

YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
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**THE EFFECT OF PERSONALITY TRAITS ON JOB
PERFORMANCE OF ZIFAM MYANMAR**

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EMBA II - 70

EMBA 16th BATCH

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ACADEMIC YEAR (2017-2019)

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

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ACCEPTANCE

This is to certify that the thesis entitled “**The Effect of Personality Traits on Job Performance of Zifam Myanmar**” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

Board of Examiners

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ABSTRACT

The objective of this paper is observing the personality traits of the staff who are working in the sales and marketing department of Zifam Myanmar and to examine the effect of the personality traits on organizational commitment. Moreover, it studies the effect of the organizational commitment on work performance.

According to the questionnaire survey, this analysis was collected the data from 110 employees among 154 employees of sales and marketing department in Zifam Myanmar by applying simple random sampling method. Among five personality traits, the research claims that many of the survey respondents have conscientiousness, including agreeableness, openness to experience and extraversion but less neuroticism traits.

In terms of the research, the effect of personality traits of the staff in sales and marketing department on their organizational commitment, conscientiousness and agreeableness personality traits of Zifam Myanmar notably affect affective commitment and neuroticism, conscientiousness and extraversion personality traits significantly affect continuance commitment.

The outcome of the regression gives that extraversion, agreeableness and conscientiousness personality traits significantly mark normative commitment. The effect of administrative commitment on work performance of sales and marketing staff of Zifam Myanmar, based on the outcome, only affective commitment significantly affects the work performance of the workers who serve in the sales and marketing department of Zifam Myanmar among three components of organizational commitment.

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Chapter 1

Introduction

Personality traits, based on the research of (Matthews et. al., 2003), are basic dimensions on which people vary that represent people's characteristic patterns of behaviours, feelings, and thoughts. (Caspi et. al., 2005) stated that traits are significant and fascinating because they reflect consistent patterns of behaviour that last for a long time. (Roberts et. al., 2007) referred that these consistent patterns can significantly have wide reaching implications for many aspects of people's lives. As a result, personality traits may be used to predict not just how successful a worker someone will be, but also how long they will live and what types of professions and activities they would love. There are five major personality qualities by the findings of Sitser et al. (2013), that can accurately predict sales performance. Extraversion, conscientiousness, neuroticism, agreeableness, and openness to experience are the personality traits of sales and marketing employees identified in this study using the five factor model (FFM) of personalities.

The psychology of its members' connection to the organization where they work characterized as organizational commitment. The organization's commitment is a critical factor in determining whether employees will remain longer and work more enthusiastically to attain their objectives. It is examined using the three-component model (TCM) of commitment (Meyer et al., 1993), which is divided into three categories: desire-based (Affective Commitment), cost-based (Continuance Commitment), and obligation-based (Normative Commitment). (Gong et al., 2009; Kehoe & Wright, 2013) mentioned that hiring and maintaining highly engaged employees is an important aspect of human resource management strategy in many firms. It can be said due to organizational commitment, defined by (Cooper-Hakim & Viswesvaran, 2005; Meyer et. al., 2002; Riketta, 2002), is important for an individual's psychological relationship with a company as well as for job performance. The job performance of employees is crucial to the company's overall success.

The pharmaceutical sector is in charge of producing and marketing drugs, as well as creating medications and vaccines to reduce illness occurrence, treat diseases, and improve people's quality of life. It is also a key source of medical invention. Zifam Myanmar is one of the leading role among ten organizations in Myanmar that not only

handle pharmaceutical products imported from Australia and India, primarily in the areas of nutraceuticals and other lines of product portfolio, but also manufactures antibiotics in Myanmar using high-quality raw materials imported from abroad.

1.1 Rationale of The Study

Every organization's human assets are treasurable, and their performance stands the success of the organization. The personality qualities of staff can assist management in hiring qualified employees for various positions, hence increasing organizational commitment and efficiency. A salesperson's performance identified by (Erdheim et. al., 2006; Zolt-ners, Sinha, & Lorimer, 2009), can have a big impact on the achievement of the company. (Farr & Tippins, 2010) mentioned that sales vocations provide a substantial contribution to the global workforce.

There is no quick method to become into a skilled salesperson overnight. Let's say for the two people who occupy the same background, equal education, resources, and sales experience but one of them will have more sales. Concerning with that issue, there are numerous aspects that might influence a salesperson's success or failure, and it is considered as personality. (Angelique Caffrey, 2012) described that people with certain personality types will have the most success in sales and marketing.

All sales and marketing employees give customers an initial impression of their company, and their personalities and attitudes have an impact on customers' thoughts and feelings about the products, company, and brand image. The impression a consumer has of the person who interacts with them has an impact on how they feel about the company. According to the sales and marketing representative, customers should have a positive and confident feeling about the product or service they are considering. Furthermore, if sales and marketing employees are optimistic, this positive attitude will be an advantage to their company because it may make a significant contribution. To communicate with clients and other stakeholders, sales and marketing workers require creativity to solve problems, self-motivation, and people skills.

The Myanmar pharmaceutical market is dominated by imports and is dominated by international providers operating through distributors. However, it is extremely price sensitive, and generics predominate among a small number of indigenous pharmaceutical companies, with the majority of market demand fulfilled by products from neighbouring

countries, particularly India, China, Thailand, and Bangladesh, as well as Pakistan and Vietnam. The manufacturing sector was opened up by the government in 2013. Pharmaceutical businesses will be able to market their products more competitively if there is more investment in production. Pharmaceutical companies nowadays spend an excessive amount of money each year on marketing their goods to healthcare practitioners. Zifam Myanmar imports some products from other countries, while others are manufactured locally at a low cost.

Sales and marketing professionals play a critical role in the success of a retail department. A salesman is crystal clear about all aspects of the product he is selling, as well as the habit of customers he will serve, what they want, and what they anticipate, as well as market competition, prices, and substitute items. It is also necessary to be aware of different items; otherwise, salespeople may find it difficult to persuade customers to acquire their products. The company's benefits could be driven by the sales and marketing departments. The corporation would not be able to achieve its financial goals if there are the efforts of sales and marketing professionals. Furthermore, sales and marketing professionals do not have vacations; if they have work, they may have to return late, around 10 p.m. Depending on the job, they may be required to work with a phone at home. The profitability of the company is mostly determined by the sales and marketing team. As a result, sales and marketing workers' commitments and job performance are critical to the businesses' success.

Because sales and marketing is not a vocation for everyone, not everyone can be a sales and marketing professional. Sales and marketing necessitate a set of distinct skills and competencies. More importantly, to be a successful sales and marketing professional, one must love what they do. In sales and marketing, client relations and consumer insights are critical. Instead of listening less, salespeople and marketers look for more effective ways to engage. People first and brand builders are what sales and marketing are all about. As a result, I prefer to study marketing over other vocations.

As a result, this study focuses on how the personality traits of Zifam Myanmar sales and marketing employees affect organizational commitment and job performance in order to attain the organizational goal, as Zifam Myanmar has risen to become one of the top ten pharmaceutical companies in Myanmar in the last 20 years.

1.2 Objectives of the Study

The main objectives of the study are:

- (1) To examine the effect of personality traits on organizational commitment of Zifam Myanmar
- (2) To observe the effect of organizational commitment on job performance of Zifam Myanmar

1.3 Scope and Method of the Study

The descriptive research approach is employed in this study to achieve the desired goals. The primary and secondary data used together. Structured questionnaires with a 5-point Likert scale are used and the surveys are gathered from 110 out of 154 sales and marketing employees using a simple random sampling procedure in order to get the primary data. Secondary data can be found on the internet, in textbooks, journals, and on Zifam Myanmar's webpages and papers.

This research focuses solely on personality traits based on the big five factors, according to (Meyer, Allen, & Smith, 1993), organizational commitment based on the three-component model (TCM) of commitment, and Zifam Myanmar's work performance. This research is focused solely on Zifam Myanmar's existing sales and marketing workers. This research solely includes Zifam Myanmar's sales and marketing workers, and it does not include any other Zifam Myanmar employees.

1.4 Organization of the Study

There are five separate chapters in this study. Introduction to the study, rationale of the study, objectives for the study, scope and method of the study, literature review, and organization of the study are all covered in chapter one. The literature review is in chapter two, and the personality traits of Zifam Myanmar sales and marketing workers are discussed in chapter three. The fourth chapter examines the impact of sales and marketing employees' personality traits on organizational commitment and job performance of Zifam Myanmar. The chapter 5 consists findings and comments, as well as recommendations and suggestions for further research.

Chapter 2

Literature Review

This chapter covers the definition of a personality attribute, personality theories, organizational commitment, job performance, previous research, and the study's conceptual framework.

2.1 Definition of Personality Trait

A person's personality is defined by a combination of their actions, feelings, motives, and mental patterns. Personality psychology looks into the resemblances and alterations in these patterns among individuals and groups. It is made up of inner psychological traits that influence and expose how we think and act. In this definition, the emphasis is on inner characteristics, which are the distinctive traits, qualities, attributes, factors, and mannerisms that identify one person from another.

Traits are an individual's characteristics or a tendency to behave in a certain way. (Guion & Gottier, 1965) made suspicious conclusions from early topic evaluations and (Reilly & Warech, 1993) worries that most personality tests were falsified. Besides, industrial psychologists have traditionally questioned the efficacy of personality measures in forecasting job-related criteria (such as job performance). Nevertheless, (Goldberg, 1993) noted that the indication suggests that personality assessments are accurate predictors of a wide range of job-related factors.

Being a leader necessitates communication and adaptability, and understanding the colleagues' personalities can enhance both. The leader has perfect ability to place the employees in the certain area where they can get the achievement by learning how people modify to various conditions. Being a good manager, a good team member, and simply the best person requires an understanding of the personalities of a leader, colleagues, and employees. Personality awareness supports in the reduction of environmental stressors, the development of improved work relationships, and the development of a healthier lifestyle. Individual qualities, likes, and dislikes can all be used to classify a person's personality.

Personality can alter as a result of big life events such as birth, birth, or marriage throughout time although it is static. A marketer can easily build marketing tactics by involving with the personality qualities individually.

2.2 Theories of Personality

Personality can be studied in a variety of ways. Many of these techniques or theories are influenced by different schools of thinking in psychology. "To explain the structure, process, and development of human behaviour," these theories were created. Psychoanalytic theory, Neo-Freudian theory, and Behavioural theory are among them. Humanistic theory, social-cognitive theory, and trait theory are some of the others. Though all six techniques are presented in this study, (Blackwell and colleagues, 2007) mentioned that the consumer behaviour analysts have found psychoanalytical theory, Neo-Freudian theory, and characteristic theories to be more beneficial.

