Studying Relation of Personality Characteristics and Organizational Commitment with Demographic Specifications of Contractors Party to Iran Auto Parts Group – Yapco Mashahad

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Abstract

This is a comparative study was made partially in the business year 2013-2014 (4th quarter of 2013 and 1st quarter of 2014) for an application purpose objectively and in a method of descriptive-correlative in theory. The statistical coverage of the study includes contractors of IRAN AUTO PARTS GROUP – YAPCO MASHAHAD (i.e. 249 enterprises and workshops with 437 staff in management, executive and liaison officer) and selected by using a random cluster sampling method of contractors group of SABZEVAR AUTOMOTIVE CABLE CO. (includes 61 companies or workshops with 105 staff: managers, executives and liaison officer). For credibility of the results, a standard questionnaire (105 copies) distributed to all contractors of SABZEVAR AUTOMOTIVE CABLE CO. To compare and analyze personality characteristics, the Costa & MCKery's short-form (NEO-FFI) standard questionnaire of evaluating five personalities were used. For assessment of organizational commitment, the study applies the Meyer& Allen standard questionnaire of organizational commitment. Data analysis carried out by using the SPSS 17 software and the student statistical methods and one-way variance analysis. The study results indicated that there is no meaningful difference in the personality characteristics in terms of gender. Besides, in organizational commitment in terms of gender, a sensible difference observed only in a normative dimension. There is also a meaningful difference in personality in terms of education only in exocentric, psychosomatic, compromising and experiencing characteristics. On the other hand, no considerable difference exists in any kinds of commitments in terms of education. At last, in personality characteristic in terms of background of service, such difference observed only in exocentric and experiencing; but in organizational commitment, this difference observed only in normative and affective dimensions on the basis of service background.

1.   Introduction

Human resources are the most significant capital of organizations, and if this capital is much more desirable, organization's success, sustainability and promotion are more probable. Thus, it is appropriate to maintain for endeavoring to improve human power qualitatively; because it would be in the benefits of both organization and individuals. Devoted human forces who would be in consistent with organizational goals and values can play a key role in organizational effectiveness. Existence of such an element coincides with improvement of performance and reduction of absentees, employees' work leave, gives a clear picture of organization in society, provide organizational growth and development grounds for achieving organizational and individual objectives.

To this end, attending and respecting individuals' values and attitudes in organization are of effective factors to reach organizational targets, and individuals' organizational commitments which are their internal attitudes and sensibility towards organization would effect on his or her performance, loyalty and judgment to it. Organizational commitment may be simply defined as belief in organization's values and goals, sense of loyalty towards it, ethical obligation, and heartfelt interest and requirement

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feelings to stay in organization. They are classified based on the Meyer& Allen's overview in three affective, continuance and normative spheres (Moghimi, 2001).

Affective commitment: affective dimension refers to employees' interest, identification and participation in organization, and most studies made in the field of organizational commitment concentrated on affective commitment (Young 1, 2009). Meyer et al. (1990) believe that affective commitment can develop positive experiences and organization's internal challenges, experiences which are related to those forces their behavior is supported by organization. In addition, these forces can develop concepts of personal ability and self-value.

Continuance commitment: This commitment refers to desire to stay in organization for sake of cost of leaving it or rewards due to staying. Continuance commitment develops understanding of cost (benefit vs loss) and it requires employees to be aware of benefits and losses. Therefore, different employees facing identical situations, may experience various levels of continuance commitment (Michael, 2009).

Normative commitment: next dimension of organizational commitment is normative commitment which reflects a kind of sense of duty for continuation of work in organization, and employees with higher level of normative commitment feel that they should remain in organization (Allen, 19970).

Allen & Meyer (1997) believe that normative commitment leads to staying of employees in organization due to sense of loyalty or duty, it is because they feel this is a right work to do. Additionally, Rousseau (1995) thinks that normative commitment based on a psychological contract between organization and individual in minds of the two parties, created by their mutual commitments (Michael, 2009).

