



The Role of the Big Five Personality Profiles in Employee Affective Commitment and Engagement: Case of Small and Medium Enterprises

Nereida Hadziahmetovic*
International Burch University,
Ilidža, Bosnia and Herzegovina

Melissa Mujezinović
International Burch University,
Ilidža, Bosnia and Herzegovina

Abstract: With the increase of employee affective commitment and engagement, the likelihood of positive work-related outcomes is enhanced. In turn, companies would benefit in higher productivity and efficacy, reduction in employee turnover, gaining competitive advantage, and overall, becoming more profitable. The Big Five personality profiles are used as predictors of increasing job performance in work environments. Therefore, this study investigates the impact of the Big Five personality profiles on employee affective commitment and engagement in Small and Medium Enterprises (SME) in Bosnia and Herzegovina, providing empirical evidence in a sample of 152 employees of small and medium enterprises in Bosnia and Herzegovina. The findings revealed a significant positive relationship between the four dimensions of the Big Five: Extraversion, Openness to Experience, Conscientiousness, and Agreeableness, whereas a positive and not significant relationship was found between Neuroticism and affective commitment and employee engagement. The analyses showed that Conscientiousness had the greatest significance on affective commitment and employee engagement within all five dimensions. As there is a limited amount of research covering this specific topic, the results of this research can be viewed as an extension to the related disciplines and future-related studies. Additionally, the outcomes can be beneficial toward getting a deeper insight into an individual's pattern of behavior, thought, and emotion, but altering human resource management approaches in small and medium enterprises.

Keywords: *Personality, the big five, affective commitment, engagement, SMEs, Bosnia and Herzegovina*

Received: 03 November 2021; **Accepted:** 20 January 2021; **Published:** 30 April 2021

INTRODUCTION

In any type of workplace individual's behavior is greatly bound by their personality characteristics. Personality traits can be seen as configurations and predispositions that interpret an individual's distinctive patterns of thought, emotion, behavior, and the way the repetitive consistencies they make. The pattern of ones' traits can be analyzed to predict ones' job performance in the workplace. Although these traits can be modified through awareness and time, they are stable throughout ones' work-life (Emecheta, Awa, & Ukoha, 2016).

Managers play a crucial role in business performance, and since employees are the pillar of any kind of business, managers have to thoroughly examine whether they are the right fit for the job. Some employees are consistent and hardworking, showing high motivation and inspiration levels, displaying favorable work performance, thus manifesting higher and better performance output. In contrast, some of them may be seen with undesirable work performance behavior, including laziness, moodiness, absenteeism, disobedience, all leading to low productivity levels. Therefore,

*Correspondence concerning this article should be addressed to Nereida Hadziahmetovic, International Burch University, Ilidža, Bosnia and Herzegovina. E-mail: nereida.hadziahmetovic@ibu.edu.ba

positive employee performance is vital for developing a highly functioning business, which will lead to employee and customer satisfaction, sequentially producing high-profit realization, growth in turnover, increase in investment, share capital, and the market share of the business organization. That being said, managers may use personality theory to predict employees' behaviors at certain tasks (Amatyakul & Polyorat, 2018; Sev, 2019). To achieve that efficiently, managers have to understand the importance of an individual's personality traits, different acts of behavior patterns, and overall, their individuality.

This research analyzed whether there is a relationship between affective commitment and employee engagement with the Big Five personality profiles in small and medium enterprises in Bosnia and Herzegovina. Small and medium enterprises play a crucial part in contemporary economies. They make up the most businesses globally, thus making them an important player for creating jobs and overall global economic growth. Internationally, SMEs account for around 90% of businesses and over 50% of job creation. Additionally, 7 out of 10 jobs are created in developing economies, such as Bosnia and Herzegovina. According to the Agency for Statistics of Bosnia and Herzegovina, as of 2019, small enterprises (10–49 employees) account for 18,3%, whereas medium enterprises (50–249 employees) account for 6% number of employees. Therefore, this research was conducted in small and medium enterprises in Bosnia and Herzegovina to investigate their Big Five personality profiles on employee affective commitment and engagement towards their firms.

Research Objectives

These are the following objectives of the study:

1. To measure the Big Five personality dimensions (extraversion, Conscientiousness, openness to experience, agreeableness, neuroticism) on employee engagement in small and medium enterprises in Bosnia and Herzegovina.
2. To determine the impact of the Big Five personality profiles on employees' affective commitment in small and medium enterprises in Bosnia and Herzegovina.

Contribution of the Study

This study has both theoretical and practical contributions. Firstly, this study embodies three theoretical approaches by many scholars: The Big Five personality profiles (Allport & Odbert, 1936; McCrae & Costa, 1987), employee engagement (Kahn, 1990; Schaufeli, Salanova, González-Romá, & Bakker, 2002; Schmidt & Hunter, 1998) and affective commitment (Meyer & Allen, 1991), yet there has merely been a limited number of research that has thoroughly examined the personality traits being linked with engagement and affective commitment (S. L. Albrecht & Marty, 2020). Thereby, this research broadens earlier studies that have been built on the Big Five profiles' point of view to comprehend the link between affective commitment and engagement.

Regarding practical contributions, every business wants to have a competitive advantage, and the greatest instrument for attaining it is employee engagement. Employee engagement is deemed the greatest component to evaluate a firm's potency and the direction on the way to outstanding performance.

To manage a business efficiently, managers should have a proper interpretation of employee's personalities, which will help understand them better to which position they could allocate them to ensure a suitable job fit. Therefore, personality is relevant to organizational management, as employees' different personalities act as a directive of how sufficiently or insufficiently they can perform their tasks, how do they cooperate with others in the organization, and how creative. Open-minded are they at work, and how well organized they are. These little pieces will make up the puzzle and help a manager identify to whom they would assign responsibilities (Emecheta et al., 2016).

