

Big Five Personality Types and Organizational Commitment in the Hospitality Industry of Colombo, Sri Lanka

B.A.K.M. Mendis

Human Resources Consultant

kanchana.mendis@gmail.com

Abstract: This paper explores the connection between personality traits and the organization commitment of 275 employees in the hospitality industry. The study is rooted in the statistical analysis of information gathered from 275 professionals in Sri Lanka. The findings indicate that agreeableness and conscientiousness personality traits exhibit correlations with various aspects of organizational commitment. Specifically, they are positively associated with affective commitment and normative commitment while negatively linked to continuance commitment. These results are expected to have a lasting impact on both the human resources management strategies within the hospitality industry and the future research endeavors of academics in this field.

Keywords: *Big Five Personality Traits, Hospitality Industry Professionals, Human Resources Management Organizational Commitment*

Introduction

In today's dynamic and competitive business landscape, the concept of organizational commitment has emerged as a pivotal factor in organizational success. Organizational commitment is a critical factor in the success and sustainability of organizations (Meyer & Herscovitch, 2001). Organizational commitment encompasses the dedication, enthusiasm, and loyalty individuals bring to their roles, directly impacting an organization's performance, productivity, and long-term sustainability. It is the emotional attachment and dedication that employees exhibit toward their organization, which influences their willingness to invest time and effort in their roles (Mowday, Porter, & Steers, 1982).

Mowday, Porter and Steers (1982) characterized organizational commitment as a connection formed between an individual and their organization, marked by the intent to stay within it and align oneself with its values and norms, while also demonstrating a willingness to

contribute productively. This can be seen as a long-term affiliation between an employee and an organization. Another perspective by Robbins, Judge, and Sanghi (2008) defines organizational commitment as the extent to which employees actively seek to align themselves with an organization's vision, objectives, and aspirations, striving to become an integral part of it and persist in their association. Commitment has garnered significant attention from researchers and business professionals due to its profound impact on various organizational and individual outcomes, including factors such as absenteeism, motivation, turnover, job performance, and withdrawal behaviors, as highlighted by Klein, Becker, & Meyer (2009).

As organizations strive to nurture a committed workforce, they are increasingly recognizing that a one-size-fits-all approach is inadequate. Instead, a deeper understanding of the individual differences that shape Organizational commitment is imperative for crafting targeted strategies to maximize employee engagement and retention. Despite its



significance, Organizational commitment remains a complex and multifaceted construct. Researchers have long sought to understand the various determinants of commitment, and one area that has garnered increasing attention is personality.

The multifaceted nature of human personality, as postulated by various psychological theories and models, has sparked considerable interest among researchers, human resource practitioners, and organizational leaders. Over the years, research in the fields of psychology and organizational behavior has unveiled a wealth of knowledge regarding personality types and their potential influence on work-related attitudes and behaviors. Individual differences in personality traits have been shown to play a pivotal role in shaping employee behavior and attitudes (Barrick & Mount, 1991; Salgado, 1997). These differences, encapsulated within well-established personality frameworks such as the Big Five (Costa & McCrae, 1992) or the Myers-Briggs Type Indicator (MBTI; Myers & Briggs, 1976), offer insights into how individuals perceive and interact with their work environments. Such perceptions and interactions are crucial in determining levels of commitment to an organization.

One ongoing research challenge is understanding the potential role of personality as a precursor to organizational commitment. There has been limited research on the relationship between personality and organizational commitment, and the outcomes have been mixed (Klein et al., 2009). Personality encompasses a structured and cohesive set of relatively stable characteristics that distinguish one person from another (Shamlou, 2009).

Organization behavior researchers have been advocating that the Five-Factor or Big-Five model of personality serves as an

optimal framework for illustrating the significance of personality in relation to organizational commitment (John, Robins & Pervin, 2008). This model consists of a conceptual framework comprising five key dimensions: openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism (McCrae & John, 1992).

This article seeks to provide a comprehensive examination of the relationship between personality types and Organizational commitment. It aims to address several key questions, including whether specific personality traits are associated with higher or lower levels of commitment, how these relationships may vary across different organizational contexts, and the implications for both researchers and practitioners.

Statement of the Problem

The organizations strive to nurture a committed workforce, they are increasingly recognizing that a one-size-fits-all approach is inadequate. Instead, a deeper understanding of the individual differences that shape organizational commitment is imperative for crafting targeted strategies to maximize employee engagement and retention.

Regardless of its significance, organizational commitment remains a complex and multifaceted construct. Researchers have long sought to understand the various determinants of commitment, and one area that has garnered increasing attention is personality.

The exploration of personalities by the renowned Greek philosopher Hippocrates marks the starting point for understanding personalities. It logically follows that extensive research has been conducted in this area to date. As humanity has progressed, so have technological advancements, and a recurring issue

emerges when individuals struggle to meet their responsibilities and tasks, leading to the manifestation of negative traits.

