

**PERSONALITY TRAITS AS PREDICTORS OF ORGANIZATIONAL
COMMITMENT AMONG PUBLIC AND PRIVATE SECTOR EMPLOYEES IN
ENUGU, NIGERIA**

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ABSTRACT: *This study investigated five personality dimensions – openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism as predictors of organisational commitment among selected employees in Enugu. Using convenience sampling technique, 200 employees were selected from four public and private sector employees in Enugu metropolis. The participants comprised of 115 males and 85 females with ages ranging from 22 – 50 years and a mean age of 36.00 years. Participants were administered with the Big Five Personality Inventory by John and Srivastava (1999) and the Organisational Commitment Scale by Buchanan (1974). Five hypotheses were postulated and tested using cross sectional survey design and multiple regression analyses. Result showed that only openness to experience significantly predicted employees' organisational commitment. Conscientiousness, extraversion, agreeableness and neuroticism were not significant predictors of employees' organisational commitment. Based on the findings, it is recommended that employers apply personality tests in assessing potential employees.*

KEYWORDS: Big Five Personality Traits, Organisational Commitment, Public and Private Sectors, Enugu, Nigeria

INTRODUCTION

In today's competitive business world, organisations are facing new challenges especially in the areas of sustaining and maintaining a committed workforce. Efforts at achieving a committed workforce are based on the fact that no organisation can perform at peak levels unless employees are committed to the organisations' objectives (Santra & Mishra, 2013). Hence, it is becoming indefeasible for researchers not to double effort at understanding the concept of commitment and how to sustain and maintain it among different work settings.

The concept of commitment has evolved over the years with different researchers in this area proffering different definitions about organisational commitment. Organisational commitment has been defined as a psychological state that binds an employee to an organisation, thereby reducing the incidence of turnover (Allen & Meyer, 1990). It is also seen as a mindset that takes different forms and binds an individual to a course of action that is of relevance to a particular target (Meyer & Herscovitch, 2001). Meyer and Allen (1991) posited that an employee's commitment reflects a desire, need and obligation to maintain membership in an organisation. Consequently, they further state that commitment

manifests itself in three relatively distinct ways namely; affective commitment, normative commitment and continuance commitment.

The affective component of organisational commitment refers to the degree to which a person identifies with, is involved in, and enjoys membership in an organisation. Employees with affective commitment want to remain with an organisation (Meyer & Allen, 1991). Continuance commitment involves a person's bond to an organisation based on what it would cost that person to leave the company. This second model of commitment according to Meyer and Allen (1991) echoes Becker's (1960) side-bet theory. Employees with continuance commitment remain with an organisation out of need or to avoid the perceived cost of leaving or also lack of another alternatives. Lastly, normative commitment involves a feeling of moral obligation to continue working for a particular organisation, such as a feeling of indebtedness, need for reciprocity or organisational socialization. Normatively committed employees feel that they ought to remain with the organisation (Meyer & Allen, 1991).

The bulk of research on organisational commitment had focused on work-related variables perceived to contribute or predict commitment. Though, other variables like age, gender, rewards etc have been found to predict organisational commitment, however, there is a growing body of knowledge positing that personality trait, rather than work-related factors and demographic characteristics are likely strong predictors of organisational commitment.

The word "personality" originates from the Latin word *persona*, which means mask (Stevko, 2014). Personality also refers to the pattern of thoughts, feelings, social adjustments, and behaviours consistently exhibited over time that strongly influences one's expectations, self-perceptions, values, and attitudes (Srivastava & Mishra, 2016). It also predicts human reactions to other people, problems, and stress. Several empirical and conceptual classifications of personality traits have been reviewed within the last three decades (e.g. Buss & Finn, 1987; John, & Srivastava, 1999). However, the Big Five Personality is one of the most widely accepted of these traits (Pappas, 2013).

The Big five personality traits model identify the broad five personality types which are very useful in predicting different kinds of work related attitudes and behaviours. The model depict that personality consists of five relatively independent dimensions that altogether provide a meaningful taxonomy for the study of individual differences. These five dimensions are Openness to Experience, Conscientiousness, Extraversion, Agreeableness and Neuroticism.

