

The Mediating Effect of Psychological Capital on the Relationship between Personality Traits and Organizational Commitment

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Abstract: The aim of this study was to investigate the mediating effect of psychological capital on the relationship between personality traits and organizational commitment. Data were collected from 416 teachers of public sector universities of Khyber Pakhtunkhwa, Balochistan, Sindh and Panjab. Barren and Kenny's (1986) procedure to test the mediating effect was adopted. Structure equation modeling was used to operate data. The results indicated that personality traits had a significant positive association with organizational commitment and psychological capital. Psychological capital was also found to have significant positive association with organizational commitment. The results of structure equation modeling showed that psychological capital partially mediated the relationship between personality traits and organizational commitment.

Keywords: Personality Traits; Psychological Capital; Organizational Commitment; Pakistani Teachers

Introduction

Human resources are viewed as an organization's most valuable asset in the modern world. Greater human capital quality boosts the organization's chances of success, survival, and promotion. Organizations need capable and dedicated human resources if they are to completely accomplish their goal by having clear objectives, ideal strategies, effective organisational structures, and appropriate job design. Because it would benefit both the company and the people, it is important to increase the quality of human resources.

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Organizational commitment refers to a process where employees participate in organizational decision-making and show dedication to their organization.

Many studies have found the relationship of personality traits with affective commitment (Gudermann, 2011; Hadziahmetovic, 2021; Izzati, 2015; Matzler & Renzl, 2007; Matzler, Renzl, Mooradian, von Krogh, & Mueller, 2011; Panaccio & Vandenberghe, 2012; Purba, Oostrom, Van Der Molen, & Born, 2015), normative commitment (Abdullah, Omar, & Rashid, 2013; Amani & Shabahang, 2022; Choi, Oh, & Colbert, 2015; Erdheim, Wang, & Zickar, 2006; Harini & Utami, 2020; Leephaijaroen, 2016; Panaccio & Vandenberghe, 2012; Spagnoli & Caetano, 2012) and continuous commitment (AYOADE, Ogunnaike, & ADEGBUYI, 2018; Hayat Bhatti et al., 2019; Khiavi, Dashti, & Mokhtari, 2016; Lee, Park, Back, Hyun, & Lee, 2020).

The Big Five personality traits are independent personality traits which determine five broad personality types including “Conscientiousness, Extraversion, Neuroticism, Agreeable and Openness to experience”. Characteristics of the conscientious personality type include diligence, thoroughness, responsibility, organisation, and persistence (Barrick & Mount, 1991). Being friendly, chatty, gregarious, aggressive, energetic, ambitious, and expressive are examples of extraversion (Barrick & Mount, 1991). Anxious, depressed, furious, ashamed, emotional, concerned, and insecure characteristics are characteristics of neuroticism (Barrick & Mount, 1991). Agreeable qualities include being polite, adaptable, trustworthy, affable, cooperative, forgiving, kind, and tolerant (Barrick & Mount, 1991). Characteristics like creativity, culture, curiosity, originality, open-mindedness, intelligence, and artistic sensitivity are indicative of openness to experiences (Barrick & Mount, 1991).

Luthans and Youssef (2004) defined psychological capital as “a positive state of mind exhibited during the growth and development of an individual”. Psychological capital consists of four dimensions: “self-efficacy, optimism, resiliency, and hope”. Self-efficacy is the belief in one's ability to carry out a task, capacity for overcoming obstacles, and drive to accomplish. A person who is optimistic attributes good things to happen and keeps a positive outlook on the present and the future. Resilience is the capacity to bounce back swiftly from difficulties, setbacks, and failures—or even to adapt and develop. Hope is a powerful motivating emotion that aids in reaching objectives through a variety of strategies.

Organizational commitment has also been found to be correlated with extroversion (Abdullah et al., 2013; Erdheim et al., 2006; Indarti, Fernandes, & Hakim, 2017; Njoku, Ebeh, & Mbaeri, 2017; Spagnoli & Caetano, 2012), conscientiousness (Çelik & Oral, 2016; Mahdiuon, Ghahramani, & Sharif, 2010; Shabahang & Amani, 2016; Sjahruddin & Normijati, 2013; Widodo & Damayanti, 2020), neuroticism (Erdheim et al., 2006; Gelade, Dobson, & Gilbert, 2006; Korankye, Ahakwa, Anaman, & Samuel, 2021; Panaccio & Vandenberghe, 2012; Yildiz, 2018; Zhang, 2015), agreeableness (Çelik & Oral, 2016; Erdheim et al., 2006; Farrukh, Ying, & Mansori, 2017; Khiavi et al., 2016; Leephaijaroen, 2016) and openness to experience (Moss, McFarland, Ngu, & Kijowska, 2007; Syed, Saeed, & Farrukh, 2015; Tziner, Waismal-Manor, Vardi, & Brodman, 2008; Utami et al., 2021).