Recruitment and retention of qualified and experienced employees is a major problem in the hospitality industry. The average turnover of the executive grade professionals is approximately 28% during the last 3 years. The researcher, after analyzing the exit interview feedback sheets and discussions with human resources representatives of relevant hotels found out that the mismatching of personalities of the employees to the culture of the hospitality trade is one of the main reasons for the high labour turnover.

Therefore, the management of the relevant hotels requested the researcher to carry out a survey to find out whether there is a link between the personality types and organizational commitment of the executive grade employees of the hospitality trade.

Research Questions and Objectives

The general purpose of this study is to examine the relationship between the big-five personality type and organizational commitment of professionals in the hospitality industry of Colombo, Sri Lanka.

Literature Review & Literature Gap

Organizational commitment is a fundamental and enduring concern for businesses, as noted by Riaz, Akram, and Ijaz in their 2007 study. Organizations consistently seek employees who are deeply committed to helping achieve their strategic goals, vision, and mission. The definitions of organizational commitment vary, with Allen and Meyer (1996) proposing that it can be seen as the emotional connection between the

employee and the organization, which enhances the likelihood of the employee staying with the company and delivering exceptional performance. Furthermore, organizational commitment serves as an indicator of employee performance and turnover, as observed by Morris and Sherman in 1981. It reflects the extent to which an employee identifies with and actively participates in the organization, as established by Porter, Street, Mowday, and Boulian in 1974. Meyer and his colleagues, as outlined in their works (Allen & Meyer, 1990; Meyer & Allen, 1991; 1997; Meyer & Herscovitch, 2001), have introduced a comprehensive three-component model of organizational commitment that includes affective, continuance, and normative dimensions.

In their work from 1990, Allen and Meyer define affective commitment as the emotional bond an employee forms with, their identification with, and active involvement in the organization. Affective commitment encompasses three key components: (1) the development of an emotional connection with the organization, (2) a sense of alignment and identification with the organization's goals, and (3) a desire to maintain membership in the organization. Allen and Meyer argue that individuals cultivate an emotional attachment to an organization when they align with the organization's objectives and are willing to contribute to achieving those objectives. They go on to explain that identification with an organization occurs when an employee's values are in sync with the values of the organization, and the employee can internalize and embrace the organization's values and objectives. Mowday, Steers, and Porter, in their 1979 research, also describe affective organizational commitment as an active connection with the organization, where individuals are willing to invest themselves to enhance the organization's well-being. These descriptions underscore the presence of a psychological connection and a sense of

pride associated with being a part of the organization. Employees who exhibit strong affective commitment remain loyal to the organization because they genuinely want to do so.

The second facet in Allen and Meyer's 1990 framework is known as continuance commitment, which draws inspiration from Becker's side-bet theory established in 1960. This theory posits that as individuals remain employed with an organization for extended periods, they amass investments that become increasingly costly to forfeit the longer they stay. These investments encompass various elements such as time, effort expended in their jobs, and organization-specific skills that may not be easily transferable. Additionally, there may be higher costs associated with leaving the organization, which dissuades individuals from seeking alternative employment opportunities. Continuance commitment, as elucidated by Allen and Meyer in 1990, can be viewed as a psychological attachment to the employing organization that reflects the employee's perception of the loss they would incur if they were to disengage from the organization. This form of commitment entails an awareness on the part of the employee regarding the costs linked to departing from the organization. Consequently, this connection becomes the primary bond between the individual and the organization, and the decision to remain with the organization is driven by a desire to preserve the accumulated benefits. Employees evaluate their investments in the organization based on what they have contributed to it and the potential gains they would receive by remaining with the organization. These investments may encompass not only time and financial commitments, such as participation in the organization's retirement plan, but also unique skills tailored to the specific organization, strong working relationships with colleagues, and various other perks that render the prospect of seeking

employment elsewhere prohibitively costly.

The third facet of organizational commitment is referred to as normative commitment, which signifies a sense of duty to remain employed within an organization. Individuals with a high degree of normative commitment believe they have a moral obligation to stay with the organization, as articulated by Allen and Meyer in 1990. This perspective on organizational commitment has received relatively less attention from researchers, with only a limited number of studies explicitly addressing normative commitment. Randall and Cote in 1991, along with Allen and Meyer in 1990, are among the few researchers who have sought to distinguish normative commitment from the other dimensions of organizational commitment. Randall and Cote in 1991 define normative commitment in terms of the moral responsibility that employees feel after the organization has invested in them. They argue that when employees begin to perceive that the organization has invested a substantial amount of time or resources in their development and training, these employees may sense an obligation to remain with the organization. For instance, individuals whose organizations have funded their education while they were enhancing their qualifications may feel that they can repay the organization by continuing to work for it. Generally, normative commitment is most likely to emerge when individuals find it challenging to reciprocate the organization's investment in them. In agreement with Allen and Meyer in 1990, Jaros and colleagues in 1993 also characterized normative commitment as a form of moral commitment. They emphasize the distinction between this type of commitment and affective commitment, noting that normative commitment is rooted in a sense of duty, obligation, or calling to work for the organization rather than emotional

attachment. They describe it as the extent to which an individual becomes psychologically connected to the employing organization through the internalization of its objectives, values, and missions.

