

Personality Traits as Antecedents of Organizational Commitment; Moderating Effect of Workplace Spirituality

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The Five-Factor Model (FFM) of personality traits has gained popularization during the last couple of decades; especially in the context of making a contribution towards employees' transformation concerning their organizational commitment and spiritual electrification. This study measures the moderating effects of workplace spirituality on the relationship between each of the five elements of FFM (extroversion, agreeableness, conscientiousness, openness to experience, and neuroticism) and organizational commitment (OC) in the banks of Rawalpindi/Islamabad (Pakistan). The study revealed that except for neuroticism (emotional instability), all other variables are positively correlated. Moreover, the regression analysis showed that except for extroversion and openness to experience, workplace spirituality certainly casts moderating effect on OC. The research design was descriptive and the sample was drawn out of bankers of Rawalpindi/Islamabad using a convenience sampling technique.

Keywords: Personality Traits, Workplace Spirituality, Organizational Commitment, Bankers

The banking sector of Rawalpindi/Islamabad (Pakistan) is a potpourri of private, government, local and foreign banks and banking institutions. Training avenues though in vogue; still are considered to be sheer wastage of resources at large, and even if properly conducted, they tend to deliver results that are far off from the desired levels and economic

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payoffs (van der, van Veen-Dirks, & Bogt, 2019). According to Canagasuriam and Roulin (2021), the FFM also called Big Five Model has evolved out of several personality traits which pertain to leadership as well. The lamentation of inadequate commitment at the banks can be met if employees are trained in the light of personality traits addressed by FFM. By the same token, WS may espouse to foster the said objective that boosts OC (Aguenza & Som, 2018). Hence the conceptual and spiritual blend may help optimize. The current study is a step forward vis-à-vis its base paper developed by Alexandra and Christian (2012) which examined the effect of FFM on OC through the mediation of positive and negative affective states of the employees. Further, their study only considered three elements of FFM namely extroversion, agreeableness, and neuroticism. To reiterate, the trait theory is the most accepted theory on the merit that it explicitly sums up five out of hundreds of traits and hence helps the business community select or train employees in the prescribed handful of domains. The exercise would serve several organizational objectives, from our lens boosting OC to be specific. The moderation of WS is the unique contribution of the current study and would have a significant impact on OC.

Literature Review

Organizational Commitment: (OC)

Organizational Commitment (OC) is probably the sole feature that guarantees pre-existence and predominance of integrity and sensational adherence of employees with the organizational setups. These setups may embrace theoretical, theological, practical, and symbolic implications (Kim & Beehr, 2018). OC can be explained in a three-dimensional way: 1). A fierce aspiration to remain associated with the organization; 2). The volition to exercise enormous efforts in support of the organizational setup and; 3). A strong belief in the values that the organizational setup maintains and exhibits. According to Cheong, Dionne, Spain, and Tsai (2019) not only the personal determinants, say age, education, and gender, but some other factors like discretion, internal or external control; and the organizational features such as the task of job designing; and finally the non-organizational features like openness certainly tend to influence OC.

According to Jackson and Jackson (2019), one may further propose three components of OC: 1) - Affective Commitment: Psychological connection with organizational setup, 2)- Continuance Commitment: Costs linked with (not) quitting an organizational setup, 3)- Normative Commitment: Perceived obligation to serve the organization for a longer duration. Those with a higher degree of normative commitment 'ought to remain' with the same organizational setup. In a rather satirical sense, a researcher posited that 1- affective, 2- continuance, and 3-normative commitment is as an illusionary ingredient; merely an experience based on psychological states of an employee at varying degrees (Mirjam, Christoph & Brent, 2021).

As Alessandro, Laura, and Francesca (2021) maintained, organizational commitment has surfaced as a pivotal factor since it impacts 'absenteeism, turnover, job satisfaction, job involvement, and leader-subordinate relations'. According to Jensen (2018), committed employees tend to work for a longer period of time and tend to achieve organizational goals that lead them to higher levels of OC; this tendency helps gauge organizational commitment. Moreover, organizational commitment is a multi-vectored structure possessing potency to predict outcomes such as productivity, resignation, casual attitude, periodicity, and achieving organizational goals. According to Tapas and Umakanta (2021), organizational commitment is represented by a solid volition to internalize philosophy of goals and value-system; to work excessively for the organization; and to aspire to remain a member of the organization.