Psychological capital has also been found to have a strong link with organizational commitment (Etebarian, Tavakoli, & Abzari, 2012; Lather & Kaur, 2015; Nguyen & Ngo, 2020; Yalcin, 2016; Yildiz, 2018). There is no study that has found the mediating effect of psychological capital between the association of personality traits and organizational commitment. This study does it. Keeping in view the literature discussed above, we have the following hypotheses:

H1: Personality traits are significantly correlated with Organizational Commitment in Pakistani Universities' Teachers.

H2: Personality traits are significantly correlated with Psychological Capital in Pakistani Universities'

Teachers.

H3: Psychological Capital is significantly correlated with Organizational Commitment in Pakistani Universities' Teachers.

H4: Psychological Capital mediates the relationship between personality traits and Organizational Commitment in Pakistani Universities' Teachers.

Research Methodology

Data collection Procedure

Data were collected from teachers including professor, associate professor, assistant professor and lecturers of public sector universities of Khyber Pakhtunkhwa, Balochistan, Sindh and Punjab. Five hundred questionnaires were sent to the faculty with the help of professors, friends and students. Four hundred and nineteen questionnaires were returned within 30 days after one reminder. Only three questionnaires containing incomplete data were disposed of. Four hundred and sixteen (N=416) questionnaires were used for research purpose.

Measurement

Psychological Capital Questionnaire

Psychological capital and its different facets were measured through psychological capital scale developed by Luthans, Avey, Avolio, Norman, and Combs (2006). "Hope, Resiliency, Optimism and Efficacy" are referred to as the dimensions of psychological capital. Each dimension of psychological capital consists of 6 items. Hope's examples are "Right now I see myself as being pretty successful at work" and "If I should find myself in a jam at work, I could think of many ways to get out of it". Resiliency's examples are "When I have a setback at work, I have trouble recovering from it, moving on" and "I usually take stressful things at work in stride". Efficacy's examples are "I feel confident in representing my work area in meetings with management" and "I feel confident helping to set targets/goals in my work area". Optimism's examples are "I always look on the bright side of things regarding my job" and "If something can go wrong for me work-wise, it will". 6 Point Likert Scale ranging from 1 to 6 was used. The Cronbach's Alfa for Resiliency, optimism, self-efficacy and hope were .77, .84, .81 and .88 respectively.

Personality Traits Questionnaire

Personality traits and its different facets were measured through personality traits scale developed by John and Srivastava (1999). "Extraversion, agreeableness, neuroticism, openness to experience and conscientiousness" are referred to as the dimensions of personality traits. "Extraversion, agreeableness, neuroticism, openness to experience and conscientiousness" composed of 8, 9, 8, 10 and 9 items respectively. Openness to experience's examples are "I see myself as someone who is original, comes up with new ideas" and "I see myself as someone who is ingenious, a deep thinker". Extroversion's examples are "I see myself as someone who is talkative" and "I see myself as someone who is full of energy". Agreeableness's examples are "I see myself as someone who is helpful and unselfish with others" and "I see myself as someone who has a forgiving nature". Neuroticism's examples are "I see myself as someone who is depressed, blue" and "I see myself as someone who can be tense". Conscientiousness's examples are "I see myself as someone who does a thorough job" and "I see myself as someone who is a reliable worker". 5 Point Likert Scale ranging from 1 to 5 was used. The Cronbach's Alfa for "Extraversion, agreeableness, neuroticism, openness to experience and conscientiousness" were .86, .89, .81, .92 and .85

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respectively.

