



RELATIONSHIP BETWEEN BIG FIVE PERSONALITY AND ORGANIZATIONAL COMMITMENT: A STUDY AMONG EXECUTIVES IN A PUBLIC SECTOR ORGANIZATION

^{1,*}Thiruvarasi, M. and ²Kamaraj, M.

¹Research Scholar, Department of Business Administration, Annamalai University, Annamalai Nagar - 608002

²Assistant Professor, Department of Business Administration, Annamalai University, Annamalai Nagar – 608002

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ABSTRACT

The main purpose of the study is to find out the relationship between the big five personality traits namely, Neuroticism, Agreeableness, Conscientiousness, Extraversion and Openness and Organizational Commitment. For this purpose a sample size of 536 Executives who are working at a public sector power generating organization functioning in Tamil Nadu state is selected. Simple random sampling technique was used to select the samples. Big Five Personality inventory developed by John and Srivastava (1999); and Organizational Commitment developed by Meyer *et al.* (1993) were used for data collection. The study has found that there are significant relationship between the Big Five Personality Traits and form of Organizational Commitment. Suitable managerial implications are given in this study.

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INTRODUCTION

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) has defined personality as,

**Corresponding author: Thiruvarasi, M.*

Research Scholar, Department of Business Administration,
Annamalai University, Annamalai Nagar – 608002.

"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 analysing individual personality traits, these lead to look forward in certain kinds of attitudes and job related behaviour. Michele (1977) has described about individual behaviour and situations have been studies on dispositions. Studies on dispositions helped for the emergence of Big Five Personality traits models which was 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. Hence, the researcher considers studying of the relationship between of Big Five Personality Traits and forms of Organizational Commitment.

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 comprise, thoughts, visual sensitivity, thoughtfulness to inner feelings, favourite for alternative choices, academic interest and autonomy to judgement. 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, Roehm 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: is 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. 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, Stanley, Herscovitch, and Topolnytsky, 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) have 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.

REVIEW OF LITERATURE

The studies have been conducted to explore the relationship between the personality and organizational commitment. Eidheim, Wang and Zickar (2006) studied the relationship of the Big Five with organizational commitment among automobile workers. The authors showed that there was a significant positive relationship between extraversion and affective and normative commitment, a positive relationship between neuroticism and continuance commitment, and a positive relationship between conscientiousness and affective and continuance commitment. Affective commitment refers to an employee's positive emotional response to the organization. An employee, who is affectively committed, strongly identifies with the goals of the organization and desires to remain in the organization. While extroverts exhibit positive emotionality (Watson and Clark, 1997) and it is reasonable to assume that

those high in Extraversion experience higher affective commitment than those who are less extraverted. Many studies have also found significant bivariate correlations between positive emotionality and affective commitment (Williams, Gavin, and Williams, 1996). Thus, extraversion will positively relate to affective commitment. Continuance commitment refers to an awareness of the costs (economic and social) associated with leaving the organization. It develops through an employee's perceptions of employment alternatives. Employees who perceive that they have several viable alternatives will have weaker continuance commitment than those employees who perceive that they have few alternatives (Meyer and Allen, 1997). Extrovert individuals tend to be more socially active and may develop more social contacts than introverts. More social contacts of extraverts may bring them more job opportunities. Therefore, extraversion will negatively relate to continuance commitment.

Neuroticism refers to an enduring tendency to experience negative emotional states by an individual. Neurotic individuals tend to experience more negative life events than other individuals (Magnus, Diener, Fujita, and Pavot, 1993). Due to this tendency, person may prefer to stick to same job instead of facing new work environment. Thus, neuroticism will positively relate to continuance commitment. Conscientiousness refers to the traits like self-discipline, carefulness, thoroughness, organization, deliberation (the tendency to think carefully before acting), and need for achievement. According to Organ and Lingl (1995), due to conscientiousness nature, employee gets more opportunities to obtain formal. To the extent that a conscientious employee earns such rewards, they should have high level of continuance commitment. Therefore, Conscientiousness will positively relate to continuance commitment. Normative commitment refers to employees' perceptions of their obligation to their organization. It develops from the investments that an organization makes in its employees (Meyer and Allen, 1991). This will make employees feel indebted to his or her organization and want to respond his or her organization's initiatives favorably.

