

Personality Traits And Job Performance Of Employees Of Private Banks Of Kp, Pakistan: Organizational Commitment As Mediator

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Abstract

This study has two objectives: 1. To find the correlation among personality traits, organizational commitment and job performance of bankers working in private sector of PK, Pakistan. 2. To investigate whether organizational commitment plays a role as a mediator between personality traits and job performance or not. To meet the above two objectives, three hundred (N=300) questionnaires were administered to bankers working in private sector of KP, Pakistan physically. Within a month, two hundred and eighty one (N=281) filled questionnaires were returned. Seven questionnaires were disposed of due to incomplete information. Two hundred and seventy four (N=274) questionnaires were used for data operation. Data were gathered through Big Five Inventory (John & Srivastava, 1999), Job Performance Scale (Goodman & Srivastava, 1999) and organizational commitment scale (Meyer and Allen 1991). To analyze data, structure equation modeling was employed through Amos. Results revealed a significant correlation among personality traits, organizational commitment and job performance. Confirmatory factor analysis statistically confirmed direct path from personality traits to job performance and organizational commitment. a direct path from organizational commitment to job performance was also confirmed. The results also revealed a partial mediation role of organizational commitment between personality traits and job performance.

Keywords: Personality Traits; Organizational Commitment; Job Performance; Bankers.

Introduction

Every organization needs perform extraordinary to vie with other identical organizations in the industry. Private sector banking sector is one of them. Many organizations liquidated due to poor performance of human resource. What causes poor job performance hinge upon many factors linked with human resource of an organization. In this study, we have taken different personality traits and organizational commitment to be the strong predictors of job performance in banking sector of Pakistan. Organizational commitment is

one of the strongest factors that culminate in many negative consequences such as high turnover intention that finally leads to actual turnover, poor job performance, job dissatisfaction, lateness and no organizational citizenship behavior. All these things have a negative bearing on the productivity and profitability of the organization. Many studies provided empirical evidences of the relationship of personality traits and job performance, organizational commitment and job performance and personality traits and organizational

commitment, but no study, to the best of our knowledge has investigated the mediating relationship of organizational commitment between personality traits and job performance. This study adds to the existing treasure of literature by investigating the mediator role of organizational commitment between personality traits and job performance.

Organizational commitment refers to “the employee’s feelings of obligation to stay with the organization: feelings resulting from the internalization of normative pressures exerted on an individual prior to entry or following entry” (Allen, Meyer, 1990). Organizational commitment comprises three dimensions, namely, “affective commitment, continuous commitment and normative commitment”. Affective commitment is referred to as strong emotional attachment to organization because workers like to work and consider that they are part of organization. Continuous commitment is also referred to as attachment to organization because of the benefits associated with the job. Normative commitment is referred to as attachment to organization owing to strong sense of responsibility.

Schoen defines “Personality is the organized system, the functioning whole or units of habits, disposition and sentiment that mark off any one member of a group being different from other members of the same group”. Generally, there are five traits of personality, namely, “extraversion, agreeable, neuroticism, openness to experience and conscientiousness”. Nadiyah et. al., (2016) in their study conducted by taking a sample of 150 government servants concluded that all dimensions of personality traits except neuroticism have a positive correlation with job performance. Ahmad Zeb (2022) tested the mediating role of job satisfaction between personality traits and job performance. One hundred and fifty teachers of public sector universities of Malakand Division of KP,

Pakistan took part in the study. The results confirmed that personality traits are highly correlated with job performance.

A lot of studies conducted in different organizations revealed a significant relationship between personality traits and organizational commitment (Erdheim, Wang and Zickar, 2006; Farrukh, Ying and Mansori, 2017). Different results of different dimensions of personality traits with dimensions of organizational commitment have been noted. But overall personality traits have a significant bearing on organizational commitment.

Plethora of researches on the direct relationship of organizational commitment and job performance is available. Suharto, Suyanto and Nedi Hendri (2019) with a sample of 350 collected from civil servants, Indonesia, used structure equation modeling and confirmed that organizational commitment has a significant positive correlation with job performance.