Organizational Commitment Questionnaire

Organizational commitment and its different facets were measured through organizational commitment scale developed by Meyer and Allen (1991). “Affective Commitment, Continuous Commitment and Normative Commitment” are referred to as the dimensions of organizational commitment. Each dimension of organizational commitment consists of 6 items. Affective commitment’s examples are “I would be very happy to spend the rest of my career in this organization.” and “I really feel as if this organization’s problems are my own”. Continuous commitment’s examples are “It would be very hard for me to leave my job at this organization right now even if I wanted to” and “I believe I have too few options to consider leaving this organization”. Normative commitment’s examples are “Even if it were to my advantage, I do not feel it would be right to leave” and “I would feel guilty if I left this organization now”. 6 Point Likert Scale ranging from 1 to 6 was used. The Cronbach’s Alfa for “Affective Commitment, Continuous Commitment and Normative Commitment” were .86, .81 and .79 respectively.

Results

Table 1: Correlation among Personality Traits, Psychological Capital and Organizational Commitment

| | Personality Traits | Psychological Capital | Organizational Commitment |
|---------------------------|--------------------|-----------------------|---------------------------|
| Personality Traits | 1 | .167** | .407** |
| Psychological Capital | .167** | 1 | .204** |
| Organizational Commitment | .407** | .204** | 1 |

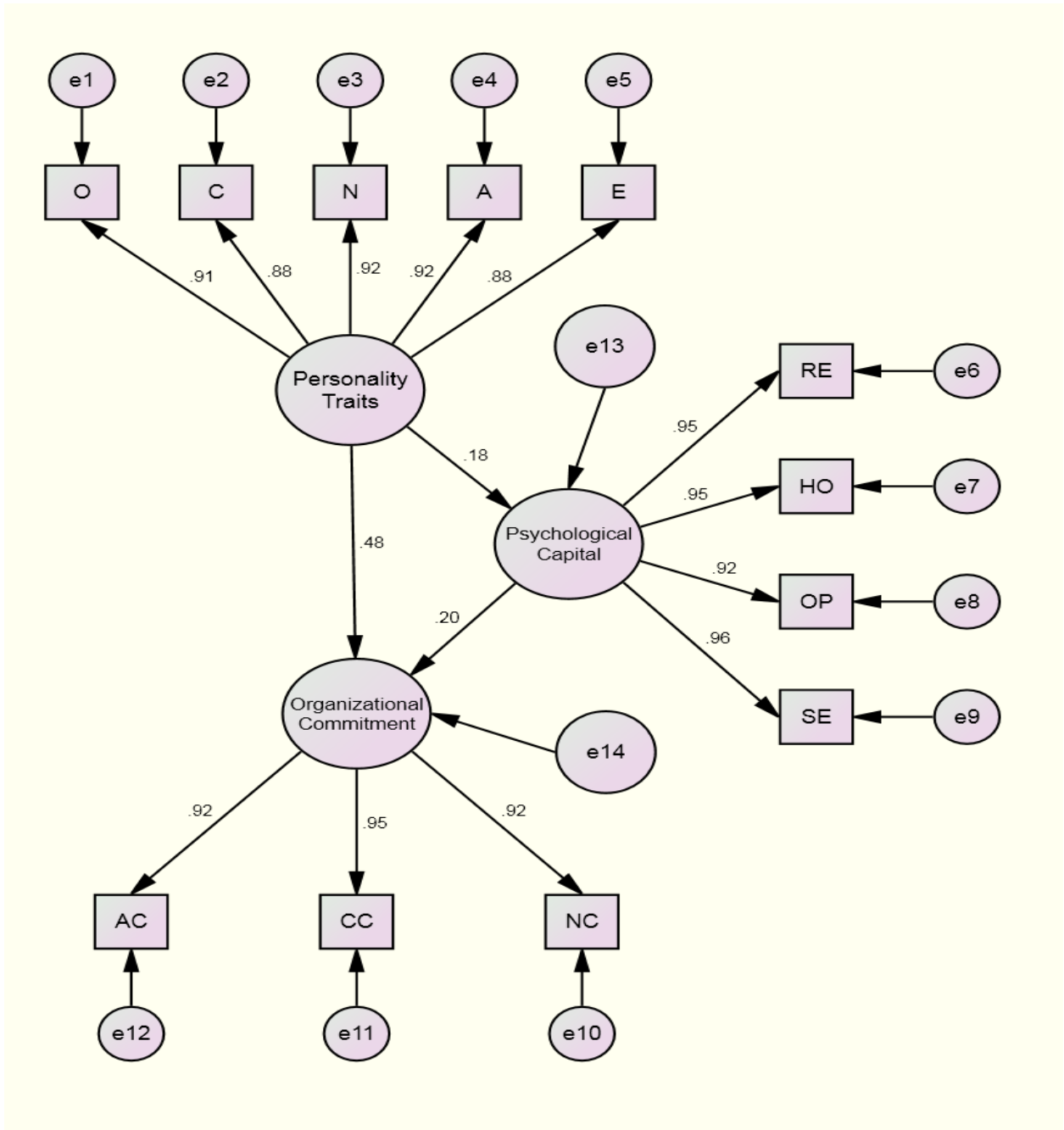
“**”. Correlation is significant at the 0.01 level (2-tailed).”

