

An Examination of Affective Commitment Construct Validity across Health Sector of Ethiopia in Perspectives of Personality Traits

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Abstract - The objective of the study is to examine the affective commitment construct validity across Health sector of Ethiopia. Cross-sectional survey research design was used to achieve this objective. Equally qualitative and quantitative research approach was conducted. Stratified random sampling technique was employed and to attain the responses systematic random sampling techniques was utilized. The study population at study area of Bule Hora town is 336. From this, 130 were administrative department staffs and 206 were medical department staffs and its sample size is 183. The finding was presented and analyzed by descriptive statistics and inferential statistics. Correlation and multiple regression models were employed. Statistical analysis was done through SPSS version 20. In this study except neuroticism all personality trait dimension revealed positive and significant. The demographic variables are significant related to affective commitment.. Except neuroticism all personality trait dimensions have both positive and significant relationship with affective commitment. The researchers recommended that hospital managers should practice fair and equitable compensation, needs to implement training programs, should inform how employees evaluated and they need to coach their employees' behavior at work place.

keywords - Personality Trait, Demographic Factors, Affective Commitment

1.1 Introduction

The multi-dimensional term commitment defined by John and Elyse (2010) as a psychological state that as a binding force for individuals towards the organization. However, in this 21st century maintaining stable human asset, increasing emotional attachment of employees to their organization is not easy task. In this regard, different instigators tried to identify the factors influencing employees' affective commitment in both developed and developing country perspectives. Accordingly, in behavioral science studies, personality traits identified as one of the important factor which affect employees' commitment (Hassan & Mahmood, 2016). Konya (2016) found that, there is linkage subsist between demographic factors and employees commitment. But getting committed, loyal and motivated employees is one of the most critical challenge facing organizations today particularly in Ethiopia (Barde, 2014). In fact that, Ethiopia is facing health work problem due to poor Human Resource management practices and poor standards of training and development (WHO, 2019). But still now, there is no studies conducted on how personality related with employee's commitment in Ethiopian perspective as well as the no one takes Bule Hora as a study area. Therefore, these all above mentioned tribulations including the research gap motivates the researchers to conduct the study on this research topic. As studied by Allen and Meyer (1990) Organizational commitment can be conceptualized by three-component model of commitment as Affective, Continuance and normative component. However, in this study only affective commitment was taken as to measure the perception of employee about their organization because of the current high turnover, withdrawal and intention to leave of permanent and contract employees in the study area.

1.2 .Objective of the study

1. To assess the relationship between personality traits and affective commitment.
2. To investigate the impact of personality traits on employees affective commitment.
3. To explore the most predictor trait variable that influences the affective commitment.

1.3. Review of Related Literature

The term Organizational commitment is a psychological attachment of a person to the organization and the relative involvement in a particular organization (Meyer & Allen, 1996). Khan and Zafar (2013) claimed that affective commitment is the employee's emotional attachment to their organization. The individual members who have high affective commitment level can stay with the organization for long time because of their personal employment relationship that as congruent to the goals and values of the organization (Bhati, 2012).

The research finding in this study regarding personality is measured through big five personality model based on the work of Howard and Howard (1995).The Big Five personality model consists of extraversion, agreeableness, conscientiousness, neuroticism and openness to experience. Extraversion is a kind of personality trait that describes the peoples energetic, sociability, assertiveness, and positively emotional engagement (Rothmann & Coetzer, 2003). People who are high in extraversion are characterized by arguing for their opinions & interacting with every one so frankly (Abdullahet *al.*, 2013).

Agreeableness is the personality trait that shows people as being very trustful, generous, tolerant, self-sacrifice, helpful; gentle (Bartholomew et al., 2016).

According to Osayawe, Oguntuase, Osa & Ehigie (2012) individuals those have high in agreeableness trait are always helping others and good relationship, ready to resolve the problems. Conscientiousness is a personality trait that is used to measure how individuals are, thoughtful and forward-thinking in an organization (Bartholomew et al., 2016). Neuroticism is a type of personality which causes people to fail to succeed in their careers including extrinsic and intrinsic successfulness. It expose the individual to the situation that poster negative effect on their life in social relation (Judge and Higgins 1999). Openness to experience is the intellectual or the autonomous nature of individuals (Judge & Higgins, 1999). The current government of Ethiopia decentralized its power to the nine regional governments and two autonomous administrative cities. Each regional state of the government has right to use its public administration process, recruitment and transfer process, training, promotion and compensate workers at all level within its given authority and budget (Tegene, 2008). But according to Tegene the effect of personality traits not studied well specially in case of Ethiopian perspectives.

