

Personality traits and organizational commitment among working professionals: A systematic literature review and conceptual framework

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Abstract

Personality traits shape how employees think and behave at work, and organizational commitment is closely tied to productivity, job satisfaction, and turnover. This systematic literature review examines how Big Five personality traits relate to affective, continuance, and normative commitment among working professionals. Following PRISMA 2020 guidelines, peer reviewed studies published between 2020 and 2025 were searched in Scopus, Web of Science, Google Scholar, and ResearchGate. Of 187 records identified, 34 studies met the inclusion criteria and were synthesized narratively. The evidence indicates that conscientiousness, agreeableness, and extraversion are generally associated with stronger organizational commitment, neuroticism tends to show a negative association, and openness to experience yields mixed results across occupational contexts. The reviewed studies also point to organizational culture, job satisfaction, leadership, perceived organizational support, HR practices, and person job fit as contextual factors that may shape this relationship. Building on these findings, the paper proposes a conceptual framework linking the five traits with the three components of commitment, with contextual factors positioned as moderating or mediating influences. The review also identifies limited research on information technology employees in digital workplaces as a gap for future empirical work. The findings rest on secondary evidence without formal quality appraisal, so the framework requires empirical testing.

Keywords: Personality Traits, Organizational Commitment, Big Five, Working Professionals, Systematic Literature Review, PRISMA, Conceptual Framework

JEL Classification: M12, M54, J28

1. Introduction

The personality traits largely decide an individual's success. Organizations have always been seeking employees within the workforce who have positive traits like a higher level of responsibility and leadership abilities. Many positive work-related behaviors are the result of certain personality traits present in an employee (Kordsmeyer et al., 2024). The Big Five personality taxonomy, on which the personality questionnaire of NEO FFI (by Paul Costa and Robert McCrae) is widely accepted, is the result of scientific scholarly development. It has a firm historical foundation in the form of extensive research and the use of quantitative techniques. All this validates the conceptual framework of the Big Five model. There have been various cross-cultural studies to prove the universality of this model (Kabigting, 2021). Organizational commitment is a well-researched topic as it significantly impacts various important outcomes in the workplace. Ever since the final version of the organizational commitment's three-component model (by Allen and Meyer) is released, it has been extensively used in research related to organizational commitment. The scale encompasses three dimensions, namely affective commitment (positive attachment with the workplace), continuance commitment (the need to stay with the organization), and normative commitment (a moral responsibility to stay with the organization). Meyer and Allen developed a scale on organizational commitment that consists of eight items for each dimension (Efthymiopoulos & Goula, 2024). Today's organizations believe in fostering an environment that can produce a committed workforce. Hence, they realize that a more in-depth study of personality differences among employees is needed. Both organizational commitment and personality are complex but are very crucial domains in the workplace. Various theories and models in psychology have drawn the attention of researchers, HR practitioners, and business leaders, and many studies have established an important link between personality traits and organizational commitment (Mendis, 2023). Five personality traits of the Big Five personality inventory have been proven to be closely associated with organizational commitment. Studying these two factors in different populations can provide very useful insights into creating more efficient HR practices that can ensure organizational commitment, resulting in organizational success (Neelima & Das, 2023).

2. Literature Review

The employees have a major role in helping the organization achieve and maintain its overall success. A study conducted on civil servants and non- civil servants presents several important conclusions regarding the relationships between personality, teamwork, organizational commitment, and employee performance. There is a clear relationship between the personality of the employee and the organizational commitment, along with the work performance of an individual. This study shows that teamwork positively and significantly influences performance of the employee and the organizational commitment (Usmar et al., 2024).

Organizational Commitment is one of the major aspects which decides the HR Planning in an organization. This shows how employees who feel committed towards the organization significantly affect HR strategies and decisions. Every individual has a unique personality which is not easy to change. Thus, understanding personality can be very beneficial for organizations aiming at enhancing employee commitment. A study results show that personality in general does have a significant impact on organizational commitment (Putri & Dwiyanti, 2024). However, the findings also indicate that personality traits are important and should be considered while developing HR strategies.

The good employee personalities should be encouraged to ensure the improvement in the organizational citizenship behavior, which eventually results in better organizational performance. When employees are in a supportive organizational culture, they engage in behaviors that benefit the company. A study on the bank employees in Jember (Indonesia) reveals that the organizational culture and personality have a significant and positive impact on the transitional commitment (level of commitment that one has while navigating a period of change). The study also reveals the positive impact of personality on organizational citizenship behavior. OCB means the employees' voluntary actions that help the organization, but they are not part of their formal job (Kholisah et al., 2020). If the culture within a company is favorable and the employee's personality is good, then it can enhance the OCB. The findings of this study reveal that both the organizational culture and personality positively influence the organizational commitment, which suggests that a strong organizational culture and positive employee personalities result in higher levels of commitment among employees.