The realm of organizational psychology has seen a notable resurgence in personality research since the early 1990s, with a particular focus on the role of personality testing in employee selection and its application in the workplace. Over the past two decades, the Big Five personality traits, also known as the five-factor model, have emerged as one of the most widely recognized frameworks for describing various facets of an individual's personality. Empirical evidence from diverse theoretical perspectives, measurement tools, occupations, cultures, and sources of assessment has strongly supported its validity.

The Big Five model posits that nearly all personality traits can be categorized into five broad factors, commonly referred to as extraversion (social vs. introverted), agreeableness (cooperative vs. competitive), conscientiousness (organized and conscientious vs. disorganized and careless), neuroticism (emotional stability vs. instability), and openness (intellectual curiosity vs. preference for routine). Smith and Canger in 2004, highlighted several reasons for the significance of this model: (1) it enables the classification of personality characteristics into meaningful groups, (2) it provides a shared framework and terminology for conducting research, and (3) it is intended to encompass virtually the entire spectrum of personality traits.

The extraversion encompasses attributes related to sociability, affiliation, assertiveness, and positive affect (Ehrhart, 2006; Bozionelos, 2004) Agreeableness includes qualities like altruism, cooperation, and warmth, indicating a tendency to serve and assist others.

Conscientiousness is characterized by traits such as dependability, a sense of duty, and organizational skills. Neuroticism, the reverse of emotional instability, includes traits like excessive worry, low self-confidence, and pessimism. Lastly, openness entails an individual's level of reflectiveness, curiosity, creativity, originality, imagination, unconventionality, independence, and acceptance of diversity.

Numerous past studies have consistently shown that the Big Five personality traits are closely related to job-related attitudes and behaviors. For instance, Barrick and Mount 1991 identified correlations between extraversion, agreeableness, conscientiousness, and job performance, with conscientiousness standing out as the strongest and most reliable predictor across various work settings and job-related criteria. In a more recent study, Farrukh et al. 2016 discovered a positive association between extraversion, openness to experiences, emotional stability, and intrapreneurial behavior, while noting a negative impact of conscientiousness and agreeableness on intrapreneurial behavior. Previous research has also established connections between extraversion, conscientiousness, neuroticism, and career success, Judge et al., 1999. Additionally, neuroticism has significantly influenced an individual's intention to remain within an organization, Morrison, 1997. In a more recent study, extraversion, openness to new experiences, emotional stability, and conscientiousness. Extroversion and agreeableness have been identified as having notable impacts on employee job satisfaction, Kiarie et al., 2017.

Big Five and Affective Commitment

Affective Commitment refers to an emotional connection to an organization, where committed individuals identify with, engage in, and find joy in being part

of the organization (Allen et al., 1990). Consequently, employees who remain with an organization out of genuine desire possess strong affective commitment (Allen & Meyer, 1996). Positive factors, such as enhanced feelings of dedication, belonging, and stability, influence this type of commitment (Meyer et al., 1993).

Extroversion: Barrick and Mount (1991) explained that extroverted individuals exhibit characteristics like sociability, gregariousness, assertiveness, talkativeness, and an active disposition. Extroversion can be linked to affectivity, which is an emotion-based trait dimension affecting how individuals' approach and interpret experiences. Affective commitment has two dimensions: positive and negative. Positive affectivity refers to the tendency to experience positive emotions, which aligns with extraversion. Given that affective commitment primarily represents an employee's positive emotional response to the organization, it is logical to expect that high extraversion correlates with higher affective commitment. This assumption finds support in various empirical studies such as Choi et al., (2015); Erdheim et al., (2006); Syed et al., (2015).

Agreeableness: Agreeableness pertains to interpersonal qualities, such as cooperation and trust Judge et al., (1999). Individuals high in agreeableness are characterized by attributes like forgiveness, politeness, and flexibility in their interactions with others. Agreeableness fosters positive social interactions, which, in turn, can promote a sense of belonging and alignment with an organization's values and goals. Empirical findings support this notion, with studies indicating a positive association between agreeableness and affective commitment (Morrison, (1997); Choi et al., (2015).

Conscientiousness: Conscientiousness is characterized by dependability, diligence, and efficiency, often seen in persevering,

hard-working, and achievement-oriented individuals, Ciavarella et al., (2004). The assumption that conscientious individuals are more likely to experience high affective commitment can be explained by their engagement and involvement in their job roles. Conscientiousness correlates with qualities like hard work and perseverance, which align with the aspects of affective commitment related to identification with and emotional attachment to the organization. Empirical studies have supported this link between conscientiousness and affective commitment, Choi et al., (2015); Matzler et al., (2011).

Neuroticism: Neuroticism is characterized by pessimism, excessive worry, low self-confidence, and a predisposition to negative emotions, Bozionelos (2004). Individuals high in neuroticism tend to develop negative attitudes and behaviors toward their work due to their propensity for experiencing negative emotions. According to Kumar and Bakhshi (2010) research studies carried out earlier have consistently shown a negative relationship between neuroticism and affective commitment.

