

Employee Commitment and Personality Traits in Organization in the Eye of Nurturant Leader

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Abstract

Malaysian firms' commitments to their customers' emotional well-being, continuity, and normative commitments are investigated as dependent factors in this study, which also examines the relationship between extraversion, agreeableness, and neuroticism. These characteristics are the thoughts, feelings, and behaviours that are unique to a person. Those who have a high level of Extraversion, for example, are sociable in a wide range of situations and over a long period of time. The nurturing task leaders, according to him, are "those who set clear expectations and duties for themselves and their subordinates, while simultaneously emphasising the importance of getting the job done." These leaders communicate clearly, efficiently, and purposefully with their subordinates to guide and steer them in the right direction. When making decisions, nurturing task leaders consider their employees' commitment to better decision-making on a consistent basis. Acknowledging someone's personality traits is the first step toward achieving one's objectives. To be successful, you must be able to capitalise on someone's positive characteristics while simultaneously attempting to improve their negative characteristics. The long-term satisfaction of employers is higher when they make decisions that are reflective of their individual personalities. Our ability to develop deeper partnerships will increase if employers take the time to learn about their employees. Personality traits have been shown to be predictive of employee behaviour and distinct character, thereby demonstrating the level of commitment exhibited by an organisation. Businesses should look at the emotional and interpersonal connections that exist between employees and management/supervisors, as well as the performance of the employees.

Keywords— Personality Traits, Organizational Behaviour, Organizational Change, Employee Commitment, Employee engagement, Extraversion, Agreeableness and Neuroticism, Nurturant Leader, Leadership styles.

INTRODUCTION

Changes in the global economy and technological advancements have drawn more attention to the need for deeper investigations into organisational behaviour. For a company to flourish in an unpredictable competitive market, its employees need to have a strong sense of commitment. An organization's most important resource is its employees, who are the key to success and the most important resource in the business (Herath et al., 2018). Extrovertist and agreeableness are two ways to do this. Neuroticism is another. An organization's success or failure may be attributed to the

character of its employees, and if this character is expressed poorly, it can have a detrimental impact on employee turnover. The dimensions of extraversion, agreeableness, and neuroticism can be used to motivate. If good and efficient job performance is to be accomplished, attention must be paid to this issue. Personality is defined by Shamlou (2009) as "an ordered and integrated set of relatively stable features that distinguishes one individual from another." For describing the stark disparities in a person's personality traits, the Big Five model is widely accepted and well-known (Berglund 2015). Personality qualities and staff commitment will

be EXAMINED in this study. The researcher has identified a conflict in employee behaviour, and this visible nature cripples' organisations since it isn't given enough attention. Workers are dying in silence because of a lack of concern for their mental well-being. It is imperative that organisations add personality features as a package for training into their system to upgrade and teach personnel on the way they conduct themselves in the workplace because every individual comes from a distinct background (Di Fabio & Kenny, 2019). Personality qualities are examined as a factor in employee commitment in this study. The goal is to examine the relationship between personality qualities and employee commitment, to find out how personality traits affect employee commitment, and to draw conclusions about this relationship (Herath et al., 2018).

A man and two women sit on a stone wall and they are laughing some ways, finding someone with differing personality traits can be beneficial. Relationships involving individuals with opposite personalities can challenge each person to view situations from a different perspective. A varied workplace that fosters innovation and a wide range of viewpoints depends on employees with a variety of personality types (Di Fabio & Kenny, 2019). In addition, it is crucial to surround oneself with individuals who share their basic values, views, and ambitions. Negative individuals tend to make someone gloomier, even if they normally optimistic individual. Jain & Ansari, (2018) explain that the workplace can be harmed by people with this kind of personality disorder. An inclusive and happy work atmosphere may be created by hiring individuals with their personality in mind (through behavioural interview questions, personality testing, etc).