Organizational commitment holds great importance as an organizational subject. It results in several favorable outcomes for the business. Organizational commitment is studied under three factors: first, it relates to the acceptance of the organizational goals and mission, second, it relates to the willingness of the employee to work, and third, it relates to the motivation of the employee to continue working with that organization for a longer time. Organizations are required to maintain and preserve a positive and favourable work environment, which can boost employee commitment, leading to better performance and productivity, and it will also enhance the employee's job satisfaction, resulting in lower turnover intentions. A relationship between perceived organizational support and employee commitment was studied in the banking sector of Peshawar, Pakistan, and the findings show that perceived organizational support was positively and significantly related with employee commitment (Khan et al., 2024)

If the organization cares for the employees and supports them, then the sense of belongingness and productivity of the employee is increased. A good number of studies have used the Big Five personality test to explore the association between personality traits and many other variables. Three personality traits, namely conscientiousness, extroversion, and agreeableness, have demonstrated a positive relationship with organizational commitment (Nam & Lan, 2022).

However, a negative correlation has been found between personality traits like openness to experiences and neuroticism with multidimensional organizational commitment. This study suggests that Hanoi people's committee in Vietnam should enhance the organizational commitment of the public servants who work in the administration unit in the future.

Change is a crucial aspect of any organization. To be able to sustain in the global market, companies need to prepare their employees for impending changes in the organization. Personality traits do affect the employees' attitude towards change, in which culture of the organization has a moderating effect. There is a significant relationship between personality traits and employees' commitment to change, which is also influenced by the organizational culture (Marchalina et al., 2020). This revelation also underlines the fact that personality differences should be considered when there are big changes happening within the organizations. The employee's commitment can be enhanced by recognizing and addressing the differences in the personalities within an organization.

Employee performance and employee engagement can be enhanced by job satisfaction, which is an important factor for employee retention. It is observed that positive behaviors (OCB) are more likely to be shown by satisfied employees at the workplace. Individual personality traits affect both job satisfaction and OCB. Different personalities respond differently to work environments, and this also influences their commitment and behavior. The commitment of the employee towards the organization increases or decreases the impact of job satisfaction and his personality on the desire to get involved in OCB. Organizational commitment is affected by how satisfied the employee is in the job and the personality of the employees. Both dependent variables have a positive and significant impact on the OCB also (Isyah & Palupiningdyah, 2020). The personality of the employees should be understood to foster greater organizational commitment.

Employee retention is one big challenge faced by the hospitality industry. A study on the Greek hospitality industry on this topic reveals that the turnover intentions of employees can be predicted by understanding their personality. One of the studies done has explored the role of individual characteristics, including personality traits, in this regard. A study indicates that if the candidate's personality is assessed during the hiring process, it can help organizations retain employees. (Tsaousoglou et al., 2022). Along with personality, employee commitment also affects turnover intentions. The turnover intentions are lower in the committed employees. By selecting employees who are scoring high on emotional stability and conscientiousness, HR managers can reduce the turnover rates. So, in the context of the Greek hospitality sector, personality and commitment have an impact on the turnover intentions of the employees.

The emotional attachment of an employee is reflected in their organizational commitment. It can result in good productivity and lower turnover. Various workplace outcomes, like satisfaction in the job and organizational commitment, can be determined by the personality characteristics of an individual. HR policies along with the work profile affect the relationship between personality

profiles and organizational commitment. Traits like agreeableness, conscientiousness, extroversion and openness to experience are identified as crucial factors that impact the attitude of the employee towards his organization. A study conducted on the employees of the IT sector in Pakistan reveals that HR policies can enhance the positive effect of specific personality traits on personnels' commitment levels (Ghayas et al., 2022). By aligning personality traits with job roles and organizational culture, managers can foster greater organizational commitment levels among employees.

Employees with a favorable personality and strong commitment to their organization have a considerable impact on the citizenship behavior in the organization (Tasriastuti, 2022). Such employees may get involved in behaviors that are much more than their formal job roles and responsibilities. If the organizations want their employees to take up extra job roles happily then it is highly suggested that they foster a strong sense of commitment in them. The management should actively work to enhance the employees' organizational commitment. In the education field, a little extra work and effort from staff members can enhance the quality of the education. If an organization wants to promote OCB, it has to understand the importance of personality and organizational commitment.

Human resources is an important department at an organization since it controls and develops the organization in modern global times. Bringing good-quality employees to the company is one of the biggest challenges for HR departments. If the human resources are not skilled enough, no matter how strong the organization's finance and technology are, it can impact its success and growth. The voluntary behaviors in OCB contribute immensely and positively to the growth of the organization. A study on a bus assembly company in Indonesia studied the low levels of OCB among its employees, which is a result of high workload. The study concludes that the employees with better personality traits exhibit better levels of OCB (Wilkanandya & Sudarma, 2020).

Personality does have a vital role in how much a worker wants to contribute to the organization beyond their formal job role. Such employees work with more serious commitment to their organization. A personality test named Dark Triad includes three specific personality traits: Machiavellianism (focuses on self-interest and manipulation), narcissism (vanity and inflated self-esteem), and psychopathy (asocial behavior and impulsivity). These traits can also influence employee behavior in organizations. Organizational commitment (including loyalty and engagement with work) can also be the psychological connection that employees feel with the workplace. It was found that Machiavellianism has a negative connection to organizational commitment. Narcissism is not significantly associated with the organizational undertaking. This outcome implies that while narcissistic individuals may have inflated self-esteem, they may not have a lack of commitment to their workplace (Alkandahri et al., 2021). This information holds great importance for the HR teams and can help them improve the employee engagement levels and deal with employees with dark triad traits.