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Enterprises are more aware of peoples' different personalities and behaviors and how their performance can impact the business. Personality traits should be used efficiently to increase job performance and employee motivation. One of the main factors to increase the competitive advantage of an organization is motivated and devoted personnel. Thus, for a firm's efficiency, staff members exclusively need to be committed and engaged in their work, making employee affective commitment and engagement as commonly recognized significant measurements of the relationship between an individual and an organization (S. Albrecht, Marty, & Brandon-Jones, 2020).

The Big Five Personality Profiles

Personality traits are comprised out of adjectives to describe an individual or a group. They can be interpreted as useful tools, giving an insight into individuals' behavior, attitudes, beliefs, and thoughts (Emecheta et al., 2016). Many models have been developed to interpret different personality profiles, including Allport's trait theory, Eysenck's Giant Tree, Cattell's 16 Factor Model, and Myers-Briggs Type Indicator (MBTI). However, the most widely recognized trait model is the Five-Factor Model (Matz, Chan, & Kosinski, 2016). It is a model established by McCrae and Costa (1987), which categorizes individuals by measuring their personality traits using five broad dimensions. Countless adjectives are used as the alternatives of five extensive measurements or features, summing peoples' personalities. Those dimensions are also called the Big Five, using OCEAN or CANOE abbreviation:

Openness to experience: This personality trait signifies openness to new experiences and ideas. Individuals ranking high in openness are predisposed to curiosity and creativity, longing for new encounters and concepts. As creativity is positively linked to this trait, those employees are notably more prone to having a vivid imagination, which can result in exceptional ideas, as well as being predisposed to dynamic and flexible types of jobs, being more adaptable in new environments and are always longing for new approaches to accomplish certain tasks. Research indicates that those employees are predominant in training and learning environments since the curiosity they have within themselves give them a thirst for knowledge (Colquitt, LePine, & Wesson, 2015).

Conscientiousness: Conscientiousness is considered a factor of achievement. Highly conscientious individuals tend to be devoted and self-disciplined, ambitious, reliable, attentive, and hard-working. Highly conscientious employees were perceived as dependable and consistent. In addition, they are seen as the ones who control their impulses since they have inner motivation as they usually realize their objectives through proper planning and organization (McCrae & Costa, 2003). Additionally, highly conscientious people display goal-oriented behavior. They organize determined goals and are encouraged to realize them. Generally, Conscientiousness is acknowledged as the best trait predicting job performance (Barrick & Mount, 1991).

Extraversion: Extroversion and introversion are commonly known traits by which individuals know whether they can "draw energy" externally or internally. Extroverts are generally sociable, energetic, enthusiastic people, whereas introverts are the opposite of being more reserved and cautious. Although extroversion is not essentially linked to high job performance, it is still associated with a strong aspiration for power and influencing others. Therefore, extraverts are more inclined to arise as leaders and entrepreneurs (Colquitt et al., 2015) and are connected to managerial performance (Barrick & Mount, 1991). However, a conducted study showed that extroversion had a low effect regarding job performance on dyadic and teams. Since entrepreneurs mainly have to lead teams and have dyadic interactions mostly daily, extraversion is not significant for entrepreneurship (Emecheta et al., 2016).

Agreeableness: Agreeableness is associated with cooperation and trustworthiness. Therefore, employees who score high on agreeableness are more collaborative, adaptable, altruistic, and reliable. They are usually less prone to competitiveness and want to spread conformity within the teamwork (Colquitt et al., 2015). As highly agreeable employees tend to avoid any form of confrontation, it makes them a worthy part of a team as they can motivate staff members to collaborate, which would lead to more effective and productive working behaviors. Also, they acknowledge personal relations prudently by providing more beneficial and positive responses to consumers (Barrick & Mount, 1991).

Neuroticism: Neuroticism, also known as "Emotional Stability" is corresponding to negative affectivity, an inclination to mood swings such as anxiety, irritation, and hostility (Colquitt et al., 2015). Neurotic individuals are predisposed to experience negative effects and emotional outbursts, including frustration, anger, irritability, anxiety, moodiness, selfconsciousness, and emotional instability. Highly neurotic individuals react poorly and unsatisfactorily to their surroundings, interpreting regular settings and circumstances as intimidating, as well as encountering negligible interruptions as despairingly overwhelming (Widiger & Oltmanns, 2017). Due to poor emotional stability, employees may struggle with serious mental illnesses, such as depression and anxiety, which would further lead to negative emotional responses to their work and work environment (Emecheta et al., 2016). Moreover, neurotic employees are also likely to be easily distracted, expanding their behavioral hazards, signifying a positive relationship between inadequate work productivity and neuroticism (Sev, 2019). Numerous researchers had constructed a significant negative relationship between affective commitment and neuroticism (Emecheta et al., 2016) as well as having a negative impact on employee satisfaction (Matzler & Renzl, 2007).

Organizational Commitment

Organizational commitment is an individual's psychological state of attachment to the organization they are working for. The development of a Three-Component Model of Commitment (Allen & Meyer, 1990) distinguishes three different components of commitment: affective, continuance, and normative. These methods are linking employees with an organization in one way or another. With a strong sense of affective commitment, employees remain within the organization for the reason that they want to, whereas the ones with stronger normative commitment stay due to the feeling that they must, while the ones with a strong feeling of continuance commitment stay since they have an impression that they need to do so (Allen & Meyer, 1990).

To build an effective and highly competitive enterprise, managers are looking to generate engaged employees with a strong sense of affection toward their organization. In this manner, employee job performance is enhanced, hence why these variables go hand in hand. Intending to do so, implementing the Five-Factor Model seems to be useful to know the traits employees possess to elevate their performance in the workforce.

Affective Commitment

Affectively committed employees are dedicated to their organization; therefore, they want to stay in it. Besides, those employees are usually a great asset to the organization as they feel a part of it and respected, hence identifying with organizational goals (Meyer & Allen, 1991). Apart from being a method of social identification, affective commitment is also deemed the employees' highest form of attachment to the firm (Carmeli, 2005). It is also commonly considered as the worthiest indicator of measuring employees' psychological fondness for a firm. High effective commitment employees perceive their professions as encircling a broader array of behaviors, together with behaviors generally viewed as an "extra-role" (S. Albrecht et al., 2020).