The results of table 1 indicate the correlation among personality traits, psychological capital and organizational commitment. Personality traits showed a significant positive relationship with organizational commitment (.407**) followed by psychological capital (.167**). Psychological capital also revealed a significant positive relationship with organizational commitment (.204**). Therefore, we accept:

H1: Personality traits are significantly correlated with Organizational Commitment in Pakistani Universities’ Teachers.

H2: Personality traits are significantly correlated with Psychological Capital in Pakistani Universities’ Teachers.

H3: Psychological Capital is significantly correlated with Organizational Commitment in Pakistani Universities’ Teachers.



Graph: Indirect Path from Personality Traits to Organizational Commitment Through Psychological Capital

The results of Graphic representation reveal indirect effect of personality traits on organizational commitment via psychological capital. The regression coefficient between personality traits and organizational commitment was .65 meaning that personality traits affected organizational commitment positively. The regression coefficient between personality traits and organizational commitment reduced to from .65 to .48 when psychological capital was introduced as a mediator. The model of personality traits, organizational commitment and psychological capital fit the data very well with GFI, .958; chi square/CMIN, 108.986; df, 51; CFI, .990; RMSEA, .053; RMR, .042; CMIN/DF, 2.137; and P, .000. As indicated in table 2, all of the aforementioned values are acceptable. Table 3 displays the regression weight values. Table 3 shows the relationship among all variables with significant values.

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So, we accept H4: Psychological Capital mediates the relationship between Personality Traits and organizational commitment in Pakistani Universities' Teachers.

Table 2: Values of Indices

| | |
|---------|---------|
| RMSEA | .053 |
| CFI | .990 |
| GFI | .958 |
| RMR | .042 |
| DF | 51 |
| CMIN | 108.986 |
| CMIN/DF | 2.137 |
| P | .000 |

Table 3: Relationship between personality traits, psychological capital and organizational commitment

| | | | Estimate | S.E. | C.R. | P | Label |
|----|------|----|----------|------|--------|-----|-------|
| PC | <--- | PT | .150 | .042 | 3.546 | *** | |
| OC | <--- | PT | .485 | .048 | 10.091 | *** | |
| OC | <--- | PC | .241 | .056 | 4.323 | *** | |

Table 4: Standardized Regression Weights

| | | | Estimate |
|----|------|----|----------|
| PC | <--- | PT | .181 |
| OC | <--- | PT | .478 |
| OC | <--- | PC | .196 |
| O | <--- | PT | .913 |
| C | <--- | PT | .883 |
| N | <--- | PT | .915 |
| A | <--- | PT | .923 |
| E | <--- | PT | .879 |
| RE | <--- | PC | .954 |
| HO | <--- | PC | .947 |
| OP | <--- | PC | .917 |
| SE | <--- | PC | .955 |
| NC | <--- | OC | .916 |
| CC | <--- | OC | .949 |
| AC | <--- | OC | .920 |

Conclusion

The aim of this study was to investigate the mediating effect of psychological capital on the relationship between personality traits and organizational commitment. Data were collected from 416 teachers of public sector universities of Khyber Pakhtunkhwa, Balochistan, Sindh and Punjab. Barren and Kenny's (1986) procedure to test the mediating effect was adopted. Structure equation modeling was used to operate data. The results indicated that personality traits had a significant positive association with organizational commitment and psychological capital. Psychological capital was also found to have significant positive association with organizational commitment. The results of structure equation modeling showed that psychological capital partially mediated the relationship between personality traits and organizational commitment.

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