Openness: Openness relates to receptiveness to new ideas, creativity, and a variety of interests, Bozionelos, (2004). While some studies have shown only weak connections between openness and occupational outcomes, others suggest a link between openness and turnover and career exploration. Open individuals tend to focus on the rewards of exploring new opportunities rather than the costs associated with leaving their current positions. Recent research supports the idea that openness is linked to a proactive personality, which involves actively seeking new opportunities and focusing on the rewards of changing jobs. Consequently, openness is likely to affect employees' degrees of affective commitment towards their organizations, Choi et al., (2015); and Syed et al., (2015).

The above summarized suggestions about the positive relation between affective commitment and the personality traits of; conscientiousness, agreeableness and extraversion were then supported by various empirical results obtained by Judge et al. (2002), Naquin and Holton (2002), Bozionelos (2004), Watrous and Bergman (2004), Raja et al. (2004), Erdheim et al. (2006), Gelade et al. (2006) and Kumar and Bakhshi (2010). These researchers also determined an expected negative relationship with AC and neuroticism which was described as the main source of negative affectivity. In contrast to the other four personality traits, it's noteworthy that openness to experience consistently exhibited a very weak correlation with AC (Abu Elanain, 2008; Barrick & Mount, 1991; Matzler & Renzl, 2010). DeNeve and Cooper (1998) characterized openness to experience as a trait that had a dual impact, making individuals more sensitive to both positive and negative experiences, which in turn made its influence on affective reactions like AC somewhat unclear. However, Lounsbury et al. (2003) detected a meaningful correlation between openness to experience and AC, particularly in the context of employees, such as construction workers, whose roles involved project completion or meeting deadlines. Hence, the hypothesis in question was framed based on Lounsbury et al. (2003)'s suggestion, affirming a positive association between openness to experience and AC in the case of construction professionals.

Big Five and Continuance Commitment

Continuance commitment refers to an employee's consideration of the costs associated with leaving an organization, Erdheim et al., (2006). It involves employees who stay with the organization because they perceive material benefits or

feel compelled to do so. Factors like employment alternatives and social networks play a crucial role in determining continuance commitment.

Extroversion: Extroverted individuals, due to their social nature, tend to develop larger social networks, potentially leading to more employment alternatives. Hence, individuals with high extroversion may have lower continuance commitment, as they are more likely to perceive other job opportunities, Eckhardt et al., (2016).

Agreeableness: Agreeable individuals, while exhibiting proper and respectful behaviors at work, may not perceive significant costs associated with quitting, as their behaviors are often expected and not necessarily rewarded. According to Erdheim et al., (2006); Khiavi et al., (2015) Empirical evidence supports the idea that agreeableness is not strongly related to continuance commitment.

Neuroticism: Individuals with high neuroticism are motivated by factors like job security and benefits and tend to invest in "side bets" in the organization, making them more likely to have stronger continuance commitment. Additionally, their propensity for experiencing negative life events can contribute to their reluctance to leave their current jobs, leading to higher continuance commitment, Furnham et al., (1999); Magnus et al., (1993).

Conscientiousness: Conscientious individuals, being highly engaged and motivated in their roles, are more likely to reap rewards, both formal and informal. This positive association with job involvement can lead to higher continuance commitment, as the potential costs of leaving, such as losing these rewards, increase, Organ, and Lingl, (1995).

Openness: While openness has not shown a clear connection to work-related attitudes, it has been linked to turnover

and career exploration. Open individuals focus on the rewards of exploring new opportunities, potentially diminishing their continuance commitment to their current organization, Fuller and Marler; Mayende and Musenze; Salgado; Sarwar et al.

Similar findings regarding openness to experience have been documented in studies conducted by McCrae and John (1992), Boudreau et al. (2001), Naquin and Holton (2002), Erdheim et al. (2006), Cui (2010), and Kumar and Bakhshi (2010).

In contrast to the empirical research findings concerning conscientiousness and affective commitment, the relationship between conscientiousness and continuance commitment did not exhibit consistent consensus across all professional groups. Certain studies, such as those conducted by McCrae and John (1992), Organ and Lingl (1995), Naquin and Holton (2002), Erdheim et al. (2006), and Kumar and Bakhshi (2010), demonstrated a robust positive correlation between conscientiousness and continuance commitment. These researchers argued that conscientious employees, owing to their inclination for "greater job involvement," were more likely to achieve gratifying work rewards and, given the potential expenses associated with leaving their current organization, were expected to display higher levels of continuance commitment.

Research into the relationship between neuroticism and continuance commitment consistently yielded concordant results. Meyer and Allen (1997) postulated that neuroticism would arise from an employee's apprehension about the costs associated with leaving their current position, leading to a positive correlation with continuance commitment. A meta-analysis conducted by Meyer et al. (2002) also indicated that neuroticism was a personality trait inversely linked to job

performance, with continuance commitment mediating this relationship. Erdheim et al. (2006) similarly supported the idea that continuance commitment was positively associated with the neuroticism personality trait, as individuals prone to greater anxiety about entering a new work environment that might entail more challenging experiences tended to exhibit higher continuance commitment levels.

