



## THE ROLE OF PERSONALITY IN EMPLOYEE AFFECTIVE COMMITMENT DURING THE COVID-19 CRISIS

**Alem Hasanović** 

Student, International Burch University Sarajevo, Bosnia and Herzegovina

alem\_1997@live.com

**Nereida Hadžiahmetović**

Assist. Prof., International Burch University Sarajevo, Bosnia and Herzegovina

nereida.hadziahmetovic@ibu.edu.ba

### Abstract

*This study was conducted exclusively within BiH, among workers in the profitable and non-profitable sectors of the largest companies in BiH. The survey included 201 respondents, and questions were analyzed separately according to the respective sector. The influence of personalities on Affective Commitment was examined. Personality is best reflected through the classification into five dimensions of personality (Openness, Conscientiousness, Extraversion, Agreeableness and Neuroticism (Shortform O.C.E.A.N.)). Answers were collected online, given that the article was done in the period of the Corona virus, which blocked the world. Results showed that in both sectors, Extraversion and Conscientiousness have a positive effect on Affective Commitment, and that Openness in the non-profit sector has a positive impact. Agreeableness positively affects Affective commitment hypothesis were not accepted, as were hypotheses that Neuroticism has negative impact on Affective Commitment. This is useful research since it was done at the time of the pandemic, and other researches will be able to compare results with this period. It can't be said that we're talking about the post Covid period, due to the fact that the world is still struggling with this virus, but neither can we be at the beginning, given that Covid has already left huge consequences.*

**Keywords:** *Personality, Big-Five Model, Affective Commitment, COVID, Hexaco Model*



## INTRODUCTION

Everyone is special in something. Every person has some special talent or passion for something, which encourages us to develop. That is why we feel good because it evokes in us that feeling of warmth and belonging, and in that way defines individual. Many people possess similar talents which allows them to socialize with people who share similar interests as they do and find a sense of belonging there. There are also people who are so specific that they do not fit into already known accepted groups, and society often knows how to leave them out because of that. Such individuals are often victims of violence and hate speech. Whether due to racial affiliation, religion, culture or sexuality, they can often be rejected by already accepted social groups and are often targeted. To explain diversity, take for example that a company has released a series of models of a new machine that changes man in the production of something. Each model in that series is created to the same specifications, which means that ultimately all machines have the same productivity. However, that is not the case with people either. If the performance of people is considered, a thousand workers will give different productivity. It all depends on direct and indirect factors that affect their productivity, such as: Job satisfaction, Level of education, Commitment, Work environment, Private life, Personality, Working conditions, etc.

Personality traits can also be linked to employee satisfaction and it is known that individual differences and personal predispositions account for a considerable proportion of employee commitment to work (Lise M. Saari, Timothy A. Judge, 2004). Meta-analyses conducted in the early 2000s led to the finding that organizational commitment and job satisfaction are the two basic processes of adjusting employees in a company (Bauer et al., 2007; Saks et al., 2007). Allen and Meyer (1990) defined the basic model of organizational commitment, and divided it into:

1. Affective commitment - connection with the organization
2. Normative - the duty of the worker to be part of the organization
3. Continuous commitment - represents a certain cost if the employee leaves the organization

Affective commitment is type of Organizational commitment that is most represented. Workers with a high level of affective commitment view their work as a wide range of situations in which their behavior is also the behavior of the firm (Morrison, 1994). Being aware of their behavior, workers usually make extra efforts to achieve their goal. The importance of Affective commitment is also shown by the fact that a high degree of belonging to the organization represents the highest degree of connection of workers with the organization (Hagerty et al., 1992).

This article examines the effect of Big Five types of personalities on Affective commitment in the profitable and unprofitable public sector in BiH. Profitable organizations in which the research was conducted are BH Telecom, Elektroprivreda, GRAS, KJKP Rad, and not profitable public institutions in research are schools, hospitals, municipalities ... and that are the objectives of the study

## CONTRIBUTION OF THE STUDY

The fact that personalities began to explore by the famous Greek philosopher Hippocrates leads to the logical conclusion that until today a lot of researches has been done. As humanity has evolved, technological advances evolved as well, and problems often arise because people cannot keep up with their obligations and tasks, and therefore exhibit negative traits. This study is conducted at a specific time when the whole world and our living habits are changing. That is why research involving personality types must be conducted intensively and continuously so that we can notice whether people's commitment to work changes with life habits. Therefore, this research can be said to contribute to the development of previous theories and contributes to comparing the personalities of workers before and during the Coronavirus pandemic.