Previous studies have reported a positive association between personality and the performance of the employee. A study on the employees of DPRD Samarinda city of Indonesia was conducted, and it was observed that the employees were more inclined towards achieving their personal goals and not the organizational goals. Personality factors positively insignificantly influence job satisfaction. Personality positively influences the Samarinda City DPRD employees' work performance, but the effect is not significant (Fakhruddin et al., 2020). Personality development should be taken seriously by Samarinda City DPRD employees in order to show better performance.

Employee performance is very important for organizational success it is also significantly impacted by emotional intelligence, organizational commitment, and OCB. It is the emotional intelligence of the employee that decides how he manages his emotions and how he interacts with others at the workplace. The workplace challenges are better managed by employees who have high EQ. Organizational commitment is known as the emotional bond which is felt by an employee for his workplace, and behaviors in OCB are those outside the formal job description of an employee. It is found that emotional intelligence significantly positively affects employee performance (Putra et al., 2023). Employees who have higher levels of emotional intelligence are able to handle workplace challenges better and contribute effectively to their teams. Similarly, employees who demonstrate strong organizational commitment to their workplace are more likely to perform well and show loyalty, which enhances overall productivity. Also, employees who engage in behaviors like helping colleagues contribute more to the organization. Training related to these can be given to the employees to ensure they contribute better to the company.

Organizational commitment can lead to better management practices and better levels of employee satisfaction. Research of nurses and midwives in Mataram City, Indonesia, suggests that employees with specific personality traits may be more inclined to feel committed to their organization. If the HR understands these traits, it can help immensely in recruiting the right people. Personality traits positively and significantly impact the Organizational Commitment. The results indicate that when nurses and midwives feel adequately compensated for their work, their commitment to the organization increases. Also, if a work environment facilitates spiritual well-being, it can improve employees' attachment to their workplace (Rachman et al., 2023).

Employees play the most important role in the success of the organization. Thus, an organization needs to consider them an asset. A study on the teaching population of HEIs was performed in Tidore Mandiri to check the relation between personality, job satisfaction, and organizational commitment, and how these factors influence organizational citizenship behavior (OCB). The findings emphasize the relevance of creating a work environment which is positive where personality, job satisfaction, and organizational commitment are nurtured (Musa, 2020). All this would result in the enhancement of OCB, which is crucial for improved organizational



performance. The organizations that are looking to improve employee engagement need to improve HR practices, focusing on personality, job satisfaction, and commitment as key elements.

Human resources hold great importance in both public and private sector organizations. Effective management and development of human resources is very important. The HR has a very important task of enhancing the productivity of the employees. An organization stands strong in the market and remains competitive only when the employees are productive and efficient. Many factors contribute to organizational commitment at the workplace, such as personality traits and interpersonal communication. The Big five traits of personality, including Agreeableness, Neuroticism, Openness to Experience, Extraversion, and Conscientiousness, are found to impact the organizational commitment positively and significantly (Sayuti et al., 2024). This proves that certain personality traits and good interpersonal communication can ensure organizational commitment. In this study, the trait conscientiousness was found to be the most dominant variable that influences organizational commitment.

A strong link is found among factors like leadership behavior, work performance, work commitment and personality. Leadership behavior can enhance the performance of the employee, his commitment towards work can enhance his performance, and the environment at workplace can contribute to leadership behavior. This type of behavior contributes positively to the work performance of PT Gradion Supermarket employees. The employee performance and work commitment of PT Gradion Supermarket employees is positively impacted by the employee personality (Sembhodo et al., 2022). Personality also has a positive contribution to leadership behavior.

Within the hospitality sector, the personality traits of service providers determine the service quality given to the customer. A study done on hotel mid-level managers in the South United States indicated that expressive personality traits can predict emotional labor rather than instrumental personality traits. An individual with an expressive personality can connect better with customers as they carry traits like warmth and empathy. Such employees take care of the concerns of the customers. Managers with these characteristics may be more involved with emotional labor. Personality characteristics were seen to be influencing emotional exhaustion, but with emotional labor as an indirect mediator. However, emotional exhaustion directly affects organizational commitment (Lee et al. 2020). The employees who have expressive personality should be given preference in the hiring process.

Instrumental and normative organizational commitment are both affected by the personality characteristics of the employee. Research on personality traits and other factors influencing organizational commitment was carried out in Serbia's public and private sector employees. Employees who are working in senior positions and have been working in the organization for a longer period and have more affective commitment towards the organization. They are the employees who exhibit greater levels of honesty, extraversion, and agreeableness, and levels of

control. Executives in private jobs who have spent enough time in the organization but have less total work experience have normative commitment (Suvajdžić et al., 2020). This also includes employees from older age groups with higher agreeableness, extraversion and lower levels of openness. Instrumental commitment is found to be higher in personnels who have spent more time in the organization than the employees who have higher emotionality and honesty, and lower extraversion.

Organizational commitment is not just positively affected by personality traits but it is also influenced by transformational leadership, culture of the organization, and satisfaction felt by employee in the job. The results of a study done on vocational school teachers in Jakarta show that personality traits, transformational leadership, organizational culture, and job satisfaction all have a positive, direct and significant effect on organizational commitment. It indicates that improving these factors can result in increased commitment among the teachers. Personality characteristics, transformational leadership, and culture in the organization positively influence organizational commitment indirectly via job satisfaction (Yuliana et al. 2024). So, improving job satisfaction can serve as an intermediary in the association between these variables and organizational commitment.