Openness to experience refers to the number of interests to which one is attracted and the depth to which those interests are pursued. People who like to learn new things and enjoy new experiences usually score high in openness. It indicates how open-minded a person is. A person with a high level of openness to experience in a personality test enjoys trying new things. They are imaginative, curious, and open-minded. Individuals who are low in openness to experience would rather not try new things (Ashton & Lee, 2001). They are

close-minded, literal and enjoy having a routine. Individuals with a high level of openness have a general appreciation for unusual ideas and art. They are usually imaginative, rather than practical. Being creative, open to new and different ideas, and in touch with their feelings are all characteristics of these people (Amadi, Ahamefule & Ojo, 2015). Individuals who score low in openness on a career test are generally more closed-off, resistant to change, and analytical. A person who scores low in openness on a career test may excel in jobs that involve routine work and do not require creativity. Having a high level of openness is important in jobs that require creative thinking and a flexible attitude. Jobs such as advertising, research and other artistic occupations all benefit from high openness. The behavioural tendencies typically associated with Openness to experience include being imaginative, cultured, curious, original, broad minded, intelligent (Digman, 1990), and having a need for variety, aesthetic sensitivity, and unconventional values (McCrae & John, 1992).

Conscientiousness refers to the number of goals on which one is focused (Kumar, Bakhshi & Rani, 2009). It is related to dependability and volition and the typical behaviours associated with it include being hard working, achievement-oriented, persevering, careful, and responsible (Barrick & Mount, 1991). A person scoring high in conscientiousness usually has a high level of self-discipline. These individuals prefer to follow a plan, rather than act spontaneously. Their methodical planning and perseverance usually makes them highly successful in their chosen occupation. Conscientiousness is about how a person controls, regulates, and directs impulses. Individuals with a high level of conscientiousness on a career test are good at formulating long-range goals, organizing and planning routes to these goals, and working consistently to achieve them despite short-term obstacles they may encounter.

Extraversion refers to the level of sensory stimulation with which one is comfortable. The behavioural tendencies used to measure this factor include being sociable, gregarious, assertive, talkative, and active (Barrick & Mount, 1991). A person who scores high in extraversion on a personality test is the life of the party. Individuals high in extraversion on a career test have a tendency to seek out the company and stimulation of other people. They enjoy engaging with the external world. These individuals thrive on excitement, and are enthusiastic, action-oriented people. They like to be the centre of attention in groups. People who are low in extraversion (Introverts) are less outgoing and are more comfortable working by themselves or being alone. They are less involved in social activities, and tend to be quiet and keep to themselves. An introvert does not require the external stimulation that extraverts do require.

Agreeableness refers to the number of sources from which one takes one's norms for right behaviour (Kumar, Bakhshi & Rani, 2009). The behavioural tendencies typically associated with this factor include being courteous, flexible, trusting, good-natured, cooperative, forgiving, soft-hearted, and tolerant (Barrick & Mount, 1991). Individuals with high levels of agreeableness tend to show more warmth, friendliness, and tactfulness. The more agreeable someone is, the more likely they are to be trusting, helpful and

compassionate. Disagreeable people are cold and suspicious of others, and they are less likely to cooperate (Pappas, 2013).

Neuroticism refers to the number and strength of stimuli required to elicit negative emotions in a person (Kumar, Bakhshi & Rani, 2009). Neuroticism is also sometimes called Emotional Stability. This dimension relates to one's emotional stability and degree of negative emotions. Persons who are high on this dimension are usually anxious, depressed, angry, embarrassed, emotional, worried, and insecure (Barrick & Mount, 1991). Neuroticism is similar but not identical to being neurotic in the Freudian sense. Some psychologists prefer to call neuroticism by the term emotional stability to differentiate it from the term neurotic in a career test. The fact that these individuals are free from experiencing negative feelings does not mean that they experience a lot of positive feelings.

Statement of the Problem

Nigerian employees have been portrayed to have a generally poor attitude to work (Arrey, 2013) with employees of both public and private organisations providing erratic and increasingly poorer services to the general public (Suleiman, 2013). This problem may have arisen from the commitment levels of these two relatively distinct types of employees. With the enormous amount of money public and private organisations spend on training, and overhead cost, it should be logically expected that the employees exhibit, at least, higher levels of commitment to their jobs, but this has not been the case.