2.2.1 Freudian Theory

Psychoanalytic theory was developed by Sigmund Freud (1961). The id, ego, and superego, according to Freud, are the three layers of personality. In the Freudian framework of personality, id refers to instincts and a personal store of psychological energy. It is the unconscious level, which has no connection to reality. Ego, in other word, deals with real-life issues in the Freudian personality structure. Furthermore, the ego is known as the executive branch of personality since it makes judgments through thinking. The id and the ego, according to Freud, have no morals. Finally, the moral branch of personality is the superego in the Freudian framework of personality. The superego deals with right and wrong. The personality, according to Freud, is like an iceberg: the majority of the personality exists below the level of awareness, much like the large part of an iceberg that lies beneath the water's surface. In other words, most important personality processes, according to Freud, occur below the level of conscious consciousness.

The ego system causes three main types of worries, according to Freud. Fear or tension arising from real-life situations can be considered the first is accurate anxiety. The way people experience when pressure arises from the superego's internalized social reality can be described second is the moral anxiety. It is the feeling of being overtaken by the impulses of identity. To deal with worries, Freud devised fifteen ego defense mechanisms.

Marketers, on the other hand, typically exploit displacement as one of the processes for marketing purposes. The redirection of worries to a new focus is known as displacement. It means that individuals purchase a product in order to relieve stress or anxiety. Impulsive purchasing is the best example. Consumers purchase things in order to relieve stress.

2.2.2 Neo-Freudian Personality Theory

The social ties, pointed by Neo-Freudian theory, are fundamental in the development of personality. Several of Freud's colleagues argued that personality is essentially instinctive and sexual in nature. Social ties are crucial in the creation and development of personality based on the findings of neo-Freudians. Anxiety was learned by Horney (1950) and find the effect of child-parent connections on a person's desire to lessen worry. Individuals are divided into three personality groups, according to Honey: compliant individuals move toward others and want to be loved, wanted, and appreciated; aggressive individuals move against others and want to excel and win admiration; and detached individuals move away from others and want self-reliance, independence, self-sufficiency, and freedom from obligations.

Based on Horney's theory, researchers developed a personality test (the CAD test) and utilized it to study consumer behaviour. The first CAD study identified a variety of tenuous correlations between test performance and product and brand usage behaviours among college students. Neo-Freudian concepts are intuitively understood by many marketers.

2.2.3 Trait Theory

Trait theory differs from the qualitative, non-empirical approaches of the Freudian and Neo-Freudian groups. Trait theory is a school of psychology that focuses on empirical assessments of personality in terms of "traits," which are distinctive psychological attributes. Traits are personal features or characteristics that distinguish one person from another. Trait theorists employ personality tests (or inventories) to uncover individual differences in terms of "high" versus "low" scores on specific traits. Researchers devised single-trait personality assessments specifically for consumer behaviour studies. Innovativeness (how receptive a person is to new consumer-related experiences or the early concern and purchase of new products and services), materialism (the degree of a

consumer's attachment to worldly possessions), and ethnocentrism (the consumer's willingness to accept or reject foreign-made products) are among the traits measured by these personality tests. In the year 2000, Mowen wrote a book named "Mowen's Guide.

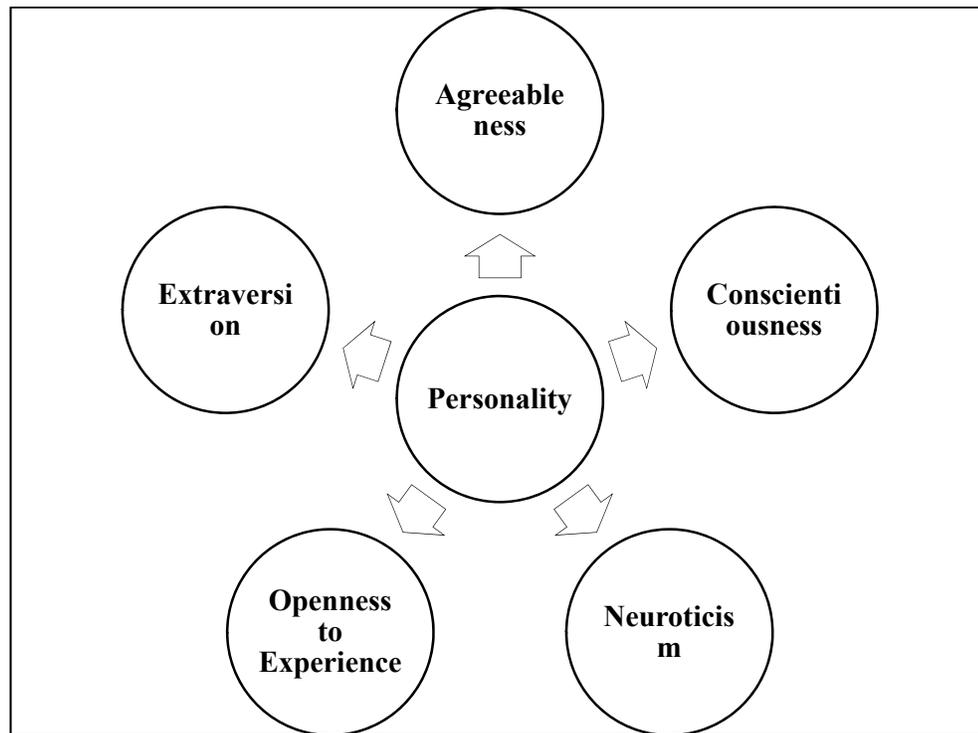
Personality factors have been connected to consumers' consumption of broad product categories rather than specific brands, according to research. Furthermore, marketers research the impact of personality on consumer behaviour since knowing this information allows them to better segment consumers and produce advertisements that target certain segments.

(a) The Big Five Factors of Personality

The multiplicity of qualities in which human behaviour could be well-defined was one of the most challenging problems that personality psychology confronted in the previous five decades. The presence of "a confusing array of personality scales" and the absence of a usual taxonomy for the attributes, according to John and Srivastava (1999), were evidence of this problem. This made it impossible to compile study findings in a systematic and integrated manner, as well as to maintain smooth communication among researchers. For all dimensions of personality traits, a descriptive model or taxonomy as well as a scale with a high degree of validity and reliability were necessary. The 'Big Five' framework comprises the traits of agreeableness (good-natured, compassionate, and cooperative), extraversion (friendly, chatty, and confident), openness to experience (creative, inventively sympathetic, and wise), conscientiousness (achievement-oriented, prearranged, and dutiful), and neuroticism (nervousness, depression, and worried).

In the literature, this model has established numerous attention, and it's widely acknowledged by personality psychologists and social and behavioural scientists as the best depiction of personality structure. For example, McCrae and John (1992) regarded the 'Big Five' as "achieving the greatest degree of unanimity of all traits taxonomy," while Larsen and Buss (2010) credited the 'Big Five' with "achieving the greatest degree of consensus of all traits taxonomy." The qualities have been found to be valid and trustworthy across a wide range of applications.

Figure (2.1) Big Five Personality Traits



Source: Solomon (2013)

(i) Extraversion

Sociability, Excitability, wordiness, aggressiveness, and a high level of emotional expressiveness are all characteristics of extraversion. People with a high level of extraversion are gregarious and thrive in social circumstances. They also enjoy being the centre of attention, enjoy initiating discussions, enjoy meeting new people, have a large social loop of friends and acquaintances, find it simple to make new friends, feel invigorated when with others, and say things before they think about them. People with low extraversion (or introversion) are more reserved and have to exert more energy in social situations. Furthermore, they prefer alone, are weary when forced to mingle frequently, find it tough to initiate discussions, despise small chat, carefully consider things before speaking, and dislike being the centre of attention.

(ii) Agreeableness

Trust, benevolence, friendliness, affection, and other prosocial behaviours are included in this personality characteristic. People with a high level of agreeableness are more supportive, whereas those with a low level of agreeableness are more competitive and even manipulative.

People with a high level of agreeableness show a keen interest in others, feel empathy, care about them, and concern for them, and adore assisting and sharing to people's enjoyment. People that score poorly on this feature, on the other hand, are less interested in others, don't care how they feel, are uninterested in other people's issues, and insult and dismiss others.

(iii) Conscientiousness

This dimension is characterized by high levels of thinking, as well as good desire control and goal-directed habits. Highly conscientious people are usually well-organized and detail-oriented.

Conscientious people spend more time planning, finishing critical jobs quickly, paying attention to details, and enjoying having a defined agenda. People who score low on this feature, on the other hand, despise structure and schedules, make messes and don't clean up after themselves, fail to return items or put them back where they belong, delay critical jobs, and fail to finish what they're intended to do.

(iv) Neuroticism

Unhappiness, irritability, and emotional instability are all features of neuroticism. Mood fluctuations, anxiety, impatience, and sorrow are common in those who are high on this trait. People who have personality of low in this traits are more emotionally stable and resilient.

Neurotic people have a lot of stress, worry about a number of different things, get irritated easily, have extreme mood swings, and are worried. Those who score low on this attribute, on the other hand, are emotionally stable, cope well with stress, are rarely unhappy or miserable, do not worry excessively, and appear to be quite relaxed.

(v) Openness to Experience

This quality includes qualities like inventiveness and insight, and those who score high on it have a diverse set of interests. People with a high level of this personality trait are more daring and inventive. People that score low on this feature tend to be more traditional and can have difficulty thinking abstractly.

People that score high on the openness scale are usually very creative, willing to try new things, eager to take on new tasks, and content to think about abstract topics. Those who score low on this feature, on the other hand, oppose change, reject new things, resist new ideas, are not very inventive, and dislike abstract or theoretical concepts.

The big five model is applied by Korrapum (2016) to determine the buying behaviour of Thai customers to buy luxury automobiles. Only agreeableness revealed a substantial association with attitude toward luxury consumption among the big five characteristics, according to his research. Additionally, one's attitude toward luxury consumption was linked to one's intention to buy a luxury car in a favourable and substantial way. In his research, there were no gender variations in the intention to buy a luxury car between males and females. Moulaye and Chen (2011), on the other hand, applied the Big Five Theory of Personality to investigate the influence of personality type on the performance of Chinese part-time MBA students. Based on the five-factor model of agreeableness, conscientiousness, extraversion, neuroticism, and openness to experience, it was determined that the degree of part-time MBA students' performance was expressively related to their personality types. MBA students' performances are positively linked with agreeableness, conscientiousness, and openness to experience. Neuroticism and extraversion, on the other hand, were found to be inversely connected with MBA students' performance.

