

**YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME**

**PERSONALITY TRAITS AND
ORGANIZATIOANAL CITIZENSHIP BEHAVIOR OF
EMPLOYEES AT MIN MAHAW CO., LTD**

SAW WINT YEE KHINE

MBA II – 26

MBA 23rd BATCH

DECEMBER, 2019

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ACADEMIC YEAR (2017 – 2019)

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This thesis submitted to the Board of Examiners in partial fulfilment of the requirements
for the degree of Master of Business Administration (MBA)

Supervised by

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2017 – 2019

ACCEPTANCE

This is to certify that the thesis entitled “**Personality Traits and Organizational Citizenship Behavior of Employees at Min Mahaw Co., Ltd**” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

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ABSTRACT

This study aims to analyze the effect of personality traits on organizational commitment and to examine the effect of organizational commitment on organizational citizenship behavior of employees at Min Mahaw Co., Ltd. The findings of the study indicate that employees with conscientiousness personality trait have positive effect on affective commitment and normative commitment towards the organization. Employees with extraversion personality trait has negatively affected on continuance commitment. Neuroticism personality trait of employees has negative effect on affective commitment and normative commitment while it has positive effect on continuance commitment. The analysis revealed that employees with affective commitment and normative commitment are more likely to have organizational citizenship behavior. Therefore, Min Mahaw Co., Ltd should recruit and retain employees with conscientiousness personality trait to enhance affective and normative commitments and to encourage organizational citizenship behavior.

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CHAPTER 1

INTRODUCTION

Organizations require committed, motivated and satisfied employees more than before due to the competitive, challenging and continuous changes of business environment. In addition, organizations in today's competitive and ever changing business world are fronting challenges of managing and retaining employees with different dispositional characteristics. Human capital is the most fundamental and essential asset of every organization. So, organizations need to understand the personality traits, behavior and emotional intelligence of different employees in order to manage them effectively. As organizations are social entities composed of people with different characteristics, studying about individuals' behaviors is fundamental to obtain better knowledge about the organization. Individuals' attitudes affect their behaviors to a great extent. Positive attitudes are expected to result in positive behaviors which ultimately benefits the organization in achieving its goals (Bakhshi, Dutt, & Kuldeep, 2011).

Personality symbolizes general characteristics of people in daily life as well as their permanent features which do not change from one situation to another. Personality encompasses a person's feelings, thoughts, emotions and behavioral patterns. Since personality traits of people determine their behavior, studying personality traits can help psychologists and HR practitioners foresee how good an employee will work, the types of jobs and tasks the person will perform with commitment and how long he or she will stay in the organization. The Big Five Personality (BFI) traits model determine the broad five personality types which are useful in predicting different kinds of work related attitudes and behaviors. This model provides a meaningful taxonomy for the study of individual differences.

Organizational commitment denotes attitudes of people towards organizational values and purposes. Meyer and Allen (1991) posited that organizational commitment of employee reveals a desire, need and obligation to maintain organizational membership. Employees with organizational commitment have firm loyalty and proud of being members of the organization. Employees who have high organizational commitment are more likely to stay in the organization, accept its goals and take a great effort and even sacrifices the things that are advantage for them in order to achieve organizational goals.

The degree to which employees engage in their work (job involvement), believe in goals and purposes of organization and commit to them(organizational commitment) have positive impact on an organization.

Individual behavior can be classified as in-role behaviors which are specified in job descriptions and extra-role behaviors. The latter which is termed as organizational citizenship behavior (OCB) and is explained as a discretionary contribution that goes beyond the prescribed job requirements (in-role behaviors) and does not claim any recompense from the reward system (Organ, Podsakoff, & MacKenzie, 2006). The superior performance of organizations will depend on the degree that these important and inimitable employees who are not only adequately perform their required job but also exert extra efforts which is citizenship behavior (Lee& Kim, 2010).

1.1 Rationale of the Study

Organizational behavior is concerned with the understanding, prediction and controls of human behaviors in organizations. Organizations are constantly finding to recruit skillful and qualified employees to maximize profits and to attain the set objectives. Personality traits of people describe their behaviors. Personality traits of employees are one of the factors that increase organizational commitment. Furthermore, familiarity with people's personality can help the organization hire qualified personnel with desire personality traits for suitable positions and enhance organizational commitment.

Organizational commitment is one of the behavioral aspects of people in the organization. Previous researches suggests that organizational commitment of employees brings many benefits to the organization. The committed employees are valuable for the organization because they enthusiastically exert extra effort towards the achievement of organizational goals and objectives. They can be a competitive advantage because they are not easily copied by competitors. Moreover, positive effects of organizational commitment contain feelings of affiliation, attachment and citizenship behavior on organization performance which can enrich organizational efficiency and effectiveness (Williams & Anderson, 1991).

In the opinion of Organ, organizational citizenship behavior (OCB) is vital for the existence of organization. The extra role behavior assists in increasing individual and

organizational performance. Organizational citizenship behavior mostly is found to exist in employees with high organizational commitment. According to Podsakoff et al., organizations could gain benefit from encouraging employees to engage in organizational citizenship behavior since empirical research results showed that organizational citizenship behavior can increase productivity, customer satisfaction, efficiency, as well as reduce costs, turnover rates and absenteeism (Podsakoff, Whiting & Blume, 2009). Hence, the success or failure of an organization might be closely related to the commitment and citizenship behavior of its employees.

Since Myanmar is a developing country, agriculture sector is the backbone of the economy and plays a remarkable role. As agricultural sector is extremely crucial to Myanmar's economy and future sustainable growth, agricultural chemical manufactures also play an important role for the development of agricultural sector. The agricultural chemical company was chosen for the study because there are very few researches conducted in this kind of organization regarding personality traits, organizational commitment and organizational citizenship behavior. Employees who exhibit appropriate citizenship behaviors are essential for the organization to survive in today's competitive business environment. Therefore, the organization need to understand personality traits of employees to predict their commitment levels and encourage citizenship behaviors.

This study focus on the personality traits, organizational commitment and organizational citizenship behavior of employees at Min Mahaw Co., Ltd. One of the most significant antecedents of organizational commitment is personality characteristics and individual differences of employees. Studying different personality traits of employees help understand ways to increase their organizational commitment because highly committed employees are more satisfied with their work, perform at levels beyond expectation, are more motivated and experience higher levels of job involvement(Caldwell, Chatman, & O'Reilly, 1990).It is expected that increase in organizational commitment leads to improve in expressing organizational citizenship behaviors. Organizational commitment is also a strong indicator of turnover behavior, withdrawal tendency and organizational citizenship behavior (Ghosh, 2014).Organizations cannot survive or prosper without the members behaving as good citizens by engaging in positive behaviors for the organization.

1.2 Objectives of the Study

The main objectives of the study are as follows:

- (1) To analyze the effect of personality traits on organizational commitment of employees at Min Mahaw Co., Ltd.
- (2) To examine the effect of organizational commitment on organizational citizenship behavior of employees at Min Mahaw Co., Ltd.

1.3 Scope and Method of the Study

The scope of this study focuses only on personality traits, organizational commitment and organizational citizenship behavior of employees at Min Mahaw Co., Ltd. The employees from the Min Mahaw Co., Ltd participate as respondents in the survey. This study uses both primary and secondary data. Primary data are collected from 110 respondents by using structured questionnaires. The secondary data are collected from relevant textbooks, internet websites, international thesis, previous research papers and journal articles. Simple random sampling method is used for conducting this research. The limitation of this study is that sample size may not represent the whole industry. This study covers only the personality traits, organizational commitment and organizational citizenship behavior of employees at Min Mahaw Co., Ltd.

1.4 Organization of the Study

This study is organized into five main chapters. Chapter one includes the introduction of the study. Then, rationale of the study, objectives of the study, scope and method of the study and organization of the study are explained. Chapter two is composed of theoretical background of the study including personality traits by big five items, organizational commitment and organizational citizenship behavior. Chapter three contains of the profile of Min Mahaw Co., Ltd, research design, demographic profile of the respondents at Min Mahaw Co., Ltd. Chapter four consists of analysis on the effect of personality traits on organizational commitment and analysis on the effect of organizational commitment on organizational citizenship behavior of employees at Min Mahaw Co., Ltd. Chapter five is the conclusion of the study including findings and discussions, suggestions and recommendations and needs for further study.

CHAPTER 2

THEORITICAL BACKGROUND

This chapter presents the literature related to this research and provide the theoretical framework regarding personality traits, organizational commitment and organizational citizenship behavior of employees. Personality refers to external and observable traits of people. Paying attention to the personality dimensions of individuals can help the organization understand their behaviors. This in turn help the organization retains the employees with desire personality traits and enhance their organizational commitment levels. Organizational commitment is a mental state that determines the relationship of employees with their organization as well as creates a sense of belonging to the organization and obligation to remain as member. When an individual with the organizational commitment accepts the organizational goals, they show extraordinary effort in order to achieve organizational goals. This kind of effort can be classified as organizational citizenship behavior. In the last part of this chapter, conceptual framework of the study is illustrated.

2.1 Concept of Personality Traits

Personality represent perceptions, attitudes, thoughts, values and behaviors of people that are apparent and consistent. Personality traits form the foundation of behavioral system. They are important and influential in determining and predicting organizational behavior of employee in the future, such as leaving the job, negligence, delay in performing work, absenteeism, their organizational commitment levels and all processes related to recruitment, transfer and employment to organizational jobs.

In organizational behavior studies, individual personality is important because it is unique and stable pattern of behavior, thoughts and emotions shown by individual. Each employee has a unique personality that differentiates him or her from the other. Particularly employers use personality tests in selection and recruitment decisions to get the right person for the job. Personality is dynamic because individual employees' mental structures are continuously developing over their lifetime.

Several empirical and conceptual classifications of personality traits have been studied and reviewed in the last three decades. Big Five Inventory (BFI), developed by John, Donahue and Kentle (1991), is one of the latest and the shortest form of questions involving 44 items in total. It is designed to measure the Big Five dimensions. The five dimensions of personality traits are also called as “Big Five” Factors. The model is referred to as Five Factor Model and abbreviated as FFM. The “Big five” or five-factor model of personality represents a taxonomy that comprehensively describes human personality.

The Big Five Personality consists of five independent dimensions such as openness to experience, conscientiousness, extraversion, agreeableness and neuroticism which stands for the acronym ‘OCEAN’ (Costa & McCrae, 1987). Each of these personality traits is divided into six subscales. McCrae and Costa (1992) labeled these five factors as domains and sub-scales of these five factors as facet. Domains refers to group of personality variables which are deeper and more fundamental and are unchanged during the time. In contrast, facets are more superficial and variable than domains and may not have genetics and biological bases. Indeed, activation of facets depends on the environment(Costa & McCrae, 1992).

2.1.1 Openness to Experience

Openness to experience refers to imagination, intelligence and inquisitiveness of people. It represents the degree to which a person is curious, original, intellectual, creative and how an individual can produce original ideas (Bakkeret al., 2006). The behavioral tendencies associated with openness to experience include being imaginative, responsive, creative, original, curious, broad minded and intelligent. Being creative, open to new and different ideas, and in touch with their feelings are all characteristics of these people (Amadi, Ogadimma, & Taiwo, 2015). Facets of openness to experience are actions, aesthetics, feelings, fantasy, ideas and values.

Individuals with openness to experience are naturally curious and enthusiastically investigate everything that can bring new experiences to them. They are typically liberal, drawn to the unexpected, welcoming of cognitive challenges and questioning of old notions(Costa & McCrae, 1992). Since they are imaginative, curious, and open-minded, they want to enjoy uncommon values and new theories. People high in openness to

experience are more likely to succeed in situations that require flexibility and learn new things. They are usually imaginative and creative rather than practical. Individuals with low level of openness to experience may surpass in jobs that comprise routine work and do not require creativity. They tend to be timid, conventional and prefer familiar work procedures because they are generally more closed-off, resistant to change, and analytical.

2.1.2 Conscientiousness

Conscientiousness denotes the tendency to show self-discipline, act dutifully and focus on the goals. This trait measures a person's reliability and dependability. The behavioral tendencies of conscientiousness include being hard-working, achievement-oriented, systematic, persevering, careful, dependable, punctual, organized and responsible (Barrick & Mount, 1991). Conscientiousness is linked with numerous positive results through educational, health, and personnel psychology. It appears like the most valuable of all personality traits. People with conscientiousness personality traits have strong and predetermined needs and purposes. They are generally methodical and tend to become perfectionists in the long run. The more conscientious a person is, the more competent, dutiful, orderly, responsible and thorough he or she is. Conscientiousness facets are dutifulness, order, achievement striving, self-discipline, competence and deliberation.