This study is embodied with several essential researches. Many surveys have been conducted to investigate the relationship between these 5 factors among themselves, as well as their impact on performance. "The H Factor of Personality" (Lee & Ashton, 2009); The Big Five personality profiles (Allport & Odbert, 1936; Goldberg, 1981), Personality Traits, Employee Satisfaction and Affective Commitment (Matzler & Renzl, 2007), Five-factor model of personality and organizational commitment: The mediating role of positive and negative affective states (Christian Vandenberghe & Alexandra Panaccio, 2012) are some of the most famous.

## LITERATURE REVIEW

In the theoretical part there are literary findings on the basic concepts of this article. It is divided into 3 parts that represent three basic concepts in this research, and they are: Personality, Big Five Model and, Commitment.

All three terms were extensively researched, and therefore there is a multitude of definitions for better understanding and easier explanation.

**Personality** is a set of psychic traits and mechanisms within an individual that are organized and relatively permanent, and affect an individual's interactions and adaptations to the intrapsychic, physical, and social environment.' (Buss & Larsen, 2010). This is the most used definition today that define personality in organizational behaviour.

In terms of the Big Five, a large body of research has looked at personality stability and change over time, as well as the impact of personality traits on major life outcomes. (Soto, C. J., 2018). Big-Five Model has five main personality dimensions: Extroversion, Agreeableness, Conscientiousness, Neuroticism, and Openness. This model is the best way to show the differences between personality types. It was created on the basis of a lexical approach in personality psychology. (Robert McCrae and Paul Costa, 1987)

Big Five Model is also known as a O.C.E.A.N (Openness, Conscientiousness, Extraversion, Agreeableness, Neuroticism) Model.

**Affective Commitment** represents a strong commitment to the organization. It occurs when a worker feels a strong sense of belonging to an organization, in some way. In that case, better relations are created with colleagues and the boss, and the goals of the organization and the workers become similar (Meyer & Allen, 1991).

**HEXACO** is the question model used in this research. This model was determined after kinds of research by Lee and Ashton in their 2009 work “The H Factor of Personality”.

The aim of this research is to determine whether personality affect on the affective commitment of workers in public institutions in BiH, and finally to compare the difference in results between profitable and non-profitable companies in BiH. Profitable and unprofitable state-owned companies differ in many ways, while some are listed as the primary source of state money, others are the biggest consumers of the budget. Among the three most profitable companies in BiH, there are exactly two companies that are mostly owned by the state, Elektroprivreda and BH Telecom.

Each period in history produced philosophers who devised, articulated, and analyzed theories that mirrored their own thinking in the context of the world view. Only in the early nineteenth century did psychiatric patients become respectable research subjects, and personality was seen through the lens of one theory or another that attempted to explain human behavior (Jain, Kuppli, Pattanayak, and Sagar, 2017).

Analyzes before 1990 show that personality is not a valid predictor of employee performance at work. Although studies after the 90s era have clearly shown that personality can significantly predict employee performance. One of the main reasons for these inconsistent results is that a model for measuring personality was not well defined before the 1990s, and because of this incorrect measurement of personality, a relationship between personality and performance was not found. After the 90's, the Big Five model appeared, which greatly helped to establish one guide for future research. Also, after the appearance of this model, the relationship between personality and performance was guaranteed (Rothman & Coetzer, 2003). Low or high score, but Big Five traits exists in every human being, according to the basic

assumption of all trait theories provided by psychologists. The Big Five personality profiles provide insight into an individual's five most prominent characteristics, allowing them to better understand how they act in various situations and which job options are most suited to their personality (e.g. Barrick & Mount, 1991).

In numerous studies on the big five factors, a positive impact has been found between extraversion, conscientiousness, agreeableness, and openness with affective employee commitment. A high rating in these 4 traits improves worker productivity and increases his commitment (Salgado, 1998). The hypothesis that employees with high levels of stress and depression cannot perform as well as emotionally stable persons was discovered, and have a strong correlation between neuroticism and personality. However, it has been discovered in a few studies that neuroticism has a positive impact on job performance because people try to prevent stressful and unpleasant consequences in the future, and this relation is supported by control and cybernetic theories (Rothman & Coetzer, 2003).

If we consider all the extensive literature, it was easy to create a model for this research. Since the aim of the research is to examine the influence of 5 types of personalities on affective commitment to work. As independent variables in this research, we have precisely the types of personalities (Extraversion, Conscientiousness, Neuroticism, Agreeableness, Openness), and the only independent variable is Affective commitment.