2.3 Organizational Commitment

Allen and Meyer (1991) established a three-component model to assess the emotional condition of organizational commitment. This concept indicates that organizational commitment is a psychological state with three separate components that influence on emotional stage of the staff concerning with their current organization. Affective commitment, continuous commitment, and normative commitment are the three types of commitment.

2.3.1 Affective Commitment

Employees' emotional ties to their organization's identity and activity are described as affective commitment. Porter and Mowday et al. (1979) defined organization commitment as "the relative force of the identification of person with association in a specific organization." Apart from its purely utilitarian significance, affective commitment can be formed for the organization's goal and values, as well as for its own sake. As a result, someone who is affectively devoted or emotionally attached to an organization would believe in the mission and ideals of the organization, work hard for it, and want to stay with it. Employees' sense of belonging and emotional ties to the organization based on the finding of (Brown, 2003), are referred to as affective commitment.

Affective commitment is a type of organization that brings people together emotionally and hence makes them pleased to be a part of it. It is the result of a balance between individual and organizational values (Wiener, 1982). Affective commitment, according to (Mir et al., 2002), is a phenomena based on employees' voluntary support for organizational goals and is related to attitudinal qualities and work-related circumstances. A lot of study has been done to examine emotional commitment and the variables that are linked with it. (Meyer & Allen, 1997) noted that the organizational features, personal traits, and work-related qualities were all investigated variables in the studies.

2.3.2 Continuance Commitment

The desire to continue in the organization as a result of personal investments made by the employees is known as the continuation commitment. Close social relationships with co-workers, pension rights, severance, job advancement, and special abilities are all earned by working for the company for a long time. When there is a profit connected with continuous participation and a cost associated with leaving, it is called a continuation commitment. According to Allen and Meyer (1990), continuance commitment is based on two factors: the amount of investment individuals makes in their existing organization and the perception of a lack of alternatives.

Different work options are another aspect that determines long-term commitment. Employees who consider they have a lot of options are less continuance committed to staying on the job than those who believe they have few options. To put it another way, the perception of the alternatives has a negative relationship with commitment to continuance.

(Meyer & Allen, 1997) made the study that other perceptibility is also influenced by job search attempts and their effects.

(Meyer & Allen, 1984) claimed that individual value will be gone when the time they quit the organization and it can be considered that this investment is whatever the individual values (company benefits, pension plans, rank, level etc.) which made them stay in the current job. Likewise, a dearth of job options raises the perceived costs of leaving the business, which enhances employees' long-term commitment to the firm.

2.3.3 Normative Commitment

The amount of time employees believe they should stay with their company is referred to as normative commitment. Employees that are normatively committed believe they should stay with their companies. Staff who are normatively committed believe that leaving their organization would be devastating, and they feel guilty about the thought of leaving. (Liou & Nyman, 1994) mentioned in this concept that the moral dimension of organizational commitment. The ideals and obligations of an employee to stay in the organization are referred to as normative commitment. (Meyer & Allen, 1997) stated that as a result, employees with high normative commitment continue to work because they believe it is proper and moral to do so.

To put it another way, normative commitment is to devote oneself to the organization and to do so within a culture that encourages faithfulness by providing socialization, linked institutions and organizations, and emphasizing loyalty. Furthermore, normative commitment comprises an organization's mission, goals, policies, and activities that are consistent with the individual's style and beliefs. The organizational identification process stated by (Wiener, 1982), is revealed in this figure by the harmony between individual and organizational values. The employees agreed it was right and ethical to make such a promise. A normative commitment was a set of investments made in the employees on the basis of the organization. Normative commitment arises as a result of the psychological contract between the employee and the organization. Unlike formal agreements, (Meyer & Allen, 1991) wrote that these were multilateral agreements that may be interpreted differently by both parties.

2.4 Job Performance

Job performance is defined (Motowidlo, Borman, & Schmidt, 1997) by as the total expected value derived from an employee's actions over a specified period of time. Employee performance is critical to the success of the organization's goals and ambitions. (Rudman, 2000) stated that it can assist in raising production volumes, improving customer happiness, achieving quality, and employee morale. Job performance, according to Schermerhorn (1997), is defined as the quantity and quality of tasks completed by an individual or group, whereas Baldrige (1997) stated that an employee's performance profile includes quality – ability to produce reliable and accurate work, attitude – ability to produce reliable and accurate work, attitude – ability to work with others, productivity – amount of satisfying work and initiative – essential responsibility, dependability and integrity, and efficient communication – knowledge and comprehension.

"Performance denotes to the step of achievement of the assignments that build a worker's job," Byars and Rue (2004) defined job performance. The job performance of group or person is defined as the amount and quality of tasks completed at work. People's "base line" in work, as it is frequently stated, is their performance. (Schermerhorn, Osborn, & Hunt, 2002) pointed out that it is a key component of productivity and should aid in the achievement of company goals.

The act of doing a job is referred to as work performance. Campbell (1990) defined work performance as "the ability to achieve a goal or set of goals within a job, role, or organization." The job performance is stated by Campbell (1990), a "complex activity" rather than a single action. Job performance is purely a behaviour that is distinct from the job's outcomes, which are related to success and productivity.

The outcomes of employment mentioned by (Gibson et al., 2006) that are relevant to the organization's goals, such as excellence, productivity, and other efficiency variables, are referred to as job performance. It describes how successfully a person fits the requirements of a job; it is commonly confused with effort, which refers to the quantity of energy expended; performance is measured in terms of results (Byars & Rue, 2004). (Campbell, McHenry, & Wise, 1990) and Hunter (1984) defines job performance as "the observable actions that workers participate in at work that are relevant to the organization's goals". Organizations care about job performance because it is crucial to be work productive.

2.5 Previous Studies

According to several studies, personality has a varied relationship with work efficiency. Many experts now feel that these are the five fundamental personality qualities. The "Big Five" personality qualities are wide groupings. Stewart and Carson (1995) found substantial significance coefficients for conscientiousness and extraversion in a sample of hotel employees in their study. Conscientiousness was found to be a positive predictor of job dependability and productivity, while extraversion was found to be an inverse predictor of citizenship and reliability.

The strong link between organizational dedication and the big five personality traits are discovered by Iruvarasi and Kamara (2017). Organizational commitment mediated the relationship between extraversion and conscientiousness and job performance, according to Jawwad Ahmad, Muhammad Razzaq Ather, and Mazhar Hussain in their study "Impact of Big Five Personality Traits on Job Performance (Organizational Commitment as a Mediator)." Temporarily, the association between neuroticism and productivity was mediated by continuance commitment.

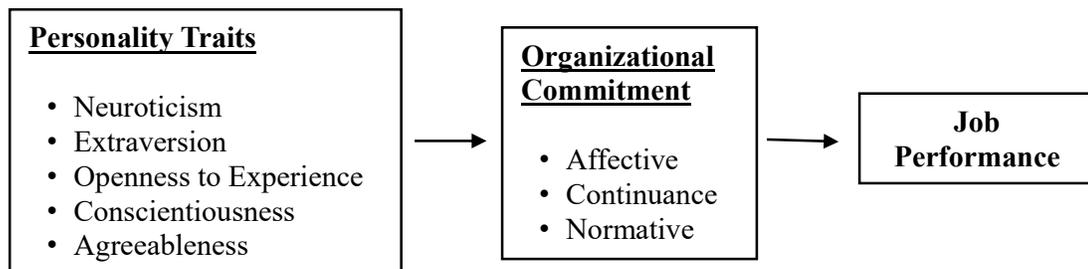
Organizational commitment mentioned by (Mowday, Porters & Steers, 1982), was defined as the willingness to put forth a significant effort on behalf of the organization. The whole performance was favourably connected to organizational commitment by the research done by (Jaramillo, Mulki & Marshall, 2005). Extroverts, claimed by (Erdheim, Wang, & Zickar, 2006), have been linked certainly to affective commitment and work performance according to (Barrick & Mount, 1991; Barrick, Mount & Judge, 2001), necessitating interpersonal skills.

The association between the great five personality qualities and sales performance among Japanese life insurance sales agents defined by Yukie Tsuzuki (2015) investigated the using attributive style mediation and discovered that all five personality traits were significantly related to sales performance. By studying industrial salespeople, researchers discovered a link between work success and corporate loyalty (for instance, Bashaw & Grant, 1994; Benkhoff, 1997). In comparison to non-sales individuals, there was a positive and greater association between organizational commitment and salesperson performance due to the nature of the salesman's profession and the evident impact of his or her activities and behaviour on administrative performance.

In a sample of automotive machine operators, Hayes (1994) discovered that supervisors' ratings of specific performance criteria and overall job efficiency were positively associated with conscientiousness, and vice versa - with openness and extraversion. Krilowicz and Lowerey (1996) discovered strong positive associations between operator performance and traits closely matching conscientiousness and extraversion in a sample of sewing machine operators. In the simulator's control flight, Hörmann and Maschke (1996) discovered that personality characteristics, particularly those expressing neuroticism, predicted variance in pilot performance beyond explained flight experience, age, and class. Pilots that were not up to par caused more anxiety than those that were. The more employees in agreeableness were comparable to their associates, the more positive were the appraisals of superiors' results, according to a sample of employees from Day and Bedeian nursing services (1995). Salgado (1997) used 36 validity studies from Europe to conduct a meta-analysis of the five-factor personality component in connection to the results for three criteria (supervisory evaluations, training assessments, and personal data) and five professional groups. Conscientiousness and emotional stability were major predictors for all performance criteria and for most professional categories, according to the findings. Openness to experience predicted police and qualified workforce performance, while extraversion predicted management and performance at work.

"Impact of Big Five Personality Traits on Job Performance," is discovered by Jawwad (2014). His research highlight the significance of multidimensional organizational commitment as a mediating factor in determining the link between Big Five personality traits and work performance. The conceptual framework created by Jawwad's (2014) is depicted in Figure (2.2).

Figure (2.2) Conceptual Framework of Jawwad



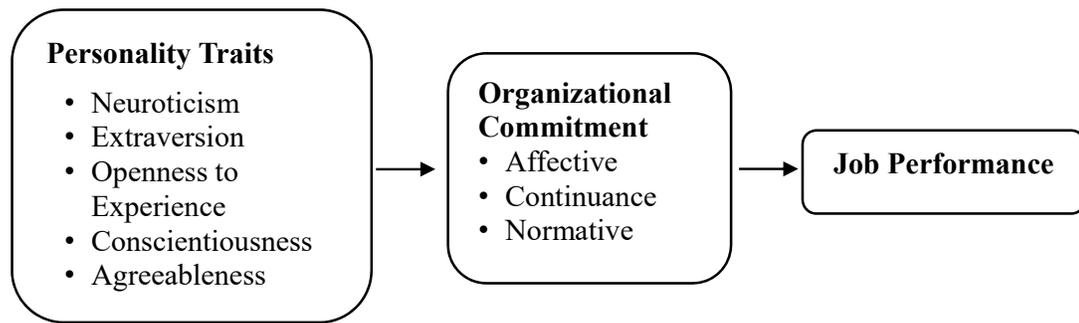
Source: Jawwad (2014)

The organizational commitment, in terms of Jawwad (2014), plays a moderating function in the personality-performance link. In determining the link between extraversion and job performance, he discovered that affective commitment played a mediation function. Relatedly, affective commitment was found the association between conscientiousness and job performance in the study. The continuance commitment moderated the association between neuroticism and job effectiveness is researched by Jawwad (2004).