It is important to examine the gender-based differences in personality traits. The Big Five traits of personality are crucial in determining organizational commitment. A study conducted on male and female police officers proves it. The personality types of the employees may be affected by their gender, which can further affect the organizational commitment. It is vital to identify and respect the differences in personality types; by doing this, an organization can promote inclusivity. As a result, the employees feel motivated and more committed to the organization. Research done on male and female police officers indicates that personality traits significantly influence organizational commitment. Emotional stability (lower neuroticism) points towards higher organizational commitment in male police officers. There are considerable differences in how personality affects organizational commitment in male and female police officers (Kwon, 2024). For example, agreeableness has contrasting effects: it is found to be positively correlated with commitment among male officers however among female officers it is negatively correlated. This indicates the importance of considering gender while analyzing the impact of personality on commitment.

Various workplace behaviors (OCB) are also significantly influenced by personality traits. The employee performance can be enhanced by understanding the vital connection between these two aspects. Every employee needs to have work motivation that drives them to perform more than their formal duties. Four characteristics of personality (agreeableness, conscientiousness, openness to experience, extroversion) and three facets of work motivation i.e. work structure motivation, commitment motivation, and goal-setting motivation, are found to have a significant impact on the organizational citizenship behavior (Faria, 2022). Employees who are motivated are always

willing to do work beyond their formal work commitments. Personality traits are powerful enough to influence OCB. So, organizations should formulate strategies to enhance employee engagement.

Personality assessment can be a great way to assess the personality of employees. Even in the retention of employees, the commitment to the organization plays a vital role. The nursing staff needs to be committed to their organization, which leads to better retention of them. It is important for the management to understand the motivating factors for the nursing staff and to know that their personality characteristics should be explored. Certain personality dimensions are found to enhance the commitment of these nurses towards their organization. Agreeableness, conscientiousness and openness to experience were the top three personality traits among the nurses who were making their commitment towards the organization strong (Aboelmhasen et al. 2022). The Human Resources department is very important for the organization. The compatibility between the employees and their job profiles and between the employees and the organization can reveal information about employee commitment. The term ‘person-job fit’ is introduced in research aimed at studying this in organizational commitment. “Person job fit” means the skills and abilities of the employee that match the job requirements (Harefa & Dirbawanto, 2024). This compatibility is crucial because it strengthens the employee commitment towards the organization. It is concluded that the degree of person’s job fit and organization fit significantly influence the organizational commitment. Organizational cynicism is also a concept that is being studied in research. Organizational cynicism is the negative attitude that an employee holds towards the organization, believing that it lacks integrity and fairness. Organizational cynicism and organizational commitment are important concepts to be studied as they can impact employee retention. These two constructs impact each other in many ways. A study on the Polish and Lithuanian business organizations was carried out, which indicated that higher levels of organizational cynicism negatively impact employees’ commitment, while the decrease in cynicism is related to the increased commitment (Vveinhardt et al., 2023). An employee’s emotional state also plays an important role in this. Thus, organizational cynicism should be addressed to ensure more organizational commitment. The emotional well-being of the employee can also be enhanced through this.

3. Methodology

3.1 Research Design

This present study is based on conceptual research design and systematic literature review to investigate the relationship between personality traits and organizational commitment among the employees from various organizational backgrounds. This study aims to incorporate the existing theoretical and empirical findings to create an integrated conceptual framework. The review process was based on PRISMA 2020 guidelines.

2.1.1 Literature Search Strategy

An organized search of the literature was conducted across various research databases to identify appropriate studies. The major databases used included:

- Scopus
- Web of Science
- Google Scholar
- ResearchGate

To ensure contemporary relevance the search was restricted to articles published during the period 2020 - 2025.

2.1.2 Inclusion and Exclusion Criteria

For maintaining consistency and relevance, following criteria were applied:

Inclusion Criteria:

- Articles from peer-reviewed journals
- Published during the period 2020- 2025 (excludes the articles mentioned within the manuals used in this study under the heading 'Theoretical Framework')
- Studies examining personality traits (e.g., Big Five, MBTI)
- Studies measuring organizational commitment (affective, continuance, or normative)
- Research conducted in workplace settings

Exclusion Criteria:

- Conference abstracts without full-text availability
- Studies unrelated to workplace contexts
- Articles lacking measurement of personality traits or organizational commitment
- Duplicate records