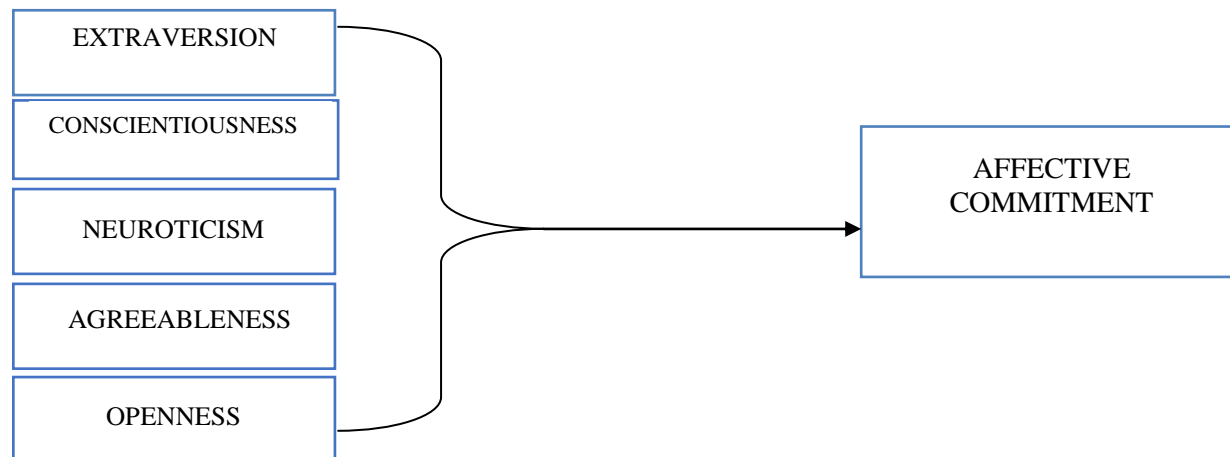


Figure 1 Proposed model

**HYPOTHESIS 1:** Extraversion has positive impact on Affective commitment

**HYPOTHESIS 2:** Conscientiousness has positive impact on Affective commitment

**HYPOTHESIS 3:** Neuroticism has negative impact on Affective commitment

**HYPOTHESIS 4:** Agreeableness has positive impact on Affective commitment

**HYPOTHESIS 5:** Openness has positive impact on Affective commitment

## METHODOLOGY

The research was conducted in profitable and non-profitable organizations in BiH. Profitable companies in which the survey was conducted are BH Telecom, Elektroprivreda, GRAS, KJKP Rad while unprofitable schools, municipalities, hospitals, etc. The survey was conducted anonymously among employees regardless of where they work, and in the introductory part of the questionnaire kindly demanded that they answer honestly so that this research would have credibility and correctness. Given that the survey is conducted among employees, it is logical that employees are at least 18 years old. Respondents received questions via social media or e-mail, and filled them in anonymously. Using targeted research, managers were found in profitable companies via the LinkedIn social network, who forwarded the questionnaires to their employees. Therefore, the simple random sampling method was used, where each worker had the same opportunity to be contacted. The reason for this is the pandemic, which prevented direct contact with employees, and data collection was possible only online. Non-profit companies in BiH were contacted via official emails, and all received a positive response.

This sample consists of 201 employees of which 125 belongs to unprofitable sector (62,19 %), and 76 belongs to profitable companies (37,81 %). In profitable sector there are 35 females (46,05%) and 41 males (53,95 %), while in the non-profitable sector there are 103 females (82,40 %) and 22 males (17,60 %). In the profitable sector, most people are between 18 and 25 years old, 35 of them (46.05 %), between 26 and 35 years old there are 13 people (17.10 %), between 36-50 there are 18 people (23.68 %), while 10 persons are over 50 years old (13.16 %). In the non-profit sector, most respondents are between 36 and 50 years old, 61 of them (48.80%), followed by the youngest group of 18 to 25 years old, 25 of them (20%), then persons between 26-35 years old, 22 of them (17.60 %), and the remaining 17 respondents are over 50 years old (13.60%). The only doctorate is part of a non-profit organization (0.80%), while the largest number of respondents from the non-profit sector have a university degree, 90 of them (72%). Also, 24 masters (19.20%) and 10 people with high school (8%) joined this research. There was no person with a doctorate in the profitable sector. The highest number of respondents in profitable sector have university degree, 34 of them (44.74 %), while there is 33 person with high school (43.42 %), and 9 person with Master degree (11.84 %). 43 respondents in the non-profit sector have between 11-20 years of work experience (34.40%). 32 respondents have between 1-5 years of work experience (25.60%), as well as persons with 21+ years of work experience (the same 25.60%). Beginners, 14 persons with less than one year of work experience (11.20%), and 4 persons with between 6 and 10 years of work experience (3.20%). In the profitable sector, most respondents have between 1-5 years of work experience, 25 of

them (32.90 %) and there are 16 beginners (21.05 %). Also there are 15 respondents with between 11-20 years of work experience (19.74 %), and 12 'the most experienced' respondents (15.90 %). The remaining 8 are between 6 and 10 years of working experience (10.53 %). From the profitable sector, most were BH Telecom employees - 36 (47.37 %). There were 22 employees of KJKP Rad (28.95 %) and 18 workers (23.68 %) from GRAS. Most respondents within the entire study come from schools, 73 of them (58.4%). There were 20 police officers (16%) and 16 employees from the Hospital and the Municipality or Ministry (both 12.80%).