2.6 Conceptual Framework for The Study

The following conceptual model is built in this paper based on the above mentioned literature and outcomes from previous studies. The framework demonstrates the link between personality traits, organizational commitment, and job performance. The conceptual framework in this study is depicted in Figure (2.3).

Figure (2.3) Conceptual Framework of the Study



Source: Own Compilation (2019) adapted from Jawwad (2014)

Mainly, the three important components are presented in the framework. The effect of personality traits on organizational commitment and the effect of organizational commitment on work performance are measured using personality traits, organizational commitment, and job performance. The study's conceptual framework is based on organizational commitment theory and the big-five personality traits hypothesis. Conscientiousness, agreeableness, neuroticism, openness, and extraversion are the personality traits of Big Five, while organizational commitment includes affective commitment, continuation commitment, and normative commitment. Following that, the link between personality traits, organizational commitment, and work performance is investigated.

Because each person is different, their personalities echo each one's alterations. There are five personality factors that should be measured when employing the staff for sales sector to attain excessive performance. The organizational commitment is the second part, and it is a connection condition that shows a scarcity of alternative occupation potentials and/or a big number of employees' dedication for remaining at workplace. Their organization's commercial strength will determine whether they are a stressed or a powerful or effective workplace.

Chapter 3

Profile and Personality Traits of Zifam Myanmar

This chapter consists an overview of Zifam Myanmar, a profile of respondents, and the personality traits of Zifam Myanmar's sales and marketing staff.

3.1 Profile of Zifam Myanmar

Since 1999, Zifam Pty Ltd has been active in the Myanmar market. Zifam Myanmar became one of the leading, rapid-succeeding, and professionally accomplished pharmaceutical marketing organizations in Myanmar after introducing over 100 different lines of products manufactured by Therapeutic Goods Administration (TGA) and WHO GMP certified factories in Sydney, Australia and India to meet Myanmar market needs.

Concerning with healthcare professionals, Zifam Myanmar assumes that nonstop medical education is strongly needed, and it is classifying capacity-building programs through participation in symposiums, medical conferences, focus group discussions, medical tours, medical marketing research events, and by studying changing pharmaceutical market's requirements, as well as operating as a keystone in order to encourage Myanmar's healthcare segment.

Regarding to gaining the long term development of Myanmar's pharmaceutical industry, Zifam Myanmar is performing training and development for the company's stakeholders and the company is an absorbing organization that provides greatly professional service to clients. It is one of Myanmar's top ten pharmaceutical trading companies, own more than 100 items, including primarily medicines (both OTC and Rx) and expanding to lifestyle products, run in the Myanmar market.

The three local distributors for Zifam named Pyrex Trading Co., Ltd., Pinnacle House Co., Ltd., and Taw Win Nwe Trading Co., Ltd are handling the products from Australia and India, mostly Nutraceuticals, Antibiotics, and various lines of the product portfolio including Healthcare products and lifestyle products. Myanmar has 23 branch offices, including the headquarters in Yangon. In addition, Zifam Myanmar employs around 200 people. In order to provide the employees' professional development and specific positions, Zifam offers proficient trainings and workshops. By pursuing

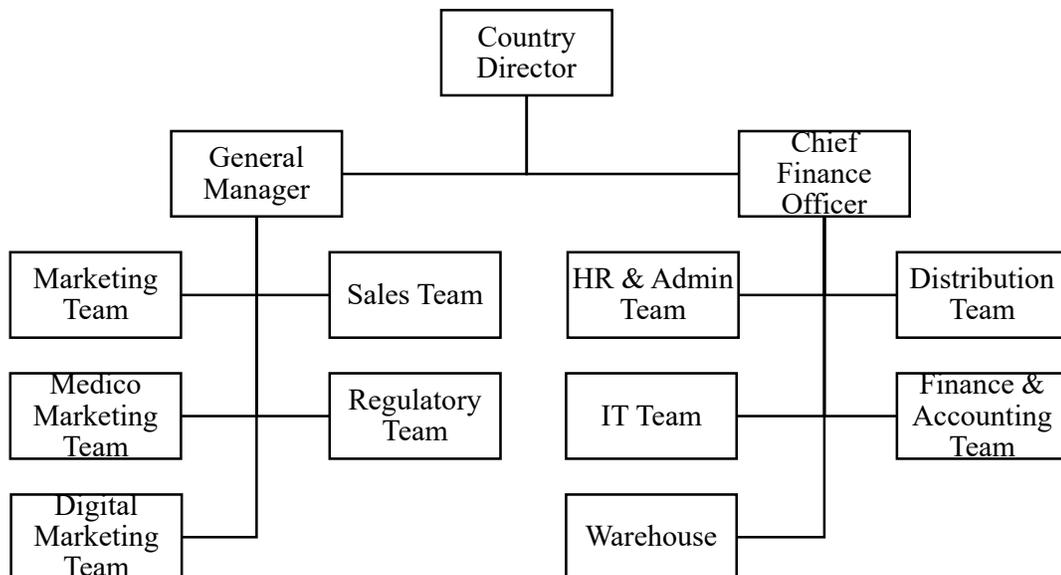
transparent and results-based management, Zifam Myanmar has established a learning organization.

Since 2013, the manufacturing sector has been booming by the encouragement of Myanmar government, and pharmaceutical businesses have been able to market their medicines at a reasonable cost by investing of manufacturing in Myanmar. Zifam Myanmar also has a long-term strategic strategy to build a manufacturing plant in Myanmar to make products that are in high demand in Myanmar. In December 2019, the new facility was opened in Thilawa Industrial Zone as the strategic plan was effectively implemented. To be a leading organization in Myanmar's pharmaceutical industry in the vision of Zifam Myanmar with a long-term growth strategy. Similarly, improving people's lives and provide value to all stakeholders by offering high-quality healthcare goods and services is the mission of Zifam Myanmar.

3.1.1 Organization Chart of Zifam Myanmar

In order to accomplish efficient organization, Zifam Myanmar creates an effective organizational structure. At Zifam Myanmar, there are ten major departments. Figure (3.1) depicts the Zifam Myanmar organizational structure.

Figure (3.1) Organizational Structure of the Zifam Myanmar



Source: Zifam Myanmar, 2019

According to Figure (3.1), Zifam Myanmar manages ten departments altogether a total of 240 people to allocate more than 100 items in the Myanmar market, with the following job descriptions for each department.

(i) Marketing Department

In Myanmar's pharmaceutical industry, the marketing department is in charge of more than 100 goods to increase market share. Marketers are organized into sub-teams based on not only their geographic location, but also their products. All stakeholders, including dealers, customers, doctors, nurses, patients, and so on are always linked directly with marketers. There are 80 marketing specialists in the marketing department.

(ii) Sales Department

61 people works in the sales department and they are in charge of Zifam Myanmar's sales growth. All retail and wholesale consumers, as well as private and government hospitals, must be communicated with directly by the salespeople.

(iii) Medico Marketing Department

The seven doctors work for Medico Marketing department and they need to share staff medical knowledge to marketing as well as doing market research for new products entering the Myanmar market. At CME (Continuous Medical Education), CNE (Continuous Nursing Education), and Public Health Education Talks, they convey product information to all doctors and nurses.

(iv) Digital Marketing Department

Regarding to enhancing public knowledge of Zifam Myanmar's products and events via social media platforms such as Facebook, YouTube, and the company's website, the department of Digital Marketing department is highly responsible. In the digital marketing department, there are a total of 6 people.

(v) Regulatory Department

The Regulatory department has five workers who are responsible for acquiring FDA registration for new products or renewing old ones.

(vi) Distribution Department

Depending with the time frame set by the sales and marketing teams, the Distribution Department is handling receiving products imported from overseas and conveying them to all locations in Myanmar. The Distribution Department employs a total of 29 people.

(vii) HR and Admin Department

The Human Resources and Administration department is taking care of employing new talented employees, coaching for all employees in multi programs for professional self-development, monitoring and evaluating employees' performance and salary reviews, and all HR and administration actions. The Human Resources and Administration department employs a total of 14 people.

(viii) IT Department

The IT department is in charge of ensuring all information runs seamlessly between departments via an owned server and monitoring specialized software for all sales, accounting, and the sales reporting for dealer among other things. Furthermore, the IT team must generate new designs for product leaflets, product packaging, and any other desires for entire teams needed the aid from IT, and this department employs four people.

(ix) Finance & Accounting Department

The Finance and Accounting is primarily handling for Zifam Myanmar's cost and sales, credit control, checking cash for permitted funds by the Country Director, collecting cash from all dealers and customers, managing all accounting transactions into the system, and issuing financial reports and other financial-related matters. The F&A department has 24 employees.

(x) Warehouse Department

The Warehouse department employs ten people who are responsible for storing all products in suitable packaging and issuing all products in the exact order to avoid expiration and delivery to clients.

3.1.2 Professional Trainings Provided by Zifam Myanmar

In terms of the professional growth, Zifam Myanmar offers all the employees variety of internal and external trainings such as Strategic Marketing Management Training, HRM Training, Fundamentals of Marketing Training, Office Operation Management Training, Advance Marketing Training, In-House Training, and Products Training are some of the internal trainings. Additionally, regarding to professional growth, Zifam Myanmar offers external trainings such as Functional Special Training, Regular Training, Functional Training to employees who are able to participate in short courses in Yangon.

Particularly normative commitment, professional coaching results in obligations. In the field of sales and marketing, the employees can brighter their competencies. Furthermore, it has the potential to make employees enjoy their professions even more, resulting in affective commitment. Sales can have a constructive influence with high volume sales if they are more proficient and skilled at their field. Employee costs will be excessive, and it can be continuous commitment. Skilled staff can be referred for additional training in local or abroad, or both. Finally, the employees who attain training believe they owe it to their employer and organization.