Conscientious persons are strong-willed and organized, with a capacity to carry out tasks and good at coordinating and planning their works(Costa and McCrae, 1992). They do not give up until they accomplish the tasks, regardless of how much effort, time or dedication is required. They tend to have high level of job involvement and prefers respect, rewards and recognition. Conscientious individuals are not just interested in performing jobs, are also much more interested in learning. They do not just carry out their tasks well, they also inspire others to do well, bring down intensity of turnover, lower degree of non-attendance at work(Judge, Heller, & Mount, 2002).Hence, conscientious is the trait usually looked for by recruiters. Conscientious person are determined, focused, know what they want, work-hard to gain it and efficiently apply what they found out. Individuals who score higher in this personality trait are more goal-oriented, tend to control impulses and are usually very organized. Individuals who score low are little laid back and is not much goal-oriented.

2.1.3 Extraversion

Extroversion refers to sociable, ambitious, assertive, tendencies towards action, social dominance, sensation-seeking and the experience of positive affect (Bozionelos, 2004). The behavioral tendencies used to measure extraversion personality trait include being sociable, gregarious, assertive, talkative, and active (Barrick & Mount, 1991). Individuals who possess this dimension of personality trait are usually known as extroverts. They are good at social and enjoy communicating with people. So, they could get more help when encountering with a problem. They experience more positive events, want stimulation and excitement and prefer to take part in parties, meetings and social activities. Extraversion facets are positive emotions, assertiveness, active, gregariousness, warmth and excitement seeking.

People with this personality trait are sociable and always ready to communicate with people in the society. Extroverts are enthusiastic, action-oriented people and thrive on excitement. They enjoy of being the center of attention in groups. They prefer and perform better in social activities and are more likely to take part in community leadership roles. Moreover, extroverts are known as people who are talkative, energetic, expressive, confident, have positive emotions, assertive and sociable (Barrick, Parks, & Mount, 2005). They can cope with daily stresses more easily and have higher networking intensity. Extraverts have a high level of positive emotions and interpersonal connections (Bakker et al., 2006). The researchers concluded that extraversion predicts overall job satisfaction and performance of employees.

Individuals who do not possess extraversion personality trait are called as introverts which is the opposite of extroverts. Introverts are seen as silent, aloof, timid, submissive and inhibited (Elanain, 2007). They are less outgoing and are more comfortable working by themselves or being alone. They are less involved in social activities, tend to be quiet and prefer being alone. They do not require the external stimulation that extraverts do require. Psychologically, extraverts tend to experience greater subjective well-being than introverts, especially in terms of the frequency and intensity of positive emotions. Individuals low in extraversion personality trait seem quiet or reserved while those high in this dimension are cheerful and energetic. In other words,

extroverts are better at dealing with people and more involve in social activities than introverts.

2.1.4 Agreeableness

Agreeableness is characterized by tendency to be compassionate and cooperative. This dimension of personality trait includes behavioral tendencies like being courteous, caring, flexible, trusting, forgiving, well-mannered, good-natured, patient, collaborative, adaptable, kind, understanding, soft-hearted and tolerant (Syed, Saeed, & Farrukh, 2015). Like extraversion personality trait, this factor emphasizes inter-personal tendencies. Judge et al. (1999) found that people who score high in agreeableness prioritize relationships with others over work and career success (Judge et al., 1999). Individuals with agreeable personality trait tend to be essentially philanthropic, feel empathy with others and ready to help them, good-nurtured and avoid conflicts. Facets of this factor are altruism, trust, tender-mindedness, sincerity, compliance and modesty.

Agreeableness personality trait indicates people as being very accommodating, trustful, compassionate, respectful, tolerant and get along with others easily since they have an optimistic view of human nature. People with agreeable personality trait are friendly, helpful, generous and ready to resolve issues by creating a win-win situation due to their flexible attitude. They have higher mental health, show respectable work behaviors and have less inter-personal conflicts. Helping others is their innate feature and they believe that others are also honest and trustworthy like them (Herath & Shamila, 2019). In essence, agreeable individuals are pro-social and have communal orientation toward others (Costa & McCrae, 1992). According to Costa and McCrae, the agreeable individuals have greater stimulation to achieve interpersonal intimacy which leads to greater levels of well-being.

Agreeableness reflects individual differences related to collaboration with people and social compliance. Individuals high in agreeableness are more likely to have many close friends and good relationship with family members. However, there is a considerable risk of consistently prioritize others than themselves. That is they might miss opportunities for success, learning and development. Individuals with agreeableness personality trait can leverage their strengths by turning their social support network for help when needed and finding fulfillment in positive engagement with their community.

People high in agreeableness tend to be well-liked, respected and consider the needs of others. People with low agreeableness trait tend to be aggressive, egocentric, blunt, impolite, short-tempered and sarcastic.

2.1.5 Neuroticism

Neuroticism is defined as the tendency to experience negative emotions like anger, anxiety or depression in a person. This last OCEAN trait is also known as emotional instability. This personality trait is correlated negatively with mental health. Individuals who have shown the characteristic of neuroticism tend to be worried, embarrassed, depressed, angry, guilty, anxious, emotional and insecure (Elanain, 2007). Neurotic people are in short of positive psychological adjustment and emotional stability (Judge, Heller & Mount, 2002). Thus, neuroticism individuals are mostly emotionally instable. They usually have negative mindsets and find extremely difficult to cope up with stress. Neuroticism facets are: depression, hostility, nervousness, self-consciousness, impulsiveness and vulnerability.

People with high level of neuroticism personality trait have more negative views of themselves and of others. So, they have trouble in building and maintaining relationships with people. They are less likely to take advice from others. They usually prefer to continue to stay in the same organization instead of entering into new work environment. Moreover, neurotic people are more mentally disorder than others. Having negative feelings such as anger, guilt feeling, fear, sorrow, stimulation, permanent and complete frustration are characteristics of neuroticism. Individuals with neuroticism personality trait may be prone to have negative emotions and low self-esteem. Those with emotional stability are probably adventurous, more confident and emotionally stable.

2.2 Concept of Organizational Commitment

Organizational commitment is not a new concept in study of organizational behavior (OB). Organizational commitment refers to emotional tie between the employees and their organization. Committed employees are more likely to stay in the organization. Commitment states an employee's willingness to work positively in an organization and his continuance to work for it (Mowday, Steers, & Porter, 1979). Organizational commitment, as an important occupational and organizational

attitude, is having faith in the values and goals of the organization, having moral obligation, having a sense of loyalty to the organization, desire and need to stay in the organization.

Organizational commitment refers to a psychological contract that employees have with their organizations. It may be either positive or negative attitudes of people towards the whole organization. It is more than a mere loyalty as it entails relationship exchange between the organization and the employee that warrant reward or compensation from the organization. It can lead to a stable and productive workforce. It is a positive psychological state of attachment that pushes the performance of employees upward to achieve the organizations visions, goals and objectives successfully.

The employees may positively contribute to the organization because of their commitment to the organization. (Ghosh & Swamy, 2014). The committed employees are invaluable for the organization especially in today's unstable business environment. They are usually achievement and innovative oriented as well as have the ultimate goal of improving performance (Morrow, 1993). Previous research results show that organizational commitment is positively related with job satisfaction, employee performance and their organizational citizenship behavior and negatively related with employee absenteeism and turnover.

Organization commitment had been thoroughly investigated with the use of Meyer and Allen three component model (Mowday, Porter, & Steers, 1982). An important rationale for the development of the three component model of organization commitment was the belief that although all three forms of commitment relate negatively to employees turnover and absenteeism, they relate differently to other work-relevant behaviors such as organizational commitment and extra-role behavior or organizational citizenship behavior (OCB). More specifically, affective commitment and normative commitment are expected to have positive relationship with constructive organizational behaviors. However, continuance commitment is expected to be unrelated or related negatively, to desirable work behaviors such as job satisfaction, performance and citizenship behavior.

Allen and Meyer (1990) conceptualized three components model of organizational commitment:

- (1) Affective commitment refers to employees' emotional attachment to the organization;

(2) Continuance commitment refers to willingness of employees to remain with the organization because of their fear to lose the benefits and effort that they invested into the organization; and

(3) Normative commitment refers to employees' feeling of obligation to remain as a member of the organization.

Allen and Meyer (1990) stated that employees with affective commitment stay in their organizations because they want to, those with continuance commitment stay due to their needs to and those with normative commitment remain loyalty to their organization because they have feeling that they ought to do so (Allen & Meyer, 1990).

2.2.1 Affective Commitment

Affective commitment means one's feelings of loyalty to a company or organization because he or she believes in its values and goals. Employees with affective commitment have emotional attachment to the organization. Individuals with affective commitment are usually found in supportive work environments where the employees are treated fairly and the values of individual contributors is embraced. Porter et al. (1974) describe affective commitment by three factors:

- Identification: a strong belief in, acceptance of goals and values of the organization;
- Involvement: a readiness to exert effort on behalf of the organization; and
- Loyalty: a strong desire to remain as member of the organization (Porter, Steers, Mowday, & Boulian, 1974).

It is obvious that employee with strong affective commitment will willingly accept the goals of the organization, will be happier to remain as member of the organization and continue working for the organization. On the other hand, employees will not have desire to do extra work for an organization as well as do not want to continue being members of the organization when they no longer feel emotionally attached to the organization (Mohsan et al., 2011). Employees with affective commitment have emotional attachment to the organization and proud of being member of the organization. They are more likely to have higher citizenship behavior.

2.2.2 Continuance Commitment

Continuance commitment refers to feeling of employees that they have to stay with the organization because the costs (economic and social) of leaving such as pay, pension, benefits or facilities are too great. It is employees' will to continue to stay in an organization because of personal investment in the form of nontransferable investments. Nontransferable investments include things such as retirement investments and career investments, close working relationships with coworkers, acquired job skills which are unique to a particular organization or things that are special to the organization.

Continuance commitment is based on the degree of investment associated with leaving the organization and people's recognition of accessibility of alternatives if they leave the organization, often referred to as "sunk costs". For example, an employee who has already invested many years in an organization may fear to lose the benefits, time vested as well as seniority and pension when he/she leaves the organization. So, he/she stays in the organization because he/she has to, not because he/she wants to stay loyal to the organization. Although this kind of employees remain with the organization, they do not necessarily perform very well.

Employees who perceive that they have few available alternatives will have higher continuance commitment than those who perceive that they have several alternatives (Meyer & Allen, 1997). In this situation, they keep the job not because they want it; they keep it because they need it (Allameh, Amiri & Asadi, 2011). The reason of continuance commitment of the employee may be:

- lack of employment alternatives or job opportunities,
- challenge or responsibility avoidance, and
- easy to continue with the organization without being observed.

2.2.3 Normative Commitment

Normative commitment is the exhibition of employees' behavior at individual level since they consider that it is moral and right thing to do (Ahmad et al., 2010). It reflects the feeling of responsibility for being a member of organization (Allameh, Amiri & Asadi, 2011). Of the three types of organizational commitment, normative commitment is the least researched among the three component model and refers to employees who feels that they owe to the employer for investing in them. These feelings of obligation

arise because the employer gave chances to the employees. This makes the employee feels indebted to the employer. Therefore, to show their gratitude to employer or organization, it would be difficult for them to leave. For example, employees may feel a sense of obligation to stay with their employer during its time of need even though it is no longer advantageous for them to do so. This may be due to their fear of potential disappointment from their employer or coworkers.

Normative commitment is described as the result of both pre-entry (familial and cultural) and post-entry (organizational) socialization processes (Namasivayam & Zhao, 2007). Normative commitment may be developed based on socialization experiences provided by the family, culture, and employing organization. Normative commitment may also be rooted in feelings of indebtedness toward an organization for its supply of certain benefits for employees, for example, tuition reimbursement or in-house training. The feelings of obligation may continue until the employees feel that they have “paid back” the debt to the organization (Meyer & Allen, 1991).

2.3 Concepts of Organizational Citizenship Behavior

Organizational Citizenship Behaviors (OCB) refers to additional behaviors which are related with work that employees perform voluntarily and not expecting any reward in return. It engage in helping behaviors aimed at individuals and the organization as a whole. Organizational citizenship behavior, also known as “good soldier syndrome” or extra role behavior, is the behavior exhibited by the committed employees in the organization. Organizational citizenship behavior is a conscious and discretionary individual behavior. Employees cannot be forced to perform or exhibit organizational citizenship behavior. Similarly, the employees do not or cannot expect any kind of formal rewards for exhibiting organizational citizenship behavior. Although it is not explicitly and directly recognized by the organizational formal reward system, it generally enhances the organization’s functions and can influence the organizational performance positively and effectively.