2.1.3 Search Strings

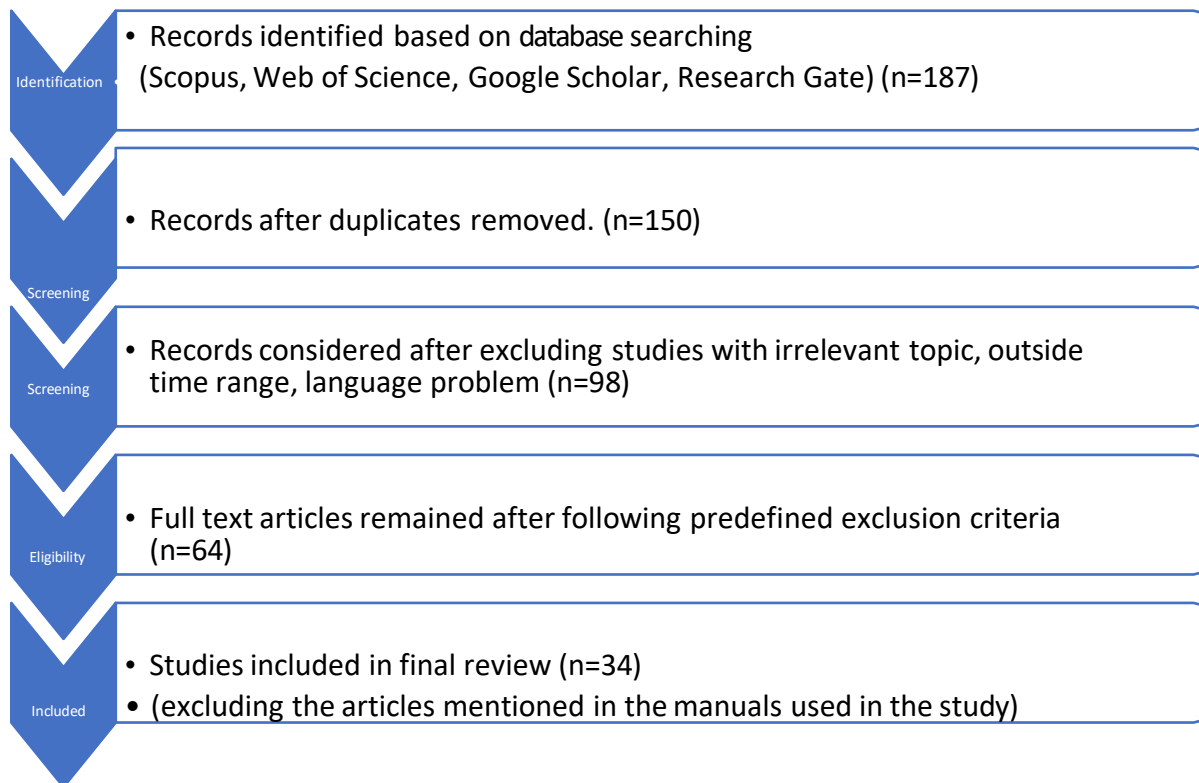
The search for literature was conducted using databases like Scopus, Web of Science and Google Scholar and relevant studies related to personality traits and organizational commitment were identified. The studies published between 2020 and 2025 were included. Many key words related to personality traits and organizational commitment were used to search the relevant studies. The most prominent search string used was: (big five personality OR personality traits OR personality characteristics) AND (organizational commitment) AND (employees OR professionals)

2.2 Study Selection Process (PRISMA)

The four stages of PRISMA were followed: Identification, Screening, Eligibility, and Inclusion. Initially, 187 records were identified through database searches. After excluding 37 duplicate records, 150 articles were available for title and abstract screening. In the next phase, 52 articles

were removed owing to reasons like irrelevance to the research topic. The available 98 full-text articles were examined. Among these, 64 articles were removed based on predefined criteria such as unavailability of the full text (n=20) and insufficient information considering research objectives (n=44) which resulted in a final Sample of 34. The selection process is shown in the PRISMA Study Selection Flow Diagram.

