

THE TRIANGLE of PERSONALITY, JOB SATISFACTION and ORGANIZATIONAL COMMITMENT OF EMPLOYEES

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Abstract

A successful job environment is believed to be created when individual interests are put aside for the sake of obtaining mutual benefits. At this point, providing job satisfaction and organizational commitment is essential. The present research is conducted through the hypothesis that personality predicts these two factors and then seeks to reveal this effect. Big Five Personality Model and Transactional Analysis are used for evaluating the personality factor.

The analysis is conducted across the data collected from 304 employees. The results suggest that there is a link between some dimensions of ego involvement and the dimensions of organizational commitment and that some dimensions are negatively associated. It is argued that some ego involvement dimensions and job satisfaction dimensions are negatively related while some other has a favorable relationship. Likewise some job satisfaction dimensions have prediction effect over organizational commitment dimensions. When the moderation is tested, respecting the interaction between variables, it is concluded that job satisfaction has a mediation effect over the relation between personality and organizational commitment.

Keywords: Personality, Job Satisfaction, Organizational Commitment, Transactional Analysis

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¹ This article is based on the data derived from the PhD thesis of the author.

1. GİRİŞ

For an employee, adoption of his job and feeling as an organic part of the organization are among the main factors to enable an organization to success. There are many studies that separately support the impact of personality, job satisfaction and organizational commitment on organizational performance. (e.g. Mount et al. 1998; Ostroff, 1992; Wasti, 1999). The purpose of the present research is to bring all these three factors together in order to bring forward the cause-effect relationships as a whole. Transactional analysis theory, namely ego-states are chosen as the personality assessment concept and tool.

Transactional analysis is a psychoanalytic theory which is bring forward by Eric Berne (1957). This theory assumes that the emotions and behaviors of people are shaped by the interactions with the environment. (Harris, 2004:12).

Berne (1966:364) defines ego states as “a consistent pattern of feeling and experience directly related to a corresponding consistent patent of behavior”. Ego states come along through the comebacks of the recorded data concerning real people, real times, real spaces, real decisions and real emotions (Harris, 2004).

Ego states embodies three components which are; child (natural child, adapted child, rebellious child), adult, parent (nurturing parent, critical parent). Even though everybody holds every single ego-states, they use some of them more frequently. The most effective ego-states throughout interpersonal communication are supportive parent, adult and natural child while compliant child, critical parent and rebellious child are the most awkward ones (Wagner, 1981). The reason of selecting ego-states as the personality assessment model in the present study is the strength of its components to reveal internal dynamic determinant on organizational relations. Thereby, defining the dominant ego states of a person will bring a different perspective to the efforts to foster job satisfaction and organizational commitment of an employee. Previous studies tend to take ego-states as a therapeutical or an educational concept (Aşılı, 2001; Çam, 1997; Ertem, 2016; İlaslan, 2001; Kaygusuz & Ozpolat, 2016; Sevim, 1996; Yiğit, 1998).

Another variable of the research is job satisfaction which can be defined as “the perceptions of the employees about the amount of fulfilling degree of the organization about the things that he considers important (Mitchell & Larson,

1987:146). McNeese-Smith (1996) revealed that employees with higher job satisfaction rate have higher tenure and they are more productive. Similarly organization commitment has positive effect on tenure and productivity as well. Mowday, Porter and Steers (1982: 26) defines organizational commitment as a strong desire that holds an employee in an organization; a strong motivation to improve the organization; holding the values and aims of an organization and believing them unconditionally.

There are many studies which examine the relationship between job satisfaction and organizational commitment. Some of them end up by stressing the prediction of job satisfaction on organizational commitment (e.g. Aydođdu & Aşıkğil, 2011; Currivan 1999; Gebremichael & Rao, 2013; Gaertner, 1999; Günlü et al., 2010).