Big Five and Normative Commitment

Allen and Meyer (1990) posited that a significant connection existed between affective commitment and normative commitment, suggesting that the desire to remain in an organization ("want to" stay) was intrinsically linked to a sense of obligation to maintain one's membership ("ought to" stay). This proposition found support in the research of Leung and Chan (2007), who investigated the primary determinants of organizational commitment among construction professionals. Furthermore, Spagnoli and Caetano (2012) identified a robust positive correlation between affective commitment, normative commitment, and openness to experience.

On the contrary, several empirical studies conducted by researchers like Wiener (1982), Watrous & Bergman (2004), Erdheim et al. (2006), and Kumar and Bakhshi (2010) presented findings that challenged this relationship. They reported a strong positive association between normative commitment and neuroticism, with Kumar and Bakhshi (2010) even revealing a substantial negative correlation between normative commitment and openness to experience.

Literature Gap

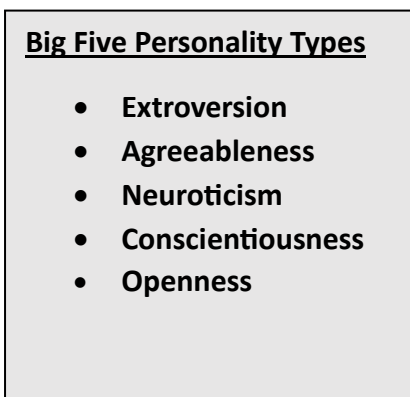
While the Big Five model has been extensively studied in relation to various aspects of job-related attitudes and behaviors, its association with

organizational commitment has received limited attention. Especially in the Sri Lankan context. Therefore, this study will contribute to the body of knowledge by providing information on personality types and organizational commitment in

the hospitality industry. The empirical finding is important as the hospitality industry of Sri Lanka is booming and recruiting and retaining correct type of employees becoming an issue.

Conceptual Framework

Independent Variables



Variables



Dependent



Hypothesis

Hypothesis 1: Extraversion will positively relate to the affective commitment of hospitality industry employees of Sri Lanka

Hypothesis 2: Agreeableness will positively relate to the affective commitment of hospitality industry employees of Sri Lanka

Hypothesis 3: Conscientiousness will positively relate to the affective commitment of hospitality industry employees of Sri Lanka

Hypothesis 5: Neuroticism will negatively relate to the affective commitment of hospitality industry employees of Sri Lanka.

Hypothesis 6: Openness to experience will positively relate to the affective commitment of hospitality industry employees of Sri Lanka.

Hypothesis 7: Extraversion will negatively relate to the continuance commitment of hospitality industry employees of Sri Lanka.

Hypothesis 8: Openness to experience will negatively relate to the continuance commitment of hospitality industry employees of Sri Lanka.

Hypothesis 9: Conscientiousness will negatively relate to the continuance commitment of hospitality industry employees of Sri Lanka.

Hypothesis 10: Neuroticism will positively relate to the continuance commitment of hospitality industry employees of Sri Lanka.

Hypothesis 11: Extraversion will positively relate to the normative commitment of hospitality industry employees of Sri Lanka.

Hypothesis 12: Agreeableness will positively relate to the normative commitment of hospitality industry employees of Sri Lanka.

Hypothesis 13: Conscientiousness will positively relate to the normative commitment of hospitality industry employees of Sri Lanka.

Hypothesis 14: Openness to experience will positively relate to the normative commitment of hospitality industry employees of Sri Lanka.

Hypothesis 15: Neuroticism will negatively relate to the normative commitment of hospitality industry employees of Sri Lanka.

Methodology

The Sample

This research was carried out in five-star hotels operating in Colombo city in Sri Lanka. The target population was the executive-grade employees attached to the hotels. The population of the sample is 350 executive-grade employees. The questionnaire was presented online using Google Forms and was delivered via a Hospitality Trade professional network to 350 executive-grade professionals working in five-star hotels in Colombo, Sri Lanka out of which 275 filled and returned the questionnaire. As a percentage, it's 78.5%. According to the

Krejcie & Morgan (1970) sample size table, if the sample represents more than two-thirds of the population, it can be considered a good sample size. Therefore, the sample size can be considered well-represented in the population.

Methods of Data Analysis

Likert Scale questions were analyzed by using the evaluation criteria given in Table 1 (Tekin, 2000). Hypotheses were evaluated by determining inter-correlation values between variables. SPSS was used to accomplish these analyses.

Structure of the Questionnaire

The questionnaire had three main sections which included questions related with

- (1) Demographics of respondents
- (2) Personality traits of respondents
The Big Five Personality dimensions scale was adapted by using the 44 items of the Big Five Inventory (BFI) by (John & Srivastava, 1999).
- (3) Organizational commitment of respondents
The organizational commitment was assessed through modification of Bagram's (2004) adaptation of Meyer and Allen's (1997). The questionnaire used consists of 18 items, 6 items each for affective, continuous, and normative commitment.