Figure 1. PRISMA Study Selection Flow Diagram



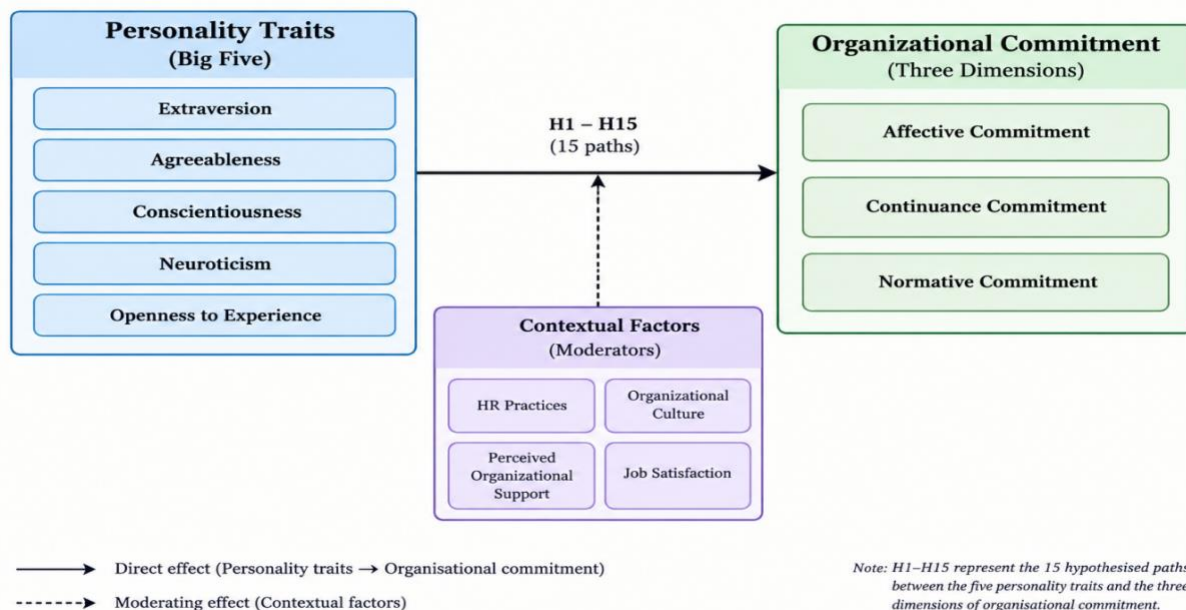
4. Proposed Conceptual Model

The integrated literature review suggests an evident and stable association between personality traits and organizational commitment. Clear relationships between extraversion, agreeableness, conscientiousness, neuroticism, and openness to experience and organizational commitment have been indicated by researches that explored the Big Five personality characteristics. A positive relationship is shown between conscientiousness, extraversion, and agreeableness and organizational commitment while a negative or mixed relationship is reported to have been produced by neuroticism and openness to experience in various contexts.

The present study proposes a conceptual model on the basis of the reviewed literature linking the five personality dimensions extraversion, agreeableness, conscientiousness, neuroticism, and

openness to experience with the three dimensions of organizational commitment: affective, normative and continuance commitment as shown in Figure 2.

Figure 2. Conceptual Model of Personality Traits, Organizational Commitment and Contextual Factors



The model presents the personality traits as the determinants influencing the three facets of the organizational commitment as outcomes. Thus, this literature review provides a systematized basis for the research on how different personality traits are related with different dimensions of organizational commitment. The role of a few other moderating factors such as HR practices, organizational culture, perceived organizational support and job satisfaction is also highlighted in the literature review. These factors are considered as contextual factors in the present model as the emphasis of this research is on the association between personality traits and organizational commitment.

5. Theoretical Frameworks

5.1 Origin of Personality Theories and the Initial Trait Theories

Allport and Odbert (1936), created a list of about 18,000 words related to personality traits; however, after removing any synonyms, the number came to 200. Allport believed that biological processes within the nervous system control personality and influence how people behave in all situations. He believed that every individual has a different arrangement of traits that makes them truly who they are. Cattell identified 16 source traits that established the key parts of personality.

The groundwork done by Gordon Allport in 1936 became the foundation of one of personality testing's most scientifically validated tests, the 16 Personality Factors. Cattell aimed to utilize scientific principles related to human personality. The 16PF has gone through four major revisions since its original release in 1949, to produce the current version (Cattell & Mead, 2008), also known as the fifth edition.

5.1.1 Big Five Trait Theory

The Big Five theory of personality traits is a universally acknowledged framework of personality. It has divided the personality characteristics into five major categories: openness to experiences, conscientiousness, extraversion, agreeableness, and neuroticism. This theory helps in understanding the fundamental nature and features of human personality.

The NEO FFI (Neuroticism, Extraversion, and Openness, Five Factor Inventory) inventory entails closely related instruments that were created over a time span of thirty years. The NEO-FFI-3 instrument, which contains 60 items, is a newer version of NEO-FFI, and it assesses the five major personality dimensions.

The five domains:

It is pertinent first to understand the five personality dimensions to interpret the NEO-PI profile.

Neuroticism (N):

The most commonly observed trait of personality scale is linked to emotional stability or Neuroticism (N). As per the clinicians, there are many kinds of emotional distress. Many studies have proven that people having any one of these emotional states may experience the others too. (Costa & McCrae, 1992). The N domain is associated with the nature to feel negative emotional states like anger, guilt, fear, sadness, and disgust. N includes more vulnerability to psychological distress. It may be because the unsettled emotions hinder the adaptation process. Going by the name of the dimension, patients diagnosed with neuroses usually score higher than others on N. (Eysenck & Eysenck, 1964). People who score high on N may have some psychiatric problems; however, the N scale does not point towards mental disorder. An individual may score high on N without having any psychiatric disorder. On the other hand, not every person with such disorders would have high levels of the N.

Extraversion (E):

This dimension is related to sociability; however, it is one of the many dimensions of Extraversion (E). Apart from liking people and wanting to be part of large gatherings and groups, such people are also assertive, active, and like talking more. They are mostly happy and love excitement. They are full of energy and are positive thinkers. This domain is represented by people involved in sales who are extroverted. E dimension is seen to have a strong correlation and interest in the challenging occupations. (Costa et al., 1984; De Fruyt & Mervielde, 1997).

Introversion can also be understood as the absence of extraversion and not the opposite of extraversion. So, it can be said that introverts are reserved but not unfriendly. Such people may admit that they are shy when what they want to say is that they prefer to be alone, and they may not have what others call social anxiety. Similarly, the introverts may not always be in high spirits, but they cannot be called unhappy (Costa & McCrae, 1980; McCrae & Costa, 1987).

Openness to Experience (O):

Openness to Experience (O) is not much talked about as compared to other personality traits. O is associated with education and intelligence, as unusual thinking is one of the aspects of O that is related to creativity (McCrae & Costa, 1987). However, Openness cannot be equivalent to intelligence. Many people are intelligent but closed to experience. At the same time, people who are not so intelligent are open to experience. People who score low on O are seen as more traditional in behavior and less receptive to different or newer things around. People low on O have a lower intensity of interests. But even if these people prefer traditional beliefs in politics and society, they should not be considered as domineering. People who score high on O are unconventional, can question authority, and can acknowledge new social or political ideas but they may not be considered as people who disregard the rules.