It has two major dimensions; altruism: pro-social behaviors that are directed at specific individuals or groups within the organization and conscientiousness (or generalized compliance): pro-social behaviors directed at the organization. There are five dimensions belonging to organizational citizenship behavior: altruism, courtesy,

sportsmanship, civic virtue, and generalized compliance (Konovsky & Organ, 1996). It aims at improving the welfare of individual, group or organization. Citizenship behaviors include helping coworkers who have heavy workload, protecting the interests of organization, increasing personal responsibility, helping new employees, punctuality, maintaining cooperation among organizational units, consider organizational image, promoting the organization in the community, offering constructive suggestions for the development of organization, innovating, volunteering as well as the tendency to refrain from undesirable actions such as complaining, arguing and finding fault with others.

Organizational citizenship behavior defends the organization when it is criticized or urging peers to invest in the organization; which means that organizational citizenship behavior is 'going beyond the call of duty' (Turnipseed & Rassuli, 2005). People's perception on citizenship behavior may vary due to their different perception on job requirements i.e. for some employees, helping others (Altruism) may be a routine while some will consider it as beyond the scope of job requisites. Organizational citizenship behavior within an organization may vary with changes in geographic context i.e. organizational citizenship behavior is enacted differently in different cultural contexts – which means to be a 'good citizen' may vary (Gautam et al., 2005).

Organizational citizenship behavior enrich effectiveness, efficiency and overall performance of the organization by lubricating the social machinery of the organization (Podsakoff, P. M., & MacKenzie, 1997). It increase organizational effectiveness by enhancing the social and psychological environment that supports task performance. It also increase organizational efficiency through its linkage with efficiency of operation, customer satisfaction, growth in revenues and financial performance(Organ, Podsakoff, & MacKenzie, 2006). Previous studies have shown that organizational citizenship behavior have a positive impact on organizational success through improvements in productivity, better utilization of resources, coordinating in group activity, development tin performance, profitability, better employee recruitment and ability to adapt to environmental changes. Organizations having employees with citizenship behavior can reduce retrenchment, job dissatisfaction, absenteeism and lesser grievances. (El Badawy, Kamel, & Magdy, 2016).

2.4 Empirical Studies

The previous studies include relationship between personality traits and organizational commitment and relationship between organizational commitment and organizational citizenship behavior.

2.4.1 Relationship between Personality Traits and Organizational Commitment

Most previous studies had shown that conscientiousness, extroversion, agreeableness and neuroticism dimensions of big five personality traits are significant predictors of organizational commitment. There are a few studies that have been carried out to investigate the association between five factor model of personality and organizational commitment. All these studies indicated similar results.

Erdheim, Wang and Zicker (2006) conducted a study with a view to examine the relationship between the five-factor model of personality and organizational commitment. They found out neuroticism had a positive relationship with continuance commitment; extraversion had positive relationship with affective commitment and normative commitment but negative relationship with continuance commitment. There was a negative relationship between openness to experience and continuance commitment. However, agreeableness had a positive relationship with normative commitment while conscientiousness had a positive relationship with affective and continuance commitment (Erdheim, Wang, & Zickar, 2006).

Kumar and Bakhshi (2010) investigated the relationship existing between the five-factor personality and organizational commitment. The sample size of the study is 187 medical personnel. Their results showed that openness to experience negatively predicts continuance and normative commitment while conscientiousness positively predicts affective commitment and normative commitment. Agreeableness positively predicts normative commitment and neuroticism has insignificant negative relationship to affective commitment, significant positive relationship to continuance commitment, insignificant positive relationship to normative commitment. They identified extraversion as the most reliable predictor of the three dimensions of commitment (Kumar & Bakhshi, 2010).

According to the McCrae (1996), employees who score high on openness to experience usually undervalue the things which are valued by other people. From this argument, employees with openness to experience personality trait are average in

continuance and affective commitment but low in normative commitment. Openness to experience was the only trait that commonly showed a very weak correlation with affective commitment (McCrae, 1996). Another research finding was that there is a positive significant relationship between conscientiousness personality trait and affective commitment and normative commitment. The explanation for both findings is that conscientious people can increase their attachment to work by involving in their jobs (Organ & Lingl, 1995).

The researchers also determined an expected negative relationship with affective commitment and neuroticism which was described as the main source of negative affectivity. It was found that neuroticism employees show anxiety, lack of confidence and many other negative emotions. So, the scholars concluded that they will have positive relationship with continuance commitment; however, they will have insignificant relationship with normative and affective commitment(Watson & Clark, 1984).

2.4.2 Relationship between Organizational Commitment and Organizational Citizenship Behavior

One of the most determining factors of organizational citizenship behavior is organizational commitment because apart from the fact that it motivates employees to remain with the organization, it also makes employees active members of the organization (LePine, Erez, & Johnson, 2002).The researchers investigated about the effect of organizational commitment on organizational citizenship behaviors. The results showed that all the three dimensions of organizational commitment have a significant positive relationship with organizational citizenship behavior. Research studies on organizational commitment have provided strong evidence that affective commitment and normative commitment are positively related with organizational outcomes such as performance and citizenship behavior but continuance commitment is negatively related with them(Shore & Wayne, 1993).

Guatam et al.(2005) argue that the relationship between the types of organizational commitment and organizational citizenship behavior is not the same. So the researches have shown that higher rate of affective commitment and normative commitment will lead to higher organizational citizenship behaviors while continuous commitment has not had significant correlation with organizational citizenship behavior.

The reason is that some employees stay in the organization simply due to lack of a suitable replacement for work. These people do not feel so positive about the work in the organization to lead to optimal organizational citizenship behavior in them. (Gautam et al., 2005).

A recent study conducted by Premchandani and Sitlani (2015) among 375 employees working in various service organizations in Indore and nearby areas examined the relationship between organizational commitments and organizational citizenship behavior with the aim of determining if affective, continuous and normative organizational commitment are strong determinants of organizational citizenship behavior or not. The results revealed that normative commitment had the strongest effect on organizational citizenship behavior, followed by affective commitment and the weakest predictor of organizational citizenship behavior was found to be continuous commitment (Bakhshi et al., 2011).

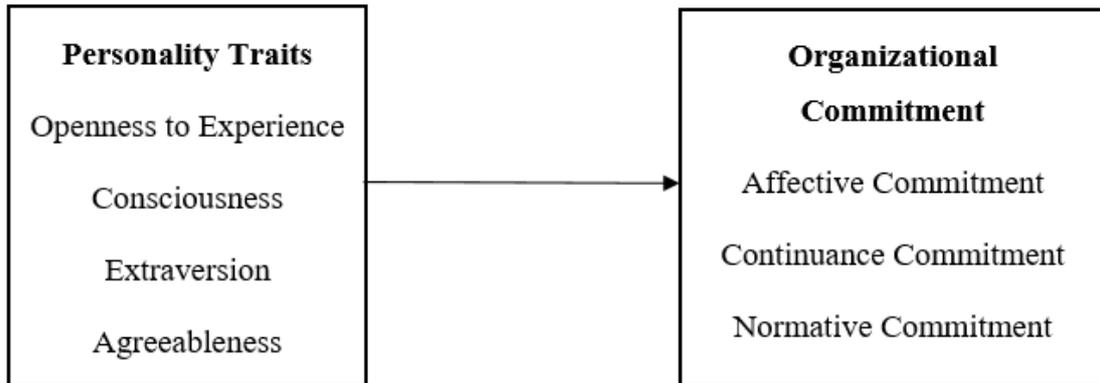
It is obvious that an employee who has strong affective commitment willingly accept the goals of the organization, happy to remain as member of the organization and to continue working for the organization. On the other hand, employees will not have the drive to work extra for an organization neither they want to continue being a member of the organization when they no longer feels emotionally attached to the organization (Mohsan et al., 2011). Affective commitment is a significant predictor of organizational citizenship behavior (Rifai, 2005). Increasing employees' affective commitment will help in raising the extra role behavior. It was concluded that affective commitment has the greatest impact and continuous commitment has the least impact on the organizational citizenship behaviors.

2.4.3 Conceptual Models of Previous Researchers

The conceptual model of this study comes out from review on some conceptual models developed by previous researchers. The conceptual model is adapted to two previous researchers' models which are closely related to basic assumptions of this study. The first model is the impact of employee personality traits on organizational commitment among the employees of the apparel industry.

The first model adapted by this study is developed by Herath and Faizal Antanat Shamila (2018) and this model is shown in Figure (2.1).

Figure (2.1) Relationship between Personality Traits on Organizational Commitment



Source: Herath and Shamila (2018)

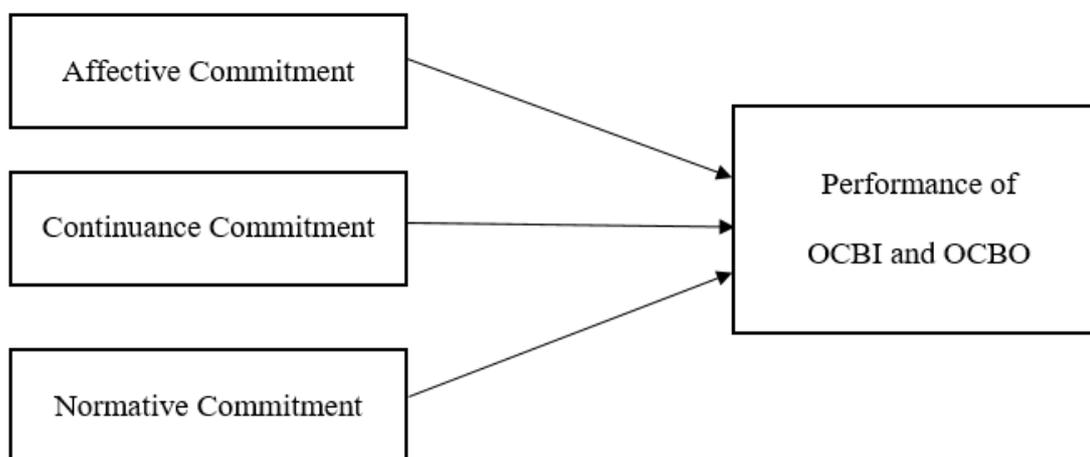
According to Figure (2.1), Herath and Faizal Antanat Shamila (2018) investigate the impact of Employee personality traits on organizational commitment among the employees of the apparel industry in Trincomalee. A structured questionnaire was used to collect the primary data from the sample. The primary data were collected by using structure questionnaire from 200 respondents from selected garment factories in Trincomalee.

The result of this study shows that the personality traits have positively and significantly effect on organizational commitment. So, it can be revealed that there is a positive and significant relationship between personality traits and organizational commitment in selected garment factories in Trincomalee District.

Moreover, the study of Addison, Mohtar, and David (2006) studied to test whether the relationship between organizational commitment and organizational citizenship behavior (OCB) found in the Western context holds true in the non-Western context of Malaysia.

Ramzi Addison, Annizam Mohd Mohtar, and Dean. David (2006) studied the organizational commitment and its relationship with organizational citizenship behavior in Malaysian organizations. This study uses multidimensional organizational commitment model developed by Meyer and Allen (1991) and two dimensions of OCB model developed by Williams and Anderson (1991). The respondents (n=315) from six organizations in Malaysia completed the questionnaire.

Figure (2.2) Relationship between Organizational Commitment and Organizational Citizenship Behavior



Source: Addison, Mohtar, and David (2006)

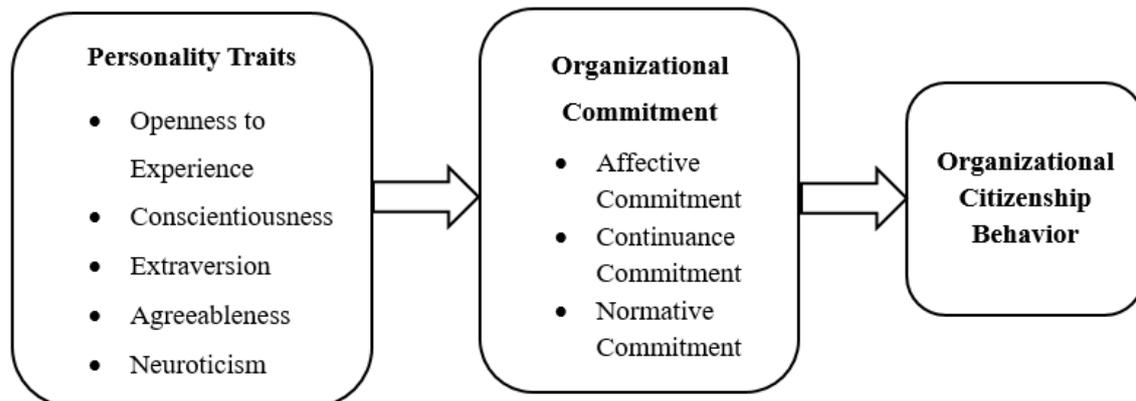
The theoretical framework of this study was developed to analyze employee OC and its consequences on the performance of OCB. OCBI refers to OCB behaviors directed at the individual while OCBO refers to OCB behaviors directed at the organization. The dimensions of organizational commitment such as affective, continuance, and normative commitment are analyzed as independent variables to gauge their effects on the two dependent variables, the performance of OCB that is directed at the individual (OCBI) and performance of OCB that is targeted at the organization (OCBO).