2. RESEARCH DESIGN AND METHODS

The aim of this study is to determine the relationship in between personality, job satisfaction and organizational commitment and to build up a model. The research is designed according to four hypotheses which are constructed regarding the previous studies:

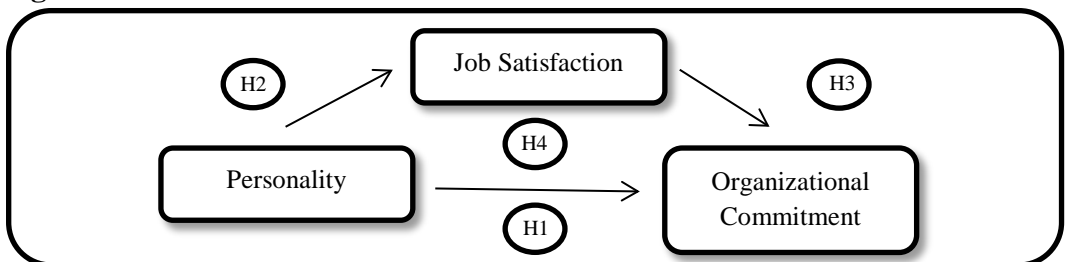
H1: Personality factors predicts organizational commitment

H2: Personality factors predict job satisfaction

H3: Job satisfaction predicts organizational commitment

H4: Job satisfaction has a mediation effect on the relationship between personality and organizational commitment.

Figure-1: Research Model



The study is conducted with 304 white collar employees selected through convenience sampling technique. The research instrument is composed of demographic, ego states, job satisfaction and organizational commitment scales. There are several ego states scales developed or used by e.g. Allen, 1981; Ari, 1989; Bacanlı, 1996; Cam & Akkoyunlu, 2001; Doelker & Griffiths, 1984; Gough & Heilburn 1983; Heyer, 1979; Kenney & Lyons, 1979; L'Abate, 1978; Price, 1975; McCarley, 1975; Swede, 1978; Thorne & Faro, 1980; Williams & Williams, 1980. In the present study we used the 30-items ego states scale developed by Assoc.Prof. Azmi Varan. A pilot study is conducted to 150 employees. The content validity of the instrument is approved by three different psychologists. The factor analysis of the scale is: .56 to .79 for critical parent; .60 to .73 for nurturing parent; .63 to .83 for adult; .58 to .76 for natural child; .62 to .80 for compliant child; .57 to .71 for compliant child. Due to the contamination effect between different ego states, some ego state items involved under different ego state factor are predicted.

Other instrument used for the research is 20-item Minnesota Job Satisfaction Scale of Weiss et al., 1967). The items are clustered into three dimensions which are internal external and general satisfaction. Meyer and Allen (1993) Organizational Commitment scale is also used to measure the commitment rate of the employees which is clustered into emotional, continuity and normative commitment.

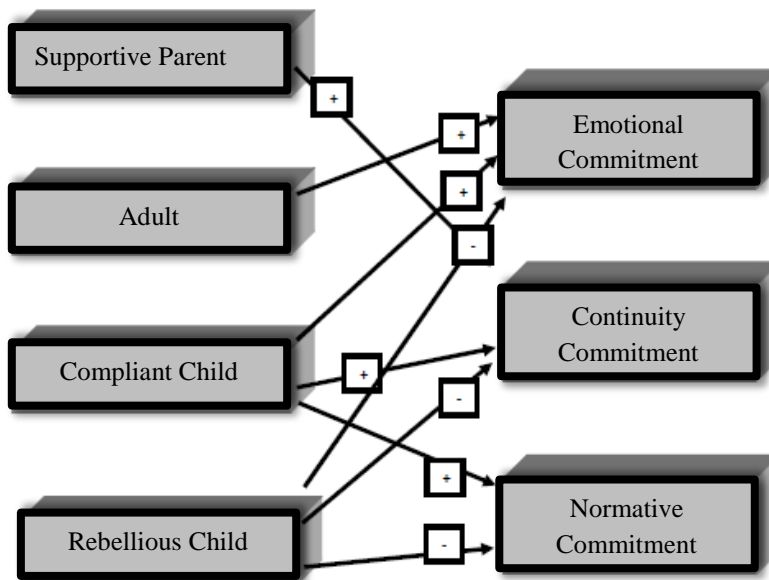
3. RESULTS

The reliability analysis of the scales are; .78 alpha coefficient for Ego States Scale; .92 for Job Satisfaction Scale and .81 for Organizational Commitment Scale.