Affective commitment showed a significant relationship with personality traits in an empirical study (Meyer & Allen, 1997) in which people with precise personality traits are relatively expected to become attached to their organization. In another study (Emecheta et al., 2016), the relationship was examined between the Big Five and affective commitment amid bank employees in Nigeria as being positive and significant. Likewise, in additional studies (Amatyakul & Polyorat, 2017; Matzler & Renzl, 2007; Naquin & Holton III, 2002; Syed, Saeed, & Farrukh, 2015; Taiwan, Na-Nan, & Ngudgratoke, 201), the relationship was found to be positive and significant as well.

Arguably, Asif, Ansari, and Rathore (2015) found the relationship between openness to experience with affective commitment was quite weak yet still positive, while the relationship between neuroticism and affective commitment was not statistically significant. Also, numerous researchers had constructed a significant negative relationship between affective commitment and neuroticism (Emecheta et al., 2016) as well as having a negative impact on employee satisfaction (Matzler & Renzl, 2007).

Based on prior research, it is hypothesized that:

H1: *Big Five personality profiles have an impact on affective commitment.*

H1a: *Extraversion has a positive impact on affective commitment.*

H1b: *Openness to experience has a positive impact on affective commitment.*

H1c: *Consciousness has a positive impact on affective commitment.*

H1d: *Agreeableness has a positive impact on affective commitment.*

H1e: *Neuroticism has a negative impact on affective commitment.*

Employee Engagement

Employee engagement is deemed an emerging notion striving for employee satisfaction, motivation, and commitment in an organization. Engagement as a theory was first introduced by (Kahn, 1990) and expanded through different approaches and measurements, such as Shirom's vigor, Schaufeli et al. (2002) three-factor engagement, and Britt's one-factor engagement. In his study, Kahn (1990) defined engagement as "harnessing organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performance." Therefore, employee engagement is perceived amongst the most prominent components for an organization's efficacy due to employee performance enhancement (Wefald, Reichard, & Serrano, 2011). Engaged employees are keen on investing themselves more and their energy into work. They are more prone to productivity and less to procrastination. High levels of engagement result in work dedication, yet the downfall is that engaged employees

become vastly involved and consumed with their tasks and obligations, and usually, they lose track of time because they typically have a keen eye for attention and concentration.

Literature findings indicate that there is a bond between employee engagement and the Big Five. Inceoglu and Warr (2012) offered free recommendations about evaluation procedures for staff employment and development on an international website through three different studies with employees coming from several countries, mainly India, Australia, the United States of America, and the United Kingdom. The same study results validate that shorter-term job engagement is an important function of longer-term personality traits. Particularly, Conscientiousness and emotional stability (opposed to neuroticism) individually make up most of the variation in job engagement. The same study noted that the more forceful sub-factors of Conscientiousness and extraversion were of the essence; therefore, more involved employees in their jobs are inclined to be more energetic, emotionally stable, and success-oriented.

Moreover, Shaban (2018) investigated the relationship between employee engagement and the Big Five on employees in the public sector in Egypt. The results showed that extraversion, agreeableness, Conscientiousness, and openness to experience were correlated as positive and statistically significant, whereas neuroticism had a negative and significant impact on emotional engagement.

Prior research also indicated a correlation between employee engagement and some of the Big Five personality traits. For instance, Kim, Shin, and Swanger (2009) discovered Conscientiousness as an important assessment of having a positive influence. Likewise, low neuroticism and high extraversion levels were considered significant for work engagement (Langelaan, Bakker, Van Doornen, & Schaufeli, 2006).

Therefore, it is hypothesized that:

H2: *Big Five personality profiles have an impact on employee engagement.*

H2a: *Extraversion has a positive impact on employee engagement.*

H2b: *Openness to experience has a positive impact on employee engagement.*

H2c: *Conscientiousness has a positive impact on employee engagement.*

H2d: *Agreeableness has a positive impact on employee engagement.*

H2e: *Neuroticism has a negative impact on employee engagement.*

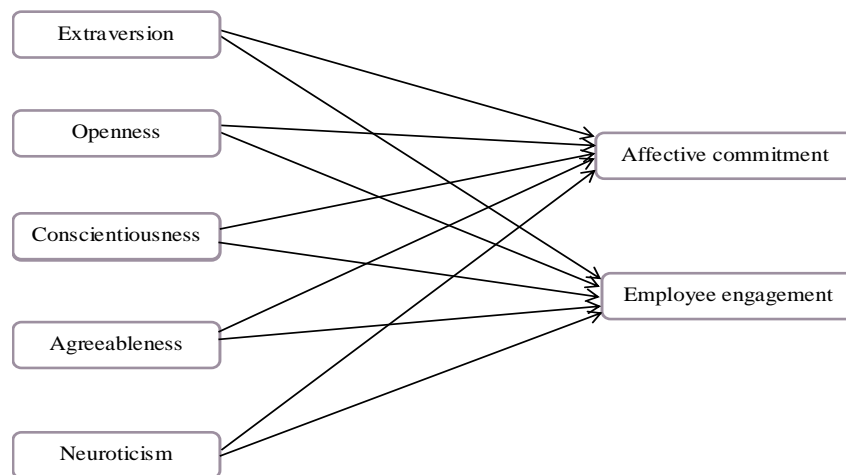


Figure 1 *Research Model*

METHODOLOGY

Sample and Data Collection

The study sample consisted of 152 employees working in small and medium enterprises in Bosnia and Herzegovina. Altogether, the respondents were 80 (52.6%) females and 72 (47.4%) males employed in different sections of SME. Out of those, 17 respondents (11.2%) were from 18 to 25 years old, 45 (29.6%) were from 25 to 35 years old, 45 (29.6%) were from 35-45 years old, 31 (20.4%) were 45-55 years old, and 14 (9.2%) were 55-65 years old. The level of education of those respondents is as follows: 43 (28.3%) finished high school, 69 (45.4%) have a Bachelor's degree, 40 (26.3%) have a Master's degree, while none of the respondents have a Ph.D. Additionally, 15 (9.9%) of the respondents

have 1 year of work service, 29 (19.2) have 2 to 5 years, 45 (29.8%) have 5 to 10, and 62 (41.1%) have 10 and more years of work service, whereas 1 respondent did not answer this question.