3.1.3 Human Resources Department of Zifam Myanmar

The Myanmar Labour Law is rigorously respected by the HR department. Although the many rules and regulations in place at Zifam Myanmar set numerous rules and regulations, every employee is entitled to leave under Myanmar Labour Law, including casual leave (6 days), earned leave (10 days), medical leave (30 days), maternity leave (90 days), paternity leave (7 days), compassionate leave (7 days), marriage leave (7 days), exam leave (14 days), team building travel leave, and no-pay leave, with the approval of the careful manager.

All managers and their juniors' co-workers, according to HR department, need to conduct monthly appraisal interviews to analyse complete performance, particularly job performance, and examine individual strengths and weaknesses in order to meet management's individual sales targets. An employee performance management system is set in Zifam Myanmar's HR department concerning with their results and competencies, and annual rewards granted to each team in Myanmar, as well as monthly incentives based on monthly sales.

3.2 Profile of the Respondents

Demographics information such as age, educational qualification, occupation, and length of service in the Zifam Myanmar company are initially offered in order to analyse the personality traits of sales and marketing employees of Zifam Myanmar. Table (3.1) shows the demographics of the respondents.

Females make up 52.7 percent of all respondents shown in Table (3.1), while males make up 47.3 percent. The bulk of those who responded this survey were between the ages of 26 and 30. People older than the age of 35 make up the second largest group.

Learning from Table (3.1), graduate students account for 66.4 percent of the 110 respondents, and they contribute the highest portion. Master degree holders account for 15.5 percent of all responses, making them the second-largest group. Other responders include sales and marketing advanced diploma holders, Ph.D. holders, and others, who make up 9.0 percent of the total. This data is accurate since the respondents characterize all employees who employ sales and marketing team for Zifam Myanmar with the different backgrounds such as educational level, age, and so on.

Various types of career have different effects on employee commitment. Employees make up 40% of the respondents in this study, making up the largest category. Managers make up the second largest category, accounting for 26.4 percent of all respondents, and others include senior managers and business development managers who oversee Zifam Myanmar's sales and marketing section. Because assistant managers are not employed in every sub-team constituted by not only region but also products for the sales and marketing department, they can only take 5.5 percent of respondents.

Table (3.1) Profile of the Respondents

1.	Gender	No. of Respondents (110)	Percentage (%)
	Male	52	47.3
	Female	58	52.7
2.	Age	No. of Respondents	Percentage (%)
	21 - 25 years	28	25.5
	26 - 30 years	39	35.5
	31 - 35 years	11	10.0
	Above 35 years	32	29.0
3.	Educational Qualification	No. of Respondents	Percentage (%)
	High School Student	2	1.8
	Undergraduate	8	7.3
	Graduate	73	66.4
	Master	17	15.5
	Other	10	9.0
4.	Position	No. of Respondents	Percentage (%)
	Non-managerial employee	44	40.0
	Supervisor	23	20.9
	Assistant Manager	6	5.5
	Manager	29	26.4
	Other	8	7.2
5.	Length of Service	No. of Respondents	Percentage (%)
	Less than 1 year	6	5.4
	1 ~ 3 years	29	26.4
	4 ~ 6 years	32	29.1
	7 ~ 10 years	12	10.9
	Above 10 years	31	28.2

Source: Survey Data (2019)

The largest group represents 29.1% of the respondents who worked for 4 to 6 years, while 28.2% have worked for more than 10 years and make up the second largest group. The smallest percentage of total respondents are less than a year of working experience among 110 respondents.

3.3 Personality Traits of Respondents

In the Structures Questionnaire, the respondents' personality traits are obtained in this study applying the Big Five Theory of Personality. A 5-point Likert scale is used to obtain the insight data (5 = Strongly Agree, 4 = Agree, 3 = Neither disagree nor agree, 2 = Disagree, 1 = Strongly Disagree). The information was gathered from 110 employees in the sales and marketing departments.

3.3.1 Extraversion of Respondents

Among the big five personality traits, this section concentrates on the extraversion personality traits of Zifam Myanmar's employees. The extraversion personality qualities of Zifam Myanmar are listed in Table (3.2).

Table (3.2) Extraversion

Sr.No	Extraversion	Mean Score
1.	Life of the party	3.50
2.	Comfortable around people	3.87
3.	Starting conversation	3.68
4.	Talking to a lot of different people at parties	3.03
5.	Not mind being the center of attention	3.27
	Overall Mean	3.47

Source: Survey Data (2019)

The majority of sales and marketing employees are decent at socializing and feeling at ease with their co-workers resulting the highest mean score 3.87 presented in Table (3.2). Employees at Zifam used to make sales calls and needed to link with others, as the majority of respondents worked in sales and marketing. They are comfortable in commuting each other since they have to operate as a team and complete sales and marketing responsibilities.

Furthermore, employees enjoy going to parties, communicating with other people at parties, and being the centre of attention. While outing on sales calls, the majority of respondents used to meet and socialise with other people. To summarize, the majority of

Zifam Myanmar sales and marketing employees are extraverts since their jobs require them to be social and they are accustomed to being the centre of attention.

3.3.2 Agreeableness of Respondents

Among the big five traits, this section concentrates on the agreeableness characteristics of Zifam Myanmar’s employees. The extraversion personality qualities of Zifam Myanmar are shown in Table (3.3).

Table (3.3) Agreeableness

Sr.No	Agreeableness	Mean Score
1.	Interested in people	3.66
2.	Sympathized with others' feelings	4.25
3.	Soft heart	4.05
4.	Talking time out for others	3.85
5.	Feeling others emotions.	3.40
	Overall Mean	3.85

Source: Survey Data (2019)

Most employees identify with other people's sentiments, according to the agreeableness analysis, because it has the highest mean value of 4.25 out of five questions. When the employees meet with other people, they talk about their feelings and difficulties. They sympathize with others. Being as the salespeople, many respondents give time for other people for the purpose of learning other’s feelings, opinions and the tendency because people share their feelings, many people comprehend each other's feelings and emotions. The total mean score for agreeableness is 3.85, indicating that most staff have agreeableness on their minds because they must fulfil consumers’ requirements.

3.3.3 Conscientiousness of Respondents

Among the big five traits, this part emphasizes on the conscientiousness characteristics of Zifam Myanmar sales and marketing employees. The conscientiousness personality qualities of Zifam Myanmar are shown in Table (3.4).

Table (3.4) Conscientiousness

Sr.No	Conscientiousness	Mean Score
1.	Always prepared	4.05
2.	Paying attention to details	3.96
3.	Getting chores done right away	3.95
4.	Following a schedule	3.81
	Overall Mean	3.94

Source: Survey Data (2019)

According to Table (3.4), since salespeople and marketers have to plan and manage everything, the majority of respondents highly focus on details. As a result, it receives the highest mean value of 4.05 out of four questions. Employees at Zifam are likewise accustomed to planning and paying attention to the smallest of details, since they do not want to make any mistakes in their work. If they have something to do for their jobs, the employees would also do routines immediately away. Many people stick to timetables and agenda religiously. In conclusion, most Zifam respondents have a conscientiousness mind, as seen by the total mean score of 3.94.

3.3.4 Neuroticism of Respondents

Among the big five personality traits, this section focuses on the neuroticism characteristics of Zifam Myanmar employees. The extraversion personality traits of Zifam Myanmar are presented in Table (3.5).

Table (3.5) Neuroticism

Sr.No	Neuroticism	Mean Score
1.	Stress out easily	2.02
2.	Worrying about things	2.53
3.	Easily disturbed	2.87
4.	Get upset easily	2.52
5.	Changing mood a lot	2.37
	Overall Mean	2.46

Source: Survey Data (2019)

Many respondents do not worry about things much when it comes to neuroticism because they have been working for a long time as a result, many respondents are comfortable with working life regarding to neuroticism analysis. They had to accomplish their sales targets as sales and marketing employees, and they used to do so. The majority of responders do not even have anxiety personality. Furthermore, they do not become quickly agitated when they encounter issues, nor do they become upset with relief when they do not achieve their goals, and the majority of employees feel stable. The total mean score is 2.46 for neuroticism, indicating that many respondents do not have much neuroticism because they are working in sales and marketing where they used to get stressed.

3.3.5 Openness to Experience of Respondents

Among the big five traits, this part focuses on the openness to experience characteristics of Zifam Myanmar's sales and marketing staff. The openness to experience personality qualities of Zifam Myanmar is shown in Table (3.6).

Table (3.6) Openness to Experience

Sr.No	Openness	Mean Score
1.	Open to try new things	3.25
2.	Love solving new challenges	4.10
3.	Happy to think about abstract concepts	3.98
	Overall Mean	3.78

Source: Survey Data (2019)

Many employees enjoy taking on new challenges, and this component has the greatest mean value of 4.10 in this openness to experience context, as employees are continuously thinking about how to break into new markets and how to solve problems because the industry is so competitive according to Table (3.6). Furthermore, many respondents used to contemplate abstract thoughts because they are always looking for ways to improve their competitive advantage. Many respondents also expressed an interest in trying new things. The total mean score for openness to experience is 3.78, indicating that the majority of employees are willing to try new things.

Chapter 4

Analysis on Personality Traits, Organizational Commitment and Job Performance

This segment presents an examination of the effect of identity characteristics on Zifam Myanmar's deals and showcase workers in terms of organizational commitment and work execution. A straight relapse demonstrate was utilized to look at the relationship between representative identity characteristics, organizational commitment, and work execution by studying 110 workers of Zifam Myanmar's deals and promoting department.

4.1 Organizational Commitment of Respondents

Organizational commitment by laborers is the major driving drive for each affiliation in arrange to attain tall execution. Organizational commitment is really vital for both association and specialists. Hence, it ought to be examined to appraise the commitment circumstances of the laborers.

4.1.1 Affective Commitment of Respondents

This segment measures employees' degree of enthusiastic connection, and sense of assets towards the organization. The emotional commitment levels of the representatives towards to Zifam Myanmar are displayed in Table (4.1).

Table (4.1) Affective Commitment

Sr.No	Affective Commitment	Mean Score
1.	Feeling a strong sense of "belonging" to organization	4.15
2.	Paying the remainder of my career in this organization	2.94
3.	Considering that organizational problems are the same as mine.	3.80
	Overall Mean	3.63

Source: Survey Data (2019)

Most respondents found that each work problem was more of their own problem because they were interested in what they were doing and focused on work according to

Table (4.1). In addition, most respondents agreed that they were happy to spend the rest of their careers in the current organization because they were loyal and less likely to join other organizations. Zifam Myanmar provides good recruitment, training and career development, incentive and reward system, so most employees are happy and feel rewarded for their efforts. In addition, many employees feel a strong personal sense of belonging to their organizations. In the overall average score, most sales and marketing employees have an emotional commitment to Zifam Myanmar, where they work while people feel part of society.