Extraverted employees seek out more social interactions within the workplace and exhibit positive emotions. Therefore extroverts tend to respond favorably towards the organization due to perception of obligation. Thus, extraversion will positively relate to normative commitment. Kuldeep Kumar and Arti Bakhshi (2010) explored the relationship between five-factor model of personality and three component model of organizational commitment proposed by Meyer and Allen, 1991 using a sample of employees working in hospital setting. A hierarchical regression analysis was performed for each of the three components of commitment to test our hypotheses. Results indicated that Openness to experience negatively predicted continuance and normative commitment. Conscientiousness positively predicted affective and continuance commitment. Extraversion emerged as the most consistent predictor, significantly relating (positively) to all three forms of organizational commitment. Normative commitment was found to be positively predicted by agreeableness. Neuroticism was found to have negative (non significant) relationship with affective commitment, positive relationship with continuance commitment and positive (non-significant) relationship with normative commitment. The present study attempts to explore the relationship between personality and organization commitment.

Theoretically, the current results suggest that personality plays an important role in the development of organizational commitment. Jyoti Kumar *et al.* (2011) explored the relationships between the personality traits and organizational commitment among non teaching employees of government schools in the Sultanate of Oman. Data was collected by using Big Five Inventory (BFI) and revised Organizational Commitment Scale (Meyer, Allen, and Smith, 1993). Response was received from 95 non teaching employees with a response rate of 47.50%. The findings of this study suggest us the relationships between personality traits and organizational commitment among non teaching staff in the government schools. Alexandra and Christian (2012) studied the four components of organizational commitment (affective, normative, continuance-sacrifices, and continuance-alternatives) on a sample of employees from multiple organizations (N=220), we examined the relationships of employee Big-Five personality traits to employee commitment components, and the mediating role of positive and negative affective states. Personality was measured at Time 1 while affective states and commitment components were measured at Time 2, while controlling for Time 1 commitment. Extraversion and agreeableness were positively related to affective, normative, and continuance-sacrifices commitments via enhanced positive affect. Agreeableness was also positively linked to affective commitment and negatively associated with continuance-alternatives commitment through reduced negative affect. Finally, neuroticism was negatively linked to affective commitment, and positively related to continuance-alternatives commitment, through increased negative affect.

Ali Naghi *et al.* (2012) studied the contemporary challenges in organizations possessing and preserving capable and committed staff is regarded as strategic requirements of organizations for success, particularly in harsh situations. Various studies have been performed before in terms of organizational commitment; this research, along with the study of related literature and backgrounds, and investigating the role of personality on the basis of Mc Carry and Paul Costa's Big-5 model, focuses on organizational commitment. This is a scientific-advocacy research. Hisham (2012) studied the pre-dispositional roots of organizational commitment. More specifically, the purpose of the study is to investigate whether affective and continuance dimensions of organizational commitment are deliberately influenced by a defined set of personality traits. The study applies well-established measurements of organizational commitment and personality traits on a sample of sales representatives in six major Egyptian pharmaceuticals. The findings reveal that organizational commitment is an attitude which is influenced by the sales man's personality traits, although cultural differences may affect the way personality traits influence commitment at work.

Mohd Taufik *et al.* (2012) investigated the relationship between personality traits using the five-factor model of personality (openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism) with the three components of organizational commitment (affective, continuance, and normative commitment). This study will use a self-administered questionnaire to at least five full-time employees from five-star hotels room division department. All five-star hotels human resource manager in Malaysia central region (Kuala Lumpur, Selangor and Purrajaya) will be

contacted to solicit participation. A drop-off method will be used to distribute and collect the data. It is hoped that this study will provide a better understanding on how employee's personality respond toward organizational commitment. Practically, this could help hoteliers to focus on enhancing the significant personality to improve overall employee commitment. Findings of this study also could be transferred to the academicians who then could integrate the information in the curricula. Finally, the findings will also add to the body of literature where the issue is still underrepresented. Iqra *et al.* (2013) investigated the impact of individuals' personality on the employees' commitment level and employees' performance in organization. Mediating role of organizational commitment is investigated in relation of personality and performance. The model is empirically tested on the employees banking sector of Pakistan. In data analysis, Extraversion, Agreeableness and Conscientiousness are found as significant and positive predictors of employee's commitment with organization, while organizational commitment is a significant predictor of task and contextual performance of employees.