In this research the conceptual framework was developed based on literature review and findings from different researchers. The model shows that the three determinant factors related to employees affective commitment. The independent variables that proposed to study in this research were personality traits (Extraversion, Agreeableness, Conscientiousness, Neuroticism and Openness to experience) and employee’s commitment as dependent variable. The personality trait dimensions include: Extraversion, Agreeableness, Conscientiousness, Neuroticism and Openness to experience.

1.4. Study Area and Research Methods

Bule Hora General Hospital is located in west Guji, oromia region of Ethiopia about 450 km from Addis Ababa, capital city of the Ethiopia. Until 1987 E.C, there is no hospital in the Zone. Due to this reason, there have been a number of mothers and children were died and there was a serious health problem in the Zone for decades. Considering the community problem, the current government of Ethiopia planned to build zonal hospital starting from 1987-1991 to finish and started to provide service. Presently hospital has 206 medical staffs’ workers and 130 administrative staffs totally 336 workers according to the 4th quarter HRM department report.

1.5. Research Methodology

The research conducted in this research used both qualitative and quantitative research approach. The researchers used Cross-sectional survey research design using self-administrated questionnaire and semi-structured interview. The primary data of survey was collected from the employees in the organization and the interview results from the manager of Hospital and HRM department experts. The secondary data was collected from annual reports of the organization, journals and articles to triangulate the study. Structured questionnaire was used to collect data from 206 medical staffs and 130 Administrative staffs from total of 336 respondents. The questionnaire of the study was prepared in English and then translated into Afan Oromo language.

1.5.1. Population of the Study Area

The target population of the study consists of the total 336 employees of the *Bule Hora* General Hospital those included in two major departments: the administrative department and the medical department shown in the following table

Table 1: Population of the Study Area

No	Strata	Number of population.
1	Medical department (Chief Clinical)	206
2	Administrative department	130
	Total	336

1.5.2. Sampling Design

The researcher used random probability sampling in which every member of the population will have a known and equal probability of selection. The sample size was distributed to departments proportional to the number of works in each department.

After that, individual workers in each of the departments were selected by systematic random sampling technique every nth (n=336/183=1.8 ≈2) interval. Sample size of the study population calculated according to the Yamane (1967) sample size formula with 95% confidence level as follows:

$$n = \frac{N}{1 + N(e)^2}$$

$$= \frac{336}{1 + 336(0.05)^2}$$

$$= 183$$

Table 2: Sample Size Proportion of the Study

No.	Strata	Population	Proportion of the sample	Sample Size	Sou rce:
1	Medical staff	206	0.61	112	HR
2	Administrative staff	130	0.39	71	M
	Total	336	1	183	Dep

t. Statics General Hospital, Bule Hora , 2020

1.6. Data Analysis and Results Discussion

The findings were presented and analyzed by descriptive statistics. Correlation and multiple regression models were employed to investigate the relationship and effect of independent variable (personality traits) on dependent variable (affective commitment). All the collected data are presented and analyzed by using SPSS software version 20.

1.6.1. Mean Score Interpretation in the study

Table 3: Over all Descriptive Analysis of the Explanatory Variables over Response Variable

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Affective	171	1.13	4.63	2.8991	.96951
Extraversion	171	1.00	5.00	2.6633	1.31263
Agreeable	171	1.00	5.00	2.9839	1.19655
Neuroticism	171	1.00	4.50	2.5468	1.09209
Openness	171	1.00	5.00	3.0102	1.29347
Conscientiousness	171	1.00	5.00	3.1974	1.45678
Valid N (list wise)	171				

Source: Own survey, 2020

The results show that the mean for affective commitment was 2.8991 with SD = .96951 which indicates the respondents felt that their identification and emotional attachment with the organization is moderate agrees and there is minimum perception variation between respondents towards affective commitment. And also the mean score shown in the table 6 infer that the hospital employees were not highly emotional attached. Hence the organization might lose potential employees since the mean score of affective commitment of employees 2.8991.

