

## **CHAPTER TWO**

### **REVIEW OF RELATED LITERATURE**

This proposal reviews literature in 2 main areas along with a summary:

(1) Personality – The theory of personality, and relevant research, (2) Organizational commitment – The theory of organizational commitment, the concepts, and relevant research.

#### **2.1 Personality**

##### **2.1.1 The Theory of Personality**

Costa & McCrae (1988) cited in Libert & Spiegler (1989), expanded the significance of a five-factor model for dispositional personality psychology by demonstrating that the same five-factor structure also applies to questionnaires, self-ratings, and observer reports of personality. The fact that the same set of five factors emerges from all these different sources provides strong support for the claim that they are the important, underlying dimensions by which individual differences in personality can be understood. These five factors are labeled as neuroticism, extroversion, openness, agreeable, and conscientiousness.

The factor of neuroticism is defined by bipolar adjectives such as worrying versus calm, insecure versus secure, and self-pitying versus self-satisfied. People with high scores on the neuroticism factor feel generally anxious, cope poorly with stress, have unrealistic self-assessments, and readily experience many negative emotions. The factor of extroversion is described by bipolar adjectives such as sociable versus retiring, fun-loving versus sober, and affectionate versus reserved. Extroverts are active, assertive, cheerful, optimistic people who enjoy social gatherings – the opposite of introverts. The factor of openness is described in bipolar terms such as imaginative versus down-to-earth, preference for variety versus preference for routine, and independent versus conforming. High scores on the openness factor means people feel emotions keenly, are intellectually sensitive, and are attuned to external sights and sounds and internal experiences. Low scores on openness are conventional, down-to-earth people who have narrow interests and low aesthetic appreciation. The factor of agreeableness is described by bipolar adjectives such as softhearted versus ruthless, trusting versus suspicious, and helpful versus

uncooperative. The factor of conscientiousness is described by bipolar adjectives such as well-organized versus disorganized, careful versus careless, and self-disciplined versus weak-willed. High scorers on the conscientiousness factor are persistent, consistent, reliable, and frequently puritanical in attitudes; low scorers are aimless, lax, and unreliable.

### **2.1.2 Relevant Research**

Erdheim, Wang, and Zickar (2006) conducted a study of the big five theory of personality comparing with organizational commitment from theory of Allen & Meyer. He found that the extroversion trait had relationship with all dimensions of organizational commitment whereas the conscientiousness trait related to only 2 dimensions, and the other 3 traits related to just only one dimension each. They also found that those people who have a high score of neuroticism do not have specific goals in their work. Also, the higher the score of neuroticism, the higher the rate of absence shown.

Arphaporn Phitakkamphol (อาภาภรณ์ พิทักษ์กำพูล, 2546) found that neuroticism of personality had a negative relationship with organizational commitment.

## **2.2 Organizational Commitment**

### **2.2.1 The Theory of Organizational Commitment**

Theories have developed many definitions of organizational commitment, and numerous scales to measure them.

Staw (1995) stated that the organizational commitment of a person is typically perceived as an individual's tie to the organization which includes a feeling of job involvement, loyalty, and a belief in the value of the organization. Also, Steers and Porter (1991, pp. 288) mentioned that organizational commitment is the process by which people becomes psychologically attached to an organization.

### **2.2.2 The Concept of Organizational Commitment**

According to Allen and Meyer's (1997, pp. 11) three component model of commitment:

1. Affective Commitment: it is defined as the employee's emotional attachment to the organization. As a result, he or she strongly identifies with the goals of the organization and desires to remain a part of the organization.

2. Continuance Commitment: The individual commits to the organization because he or she perceives high costs in losing organizational membership, including economic losses and social costs that would have to be given up.

3. Normative Commitment: The individual commits to and remains with an organization because of feelings of obligation. For instance, the organization may have invested resources in training and the employee then feels an obligation to put effort into the job and stay with the organization to repay it.

### **2.2.3 Relevant Research**

According to Kittimaporn Nilniyom (กิตติมาภรณ์ นิลนิยม, 2547) who conducted a study of the organizational commitment of employee at Siam City Bank Public Organization Limited, age and rank of position affect the organizational commitment whereas gender and educational background do not.

Natchuda Rangpetch (นัทฐ์ชุตดา หรั่งเพชร, 2548) found that age, marital status, educational background, salary, and period of employment affect organizational commitment while gender and position do not

Meyer (as cited in D.P. Schultz & E. Schultz, 1994) stated that the affective commitment has a positive relationship to employees' performance, and continuance commitment has a negative relationship to performance.

Theera Weerathamsathit (ธีระ วีระธรรมสาธิต, 2532) conducted a study of the organizational commitment of the department executives of Siam Cement Public Organization Limited. He found that the employees who have high educational backgrounds have less commitment than employees who have lower educational backgrounds.