4.1.2 Continuance Commitment of Respondents

This section measures the feelings of losing employees in their current organizational situation. Ongoing commitment means that employees stay in the organization because they have no better options. Findings on the level of sustainability of deployment in Zifam Myanmar are given in Table (4.2).

Table (4.2) Continuance Commitment

Sr.No	Continuance Commitment	Mean Score
1.	Worrying about the difficulties after leaving this organization	3.50
2.	Having no other job opportunities right away	3.56
3.	Staying at Zifam at this moment better than changing job	3.00
	Overall Mean	3.53

Source: Survey Data (2019)

Table (4.2) shows that most employees have found that staying in their current job is important for their careers and lives because they have no better choice. Most respondents receive a lot of incentives when they can sell according to their sales goals. Respondents therefore thought that giving up their current job could be difficult for them because the opportunity costs were high. Respondents could not risk having difficulty finding a new job after leaving a current job that provides benefits and incentives. On the other hand, sales and marketing professionals feel that they have no other alternative and have difficulty changing jobs. In addition, he thinks Zifam supports them by providing professional training and incentives that they cannot obtain from other organizations. According to the overall average score, employees are still committed to Zifam Myanmar.

4.1.3 Normative Commitment of Respondents

Normative commitment processes an employee's sense of duty to stay current organization. This is often related to the commitment of workers to remain within the existing organization from the benefits, enthusiasms and development that Zifam Myanmar deals.

Table (4.3) Normative Commitment

Sr.No	Normative Commitment	Mean Score
1.	Feeling a sense of moral responsibility to remain in this organization	3.15
2.	Owing a great deal to this organization	3.81
3.	Believing switch jobs only for own benefits is unethical	3.89
	Overall Mean	3.62

Source: Survey Data (2019)

In keeping with the survey in Table (4.3), maximum personnel sense organizational responsibility and have a courting with Zifam Myanmar, who spends time and money to enjoy staying as a returnee. further, employees sense that Zifam Myanmar presents them with many stuff, which include education, incentives, rewards, fitness care, and so on. As an end result, personnel are loyal to their agency and experience responsible after they go away their process from Zifam Myanmar. Likewise, many employees locate that giving up a process is much less ethical because Zifam Myanmar treats them properly when promoted. As a basic average rating, personnel have a normative commitment to Zifam Myanmar.

4.2 Job Performance of Respondents

The process performance of the employees is vital for the success of the business. thus, the performance of the employees at extraordinary levels should be analyzed. Table (4.4) offers the process performance of the Zifam Myanmar's sales and advertising and marketing personnel.

Table (4.4) Job Performance

Sr.No	Job Performance	Mean Score
1.	Accomplishing every assigned task on time	4.34
2.	Knowing well the expectation of organization	4.04
3.	Being happy to work with teams	4.20
4.	Performing duties without supervision	4.01
5.	Never complaining for assigned tasks	4.05
	Overall Mean	4.13

Source: Survey Data (2019)

According with Table (4.4), most of the respondents could accomplish the assigned duties on time considering the fact that they have got sufficient enjoy and Zifam Myanmar also offers enough trainings and the appealing incentives. In addition, most respondents recognize departmental dreams and in no way complain about assigned obligations. Respondents nation that they are satisfied with their groups and they could carry out without near supervisions. in keeping with the overall suggest score, maximum of the personnel said that they experience their overall performance are desirable as they get enough expert trainings, income and advertising and marketing trainings from the organization.

4.3 Analysis on the Effect of Personality Traits on Organizational Commitment

It examines the impact of identity characteristics of the Zifam Myanmar's deals and showcasing workers on their organizational commitment in Zifam Myanmar.

4.3.1 Analysis on the Effect of Personality Traits on Affective Commitment

This have a look at analyses the impact of character traits of sales and advertising and marketing employees of Zifam Myanmar and the affective commitment toward their organization. The findings are shown in Table (4.5).

Table (4.5) Effect of Personality Traits on Affective Commitment

Variable	Unstandardized		β	t	Sig	VIF
	B	Std Error				
(Constant)	1.129	.668		1.691	.094	
Extraversion	.185	.125	.144	1.471	.144	3.037
Agreeableness	.290**	.147	.201	1.980	.050	2.763
Conscientiousness	.317***	.106	.294	3.000	.003	2.258
Neuroticism	.061	.080	.072	.768	.445	1.958
Openness	-.173	.115	-.157	-1.505	.135	3.783
R Square	.670					
Adjusted R Square	.631					
F value	4.274***					

Source: Survey Data, 2019

*** Significant at 1% confidence level, ** Significant at 5% confidence level, * Significant at 10% confidence level

In settlement with Table (4.5), the value of R² (Correlation Coefficient) is sort of 67 percent for this reason this particular model could explain about the variation of personal traits on affective commitment of employees at Zifam Myanmar. the overall importance of the version, F price, is notably significant at 1 percent level. This model can be stated valid. The version can explain 63.1 percent approximately the variance of the impartial variable and established variable because Adjusted R square is 0.631 unit and all the VIF values are less than 10. this is, there is no car correlation between each impartial variable.

The variable agreeableness has the predicted nice sign and the coefficient of the variable is full-size at 5 percent level. The positive courting manner that the boom in agreeableness results in greater affective commitment of the Zifam Myanmar's income and advertising personnel due to the fact they may be emotionally type-hearted. The boom in agreeableness with the aid of 1 unit will growth with the aid of 0.290 unit for the affective commitment of the sales and advertising employees. for the reason that Zifam Myanmar sells drugs, the organization affords training to all of its income and advertising team of workers in a moral manner. moreover, employees thrive and prevail within the area as they get hold of income goals and incentives primarily based on their overall performance. therefore, they locate themselves successful at respective regions and they sense part of the business enterprise.

Conscientiousness has the predicted effective signal and the coefficient of the variable is strongly significant at 1 percent level. The tremendous relationship means that

the boom in conscientiousness leads to elevate the affective dedication of the sales and marketing personnel of Zifam Myanmar. The increase in conscientiousness by 1 unit will even improve the affective dedication by way of 0.317 unit. regarding conscientiousness, Zifam Myanmar regularly provides trainings for professional tendencies and mission-oriented for you to do the jobs greater very well. as the result, most of the sales and advertising personnel may want to carry out the undertaking systematically and that they discover themselves wonderful.

The standardized coefficient (Beta) of conscientiousness has the largest fee (0.294) amongst five explanatory variables and it is indicated that conscientiousness has the greatest contribution to boom the affective dedication of employees when the variance explained by means of other variables is managed for. The increases in conscientiousness, and agreeableness have the advantageous consequences on affective commitment.

In summary, the results show that maximum elements are not giant at 10 percent level and the primary dedication of affective dedication is determined to be conscientiousness. according to the survey findings, conscientiousness could appreciably enhance the affective dedication of income and advertising and marketing employees of Zifam Myanmar due to the fact Zifam affords trainings related to the non-public and professional development consequently most employees well known that they may do the obligations more very well and attain excellent income and a hit advertising campaigns. In additions, they believe that Zifam Myanmar is the proper employer for them as the company is doing systematically and has strategic dreams. therefore, income and advertising personnel are unswerving to the Zifam and feel part of the corporation.

4.3.2 Analysis on the Effect of Personality Traits on Continuance Commitment

This observe analyses the impact of persona traits of the Zifam Myanmar's' income and advertising and marketing employees and their continuance dedication towards their respective agency. The findings are proven in Table (4.6).

Table (4.6) Effect of Personality Traits on Continuance Commitment

Variable	Unstandardized Coefficients		β	t	Sig	VIF
	B	Std Error				
(Constant)	-.126	.690		-.182	.856	
Extraversion	.323**	.130	.231	2.493	.014	3.037
Agreeableness	-.109	.151	-.069	-.718	.474	2.763
Conscientiousness	.320***	.109	.273	2.938	.004	2.258
Neuroticism	.408***	.082	.440	4.954	.000	1.958
Openness	-.064	.118	-.053	-.542	.589	3.783
R Square	.653					
Adjusted R Square	.617					
F value	7.055***					

Source: Survey Data, 2019

*** Significant at 1% confidence level, ** Significant at 5% confidence level, * Significant at 10% confidence level

Based on Table (4.6), the fee of R2 (Correlation Coefficient) is sort of 65 percent thus this certain version may want to explain about the version of persona developments on continuance dedication of sales and marketing employees of Zifam Myanmar. the overall importance of the model, F cost, is relatively huge at 1 percent level. This version can be stated legitimate. The model can explain 61.7 percent approximately the variance of the unbiased variable and established variable because Adjusted R square is 0.617 unit and all of the VIF values are much less than 10. hence, there is no automobile correlation among each independent variable.

Extraversion has the predicted advantageous signal and the coefficient of the variable is strongly sizeable at 5 percent level. The superb courting manner that the boom in extraversion leads to raise the continuance dedication of the sales and advertising and marketing personnel of Zifam Myanmar. A growth of 1 unit for extraversion can even bring about a continuance dedication of 0.323. As Zifam makes many promotions, campaigns and customer thanks celebration, many income and advertising personnel who've extraversion trends love those events and activities. In additions, Zifam Myanmar celebrates employees' birthday party at the end of the 12 months and rewards extremely good personnel. consequently, many personnel who have extraversion trends think they could not get those types of fun at different corporations.

The variable conscientiousness has the predicted fine sign and the coefficient of the variable is good sized at 1 percent level. The wonderful relationship means that the increase in conscientiousness results in greater continuance dedication of the Zifam Myanmar's sales and advertising employees. The increase in conscientiousness by using 1 unit will boost the continuance dedication of the personnel by means of 0.320 unit. because Zifam Myanmar provides expert trainings and trainings for sales and advertising employees. as a result, personnel may want to perform their tasks dependently and self-disciplined. subsequently, income and advertising and marketing personnel with conscientiousness trait locate themselves secure at Zifam Myanmar.

The variable neuroticism has the predicted fantastic signal and the coefficient of the variable is sizable at 1 percent level. The fantastic dating method that the increase in neuroticism leads to greater continuance commitment of the Zifam Myanmar's personnel because someone with this trait tends to be hectic and anxious, is more worried approximately psychological chance and safety, even for trivial issues. because personnel scoring excessive in neuroticism have better continuance dedication whilst employees who have low neuroticism traits have lower continuance dedication in the direction of the organization. even though sales and marketing employees have most effective little neuroticism trait, it is located that a few humans have continuance dedication as they suppose it's miles tough to get the brand new task or have high danger for the duration of Covid time. for this reason, the 1 unit boom in neuroticism will boom continuance dedication of the sales and advertising employees of Zifam Myanmar with the aid of 0.408 unit.