All questionnaires were collected via Google Docs, and the participation was completely anonymous. Participants were contacted through a group e-mail, which was the pre-requisite for partaking in the questionnaire; however, the participation was exclusively voluntary. The questionnaire was translated from English to the Bosnian language. The translation of the questionnaire was evaluated and considered adequate by the University. The questions were found comprehensible and relevant.

Instrumentation

The simple sampling technique was used to conduct the questionnaire to collect the necessary data for this study, targeting employees in SMEs, with job descriptions being trivial. Four categories of questions were used: demographics, affective commitment, employee engagement, and the Big Five personality traits. All data were collected via the questionnaire using a 7-point Likert scale, structuring items from 1 (strongly disagree) to 7 (strongly agree).

The dependent variable Affective Commitment was measured with an adapted version of [Allen and Meyer \(1990\)](#) affective commitment scale, although 2-items were adapted from previous research from [Buchanan \(1974\)](#). The dependent variable Employee Engagement was measured using the Utrecht Work Engagement Scale-9 Items (UWES-9) ([Schaufeli et al., 2002](#)). The UWES-9 items are categorized into three different subscales that demonstrate the principal scopes of engagement: dedication, absorption, and vigor. With 6 used items in the questionnaire, 3 derive from the vigor sub-scale, whereas the other 3 derive from the dedication subscale of the UWES-9.

Concerning the Big Five profiles as an independent variable, HEXACO-60 was used. It is a short personality inventory measuring 6 factors (Honesty-Humility (H), Emotionality (E), Extraversion (X), Agreeableness vs. Anger (A), Conscientiousness (C), and Openness to Experience (O)) of its personality structure ([Ashton & Lee, 2009](#)). Considering the evaluation of the Big Five profiles and their traits, the study excluded the scale Honesty-Humility (H).

RESULTS

In total, one hundred and fifty-two (152) respondents completed the 42-item questionnaire with demographic questions. Reverse-questions included in the questionnaire were reversed before doing the analysis.

To analyze the data mean, standard deviation, and correlations between the variables were addressed. Therefore, in [Table 1](#), a matrix of mean, standard deviation, and correlations was conducted. According to the data, the consistency of replies throughout the questionnaire was consistent.

Table 1 *MEAN, STANDARD DEVIATION, AND CORRELATION BETWEEN DEPENDENT VARIABLES AND THE BIG FIVE*

Variables	Mean	SD	1	2	3	4	5	6
Affective Commitment	.472	.824	1					
Employee Engagement	.487	.797	.418**	1				
Extraversion	.386	.784	.225**	.298**	1			
Openness to Experience	.360	.698	.263**	.184*	.251**	1		
Conscientiousness	.410	.664	.368**	.369**	.441**	.334**	1	
Agreeableness	.323	.603	.277**	.389**	-.010	.072	.081	1
Neuroticism	.342	.715	.114	.111	.071	.077	.171*	-.011

Note. $N = 152$. * $p < .05$; ** $p < .01$

The participants were first asked whether they were affectively committed to the SME they are working for. The average participant moderately agreed ($M = .472$, $SD = .824$). When asked whether they were engaged in their work, the average employee was almost always engaged ($M = .487$, $SD = .797$). Most participants were moderately extraverted ($M = .386$, $SD = .384$), while they were neutral in regard to openness to experience ($M = .360$, $SD = .698$). The average participant was highly conscientious ($M = .410$, $SD = .664$), but showed neutral to agreeableness ($M = .323$, $SD = .603$). However, the average participant showed moderately neurotic ($M = .342$, $SD = .716$).

To analyze the validity of the scales in this study, Cronbach's alpha and exploratory factor analysis were first utilized. The principal component analysis was used as the factor extraction method and varimax for the Factor's Loading rotation (Allen & Meyer, 1990; Yamagata et al., 2006). Hair, Black, Babin, and Anderson (2014) stated that factor loadings specify the correspondence level between the variable and the factor; therefore, the higher the loadings are, the more depictive the variable is of the factor. Moreover, according to most researchers, unrotated results are not satisfactory. Thus rotating factors will enhance the interpretation by reducing some obscurities in the analysis (Hair et al., 2014). Conclusive structure analysis of items was acquired. Therefore, the items and factor loadings are presented in Table 2, while Cronbach's alpha is presented in Table 4 for both dependent variables (Affective Commitment and Employee Engagement) and independent variables (the Big Five) below.

Table 2 *EXPLANATORY FACTOR ANALYSIS AND RELIABILITY STATISTICS*

Items	Factor Loading	Cronbach's Alpha
Affective commitment		.78
I would be very happy to spend the rest of my career with this organization.	.783	
I enjoy discussing my organization with people outside it.	.894	
I feel as if this organization's problems are my own.	.823	
I think that I could easily become as attached to another organization as I am to this one. *	.983	
I do not feel like 'part of the family at my organization. *	.910	
I do not feel 'emotionally attached to this organization. *	.864	
This organization has a great deal of personal meaning for me.	.538	
I do not feel a strong sense of belonging to my organization. *	.880	
Employee Engagement		.91
At my job, I feel strong and vigorous.	.837	
When I get up in the morning, I feel like going to work.	.775	
At my work, I feel bursting with energy.	.856	
I am enthusiastic about my job.	.863	
My job inspires me.	.861	
I find the work that I do full of meaning and purpose.	.755	
Extraversion		.82
I feel reasonably satisfied with myself overall.	.641	
I feel that I am an unpopular person. *	.763	
I sometimes feel that I am a worthless person. *	.721	
I rarely express my opinions in group meetings. *	.708	
In social situations, I am usually the one who makes the first move.	.758	
When I am in a group of people, I am often the one who speaks on behalf of the group.	.772	
Openness to Experience		.74
I would enjoy creating a work of art, such as a novel, a song, or a painting.	.794	
People have often told me that I have a good imagination.	.712	
I don't think of myself as the artistic or creative type. *	.596	
I think that paying attention to radical ideas is a waste of time. *	.834	
I like people who have unconventional views.	.760	
I find it boring to discuss philosophy. *	.773	
Conscientiousness		.71
I plan and organize things to avoid scrambling at the last minute.	.774	
When working, I sometimes have difficulties due to being disorganized. *	.564	