The distinction between personality and character must be made before study discuss the many sorts of personalities and how personality qualities might be classed. Both terms are commonly used in the same sentence, however they refer to two distinct subjects. A person's true nature may be deduced quickly in the early stages of a romantic relationship (Herath et al., 2018). After simply meeting someone for the

first time, it can tell whether they're outgoing or chatty or witty or lively by their demeanour. A person's dull, unpleasant, or shy demeanour can also be discerned quickly (Di Fabio & Kenny, 2019). Character attributes such as loyalty, honesty, kindness, and so on are more difficult to discern when meeting someone for the first time. To completely comprehend and interpret an individual's decisions and actions, it is necessary to spend time with them. While having a strong character is essential for every successful relationship, study will concentrate on personality for the time being (Jain & Ansari, 2018). Over the years, tens of thousands of distinct personality characteristics have been discovered. Identifying each one of a person's personality qualities would be next to impossible. There are a variety of personality tests available to assist people better understand their talents, preferences, communication style, and other crucial features. These assessments can speed up the process. Here are some of the most common personality assessments currently being utilised (Jain & Ansari, 2018).

CONCEPTUAL REVIEW OF PERSONALITY TRAITS

Every person has a unique personality that impacts their thoughts, feelings, and actions both in and out of the workplace. To understand a person's personality, it is vital to understand their traits, which characterise long-lasting patterns of conduct (Caspi, Roberts, & Shiner, 2005). Having a broad impact on many aspects of their lives, these predictable patterns are crucial (Roberts, Kuncel, Shiner, Caspi, & Goldberg, 2007). Characters are defined by the qualities that make up their personalities, and these attributes are used to show why people act, think, feel, and behave the way they do (Di Fabio & Kenny, 2019). People's personalities impact their behaviour and how they interact with others. Neuroticism, extraversion, receptivity to experience, conscientiousness, and agreeableness are the five primary personality qualities identified by the Five Factor Model (Bacanl, Ihan, & Aslan, 2009). A person's personality is made up of a complex network of interconnected mental and physical

processes that govern their moods, actions, and attitudes. The Big Five Theory is a widely held belief among modern psychologists that personality consists of five distinct characteristics. According to this view, there are five main personality traits: extraversion; agreeableness; openness; conscientiousness; and neuroticism. Extraversion, agreeableness, and neuroticism are all evaluated in this study (Herath et al., 2018).

(i) EXTRAVERSION

Are someone a person who gets their energy from the outside world, which includes people, things, activities, and interactions? (Keywords: external, outer thrust, talks out, thinks of many things, concerned with people/things, interaction, do-think-do). Personality qualities such as extraversion are associated with good moods and positive sensations (Dalkrani & Dimitriadis, 2018). These are easy-going, social, and loving; they're called "extraverts" for a variety of different reasons. People who have low degrees of extraversion are called introverts, and this has a detrimental impact on their ability to interact socially and on their overall effectiveness (Simha & Parboteeah, 2020). "Extraversion" refers to traits like self-confidence, friendliness, zest for life, and the capacity to feel good about oneself. Individuals with high levels of extraversion like meeting new people and participating in social events. They have a vast social circle and are easy to get along with. Introverts, those with low levels of extraversion, prefer solitude to social situations. Small conversation and being the focus of attention are also off limits (Creese, 219).

(ii) AGREEABLENESS

This is one of the personality traits of Big Five personality theory that manifests in individual's behaviour that tends to be cooperative, kind, tolerant, sensitive, considerate, and sympathetic, this individual also works in consonance with the organization. Individual or personnel who possesses agreeableness as a character welcomes and cares about others (Simha & Parboteeah, 2020). This category of persons develops close relationship both at workplace and outside. According to Camps,

Stouten & Euwema (2016), this set of people has effort to build and keep harmony and prefer to use compromising strategies in dealing with conflict. People with a high degree of agreeableness care for others. They have a well-deserved reputation for being selfless and compassionate toward those in need. Individuals with low levels of agreeableness, on the other hand, might be unpleasant and uncaring about others, even to the point of manipulating them (Creese, 2019).