The questionnaire for this study consists of 6 parts, not including demographic questions. The first five parts represent the big five personality factors, while the sixth part is devoted to examining affective commitment. The first five parts represent the big five personality factors, while the sixth part is devoted to examining affective commitment. Each personality dimension consists of 10 questions, while affective commitment has 6. All questions are taken from HEXACO Personality Inventory – Revised (Ashton & Lee, 2008; Lee & Ashton, 2004, 2006) with the aim of determining the results of employees as relevant as possible.

Respondents were asked to express their feelings on a 5-point Likert scale, from 1- I completely agree to 5- I completely disagree

Table 1. HEXACO-Model Subscales

<b>Variables</b>	<b>Sub-scales</b>	<b>References</b>
<b>Openness to Experience</b>	<i>Aesthetic Appreciation scale</i>	<i>Ashton &amp; Lee (2009)</i>
<b>Openness to Experience</b>	<i>Creativity scale</i>	<i>Ashton &amp; Lee (2009)</i>
<b>Openness to Experience</b>	<i>Unconventionality scale</i>	<i>Ashton &amp; Lee (2009)</i>
<b>Conscientiousness</b>	<i>Organization scale</i>	<i>Ashton &amp; Lee (2009)</i>
<b>Conscientiousness</b>	<i>Diligence scale</i>	<i>Ashton &amp; Lee (2009)</i>
<b>Conscientiousness</b>	<i>Prudence scale</i>	<i>Ashton &amp; Lee (2009)</i>
<b>Extraversion</b>	<i>Social Self-Esteem scale</i>	<i>Ashton &amp; Lee (2009)</i>
<b>Extraversion</b>	<i>Social Boldness</i>	<i>Ashton &amp; Lee (2009)</i>
<b>Extraversion</b>	<i>Liveliness scale</i>	<i>Ashton &amp; Lee (2009)</i>
<b>Agreeableness</b>	<i>Forgivingness scale</i>	<i>Ashton &amp; Lee (2009)</i>
<b>Agreeableness</b>	<i>Gentleness scale</i>	<i>Ashton &amp; Lee (2009)</i>
<b>Agreeableness</b>	<i>Flexibility scale</i>	<i>Ashton &amp; Lee (2009)</i>
<b>Agreeableness</b>	<i>Patience scale</i>	<i>Ashton &amp; Lee (2009)</i>
<b>Neuroticism</b>	<i>Fearfulness scale</i>	<i>Ashton &amp; Lee (2009)</i>
<b>Neuroticism</b>	<i>Anxiety scale</i>	<i>Ashton &amp; Lee (2009)</i>
<b>Neuroticism</b>	<i>Sentimentality scale</i>	<i>Ashton &amp; Lee (2009)</i>
<b>Affective Commitment</b>	<i>No sub-scales</i>	<i>Allen &amp; Meyer (1990)</i>

Each scale has its own subscale. In the Hexaco model, each question has a specific scale to which it belongs, and that scale is therefore part of one of the five dimensions of personality. In the Ashton and Lee (2009) article, in addition to the questions taken, there is an

additional explanation for each scale, and from there these scales are taken, which were also used for this study. Affective commitment has no subscales. Meyer and Allen's model was established to combine multiple definitions of commitment, and they also provide questions that are adequate for measuring Affective Commitment.

## RESULTS

The questionnaire was properly answered by 201 respondents. There were also questions of the reverse type, 25 of them, which were turned before the analysis. The order of the questions was identical, first there was the question related to Openness to Experience, then the questions related to Conscientiousness, Agreeableness, Extraversion, Neuroticism, and after them Affective Commitment questions.

The analysis for Factor loading and Cronbach's Alpha was done jointly for both sectors, while the calculation of means, standard deviations, and regressions were done for both the profitable and nonprofit sectors individually.

Table 2. Mean & St. Deviation for profitable & unprofitable sector

	<i>Mean</i>	<i>Standard Deviation</i>
<i>Openness</i>	2.491	.585
<i>Conscientiousness</i>	2.438	.502
<i>Extraversion</i>	2.636	.565
<i>Agreeableness</i>	2.797	.601
<i>Neuroticism</i>	2.855	.547
<i>Affective Commitment</i>	2.155	.883

What is common to each dimension of the big five is that the average value is 2, and that all results differ in decimals. Number two in this questionnaire belongs to the 'I mostly agree' answer. Interestingly, respondents are most often neurotic (M= 2.855, SD= .883), and least affectively committed to work (M= 2.155, SD= 883), but still they are positively committed to work.