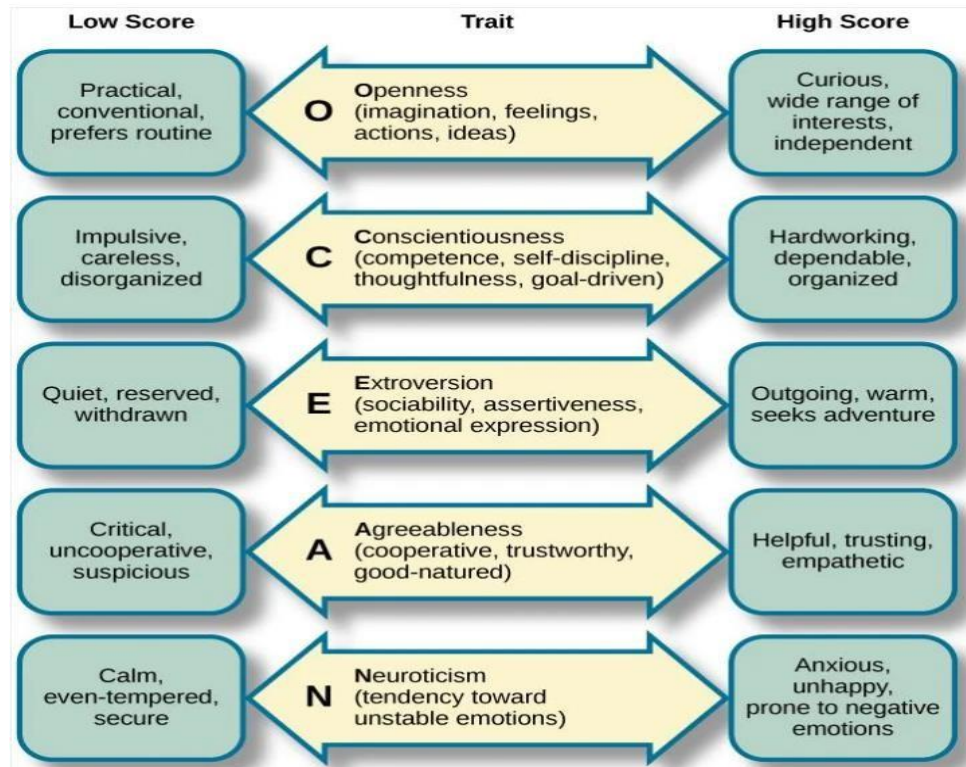
Agreeableness (A):

It is an important dimension of social skills. A person who scores high on A is generous, helpful, and has a lot of sympathy in behavior. People scoring low on A are disagreeable, egoistic, and doubtful of others' intentions. They like competition and are generally not cooperative. People high on A may wrongly be seen as socially comfortable and mentally healthier but one can conclude that such individuals are more popular in society. Low A is related to narcissism, as compared to high A, which is related to dependent personality disorder. (Costa & Widiger, 2002)

Conscientiousness (C):

C is related to the control of impulses. Individuals who are more in control of their impulses can be associated with traits like active planning, organizing, and doing tasks more enthusiastically. These traits are associated with Conscientiousness (Costa & McCrae, 1988; McCrae & Lockenhoff, 2010). An individual high on C has a strong purpose, will, and determination. Educational and professional achievement is also associated with high levels of C. However, it may lead to traits like too much fastidiousness and workaholic behavior. (McCrae et al., 1986).

Figure 3. Personality Traits in the NEO FFI test on Continuum



Source: www.simplypsychology.org

5.1.2 Psychodynamic Theory

Psychoanalytic theory is the foundation of psychodynamic theories and models. Sigmund Freud's original work gave way to a collaborative process which has been further expanded by psychologists like Carl Jung, Alfred Adler, Erik Erikson, Melanie Klein, John Bowlby, and Mary Ainsworth, and finally taken the shape of the psychodynamic model known today. It is an important personality theory based on the relationship between the conscious and unconscious mind (Opland & Torrico, 2024). It emphasizes the idea that hidden thoughts, unresolved conflicts, and past experiences operating outside conscious awareness play a powerful role in shaping human behavior. Important concepts covered in this theory are:

Unconscious Mind:

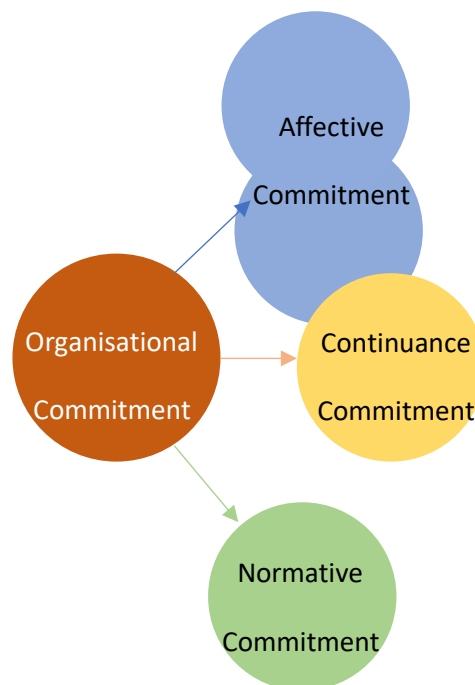
Our inner thoughts, emotions, and past experiences influence our conscious behavior (which everyone can witness). All these lies are outside our awareness. Our memories are stored in a large

reservoir. These are often suppressed or forgotten, but they continue to influence our behavior and how we respond emotionally. All this happens without our conscious awareness.