But various studies have different results for the relationship of dimensions of organizational commitment with job performance. Suppose, the study of Meyer et. al., (1989) found a significant positive relationship between affective commitment and job performance and a negative correlation between continuous commitment and job performance. Based on the above discussion we develop four hypotheses.

H1: Personality Traits are positively related to Job Performance of bankers of KP, Pakistan.

H2: Personality Traits are positively related to Organizational Commitment of bankers of KP, Pakistan.

H3: Organizational Commitment is positively related to Job Performance of bankers of KP, Pakistan.

H4: Organizational Commitment mediates the Relationship between Personality Traits and Job Performance of bankers of KP, Pakistan

Methodology

Sample and Data Collection

The bankers of private sector banks of KP, Pakistan were targeted as population of this study. A sample of two hundred and seventy four (N=274) was used to run correlation and regression on for finding out the relationship between personality traits, job performance and organizational commitment. A total of two hundred and eighty one (N=281) questionnaires out of three hundred (N=300) distributed questionnaires were collected. Only seven (N=7) questionnaires were not used for analysis due to incomplete data.

Instruments

Personality Traits

To measure personality traits, a well-known Big Five Inventory (John & Srivastava, 1999) abbreviated as BFI containing 44-item was used. BFI comprises five dimensions namely “extraversion, agreeable, neuroticism, openness to experience and conscientiousness”. Openness to experience has ten items. Examples include “I see myself as someone who is original, comes up with new ideas” and “I see myself as someone who is ingenious, a deep thinker”. The reliability for openness is .91 in this study. Extraversion comprises eight items. Examples include “I see myself as someone who is talkative” and “I see myself as someone who is full of energy”. The reliability for extroversion is .94 in this study. Agreeableness comprises nine items. Examples include “I see myself as someone who is helpful and unselfish with others” and “I see myself as someone who has a forgiving nature”. The reliability for agreeableness is .88 in this study. Neuroticism comprises eight items. Examples include “I see myself as someone who is depressed, blue” and “I see myself as someone who can be tense”. The reliability for neuroticism is .85 in this study. Conscientiousness comprises

nine items. Examples include “I see myself as someone who does a thorough job” and “I see myself as someone who is a reliable worker”. The reliability for conscientiousness is .93 in this study.

Organizational Commitment

To measure organizational commitment, a well-known organizational commitment scale (Meyer and Allen 1991) containing 18-item was used. This scale comprises three dimensions namely “affective commitment, continuous commitment and normative commitment”. Affective commitment comprises 6-item. Example includes “I would be very happy to spend the rest of my career in this organization”. The reliability for affective commitment is .87 in this study. Continuous commitment comprises 6-item. Example includes “Too much of my life would be disrupted if I leave my organization”. The reliability for continuous commitment is .90 in this study. Similarly, normative commitment comprises 6-item. Example includes “This organization deserves my loyalty”. The reliability for normative commitment is .83 in this study.

Job performance

To measure job performance, a well-known Job Performance Scale (Goodman & Srivastava, 1999) abbreviated as JPS containing 16-item was used. This scale comprises two dimensions namely “In-Role Performance and Extra-Role Performance”. In-role performance has nine items. Examples include “I demonstrate expertise in all job-related tasks” and “I achieve the objectives of the job.” The reliability for In-role performance is .82 in this study. Extra-role performance has seven items. Examples include “I willingly attends functions not required by the organization, but helps in its overall image,” and “I takes initiative to orient new employees to the department even though not part of his/her job

description”. The reliability for extra-role performance is .80 in this study.

Results

Table 1: Correlations between Personality Traits, Organizational Commitment and Job Performance

	Personality Traits	Organizational Commitment	Job Performance
Personality Traits	1		
Organizational Commitment	.675**	1	
Job Performance	.636**	.597**	1