TABLE 2 CONTINUE

Items	Factor Loading	Cronbach's Alpha
When working on something, I don't pay much attention to the small detail. *	.852	
I always try to be accurate in my work, even at the expense of time.	.614	
People often call me a perfectionist.	.936	
Agreeableness		.59
I rarely hold a grudge, even against people who have badly wronged me.	.651	
My attitude toward people who have treated me badly is "forgive and forget."	.897	
People sometimes tell me that I am too stubborn. *	.634	
I am usually quite flexible in my opinions when people disagree with me.	.661	
When people tell me that I'm wrong, my first reaction is to argue against them. *	.798	
Neuroticism		.74
I would feel afraid if I had to travel in bad weather conditions.	.594	
When it comes to physical danger, I am very fearful.	.608	
Even in an emergency, I would not feel like panicking. *	.877	
I feel like crying when I see other people crying.	.752	
I feel strong emotions when someone close to me is going away for a long time.	.798	
I remain unemotional even in situations where most people get very sentimental. *	.674	

*Reverse-coded items. Extraction method: Principal Component Analysis. Rotation method: Varimax

From these tables above, it can be concluded that the factor loadings for all dependent and independent variables are considered significant ($\pm .50$ or higher). According to the rules of thumb the reliability test is as it follows: dependent variables: affective commitment ($\alpha = .78$) – acceptable, employee engagement ($\alpha = .91$) – excellent; independent variables (the Big Five): extraversion: ($\alpha = .82$) – good, openness to experience ($\alpha = .74$) – acceptable, conscientiousness ($\alpha = .71$) – acceptable, agreeableness ($\alpha = .59$) – poor, and neuroticism ($\alpha = .74$) – acceptable.

Before conducting a simple linear model, firstly, it needed to be investigated whether sufficient data was giving a linear relationship. Hence, the hypotheses and sub-hypotheses were firstly tested with Pearson's r (Ashton & Lee, 2009; Yamagata et al., 2006) to investigate whether there is a correlation between the variables. Afterward, to determine the relationship between the hypotheses, linear regressions (Mhlanga, Mjoli, & Chamisa, 2019; Sev, 2019; Shaban, 2018) were used as shown in Table 3 and Table 4 below.

Table 3 REGRESSION ANALYSIS WITH AFFECTIVE COMMITMENT AS THE OUTCOME VARIABLE

Predictors	β	t	p	F	df	p	R^2
Overall model				8.38	5, 146	< ,001	.22
Extraversion	.23	2.83	.005	7.98	1, 150		.05
Openness to experience	.26	3.34	.001	11.15	1, 150		.07
Conscientiousness	.37	4.85	< ,001	23.52	1, 150		.14
Agreeableness	.28	3.53	< ,001	12.43	1, 150		.08
Neuroticism	.11	1.40	.163	1.97	1, 150		.01

Note. $N = 152$. $p < .05$.

Table 4 REGRESSION ANALYSIS WITH EMPLOYEE ENGAGEMENT AS THE OUTCOME VARIABLE

Predictors	β	t	p	F	df	p	R^2
Overall model				12.42	5, 146	< ,001	.30
Extraversion	.30	3.82	< ,001	14.60	1, 150		.09
Openness to experience	.18	2.29	.023	5.26	1, 150		.04
Conscientiousness	.37	4.87	< ,001	23.67	1, 150		.14
Agreeableness	.39	5.16	< ,001	26.67	1, 150		.15
Neuroticism	.11	1.36	.175	1.86	1, 150		.01

Note. $N = 152$. $p < .05$.

DISCUSSION

The focal aim of this study was to investigate the position of the Big Five personality profiles with affective commitment and employee engagement using prior literature and studies to gain more information and compare other findings with this one.

Both hypotheses and their sub-hypotheses are statistically significant ($p < .005$), except H1e, H2e ($p > .005$). Therefore, the null hypothesis was rejected by H1a, H1b, H1C, H1d, H2a, H2b, H2c, H2d. Across all three analyses in this research, the outcomes collectively specified the construct validity of the Big Five. Specifically, the conducted factor analysis in Table 3 displayed high loadings for all variables and their sub-scales. As stated before, as the factor loadings are higher, the variable of the factor is more expository Hair et al. (2014). Cronbach's alpha was an indicator of test reliability showing it was excellent ($\alpha .9$) for employee engagement, good ($.9 > \alpha .8$) for extraversion, acceptable ($.8 \alpha .7$) for affective commitment, openness to experience, Conscientiousness, and neuroticism, and poor ($.6 > \alpha .5$) for agreeableness.