Table 3. Factor Loading & Cronbach's Alpha for profitable & unprofitable sector

<i>VARIABLES</i>	<i>FACTOR LOADING</i>	<i>CRONBACH'S ALPHA</i>
<i>Openness to Experience</i>		<i>.619</i>
<i>I would be quite bored by a visit to an art gallery.</i>	.813	
<i>I'm interested in learning about the history and politics of other countries.</i>	.913	
<i>I would enjoy creating a work of art, such as a novel, a song, or a painting.</i>	.677	
<i>I think that paying attention to radical ideas is a waste of time.</i>	.703	
<i>If I had the opportunity, I would like to attend a classical music concert.</i>	.582	



<i>I've never really enjoyed looking through an encyclopedia</i>	.930
<i>People have often told me that I have a good imagination</i>	.511
<i>I like people who have unconventional views.</i>	.887
<i>I don't think of myself as the artistic or creative type.</i>	.856
<i>I find it boring to discuss philosophy.</i>	.798
<b>Conscientiousness</b>	<b>.506</b>
<i>I plan ahead and organize things, to avoid scrambling at the last minute.</i>	.743
<i>I often push myself very hard when trying to achieve a goal.</i>	.813
<i>When working on something, I don't pay much attention to small details.</i>	.846
<i>I make decisions based on the feeling of the moment rather than on careful thought</i>	.800
<i>When working, I sometimes have difficulties due to being disorganized.</i>	.897
<i>I do only the minimum amount of work needed to get by</i>	.617
<i>I always try to be accurate in my work, even at the expense of time.</i>	.623
<i>I make a lot of mistakes because I don't think before I act.</i>	.836
<i>People often call me a perfectionist.</i>	.859
<i>I prefer to do whatever comes to mind, rather than stick to a plan.</i>	.955
<b>Extraversion</b>	<b>.617</b>
<i>I feel reasonably satisfied with myself overall.</i>	.573
<i>I rarely express my opinions in group meetings.</i>	-.793
<i>I prefer jobs that involve active social interaction to those that involve working alone.</i>	.898
<i>On most days, I feel cheerful and optimistic</i>	.856
<i>I feel that I am an unpopular person.</i>	.576
<i>In social situations, I'm usually the one who makes the first move.</i>	.885
<i>The first thing that I always do in a new place is to make friends.</i>	.520
<i>Most people are more upbeat and dynamic than I generally am.</i>	.760
<i>I sometimes feel that I am a worthless person.</i>	.881
<i>When I'm in a group of people, I'm often the one who speaks on behalf of the group.</i>	.870
<b>Agreeableness (versus Anger)</b>	<b>.643</b>
<i>I rarely hold a grudge, even against people who have badly wronged me</i>	.913
<i>People sometimes tell me that I am too critical of others.</i>	.543
<i>People sometimes tell me that I'm too stubborn.</i>	.751
<i>People think of me as someone who has a quick temper.</i>	.762
<i>My attitude toward people who have treated me badly is "forgive and forget."</i>	.907
<i>I tend to be lenient in judging other people.</i>	.566
<i>I am usually quite flexible in my opinions when people disagree with me.</i>	.456
<i>Most people tend to get angry more quickly than I do.</i>	.782
<i>Even when people make a lot of mistakes, I rarely say anything negative.</i>	.824
<i>When people tell me that I'm wrong, my first reaction is to argue with them.</i>	.908
<b>Neuroticism</b>	<b>.538</b>
<i>I would feel afraid if I had to travel in bad weather conditions.</i>	.948
<i>I sometimes can't help worrying about little things.</i>	.922
<i>When I suffer from a painful experience, I need someone to make me feel</i>	.872

<i>comfortable.</i>	
<i>I feel like crying when I see other people crying.</i>	.718
<i>When it comes to physical danger, I am very fearful.</i>	.661
<i>I worry a lot less than most people do.</i>	.814
<i>I can handle difficult situations without needing emotional support from anyone else.</i>	.827
<i>I feel strong emotions when someone close to me is going away for a long time.</i>	.724
<i>Even in an emergency I wouldn't feel like panicking.</i>	.779
<i>I remain unemotional even in situations where most people get very sentimental.</i>	.806
<b>Affective Commitment</b>	<b>.802</b>
<i>I would be very happy to spend the rest of my career with this organization</i>	.890
<i>I do not feel like 'part of the family' at my organization</i>	.924
<i>I do not feel 'emotionally attached' to this organization</i>	.922
<i>I do not feel a strong sense of belonging to my organization</i>	.867
<i>I really feel as if this company's problems are my own</i>	.926

In Table 2, we see that only one item has no score over or equal to significant (.50). For a variable to be relevant to a particular factor, it needs to have a score above (.30). (Cliff and Hamburger, 1967). The general rule is a variable that has a score above .30 relevant to a particular factor. All rules are arbitrary and there is no clearly defined boundary indicating whether the variable is relevant or not. Most often, as arbitrary limits, variables below .40 are considered irrelevant, over .60 relevant, and between moderate. Only item that is irrelevant is '*I am usually quite flexible in my opinions when people disagree with me*' with score (.456). The highest loading factor as for Cronbach's Alpha has the items of Affective Commitment.