The issue of commitment to work among Nigerian employees has raised several questions from management experts, organisational psychologists and others. Some professionals have also attributed the decline in organisational commitment to others job related variables. However, this research is focusing on personality dimensions which could be a likely factor in determining employees' level of organisational commitment. The reason for towing this line is that some contemporary scholars affirm that personality dimensions are effective tools to predict employee job performance (Schulman, 2011; Awadh & Ismail, 2012).

From the foregoing, knowledge of what personality dimensions employees possess that are higher predictors of organisational commitment could assist researchers and proprietors into understanding better ways of enhancing commitment. The study will therefore try to identify the big five dimensions of personality (i.e. openness to experience, conscientiousness, extroversion, agreeableness and neuroticism) that are predictors of organisational commitment among both public and private sector employees.

Purpose of Study

The aim of this study is to know if the personality dimension of;

1. openness to experience predicts organisational commitment among public and private sector employees in Enugu.
2. conscientiousness predicts organisational commitment among public and private sector employees in Enugu.
3. extroversion predicts organisational commitment among public and private sector employees in Enugu.
4. agreeableness predicts organisational commitment among public and private sector employees in Enugu.
5. neuroticism predicts organisational commitment among public and private sector employees in Enugu.

Empirical Review

Previous research had identified that individuals high in extroversion, and conscientious show more willingness to be committed to their organisation than those that are not (Morrison, 1997; Labatedmediene, Endriulaitiene & Gustainiene, 2007). In a more recent study, Emecheta, Awa and Ukoha (2016) investigated the relationship between personality characteristics and affective organisation commitment among Bank employees in Nigeria. The study sample consisted of 210 respondents from ten 10 purposively selected bank branches in Port Harcourt. The study revealed that a positive and significant relationship exist between the five personality dimensions and affective organisation commitment.

Another recent study had found a positive and significant correlation between extroversion and affective commitment (Syed, Saeed, & Farrukh, 2015). Also, several studies (e.g. Pasha & Khodadadi, 2008; Parvin, 2008) identified neuroticism to be a negative and significant predictor of commitment.

Ganu and Kogutu (2014) examined the effect of the big five personality traits on job satisfaction and organizational commitment among healthcare workers in Kenya. Utilizing the correlational descriptive study design among 252 healthcare workers, the study showed significant relationships between the Big Five personality traits with job satisfaction and organizational commitment. Openness, Conscientiousness, and Neuroticism had positive relationships with organizational commitment. They suggest that employees who exhibit the traits of openness, neuroticism, extraversion and conscientiousness find a greater sense of commitment and job satisfaction to the healthcare organizations.

In a similar study, Darbanyan, Samavatyan, Oreyzi and Mousavirad (2014) investigated the simple and multiple relationships between the five-factor model of personality and organizational commitment among 150 randomly selected employees of selected industrial corporations in KhorasanRazavi Province. Their findings showed that in general there was a significant relationship between the five personality traits and the dimensions of organizational commitment. Specifically, the study found that conscientiousness and openness to experience positively predicted affective commitment, so did openness to experience negatively predicted continuance commitment. Also, conscientiousness

positively predicted continuance commitment, while extroversion and neuroticism negatively predicted normative commitment. They therefore suggested that the use of recruitment tests associated with personality traits be observed.

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

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

Using 922 Turkish professionals, Çelik and Oral (2016) in a study on the relationship between personality traits, demographic characteristics, and organizational commitment found that agreeableness and conscientiousness personality traits were correlated with organizational commitment. They further identified a positive relationship between personality traits with affective commitment and normative commitment, and negatively relationship with continuance commitment.

Sadeghi and Yazdanbakhsh (2014) investigated on the relationship between the big five personality factors and organizational commitment of the teachers in west Islamabad. Their sample included 216 female and male teachers (116 female teachers and 100 male teachers separately) selected by convenience sampling. They found positive relationships between extraversion, openness, conscientiousness and organizational commitment. However, the result showed an inverse relationship between neurosis and organizational

Research Hypotheses

1. There will be no statistical significant relationship between openness to experience and organisational commitment.
2. There will be no statistical significant relationship between conscientiousness and organisational commitment.