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

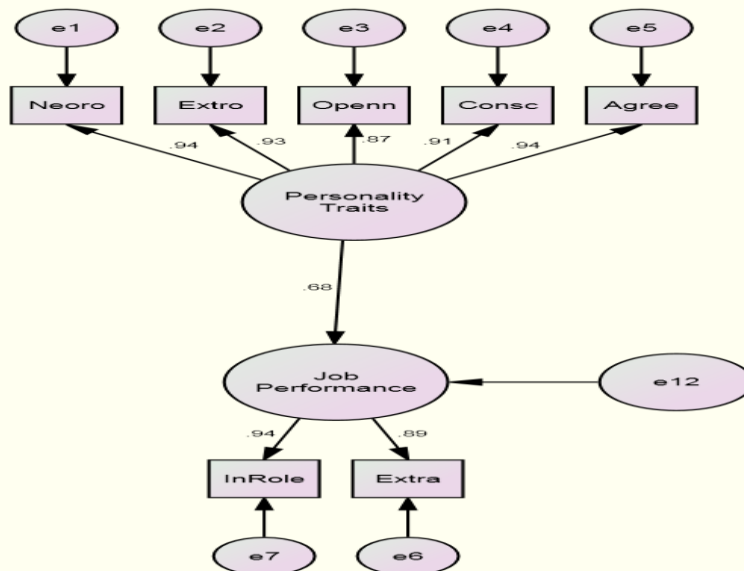
The results of table revealed that personality traits and organizational commitment ($r=0.675$, $p=0.000$) are highly correlated followed by the correlation that exists between personality traits and job performance ($r=0.636$, $p=0.000$) and organizational commitment and job performance ($r=0.597$, $p=0.000$). The results confirmed that:

H1: Personality Traits are positively related to Job Performance of bankers of KP, Pakistan.

H2: Personality Traits are positively related to Organizational Commitment of bankers of KP, Pakistan.

H3: Organizational Commitment is positively related to Job Performance of bankers of KP, Pakistan.

Graph 1: Path from Personality Traits to Job Performance



The direct path from personality traits to job performance was tested by using structure equation modeling. Various indices and their values given in table 2 confirmed that personality traits have a significant impact on job performance. Graph 1 and Table 3 show the standardized regression weights which are within range. Table 2 shows the values of different

indices. All these values are within range. The two factors model (personality traits and job performance) was supported by confirmatory factor analysis. So H1: Personality Traits are positively related to Job Performance of bankers of KP, Pakistan was accepted.

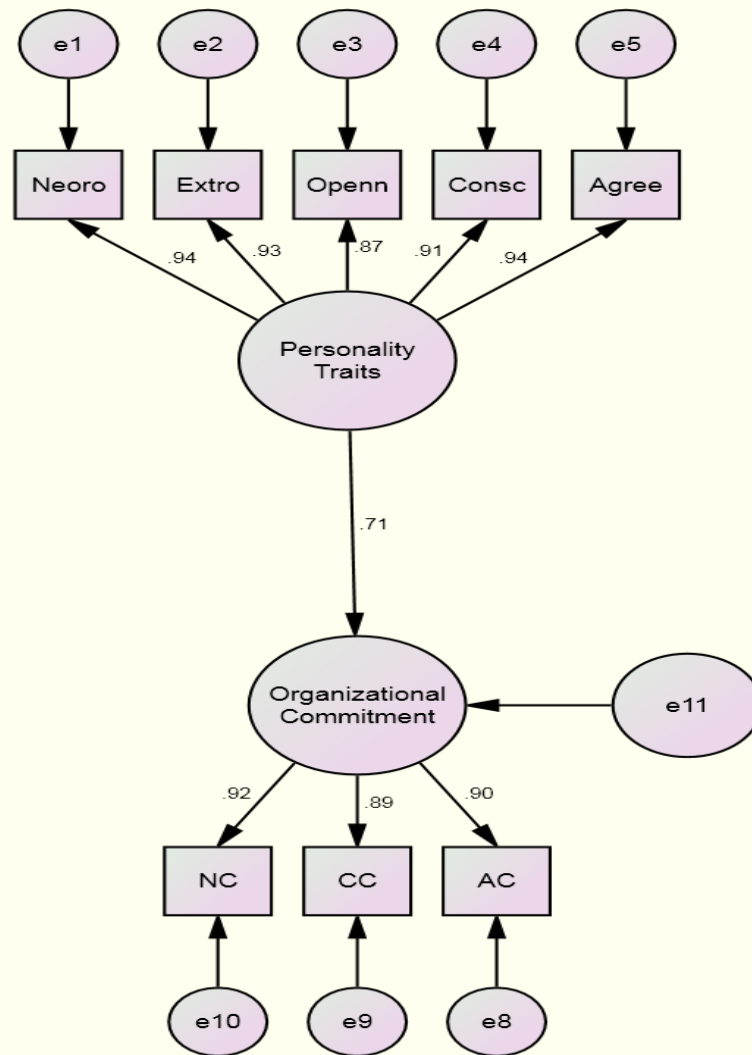
Table 2: Model of Personality Traits and Job Performance