Types of Organizational Commitment

The organizational commitment could be viewed as moral, calculative, and alienative (Shofia, Sihol & Mala, 2021). Here moral and alienative commitments show bondage of affective commitment, whereas calculative commitment may be akin to methodical and instrumental commitment. Still, the other four types of employee commitment could be 1. The element like “want to” commitment, here employees are loyal and soulfully aspire to contribute for the organization, 2. The element like “have to” commitment, here the employees have a few convincing reasons to stay with the organization chiefly that they cannot find a job elsewhere.

3. The element like “ought to” commitment, where the employees are sophisticated enough not to leave the organization until they are considered useless by the organization, 4. The element like ‘disconnected or uncommitted’ employees who always seek new opportunities regardless of positive moves on the part of the organization (Pekaar, Linden, Bakker, & Born, 2017).

In brief, the types of OC may be threaded out as under 1- Affective Commitment: Affective organizational commitment can be a predisposition with respect to organization, with an understanding and receptivity of goals and desire to put the effort in this regard and remain part of the organization for longer period of time (Xiaowen, Christopher & Jason, 2020). 2- Continuance Commitment: Several researchers maintain that in case of continuance commitment employees fear the high cost of quitting the organization, so they move another way round (Shrestha & Jena, 2021). 3- Normative Commitment: According to Hampshire, Hellyer and Soreq, (2021) normative commitment is yet another sense which is associated with employees’ feeling as if they are perfectly responsible employees. Some management scientists like Prentice and Thaichon (2019) establish commitment in the sphere of organizational performance in the form of intrinsic motivation as one of the most significant links to performance.

Personality Traits or the Five-Factor Model (FFM)

According to Theodora and Nikolaos, (2021), the FFM has a strong inkling with the Trait Theory, which is one of the several famous leadership theories in practice for centuries more in the domain of psychology than in management sciences. Furthermore, other leadership theories which can be reckoned as commendable are behavioral theory, contingency theory, and the emerging leadership theory; where the Trait Theory still stands alone.

There are the five components of the FFM; 1- extroversion, 2- agreeableness, 3- conscientiousness, 4- openness to experience, and 5- neuroticism.

Extraversion. The employees embodying extraversion are extroverts and are more gregarious, highly assertive, and greatly sociable, conversely, the introverts are reserved, at times timid, and also quiet. As stated by Iqbal and Wihuda (2020) that in a dynamic-cum-global scenario, the effective leadership and deployment of committed human resources with a view to stay competitive are prerequisites to organizational excellence. Canagasuriam and Roulin, (2021) relate extraversion to the individuals' tendency where they approach social situations. Individuals scoring high on the extraversion are described as being gorgeous, on the other hand, the introverts often have a normal longing for solitude. Thus the individual's tendency to approach the social situation is a fundamental precondition to go for doing networking and adopting societal behaviors at a personal level. Mirjam et al. (2021) stated that another general description of extraversion encompasses assertiveness and finally, the core aspect of extraversion is acquiring social attention. Extraversion is also marked with venturesome-ness, greater affiliation, more positive affectivity, high energy, more ascendancy, and sublime ambition. Individuals superior in terms of extraversion are predisposed to positive affect and also tend to prefer interpersonal interactions rather than embracing solitude.

Agreeableness. The employees possessing the trait of agreeableness are highly agreeable, are also cooperative, warm, and trusting. According to Alessandro et al. (2021), like extraversion explains how individuals embrace the social situations they confront, agreeableness relates to a mode as to how an individual relates himself with others in a most amicable manner. Individuals better in terms of agreeableness are said to be trusting and also cooperative, good-natured, lenient, and tolerant. As postulated under the theory of social capital, the tendency to trust others and cooperate with others, agreeable employees tend to reduce the costs associated with procrastinated transactions; by the same token, they also permit an efficient and effortless exchange of resources.

Openness to experience. The employees who are open to experience are extremely open-minded, highly creative, more curious,

experimentation-oriented, and additionally artistic. Individuals who are superior in terms of openness to experience are curious, more broad-minded, highly imaginative, and also open to trying novel techniques that they possibly can. Openness has a concern with the extent that people engage in behavior that tends to result in the generation or comprehension of new ideas. Further, openness to experience is often positively linked with interests in interacting with new acquaintances and the introduction of new topics (Tapas & Umakanta, 2021).