In order to test the first hypothesis of the research, stepwise regression method is used to examine the effect of personality on organizational commitment. Results showed a significant predictor effect of adult, rebellious child and compliant child ego states on emotional commitment ($p < .05$); rebellious child, compliant child and supportive parent ego states on continuity commitment ($p < .05$); rebellious child, compliant child on normative commitment ($p < .05$).

The regression analysis results for the effect of ego states on organizational commitment are indicated on Figure 2. The plus marked relations show statistically significant positive effects of ego states while minus marked show negative effects which all are previously tested through stepwise regression and approved to have an effect on organizational commitment sub-factors. Based on the obtained effects, the hypothesis 1 is verified.

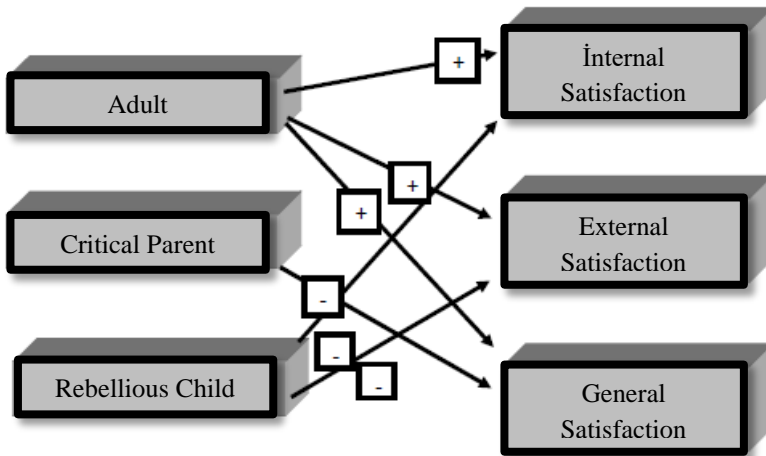
Figure-2: The effect of ego states on organizational commitment



In order to test the second hypothesis of the research, stepwise regression method is used to examine the effect of personality on job satisfaction. Results showed a significant predictor effect of adult and rebellious child ego states on internal job satisfaction ($p < .01$); rebellious child and adult ego states on external job satisfaction ($p < .01$); critical parent and adult ego states on general job satisfaction ($p < .05$).

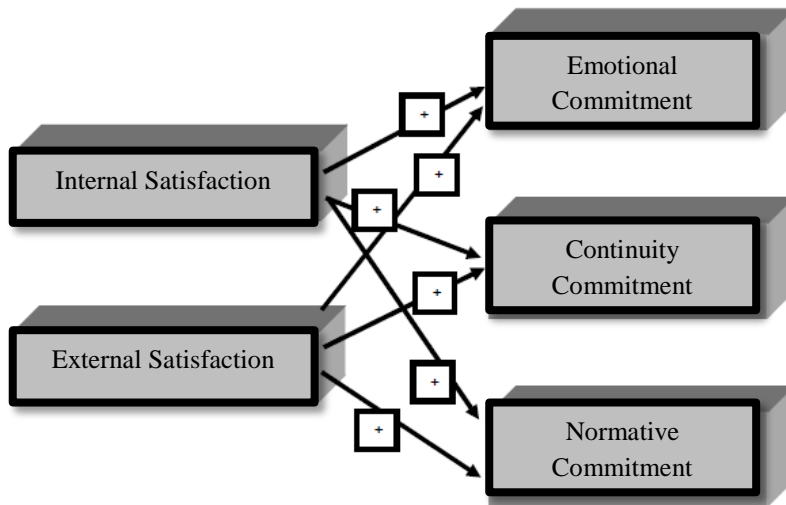
The regression analysis results for the effect of ego states on job satisfaction are indicated on Figure 3. Adult ego states effect positively the three satisfaction sub-factors while critical parent and rebellious child effect negatively. Based on the obtained effects, the hypothesis 2 is verified.