The results indicate that employees' willingness to engage in organizational citizenship behaviors differs depending on the level of their commitment to the organization. However, while it has been previously demonstrated that people with high affective commitment appear to be more willing to engage in extra-role behavior, this study indicates that this notion may only be true for extra-role behavior that is targeted at the organization (OCBO). Normative commitment explained the other half of extra-role behavior targeted at certain individuals in the organization (OCBI)(Addison, Mohtar, & David, 2006).

2.5 Conceptual Framework of the Study

The conceptual framework of this study is developed by concerning the factors in previous models. This study focuses on personality traits, organizational commitment and organizational citizenship behavior. The conceptual framework of this study is depicted in Figure (2.3).

Figure (2.3) Conceptual Framework of the study



Source: Own Compilation (2019)

The conceptual framework has developed to investigate the effect of five dimensions of personality traits on organizational commitment and to analyze the effect of three component of organizational commitment on organizational citizenship behavior of employees at Min Mahaw Co., Ltd. According to Figure (2.3), there are three variables: two independent variables and one dependent variable in this conceptual framework. Two independent variables are personality traits and organizational commitment. The dependent variable is organizational citizenship behavior. The independent variable, personality traits, is analyzed by the big five personality traits or five factor model of personality (FFM). Organizational commitment is analyzed by three component model in this study. Organizational citizenship behavior was measured as general.

CHAPTER 3

PROFILE AND PERSONALITY TRAITS OF EMPLOYEES AT MIN MAHAW CO.,LTD.

This chapter consists of four parts. The first part is the profile of Min Mahaw Co., Ltd. The second part is research design. The demographic profile of respondents and the reliability test are presented in the third part. The personality traits of employees in Min Mahaw Co., Ltd is presented in the last part.

3.1 Profile of Min Mahaw Co., Ltd.

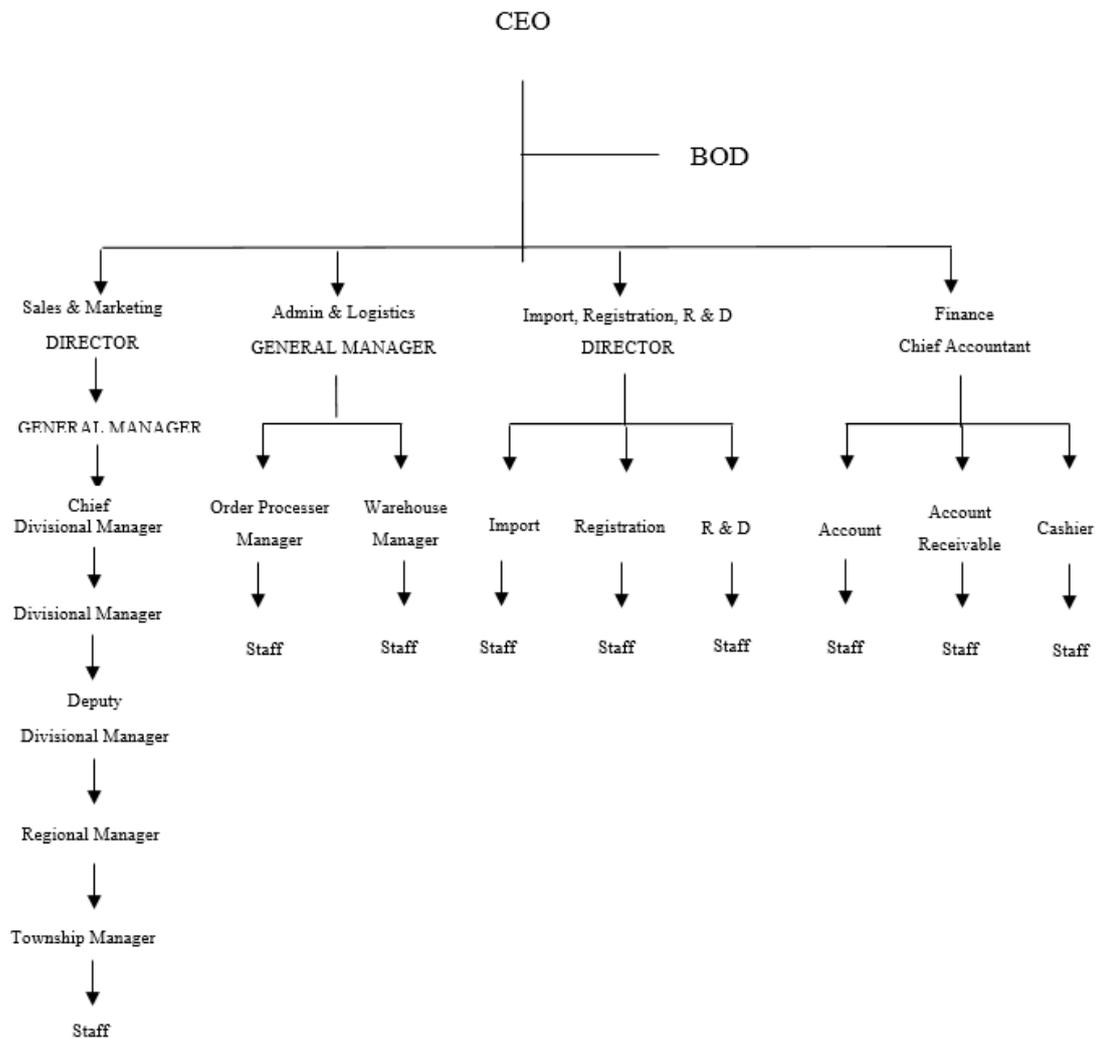
Min Mahaw Co., Ltd is one of the leading agricultural chemical dealers in Myanmar. It was established on 1stSeptember, 2012. It is well organized with people who got Bachelor of Agricultural Science from Yezin Agricultural University and have more than 15 years of experience in agricultural industry. It manufactures agricultural chemical products. There are over 15 kinds of products which are manufactured by Min Mahaw Co., Ltd. The warehouse and factory are located in Shwe Paukkan Township, Yangon. It also distributes agricultural chemical products which are imported mainly from Thailand, Germany, Malaysia and China. The product lines comprise insecticide, fungicide, herbicide, foliar fertilizer, plant growth regulator, soil conditioner, organic pesticide and versatile use. There are over 50 kinds of products that have been distributed to farmers.

Min Mahaw Co., Ltd was established with three main objectives. First, to develop the agricultural sector of the country. Second, making farmers to be familiar with the modernized technology and new agro-chemical products in their farms. Third, to enhance the living standard of farmers than the current situation. The motto of the company is 'customer's delight is our value'. The company employs over 200 employees and includes sales and marketing staff, office staff, operation staff, researchers and managers. Among them, most of the employees are marketing staff with well-experienced in the market. The company makes contribution to the development of agricultural sector by supplying high quality agrochemical products, supporting farmers with training services

to be familiar with the modernized technology, providing employment opportunities for people in rural areas.

Min Mahaw Co., Ltd is organized with four main departments to undertake the functions properly. The departments are sales and marketing department; import, product registration, research and development department; admin and logistics department and finance department. For sales and marketing department, the company appoints the marketing managers in Kachin and Shan States, Yangon, Mandalay, Magway, Bago, Sagaing and Ayeyawaddy Divisions. The organizational structure of Min Mahaw Co., Ltd is shown in the Figure (3.1).

Figure (3.1) Organizational Chart of Min Mahaw Co., Ltd.



Source: Min Mahaw Co., Ltd (2019)

3.2 Research Design

This study aims to analyze the effect of personality traits on organizational commitment of employees and to examine the effect of organizational commitment on organizational citizenship behavior of employees at Min Mahaw Co., Ltd. To achieve these objectives, both primary data and secondary data are collected and used. In this study, only respondents from Min Mahaw Co., Ltd participate in the survey. The simple random sampling method is applied for the selection of respondents who are managerial and non-managerial employees from different departments of Min Mahaw Co., Ltd. A total of 110 questionnaires with fully submitted from the respondents are used for statistical analysis. Organizational citizenship behavior was measured as the outcome of organizational commitment.

The survey questionnaire consists of four main parts; (1) demographic (personal) information, (2) personality traits, (3) organizational commitment and (4) organizational citizenship behavior. The respondents rate each statement in part 2,3 and 4 with self-assessment rating scale; depending on their level of agreement and disagreement ranging from 1= Strongly Disagree to 5= Strongly Agree. The questions were translated into Myanmar language to be clear and better understanding for the respondents. The reverse scoring is applied in 44 item of Big Five personality questionnaires. Reverse scoring means that the numerical scoring runs in the opposite direction. So, the level of agreement and disagreement for reverse scoring items would be like 1= Strongly Agree, 2= Agree, 3= Neutral, 4= Disagree and 5= Strongly Disagree.

Personality traits were investigated by using Big Five Inventory (BFI) developed by John, Donahue and Kentle (1991). It is one of the latest and the shortest form of questions comprising 44 items in total and is designed to measure the five dimensions of personality. The BFI comprises items measuring openness to experience (10 items), conscientiousness (9 items), extraversion (8 items), agreeableness (9 items) and neuroticism (8 items). Organization commitment was analyzed with the use of Meyer and Allen three component model; affective commitment, continuance commitment and normative commitment. The questionnaire includes 18 item; 6 items for each component. Organizational citizenship behavior was measured as a whole by using 12 questions. The demographic questions concerning gender, age, education, current job position, the department that the respondent is currently working and tenure or employment period are involved in the questionnaires. This study focuses on personality traits, organizational

commitment and organizational citizenship behavior of employees at Min Mahaw Co., Ltd.

3.3 Demographic Profiles of Respondents

The demographic data includes gender, age, educational background, current job position, the department that the respondents is currently working at and employment period. The summarized data of the demographic profile of the randomly selected 110 respondents are depicted in the Table (3.1).

Table (3.1) Demographic Profile of Respondents

Sr. No	Demographic	Description	Number	Percentage (%)
		Total	110	100
1.	Gender	Male	86	78.18
		Female	24	21.82
2.	Age	Under 25 years	25	22.7
		26-35 years	37	33.6
		36-45 years	40	36.4
		45 years and above	8	7.3
3.	Education	Under Graduate	18	16.4
		Diploma	21	19.1
		Bachelor Degree	54	49
		Master Degree	17	15.5
4.	Position	Managers and above	43	39.1
		Staff	67	60.9
5.	Department	Sales and Marketing	64	58.18
		Administration and logistics	35	31.82
		Product Registration	5	4.5
		Finance	6	5.5
6.	Employment Period	Less than 1 year	10	9.1
		1 – less than 3 years	32	29.1
		3 – less than 5 years	41	37.3
		5 years and above	27	24.5

Source: Survey Data, 2019

As shown in Table, the sample of the study consists of 86 male respondents and 24 female respondents. Due to the work nature which requires the employees to

communicate and deal with farmers, it prefers male employees more than female employees. Therefore, most of the employees are male which represents 78.18 % of the respondents due to the work nature. Since Min Mahaw Co., ltd is an agricultural chemical manufacturing and distribution company, the company prefers employees who either are graduated from Yezin Agricultural University or have agricultural related knowledge. The company assumed that employees with agricultural background would have better knowledge and able to contribute effectively to the company.

According to the age category in Table, the company mostly employs workforce within the age range from 36 years old to 45 years old. According to the survey data, most of the respondents have employment period of within 3 years and less than 5 years. Most of the employees are graduated. The company also have under-graduated employees for marketing staff position. The company appoints the marketing managers in Kachin and Shan States, Yangon, Mandalay, Magway, Bago, Sagaing and Ayeyawaddy Divisions.

There are only two kinds of level due to the structure of the company: staff and manager levels. The staff level include office staff, factory staff and marketing staff. There are four departments in the company; sales and marketing department; import, product registration, research and development department; admin and logistics department and finance department. As seen in Table (3.1), the predominant department is sales and marketing department which is 58.18 % of the respondents. As Min Mahaw Co., is an agricultural chemical dealers and it distributes the products to different states and divisions in Myanmar, it requires a lot of sales and marketing staff. Hence, more than half of the total employees are working under sales and marketing department.

3.4 Reliability Test

According to survey results, reliability tests for personality traits, organizational commitment and organizational citizenship behavior are made for reliability of data collected from 110 respondents. The Cronbach's Alpha values for dimensions of personality traits, organizational commitment and organizational citizenship behavior are shown in Table (3.2).