The Big Five Inventory and Commitment Questionnaire comprised a 5-point Likert scale. The independent and dependent variables were measured by the responses given to a 5-point Likert scale.

Standard Weighted Value		Neutral	3
		Agree	4
Strongly Disagree	1	Strongly Agree	5
Disagree	2		

Empirical Results

Demographic Profile

Table 1: Gender Composition of the Sample

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	65	23.6	23.6	23.6
	Male	210	76.4	76.4	100.0
	Total	275	100.0	100.0	

Both Male and Female executive grade employees were given equal opportunity to respond to the questionnaire. According to the above table the sample consists of 210 Male and 65 Female. As a percentage 76.4 % Males and 23.6 %

Female. Accordingly, the executive employees of the five-star hotels of Colombo City consists of very few female staff.

Table 2: Age Distribution of the Sample

Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18 - 26 Years	38	14.0	14.0	14.0
	27 - 35 Years	46	17.0	17.0	31.0
	36 - 44 Years	58	21.0	21.0	52.0
	45 - 50 Years	70	25.0	25.0	77.0
	Above 51 Years	63	23.0	23.0	100.0
	Total	275	100.0	100.0	

As numerically shown, most workers fall into the age group of “45 – 50 years” 70.0%. The second largest category is “above 51 years”, with a percentage of 23.0%. Moreover, according to the

analysis a greater number of executive-grade employees in the Hotel Industry of Colombo, Sri Lanka can be considered above middle-aged.

Table 3: Highest Educational Qualification of the Respondents

Educational Qualification					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Up to G.C.E Ordinary Level Only	51	19.0	19.0	19.0
	Up to G.C.E Advanced Level Only	90	33.0	33.0	51.0
	Hotel Diploma	106	39.0	39.0	90.0
	Bachelor’s Degree/ Master’s Degree	28	10.0	10.0	100.0
	Total	275	100.0	100.0	

The above table shows the Educational Qualifications of the executive-grade employees of the hotel executive grade employees. From the sample obtained, 19.0% of the respondents are educated up to the O/L, while 33% of the respondents are educated up to G.C.E Advance Level,

39% of the respondents which is the highest category of the employees have obtained a hotel diploma, which can be considered as the highest demand industrial qualification. While 10% of the employees have obtained a bachelor’s or a master’s Degree.

Table 4: Working Experience within the same Hotel

Service Period					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	00 - 05 Years	41	15.0	15.0	15.0
	06 - 10 Years	82	30.0	30.0	45.0
	11 - 15 Years	61	22.0	22.0	67.0
	16 - 20 Years	51	19.0	19.0	85.0
	21 Years or Above	40	15.0	15.0	100.0
	Total	275	100.0	100.0	

As numerically shown above, most of the executives have 06 to 10 years of experience, as a percentage 30%. According to the figures shown, 22.5% of workers fall into the category of 3 - 5 years and a percentage of 22% of executives falls into the category of 11 – 15 years of

service, within the hotel Followed by the executives who worked for 16 – 20 years, as a percentage of 19%. Figures also show that an equal percentage of executives falls to less than five years and above 21 years within the hotel within the star class hotels of Colombo.

Table 5: Marital Status

Marital Status					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	175	36.0	36.0	36.0
	Married	100	64.0	64.0	100.0
	Total	275	100.0	100.0	

It can be observed that 175 executive employees are single while 100 executive employees are married.

Table 6: Evaluation Criteria for Likert Scale Questions of personality type and organizational commitment Tekin 2000 as cited by Celik and Oral 2017

Score Interval (Mean)	Evaluation Criteria
1.00 – 1.79	Very low level
1.80 – 2.59	Low level
2.60 – 3.39	Medium level
3.40 – 4.19	High level
4.20 – 5.00	Very high level

Results and Discussion

Internal Consistency of the Scales

The internal consistency of the scales was assessed using the Cronbach Alpha coefficient. When Cronbach Alpha

coefficient values exceeded 0.6 (as shown in Table 07), it signified a "high" level of consistency in the scales (Kalaycı, 2008). Simultaneously, Cronbach Alpha values to determine how well the collected data aligned with the factor structure of the scales. High Cronbach Alpha values, specifically those greater than or equal to

0.5 and approaching 1.0, indicated that the scales' structure was an excellent fit for the collected data (as illustrated in Table 07).

Table 7: Cronbach Alpha Values

Scale Cronbach Alpha Coefficient	Scale Cronbach Alpha Coefficient
Extraversion Scale (8 items)	0.791
Agreeableness Scale (9 items)	0.625
Conscientiousness (9 items)	0.746
Neuroticism (8 items)	0.797
Openness to Experience e (10 items)	0.801
Organizational Commitment	0.814
Affective Commitment (8 items)	0.845
Continuance Commitment (8 items)	0.788
Normative Commitment (8 items)	0.734

Descriptive Results for Personality Traits and Organizational Commitment Scales

Results in Table 3 show that hospitality trade professionals are highly extroverted, agreeable, conscientious, and open to

experience individuals with medium neuroticism levels. Standard deviation values additionally show there is more homogeneity for the traits of agreeableness, conscientiousness, and openness to experience than extraversion and neuroticism.