Conscientiousness. The employees marked with the trait of conscientiousness are reliable, so a highly conscientious employee is more responsible, organized, highly dependable, and more persistent. The conscientiousness reflects upon task-related behavior, examples could be that conscientious employees are careful, thorough, greatly responsible, possessing perseverance and zest to plan. In the same wave, the synonyms-antonyms description would portray; for example, extroversion means outgoing and this is opposite to introversion, neuroticism means nervous or agitated and inverse of it is emotionally stable, agreeableness means good-natured or cooperative and its antonym is critical, conscientious means dependable and its opposite is unreliable and finally openness to experience means broad-minded or artistic and its opposite is close-minded or conservative. Shofia et al. (2021) maintained that extroversion is referred to as assertiveness, and is juxtaposed in contrast to introversion; also extroversion is viewed as positive quality related to positive responsiveness with respect to stimuli, sociability, and happiness. This is known that extraverts normally have a high salary, avail of more promotional opportunities, and are found to be satisfied with their respective careers.

Neuroticism. Emotionally stable employees can withstand stress. The individuals having positive emotional stability would be calm, highly self-confident, and more secure, more so internally. Xiaowen et al. (2020), maintained that neuroticism can be said to be the opposite of emotional stability. Neuroticism can be related to tension, greater imperturbability, and some higher degree of anxiety. Neurotic individuals could be more

likely to be discontented; and moody. To Shrestha and Jena, (2021), marked by neuroticism; people pay more attention to negative events and seem to experience their own myopic selves. Neurotic individuals are normally unhappy with their careers.

Workplace Spirituality (WS)

Defining the word spiritual or spirituality is undoubtedly a job in its own right Hampshire et al., 2021). However, some of the researchers have reckoned spirituality as an inner voice of a person or any other similar phenomenon that ignites action within the person who experiences it (Theodora & Nikolaos, 2021). Such an experience during its process; and substantially at the end brings forth self-fulfillment and enlightenment. Some researchers have put spirituality as a lens to look at the world in someone's peculiar manner and then choose specific ways, means, roots, and paths to go ahead. The same experience could also be a source of connection with the Higher Force (God/Allah) that ultimately imbues buoyancy in life. Still, other researchers, like Iqbal and Wihuda, (2020) define spirituality as a basic sensation of being connected with one's own complete self, also with others, and finally with the entire universe and the Super-Ego (Allah or God). However, the management scholars find it ticklish to phrase out as to what spirituality is all about? Thus the spirituality at the workplace is the recognition that employees have an inner life that tends to nourish the meaningfulness of work; and is also nourished by the same (Canagasuriam & Roulin, 2021). Finally, the terminal execution of spirituality at organizational setup calls for paying heed to six issues: 1). The net financial cost of execution of WS conduct, 2). The preexistence of potential for worker's exploitation, 3). The effect of replacing others' function, 4). The inappropriateness of practice of being spiritual at the organizational level, 5). The urge for competitiveness, and 6). The enhanced group-thinking (Mirjam et al., 2021)

Three aspects of workplace spirituality. There are three aspects of workplace spirituality as discussed below:

Meaningful work. The element of organizational spirituality manifests how people interface their daily work. Like van der Kolk, (2019) maintained that the concept of organizational spirituality engages a supposition that employees have their self-formulated aspirations and sense of reality; that furnish greater meaningfulness to their lives and those of others. According to Jensen (2018), in the purview of spirituality concept, the job is not only meant to render the subject self-fulfilled, but also to dig out profound implications for their inner-self and self of others. Similarly, others observed that work is akin to leisure however it produces meaning and establishes an identity for the individual at the job.

Community. One of the critical dimensions of workplace spirituality is that it carries an astounding link with other variables in the organization. This special element surfaces within groups that interact among themselves. The community at the job is founded on a set of beliefs that people place their own selves as linked with others and that there is present a kind of link with one's inner-self and that of others in the organization. Different levels of spirituality involve mental, emotional, and spiritual (e.g. "esprit de corps") that show links within the teams or groups in an organizational setup. The real sense of community should be that it must carry a profound sense of commemoration among various employees, which may include supporting, giving freehand in terms of expression, and caring (De Sousa Sabbagha, 2018).