The standardized coefficient (Beta) of neuroticism has the largest cost (0.440) among five explanatory variables and it's far indicated that neuroticism has the greatest contribution to increase the continuance commitment of income and advertising and marketing employees of Zifam Myanmar while the variance explained via different variables is controlled for. The increases in extraversion, conscientiousness, and neuroticism have the nice effects on continuance dedication of the employees.

In precis, the effects display that maximum factors are not significant at 10 percent level and the primary willpower of continuance commitment is located to neuroticism as income and advertising and marketing employees trust that the company ought to offer sufficient capacity constructing applications that can enhance their talents and decrease tension and worries. for this reason, income and advertising personnel with neuroticism

trait do no longer locate new jobs. according to the survey findings, neuroticism should extensively raise the continuance commitment of the personnel at Zifam Myanmar.

4.3.3 Analysis on the Effect of Personality Traits on Normative Commitment

This take a look at unearths out which persona developments have extensive dating with normative commitment of the personnel towards Zifam Myanmar. The findings are provided inside the Table (4.7).

Table (4.7) Effect of Personality Traits on Normative Commitment

Variable	Unstandardized Coefficients		β	t	Sig	VIF
	B	Std Error				
(Constant)	.104	.740		.140	.889	
Extraversion	.336**	.139	.235	2.418	.017	3.037
Agreeableness	.341**	.162	.211	2.097	.038	2.763
Conscientiousness	.267**	.117	.222	2.279	.025	2.258
Neuroticism	.123	.088	.130	1.395	.166	1.958
Openness	-.173	.127	-.141	-1.363	.176	3.783
R Square	.682					
Adjusted R Square	.643					
F value	4.638***					

Source: Survey Data, 2019

*** Significant at 1% confidence level, ** Significant at 5% confidence level, * Significant at 10% confidence level

As stated by using Table (4.7), the price of R² (correlation coefficient) is almost 68 percent as a consequence this particular model should explain about the variant of persona developments on normative dedication of sales and marketing employees of Zifam Myanmar. the overall significance of the model, F fee, is fairly massive at 1 percent level. This version may be said valid. The version can provide an explanation for 64.3 percent about the variance of the impartial variable and based variable because Adjusted R rectangular is 0.643 unit and all the VIF values are much less than 10. therefore, there may be no automobile correlation among each independent variable.

Extraversion has the predicted effective sign and the coefficient of the variable is strongly large at 5 percent level. The high-quality relationship means that the increase in extraversion leads to raise the normative commitment of the sales and marketing employees of Zifam Myanmar. The growth in extraversion with the aid of 1 unit can even improve the normative commitment by way of 0.336 unit because Zifam Myanmar trains personnel to do properly in public talking and improve abilities. accordingly, employees with extraversion perform properly in public activities and parties. this may significantly guide the social community and dating advertising and marketing for the sales and advertising personnel. accordingly, they respect the supports of the company and they experience responsibility to the corporation. Extraverted personnel seek out greater social interactions within the administrative center and showcase fantastic emotions. consequently, extroverts have a tendency to reply favorably toward the corporation due to notion of duty.

The variable agreeableness has the anticipated high quality signal and the coefficient of the variable is enormous at 5 percent level. The high quality relationship approach that the growth in agreeableness ends in more normative dedication of the Zifam Myanmar's income and advertising employees. Agreeableness or Love indicates a compliant personality, person who can go together with others, who's co-operative, proper-natured, and trusting. hence, sales and advertising personnel of Zifam Myanmar understand and admire what the employer has executed for them. as a consequence, 1 unit growth of agreeableness will impact to growth 0.341 unit to normative dedication of the income and advertising employees of Zifam Myanmar.

The variable conscientiousness has the anticipated tremendous sign and the coefficient of the variable is tremendous at 5 percent level. The fantastic relationship approach that the growth in conscientiousness leads to extra normative commitment of the Zifam Myanmar's sales and advertising personnel. Conscientiousness or work may be referred to as dependability and self-discipline. Sales and marketing personnel of Zifam Myanmar have a few level of conscientiousness trait and they are happy with the trainings supported by way of the agency. for that reason, they price the helps of Zifam Myanmar and that they have normative dedication. For this reason, growing 1 unit in conscientiousness will enhance 0.267 unit inside the normative dedication.

The standardized coefficient (Beta) of extraversion has the most important price (0.235) among 5 explanatory variables and it's far indicated that extraversion has the finest contribution to growth the normative dedication of income and advertising personnel of

Zifam Myanmar when the variance defined via other variables is managed for. The increases in extraversion, agreeableness and conscientiousness have the effective effects on normative commitment of the Zifam Myanmar's income and advertising and marketing personnel.

In precis, the consequences show that maximum elements are not enormous at 10 percent level and the principle dedication of normative dedication is determined to be extraversion. consistent with the survey findings, extraversion may want to drastically raise the normative commitment of the income and advertising personnel of Zifam Myanmar as income and advertising personnel of the Zifam Myanmar have extraversion traits and they might take part and construct the networks for his or her work at public events and promotions exhibited by means of the organization. for that reason, people are glad and sense obligation to the organization.

4.4 Analysis on the Effect of Organizational Commitment on Job Performance

This study finds out organizational commitment has significant relationship with job performance of the sales and marketing employees of Zifam Myanmar. The findings are presented in the Table (4.8).

Table (4.8) Effect of Organizational Commitment on Job Performance

Variable	Unstandardized Coefficients		β	t	Sig	VIF
	B	Std Error				
(Constant)	2.985	.259		11.546	.000	
Affective Commitment	.230**	.092	.304	2.514	.013	3.247
Continuance Commitment	-.007	.071	-.010	-.101	.920	2.434
Normative Commitment	.099	.081	.146	1.224	.224	2.234
R Square	.568					
Adjusted R Square	.544					
F value	7.123***					

Source: Survey Data, 2019

*** Significant at 1% confidence level, ** Significant at 5% confidence level, * Significant at 10% confidence level

As mentioned in Table (4.8), the fee of R2 (Correlation Coefficient) is almost 56 percent for this reason this special model ought to provide an explanation for approximately the variant of organizational dedication on and task overall performance of the Zifam Myanmar's sales and marketing employees. the general significance of the version, F value, is incredibly considerable at 1 percent level. This version may be stated legitimate. in step with Adjusted R rectangular this is 0.544 unit, then the model can provide an explanation for 54.4 percent about the variance of the independent variable and structured variable and all the VIF values are less than 10. Thus, there's no car correlation between each unbiased variable.

Affective dedication has the predicted high quality sign and the coefficient of the variable is strongly huge at 5 percent level. The wonderful courting way that the growth in affective commitment leads to raise the process overall performance of the income and advertising employees of Zifam Myanmar and the increase in affective dedication via 1 unit will also raise the job performance by means of 0.230 unit due to the fact sales and advertising employees get development trainings and unique trainings. They recognize and recognize the HRM practices of Zifam Myanmar and gain their profession dreams. consequently, income and marketing personnel feel they belong to and part of the enterprise. the ones employees have affective commitment and they paintings hard for the organization. Hence, performance of the individuals and universal performance of the business enterprise has been progressed drastically.

The standardized coefficient (Beta) of affective commitment has the biggest fee (0.304) among three explanatory variables. it is indicated that affective dedication has the best contribution to boom job overall performance of sales and advertising personnel of Zifam Myanmar when the variance explained by other variables is controlled for. The will increase in affective dedication have the tremendous outcomes on job overall performance of the Zifam Myanmar's sales and marketing employees.

In summary, the consequences show that maximum factors aren't large at 10 percent level. among three dedication elements, continuance and normative commitments aren't strongly significant with task performance. the main dedication of job performance is found to be affective dedication because income and advertising personnel of Zifam Myanmar determine to live on this business enterprise for a long term and they feel that they belong to this organization. As an end result, they paintings tough and always think for the

employer the way to improve. consistent with the survey findings, affective commitment could notably raise the activity performance of the personnel at Zifam Myanmar.

Chapter 5

Conclusion

This chapter is divided into three sections. The findings and comments based on the analysis are presented first, followed by suggestions and recommendations, and the study's needs for further research at the end are mentioned.

5.1 Findings and Discussions

When it comes to the demographics of the responders, the majority of them are females graduates who have completed their education. Almost all of Zifam Myanmar's sales and marketing staff are educated, and they have worked for the company for between 4 and 6 years. Many employees are non-managerial, and they make up the majority of the workforce. Because Zifam Myanmar allocates medicines throughout the country, the firm organizes sales teams based on areas and employs managers for every team.

Extraversion, conscientiousness, agreeableness, and openness to experience are the most common personality traits among respondents, with less neuroticism. Furthermore, conscientiousness personality was shown to be the most common among the five personality qualities. In this way, the majority of employees pay attention to specifics, unify everything, and stick to the agenda plan.

In terms of the effect of personality traits on affective commitment, the conscientiousness trait of Zifam Myanmar's sales and marketing staff contributes the most to affective commitment since Zifam Myanmar provides growth and specific trainings. Furthermore, when individuals progressed, they were able to attain their occupational goals and more profits. Likewise, agreeableness is linked to emotional warmth, increases in agreeableness personality traits have a beneficial effect on the affective commitment of Zifam Myanmar's sales and marketing workers. This sentiment fosters a sense of belonging and documentation with the organization's ideals and aims.

When it comes to the impact of personality traits on continuance commitment, the employees' neuroticism attribute has the largest impact on their loyalty to Zifam Myanmar. They are concerned about losing their current perks and the possibility of failing their jobs. Increases in extraversion, conscientiousness, and neuroticism personality traits have a

beneficial impact on Zifam Myanmar's sales and marketing personnel' continuance commitment.

Concerning the impact of personality traits on normative commitment, the extraversion attribute of employees contributes the most to the normative commitment of Zifam Myanmar's sales and marketing staff. High extraversion and public speaking are two activities that people with a strong extraversion attribute like. People are delighted with their jobs since they can arrange events and expand their social networks at Zifam. Increases in extraversion, agreeableness, and conscientiousness personality qualities have a beneficial impact on Zifam Myanmar's sales and marketing workers' normative commitment.

When it comes to the impact of organizational commitment on work performance, Zifam Myanmar's sales and marketing staff' emotional commitment makes the biggest difference. Zifam's sales and marketing personnel have been with the company for 4 to 6 years, and they realize that the company develops their abilities and provides prospects for advancement. Accordingly, they feel like they are a part of the organization and put strong effort for it. Increased affective commitment has a favourable impact on Zifam Myanmar's sales and marketing workers' job performance.