For the first hypothesis and its sub-hypotheses, the findings of this study demonstrated that there was a positive yet weak and statistically significant relationship between extraversion $r(150) = .23$, $p = .005$, agreeableness $r(150) = .28$, $p = < .001$, openness to experience $r(150) = .26$, $p = .001$, with affective commitment, a moderate significant relationship between conscientiousness $r(150) = .37$, $p = < .001$, and affective commitment, and positive but not significant relationship between neuroticism $r(150) = .11$, $p = .163$, and affective commitment. Nevertheless, predictors explained 22% of the variance that is statistically significant for affective commitment, $R^2 = .22$, $F(5, 146) = 8.38$, $p < .001$. The previous research also supported that there is a positive and significant relationship between extraversion (Asif et al., 2015; Syed et al., 2015), openness to experience (Syed et al., 2015), Conscientiousness (Asif et al., 2015; Matzler & Renzl, 2007; Naquin & Holton III, 2002), agreeableness (Asif et al., 2015; Naquin & Holton III, 2002) and a significant negative relationship between neuroticism and affective commitment (Syed et al., 2015).

Similarly, for the second hypothesis and its sub-hypotheses, it was shown that extraversion $r(150) = .30$, $p = < .001$, and openness to experience $r(150) = .18$, $p = .023$ have a weak and statistically significant, while agreeableness $r = .39$, $p = < .001$, and conscientiousness $r(150) = .37$, $p = < .001$, have a moderate and statistically significant relationship with employee engagement. On the other hand, neuroticism $r = .11$, $p = .175$, showed a weak and statistically not significant relationship with employee engagement. Nonetheless, the predictors explained 30% of the variance for employee engagement, which was also statistically significant, $R^2 = .30$, $F(5, 146) = 12.42$, $p < .001$.

Although agreeableness had scored as poor on the reliability test while having a weak statistically significant relationship with affective commitment, it was the only predictor, alongside Conscientiousness, that had a moderately significant relationship with employee engagement. It was concluded in a study (Shaban, 2018) that agreeableness and openness to experience were found out to be significant, while in another study (Mhlanga et al., 2019), agreeableness, together with Conscientiousness and openness to experience, represented the most variance. Additionally, in another study (Shukla, Aggarwal, Adhikari, & Singh, 2014), it was found that Conscientiousness, agreeableness, and openness to experience had a moderately significant relationship, whereas extraversion and neuroticism had a weak and significant relationship. Additionally, not significant relationships of neuroticism with responding variables may be due to the reason of respondents not wanting to expose their negative emotions completely for the acceptance of social approval in society.

That being said, Conscientiousness seems to predict the most noticeably and significantly job performance out of all dimensions (Barrick & Mount, 1991; Hurtz & Donovan, 2000; Kim et al., 2009; McCrae & Costa, 1987). Both of the dependent variables in this study had a moderately statistically significant relationship with Conscientiousness, making it the biggest predictor, in correspondence with another study (Colquitt et al., 2015) having the same results. As Colquitt et al. (2015) claim, perhaps it can be explained by the set of traits highly conscientious people encompass. As they are more self-confident, setting and realizing their planned objectives and understanding their efforts and actual performance, people high in Conscientiousness are viewed as highly motivated (Barrick & Mount, 1991). Conscientiousness is not the only relevant trait, as other dimensions influence job performance as well. However, they gravitate toward being more specific to certain occupations. For instance, agreeableness is beneficial to the service industry, and low neuroticism is significant for the police department (McCrae & Costa, 1987).

Overall, the Big Five personality profiles do affect employee affective commitment and engagement. Thus, it can be stated that personality traits are indeed useful in interpreting employees' psychological state toward their occupations.

CONCLUSION

This research study has disclosed that researchers have conceptualized the Big Five personality profiles throughout the years in different ways. Ultimately, the Big Five is considered a blueprint to personality traits, making these five dimensions set a framework of ones' personality, understanding the psychological mechanisms' process and development, behavior, and emotions in certain situations. This study suggested the importance of personality in organizational behavior, specifically towards employee engagement and affective commitment. Work efficacy is key for a high-functioning business, obtained through employees' amount of productivity. In turn, an increase in employee productivity is acquired through affective organizational commitment and engagement.

Accomplishing the management, specialists could find personality traits intriguing as they specify and describe patterns of ones' behavior, actions, and emotions, which persist for a longer period. Hence, the comprehension of the Big Five leads to the interpretation of an individual's behavior, sequentially leading to reciprocity. Disregarding neuroticism, as it showed a weak, not significant relationship, the findings of this study suggested a significant relationship with the other Big Five dimensions, although with a weak to moderate strength. It was found that Conscientiousness had the biggest impact on both affective commitment and employee engagement. Similarly, other studies have found corresponding evidence, suggesting Conscientiousness as the biggest predictor of job performance. However, it should not neglect other dimensions, as it was suggested that they fit more into specific job occupations. It is hoped that this study's results encourage the importance and validity of personality in the workforce and use different approaches to compare found assessments.

Limitations and Future Directions

The focus of the study was on SMEs in Bosnia and Herzegovina, which covered several SMEs in the country; thus, the outcomes were limited to just a fraction of employees recruited in SMEs. Future research recommends that a larger sample size would have contributed to the current research for better generalizability. Moreover, another limitation is time constraints. Commonly, when not time-constricted, researchers use scales with more items for better accuracy—for instance, the 200-item HEXACO-PI-R measure (Ashton & Lee, 2009). Hence, the usage of HEXACO shorter version instrumentation for this research study.

An additional limitation would be the biased responses from respondents. Personality testing research claims that nearly every person deceives their responses to an extent (Colquitt et al., 2015). Since questionnaires are rather subjective, the respondent might be biased towards their behavior and emotions, or they may be dishonest for showing their exact negative behavior patterns due to a fear of rejection by society.

Theoretical and Practical Implications

The interpretation of the study's outcomes demonstrated a meaningful pattern between the Big Five personality profiles and employee engagement and affective commitment, and overall job performance (Hurtz & Donovan, 2000), which can be further investigated in future research and studies. Even though the hypotheses testing indicated a weak to moderate relationship strength, it can be noted that prior research suggested different personality dimensions seem to increase their influence on specific occupations (Colquitt et al., 2015; Hurtz & Donovan, 2000; McCrae & Costa, 1987). A limited amount of research has been around examining the link between personality profiles with affective

commitment and engagement (S. L. Albrecht & Marty, 2020). Thus this research study can be viewed as an extension for future studies. Consistently, McCrae and John (1992) specified that anywhere personality assessment would be involved can surely aid from applying Five-Factor Model.