(iii) NEUROTICISM

This is an example of negative affectivity, a state in which a person is irritable, angry, dissatisfied, and complaining because they are depressed, sad, or angry. Neurotic people are depressed and prone to rash behaviour. One's level of neuroticism is reflected in their tendency to be overly irritable and irritable at the slightest provocation (Judge, Heller & Mount, 2002). In general, their mental states are erratic, and their actions are ill-advised. People who are neurotic, according to Widiger (2009:129), as referenced by Giluk and Postlethwaite (2015), "are inclined to see routine events as dangerous, experience tiny grievances as hopelessly overpowering," are more vulnerable to psychological stress. A person with a high level of neuroticism is prone to being depressed, worried, and irritable. They may be prone to emotional outbursts. To put it another way, those with low neuroticism tend to be more stable in their emotions and less affected by external factors (Simha & Parboteeah, 2020).

EMPLOYEE COMMITMENT

Commitment to work or work commitment is described as an employee's degree of excitement for the responsibilities assigned at work (Dalkrani & Dimitriadis, 2018). A person's sense of ownership over the organization's goals, mission, and vision is referred to as "ownership." Diverse scholars have offered their own definitions of commitment. It is the ability to maintain social order when the circumstances for predicting and valuing change are not present that constitutes commitment, according to Scholl (1981).

Commitment, according to Brown (1996), is an obedient power that requires a person to respect the dedication, despite their own changeable demeanours and urges.

According to O'Reilly and Chatman (1986), an individual's commitment to an organisation may be measured by how much of the organization's traits or points of view the individual accepts. Organizational commitment is defined by Porter and Schultz (1974) as 'a solid confidence and acceptance of the association's aims, a capacity to apply substantial exertion for the organisation, and a clear desire to maintain hierarchical engagement.' It is a trait of those who are dedicated that they have the spirit of willingness, devotion, agreement, and understanding. An employee that is devoted to their work is like a married couple; they are bound together by their common purpose at work (Simha & Parboteeah, 2020).

Employee commitment offers several benefits, including higher job satisfaction, job performance, sales, total return to shareholders, increased sales, decreased employee turnover, decreased employee desire to quit, and decreased intention to look for an alternative position.

It's possible for an employee's level of dedication to vary. As a result, it's frequently referred to as an HR variable that's hard to pin down. There is a lot of disagreement and controversy about the context, direction, and growth of commitment as well as how much commitment drives behaviour (Teo et al., 2020). Commitment is a sense of belonging to a company that employees feel. Employees who are loyal to their company report feeling a sense of belonging, a sense of purpose, and an understanding of the organization's aims. Employees that possess these traits have a leg up on the competition because they are more focused, more productive, and more willing to pitch in when needed (Uddin et al., 2018).

(i) AFFECTIVE COMMITMENT

Affective commitment refers to an employee's desire to remain with their employer. It is a sign of an employee's loyalty to their employer if they are emotionally invested in their work. They tend to identify with the organization's

aims, believe they fit in, and are content with their employment. Affectively dedicated employees are fantastic assets for companies because they make others feel appreciated and promote the brand of the company they work for (Uddin et al., 2018).

An emotional connection between workers and how long they desire to stay with the company is referred to as "affective commitment." Employees that are emotionally invested in their company are more likely to desire to stay there (Teo et al., 2020). Employees that have reached this stage in their careers have found meaning in their work, feel a sense of belonging, and are content with their jobs. Employees that are emotionally invested in their work are seen as valuable assets by their employers and serve as powerful spokespersons for the company they work for. Affective commitment, according to Mowday (1982), includes four qualifications: personal traits, structural features (organisational), job-related characteristics, and work experiences.

(ii) CONTINUANCE COMMITMENT

It is a measure of how much an employee wants to stay with their employer. Employees that are dedicated to staying with the company have an underlying motivation for doing so. Lack of employment alternatives and compensation are the two most common reasons for employees to remain in their current positions (Uddin et al., 2018). Employees who feel compelled to stay with their current employer because their pay and perks won't improve if they switch jobs are an example of continuation commitment. Employees that are dedicated to staying with a company yet are unsatisfied (and disengaged) with their employment might create a problem for the company (Teo et al., 2020).