Item	Value
CFI	0.992
NFI	0.986
RMSEA	0.068
DF	13
GFI	0.970
RMR	0.035
Chi Square	29.521
Probability Level	0.006

Table 3: Standardized Regression Weights

			Estimate
Job Performance	<---	Personality Traits	.675
Neuroticism	<---	Personality Traits	.944
Extroversion	<---	Personality Traits	.932
Openness to experience	<---	Personality Traits	.874
Conscientiousness	<---	Personality Traits	.910
Agreeable	<---	Personality Traits	.936
Extra-Role Performance	<---	Job Performance	.889
In-Role Performance	<---	Job Performance	.939

Graph 2: Direct Path from Personality Traits to Organizational Commitment



The direct path from personality traits to organizational commitment was tested by using structure equation modeling. Various indices and their values given in table 4 confirmed that personality traits have a significant impact on organizational commitment. Graph 2 and Table 5 show the standardized regression weights which are within range. Table 4 shows the values of

different indices. All these values are within range. The two factors model (personality traits and organizational commitment) was supported by confirmatory factor analysis. So H2: Personality Traits are positively related to Organizational Commitment of bankers of KP, Pakistan.

Table 4: Values of Indices

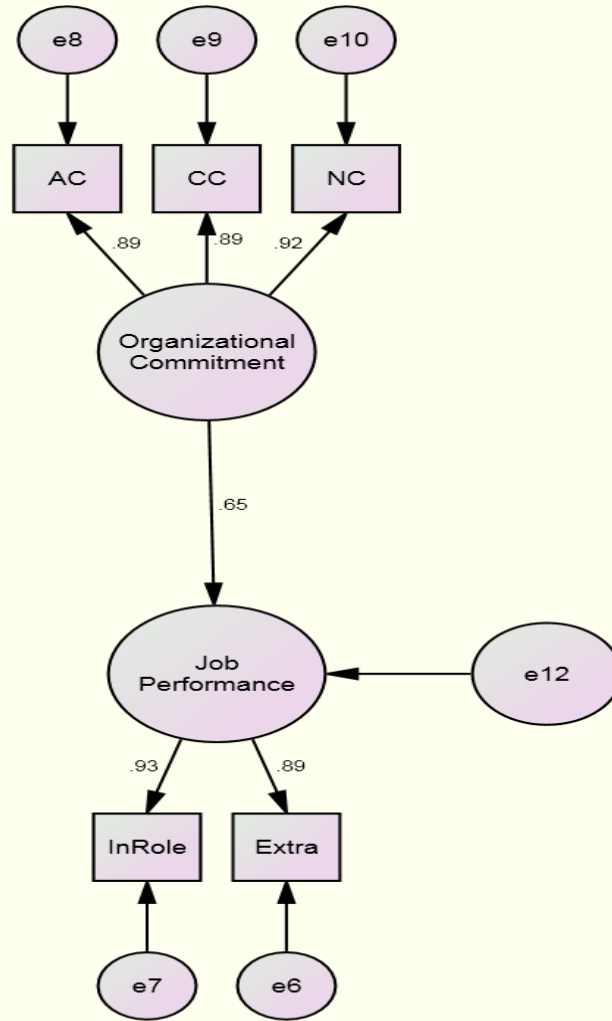
Item	Value
CFI	0.992

NFI	0.985
RMSEA	0.061
DF	19
GFI	0.968
RMR	0.043
Chi Square	38.050
Probability Level	0.006