Table (3.2) Reliability Test for Personality Traits, Organizational Commitment and Organizational Citizenship Behavior

Sr. No.	Factors	Cronbach's Alpha	No. of Items
1.	Reliability Test for Personality Traits		
	Openness to experience	0.879	10
	Conscientiousness	0.875	9
	Extraversion	0.871	8
	Agreeableness	0.809	9
	Neuroticism	0.856	8
2.	Reliability Test for Organizational Commitment		
	Affective Commitment	0.773	6
	Continuance Commitment	0.823	6
	Normative Commitment	0.892	6
3.	Reliability Test for Organizational Citizenship Behavior		
	Organizational Citizenship Behavior	0.853	12

Source: Survey Data, 2019

According to Table (3.2), it is observed that the five factors of personality traits which are openness to experience, conscientiousness, extraversion, agreeableness and neuroticism have Cronbach's Alpha values of 0.7 or higher. Therefore, it can be interpreted that the items have relatively acceptable internal consistency and the questionnaire is sufficiently reliable.

The three factors of organizational commitment which are affective commitment, continuance commitment and normative commitment have Cronbach's Alpha values of 0.7 or higher. Therefore, it can be interpreted that the items have relatively acceptable internal consistency and the questionnaire is sufficiently reliable.

The factor of organizational citizenship behavior as Cronbach's Alpha value of 0.7 or higher. Therefore, it can be interpreted that the item has relatively acceptable internal consistency and the questionnaire is highly reliable.

3.5 Personality Traits of Respondents

In this section, the personality traits of employees were investigated by using Big Five Inventory (BFI); 44 item questionnaire, developed by John, Donahue and Kentle (1991). The respondents rate each statement on the five-point Likert scale which is set as: 1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree. Since, the score of 3 is average, the mean score above 3 can be assumed that the employees agree with the statements described in the questionnaires while the mean score below 3 can be assumed that the employees disagree with the statements. The results regarding five dimensions of personality traits are depicted with respective mean value tables from Table (3.3) to Table (3.7) accordingly.

3.5.1 Openness to Experience Personality Trait of Employees

This section aims to examine openness to experience personality trait which is one of the dimensions of big five personality traits. The survey questionnaire comprises ten items to measure the openness personality trait of employees. The mean values and standard deviation of openness to experience personality trait are presented in the following Table.

Table (3.3) Openness to Experience Personality Trait of Employees

Sr. No.	Descriptions	Mean Value	Standard Deviation
1.	Generating original, new ideas.	3.69	0.75
2.	Having curiosity about many different things.	3.86	0.64
3.	Being ingenious, a deep thinker.	3.74	0.80
4.	Having active imagination.	3.79	0.85
5.	Being inventive.	3.81	0.86
6.	Valuing artistic, aesthetic experience.	3.83	0.88
7.	Preferring work that is routine. (R)	3.84	0.61
8.	Being like to reflect, play with ideas.	3.78	0.84
9.	Having few artistic interests. (R)	3.80	0.57
10.	Being sophisticated in art, music or literature	3.74	0.80
	Overall Mean	3.79	

Source: Survey Data, 2019

According to Table (3.3), the mean score of the items are above neutral. The description which is “having curiosity about many different things” has the highest mean score. It indicates that most of the employees are curious and interest in new things. The description which is ‘generating original, new ideas’ has the lowest mean score. It indicates that the employees are less likely to generate new and original ideas.

The overall mean value of openness to experience personality trait means that most of the employees at Min Mahaw Co., Ltd are moderately imaginative, willing to try new things, generate original ideas, curious, open-minded, responsive, active, have flexible attitude and value aesthetic experience.

3.5.2 Conscientiousness Personality Trait of Employees

This section aims to examine the conscientiousness personality trait which is one of the dimensions of big five personality traits. The survey questionnaire comprises nine items to measure the conscientiousness personality trait of employees. The mean values and standard deviation of conscientiousness personality trait are presented in Table (3.4).

Table (3.4) Conscientiousness Personality Trait of Employees

Sr. No.	Descriptions	Mean Value	Standard Deviation
1.	Doing a job thoroughly.	4.09	0.56
2.	Being careless. (R)	4.06	0.65
3.	Being disorganized. (R)	4.03	0.57
4.	Being a reliable worker.	4.10	0.70
5.	Being lazy. (R)	4.05	0.59
6.	Being perseveres until the task is finished.	4.18	0.64
7.	Doing things efficiently.	3.83	0.63
8.	Making plans and follows through with them.	4.03	0.48
9.	Being easily distracted. (R)	3.92	0.53
	Overall Mean	4.03	

Source: Survey Data, 2019

According to Table, the description which states ‘being persevere until the task is finished’ has the highest mean value. It means that most of the employees perversely do the task until it is done. The description which states “doing things efficiently” has the lowest mean value. It indicates that the employees are less likely to do the work efficiently. This may be assumed that the employees take time because they usually do the job thoroughly.

All the items that measure conscientiousness personality of the employees have high mean value. Therefore, the majority of the employees have conscientiousness personality trait. As shown in Table, the overall mean value of consciousness personality trait states that most of the employees at Min Mahaw Co., Ltd are organized, focused, reliable, dependable, systematic, perseveres, do the job thoroughly and responsible.

3.5.3 Extraversion Personality Trait of Employees

This section aims to examine the extraversion personality trait which is one of the dimensions of big five personality traits. The survey questionnaire comprises eight items to measure the extraversion personality trait of employees. The mean values and standard deviation of extraversion personality trait are shown in the following Table.

Table (3.5) Extraversion Personality Trait of Employees

Sr. No.	Description	Mean Value	Standard Deviation
1.	Being talkative.	4.02	0.59
2.	Being reserved. (R)	3.95	0.58
3.	Being full of energy.	4.03	0.48
4.	Generating a lot of enthusiasm.	3.85	0.54
5.	Being quiet. (R)	3.90	0.52
6.	Having an assertive personality.	4.01	0.50
7.	Being sometimes shy, inhibited. (R)	4.05	0.57
8.	Being outgoing, sociable.	4.08	0.51
	Overall Mean	3.99	

Source: Survey Data, 2019

According to Table (3.5), the description which states “being outgoing, sociable” has the highest mean value. It means that most of the employees are sociable, gregarious and always ready to interact with people in the society. The description which states “generating a lot of enthusiasm” has the lowest mean value. It means that the employees are less likely to have enthusiastic mindset.

As shown in Table, the overall mean value of extraversion personality trait means that the employees are more likely to be assertive, talkative, active, expressive, confident, energetic, cheerful, gregarious, sociable and have positive emotions. According to the overall mean value, it can be assumed that most of the employees at Min Mahaw Co., Ltd are extroverts and good at dealing with people.

3.5.4 Agreeableness Personality Trait of Employees

This section aims to examine the agreeableness personality trait which is one of the dimensions of big five personality traits. The survey questionnaire comprises nine items to measure the agreeableness personality trait of employees. The mean values and standard deviation of agreeableness personality trait are shown in the following Table.

Table (3.6) Agreeableness Personality Trait of Employees

Sr. No.	Description	Mean Value	Standard Deviation
1.	Being helpful and unselfish with others.	4.02	0.72
2.	Having intention to find faults with others. (R)	3.88	0.60
3.	Starting quarrel with others. (R)	3.82	0.47
4.	Having a forgiving nature.	3.91	0.74
5.	Being generally trusting.	3.73	0.52
6.	Being cold and aloof. (R)	3.93	0.76
7.	Being considerate and kind to almost everyone.	3.98	0.81
8.	Being rude to others sometimes. (R)	3.79	0.56
9.	Enjoying cooperate with others.	3.94	0.67
	Overall Mean	3.89	

Source: Survey Data, 2019

According to Table (3.6), the description which states “being helpful and unselfish with others” has the highest mean value. It can be assumed that most of the employees help other coworkers. Moreover, they are caring and have empathy. The description which states ‘being generally trusting’ has the lowest mean value. It means that the employees do not trust people easily.

As shown in Table, the overall mean value of extraversion personality trait indicates that most of the employees have agreeableness personality trait. So, most of the employees at Min Mahaw Co., Ltd are compassionate, friendly, helpful, adaptable, caring, patient, understanding, well mannered, cooperative, flexible, forgiving, generous, respectful, tolerant and get along with others easily because they have an optimistic view of human nature.

3.5.5 Neuroticism Personality Trait of Employees

This section aims to examine the neuroticism personality trait which is one of the dimensions of big five personality traits. The survey questionnaire comprises eight items to measure the neuroticism personality trait of employees. The mean values and standard deviation of neuroticism personality trait are shown in the following Table.

Table (3.7) Neuroticism Personality Trait of Employees

Sr. No.	Description	Mean Value	Standard Deviation
1.	Being depressed, blue.	2.78	0.89
2.	Being relaxed, handles stress well. (R)	2.76	0.74
3.	Being tense.	2.61	0.88
4.	Being worries a lot.	2.79	0.71
5.	Being emotionally stable, not easily upset. (R)	2.75	0.75
6.	Being moody.	3.27	0.92
7.	Being calm in tense situation. (R)	2.80	0.84
8.	Getting nervous easily.	2.75	0.96
	Overall Mean	2.81	

Source: Survey Data, 2019

According to Table (3.7), the description which states “being moody” has the highest mean value. It can be assumed that the mood of the employees are likely to swing their moods easily according to the changes in situation. The description which states ‘being tense’ has the lowest mean value. It means that the employees are less likely to anxious and frustrate.

According to the overall mean value of extraversion personality trait, most of the employees at Min Mahaw Co., Ltd are emotionally stable. Hence, it can be concluded that the employees who score low in are confident, adventurous, emotionally stable and less likely to have negative feelings towards the organization.

CHAPTER 4

ANALYSIS ON PERSONALITY TRAITS, ORGANIZATIONAL COMMITMENT AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR

This chapter comprises three main sections. The first section is about organizational commitment of employees at Min Mahaw Co., Ltd. The second section is about organizational citizenship behavior of employees at Min Mahaw Co., Ltd. The third section is about analysis on the effect of personality traits on organizational commitment and analysis on the effect of organizational commitment on organizational citizenship behavior of employees at Min Mahaw Co., Ltd.

4.1 Organizational Commitment of Employees

In this study, organizational commitment of employees at Min Mahaw Co., Ltd was analyzed by using three component model; affective commitment, continuance commitment and normative commitment .Organizational commitment was measured with three sets of questionnaires. Each questionnaire contains six statements. The Likert scale is set as: 1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree. Since, the score of 3 is average, the mean score above 3 can be assumed that the employees agree with the statements described in the questionnaires while the mean score below 3 can be assumed that the employees disagree with the statements. The analysis of each type of commitment is separately discussed with survey results with mean and standard deviation tables from Table (4.1) to Table (4.3) accordingly.

4.1.1 Affective Commitment of Employees

This section analyses the affective commitment which is one of the components of organizational commitment. The survey questionnaire comprises six items to measure the affective commitment of employees. The mean values and standard deviation of affective commitment are shown in the following Table.

Table (4.1) Affective Commitment of Employees

Sr. No.	Descriptions	Mean Value	Standard Deviation
1.	Being happy to spend the rest of the career in this organization.	3.70	0.58
2.	Having feeling of organization's problems as own problems.	3.45	0.50
3.	Having a strong sense of belonging to the organization.	3.75	0.55
4.	Having feeling of emotionally attached to this organization.	3.93	0.71
5.	Having feeling as part of the family at the organization.	3.78	0.53
6.	Having a sense of organization as a great deal of personal meaning.	3.82	0.69
	Overall Mean	3.74	

Source: Survey Data, 2019

According to Table (4.1), all the mean values that measure affective commitment of employees at Min Mahaw Co. Ltd are high. The description which is “having feeling of emotionally attached to this organization” has the highest mean value. It can be assumed that most of the employees have emotional attachment to the organization. The description which is “having feeling of organization’s problems as own problems” has the lowest mean value. It means that the employees do not consider the problems of the organization as theirs.

The high overall mean score of 3.74 indicates that the employees are working in the organization because they want to remain as a member of the organization. Moreover, the employees are emotionally attached to the organization, feels as member in the organization, have strong sense of belonging to the organization and value goals and objectives of the organization. According to the overall mean value, most of the employees at Min Mahaw Co., Ltd have high level of affective commitment to the organization.

4.1.2 Continuance Commitment of Employees

This section analyses the continuance commitment which is one of the components of organizational commitment. The survey questionnaire comprises six items to measure the continuance commitment of employees. The mean values and standard deviation of continuance commitment are shown in the following Table.

Table (4.2) Continuance Commitment of Employees

Sr. No.	Descriptions	Mean Value	Standard Deviation
1.	Staying with the organization is due to necessity and desire for right now.	3.49	0.70
2.	Having difficulty to leave the organization right now.	3.64	0.80
3.	leaving the organization now could result in disruption	3.44	0.74
4.	Having too few options for leaving this organization.	3.42	0.66
5.	Staying with the organization is due to fear of losing social and economic benefits.	3.85	0.84
6.	Staying with the organization is due to scarcity of available alternatives.	3.62	0.56
	Overall Mean	3.58	

Source: Survey Data, 2019

According to Table (4.2), the mean values of all the items that measure continuance commitment of employees at Min Mahaw Co. Ltd are slightly above neutral. The description which is “staying with the organization is due to fear of losing social and economic benefits” has the highest mean value. It reveals that the employees have no intention to leave the organization because they have been putting so much effort and worry to lose social and economic benefits such as work experience, good working relationship with other employees and facilities. They enjoy the benefits they are currently receiving from the organization. So, they worry about the benefits such as

salary, allowance and so on would not match either if they work in other organization or change employer.