3. There will be no statistical significant relationship between extraversion and organisational commitment.
4. There will be no statistical significant relationship between agreeableness and organisational commitment.
5. There will be no statistical significant relationship between neuroticism and organisational commitment.

METHOD

Participants

The participants for in this study included 200 employees selected through convenient sampling technique from four public and private organisations in Enugu State. The organisations are the Enugu State Waste Management Authority (ESWAMA), Enugu Electricity Distribution Company (EEDC), Innoson Group of Companies and The Anambra Motor Manufacturing Company (ANAMMCO) all in Enugu. The participants comprises of 115 males and 85 females with ages ranging from 22 – 50 years and with a mean age of 36.00 years.

Instruments

Two instruments were employed in this study; the Big Five Inventory (BFI) and The Organisational Commitment Inventory (OC). The Big Five Inventory was developed by John, Donahue and Kentle (1991). The BFI contains 44 items designed to measure personality from a five dimension perspective (i.e. Extraversion, Agreeableness, Conscientiousness, Neuroticism, and Openness to Experience). The instrument is scored in 5 – point Likert-format ranging from 1 (Disagree Strongly) to 5 (Strongly Agree). All items of the BFI are scored directly. Umeh (2004) validated the Big Five Inventory (BFI) and provided the psychometric properties for Nigerian Samples. John *et al.* (1991) obtained a Coefficient alpha of .80 and a 3-month test-retest Coefficient of .85. The Big Five Inventory has mean convergent validity coefficient of .75 and .85 with the Big Five Instrument authored by Costa and McCrea (1992) and Golberg (1992) respectively. The divergent validity Coefficients obtained by Umeh (2004) correlating the BFI with University Maladjusted Scale (Kleinmuntz, 1961) are Extroversion .05, Agreeableness .13, Conscientiousness .11, Neuroticism .39, and Openness .24 . The norms for the scale are extraversion 27.10, agreeableness 28.75, conscientiousness 29.60, neuroticism 24.48, and openness to experience 35.18. Scores equal to or higher than the norms indicate that the individual manifests the specific personality trait while scores lower than the norm indicates that the individual does not manifest the specific personality trait.

The second instrument is the Organisational Commitment Inventory (OC) developed by Buchanan (1974) to measure the extent to which a worker is affectively attached to the achievement of the goals and values of an organisation. The OC contains 23 – items scored on a 1-7 point Likert scale ranging from strongly disagree (1) to strongly agree (7) and

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reflecting the degree with which the items applied to a participant. Buchanan (1974) reported coefficients alpha of .94 confirming the reliability of the instrument. Also, Cook & Wall (1980) validated the OC inventory by correcting it with overall job satisfaction by Warr, Cook & Wall (1979) to obtain a concurrent validly coefficient of .62. Mogaji (1997) provided the psychometric properties for Nigerian samples by extrapolating inventories equivalent in contents to Buchanan's OC.

Procedure

A set of questionnaires for assessing demographic data information, personality dimensions and organisational commitment were administered on the respondents directly by the researchers who visited the participant at their various work places. This was done after necessary approvals were given by the management of the four public and private organisations; ESWAMA, EEDC, Innoson Group of Companies and ANAMMCO all in Enugu. The available and willing respondents were approached by the researchers who explained the nature of the study and assured them of the confidentiality of their responses. They were requested to complete the questionnaires immediately, where feasible or to give the researchers an appointed date for collation. On completion of the questionnaire, the respondents were thanked for participating in the study. Efforts were made to get at least 50 completed questionnaires from each of the organisations visited. Only questionnaires that had no missing data, outliers and scaled through multicollinearity diagnoses were subsequently used for data analyses.

Design and Statistic

The design used in this study was cross sectional survey design while the statistic employed was the Standard Multiple Regression Analyses.