5.2 Allen and Meyer's Organizational Commitment Model

Organizational commitment indicates the psychological relationship that the employees feel for the organization they work for. Organizational commitment was conceptualized by Meyer and Allen (1997) as a multifaceted concept entailing three different dimensions: affective, continuance, and normative commitment. Affective commitment shows the psychological attachment of the employee with his workplace. It is also about his involvement in the organization which make him stay in it for a longer time because he wants to. Continuance commitment represents the worker's awareness of the cost related to leaving the organization which may also include the loss of other benefits and his investments. The third type of commitment is normative commitment which is a perceived obligation or responsibility to stay with the organization. Thus, these three dimensions conceptualized by Allen and Meyer, represent the psychological forces which connect the worker with the organization.

Figure 4. Meyer and Allen's Organizational Commitment Model



6. Discussion and Scope for Future Research

This study intended to combine the modern research on personality traits and organizational commitment and explore their importance in the evolving workplaces. The same pattern shown among the studies points out that personality traits significantly influence organizational

commitment. It may be directly or indirectly through some moderating variables like job satisfaction, organizational culture, behavior of the leader, organizational support (perceived), emotional intelligence, and employee-job alignment.

The findings of the study provide useful tips to the human resource teams. The conduction of personality tests may prove to be beneficial in understanding the personality of the candidate and also if he fits well in the job and the organization or not. Although the personality assessment should not be the only hiring criteria. The other job-related assessments should also be carried out for consistency and fairness.

The trait conscientiousness is observed to have a positive influence on organizational commitment in most of the studies. Various studies have indicated that employees who are high in conscientiousness have a greater sense of responsibility, goal alignment, and perseverance. All this boosts the affective and normative commitment. In the same way, higher commitment, especially in the case of teamwork, group interaction, and client engagement, was repeatedly associated with traits like agreeableness and extraversion. These results indicate that being socially flexible and the traits reflecting responsibility enhance emotional attachment with the workplace.

In contrast, the trait neuroticism was observed to have a negative association with organizational commitment. Employees who do not have stability in emotions are more prone to experiencing stress and dissatisfaction, which may negatively impact their commitment to the organization. There were mixed findings for the next trait – openness to experience. Although openness helps in adaptability and creativity (qualities important in IT workplaces)

In some studies, it shows a weaker or even negative relation with organizational commitment. This may be because of high mobility in IT careers among open (O) individuals.

A very important inference indicates that personality is influenced by moderators or mediators like organizational culture, leadership, and job satisfaction. So even the strong personality traits are affected by the environmental factors (HR Practices, leadership behaviors) at the workplace, which significantly shape the organizational commitment.

Additionally, many studies highlight that organizational commitment can predict important workplace outcomes like organizational citizenship behavior, employee performance, and reduced turnover intentions. These results bring organizational commitment to attention.

Although plenty of empirical research has been done on the topic of personality traits and organizational commitment, a gap is observed. Most of the studies are from fields like banks, education, hospitality, healthcare, and administration. There is limited research on IT employees. It is widely acknowledged that digital environments require higher levels of personality flexibility, team skills, autonomy, and technical proficiency; the interplay between personality traits and organizational commitment may function in a different manner in such situations. With this gap,

there is clearly a need for a conceptual framework customized to IT employees in digital workspaces.

Overall, the review of literature indicates that personality traits are the most important predictors of organizational commitment; their influence is enhanced or reduced by organizational practices and contexts at the workplace.

7. Conclusion

The relationship between personality traits and organizational commitment in different organizational contexts was assessed through a systematic review of recent empirical research in this conceptual study. The findings indicate personality traits like conscientiousness, agreeableness, and extraversion are positively related to organizational commitment. Whereas neuroticism usually demonstrates a negative influence. Openness to experience indicates outcomes that depend upon the different organizational and job-related contexts. The evaluation also reports that organizational commitment has an important mediating role between personality and crucial organizational outcomes like performance of the employee, OCB, intentions of quitting, and engagement. The review also suggests that the organizational commitment also depends on several other factors like organizational culture, perceived organizational support, job satisfaction and person-job fit. The organizational commitment may be influencing the workplace outcomes thus there should be further empirical research that can explore the nature of the mediating relationships. The study makes a significant theoretical contribution by integrating personality theory with organizational commitment literature in the background of emerging workplaces. After having observed the gaps in the IT sector-specific research, this study suggests the need for an empirical study of the conceptual structure developed. The practical implications of the findings suggest that technology-based organizations should include personality testing in the recruitment process, match the HR policies with the personality differences, and promote supportive work cultures, which can improve employee commitment. This alignment may bring down the turnover, the employee may give better performance, and may stay in the organization for a longer time. Despite this, the dependence of this research on the secondary data is its limitation. The research conducted in the future should empirically test the proposed framework, which can be done using statistical approaches within IT organizations. To conclude, personality traits are a powerful determinant of organizational commitment; however, they are context-sensitive. If the relation is understood by the organizations, there can be more committed, adaptable, and high-performing employees in the workspaces.

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