The entire personality trait dimensions were evaluated by using descriptive statics. In this regard, the mean for extraversion was 2.6633 with SD = 1.31263, the mean for agreeable was 2.9839 with SD = 1.19655, the mean for neuroticism was 2.5468 with SD = 1.09209, the mean for openness was 3.0102 with SD = 1.29347, and the mean for conscientiousness was 3.1974 with SD 1.45678. Thus the mean score values for all the above variables were moderate agree.

1.6.2. Correlation Analysis

Correlations are used to investigate the linear relationship between two variables. Accordingly, the relationship between predictors' variable (personality traits dimensions) and response variable (affective commitment) was investigated by using correlation analysis.

Table 4: Correlation Analysis of Personality Dimension and Employees Affective commitment Correlations

	AC	Ext	Ag	Ne	Op	con	
AC	Pearson Correlation 1						
	Sig. (2-tailed)						
	N 171						
Ext	Pearson Correlation	.522**	1				
	Sig. (2-tailed)	.000					
	N	171	171				
Ag	Pearson Correlation	.442**	.327**	1			
	Sig. (2-tailed)	.000	.000				
	N	171	171	171			
Ne	Pearson Correlation	-.381**	-.299**	-.181*	1		
	Sig. (2-tailed)	.000	.000	.018			
	N	171	171	171	171		
Op	Pearson Correlation	.601**	.324**	.178*	-.256**	1	
	Sig. (2-tailed)	.000	.000	.020	.001		
	N	171	171	171	171	171	
Con	Pearson Correlation	.503**	.208**	.296**	-.256**	.383**	1
	Sig. (2-tailed)	.000	.006	.000	.001	.000	
	N	171	171	171	171	171	171

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

* . Correlation is significant at the 0.05 level (2-tailed).

Key: AC – Affective Commitment, Ext – Extraversion, Ag – Agreeableness, Con – Conscientiousness, Ne – Neuroticism And Op – Openness

Source: Own survey 2020

As seen from the correlation analysis in table 4, of personality dimensions and employees affective commitment in the study area, except neuroticism all personality trait dimension (Extraversion, agreeableness, conscientiousness and openness to experience) revealed both positive and significant relationship. As conducted by the correlation analysis in the study, agreeableness and affective commitment of employee’s output revealed positive relationship with each other ($r = .442, p < .01$). This is because agreeable employees have capability to work willingly with their team members and always they feel comfortable to work with others (Sarwar *et al.*, 2013). Thus, the result of the study was supported by other researchers finding that agreeableness can positively predict affective commitment of employees (Bartholomew *et al.*, 2016).

As indicated in the matrix table 4 of data analysis, the Pearson Correlation coefficient value shows that extraversion dimension of personality and affective commitment of employees have significant relationship ($r = .522, p < .01$). This indicates that if there is no opportunity and ground for the extravert employees to interact with every one frankly in the hospital; then such employees have propensity to leave the organization. This argument is supported by (Sarwar *et al.*, 2013) Suggested that when extravert individuals are socialized with others workers in the organization they would be less likely to turnover. Also the result obtained in this research was supported by the previous study of Syed, *et al.*, 2015) concluded that extraversion and affective commitment have a positive and significance correlation between each other.

Conscientiousness is another dimension of personality which illustrated a positive relationship with affective commitment ($r = .503, p < .01$). The result of the study was supported by the previous study of (Kumar & Bakshi, 2010 and Bartholomew, 2016) that conscientiousness and affective commitment have positive relationship with each other. This justification was based on the finding of (Judge, *et al.*, 1999; Burch & Anderson, 2008) found that People with conscientious personality are highly influenced by their career success in the organization, tend to be very careful about their future planning, they are fully scheduled and try to be risk free.

As shown in table 4 analysis of this study, there is a significant negative relationship between neuroticism dimension personality and affective commitment ($r = -.381, p < .01$). Even though, the result of the study was inconsistent with previous study (Bartholomew, *et al.*, 2016) conducted that neuroticism and affective commitments have positive relationship it was supported by the finding of other researchers (Jazyeri *et al.*, 2006; Erdhim *et al.*, 2006; Pasha & Khodadi, 2008) found that, neuroticism and affective commitment have negative relationship. But the employees those low in neurotics personality trait are more optimistic and emotionally stable (Mount *et al.*, 2005) and they possess more inner strength to face stressful situations (Roberts & Robins, 2000). Neurotic individuals have a tendency of experiencing negative motions than others and they usually expose themselves to situations that foster negative effect (Bartholomew *et al.*, 2016).