Affective Commitment has a good level of consistency (.802), which is important for other analyzes, since affective commitment is the only dependent variable. Three of the five personality dimensions have questionable levels of reliability, Agreeableness (.643), Openness (.619), and Extraversion (.617), while Conscientiousness (.506) and Neuroticism (.538) have poor level of reliability.

Table 4. Mean, St.Dev & correlations for unprofitable sector table

	<b>Mean</b>	<b>St.dev</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
1. AC	2.012	.892	1	.309**	.190*	.389**	.171	.171
2. Openness	2.400	.589		1	.199*	.402**	.168	.047
3. Conscientiousness	2.334	.475			1	.150	-.086	.092
4. Extraversion	2.534	.558				1	.208*	-.063
5. Agreeableness	2.717	.639					1	-.192*
6. Neuroticism	2.751	.535						1

Note. N = 125. \* p < .05; \*\* p < .01

The mean for the non-profit sector is very similar to the common one, given that its average value is again around 2- 'Mostly agree'. There is no strong relationship between the two variables. Openness and Extraversion have the strongest connection, but their relationship is also medium (.402\*\*). Affective commitment as the only dependent variable has a negative association with Conscientiousness, Agreeableness and Neuroticism, and medium with Openness and Extraversion.

Table 5. Mean, St.Dev &amp; correlations for profitable sector table

	<i>Mean</i>	<i>St.dev</i>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
1. <i>AC</i>	2.636	.551	1	.121	.349**	.400**	-.037	.145
2. <i>Openness</i>	2.928	.512		1	.394**	.310**	.157	.121
3. <i>Conscientiousness</i>	2.608	.502			1	.383**	.255*	.153
4. <i>Extraversion</i>	2.803	.538				1	.231*	.260*
5. <i>Agreeableness</i>	3.026	.526					1	.120
6. <i>Neuroticism</i>	2.389	.823						1

Note. N = 76. \* p < .05; \*\* p < .01

In the profitable sector, the mean for Agreeableness is 3.026, which is the only case in both sectors that respondents declare indecisive. Affective Commitment and Extraversion have the greatest correlation, and that is (.400\*\*). Also, Affective Commitment have the medium correlation with Conscientiousness (.349\*\*), but with three others dimensions low correlations

Table 6. Regression for unprofitable sector

<i>Predictors</i>	<i>B</i>	<i>t</i>	<i>p</i>	<i>F</i>	<i>Df</i>	<i>R<sup>2</sup></i>
<i>Openness</i>	.309	.3604	< .001	12.988	1,123	.096
<i>Conscientiousness</i>	.190	.2148	.034	4.614	1,123	.036
<i>Extraversion</i>	.389	.4678	< .001	21.882	1,123	.151
<i>Agreeableness</i>	.171	.1930	.056	3.727	1,123	.029
<i>Neuroticism</i>	.171	.1928	.056	3.717	1,123	.029
<i>N=125</i>						

### H1a: Extraversion has positive impact on Affective commitment

This hypothesis is positively moderate ( $\beta=.389$ ) and statistically significant ( $p<.001$ ), so H1a is statistically supported. Using regression, the outcome says that analysis predicted 15,10% of variation ( $R^2=.151$ ). p value is higher than alpha level, so the null hypothesis was rejected, and F value was ignored. F value compare model with zero predictor variables.  $t=.4678$ .

**H2a: Conscientiousness has positive impact on Affective commitment**

The impact of Conscientiousness on Affective commitment is positively weak ( $\beta=.190$ ), but statistically significant ( $p=.034$ ), and H2a is also supported. Analysis predicted 3,6% of variation ( $R^2=.036$ ). F value was ignored.  $t=.2148$ .

**H3a: Neuroticism has negative impact on Affective commitment**

This hypothesis examines the negative impact of neuroticism on affective commitment, but according to results of analysis ( $\beta=.171$ ), ( $p=.056$ ), this hypothesis is positively weak, and not statistically significant, and is rejected. Analysis predicted 2,9% of variation ( $R^2=.029$ ). F value was ignored.  $t=.1928$ .

**H4a: Agreeableness has positive impact on Affective commitment**

The Pearson's  $r$  effect size says that impact of Agreeableness on Affective commitment was positively weak ( $\beta=.171$ ) and statistically not significant ( $p$  value was higher than 0.05,  $p=.056$ ), so H4a was rejected. Analysis predicted 2,9% of variation ( $R^2=.029$ ). F value was ignored.  $t=.1930$ .