Sampath (2013) investigated the impact of five factor model of personality on organizational commitment of English teachers in Sir Lankan government schools. The data were randomly collected from a sample of 450 English teachers who work in North Central, Western and North Western provinces in Sri Lankan. A questionnaire was administered among the English teachers to measure their big five personality and organizational commitment. The collected data were analyzed using correlation coefficient and regression analysis. The results of the study indicated that extraversion, agreeableness and conscientiousness had a significant positive relationship with organizational commitment. Results further indicated that Neuroticism and openness to experience had insignificant negative association with organizational commitment. It is included that extraversion, agreeableness and conscientiousness had a strong influence on English teachers' organizational commitment.

Parastoo and Kamran (2014) investigated the relationship between the big five personality factors and the willingness and organizational commitment of the teachers in west Islamabad city. The descriptive research method is correlation type, the statistical population consists of all the teachers of West Islamabad city and the sample includes 216 female and male teachers (116 female teachers and 100 male teachers separately) which were selected by convenience sampling. The short version of NEO-Five Factor Inventory (FFI), the organizational commitment questionnaire of Allen and Meyer and teacher morale questionnaire were used for data collection. The results showed an inverse relationship between vocational interest and neurosis ($r=0.599$), a positive relationship between vocational interest and extraversion ($r=0.204$) and a positive relationship between vocational interest and compatibility ($r=0.189$). There is also an inverse relationship between neurosis and organizational commitment ($r=0.831$), a positive relationship between extraversion and organizational commitment ($r=0.462$), a positive relationship between openness and organizational commitment ($r=0.409$), a positive relationship between conscientiousness and organizational commitment ($r=0.250$), a positive relationship between compatibility and organizational commitment ($r=0.451$). And the relationship between vocational interest and organizational commitment ($r=0.662$) is positive.

Other findings showed that there was difference between the organizational commitment of men and women and the organizational commitment of men are more than women ($P < 0.05$). The results also showed that that organizational commitment and vocational interest are increased are increased by the increase in educational level. Mohsen *et al.* (2014) investigated the simple and multiple relationships between the five-factor model of personality and organizational commitment among the employees of selected industrial corporations in KhorasanRazavi Province. The method was descriptive-correlational and the sample included 150 randomly selected employees of the corporations. The scales of the study consisted of the short form (60-questions) of NEO-FFI personality inventory (Costa and McCrae, 1992) and organizational commitment questionnaire (Allen and Meyer, 1991), whose reliability were 0.74 and 0.84 respectively. The results showed that in general there was a significant relationship between the five personality traits and the dimensions of organizational commitment. The results of the stepwise regression analyses showed that conscientiousness and openness to experience positively predicted affective commitment, so did openness to experience negatively continuance commitment, so did conscientiousness positively extroversion, and neuroticism negatively predicted normative commitment. Considering the relationship of organizational commitment to personality traits concerning selection, it is suggested that the use of recruitment tests associated with personality traits be observed.

Ayemen *et al.* (2015) explored the relationship of the Big-Five personality traits with affective commitment among the public sector employees. Personality is an important antecedent of employee commitment with the organization. Self-administered questionnaire assessing personality traits and affective commitment was collected from 150 managerial level of employee and academic level of the public sector employees. The collected data were analyzed using descriptive analysis and correlation analysis. The results of the study indicated that extraversion, conscientiousness and agreeableness traits were significantly correlated with affective commitment. Results on neuroticism and openness to experience traits did not show significant relationship. The findings of the study add to the body of knowledge in the refinement of organizational commitment models from dispositional perspective.

Fatemeh and Bahare (2015) determined the relationship between organizational commitment and personality among staff in South Naft Company. This research is descriptive and analytical study. The population study selected from nurses' of Labbafi hospital according to the Morgan table. Finally 103 persons selected. In the present study data was collected by questionnaires. According the two variables used two standard questionnaires in this study. Questionnaire to measure personality traits "neo" which measures features of the character including mental ill, outward orientation, openness, consensus and commitment to taking knows. Organizational commitment questionnaire "Alain and Pierre" measure the three dimensions of emotional, rational and normative for analyzed using the software-SPSS version 19 software. There was a relationship between agreement personality and commitment to rational. Also, between externally personality with affective and normative commitment are positively related. Relationship does not exist between openness and commitment to the rational, emotional and normative.

There is not relationship between neuroticism personality and affective normative and rational commitment. There was a relationship between personality characteristics with the three dimensions of organizational commitment. Nida Syed *et al.* (2015) examined the association among big five personality traits (FFM with dimensions of the organizational commitment. A questionnaire was adopted from the previous studies and a total number of 150 responses were gathered from the lecturer/supervisors working in public universities located in Lahore, Pakistan. The results of the research demonstrated that there is a significant relationship between FFM and organizational commitment dimensions. Furthermore, the results of stepwise regression analyses showed that conscientiousness and openness to experience are positively associated with affective commitment. Openness to experience is negatively linked to continuance commitment, extroversion, and neuroticism is negatively associated with normative commitment.