RESULTS

Table 1: Summary Results of a Standard Multiple Regression Analyses for Organisational Commitment on the Big Five Personality Dimensions

Variables	R	R ²	Adjusted R ²	F	B	df	t	p
	.224	.050	.026	2.045		5,194		
Openness					.163		2.214	.028*
Conscientiousness					.097		1.255	.211
Extroversion					.081		1.124	.262
Agreeableness					-.03		-.455	.650
Neuroticism					.030		.388	.698

Note: * = Significant

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Based on the results as shown in the table above, the model's overall fit as indicated by R^2 show that only 5% of the variation in organisational commitment has been explained by the model. Generally, this result implies that the big five personality dimensions explain a non-significant proportion of variance in Civil Servants organisational commitment scores [$R^2 = .050$, $F(5,194) = 2.05$, $p = .074$]. However, the Durbin-Watson of 1.807 falls within the accepted range ($1.5 < D < 2.5$), indicating that there is no autocorrelation problem in the data and that the error term is independent.

The result for the first hypothesis as shown in Table 1 above indicate that openness to experience significantly predict employees organisational commitment scores [$B = .163$, $t(5,194) = 2.214$, $p = .028$]. A further look at the result shows that as employees' openness to experience increases, organisational commitment equally increases. Both variables have a significant positive relationship; therefore, the first null hypothesis was rejected.

As shown in Table 1 above, employees conscientiousness scores does not significantly predict their organisational commitment scores, [$B = .097$, $t(5,194) = 1.255$, $p > .05$]. However, based on their direct relationship, high Conscientiousness scores result in higher organisational commitment scores; though not significantly higher scores. Therefore, the second null hypothesis was accepted. Similarly, the result for the third hypothesis show that extraversion scores does not significantly predict employees' organisational commitment scores [$B = .081$, $t(5,194) = 1.124$, $p > .05$]. A further look at the result show that as employees' extraversion scores increases, organisational commitment equally increases though not significantly. The third null hypothesis is therefore was accepted.

From Table 1 above, employees agreeableness scores does not significantly predict their organisational commitment scores, [$B = -.03$, $t(5,194) = -.455$, $p > .05$]. However, based on their inverse relationship, as agreeableness scores increases, organisational commitment scores decreases; though not significantly. Therefore, the fourth null hypothesis was accepted. Also, employees neuroticism scores does not significantly predict their organisational commitment scores, [$B = .030$, $t(5,194) = .388$, $p > .05$]. The result implies that employees' neuroticism level is not a significant predictor of their organisational commitment level. Therefore, the fifth null hypothesis was accepted.

DISCUSSION

This study investigated personality dimensions; extraversion, agreeableness, neuroticism, openness to experience and conscientiousness as predictors of organisational commitment. Five hypotheses were formulated and tested. The first hypothesis which stated that there will be no statistical significant relationship between openness to experience and organisational commitment was rejected. This outcome clarifies that employee's openness to experience is a significant predictor of their organisational commitment scores.

Laying credence to this finding, Ganu and Kogutu (2014) found that openness to experience has positive relationship with organizational commitment. They further suggest

that employees who exhibit the traits of openness find a greater sense of commitment to their organizations. Also, finding from several other previous studies are in line with the findings of this study (e.g. Darbanyan, Samavatyan, Oreyzi & Mousavirad, 2014; Emecheta, Awa & Ukoha, 2016; Sadeghi & Yazdanbakhsh, 2014). A plausible explanation for this finding is that individuals with high openness to experience like to learn new things, enjoy new experiences and are usually open-minded. These characteristics may likely be endearing them to their organisations leading to increasing affect and consequently increased commitment to their organisations. However, contradicting the findings of this study, Erdheim, Wang and Zicker (2006) found that openness to experience has a negative relationship with commitment.

Analysis for the second hypothesis which states that there will be no statistical significant relationship between conscientiousness and organisational commitment was accepted. This result implies that though conscientiousness had a positive relationship with commitment, this relationship was not significant among public and private employees in Enugu. This finding, surprisingly, did not tally with earlier studies on conscientiousness and organisational commitment. For example, in a recent study, Çelik and Oral (2016) had found the conscientiousness personality trait to be significantly related with organizational commitment. Moreover, earlier studies had identified conscientiousness as one of the most consistent personality predictors of job performance (Barrick & Mount, 1991; Barrick, Mount & Judge, 2001). A plausible reason for this outcome may be as a result of the current economic downturn in Nigeria which may have resulted in employees with personality traits encompassing hard work, thoroughness, responsibility and high level of organisation, not exhibiting high organisational commitment.