Organizational commitment is an important organizational and occupational approach that has been interested for more researchers of the organizational behavior and psychology, especially social psychology. During last three decades, this approach has tackled with changes which perhaps one of its most considerable has been change in the area of multidimensional approach in this concept to one-dimensional approach. Also, regarding to recent development in the business world, including making enterprises smaller and mergers, persuaded some of thinkers to proclaim that effect of organizational commitment on other important variables in the field of management like leaving job, absenteeism and malfunction have been eliminated, but for this reason, its review is irrelevant (Saghravani, 2009). However, certain number of researchers refute this outlook and believe that organizational commitment has not lost its significance and it can still be taken into consideration (Farhangi, 2005).

In researches respecting organization, three approaches have drawn most researchers' attentions. These three approaches are: 1) job satisfaction; 2) job dependence; 3) organizational commitment (Rokni-nejad, 2007). Organizational commitment like other concepts of organizational behavior defined in various methods. The most usual method for dealing with organizational commitment rests on taking it as a kind of affective dependency to organization. Based on this method, an individual who commits to take his or her identity from organization, participates in organization and integrated with and enjoys membership in it (Saroughi, 1996). Porter et al. (1974) define organizational commitment as acceptance of organization's values and engaging in it and take motivation, inclination of work continuance and acceptance of organization's values among its measuring criteria. Chatman &O'Riley (1968)define organizational commitment as protection and affective consistency with an organization's goals and values, for sake of itself and far from instrumental values of it (as a means for reaching other objectives). Organizational commitment consists of individuals' positive or negative attitudes towards organization as a whole (not job) where they work. In organizational commitment, an individual is strongly loyal to organization and, through it, he (she) does commit himself (herself) to continue activities and maintain his (her) effective participation to do. Buchanon knows commitment as a kind affective dependence and prejudicial to organization's values and goals; i. e. dependency on individual's role relative to values and objectives and organization per se separate from its instrumental value (ibid). According to Lutanz& Shaw (1992), organizational commitment as an approach is like to stay in organization desire to make extraordinary efforts for organization strong belief in accepting values and goals (Eraghi, 1998). The common sense of above definitions is that commitment is a psychological case which determines individual's relation with organization; it

categorically encompasses decision for staying or leaving organization. In the present study, organizational commitment is a typical approach reveals degree of employees' interest, enthusiasm and loyalty toward organization and their inclination for staying in it (Molaei, 2006).

Personality Characteristics

Individuals' functions take place under shadow of many more variable effects. One of the most important variables is personality characteristics. Study results of individuals' personalities indicate that their behaviors depends on their personality characteristics. So, these individuals' characteristics pave way for their behaviors (Moghanloo, 2007).

There are various definitions for personality. Due to complexities of personality and its entire conception, Alport did gather and note fifty different definitions for personality which implied its extended concept (GarrousiFarshi, 1998).

Personality defined as a concrete and specific pattern of thinking, enthusiasm and behavior that explore individual's personal style in transacting with his (her) normal environment and community. There is a definition for personality given by Atkinson (2003) at below which is agreed by almost a large majority of researchers:

Personality is a concrete pattern of specific thoughts, emotions and behaviors distinguish an individual from others and is stable in different times and places (Moghanloo, 2007). Looking at all definitions of personality imply that it should possess following dimensions:

   a) Rules concerning individuals' exclusive actions and common rules among them;
   b) Sustainable and unchangeable aspects of human action and its unstable and changeable aspects;
   c) Cognitive aspects (thinking processes), affective aspects (enthusiasm) and individual's behavioral aspects (GarrousiFarshchi, 1998).

One of most important and comprehensive experiments of personality is five-factor model of personality which has already been used in the present study.

Background of Study

Khodadadi (2004) made a study under the title "Review Relationship between Employees' Personality and Job Characteristics and Their Organizational Commitment in Ahvaz water & Power Authority". Its results display as there is a meaningful relationship between majorities of personality characteristics and organizational commitment (affective, continuance and normative). A considerable and positive relationship exists between types of job characteristics and affective and normative commitments, but it is negative meaningfully with continuance commitment. In fact, findings show that there is a meaningful difference between multivariable correlative coefficients and personality/job characteristics and kinds of organizational commitment.