Umi *et al.* (2015) investigate the influence of personality trait on affective commitment vocational teachers. The population of this survey is vocational teachers in a foundation in the field of education in Surabaya. The technique of collecting data uses questionnaires, while data analysis techniques use regression analysis. The results showed that personality trait had a significant influence on the affective organizational commitment of teachers in Vocational High School. In addition, it was found that two of the five personalities are trait agreeableness and conscientiousness that significantly influenced the affective organizational commitment. It means that teachers who have agreeableness and conscientiousness trait will have emotional attachment, identification and full involvement to organization. Gozde and Emel (2016) studied the Relationship between personality traits, demographic characteristics, and organizational commitment of construction professionals is discussed in this paper. The discussion is based on statistical analysis of data collected from 922 Turkish professionals. Results show that agreeableness and consciousness personality traits are correlated with all of the organizational commitment scales; positively with affective commitment and normative commitment, and negatively with continuance commitment. Marital status and age are two important demographic characteristics on organizational commitment levels. The results are likely to affect both the human resource management approaches of construction firms and related academic researches in the future.

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. Though the concept of Big Five Personality traits and forms of Organizational Commitment have been considered as study variables. Studies on relationship between Big Five Personality and Organizational Commitment were found very few in literature. Few studies relationship between the Big Five Personality Traits and Organizational Commitment have

been done. 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 relationship with Organizational Commitment.

CONCEPTUAL FRAMEWORK OF THE STUDY

The present study is aimed to investigate the relationship between Big Five Personality and forms of Organizational Commitment. Big Five Personality is independent variable and Organizational Commitment is dependent variable in this study (Figure 1).

SCOPE OF THE STUDY

The present study is aimed to investigate the relationship between Big Five Personality and forms of Organizational Commitment. Big Five Personality is independent variable and Organizational Commitment is dependent variable. 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 know the relationship between Big Five Personality Traits and forms of Organizational Commitment namely, Affective, Normative and Continuance Commitment.

OBJECTIVE OF THE STUDY

- To find out the relationship between the Big Five Personality Traits and forms of Organizational Commitment.

HYPOTHESIS OF THE STUDY

Hypothesis: Big Five Personality Traits have significant relationship with the forms of Organizational Commitment.

RESEARCH METHODOLOGY

The type of study is descriptive in nature, which describes the Personality Traits and forms of Organizational Commitment among the sample. The population of the study is Executives of Public Sector Power Generating Organization in Tamil Nadu who work at different divisions are selected. A sample size of 536 Executives are selected in the 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) to collect the primary data, which consists of 100 statements about Big Five personality traits by adopting likert's five point scale (Disagree strongly-1 to Agree strongly-5) to measure the responses. 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) was used to measure the responses.

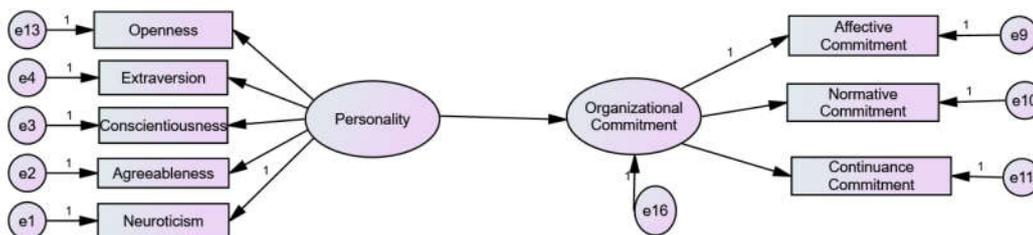


Figure 1. Conceptual Framework of the Study

Table 1. Descriptive Statistics and Correlations between the study variables

Variables	Mean	S.D.	1	2	3	4	5	6	7	8	9	10
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				
Affective Commitment	3.28	.46	.097*	.098*	.079	.028	.108*	.107*	1			
Normative Commitment	3.52	.49	.053	.162**	.215**	.133**	.193**	.190**	.470**	1		
Continuance Commitment	3.67	.70	.036	.099*	.140**	.021	.128**	.106*	.466**	.537**	1	
Organizational Commitment	3.49	.45	.071	.143**	.178**	.068	.173**	.160**	.752**	.801**	.873**	1