The outcomes of this study offer a more profound way of understanding how small and medium enterprises can accomplish the anticipated aims. Considering the personality dimensions, except neuroticism, showed a significant relationship between employee engagement and affective commitment. Hence, recruiting employees based upon the interpretation of their personality predictors will prompt constructive organizational results. Additionally, as Conscientiousness showed the greatest outcomes in this study and numerous others, the aim is to anticipate employees' job performance based on their personality characteristics from the practitioner's viewpoint. Therefore, the measurements linked to Conscientiousness would be presumably legitimate predictors for any profession. While it is assumed that Conscientiousness promotes job success overall, other dimensions are not incompetent either. For instance, it was found that openness to experience and extraversion dimensions were relevant for training and development fields (Barrick & Mount, 1991), whereas agreeableness for service businesses and low neuroticism for police and security departments (McCrae & Costa, 2003). It was also noted in a study (Barrick & Mount, 1991) that extraversion showed as a valid predictor for sales and managers, while openness to experience displayed that it is rather assessing the competency of thirst for knowledge and motivation thereof.

The Big Five profiles can be used as predictors to give an insight into which job occupation may be more beneficial in order to enhance ones' engagement and affection toward the organization, which would produce higher productivity levels and optimize better results.

REFERENCES

- Albrecht, S., Marty, A., & Brandon-Jones, N. J. (2020). Measuring values at work: Extending existing frameworks to the context of work. *Journal of Career Assessment*, 28(4), 531–550. doi:<https://doi.org/10.1177/1069072720901604>
- Albrecht, S. L., & Marty, A. (2020). Personality, self-efficacy and job resources and their associations with employee engagement, affective commitment and turnover intentions. *The International Journal of Human Resource Management*, 31(5), 657–681. doi:<https://doi.org/10.1080/09585192.2017.1362660>
- Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*, 63(1), 1–18. doi:<https://doi.org/10.1111/j.2044-8325.1990.tb00506.x>
- Allport, G. W., & Odbert, H. S. (1936). Trait-names: A psycho-lexical study. *Psychological Monographs*, 47(1), i–171. doi:<https://doi.org/10.1037/h0093360>
- Amatyakul, S., & Polyorat, K. (2017). The traits of city personality: A qualitative study. *International Journal of Business and Economic Affairs*, 2(6), 356–365. doi:<https://doi.org/10.24088/ijbea-2017-26005>
- Amatyakul, S., & Polyorat, K. (2018). The application of brand personality concept to the city context in Thailand. *Journal of Administrative and Business Studies*, 4(2), 54–64. doi:<https://doi.org/10.20474/jabs-4.2.1>
- Ashton, M. C., & Lee, K. (2009). The HEXACO–60: A short measure of the major dimensions of personality. *Journal of Personality Assessment*, 91(4), 340–345. doi:<https://doi.org/10.1080/00223890902935878>
- Asif, A., Ansari, N., & Rathore, K. (2015). Empirical relationship of big five personality traits and affective commitment among the public sector employees. *International Journal of Management Sciences and Business Research*, 4(11), 1–8.
- Barrick, M. R., & Mount, M. K. (1991). The big five personality dimensions and job performance: A meta-analysis. *Personnel Psychology*, 44(1), 1–26. doi:<https://doi.org/10.1111/j.1744-6570.1991.tb00688.x>
- Carmeli, A. (2005). Perceived external prestige, affective commitment, and citizenship behaviors. *Organization Studies*, 26(3), 443–464. doi:<https://doi.org/10.1177/0170840605050875>
- Colquitt, J., LePine, J. A., & Wesson, M. J. (2015). *Organizational behavior: Improving performance and commitment in the workplace*. New York, NY: McGraw-Hill Education.
- Emecheta, C., Bartholomew, Awa, H. O., & Ukoha, O. (2016). Personality characteristics and employee affective commitment: Nigeria experience. *International Journal of Business and Management Review*, 4(6), 69–92.
- Hair, J. F., Black, C. W., Babin, J. B., & Anderson, E. R. (2014). *Multivariate data analysis*. London, UK: Pearson.
- Hurtz, G. M., & Donovan, J. J. (2000). Personality and job performance: The big five revisited. *Journal of Applied Psychology*, 85(6), 869–879. doi:<https://doi.org/10.1037/0021-9010.85.6.869>