Since quitting costs so much and staying has so many rewards, a commitment to staying is sometimes referred to as a "continuance" commitment. When other jobs aren't desired, they're ready to remain, but if they get an offer for something better in the future, they won't hesitate to give it up. A lot of people have strong feelings about emotional proportion, and employees believe that losing one's place in an

organisation may be quite costly. From a financial standpoint, this might include the loss of wages and benefits, as well as the potential damage to one's image. An employee who is tethered to the company is more likely to stay put (Kowalczyk & Kucharska, 2020).

(iii) NORMATIVE COMMITMENT

How much workers believe they should stay with their employer is referred to as normative commitment. Employees that are devoted to their organisations are more likely to stay. Employees who are normatively committed believe that quitting their company would be a terrible mistake and are plagued with guilt about the prospect of doing so (Kowalczyk & Kucharska, 2020). Employees may feel guilty about leaving the company because they fear they will leave behind a hole in knowledge and abilities that will put more strain on their co-workers. People who experience these kinds of emotions on the job are more likely to do less well than those who do not (Uddin et al., 2018). In the minds of normatively devoted employees, leaving their employer would have catastrophic effects and would wipe out their whole body of knowledge and expertise. Employees who experience this kind of stress have a harder time delivering their best work, which reflects their guilt over leaving their jobs (Teo et al., 2020).

An employee's normative commitment might grow when a firm pays college tuition in advance or incurs significant costs in providing employment via headhunting charges or the costs associated to work training. Employees feel compelled to respond to these investments by pledging their allegiance to the company until the debts have been repaid (Scholl, 1981).

THEORETICAL REVIEW

Becker's (1960) side-bet theory of commitment is the basis for this research. According to Becker (1960), a person's commitments are formed when unrelated pursuits are tied together into a coherent course of action. As a result of accruing "side bets" that would be forfeited if activity was halted, this commitment allowed him to engage in "stable lines of

activity" (Meyer 1984). Side bets raise the price of failing to stick with a plan that involves staying with the company in the long run (Powell & Meyer, 2004).

PERSONALITY TRAITS AND EMPLOYEE COMMITMENT

According to several studies, there is a strong correlation between personality traits and a company's ability to keep employees engaged. According to Niehoff (2006), an individual who is extroverted is one who is at ease in social situations and may be defined as warm, outgoing, aggressive, and energetic. To put it another way, it indicates that an employee who exhibits this feature tends to make new friends, help out those who are in need, welcome others, and create positive changes in the world. The attribute of being trustworthy and honest, a pleasant employee is one who gets along well with co-workers, believes in ethical behaviour, and values his or her loyalty to the company (Uddin et al., 2018).

It is possible to define neuroticism as being cautious, doubtful, and stressed with poor assurance according to Leung and Bozionelos (2004). It is difficult to set an exhibition aim for employees who are confident in their abilities. People with neuroses are prone to rage, depression, and anxiety, and their behaviour suggests that they are mentally ill, even though neurotics have consciousness and intelligence to their credit. To put it another way, a correlation exists between employee dedication and productivity.

The lack of communication in the workplace may lead to the breakdown of production, working relationships, and the general satisfaction of the firm. As a result, employees will struggle to comprehend what is expected of them and how they should respond to changes in the workplace. Organization employees' dedication and loyalty might be at risk if they don't communicate effectively with them. Employees are more likely to air their problems when there is open communication between management and the workforce. If unanswered, complaints have the potential to spiral out of control and cause real harm. If company want

their staff to be happy, it's important to have open and honest communication in the workplace (Teo et al., 2020).

Because most of the waking hours are spent at the office, it's natural for us to want to form close bonds with the people company work with. However, owing to the hectic pace of today's workplace, these connections are occasionally overlooked, which can have a negative impact on employee well-being. If organization provide their employees the chance to form stronger relationships with one other, they will be more equipped to deal with the issues they may encounter. A more favourable working atmosphere may be fostered through strong interpersonal ties, which benefits the company's bottom line as well as its workers' well-being. Outside of normal business hours, a more casual environment is ideal for fostering a sense of camaraderie among employees. Joining a sports club, attending a social event, participating in a game of trivia, or simply hanging out with someone friends are all examples of this (Uddin et al., 2018).