Also the correlation analysis of the fifth personality dimension (openness to experience) and affective commitment revealed that there is positive and significant relationship ($r = .601, p$ (two-tailed) $< .01$). The positive value of correlation matrix shown in the table 4, noticed that openness to experience can increase the affective commitment of employees. The result of the study was supported by the finding of (Syed *et al.*, 2015; Jazayeri *et al.*, 2006) that openness to experience and employee’s affective commitment has positive and significant relationship. In this regard, the result of the present study further lined with the work of (Syed, *et al.*, 2015; McCrae, 1996) suggested that the individual who earn high score in openness to experience have desire for change, desire for new experience and desire to reach high level in exploration. As result the Bule Hora General Hospital has probability to create the desired changes if the hospital retained its employee. This is because the mean score of openness to experience in the study area was (mean = 3.0102) which is moderately agree to stay in the hospital and they are likely to adapt the changes and have desire for change.

1.6.3. Regression Analysis

Regression analysis is the inferential statistics model used to conduct to know by how much the explanatory variable explains the response variable (Bekele, 2014).

Table 5: Results of the Regression Analysis- Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.811 ^a	.657	.640	.58164

As depicted in the table 5, the model summary of the analysis shows that the value of R^2 is .657 which means 65.7% of variation in the dependent variable (affective commitment) is being explained by independent variable (extraversion, agreeableness, conscientiousness, neuroticism, openness to experience). Thus, it indicates that the relationship between the predictor variables of personality traits dimensions is very high ($r = .811^a$). So researchers can stated that, all the explanatory variables can significantly influence employee’s affective commitment.

Table 6: ANOVA Results of the Regression Analysis

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	104.985	5	13.123	38.790	.000 ^b
1 Residual	54.806	125	.338		
Total	159.791	130			

a. Dependent Variable: affective

b. Predictors: (Constant), openness, agreeable, neuroticism, performance, compensation. Source: Own survey 2020

The regression result of ANOVA in the table 6 of all explanatory variable with affective commitment shown, statistically significant because of the F-test value is 38.790 that is significant due to $p = .000$ which is less than 0.05. This is referring that the independent variables have significant effect on affective commitment.

Table 7: Coefficients in the Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	.383	.251		1.526	.129
	Extraversion	.166	.039	.225	4.284	.000
	Agreeable	.104	.043	.128	2.425	.016
	conscientiousness	.117	.035	.176	3.343	.001
	Neuroticism	-.067	.045	-.076	-1.500	.135
	Openness	.214	.041	.286	5.215	.000

a. Dependent Variable: affective commitment

Source: Own survey 2020

In the above table 7, except neuroticism all predictor' variables of Beta value or standardized coefficients in the analysis were positive. The β coefficient of independent variables employed in the analysis were extraversion ($\beta = .225, t = 4.284 \& p = .000$); agreeableness ($\beta = .128, t = 2.425 \& p = .016$), conscientiousness ($\beta = .176, t = 3.343 \& p = .001$), neuroticism ($\beta = -.076, t = -1.500 \& p = .135$); openness to experience ($\beta = .286, t = 5.215 \& p = .000$). According to the above table 7, except neuroticism all explanatory variables are statistical significant and the regression model is valid. Therefore, according to the above regression analysis result, it can be possible to conclude based on the Beta value that it helps to measure how strongly predictor variables influence the response variable (affective commitment).

1.7. Conclusion

In the finding of this research, except neuroticism all personality dimensions shown significantly influences the employees' affective commitment in *Bule Hora* General Hospital. This implies that for the present professional employees turn over and staff dissatisfaction personality traits have the major contributors for the problems stated in the introduction part. Thus, identifying, understanding, compensating and appreciating the employees who high scored impersonality characteristics in each dimension in job design would help to attract and to promote the Hospital competitive advantage, to reduce turn over, increase patients' health care, increase staff satisfaction, and promote continuous change. Besides to this, training the employees who have low score of personality characteristics has vital role to achieve the objectives and to maintain stable human asset. From all explanatory variable openness to experience indicated the most predictor of affective commitment as it indicated in the study. Consequently, we can conclude that, openness to experience is the key variable than others due to its greater beta value and take in to contemplation.

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