**H5a: Openness has positive impact on Affective commitment**

This hypothesis was accepted, because impact of Openness on AC was positively moderate ( $\beta=.309$ ), and statistically significant ( $p=<.001$ ). Analysis predicted 9,6% of variation ( $R^2=.096$ ). F value was ignored.  $t=.3604$ .

Table 7. Regression for profitable sector

<i>Predictors</i>	<i>B</i>	<i>t</i>	<i>P</i>	<i>F</i>	<i>df</i>	<i>R<sup>2</sup></i>
<i>Openness</i>	.121	1.050	.297	1.102	1,74	.015
<i>Conscientiousness</i>	.349	3.201	.002	10.248	1,74	.122
<i>Extraversion</i>	.400	3.756	< .001	14.108	1,74	.160
<i>Agreeableness</i>	.037	-.318	.752	0.101	1,74	.001
<i>Neuroticism</i>	.145	1.264	.210	1.599	1,74	.021
<i>N=76</i>						

**H1b: Extraversion has positive impact on Affective commitment**

This hypothesis is positively moderate ( $\beta=.400$ ) and statistically significant ( $p=<.001$ ), so H1a is statistically supported. Analysis predicted 16% of variation ( $R^2=.160$ ). F value was ignored.  $t=.3756$ .

**H2b: Conscientiousness has positive impact on Affective commitment**

This hypothesis was accepted, because impact of Conscientiousness on AC was positively moderate ( $\beta=.349$ ), and statistically significant ( $p=<.001$ ). Analysis predicted 12,20% of variation ( $R^2=.122$ ). F value was ignored.  $t=.3201$ .

**H3b: Neuroticism has negative impact on Affective commitment**

This hypothesis related to Neuroticism in profitable sector was rejected, as is the case for the nonprofit sector. This hypothesis is also positively weak ( $\beta=.145$ ), and statistically not significant ( $p=.210$ ). Analysis predicted 2,10% of variation ( $R^2=.021$ ). F value was ignored.  $t=.1264$ .

**H4b: Agreeableness has positive impact on Affective commitment**

H4b was rejected, because of positively weak and statistically insignificant indicators ( $\beta=.037$ ,  $p=.752$ ). Analysis predicted 0,10% of variation ( $R^2=.001$ ). This is the only case where F value was considered, because it's value was lower than Alpha level, so that is the reason more to reject the hypothesis, ( $F=0.101$ ).  $t=-.318$ .

**H5b: Openness has positive impact on Affective commitment**

This hypothesis is positively weak ( $\beta=.121$ ), and statistically not significant ( $p=.297$ ), so it's rejected. Analysis predicted 1,5% of variation ( $R^2=.015$ ). F value was ignored.  $t=.1050$ .

**DISCUSSION**

Based on the analysis conducted among the workers of companies in the profitable and non-profitable sectors of BiH, it can be said that there is no drastic difference between the commitment of workers in the profitable sector and the commitment of workers in the non-profitable sector. First, the mean value for both sectors was calculated, and the equality of these results can be noticed immediately, given that the value of all variables is 2, which means, that workers after reversed answers almost agree with all items. Only Agreeableness have mean value 3.026, and that means that workers are neutral in terms of comfort at their job. The following analysis were Factor Loading and Cronbach's Alpha. Affective Commitment as the only dependent variable had a good internal consistency with Alpha level of  $=.802$ . Others Big Five personality dimensions had questionable and poor internal consistency. The questionable Cronbach's Alpha level was for Agreeableness (.643), Openness (.619), and Extraversion (.617), while Consciousness (.506) and Neuroticism (.538) have poor level of reliability. Factor loads were generally high for all items, which is good, as the factor load is required to be as close or equal to 1. After analyzing the Factor Loading and Cronbach's Alpha, the average mean was calculated and Pearson's r analysis was approached, which shows the correlation between the variables. In the non-profit sector, Openness and Extraversion have the strongest link. However, what is important for this study are the correlations between five independent variables with dependent one. There is a medium correlation between Affective Commitment and Extraversion in both sectors. A significant differences are that AC in the unprofitable sector has a medium correlation with Openness (.309), and in the profitable it is extremely low (.121).

The situation is reversed with Conscientiousness, where AC correlation in the nonprofit sector is low (.190) and in the profitable sector is medium (.349). AC has a very low correlation in both sectors with Neuroticism and Agreeableness. In a study by Simon L. Albrecht & Andrew Marty (2017), Neuroticism was the only one to show a direct impact on affective commitment, as well as workers who have a strong emotional connection with other workers, thus having a greater affective commitment. The last analysis that was done was regression. Through this analysis it can be noticed that there is only a difference between the Openness of employees in the profitable and non-profitable sector. As Pearson's  $r$  analysis has shown, Openness and Affective commitment in the nonprofit sector have a medium correlation, while in the profitable one there is none. This resulted in the analysis, H3b being rejected, given its low significance, and H3a accepted. The hypotheses for both sectors regarding Agreeableness and neuroticism are not significant, and as such have been rejected, while the hypotheses for Extraversion and Conscientiousness are accepted in both sectors, so it can be said that Extraversion and Conscientiousness have a positive impact on affective commitment in both sectors.