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

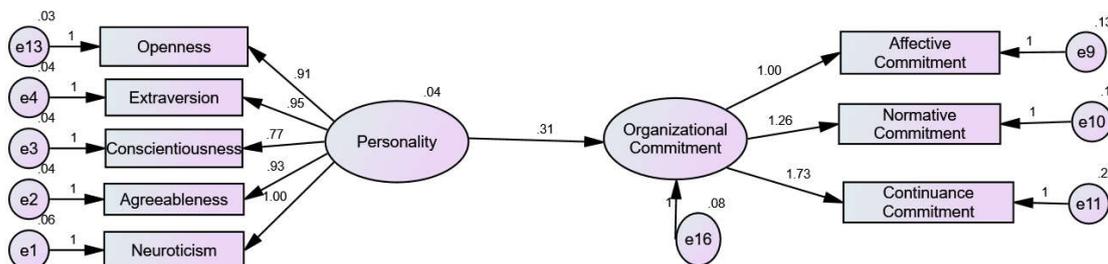


Figure 2. Results of Path Analysis for Conceptual Framework

FINDINGS

It is understood from the results of descriptive analysis that Big Five Personality traits namely, Conscientiousness (mean = 3.37; S.D. = 0.25) and Openness (mean = 3.37; S.D. = 0.27) found to be higher than other traits. Organizational Commitment are found to be higher for Normative Commitment (mean = 3.52; S.D. = 0.49) and Continuance Commitment (mean = 3.67; S.D. = 0.70) is more than other forms of Organizational Commitment 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. Moreover the overall participants have more Continuance Commitment. Neuroticism has significant correlation at the 0.01 level with the other factors namely, 0.05 level significant different is found with and Affective Commitment ($r = 0.097$); and no correlation with Normative Commitment, Continuance Commitment, Organizational Commitment. Agreeableness has significant correlation at the 0.01 level with the other factors namely, Normative Commitment ($r = 0.162$) and Organizational Commitment ($r = 0.143$) and 0.05 level significant difference is found with Affective Commitment ($r = 0.098$), Continuance Commitment ($r = 0.099$). Conscientiousness has significant correlation at the 0.01 level with the other factors namely, Normative Commitment ($r = 0.215$), Continuance Commitment ($r = 0.140$), Organizational Commitment ($r = 0.178$) and no correlation with Affective Commitment. Extraversion has significant correlation at the 0.01 level with the other factors namely, Normative Commitment ($r = 0.133$) and no correlation with Affective Commitment, Continuance Commitment, Organizational Commitment. Openness has significant correlation at the 0.01 level with the other factors namely, Normative Commitment ($r = 0.193$), Continuance Commitment ($r = 0.128$), Organizational Commitment ($r = 0.173$) and 0.05 level significant difference is found with Affective Commitment ($r = 0.108$). Findings of this study gains support from the study undertaken by Kuldeep Kumar and Arti Bakshi(2010), Jyoti Kumar *et al.*(2011) Sampth(2013) and Parastoo and Kamran (2014).

RESULTS AND DISCUSSION

The result of path analysis is shown in Figure 2. It is implied from the results that Personality has significant positive impact on Organizational Commitment 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 = 51.549; Degrees of Freedom = 19; Probability level = 0.00; CMIN/DF = 2.713; GFI = 0.977; RMR = 0.006; NFI = 0.959; CFI = 0.974; RMSEA = 0.057. The value of β between Personality and Organizational Commitment is 0.31, indicating that Big Five Personality significantly predicts Organizational Commitment among the Executives. Thus the Hypothesis -1 is accepted.

MANAGERIAL IMPLICATION

The present study has attempted to investigate the relationship between the Big Five Personality and Organizational Commitment. The findings suggest that personality plays an important role in balancing Organizational Commitment. Hence it is suggested to their attitudes to be improved towards Organizational objectives.

The present study provide the administrators and policy makers with insights into the individual differences the development of organizational commitment.

CONCLUSION

The present study is undertaken to investigate the relationship between Big Five Personality and Organizational Commitment. Big Five Personality is independent variable and Organizational Commitment is dependent variable. The results that the Big Five Personality traits Conscientiousness and Openness are found to be higher among the Executives, which is favorable sign in the study organization. Similarly other factors namely, Normative Commitment and Continuance Commitment are found to be higher. Openness has significant positive correlation in this study. Continuance Commitment has significant positive correlation in this study. 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 has significant relationship with Organizational Commitment.

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