The description which is “having too few options for leaving this organization” has the lowest mean value. It means that the employees cannot leave the organization because they do not have many options to change work or career. So they choose to stay in the organization because they have to, not because they want to.

According to the overall mean value of continuance commitment, it can be assumed that some of the employees at Min Mahaw Co., Ltd have continuance commitment. This may be because they are weighing the benefits associated with staying in the organization versus the costs associated with leaving such as retirement plans, work experience, close friendship, time they have been invested.

4.1.3 Normative Commitment of Employees

This section analyses the normative commitment which is one of the components of organizational commitment. The survey questionnaire comprises six items to measure the normative commitment of employees. The mean values and standard deviation of normative commitment are shown in the following Table.

Table (4.3) Normative Commitment of Employees

Sr. No.	Descriptions	Mean Value	Standard Deviation
1.	Having feeling of obligation to remain with my organization.	4.05	0.50
2.	Having feeling of leaving organization now is not right, even if it were advantage.	3.92	0.47
3.	Having feeling of guilty for leaving organization.	3.95	0.45
4.	Having feeling like this organization deserves loyalty.	3.89	0.51
5.	Having a sense of obligation to the people in organization.	3.75	0.53
6.	Having feeling of owing to organization.	4.02	0.51
	Overall Mean	3.93	

Source: Survey Data, 2019

According to Table (4.3), the mean values of all the items that measure normative commitment of employees at Min Mahaw Co. Ltd are high. The description which is “having feeling of obligation to remain with my organization” has the highest mean value. It indicates that the employees have a strong sense of obligation to remain in the organization. This may be due to the benefits and opportunities that they obtained from the organization. The description which is “having a sense of obligation to the people in organization” has the lowest mean value. It means that although the employees have a sense of obligation to remain in the organization, they generally do not have a sense of belonging to the people in the organization.

As shown in Table, the overall mean value of normative commitment is high. The result indicates that the employees have moral obligation to repay the organization for investing in them as well as the benefits and opportunities they obtained while they are working in the organization. According to the overall mean value, it can be concluded that the employees have feeling of obligation and owing to the organization as well. They feel that they owe a great deal to the organization for the things that it had done to them. They also believe that they ought to remain in the organization because it is the right and moral thing to do. According to the overall mean value, most of the employees at Min Mahaw Co., Ltd have strong sense of obligation to remain as member in the organization.

Among the three components of organizational commitment, normative commitment has the highest mean score. It indicates that most of the employees at Min Mahaw Co.,Ltd have high level of normative commitment to the organization.

4.2 Organizational Citizenship Behavior of Employees

This section analyses organizational citizenship behavior of employees at Min Mahaw Co., Ltd. The five point Likert scale questionnaire is used to measure organizational citizenship behavior of employees. The Likert scale is set as: 1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree. Since, the score of 3 is average, the mean score above 3 can be assumed that the employees agree with the statements described in the questionnaires while the mean score below 3 can be assumed that the employees disagree with the statements.

The mean values and standard deviation of organizational citizenship behavior of employees are shown in the following Table.

Table (4.4) Organizational Citizenship Behavior of Employees

Sr. No.	Descriptions	Mean Value	Standard Deviation
1.	Helping colleague when finished working	3.93	0.46
2.	Intervening without asking, if mistakes can be prevented	3.79	0.80
3.	Attending meetings which is not mandatory	3.67	0.54
4.	Doing extra work for others even if it is not instructed	3.76	0.82
5.	Showing pride when representing the organization in public	3.85	0.81
6.	Having concern about the image of the organization	3.91	0.80
7.	Working anyway, even there is an excuse to stay away	3.98	0.69
8.	Defending the organization when other employees criticize it	3.78	0.76
9.	Sharing personal property with others to help their work	3.89	0.72
10.	Helping someone who is having trouble executing the work	3.84	0.81
11.	Keeping up with developments in the organization	3.86	0.82
12.	Offering ideas to improve the functioning of the organization	3.92	0.80
	Overall Mean	3.85	

Source: Survey Data, 2019

According to Table (4.4), the mean values of all the items that measure organizational citizenship behavior of employees are high. The description which is “working anyway, even there is an excuse to stay away” has the highest mean value. It indicates that most of the employees are hardworking. They are likely to work the tasks even though they are not instructed to do. They prefer to work rather than doing nothing. The description which is “attending meetings which is not mandatory” has the lowest mean value. It means that the employees are do not attend meeting if it is not mandatory.

According to the overall mean value, the employees at Min Mahaw Co., Ltd agree that they have willing to engage in organizational citizenship behaviors which is discretionary contribution that goes beyond the prescribed job requirements. So the employees have strong level of organizational citizenship behavior such as put extra effort, have desire to help coworkers when they see others in desperate circumstances ,help colleague when finished their works and feel empathy, prioritize to work done effectively, concern about the image of the organization and proud of being member of the organization.

4.3 Analysis on the Effect of Personality Traits and Organizational Commitment

To analyze the relationship between personality traits and organizational commitment of employees, multiple liner regression model is applied. The independent variables are five dimensions of personality traits and the dependent variables are three components of organizational commitment. The five dimensions of personality traits are openness to experience, conscientiousness, extraversion, agreeableness and neuroticism. The three components of organizational commitment are affective commitment, continuance commitment and normative commitment. The effect of personality traits on each component of organizational commitment of employees are presented in the following sections from tables (4.5) to table (4.8).

4.3.1 Effect of Personality Traits on Affective Commitment

To analyze the effect of personality traits on organizational commitment of employees at Min Mahaw Co., Ltd, Linear Regression Model is applied. The independent variables are personality traits; openness to experience, conscientiousness, extraversion, agreeableness and neuroticism. The dependent variable is affective commitment which is one of the components of organizational commitment. The outputs from generating this model are shown in the following Table.

Table (4.5) Effect of Personality Traits on Affective Commitment

Variables	Unstandardized Coefficients		Beta	t	Sig	VIF
	B	Std. Error				
(Constant)	4.564	1.137		4.014	.000	
Openness to Experience	-.030	.051	-.048	-.577	.565	1.379
Conscientiousness	.360**	.181	.286	1.994	.049	4.182
Extraversion	-.048	.092	-.045	-.522	.603	1.519
Agreeableness	-.075	.074	-.094	-1.019	.310	1.716
Neuroticism	-.585***	.181	-.471	-3.238	.002	4.302
R	0.700					
R Square	0.490					
Adjusted R Square	0.465					
F value	19.949***					
Durbin- Watson	2.101					

Source: Survey Data (2019)

Notes: ***Significant at 1% level; **Significant at 5% level; *Significant at 10% level

According to the Table, the power of the models used to explain the variables expected to affect employee's affective commitment are considered moderate as both values of the R square and adjusted R square are 49% and 47% respectively. The model can explain 46.5% (adjusted R square= 0.465) about the variance of dependent variable (affective commitment) with independent variables which are five dimensions of personality traits (openness to experience, conscientiousness, extraversion, agreeableness, neuroticism). Correlation coefficient (R) measures the linear relationship between two variables and is 0.700 which lies between 0 and 1. Hence, it indicates that personality traits and affective commitment of employees are correlated.

As stated in regression analysis table, two variables such as conscientiousness and neuroticism are significant. The Durbin-Watson value is 2.101. It indicates that there is no autocorrelation in sample. The value of F-test, the overall significant of the model, is highly significant at 1% level. All the VIF values are below the cut off value of 10. It shows that there are no multicollinearity problems in this case and means that there is no correlation among independent variables.

Table (4.5) shows effect of personality traits on affective commitment of employees. Conscientiousness and neuroticism personality traits have significant effect on affective commitment. According to the analysis results, employees with conscientiousness personality trait are more likely to have affective commitment whereas employees with neuroticism personality trait are less likely to have affective commitment.

Affective commitment is employees' emotional attachment to and job involvement in the organization. Conscientiousness personality trait has significant positive effect on affective commitment. Employees with conscientiousness personality trait have high level of job involvement which is one of the components of affective commitment. Thus, the employees with conscientiousness personality trait are more likely to have emotional attachment to the organization.

Neuroticism personality trait has significant negative effect on affective commitment. Employees with neuroticism personality trait have negative attributes and mindset such as pessimism, excessive worry, low confidence, and tendencies to experience negative emotions. Due to their fundamentally negative nature, the employees with neuroticism personality trait are more likely to develop negative attitudes and behaviors towards their organization. Therefore, the employees with neuroticism personality trait are less likely to have emotional attachment and sense of belonging to the organization.

4.3.2 Effect of Personality Traits on Continuance Commitment

In this study, Linear Regression Model is applied to analyze the effect of personality traits on organizational commitment of employees. The independent variables are personality traits; openness to experience, conscientiousness, extraversion, agreeableness and neuroticism. The dependent variable is continuance commitment which is one of the components of organizational commitment. Table (4.6) shows the effect of personality traits on continuance commitment of employees at Min Mahaw Co., Ltd.

Table (4.6) Effect of Personality Traits on Continuance Commitment

Variables	Unstandardized Coefficients		Beta	t	Sig	VIF
	B	Std. Error				
(Constant)	1.630	.767		2.126	.036	
Openness to Experience	-.040	.035	-.067	-1.142	.256	1.379
Conscientiousness	-.184	.122	-.155	-1.511	.134	4.182
Extraversion	-.120*	.062	-.119	-1.932	.056	1.519
Agreeableness	.059	.050	.077	1.178	.242	1.716
Neuroticism	.807***	.122	.6989	6.625	.000	4.302
R	0.859					
R Square	0.739					
Adjusted R Square	0.726					
F value	58.763***					
Durbin- Watson	2.244					

Source: Survey Data (2019)

Notes: ***Significant at 1% level; **Significant at 5% level; *Significant at 10% level

According to the Table, the power of the models used to explain the variables expected to affect employee's continuance commitment are considered strong as both values of the R square and adjusted R square are 74% and 73% respectively. The model can explain 72.6 % (adjusted R square= 0.726) about the variance of continuance commitment with five dimensions of personality traits. R is 0.859 and it indicates that personality traits and continuance commitment of employees are correlated.

As stated in regression analysis table, two variables; extraversion and neuroticism personality traits have significant effect on continuance commitment. The Durbin-Watson value; 2.244 indicates that there is no autocorrelation in sample. VIF values shows that there are no multicollinearity problems.

Continuance commitment means that employees stay at work because they have family obligations, limited skills and other personal needs that require them to have a job and stable income. The two dimensions of personality traits which are extraversion and neuroticism have significant effect on continuance commitment. According to the analysis, the employees with extraversion personality trait are less likely to have

continuance commitment while employees with neuroticism personality trait are more likely to have continuance commitment towards the organization.

Extraversion personality trait has significant negative effect on continuance commitment. This is because extroverts have higher levels of networking intensity than introverts. Higher levels of networking intensity help them develop alternative employment opportunities. Hence, employees with extraversion personality trait are less likely to have continuance commitment if they would gain better job opportunities.

Neuroticism personality trait has significant positive effect on continuance commitment. The reason is that employees with negative attitudes worry about the difficulties and challenges that they might face if they leave the current position or change organization. According to the analysis result, employees with neuroticism personality trait are more likely to have continuance commitment because they generally felt more apprehensive about facing a new work environment that could provide harsher experiences.

They also might feel that they need to stay in the organization because the loss they would experience by leaving the organization might be greater than the benefit they think they might gain from other job alternatives or new work environment.

4.3.3 Effect of Personality Traits on Normative Commitment

In this study, Linear Regression Model is applied to analyze the effect of personality traits on organizational commitment of employees at Min Mahaw Co., Ltd. The independent variables are personality traits; openness to experience, conscientiousness, extraversion, agreeableness and neuroticism. The dependent variable is normative commitment which is one of the components of organizational commitment. Table (4.7) shows the effect of personality traits on normative commitment of employees at Min Mahaw Co., Ltd.

