Framework

Big five personality traits and Impact on organisational commitment:

- Openness: Positive association due to a propensity for embracing new ideas and experiences, fostering identification with the organisation's innovative culture.
- Conscientiousness: Positive association attributed to diligence, reliability, and goal-directedness, leading to more robust organisational identification and loyalty.
- Extraversion: Mixed findings, with some studies suggesting a positive association (e.g., through social integration and networking) and others indicating no significant relationship.
- Agreeableness: Positive association due to cooperative and altruistic tendencies, fostering interpersonal bonds and commitment to organisational goals.
- Neuroticism: Negative association due to emotional instability, leading to lower affective commitment and higher turnover intentions.

4. Discussion

The relationship between Big Five personality traits and organisational commitment is a complex and multifaceted phenomenon that has garnered significant attention from researchers across various disciplines. Extroversion, conscientiousness, and agreeableness are critical predictors of affective commitment (AC). Extroverts, characterised by sociability and positive emotionality, tend to form strong emotional bonds with their organisations due to their propensity to seek social interactions and experience positive emotions (Kumar & Bakhshi, 2010; Erdheim et al., 2006). Similarly, conscientious individuals, known for their responsibility and self-discipline, demonstrate high levels of AC by adhering to organisational norms and demonstrating loyalty to organisational goals (Kumar & Bakhshi, 2010; Erdheim et al., 2006). Agreeableness, marked by cooperativeness and empathy, fosters AC through developing strong interpersonal relationships and a sense of obligation to the organisation's values (Kumar & Bakhshi, 2010).

Conversely, neuroticism is negatively associated with AC, as individuals high in neuroticism may experience heightened negative affectivity, leading to lower levels of emotional attachment to the organisation (Kumar & Bakhshi, 2010). The relationship between openness to experience and AC appears more nuanced, with mixed findings suggesting positive and negative correlations (Sadeghi & Yazdanbakhsh, 2014; Darbanyan et al., 2014). Open individuals may feel emotionally connected to their organisations when they perceive an alignment between organisational values and their values (Sadeghi & Yazdanbakhsh, 2014).

Extraversion and conscientiousness exhibit contrasting effects on continuance commitment (CC). While extraversion is associated with lower levels of CC due to a propensity for seeking alternative employment opportunities (Wanberg et al., 2000), conscientiousness shows mixed relationships with CC. Some studies suggest a positive correlation, attributing it to conscientious individuals' job involvement tendency (McCrae & John, 1992; Organ & Lingl, 1995), while others propose a negative correlation, indicating that conscientious employees may feel compelled to leave due to their strong sense of duty (Leung et al., 2010). Neuroticism correlates positively with CC, as neurotic individuals may perceive barriers to leaving their organisations, such as financial obligations or lack of alternative employment options (Meyer & Allen, 1997). This finding underscores the role of neuroticism in shaping employees' perceptions of the costs associated with leaving their current jobs.

Normative commitment (NC) reflects employees' feelings of obligation and desire to remain in the organisation based on perceived norms and values. While the literature on the relationship between personality traits and NC yields mixed results, openness to experience emerges as a significant predictor, with some studies reporting a positive correlation (Spagnoli & Caetano, 2012) and others suggesting an inverse relationship (Kumar & Bakhshi, 2010). Neuroticism, on the other hand, appears to negatively impact NC, as neurotic individuals may experience heightened anxiety and uncertainty about their organisational membership (Kumar & Bakhshi, 2010).

5. Conclusion

The relationship between Big Five personality traits and organisational commitment is a dynamic and multifaceted phenomenon with significant implications for research and practice in organisational behaviour. This conclusion summarises the essential findings and insights from the literature reviewed in this paper and discusses their implications for understanding and enhancing organisational commitment. The literature review revealed that each dimension of the Big Five personality traits—extroversion, conscientiousness, neuroticism, agreeableness, and openness to experience—exerts unique influences on different dimensions of organisational commitment, including affective commitment, continuance commitment and normative commitment. Extroversion was positively associated with affective commitment due to extroverts' propensity for social interaction and positive emotionality. At the same time, conscientiousness exhibited positive correlations with both affective commitment and continuance commitment, reflecting conscientious individuals' sense of responsibility and loyalty to organisational norms and goals. Neuroticism showed mixed relationships with affective commitment and continuance commitment, with some studies reporting positive correlations attributed to perceived barriers to leaving the organisation. Agreeableness was positively associated with normative commitment due to agreeable individuals' emphasis on interpersonal relationships and adherence to social norms and moral principles. Openness to experience demonstrated varied associations with organisational commitment dimensions, with some studies reporting positive correlations with affective commitment and NC, while others found negative correlations with continuance commitment.

The literature reviewed in this discussion underscores the complex interplay between Big Five personality traits and organisational commitment; by understanding how individual differences in personality influence employees' emotional attachment, continuance commitment, and normative commitment to the organisation, researchers and practitioners can develop more targeted interventions to enhance organisational effectiveness and employee well-being.

6. Implications and Future Directions:

The findings discussed above have several implications for research and practice in organisational behaviour. Firstly, organisations can use knowledge of employees' personality traits to modify recruitment, selection, and retention strategies that foster more significant levels of organisational commitment. For example, understanding the positive influence of conscientiousness on affective commitment and normative commitment can inform efforts to identify and nurture individuals with solid work ethics and a sense of duty towards the organisation.

Secondly, recognising the differential effects of personality traits on different dimensions of organisational commitment highlights the importance of adopting a multifaceted

approach to employee engagement and retention. Rather than focusing solely on enhancing affective commitment, organisations should consider strategies that address employees' unique needs and preferences across various personality profiles.

In terms of future research, empirical studies could provide valuable insights into the dynamic relationship between personality traits and organisational commitment over time. Exploring potential moderators and mediators of this relationship, such as organisational culture and leadership styles, could further elucidate the underlying mechanisms driving these associations.

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