Coherence with organizational values. The third element of spirituality at a job is that employees undergo a vital sense of coherence between their values and the organizational mission. This element of spirituality at the job essentially carries an element of the interconnection of employees' aspirations with the bigger objective of the organization. The coherence within the organization's value-set is further linked with the foundation that the employees' purpose is greater than their own-selves and also that they should always be contributing towards the wellbeing of others (Kim, 2018).

Rationale of the Study

The banking sector of Pakistan, in general, is marred with a plethora of setbacks that defeat not only its competitiveness but also tend to degenerate the attainment of a respectable level of performance. On one hand there lie the personality traits of the individuals which if examined carefully may enable the concerned officials to capitalize upon the same or in a self-destructive scenario those could be mended to ultimately abet organizational commitment. By the same token, workplace spirituality as an overwhelming factor needs attention should the organization's eye at boosting OC (Iqbal & Wihuda, 2020). Given this scenario, there was an utter need to undertake this study. The base paper from which the gap was identified also indicated similar measures to be considered.

Research Objectives

Following are the research objectives of the current study:

- To examine the moderating effect of Workplace Spirituality on the relationship between Extroversion and Organizational Commitment
- To investigate the moderating effect of Workplace Spirituality on the relationship between Agreeableness and Organizational Commitment
- To check the moderating effect of Workplace Spirituality on the relationship between Conscientiousness and Organizational Commitment
- To experiment with the moderating effect of Workplace Spirituality on the relationship between Openness to Experience and Organizational Commitment
- To assess the moderating effect of Workplace Spirituality on the relationship between Neuroticism and Organizational Commitment

Research Hypotheses

Following are the hypotheses:

H1: Extraversion affects OC through the moderation of WS.

H2: Agreeableness affects OC through the moderation of WS.

H3: Neuroticism affects OC through the moderation of WS.

H4: Openness to experience affects OC through the moderation of WS.

H5: Conscientiousness affects OC through the moderation of WS.

The following two formulae were used for calculating regression and moderation respectively:

$$1- Y = \alpha + \beta_1X_1 + B_2X_2 + \beta_3X_3 + B_4X_4 + B_5X_5$$

$$2- Y = \alpha + \beta_1X_1*WS + B_2X_2*WS + \beta_3X_3*WS + B_4X_4*WS + B_5X_5*WS$$

Where: Y= OC, X1= Extroversion, X2=

Agreeableness, X3= Conscientiousness, X4 =

Openness to experience, X5 = Neuroticism

Method

Research Methodology

This was a quantitative and cross-sectional study where the convenience sampling technique was used and the data was collected through valid questionnaires. The questionnaires were distributed to 220 bankers of officer's grade working in Rawalpindi/Islamabad, out of which 170 were found appropriate for analysis. The SPSS (21) was used as the author was well-versed in it. The ethical considerations were properly taken care of where due acknowledgment was given to all researchers consulted in this work.

Sample and Sample Size

A descriptive research design was considered appropriate for the current study. A convenient sample of the size $n=275$ was selected out of the population of 950 bankers working in Rawalpindi / Islamabad (SBP, 2019). The sample size determination was in accordance with the method presented by Sekaran (2011, Table 11.3, p. 294,) and Zikmund (2003, Table 17.11, p. 429).

Some of these 210 questionnaires were received back out of which 40 were discarded as not being properly filled, so finally 170

questionnaires were selected as the dully filled ones. The questionnaires that were distributed for data collection contained four sections. The first section sought information about the profile highlighting demographics like respondent's age, gender, qualification, department, number of years served in the same organization, and respondent's level in tiers of the organization. The remaining three sections included a total of 20 questions about the five elements of the five-factor model (FFM), with four questions for each element like Extraversion, Agreeableness, Conscientiousness, Neuroticism, and Openness to experience. The third section included five questions about Workplace Spirituality and the fourth section included five questions about Organizational Commitment. The five-point Likert scale ranging from 1 - 5 was employed in the last three sections. For measuring FFM, the questionnaire was adapted from The Big Five (John, Donahue & Knetle, 1991), for measuring Workplace Spirituality questionnaire were adapted from Kinjerski and Skrypnek (2006) and for Organizational Commitment, the questionnaire was adapted from Donald, (1994).