The resultsof a study by Jazayeri et al. (2006) concerning review of simple and multiple relationships of personality characteristics and occupational commitment of nurses in some of Ahvaz hospitals indicate that there is the highest correlative coefficient between personality characteristics and two types of affective and normative commitments. Moreover, results of a step-by-step regression analysis shows that exocentric, experiencing andintegration play considerable role in elaborating the triple aspects of organizational commitment.

Mahmoudi (2007) studied the relationship between organizational commitment and alienation in principals and teachers' jobs in the exceptional schools in the West Azarbaijan province. The results imply that there is no meaningful difference between average organizational commitment of principals and teachers. Also no significant difference exist between average organizational commitment of male and female principals and teachers.

Parvin (2008) studied simple and combined relationships of personality dimensions with organizational commitment in teachers of secondary and high schools in the city of EslamabadGharb. The results show that there are meaningful relationship between: psychosomatic and affective commitment, exocentric and affective and normative commitments, continuance and normative commitments, integration and affective commitment, dutifulness and affective and normative commitments.

Bernnan (2003) made a research in the field of contribution of organizational commitment in employees' progress in one of US auto makers and indicated that 61% deemed training of

organizational commitment necessary and 54% had positive feedback from role of organizational commitment in efficiency of organization. Park et al. (2005) studied "Group Work, Teachers' Team Trust and Commitment" and obtained results that team work can be taken as an important anticipators of teachers' teamwork commitment. Teachers with higher levels of teamwork skills were able to understand higher level of teamwork commitment. In addition, the results showed that demographic variables (gender, age, education and employment background) have no significant effect on teamwork commitment.

Nartgun and Menep (2010) rendered a research aiming to analyze organizational commitment between the teachers of Turkish elementary schools. The results confirmed that there is no remarkable relationship between gender and marital status and affective, continuance and normative commitments. In this research, teaching experience and background indicated a positive relation with affective commitment but there was no meaningful difference with continuance and normative commitments. Variable of age had positive relation with normative and affective commitments, but no significant relation with continuance commitment.

Methodology of Research

The research methodology is comparative, applied and time sectional. The statistical coverage of the study includes contractors of IRAN AUTO PARTS GROUP – YAPCO MASHAHAD (i.e. 249 enterprises and workshops with 437 staff in management, executive and liaison officer) and selected by using a random cluster sampling method of contractors group of SABZEVAR AUTOMOTIVE CABLE CO. (includes 61 companies or workshops with 105 staff: managers, executives and liaison officer). For credibility of the results, a standard questionnaire (105 copies) distributed to all contractors of SABZEVAR AUTOMOTIVE CABLE CO. In this research, data analysis carried out based on descriptive and assertive statistics by using the SPSS software. After data and information gathering, their analysis and providing hypotheses done by descriptive statistics and also by performing relevant statistical testing like T test, Anova by SPSS software.

Findings

As appeared in Table 1, there is no meaningful difference in t observation at level $(p<0.05)$ for personality characteristics. Therefore, the research statistic isnot confirming. But in organizational commitment, in t observation at level $(p<0.05)$ there is a meaningful difference only for normative commitment $(p=0.03$ and $t=-2.14)$. It means that in normative commitment, average number of females is higher than males; so, the research statistic is confirming.

Table (1): Comparison of average number of personality characteristics in terms of gender

P	t	Male		Female		Variable
		Standard deviation	Mean	Standard deviation	Mean	
0/36	0/91	0/38	3/61	0/29	3/54	**Extraversion**
0/59	0/52	0/41	3/72	0/25	3/67	**Neuroticism**
0/66	0/43	0/41	4/08	0/50	4/04	**Conscientiousness (organized)**
0/91	0/10	045	3/43	0/21	3/42	**Agreeableness(friendliness)**
0/06	1/84	0/31	3/60	0/26	3/47	**Openness to experience**
0/13	-1/49	0/23	3/05	0/24	3/13	**Continuous commitment**
0/03	-2/14	0/37	2/84	0/31	3/02	**Normative commitment**
0/28	-1/07	0/25	3/04	0/21	3/10	**Affective commitment**