## **PRACTICAL & THEORETICAL IMPLICATIONS**

The difference between affective commitment in all personality types is almost the same in both sectors. The only significant difference is openness, which affects both sectors differently. Therefore, since there are no big differences between the commitment of workers in both sectors, employers should not pay much attention when it comes to personality types for a particular sector, but should take care of which dominant type of personality is represented in workers. Extraversion and openness have a medium connection with Affective Commitment. The reason for this is the similarity of the characteristics of these two types of personalities (Extraversion: Social Self-Esteem, Boldness, Sociability, Liveliness, and Openness: Inquisitiveness, Creativity, Unconventionality) and it can be said that the willingness of workers to take risks at work awakens the characteristics of openness. Openness has a positive effect on affective commitment only in the nonprofit sector, while the null hypothesis for the profitable sector has been rejected. When hiring, employers should test the characteristics of extraversion and conscientiousness, since these two dimensions are accepted in both sectors, which means that they have a positive effect on affective commitment. It is very important, ie when hiring workers, to examine the type of personality of the worker, in order to know in the future what attitude should be taken towards him. For comparison, Neuroticism in most studies shows a negative impact on affective commitment, however, in this study, the analysis did not prove a negative impact. Although it is recommended that the manager should have the same attitude towards all employees, my opinion is that he should adapt to each employee individually in

order to achieve the best possible communication with him, and get the most out of his performance. As pointed out, this research was done in the Covid period, and it is currently difficult to find more researches, given that the world is still struggling with this virus, companies have not overcome this crisis, and current researches can not show the full consequences this crisis left.

## LIMITATIONS AND FUTURE DIRECTIONS

COVID period in which this research was conducted, forced that the only way to collect data was through online platforms, so it was difficult to access all employees of profitable and unprofitable companies. This is the reason that this article has  $N = 201$  collected samples.. Given that this article was written at the time of the COVID-19 pandemic, when the whole world was blocked, and when a practical renaissance in the business world was experienced, a study on this topic should be launched when and if the world 'returns to normal'. And there are more reasons for that. First, the collection of information was through an online platform, and perhaps the honesty and focus of the respondents was not maximal. Workers would certainly pay more attention to testing, if they did so in their workplace. In addition, more research should be done comparing profitable and non-profitable sectors within BiH, and to see if they will show any significant difference. Also, it may be considered that this whole pandemic situation has left a mark on workers 'commitment to the job. Whether they neglected their job, because they work from home, and in that way dedicate and spend more time with their family, are questions that further research can answer.

## CONCLUSION

Throughout the research, the emphasis was on six concepts that were in focus in both the theoretical and practical part of this study, namely the five major dimensions of personality: Openness, Conscientiousness, Neuroticism, Agreeableness and Extroversion, and Affective Commitment as a major concept for this research because we wanted to see what impact personality dimensions have on it, and how it could be improved. This research has shown that personality types can affect an Affective Commitment of a worker to his work, and that it is important to determine which type of personality dominates a worker before his employment. It is important to emphasize that this research was done in BiH and that it does not necessarily mean that the results would be the same in another country. Based on the analysis, it was concluded that Extraversion and Conscientiousness in both cases confirmed their hypotheses that they have a positive effect on Affective Commitment. We can conclude that it is desirable for a worker to have Extraversion and Conscientiousness traits, such as: Self-efficacy,

Friendliness, Activity level, Cheerfulness, Self-discipline, Achievement-striving, Cautiousness. Based on the characteristics, we can conclude that we expected such results, given that it is logical for a worker who strives for success, who is aware and responsible, to be committed to the job. Openness has shown different results in these two sectors, and more similar research needs to be done or additional samples collected to further test this hypothesis. A possible reason for the different outcome is the worker's behavior at work in the profitable and non-profitable sector, since workers in the non-profitable sector usually do not have direct contact with their superiors, and are not under constant supervision, so workers are more relaxed and open while profitable sector usually depend on their performance, and are under constant pressure and may not have the characteristics of openness in their obligations. In both sectors, Agreeableness has not been shown to have a positive effect on workers' commitment to work. A possible reason for this is that excessive trust and mixing private life with the business world prevents the worker from being maximally dedicated to his job. Hypotheses related to Neuroticism and its impact were also rejected in both cases, but both hypotheses examined the negative impact on Affective Commitment.

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