Results

Out of 170 respondents, around 71 % were male and 29 % were females. Around 59.4 % of the respondents were aged between 31-40, 21.8 % between 20-30 years, and 18.8 % were 40 plus. Qualification-wise 21.8 % were the graduate, 71.8 % had master's degrees and 6.5 % had MS/Ph.D. degrees. Their distribution in terms of departments they worked for was as follows. Some 57.1 % were from the finance department, 12.9 % belonged to HR/Admin, 12.4 % from marketing, 7.1 % belonged to IT and 10.6 % belonged to other departments not covered by the questionnaire. In terms of their experience with the current organization, 12.9 % had the experience of years ranging between 1-3 years, 62.4 % had 4-10 years experience and 24.7 % had spent 11 years or above. Designation or post-wise, 14.1% were from the front line management level, 77.6 % from middle management and only 8.2 % of the respondents belonged to the top management.

Regression Analysis

Out of five IVs and a moderator, openness to experience (sig. 0.285) and extroversion (sig. 0.930) are insignificant because their significance value is greater than 0.05. The remaining variables are significant, their detail is given (see Annex, Table 2) as agreeableness (sig. 0.029), conscientiousness (0.047), neuroticism (sig. 0.004), and WS (.000).

Moderation of WS

The moderation effect of WS has been explored (Annex, Table 3). Under Model-1 openness to experience and extroversion were insignificant. This means these two variables do not affect organizational commitment. Through Model-2 (Annex, Table 3) the moderation impact of WS has been tested. There is only one result significant that is; only extroversion is moderated through WS where the significance value is 0.011. This means that only extroversion is moderated by WS to show impact on OC.

As is evident from the Model Summary (Annex, Table 4), for Model-1, the values of R-squared (0.636), Adjusted R-squared (0.634), and R-squared change (0.636) are close to each other. The significance level is also $p < 0.05$, $R^2 = .714$.

The results are significant (sig = .000) under both the models, up to this point this shows that IV does carry predictive power with respect to OC both with and without moderation of WS.

In our study, the beta coefficient for neurotics is negative (-.145) which means it is significant but has negative relation. This is quite natural since emotionally unstable bankers must have less OC. Positively, WS (.000) has a significant relationship with OC. A couple of variables have significant values and positive (negative) beta values respectively like agreeableness (sig.029, beta .069), conscientiousness (sig .047, beta .234), and neuroticism (sig .004, beta -.009) have a significant effect on OC.

Discussion

In our work, only moderation of WS towards OC is visible in the case of extroverts. This could be possible because in normal banking practice extroverts are social therefore they pitch themselves among the

committed employees and the element of WS further strengthens their predisposition. The work of Cavanath (2019) presents similar findings in this regard. The element of open to experience boosts OC but is not moderated by WS. This is due to the nature of the banking sector, such employees are relatively less committed since they are instinctively explorers so by the same token they keep on seeking new jobs avenues.

The findings of Kim (2018) support this dimension. Neuroticism also has a negative Beta value which is quite normal since emotionally unstable employees would be less committed. But the result is insignificant as moderated by WS. Again this finding slightly clashes with a plethora of research but there are pieces of evidence that tend to advocate its prevalence. For example, Jackson (2019) discovered that employees of insurance companies when examined in the context under discussion, the result was akin to that of ours. Contrary to the general understanding of the relationship between FFM and OC, our results have emerged a bit differently. As postulated by De Sousa (2018), WS ought not to be internalized as a gospel word, as a necessity or imperative factor.

Agreeable employees tend to have good relations with others this allows them to remain committed to the organization. However, WS could not prove significant in boosting OC in their case. Cheong (2019) also found an inkling of such results in his research. The conscientious bankers are adherent to company rules and therefore they remain committed to general. The WS as moderator though is insignificant in boosting OC here, but this should not sound so strange. The findings of Jensen (2018) also revealed similar results. However, extroversion (sig .93, beta -.009) and openness to experience (sig.285, beta -.130) are insignificant. The previous study (base paper of current study) undertaken by Alexandra and Christian (2012), attempted to show the effect of Big Five or FFM on OC through the mediation of positive and negative affective states of the sampled 220 employees. However, their study was longitudinal and they only considered three out of five components of FFM like extroversion, agreeableness, and neuroticism. The present study is concentrating on WS as a moderator towards measuring the effect of all the five elements of FFM on OC. Hence, in its type, the present study is a pioneering endeavor.