Table 4: Standardized Regression Weights

			Estimate
Organizational Commitment	<---	Personality Traits	.708
Neuroticism	<---	Personality Traits	.945
Extroversion	<---	Personality Traits	.930
Openness to Experience	<---	Personality Traits	.875
Conscientiousness	<---	Personality Traits	.910
Agreeable	<---	Personality Traits	.936
Affective Commitment	<---	Organizational Commitment	.899
Continuous Commitment	<---	Organizational Commitment	.892
Normative Commitment	<---	Organizational Commitment	.920

Graph 3: Direct Path from Organizational Commitment to Job Performance



The direct path from organizational commitment to job performance was tested by using structure equation modeling. Various indices and their values given in table 5 confirmed that organizational commitment have a significant impact on job performance. Graph 3 and Table 6 shows the standardized regression weights which are with range. Table 5 shows the values of

different indices. All these values are within range. The two factors model (organizational commitment and job performance) was supported by confirmatory factor analysis. So H3: Organizational Commitment is positively related to Job Performance of bankers of KP, Pakistan is accepted.

Table 5: Values of Indices

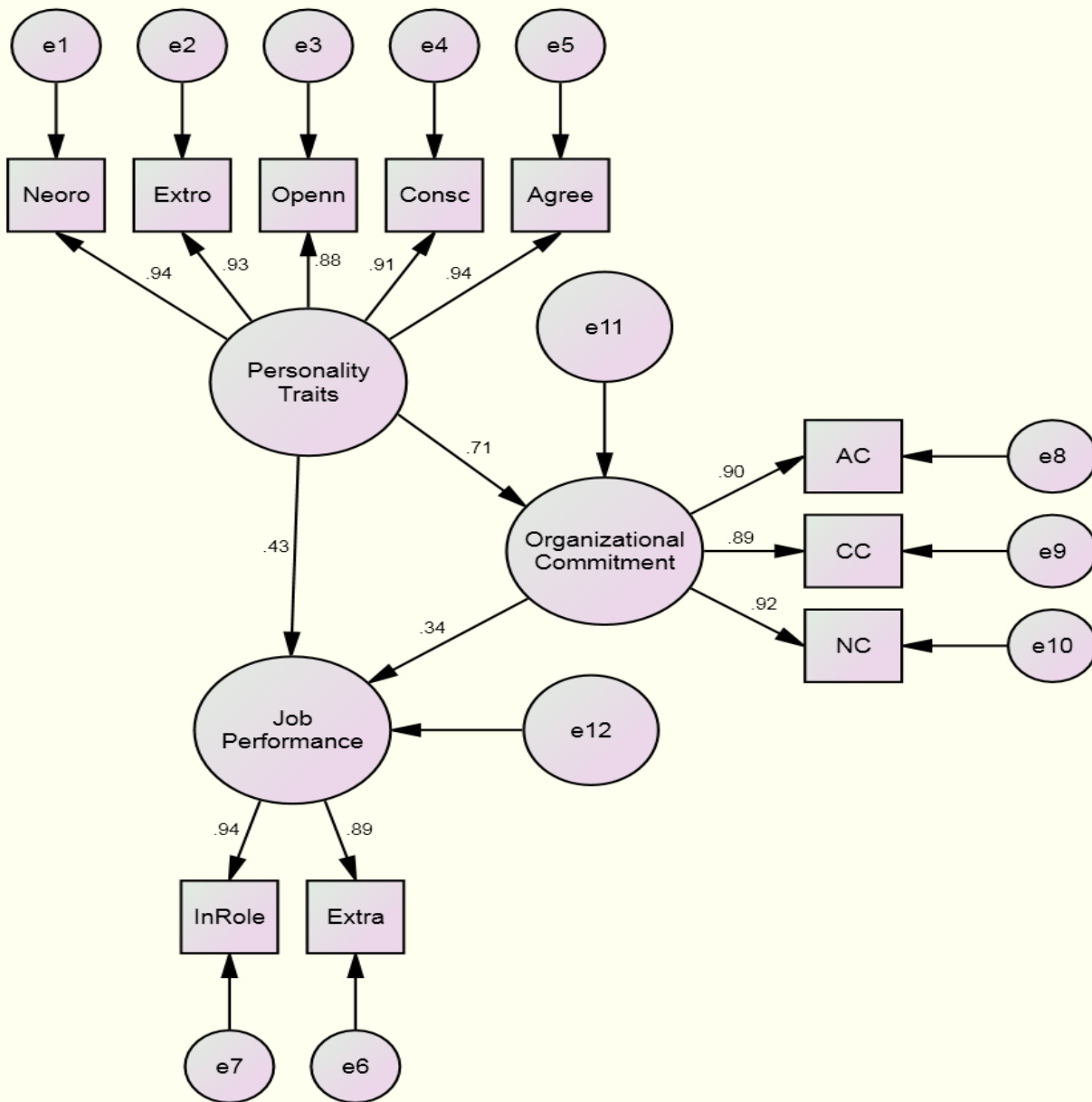
Item	Value
CFI	0.953

NFI	0.915
RMSEA	0.044
DF	7
GFI	0.936
RMR	0.018
Chi Square	3.829
Probability Level	0.001

Table 6: Standardized Regression Weights

			Estimate
Job Performance	<---	Organizational Commitment	.652
Extra-Role Performance	<---	Job Performance	.894
In-Role Performance	<---	Job Performance	.933
Affective Commitment	<---	Organizational Commitment	.892
Continuous Commitment	<---	Organizational Commitment	.893
Normative Commitment	<---	Organizational Commitment	.924

Graph 4: Indirect Path from Personality Traits to Job Performance through Organizational Commitment



The indirect path from personality traits to job performance through organizational commitment was tested by using structure equation modeling. Various indices and their values given in table 7 confirmed that organizational commitment partially mediates the relationship between personality traits and job performance. Graph 4 and Table 8 shows the standardized regression weights which are with range. Table 7 shows the

values of different indices. All these values are within range. The three factors model (personality traits, organizational commitment and job performance) was supported by confirmatory factor analysis. So H4: Organizational Commitment mediates the Relationship between Personality Traits and Job Performance of bankers of KP, Pakistan is accepted.