5.2 Suggestions and Recommendations

Myanmar has a large number of pharmaceutical companies, and there is fierce competition among them. According to the findings, the majority of employees are educated, and non-managerial employees, as well as Zifam Myanmar, should focus on sales and marketing employees who have worked for the company for four to six years. As a result, HR managers must carefully select tactics for those individuals. Furthermore, HR managers should pay close attention to sales and marketing team managers around the country, as they make up the second largest group at Zifam Myanmar. Likewise, Zifam Myanmar should hire sales and marketing professionals with a high level of conscientiousness personality traits, as they will have a higher level of affective commitment, which will increase job performance.

Zifam Myanmar should emphasize conscientiousness in order to promote affective commitment among sales and marketing professionals. As a result, Zifam Myanmar should conduct more trainings to ensure that everything is well organized, so that sales and

marketing staff believe Zifam Myanmar is a good organization and are more committed to their jobs. Furthermore, the organization should have clear and open HR rules for policies and incentives so that employees can prepare for their future careers. Zifam Myanmar should also pay attention to the agreeableness personality attribute. As a result, the company should treat employees fairly in order to foster a helpful organizational culture where people with agreeableness personality traits can thrive.

Zifam Myanmar should concentrate on the neuroticism personality trait when it comes to continuance commitment. Some sales and marketing employees, according to the study, show neurotic tendencies. As a result, Zifam should provide job security or appealing compensation to such employees in order to alleviate their concerns. Additionally, the firm should provide training that is relevant to the activities at hand, as well as unique soft-skills training, in order to alleviate employee stress, tension, and anxiety. Employees will have reduced neuroticism as a result of this, and will eventually have normative and affective commitment. Subsequently, Zifam Myanmar will hire people with lower levels of neuroticism, which will improve employee performance.

When it comes to normative commitment, Zifam Myanmar should concentrate on the extraversion personality characteristic, as persons who have a high level of extraversion have a higher level of normative commitment. As a result, Zifam Myanmar should train sales and marketing staff to be less hesitant in public and provide particular public speaking training. Furthermore, the company should provide parties and events for its employees so that non-managerial sales and marketing personnel can gain experience with public events. Then such individuals will be more satisfied and committed to the organization. More coaching and workshops should be organized by the organization so that subordinates can learn from their superiors. Furthermore, Zifam Myanmar should pay attention to the agreeableness and conscientiousness of its sales and marketing staff. In the case of persons with a high level of agreeability, the company should establish a positive organizational culture that encourages employees to be helpful and respectful of one another. People with a high level of conscientiousness should be offered time management and career development training by the organization so that they can perform successfully and achieve their goals. Employees will acknowledge the company's support and feel more obligated to the organization if the aforementioned suggestions are implemented.

In order to increase the performance of sales and marketing staff, Zifam Myanmar may need to put more effort on learning to the advices to enhance the affective commitment, which has an impact on employee performance.

5.3 Needs for Further Research

Although other factors may exist, this study focuses solely on the personality traits of Zifam Myanmar sales and marketing people utilizing the big five criteria. The study also looks at the impact of personality traits on organizational commitment and work performance among Zifam Myanmar's sales and marketing staff. The scope of this study does not include the entire pharmaceutical sector. Lastly, this study does not go into detail on HRM methods that may have an impact on organizational commitment as well as worker job performance. In consequence, future studies should look into HRM methods and the impact of personality traits on sales and marketing person's work performance across the entire pharmaceutical business.

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APPENDIX A

This agglomerate of questionnaire is intended to sales and marketing personnel from Zifam Myanmar to determine the effects of personality traits on organization commitment and Job Performance. I would like to get your effective response for the following questions. Your response would be used in my research purpose only and would be kept as a strict confidential information. It will be useful and get effectiveness for my thesis.

Structured Questionnaire

Please place a tick “√” or fill in the blank for each of the following;

PART I: Demographics

1. Gender

Male

Female

2. Age

Less than 20 years

21– 25 years

26- 30 years

31 – 35 years

Above 35 years

3. What is your educational Qualification?

High School Student

Undergraduate

Post Graduate

Master

Other

4. What is your position?

Non-managerial Employee

Supervisor

Assistant Manager

Manager

Other

5. How long have you been working for this organization?

Less than 1 year

1 ~ 3 years

4 ~ 6 years

7 ~ 10 years

Above 10 years

PART II: Big Five Personality

For each statement, please indicate your opinion based on the following rating scale:

Scale definition: (5= Strongly Agree, 4 =Agree, 3 =Neither Disagree nor Agree, 2 = Disagree, 1= Strongly Disagree)

Extraversion	Degree				
	5	4	3	2	1
1. I like the party or gathering.					
2. I am comfortable around people.					
3. I start the talking to people.					
4. I like to meet and talk to many people at parties.					
5. I am not shy being the center of attention.					
Agreeableness	5	4	3	2	1
6. I am paying attention to people.					
7. I express sympathy with others' feelings.					
8. I have a kind heart.					
9. I give time for others.					
10. I feel others emotions.					

Conscientiousness	5	4	3	2	1
11. I am always organized.					
12. I care details.					
13. I get regular jobs done right away.					
14. I follow the schedule.					
Neuroticism	5	4	3	2	1
15. I get tense easily.					
16. I concern about things.					
17. I am easily anxious.					
18. I get disappointment easily.					
19. I change my mind a lot.					
Openness to Experience	5	4	3	2	1
20. I used to try new things.					
21. I love solving new cases.					
22. I am happy to think about abstract concepts.					

PART III: Attitudes

How much degree do you agree for the following factors relating to your attitudes?

Scale definition: (5= Strongly Agree, 4 =Agree, 3 =Neither Disagree nor Agree, 2 = Disagree, 1= Strongly Disagree)

Affective Commitment	Degree				
	5	4	3	2	1
1. I feel a strong sense of “belonging” to Zifam Myanmar.					
2. I would expect to spend the rest of my career at this company.					
3. I consider that organizational problems are the same as mine.					
Continuance Commitment	5	4	3	2	1
4. If I leave the organization now, I will face the difficulties.					
5. I have no other job opportunities right now.					
6. It is better to stay at this organization at this moment even if I want to change job.					
Normative Commitment	5	4	3	2	1
7. I feel a sense of moral responsibility to remain in this organization.					
8. I owe a great deal to my organization.					
9. I believe it is unethical to switch jobs only for my own benefits.					

PART IV: JOB PERFORMANCE

How much degree do you agree for the following factors regarding to your Job Performance?

Scale definition: (5 = Strongly Agree, 4 = Agree, 3 = Neither Disagree nor Agree, 2 = Disagree, 1 = Strongly Disagree)

JOB PERFORMANCE	Degree				
	5	4	3	2	1
1. I accomplish every assigned task on time.					
2. I know very well what Organization expects of me.					
3. I am happy working with teams.					
4. I could perform my duties without supervision.					
5. I never complain with my assigned tasks.					

APPENDIX B

SPSS OUTPUT

Regression result for Personality Traits on Affective Commitment

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.542 ^a	.670	.631	.49852

a. Predictors: (Constant), OpennessMean, NeuroticismMean, ExtraversionMean, ConscientiousnessMean, AgreeablenessMean

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	11.672	6	1.945	4.274	.000 ^b
Residual	28.083	113	.249		
Total	39.755	119			

a. Dependent Variable: Affective CommitmentMean

b. Predictors: (Constant), OpennessMean, NeuroticismMean, ExtraversionMean, ConscientiousnessMean, AgreeablenessMean

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
1 (Constant)	1.129	.668		1.691	.094	
Extraversion	.185	.125	.144	1.471	.144	3.037
Agreeableness	.290	.147	.201	1.980	.050	2.763
Conscientiousness	.317	.106	.294	3.000	.003	2.258
Neuroticism	.061	.080	.072	.768	.445	1.958
Openness to Experience	-.173	.115	-.157	-1.505	.135	3.783

a. Dependent Variable: Affective Commitment Mean

Regression result for Personality Traits on Continuance Commitment

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.468 ^a	.653	.617	.68143

a. Predictors: (Constant), OpennessMean, NeuroticismMean, ExtraversionMean, ConscientiousnessMean, AgreeablenessMean

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	14.694	6	2.449	7.055	.000 ^b
Residual	52.471	113	.464		
Total	67.165	119			

a. Dependent Variable: Continuance Commitment Mean

b. Predictors: (Constant), OpennessMean, NeuroticismMean, ExtraversionMean, ConscientiousnessMean, AgreeablenessMean

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
1 (Constant)	-.126	.690		-.182	.856	
Extraversion	.323	.130	.231	2.493	.014	3.037
Agreeableness	-.109	.151	-.069	-.718	.474	2.763
Conscientiousness	.320	.109	.273	2.938	.004	2.258
Neuroticism	.408	.082	.440	4.954	.000	1.958
Openness	-.064	.118	-.053	-.542	.589	3.783

a. Dependent Variable: Continuance Commitment Mean

Regression result for Personality Traits on Normative Commitment

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.551 ^a	.682	.643	.51844

a. Predictors: (Constant), OpennessMean, NeuroticismMean, ExtraversionMean, ConscientiousnessMean, AgreeablenessMean

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	13.264	6	2.211	4.638	.000 ^b
Residual	30.373	113	.269		
Total	43.637	119			

a. Dependent Variable: Normative Commitment Mean

b. Predictors: (Constant), OpennessMean, NeuroticismMean, ExtraversionMean, ConscientiousnessMean, AgreeablenessMean

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
1 (Constant)	.104	.740		.140	.889	
Extraversion	.336	.139	.235	2.418	.017	3.037
Agreeableness	.341	.162	.211	2.097	.038	2.763
Conscientiousness	.267	.117	.222	2.279	.025	2.258
Neuroticism	.123	.088	.130	1.395	.166	1.958
Openness	-.173	.127	-.141	-1.363	.176	3.783

a. Dependent Variable: Normative Commitment Mean

Regression result for Organizational Commitment on Job Performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.579 ^a	.568	.544	.47056

a. Predictors: (Constant), Normative Commitment Mean, Continuance Commitment Mean, Affective Commitment Mean

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	12.641	6	2.107	7.123	.000 ^b
Residual	25.021	113	.221		
Total	37.662	119			

a. Dependent Variable: Job PerformanceMean

b. Predictors: (Constant), Normative Commitment Mean, Continuance Commitment Mean, Affective CommitmentMean

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
1 (Constant)	2.985	.259		11.546	.000	
Affective Commitment	.230	.092	.304	2.514	.013	3.247
Continuance Commitment	-.007	.071	-.010	-.101	.920	2.434
Normative Commitment	.099	.081	.146	1.224	.224	2.234

a. Dependent Variable: Job Performance Mean