Table 8: Descriptive Results for Personality Traits and Organizational Commitment Scales

Variables	Mean	Standard Deviation (SD)
Extraversion	3.44	0.61
Agreeableness	3.80	0.45
Conscientiousness	3.93	0.53
Neuroticism	2.81	0.66
Openness to Experience	3.91	0.46
Affective Commitment	3.83	0.81
Continuance Commitment	3.04	0.71
Normative Commitment	3.23	0.61

The scores suggest that a significant amount of central tendency existed, as the means of all components are slightly above the average. The findings of the samples' personal traits showed the maximum and minimum levels for conscientiousness (3.93 ± 0.53) and neuroticism (2.81 ± 0.66), respectively. Further, the results indicated the maximum level of organizational commitment for affective commitment (3.83 ± 0.81) and minimum level for continuance commitment (3.04 ± 0.71)

When organizational commitment results are observed it is seen that all the commitment levels are medium with normative commitment having the lowest score value and affective commitment having the highest standard deviation score value for construction professionals. Supporting, Wu and Liu (2006)

determined similar results with affective commitment and continuance commitment being equal to 3.54 and 3.14 respectively for hotel employees in China. Meanwhile, another study conducted by Chiu and Ng (2013) observed continuance commitment to have the highest score in Hong Kong. They determined scale evaluation mean values equivalent to 3.02, 3.19 and 2.96 for affective commitment, continuance commitment, and normative commitment respectively. Moreover, Celik and Oral (2016) obtained similar results. Their published research results showed affective commitment to have the highest score for construction employees in Turkey. They determined scale evaluation mean values equivalent to 3.23, 3.04, and 2.83 for affective commitment, continuance commitment, and normative commitment respectively.

Table 9: Inter-Correlation Values between Big Five Personality Traits and Organizational Commitment Scales

Hypothesis	P – Value (Sig 2 – tailed)	Pearson Correlation Coefficient	Strength of the relationship	Impact
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Hypothesis 1: Extraversion will positively relate to the affective commitment of hospitality industry employees of Sri Lanka	0.052	0.311	Moderate Positive Relationship (Significant at 0.05)	Accept the Hypothesis
Hypothesis 2: Agreeableness will positively relate to the affective commitment of hospitality industry employees of Sri Lanka	0.003	0.547	Strong Positive Relationship (Significant at 0.01)	Accept the Hypothesis
Hypothesis 3: Conscientiousness will positively relate to the affective commitment of hospitality industry employees of Sri Lanka	0.028	0.514	Moderate Positive Relationship (Significant at 0.05)	Accept the Hypothesis
Hypothesis 4: Neuroticism will negatively relate to the affective commitment of hospitality industry employees of Sri Lanka.	0.020	-0.169	Low Negative Relationship (Significant at 0.05)	Accept the Hypothesis
Hypothesis 5: Openness to experience will positively relate to the affective commitment of hospitality industry employees of Sri Lanka.	0.088	0.062	No statistical significance	Reject the Hypothesis
Hypothesis 6: Extraversion will negatively relate to the continuance commitment of hospitality industry employees of Sri Lanka.	0.033	-0.275	Low Negative Relationship (Significant at 0.05)	Accept the Hypothesis
Hypothesis 7: Agreeableness will negatively relate to the continuance commitment of hospitality industry employees of Sri Lanka.	0.043	-0.365	Moderate Negative Relationship (Significant at 0.05)	Accept the Hypothesis
Hypothesis 8: Openness to experience will negatively relate to the continuance commitment of hospitality industry employees of Sri Lanka.	0.040	-0.289	Low Negative Relationship (Significant at 0.05)	Accept the Hypothesis

Hypothesis 9: Conscientiousness will negatively relate to the continuance commitment of hospitality industry employees of Sri Lanka.	0.005	- 0.559	Strong Negative Relationship (Significant at 0.05)	Accept the Hypothesis
Hypothesis 10: Neuroticism will positively relate to the continuance commitment of hospitality industry employees of Sri Lanka.	0.033	0.286	Low Positive Relationship (Significant at 0.05)	Accept the Hypothesis
Hypothesis 11: Extraversion will positively relate to the normative commitment of hospitality industry employees of Sri Lanka.	0.098	0.059	No statistical significance	Reject the Hypothesis
Hypothesis 12: Agreeableness will positively relate to the normative commitment of hospitality industry employees of Sri Lanka.	0.048	0.385	Moderate Positive Relationship (Significant at 0.05)	Accept the Hypothesis
Hypothesis 13: Conscientiousness will positively relate to the normative commitment of hospitality industry employees of Sri Lanka.	0.040	0.473	Moderate Positive Relationship (Significant at 0.05)	Accept the Hypothesis
Hypothesis 14: Openness to experience will positively relate to the normative commitment of hospitality industry employees of Sri Lanka.	0.088	0.033	No statistical significance	Reject the Hypothesis
Hypothesis 15: Neuroticism will negatively relate to the normative commitment of hospitality industry employees of Sri Lanka.	-0.096	-0.005	No statistical significance	Reject the Hypothesis

Hypotheses 1 to 15 are evaluated according to the inter-correlation values

between Big Five personality traits and organizational commitment scales (Table 9).