- Inceoglu, I., & Warr, P. (2012). Personality and job engagement. *Journal of Personnel Psychology*, 10(4), 177–181. doi:<https://doi.org/10.1027/1866-5888/a000045>
- Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33(4), 692–724. doi:<https://doi.org/10.5465/256287>
- Kim, H. J., Shin, K. H., & Swanger, N. (2009). Burnout and engagement: A comparative analysis using the big five personality dimensions. *International Journal of Hospitality Management*, 28(1), 96–104. doi:<https://doi.org/10.1016/j.ijhm.2008.06.001>
- Langelaan, S., Bakker, A. B., Van Doornen, L. J., & Schaufeli, W. B. (2006). Burnout and work engagement: Do individual differences make a difference? *Personality and Individual Differences*, 40(3), 521–532. doi:<https://doi.org/10.1016/j.paid.2005.07.009>
- Matz, S., Chan, Y. W. F., & Kosinski, M. (2016). Models of personality. In M. Tkalčić, B. De Carolis, M. De Gemmis, A. Odić, & A. Košir (Eds.), *Emotions and personality in personalized services: Models, evaluation and applications*. New York, NY: Springer International Publishing. doi:https://doi.org/10.1007/978-3-319-31413-6_3
- Matzler, K., & Renzl, B. (2007). Personality traits, employee satisfaction and affective commitment. *Total Quality Management*, 18(5), 589–598. doi:<https://doi.org/10.1080/14783360601061528>
- McCrae, R. R., & Costa, P. T. (1987). Validation of the five-factor model of personality across instruments and observers. *Journal of Personality and Social Psychology*, 52(1), 81–90. doi:<https://doi.org/10.1037/0022-3514.52.1.81>
- McCrae, R. R., & Costa, P. T. (2003). *Personality in adulthood: A five-factor theory perspective*. New York, NY: Guilford Press.
- McCrae, R. R., & John, O. P. (1992). An introduction to the five-factor model and its applications. *Journal of Personality*, 60(2), 175–215. doi:<https://doi.org/10.1111/j.1467-6494.1992.tb00970.x>
- Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1(1), 61–89. doi:[https://doi.org/10.1016/1053-4822\(91\)90011-Z](https://doi.org/10.1016/1053-4822(91)90011-Z)
- Meyer, J. P., & Allen, N. J. (1997). *Commitment in the workplace: Theory, research, and application*. London, UK: Sage Publications, Inc. doi:<https://doi.org/10.4135/9781452231556>
- Mhlanga, T. S., Mjoli, T. Q., & Chamisa, S. F. (2019). Personality and job engagement among municipal workers in the Eastern Cape province, South Africa. *SA Journal of Human Resource Management*, 17(1), 1–11. doi:<https://doi.org/10.4102/sajhrm.v17i0.1188>
- Naquin, S. S., & Holton III, E. F. (2002). The effects of personality, affectivity, and work commitment on motivation to improve work through learning. *Human Resource Development Quarterly*, 13(4), 357–376. doi:<https://doi.org/10.1002/hrdq.1038>
- Schaufeli, W. B., Salanova, M., González-Romá, V., & Bakker, A. B. (2002). The measurement of engagement and burnout: A two sample confirmatory factor analytic approach. *Journal of Happiness Studies*, 3(1), 71–92.
- Schmidt, F. L., & Hunter, J. E. (1998). The validity and utility of selection methods in personnel psychology: Practical and theoretical implications of 85 years of research findings. *Psychological Bulletin*, 124(2), 262. doi:<https://doi.org/10.1037/0033-2909.124.2.262>
- Sev, J. T. (2019). The big five personality traits as factors influencing job performance behavior in business organizations: A study of breweries and foods/other beverages manufacturing organizations in Nigeria. *Journal of Entrepreneurship Studies Benue State University, Makurdi*, 7, 9–36.
- Shaban, S. (2018). Predicting big-five personality traits relation with employees' engagement in public sector in Egypt. *Internafional Journal of Business and Management Review*, 6(1), 33–43.
- Shukla, S., Aggarwal, P., Adhikari, B., & Singh, V. (2014). Relationship between employee engagement and big five personality factors: A study of online B2C e-commerce company. *JIMS&M: The Journal of Indian Management & Strategy*, 19(3), 26–34. doi:<https://doi.org/10.5958/0973-9343.2014.01233.2>
- Syed, N., Saeed, A., & Farrukh, M. (2015). Organization commitment and five factor model of personality: Theory recapitulation. *Journal of Asian Business Strategy*, 5(8), 183–190.
- Taiwan, A., Na-Nan, K., & Ngudgratoke, S. (201). Relationship among personality, transformational leadership, perceived organizational support, expatriate adjustment, and expatriate performance. *International Journal of Business and Administrative Studies*, 3(4), 129–141. doi:<https://doi.org/10.20469/ijbas.3.10001-4>

- Wefald, A. J., Reichard, R. J., & Serrano, S. A. (2011). Fitting engagement into a nomological network: The relationship of engagement to leadership and personality. *Journal of Leadership & Organizational Studies*, 18(4), 522–537. doi:<https://doi.org/10.1177/1548051811404890>
- Widiger, T. A., & Oltmanns, J. R. (2017). Neuroticism is a fundamental domain of personality with enormous public health implications. *World Psychiatry*, 16(2), 144-145. doi:<https://doi.org/10.1002/wps.20411>
- Yamagata, S., Suzuki, A., Ando, J., Ono, Y., Kijima, N., Yoshimura, K., . . . Spinath, F. M. (2006). Is the genetic structure of human personality universal? A cross-cultural twin study from North America, Europe, and Asia. *Journal of Personality and Social Psychology*, 90(6), 987-998. doi:<https://doi.org/10.1037/0022-3514.90.6.987>

APPENDIX*SAMPLE CHARACTERISTICS*

Variable	Demographics	Number	Valid Percentage
Gender	Male	72	47.4
	Female	80	52.6
Age	18 – 25	17	11.2
	25 – 35	45	29.6
	35 – 45	45	29.6
	45 – 55	31	20.4
	55 – 65	14	9.2
Level of education	High school	43	28.3
	Bachelor's degree	69	45.4
	Master's degree	40	26.3
	Ph.D.	0	0
Total work experience	1 year	15	9.9
	2 – 5 years	29	19.2
	5 – 10 years	45	29.8
	10 years and more	62	41.1

RESEARCH VARIABLES SCALE

Variables	Sub-scales	References
Affective Commitment		(Allen & Meyer, 1990)
Employee Engagement	Vigor scale	(Schaufeli et al., 2002)
Employee Engagement	Dedication scale	(Schaufeli et al., 2002)
Extraversion	Social Boldness	(Ashton & Lee, 2009)
Extraversion	Social Self-Esteem	(Ashton & Lee, 2009)
Agreeableness	Forgiveness	(Ashton & Lee, 2009)
Agreeableness	Flexibility	(Ashton & Lee, 2009)
Conscientiousness	Organization	(Ashton & Lee, 2009)
Conscientiousness	Perfectionism	(Ashton & Lee, 2009)
Openness to Experience	Creativity	(Ashton & Lee, 2009)
Openness to Experience	Unconventionality	(Ashton & Lee, 2009)
Neuroticism	Sentimentality	(Ashton & Lee, 2009)
Neuroticism	Fearfulness	(Ashton & Lee, 2009)