Figure-3: The effect of ego states on job satisfaction



In order to test the third hypothesis of the research, stepwise regression method is used to examine the effect of job satisfaction on organizational commitment. Results showed a significant predictor effect of external and internal job satisfaction on emotional commitment ($p < .001$); on continuity commitment ($p < .01$).

Figure-4: The effect of job satisfaction on organizational commitment

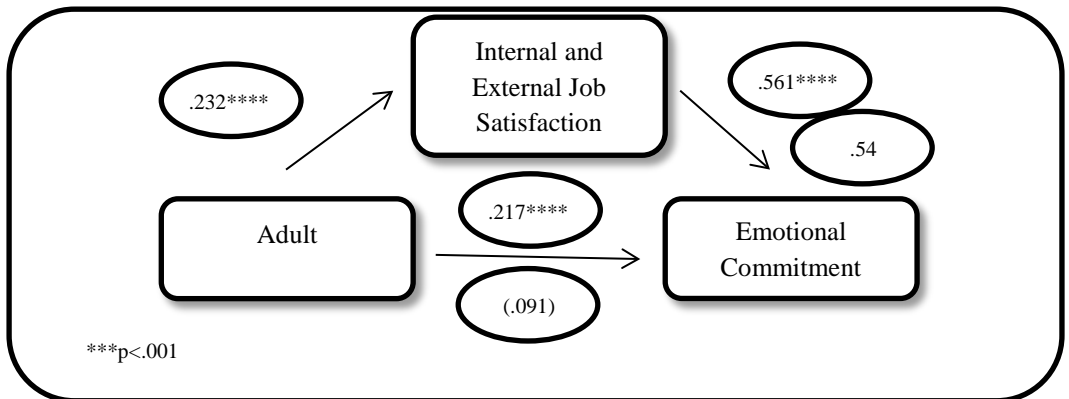


The regression analysis results for the effect of job satisfaction on organizational commitment are indicated on Figure 4. All satisfaction sub-factors are found to effect positively the three commitment sub-factors. Based on the obtained effects, the hypothesis 3 is verified.

The hypothesis 4 is tested through mediation analysis. Mediation is a causal chain where a variable influences another variable through influencing another one. Based on the mediation criterion of Baron and Kenny (1986), the model should meet some constrains as;

- The regression of personality on organizational commitment should be significant (The result: $B=.28$; $s.h.=.073$; $\beta=.22$).
- The regression of personality on job satisfaction should be significant (The result: $B=.337$; $s.h.=.081$; $\beta=.23$).
- The relations of job satisfaction and organizational commitment should be significant (The result: $B=.51$; $s.h.=.043$; $\beta=.56$).
- The regression of personality on organizational commitment should be weaker when the effect of job satisfaction is controlled (see Figure 5).

In order to control the constraints, only commonly significant sub factors of the variables are taken into account when constructing the mediation model which are adult ego state, internal job satisfaction, internal job satisfaction and emotional commitment.

Figure-5: The Final Model

Conducted analysis showed that internal and external job satisfactions mediate the regression of adult ego state on emotional commitment. Thus hypothesis 4 is accepted.

4. CONCLUSION

Using framework of the transactional analysis, the current study aimed at constructing a trio model. Despite of many practical advantages it embodies the Transactional Analysis is barely used to assess personality in organizational context.

The obtained model showed that people with adult personality state who tend to be analytical, objective, calm and rational are emotionally committed further when internal and external job satisfaction is provided by the organization. This means the organizational commitment which has a strong boosting effect on organizational processes like job performance, organizational citizenship, tenure etc. is effected by the personality of the employee when this relationship is sustained with organizational factors like wages, promotion opportunities, social

and economic facilities provided, the means for expressing the potentials including creativity, ethical values, security, and so on.

The results encourage the consideration of transactional analysis in organizational context and revive it as an assessment model.

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