As seen in table 2, F observation at level $(p<0.05)$ in exocentric $(p=0.03$ and $f=2.67)$, psychosomatic $(p=0.004$ and $f=4.18)$, consistency $(p=0.03$ and $f=3.05)$ and experiencing $(p=0.03$ and $f=2.72)$, there are remarkable differences. This means that average number of high school diploma in exocentric, average number of under diploma in psychosomatic and average number of postgraduates in consistency and experiencing are higher than other groups. In organizational commitment, f observation at level $(p<0.05)$, there is no meaningful difference neither in continuance, normative and affective commitments.

Table (2): Comparison of average number of personality characteristics
in terms of education

p	f	Graduate		Undergraduate		Pre-college		High school		Primary education		
		Mean	Standard deviation	Mean	Standard deviation	Mean	Mean	Standard deviation	Mean	Standard deviation	Mean	
0/03	2/68	0/28	3/55	0/34	3/61	0/07	3/67	0/47	3/63	0/10	3/05	**Extraversion**
0/004	4/18	0/33	3/78	0/33	3/75	0/48	3/30	0/33	3/74	0/30	3/85	**Neuroticism**
0/32	1/18	0/25	3/94	0/35	4/06	0/43	3/98	0/64	4/23	0/00	4/00	**Conscientiousness**
0/02	3/05	0/47	3/59	0/29	3/41	0/34	3/30	0/58	3/55	0/20	2/90	**Agreeableness**
0/03	2/72	0/26	3/72	0/26	3/56	0/35	3/40	0/34	3/64	0/09	3/29	**Openness to experience**
0/25	1/36	0/24	3/16	0/25	3/10	0/13	3/01	0/22	3/03	0/06	2/90	**Continuous commitment**
0/62	0/64	0/41	2/91	0/40	2/91	0/25	2/96	0/33	2/81	0/18	2/71	**Normative commitment**
0/24	1/38	0/34	3/11	0/22	3/08	0/18	2/96	0/27	2/98	0/06	3/15	**Affective commitment**

As shown in Table 3, f observation at level ($p<0.05$) in exocentric (p=0.001 and f=5.84), and experiencing (p=0.001 and f=11.41), there are remarkable differences. This means that in exocentric and experiencing, average number under 5 to 10 years old is higher than other groups. In organizational commitment, f observation at level ($p<0.05$), in normative commitment (p=0.008 and f=3.67) and affective commitment (p=0.006 and f=3.81), there are meaningful differences. It means that in normative and affective commitments, average number of individuals with employment of 5 to 10 years is higher than other groups.

Table (3): Comparison of average number of personality characteristics
in terms of employment background

P	f	10 to 20 years		5 to 10 years		1 to 5 years		Below 1 year		
		Standard deviation	Mean	Standard deviation	Mean	Standard deviation	Mean	Standard deviation	Mean	
0/001	5/84	0/26	3/47	0/33	3/93	0/24	3/51	0/39	3/54	**Extraversion**
0/21	1/49	0/50	3/58	035	3/80	0/37	3/86	0/35	3/64	**Neuroticism**
0/44	0/94	0/36	3/97	0/46	4/18	0/54	4/20	0/44	4/00	**Conscientiousness**
0/57	0/72	0/42	3/40	0/27	3/46	0/34	3/59	0/41	3/37	**Agreeableness**
0/001	11/41	0/25	3/52	0/36	3/69	0/24	3/93	0/22	3/40	**Openness to experience**
0/13	1/78	0/29	3/02	0/21	3/10	0/17	3/18	0/24	3/10	**Continuous commitment**
0/008	3/67	0/56	2/97	0/35	3/12	0/21	2/90	0/31	2/84	**Normative commitment**
0/006	3/81	0/15	2/89	0/25	3/14	0/24	3/01	0/29	3/02	**Affective**

											commitment

As shown in Table 4, f observation at level (p<0.05) in normative commitment (p=0.03 and f=-2.14), there is a significant difference. This means that in normative commitment, average number of females is higher than males. Therefore, the research statistic is confirming.