Table 7: Values of Indices

Item	Value
CFI	0.992
NFI	0.981
RMSEA	0.054
DF	32
GFI	0.959
RMR	0.043
Chi Square	57.109
Probability Level	0.004

Table 8: Standardized Regression Weights

			Estimate
Organizational Commitment	<---	Personality Traits	.708
Job Performance	<---	Organizational Commitment	.345
Job Performance	<---	Personality Traits	.432
Neuroticism	<---	Personality Traits	.944
Extroversion	<---	Personality Traits	.930
Openness to Experience	<---	Personality Traits	.875
Conscientiousness	<---	Personality Traits	.911
Agreeableness	<---	Personality Traits	.936
Extra-Role Performance	<---	Job Performance	.891
In-Role Performance	<---	Job Performance	.937
Affective Commitment	<---	Organizational Commitment	.896
Continuous Commitment	<---	Organizational Commitment	.892
Normative Commitment	<---	Organizational Commitment	.922

Conclusion

commitment plays a role as a mediator between This study has two objectives: 1. To find the correlation personality traits and job performance or not. To meet the among personality traits, organizational commitment and above two objectives, three hundred (N=300) job performance of bankers working in private sector of questionnaires were administered to bankers working in PK, Pakistan. 2. To investigate whether organizational private sector of KP, Pakistan physically. Within a month,

two hundred and eighty one (N=281) filled questionnaires were returned. Seven questionnaires were disposed of due to incomplete information. Two hundred and seventy four (N=274) questionnaires were used for data operation. Data were gathered through Big Five Inventory (John & Srivastava, 1999), Job Performance Scale (Goodman & Srivastava, 1999) and organizational commitment scale (Meyer and Allen 1991). To analyze data, structure equation modeling was employed through Amos. Results revealed a significant correlation among personality traits, organizational commitment and job performance. Confirmatory factor analysis statistically confirmed direct path from personality traits to job performance and organizational commitment. a direct path from organizational commitment to job performance was also confirmed. The results also revealed a partial mediation role of organizational commitment between personality traits and job performance.

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