Conclusion

As per our sample of the banking sector of Rawalpindi/Islamabad (Pakistan), the five-factor model has a significant impact on OC, so it may affect according to its capacity varying between various scenarios. However, the moderation effect of WS has not been so visible. Except for the extroverts, the moderating effect of WS has been proved insignificant. As De Sousa (2018) boldly confesses that WS must not be considered as a fundamental factor in boosting OC and if it falls short of redoubling OC; one may not find it surprising. Thus in the light of our findings, the bankers may not emphasize the effectuation of WS should they eye at boosting OC through its moderation vis-à-vis five elements of FFM.

Recommendations

Following are the recommendations for the banking sector of Rawalpindi/Islamabad:

- In the light of our sampled banks, employees possessing any of the five elements of FFM can be expected to be organizationally committed and they should be groomed likewise.
- If WS is in effect as moderator, the bankers who are extroverts will show a greater degree of OC. The supervisors need to identify such employees and effectuate OC through inculcating greater WS in them.
- In the case of employees carrying traits like agreeableness, openness to experience, conscientiousness, and neuroticism may not be pushed through the conduit of WS as an anticipated factor to moderate their OC.

Future Recommendations

The moderating or mediating effect of other variables like LMX may be considered to be examined by future researchers. Further, through longitudinal studies, the pre and post-intervention studies may be conducted (training for example) where the personality traits could affect OC, through some other moderating variable as discussed at the beginning of this paragraph.

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Table 1*Correlation Analysis*

		Agree	Cons	Open	Extr	Neuro	WS	OC
Agree	Pearson	1						
	Correlation							
Cons	Pearson	.906**	1					
	Correlation							
Open	Pearson	.910**	.903**	1				
	Correlation							
Extr	Pearson	.864**	.871**	.883**	1			
	Correlation							
Neuro	Pearson	-.562**	-.496**	-.482**	-.460*	1		
	Correlation							
WS	Pearson	.879**	.887**	.884**	.873*	-.499*	1	
	Correlation							
OC	Pearson	.806**	.798**	.760**	.747*	-.556*	.815**	1
	Correlation							

** Correlation is significant at the 0.01 level (2-tailed).

Table 2*Regression Coefficients of Model*

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.246	.264		4.723	.000
	Agreeable	.253	.115	.269	2.208	.029
	Conscientious	.223	.112	.234	1.998	.047
	Openness	-.124	.115	-.130	-1.072	.285
	Extroversion	-.008	.090	-.009	-.088	.930
	Neuroticism	-.137	.047	-.145	-2.883	.004
	WS	.430	.108	.421	3.967	.000
		.849a	.721	.711	.43292	

Table 3*Effect of FFM on OC with and without Moderation of WS*

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.246	.264		4.723	.000
	Agree	.253	.115	.269	2.208	.029
	Cons	.223	.112	.234	1.998	.047
	Open	-.124	.115	-.130	-1.072	.285
	Extro	-.008	.090	-.009	-.088	.930
	Neuro	-.137	.047	-.145	-2.883	.004
	WS	.430	.108	.421	3.967	.000
2	(Constant)	1.166	1.035	1.127	.262	
	Agree	1.012	.517	1.076	1.956	.052
	Cons	-.843	.618	-.884	-1.365	.174
	Open	-.576	.608	-.605	-.947	.345
	Extro	.898	.353	.999	2.542	.012
	Neuro	-.330	.183	-.350	-1.801	.074
	WS	.574	.308	.561	1.863	.064
	agreeXws	-.207	.132	-1.345	-1.564	.120
	consXws	.250	.152	1.620	1.643	.102
	openXws	.125	.149	.814	.840	.402
	extroXws	-.235	.092	-1.569	-2.559	.011

neuroXws	.059	.045	.204	1.299	.196
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a Dependent Variable: OC

Table 4

Moderation Effect

Model	R	R Sq	Adj R Sq	Std. Error of Est	Change Statistics				
					R Sq Ch F	df1	df2	Sig.	
1	.798a	.636	.634	.48710	.636	293.984	1	168	.000
2	.845b	.714	.702	.43979	.078	7.3476		162	.000

a. Predictors: (Constant), Cons

b. Predictors: (Constant), Cons, WSXNeur, WSXExtro, WS, WSXopen, wsXagree, wsXcons