Table (4): Comparison of average number of organizational commitment in terms of gender

P	T	Male		Female		Variable
		Standard deviation	Mean	Standard deviation	Mean	
0/13	-1/49	0/23	3/05	0/24	3/13	**Continuous commitment**
0/03	-2/14	0/37	2/84	0/31	3/02	**Normative commitment**
0/28	-1/07	0/25	3/04	0/21	3/10	**Affective commitment**

As seen in table 5, f observation at level (p<0.05) there is no considerable difference in any continuance, normative and affective commitments. Therefore, the research statistic is not confirming.

Table (5): Comparison of average number of organizational commitment in terms of education

P	F	Graduate		Undergraduate		Pre-college		High school		Primary education		
		Standard deviation	Mean	Standard deviation	Mean	Standard deviation	Mean	Standard deviation	Mean	Standard deviation	Mean	
0/25	1/36	0/24	3/16	0/25	3/10	0/13	3/01	0/22	3/03	0/06	2/90	**Continuous commitment**
0/62	0/64	0/41	2/91	0/40	2/91	0/25	2/96	0/33	2/81	0/18	2/71	**Normative commitment**
0/24	1/38	0/34	3/11	0/22	3/08	0/18	2/96	0/27	2/98	0/06	3/15	**Affective commitment**

As shown in Table 6, f observation at level (p<0.05) there are meaningful differences in normative commitment (p=0.008 and f=3.67) and affective commitment (p=0.006 and f=3.81). This means that

in normative and affective commitments, average number of individuals with employment of 5 to 10 years is higher than other groups. Therefore, the research statistic is confirming.

Table (6): Comparison of average number of organizational commitment in terms of employment background

P	F	10 to 20 years		5 to 10 years		1 to 5 years		Below 1 year		
		Standard deviation	Mean	Standard deviation	Mean	Standard deviation	Mean	Standard deviation	Mean	
0/13	1/78	0/29	3/02	0/21	3/10	0/17	3/18	0/24	3/10	**Continuousco mmitment**
0/008	3/67	0/56	2/97	0/35	3/12	0/21	2/90	0/31	2/84	**Normative commitment**
0/006	3/81	0/15	2/89	0/25	3/14	0/24	3/01	0/29	3/02	**Affective commitment**

Conclusion

This study intended to review relationship between personality characteristics and organizational commitment and demographic specifications of contractors working with IRAN AUTO PARTS GROUP – YAPCO MASHAHAD. The findings reveal that there is no meaningful difference in any personality characteristics, but such a difference exists in organizational commitment in terms of normative; so that in normative commitment average number of females shown higher than males. Salami displayed in his research that marital status has a remarkable relationship with organizational commitment. On the other hand, in a study made by Emmanuel Kamileri, the two variables of gender and marital status have a significant relationship with organizational commitment.

Inpersonality characteristics number in terms of education, f observation at level(p<0.05) in exocentric, psychosomatic, consistency and experiencing, there is a meaningful difference. It means that in exocentric, average number of high school diploma, inpsychosomatic, average of under diploma and in consistency and experiencing, postgraduate are higher than other groups, but, in organizational commitment there is no considerable difference in continuance, normative and affective commitments. The number of personality characteristics in terms of employment background, f observation shows a significant difference in exocentric and experiencing. This means that in exocentric and experiencing, average number of 5 to 10 years employment is higher than other groups, and in organizational commitment there is a meaningful difference in terms of normative and affective commitments. It says that these commitments average number of individuals with 5 to 10 years employment is higher than other groups. Avalume in a study "Examination of Organizational Commitments in Jordanian Civil Managers" has got similar results of the present study. At final, it is to be noted that many researchers have shown that individuals' personality characteristics can affect their occupational performance by effecting on variables like organizational commitment. Taking the obtained results in this study, it may be concluded that personality characteristics of contractors should be taken into account as one of determinants of their organizational commitment in measure for management of human resources. On this, managers are able to improve organizational commitment and job performance by running appropriate functions relating to personality characteristics at stages of absorption and maintenance.

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