The third hypothesis was accepted as the result showed that extraversion had a positive but not significant relationship with organisational commitment of public and private sector employees. Though, like some previous studies such as Çelik and Oral (2016), Ganu and Kogutu (2014), Kumar and Bakhshi (2010) which reported significant relationship between conscientiousness and organisational commitment, this study found a non significant positive relationship between the variables. The positive relationship may have resulted from the fact that highly conscientious individuals are dependable, achievement- oriented, persevering, careful, and responsible as reported by Barrick and Mount (1991). However, the researchers attribute the current findings to the different role managers play in an organisation (for example, decision making, motivation), which can affect the typical conscientious workers' commitment level.

Similarly, the fourth hypothesis was also accepted implying that agreeableness is a negative and not significant predictor of employees' organisational commitment level. This finding concurs with Erdheim, Wang and Zickar's (2006) study which showed no significant relationship between agreeableness and organizational commitment. Agreeableness, being a personality trait where individuals high on this trait tend to be more likely trusting, helpful and compassionate, may not be a significant factor in predicting employees level of organisational commitment among public and private sector employees in Enugu.

Finally, this study found no statistical significant positive relationship between neuroticism and organisational commitment. This finding contradicts the findings of Pasha and Khodadadi (2008) and Parvin (2008) which identified neuroticism to be a negative and significant predictor of commitment. Using the three dimensional measure of organisational commitment, Çelik and Oral (2016) found an inconsistent relationship between neuroticism and organisational commitment. Specifically, neuroticism had no significant positive relationship with normative commitment, significant negative relationship with affective commitment and a significant positive relationship with continuance commitment. In all, only openness to experience was found to be a significant positive predictor of organisational commitment among public and private sector employees in Enugu using the Buchanan's (1974) Organisational Commitment Inventory.

IMPLICATIONS OF THE STUDY

The result of this study has significant theoretical and practical implications for Nigerian organisations. Notably, workers who are imaginative, curious, and open-minded develop interest and attraction to their job as depicted by the openness to experience dimension of personality. Consequently, this significantly impacts their commitment levels to their organisations. Since most of the sectors sampled had more blue-collar employees, who require being imaginative, curious and open minded to become effective, more effort should be made to engage employees high levels on the openness to experience personality trait.

Also, though most previous studies had shown that conscientiousness, extroversion, agreeableness and neuroticism dimensions of the big five personality traits are significant predictors of organisational commitment; this study could not ascertain such findings. This outcome could likely be as a result of the job-type undertaken by the sampled employees who are mainly blue-collar workers. This may have implications for studies on personality traits and organisational commitment as job-type could be a strong moderating factor.

Finally, this study has been able to enrich existing literature of studies on the big five personality traits and organisational commitment especially in the Nigerian context. Future studies will likely reap from the findings put forth by this study.

RECOMMENDATIONS

Based on the findings of this study, it is recommended that employers conduct personality testing in addition to other recruitment tests carried out for prospective employees. This is because a good knowledge of the prospective employee's personality can go a long way to identifying their likely commitment level. Also, organizations should provide opportunities for the workers to explore themselves so that creative energies can be harnessed.

Furthermore, applying personality tests among blue-collar workers should be done with caution. This is because these categories of workers, as identified in this study tend to be

slightly different on commitment levels. For example, only the openness to experience dimension of the personality traits was found to be a significant predictor of these sets of workers organisational commitment unlike what obtained in most studies reviewed.

CONCLUSIONS

The study examined the predictability of the big five personality traits on private and public sector employees' organisational commitment. A survey was conducted among 200 blue-collar workers selected through convenience sampling technique from EEDC, ESWAMA, INNOSON, and ANAMCO all in Enugu metropolis. The findings showed that only openness to experience has a significant influence on employees' organisational commitment. Conscientiousness, extraversion and neuroticism, though had positive relationships, did not significantly predict organisational commitment. Agreeableness showed a negative and not significant relationship with organisational commitment.

Based on the findings, the study was able to show that blue-collar employees with high levels of openness to experience in public and private sectors are more committed than others with high levels of the four other personality traits. Therefore, efforts should be made to accord these categories of employees more places in such organisations. However, this should be done with caution as there is still need to revalidate the finding of this study as it may not be devoid of errors.

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