Big Five and affective commitment: Correlation coefficient results presented in Table 9 shows that affective commitment of hospitality trade professionals is positively correlated with personality traits of; extraversion, agreeableness, and conscientiousness, and negatively correlated with neuroticism; supporting Hypothesis 1 to 4. The strongest relationship of affective commitment is determined to be with agreeableness. However, unlike Lounsbury et al. (2003)'s results, no significant relationship is determined between openness to experience and affective commitment, resulting in the rejection of Hypothesis 5.

Big Five and continuance commitment: Results related to continuance commitment and Big Five support Hypothesis 6, Hypothesis 7, Hypothesis 8, and Hypothesis 9 as continuance commitment is negatively correlated with extraversion, agreeableness, conscientiousness, and openness to experience and conscientiousness having the strongest relationship. Hypothesis 10 is also supported as a positive correlation is determined between continuance commitment and neuroticism personality traits of hospitality industry professionals.

Big Five and normative commitment: Results in Table 09 show that while normative commitment has only a low to moderate relationship with agreeableness and conscientiousness personality traits, it has no relationship with extraversion, neuroticism, and openness to experience personality traits of hospitality industry professionals, resulting in the rejection of Hypothesis 11, Hypothesis 14 and Hypothesis 15.

Discussion and Conclusions

Customer service is key in the hospitality industry, also seasonal demand is another unique characteristic of the industry. Moreover, the employees of this trade are not given a regular salary but given a fixed salary + service charges. The service charges may vary from month to month and based on the number of guests. Also, demand for shift base and longer working hours makes the recruitment and retaining employees a challenge in the industry. surviving in the hospitality industry can be considered tough (De Silva, Mendis 2017). Thus, it is vital for the hospitality trade to have correct people with personality traits.

The hospitality industry is considered an important foreign income generator in Sri Lanka. However, the industry was hit badly during the last four years mainly due to the COVID-19 pandemic and subsequent political and economic crises. But 2023 is considered a year of recovery, with the hospitality industry recovering at a steady pace. New hotels are emerging, and the existing hotels are trying to attract employees. The situation has created a huge demand for well-educated and experienced employees in the industry. Therefore, the Organizational commitment of employees is critical, especially as the industry depends on customer satisfaction. Thus, the personnel selection process, especially at the executive level, focuses on hiring candidates with the right personalities to attain organizational commitment. However, the question arises about which personality traits are required for the organizational commitment of hospitality trade professionals. Being such an important concept, however, previous studies on the relationship between personality traits of employees and organizational commitment have not focused on this industry. The unique environment of the hospitality industry operating has been neglected. Thus, the aim of the present research has been to determine this relationship. Present

research findings show that the organizational commitment scales of hospitality industry professionals are at medium levels with the affective commitment being the highest and the normative commitment being the lowest. Affective Commitment having the highest scale value additionally shows that hospitality industry professionals stay in their organizations more because they 'want to' rather than they 'need to' or 'ought to'. This is not an unexpected result as the Hospitality industry of Sri Lanka was in bloom, reaching a growth rate of 7.08% during 2023/2023 in which the present research was accomplished.

Meanwhile, medium organizational commitment levels revealed during the present research are in good agreement with previous studies. From the professional standpoint, there may be little difference between firms to affect the professionals' organizational commitment tendencies, as the job function is virtually the same between hotels (Park et al. (2014)).

Findings related to personality traits show that agreeableness is the most powerful personality trait in its relationship with affective commitment which means that agreeable professionals want to stay more in their current organizations. Compared to the literature findings, this result may be initially found surprising as affective commitment was reported to have a stronger relationship with conscientiousness than other personality

traits. However, it is a realistic result for hospitality industry professionals as agreeableness reflects individual differences in cooperation and social harmony and this is an important personality trait for professionals who work in a customer-centered environment and who should be extremely good at human relationships. Expectedly, agreeableness and conscientiousness, personality traits are correlated with all the organizational commitment scales, positively with affective commitment and normative commitment, and negatively with continuance commitment. However, results related to normative commitment of hospitality professionals are not as expected. As three of the five personality traits, i.e. extraversion, openness to experience and neuroticism have no relationship with normative commitment, rejecting Allen and Meyer (1990)'s proposal once again for construction professionals. Results additionally show that openness to experience is only negatively related to continuance commitment of construction professionals and is not related to affective commitment or normative commitment. These results support DeNeve and Cooper (1998)'s discussion on openness to experience as being a "double-edged sword." Thus, overall, the findings of the current study are expected to be not only a guide to hotels in personnel selection but also to be a benchmark for future research on cross-cultural comparisons.

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