Table (4.7) Effect of Personality Traits on Normative Commitment

Variables	Unstandardized Coefficients		Beta	t	Sig	VIF
	B	Std. Error				
(Constant)	4.552	.884		5.152	.000	
Openness to Experience	-.040	.040	-.075	-.990	.324	1.379
Conscientiousness	.239*	.140	.223	1.699	.092	4.182
Extraversion	-.063	.072	-.069	-.875	.384	1.519
Agreeableness	.004	.058	.005	.064	.949	1.716
Neuroticism	-.607***	.140	-.576	-4.325	.000	4.302
R	.755					
R Square	.571					
Adjusted R Square	.550					
F value	27.653***					
Durbin- Watson	2.008					

Source: Survey Data (2019)

Notes: ***Significant at 1% level; **Significant at 5% level; *Significant at 10% level

As shown in Table, the power of the models used to explain the variables expected to affect employee's normative commitment are considered moderate as both values of the R square and adjusted R square are 57% and 55% respectively. The model can explain 55 % (adjusted R square= 0.550) about the variance of normative commitment with five dimensions of personality traits. R is 0.755 and it indicates that personality traits and normative commitment of employees are correlated.

The Durbin-Watson value is 2.008 and it indicates that there is no autocorrelation in sample. The value of F-test is highly significant at 1% level. There are no multicollinearity problems in this case because all the VIF values are below the cut off value of 10.

Conscientiousness personality trait has significant positive effect on normative commitment while neuroticism personality trait has significant negative effect on normative commitment. According to the analysis results, the employees with conscientiousness personality trait are more likely to have normative commitment whereas employees with neuroticism personality trait are less likely to have normative commitment to the organization.

Conscientiousness personality trait has significant positive effect on normative commitment. It indicates that employee with conscientiousness personality are more likely to stay in the organization because they have sense of responsibility to remain as member of the organization.

Due to its fundamentally negative nature, neuroticism is described as the main source of negative affectivity. Neuroticism personality trait is negatively related with normative commitment. It means that employees with neuroticism personality trait do not have normative commitment towards the organization. Thus, the employees with neuroticism personality trait will not stay in the organization because they generally do not have feeling of obligation to remain as member in the organization.

4.4 Analysis on the Effect of Organizational Commitment on Organizational Citizenship Behavior

Table (4.8) show analysis on the effect of personality traits on organizational commitment of employees. The independent variables are affective commitment, continuance commitment and normative commitment. Organizational citizenship behavior is dependent variable.

Table (4.8) Effect of Organizational Commitment on Organizational Citizenship Behavior

Variables	Unstandardized Coefficients		Beta	t	Sig	VIF
	B	Std. Error				
(Constant)	1.128	.650		1.737	.085	
Affective Commitment	.421***	.074	.436	5.661	.000	1.761
Continuance Commitment	-.153	.096	-.149	-1.590	.115	2.602
Normative Commitment	.422***	.089	.370	4.751	.000	1.801
R	.802					
R Square	.643					
Adjusted R Square	.633					
F value	63.770***					
Durbin- Watson	2.389					

Source: Survey Data (2019)

Notes: ***Significant at 1% level; **Significant at 5% level; *Significant at 10% level

Effect of organizational commitment on organizational citizenship behavior of employees are shown in Table (4.8). The power of the models used to explain the variables expected to affect employee's organizational commitment are considered moderate as both values of the R square and adjusted R square are 64% and 63% respectively. The model can explain 63.3% (adjusted R square= 0.633) about the variance of organizational citizenship behavior with organizational commitment. R is 0.802 which indicates that organizational commitment and organizational citizenship behavior of employees are correlated.

The Durbin-Watson value is 2.389. It indicates that there is no autocorrelation in sample. All the VIF values are below the cut off value of 10 which shows that there are no multicollinearity problems in this case.

According to the analysis, affective and normative commitments have significant positive effect on organizational citizenship behavior. Employees with high levels of affective commitment are more likely to accept the goals of the organization, happy to remain with the organization and continue working for the organization with citizenship behavior. Employees with high level of normative commitment have feeling that they owe a great deal to the organization and they ought to remain with the organization because they believe that they have responsibility and it is right thing to do.

Based on the analysis, employees with affective commitment and normative commitment have organizational citizenship behaviors. Therefore, the employees at Min Mahaw Co., Ltd who have emotional attachment and sense of obligation towards the organization are more likely to work with organizational citizenship behavior.

CHAPTER 5

CONCLUSION

This chapter is composed with three parts. The first part states findings and discussions. The second part presents suggestions and recommendations based on the results obtained from the study. The last part contains limitation of the study and provides information and needs for further research of the study.

5.1 Findings and Discussions

This study focuses on the personality traits, organizational commitment and organizational citizenship behavior of employees at Min Mahaw Co., Ltd. These variables were analyzed by using structured questionnaires to discover the five dimensions of personality traits: openness to experience, conscientiousness, extraversion, agreeableness and neuroticism; three components of organizational commitment: affective commitment, continuance commitment and normative commitment and organizational citizenship behavior of employees.

From the analysis of the study, it is found that big five personality trait is one of the determinants of organizational commitment in organizational behavior study. According to the results from the analysis on the effect of personality traits on organizational commitment, personality traits play significant role in the development of employees' organizational commitment. The findings indicate that among the five personality traits; conscientiousness personality trait has significant positive effect on affective and normative commitments. Extraversion personality trait has significant negative effect on continuance commitment. Neuroticism personality trait has significant negative effect on affective commitment and normative commitment. However, it has significant positive effect on continuance commitment.

Affective commitment is the employees' emotional attachment to and involvement in the organization. Employees with high conscientiousness personality trait are tend to be persevering, hard-working, and achievement-oriented. They also have high level of job involvement which is one of the components of affective commitment. So, it can be concluded that employees who have high level of job involvement have high level

of affective commitment. According to the research findings, most of the employees have conscientiousness personality trait. Thus, they are more likely to have sense of belonging to the organization, have high level of job involvement and enjoy of being organizational member.

From the analysis result, it is found that employees with conscientiousness personality trait have high level of normative commitment towards the organization. Individuals with conscientiousness personality trait are logical and value ethical standards. Since most of the employees at Min Mahaw Co.,Ltd have conscientiousness personality, they might have a sense of obligation to repay the organization for investing in them. They might have a sense of obligation to stay with the organization even though it is no longer advantageous for them. They may have feeling that they owe a great deal to the organization and they ought to remain with the organization because they believe that it is right thing to do. The feelings of obligation may continue until the employees feel that they have made something good for the interest of the organization in return for the benefits that they have been provided by the organization.

From the analysis result, it is found that extroversion personality trait of employees has negative effect on continuance commitment. Individuals with extraversion personality trait are more socially active and have higher levels of networking intensity. When employees discover better employment alternatives, their continuance commitment to the organization may become weaker. In other word, the employees with extraversion personality trait would not have continuance commitment if they have better job alternatives. According to the research results, it is found that the employees with extroversion personality trait are less likely to have continuance commitment.

From the analysis result, it is found that neuroticism personality trait has significant relationship with each component of organizational commitment respectively. Neuroticism personality trait has negative effect on affective commitment and normative commitment of employees. Neuroticism personality trait refers to the absence of emotional stability which means individuals with this dimension usually have negative point of view. Neuroticism personality trait includes attributes such as pessimism, excessive worry, low confidence, uncertain, gloomy and tendencies to experience negative emotions. So, neuroticism is considered as the main source of negative affectivity. Due to its fundamentally negative nature, the employees with neuroticism

personality trait are more likely to develop negative attitudes and behaviors towards their organization. Hence, employees with emotional instability are less likely to have emotional attachment to the organization and they do not have a sense of obligation to maintain organizational membership.

From the analysis result, it is found that the employees with neuroticism personality traits are more likely to have continuance commitment to the organization. Employees with neuroticism personality trait may fear to lose the costs (economic and social) that they have invested in the organization when they leave their current positions. They generally feel more apprehensive about facing harsher experiences such as occurring negative events in their job when they enter into new organization. Neurotics tend to have continuance commitment because they prefer to stick to same job instead of changing into new work environment. According to the research findings, most of the employees at Min Mahaw Co., Ltd are emotionally stable and are less likely to have continuance commitment to the organization.

According to analysis results, it is found that affective commitment and normative commitment have significant positive effect on organizational citizenship behavior. Organizational commitment help enhance organizational citizenship behavior. Higher level of affective commitment and normative commitment will lead to higher organizational citizenship behavior. Therefore, employees with affective commitment and normative commitment have organizational citizenship behavior.

5.2 Suggestions and Recommendations

The findings and suggestions of this study are expected to be not only a guide for the organization in personnel selection but also to be a benchmark for future researches. Based on the findings of this study, it is recommended that the organization should conduct personality test to identify the likely commitment levels of employees. Nowadays, organizations are usually work under tight schedules and budgets. So, it is vital for the organization to have the right people in the right place at the right time. Moreover, the organization should prioritize the applicants with desire personality traits in the recruitment and selection processes. Having knowledge of what personality dimensions the employees possess can help the organization hire the qualified personnel

with desire personality trait, predict their organizational commitment and understand better ways of enhancing their commitment levels.

This study suggests that the organization should attract and maintain the employees with conscientiousness personality traits since they are more likely to have high level of affective commitment and normative commitment. The organization needs to retain the employees with strong affective commitment because they are more likely to accept the goals of the organization, happy to remain with the organization and continue working for the organization. The organization should treat them fairly, encourage their job involvement as well as allow them to participate in decision making processes in order to increase their affective commitment levels. As conscientious employees are achievement-oriented, the organization should use rewards and recognition as incentives to enhance their normative commitment levels.

Then, the organization should retain the employees who have extraversion personality trait by paying attractive salary, recognize their contribution and give rewards for their accomplishments. For employees with continuance commitment, the organization should provide job security, performance-based compensation and so on. Providing such benefits make them feel hesitate to leave the organization. Since they prefer to work in social activities as well as they have good networking and leadership skills, the organization should support them to adopt community leadership role. According to research findings, most of the employees at Min Mahaw Co., Ltd are emotionally stable. However, for some neuroticism employees, the organization should practice more soft skill training to improve their emotional stability.

The employees with neuroticism personality trait will stay in the organization not because they have emotional attachment or sense of obligation to remain as member. They may stay in the organization because they have concern of confronting with worse working environment and worry to lose the benefits that they are getting from this organization. There will be no advantage for the organization if it has a lot of employees with neuroticism personality trait. Hence, the organization should aware and make plans to manage them effectively. The organization should provide training programs to improve their emotional stability.

Regarding with organizational citizenship behavior, this study suggests that Min Mahaw Co., Ltd should recruit and retain employees with conscientiousness personality

trait to enhance affective and normative commitments and to encourage organizational citizenship behavior. The organization should encourage interpersonal relationships among employees to develop their affective bonds to the organization. Moreover, the organization should create warming atmosphere, family-type working environment for the employees to make them feel either as part of family member of the organization or the sense of belonging to the organization which can lead to develop citizenship behavior. When the employees feel a sense of belonging and ownership towards the organization, they have greater tendency to stay longer with it and put extra effort for the organization.

In order to improve the normative commitment level of employees, the organization should provide on-job training, off-job training to improve their job-related skills, offer incentives and rewards to show appreciation of their contribution and dedication. Moreover, the organization should create career development opportunities or investing financially in their academic achievements. In this way, the employees might have sense of obligation to maintain the membership in the organization. According to the research findings, most of the employees at Min Mahaw Co., Ltd have high level of affective commitment and normative commitment. Therefore, they are more likely to exert extra effort, prioritize the interests of the organization and perform their tasks with citizenship behavior.

Since the organizations are made up with people, having better knowledge of personality traits might help the organization persuade, recruit and retain the employees with desired personality trait. The organization should employ and retain the employees with conscientiousness personality trait. The reason is that conscientious employees are more likely to have affective commitment and normative commitment towards the organization.

As a consequence, employees with affective commitment and normative commitment are more likely to have organizational citizenship behavior. In addition, the committed employees with citizenship behavior might contribute to the growth and success of the organization. Therefore, Min Mahaw Co., Ltd should practice employee benefit programs, provide rewards and recognition to employees with conscientiousness personality trait to enhance their affective commitment, normative commitment and to encourage their organizational citizenship behavior.

5.3 Needs for Further Research

The limitation of this study is that it only covers the personality traits, organizational commitment and organizational citizenship behavior of employees who are working at Min Mahaw Co., Ltd. The five dimensions of personality traits are used as antecedent variables of organizational commitment in this study. There might be other antecedent variables (organizational factors such as organizational climate, organizational support, organizational justice and so on) which relate to organizational commitment of employees. It would be interesting to examine the effect of organizational commitment on other work related outcomes such as job performance, job satisfaction, turnover intention, etc. The further study can explore the effect of organizational commitment on 5 dimensions of organizational citizenship behavior. There can be other job related factors which has effect on organizational citizenship behavior of employees. Further research can be made with larger sample size by studying the effect of organizational commitment on organizational citizenship behavior of employees at other organization or in different industries.

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APPENDIX A
YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME

**Survey Questionnaire for Personality Traits, Organizational Commitment and
Organizational Citizenship Behavior of Min Mahaw Co., Ltd.**

This questionnaire is a part of MBA Thesis. This is designed for the study of personality traits, organizational commitment and organizational citizenship behavior of employees at Min Mahaw Co., Ltd.