NURTURANT LEADER ROLE IN EMPLOYEE PERSONALITY TRAITS AND EMPLOYEE COMMITMENT

This style of management is defined by a strong focus on job completion, high standards of performance, and clear roles and responsibilities, all mixed with warmth and concern for the people they oversee. Leadership begins, guides, and directs the subordinate, and teaches him that he may progress by improving his job abilities and work ethic. He understands that his employees require a personal connection and a sense of belonging, but he also pushes them to grow in their professional ideals. The subordinate's devotion, personal care, and warmth are dependent on his job success (Sharma, 2021). The people who lead an organisation are those who set the tone and shape its culture. Leadership, according to Northouse (2004), is the process through which one person influences a group of others to attain a common purpose. A good leader can motivate and inspire others to work toward the common

objective of the business. It's evident that managers and leaders are two different kinds of people. A manager's job is to maintain order and consistency, whereas a leader's job is to inspire and encourage their staff. In the context of contingent incentives, leaders compensate subordinates based on their performance and/or effort if they judge it is warranted. As a result, no incentives are given to employees who do not demonstrate sufficient effort. When an event occurs that deviates from predetermined guidelines, a cautious strategy is used: management by exception (Sharma, 2021). When it comes to nurturing leadership, this trait aims to decrease the chance for exceptions by employing defensive management practises. Finally, a leader who is only involved when there is a problem exhibits the feature of laxity (Northouse, 2004). It's difficult for team members to feel better about their job happiness when the boss is a nurturer.

CONCLUSIONS

There is a strong correlation between the three dimensions of personality characteristics employed in this study and the dependent variable. According to the findings of the research, although some individuals have high morale and are eager to share their expertise with their co-workers, others display traits that are detrimental to their own well-being and demoralising to those around them. To better understand their employees or job seekers, firms apply each of the personality tests covered. Keeping in mind that there are literally tens of thousands of distinct personality types is critical. There is no one-size-fits-all personality profile for everybody (Uddin et al., 2018). These personality tests are helpful, but there is no perfect science to determining each personality attribute in an individual. It's important to note that many personality tests are based on the evaluation of a single person, and the findings may vary from person to person. Personality tests may either confirm what employee already know about their or show them an aspect of their than they were previously unaware of. In the following section, we'll look at how a person's personality

influences their behaviour and decisions (Teo et al., 2020). Employee engagement and retention is a never-ending process that requires a great deal of effort up front. Increasing employee involvement and communication has been a typical long-term aim for most managers to promote a healthy and loyal staff. It has been shown that managers with a nationally recognised leadership and management qualification can put in place the proper plan to increase and harness staff productivity to propel the company ahead. According to Sharma, (2021) it is through the empowerment of the subordinate that the importance of reliance, personal relationships, and status differences is diminished. This means that the subordinate expects his boss to give him greater authority and responsibility, and to show more appreciation for the value he brings to the team. Employees with a supportive supervisor are more likely to be productive and efficient.

RECOMMENDATIONS

1. The Big Five personality traits should be considered by organisations as they can give valuable insight of current and potential employees. It can be used to identify an individual's stronger and weaker traits with the view of developing effective talent development interventions that can potentially align employees with the organizations values, improve relationships and build leadership skills.
2. It also can be used for selection where it can help match potential employees both to the organization and the job. Good fit may enhance employee commitment.
3. Understanding their subordinates' traits can potentially help line managers better understand and predict an individual's behavior and job performance.
4. Understanding an individual's personality is important because personality affects behavior as well as perceptions and attitudes.
5. Early assessment of employees' emotional state (neuroticism) is essential to avoid a negative correlation between job performance and their emotional state.
6. The link between employer and employee should be emphasised.

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