All information provided will not be revealed to any other person definitely.

The survey is anonymous and it is also granted that your specific data will be handled strictly confidential and will exclusively be used for the purpose of MBA Thesis.

Please kindly answer the questions as honest and objective as possible in order to contribute to the success of this study.

This questionnaire comprises four parts: one is demographic factors of respondents, two is analyzing personality traits by Big Five Factors, part three is about organizational commitment and four is about organizational citizenship behavior.

Thank you in advance for your time and participation.

Part I: Demographic Information

Please tick the appropriate answer for each of the following questions.

1. Gender
 - Male
 - Female
2. Age
 - Under 25 years
 - 26 – 35 years
 - 36 – 45 years
 - 45 years and above
3. Education

- Undergraduate
 - Diploma
 - Bachelor Degree
 - Master Degree
4. Position _____
5. Department
- Sales and Marketing
 - Administration and logistics
 - Product Registration
 - Finance
6. Employment Period
- Less than 1 year
 - 1 –less than 3 years
 - 3 –less than 5 years
 - 5 years and above

Part II : Personality Traits (Big Five Inventory)

Here are some characteristics that may or may not apply to you. Please read each statement and **circle one number per statement** using the following scale.

1 = Strongly disagree

2 = Disagree

3 = Neither agree nor disagree

4 = Agree

5 = Strongly agree

1. Openness to experience					
I see myself as someone who:					
1. Is original, comes up with new ideas.	1	2	3	4	5
2. Is curious about many different things.	1	2	3	4	5
3. Is ingenious, a deep thinker.	1	2	3	4	5
4. Has an active imagination.	1	2	3	4	5
5. Is inventive.	1	2	3	4	5
6. Values artistic, aesthetic experience.	1	2	3	4	5
7. Prefers work that is routine. (R)	1	2	3	4	5
8. Likes to reflect, play with ideas.	1	2	3	4	5
9. Has few artistic interests. (R)	1	2	3	4	5
10. Is sophisticated in art, music or literature.	1	2	3	4	5

2. Conscientiousness					
I see myself as someone who:					
1. Does a thorough job.	1	2	3	4	5
2. Can be somewhat careless. (R)	1	2	3	4	5
3. Tends to be disorganized. (R)	1	2	3	4	5
4. Is a reliable worker.	1	2	3	4	5
5. Tends to be lazy. (R)	1	2	3	4	5
6. Perseveres until the task is finished.	1	2	3	4	5
7. Does things efficiently.	1	2	3	4	5
8. Makes plans and follows through with them.	1	2	3	4	5
9. Is easily distracted. (R)	1	2	3	4	5

3. Extraversion					
I see myself as someone who:					
1. Is talkative.	1	2	3	4	5
2. Is reserved. (R)	1	2	3	4	5
3. Is full of energy.	1	2	3	4	5
4. Generates a lot of enthusiasm.	1	2	3	4	5
5. Tends to be quiet. (R)	1	2	3	4	5
6. Has an assertive personality.	1	2	3	4	5
7. Is sometimes shy, inhibited. (R)	1	2	3	4	5
8. Is outgoing, sociable.	1	2	3	4	5

4. Agreeableness					
I see myself as someone who:					
1. Is helpful and unselfish with others.	1	2	3	4	5
2. Tends to find faults with others. (R)	1	2	3	4	5
3. Starts quarrel with others. (R)	1	2	3	4	5
4. Has a forgiving nature.	1	2	3	4	5
5. Is generally trusting.	1	2	3	4	5
6. Can be cold and aloof. (R)	1	2	3	4	5
7. Is considerate and kind to almost everyone.	1	2	3	4	5
8. Is sometimes rude to others. (R)	1	2	3	4	5
9. Likes to cooperate with others.	1	2	3	4	5

5. Neuroticism					
I see myself as someone who:					
1. Is depressed, blue.	1	2	3	4	5
2. Is relaxed, handles stress well. (R)	1	2	3	4	5
3. Can be tense.	1	2	3	4	5
4. Worries a lot.	1	2	3	4	5
5. Is emotionally stable, not easily upset. (R)	1	2	3	4	5

6. Can be moody.	1	2	3	4	5
7. Remains calm in tense situation. (R)	1	2	3	4	5
8. Gets nervous easily.	1	2	3	4	5

Part III : Organizational Commitment

1. Affective Commitment					
1. I would like to spend the rest of my career with this organization.	1	2	3	4	5
2. I really feel as if this organization's problems are my own.	1	2	3	4	5
3. I feel a strong sense of "belonging" to my organization.	1	2	3	4	5
4. I feel "emotionally attached" to this organization.	1	2	3	4	5
5. I feel like "part of the family" at my organization.	1	2	3	4	5
6. This organization has a great deal of personal meaning for me.	1	2	3	4	5

2. Continuance Commitment					
1. Right now, staying with my organization is a matter of necessity as much as desire.	1	2	3	4	5
2. It would be very hard for me to leave my organization right now, even if I wanted to.	1	2	3	4	5
3. Too much of my life would be disrupted if I decided I wanted to leave my organization now.	1	2	3	4	5
4. I feel that I have too few options to consider leaving this organization.	1	2	3	4	5
5. If I had not put so much of myself into this organization, I might consider working elsewhere.	1	2	3	4	5
6. One of the few negative consequences of leaving this organization would be scarcity of available alternatives.	1	2	3	4	5

3. Normative Commitment					
1. I do not feel any obligation to remain with my organization.	1	2	3	4	5
2. Even if it were to my advantage, I do not feel it would be right to leave my organization now.	1	2	3	4	5
3. I would feel guilty if I left my organization now.	1	2	3	4	5
4. This organization deserves my loyalty.	1	2	3	4	5
5. I would not leave my organization right now because I have a sense of obligation to the people in it.	1	2	3	4	5
6. I owe a great deal to my organization.	1	2	3	4	5

Part IV: Organizational Citizenship Behavior

Organizational Citizenship Behavior					
1. When I finish my work, I help my colleague so that he/ she is done with his/ her work quicker too.	1	2	3	4	5
2. I intervene without asking, if mistakes can be prevented.	1	2	3	4	5
3. I attend meetings, even if these are not mandatory.	1	2	3	4	5
4. If others will get into trouble, I will do extra work, even if it is not instructed.	1	2	3	4	5
5. Show pride when representing the organization in public.	1	2	3	4	5
6. Demonstrate concern about the image of the organization.	1	2	3	4	5
7. I will work anyway, even if I have an excuse to stay away.	1	2	3	4	5
8. Defend the organization when other employees criticize it.	1	2	3	4	5
9. Share personal property with others to help their work.	1	2	3	4	5
10. When I notice someone having trouble executing the work, I help him/ her with it.	1	2	3	4	5
11. Keep up with developments in the organization.	1	2	3	4	5
12. Offer ideas to improve the functioning of the organization.	1	2	3	4	5

APPENDIX B

STATISTICAL OUTPUTS

Reliability Test

Openness to Experience

Reliability Statistics

Cronbach's Alpha	N of Items
0.879	10

Conscientiousness

Reliability Statistics

Cronbach's Alpha	N of Items
0.875	9

Extraversion

Reliability Statistics

Cronbach's Alpha	N of Items
0.871	8

Agreeableness

Reliability Statistics

Cronbach's Alpha	N of Items
0.809	9

Neuroticism

Reliability Statistics

Cronbach's Alpha	N of Items
0.856	8

Affective Commitment

Reliability Statistics

Cronbach's Alpha	N of Items
0.773	6

Continuance Commitment

Reliability Statistics

Cronbach's Alpha	N of Items
0.823	6

Normative Commitment

Reliability Statistics

Cronbach's Alpha	N of Items
0.892	6

Organizational Citizenship Behavior

Reliability Statistics

Cronbach's Alpha	N of Items
0.853	12

Regression Analysis Result for Effects of Personality Traits on Affective Commitment

Multiple Linear Regression.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin - Watson
					R Square Change	F Change	df 1	df 2	Sig. F Change	
1	.700 ^a	.490	.465	.32515	.490	19.949	5	104	.000	2.101

a. Predictors: (Constant), Neuroticism Mean, Openness to Experience Mean, Extraversion Mean, Agreeableness Mean, Conscientiousness Mean

b. Dependent Variable: Affective Commitment Mean

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.545	5	2.109	19.949	.000 ^b
	Residual	21.688	104	.106		
	Total	48.477	109			

a. Dependent Variable: Affective Commitment Mean

b. Predictors: (Constant), Neuroticism Mean, Openness to Experience Mean, Extraversion Mean, Agreeableness Mean, Conscientiousness Mean

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	4.564	1.137		4.014	.000		
	Openness to Experience	.030	.051	.048	.577	.585	.725	1.379
	Conscientiousness	.360	.181	.286	1.994	.049	.239	4.182
	Extraversion	.048	.092	.045	.522	.603	.858	1.519
	Agreeableness	.075	.074	.471	1.019	.310	.583	1.716
	Neuroticism	.585	.181		3.238	.002	.232	4.302

a. Dependent Variable: Affective Commitment Mean

Regression Analysis Result for Effects of Personality Traits on Continuance Commitment

Multiple Linear Regression.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin - Watson
					R Square Change	F Change	df 1	df 2	Sig. F Change	
1	.859 _a	.739	.726	.21923	.739	58.763	5	104	.000	2.244

- a. Predictors: (Constant), Neuroticism Mean, Openness to Experience Mean, Extraversion Mean, Agreeableness Mean, Conscientiousness Mean
b. Dependent Variable: Continuance Commitment Mean

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.121	5	2.824	58.763	.000 ^b
	Residual	4.998	104	.048		
	Total	19.120	109			

- b. Dependent Variable: Continuance Commitment Mean
c. Predictors: (Constant), Neuroticism Mean, Openness to Experience Mean, Extraversion Mean, Agreeableness Mean, Conscientiousness Mean

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.630	.767		2.126	.036		
	Openness to Experience	-.040	.035	-.067	-1.142	.256	.725	1.379
	Conscientiousness	-.184	.122	-.155	-1.511	.134	.239	4.182
	Extraversion	-.120	.062	-.119	-1.932	.056	.658	1.519
	Agreeableness	.059	.050	.077	1.178	.242	.583	1.716
	Neuroticism	.807	.122	.689	6.625	.000	.232	4.302

- a. Dependent Variable: Continuance Commitment Mean

Regression Analysis Result for Effects of Personality Traits on Normative Commitment

Multiple Linear Regression.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin - Watson
					R Square Change	F Change	df 1	df 2	Sig. F Change	
1	.755 _a	.571	.550	.25269	.571	27.653	5	104	.000	2.008

a. Predictors: (Constant), Neuroticism Mean, Openness to Experience Mean, Extraversion Mean, Agreeableness Mean, Conscientiousness Mean

b. Dependent Variable: Normative Commitment Mean

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.828	5	1.766	27.653	.000 ^b
	Residual	6.641	104	.064		
	Total	15.469	109			

c. Dependent Variable: Normative Commitment Mean

d. Predictors: (Constant), Neuroticism Mean, Openness to Experience Mean, Extraversion Mean, Agreeableness Mean, Conscientiousness Mean

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	4.552	.884		5.152	.000		
	Openness to Experience	-.040	.040	-.075	-.990	.324	.725	1.379
	Conscientiousness	.239	.140	.223	1.699	.092	.239	4.182
	Extraversion	-.063	.072	-.069	-.875	.384	.658	1.519
	Agreeableness	.004	.058	.005	.064	.949	.583	1.716
	Neuroticism	.607	.140	-.576	-4.325	.000	.232	4.302

a. Dependent Variable: Normative Commitment Mean

Regression Analysis Result for Effects of Organizational Commitment on Organizational Citizenship Behavior

Multiple Linear Regression.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin - Watson
					R Square Change	F Change	df 1	df 2	Sig. F Change	
1	.802 _a	.643	.633	.26020	.643	63.770	3	106	.000	2.389

- a. Predictors: (Constant), Normative Commitment Mean, Affective Commitment Mean, Continuance Commitment Mean
b. Dependent Variable: Organizational Citizenship Behavior

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.952	3	4.317	63.770	.000 ^b
	Residual	7.177	106	.068		
	Total	20129	109			

- d. Dependent Variable: Organizational Citizenship Behavior Mean
b. Predictors: (Constant), Normative Commitment Mean, Affective Commitment Mean, Continuance Commitment Mean

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.128	.650		1.737	.085		
	Affective Commitment	.421	.074	.436	5.661	.000	.568	1.761
	Continuance Commitment	-.153	.096	-.149	-1.590	.115	.384	2.602
	Normative Commitment	.422	.089	.370	4.751	.000	.555	1.801

- a. Dependent Variable: Organizational Citizenship Behavior Mean