

## Self-Esteem and Personality Disposition as Determinants of Commitment in a Sample of Nigerian Bank Workers.

<sup>1</sup>Harry Obi-Nwosu, Ph.D., <sup>2</sup>Oguegbe, Matthew Tochukwu., and <sup>3</sup> Joe-Akunne, Chiamaka O

<sup>1,2,&3</sup> Department of Psychology, Nnamdi Azikiwe University, Awka, Nigeria,  
Email: <sup>1</sup>nohured@yahoo.com  
<sup>2</sup>toguegbe@yahoo.com

### Abstract

This study examined Self-esteem (high and low) and Personality disposition (extraversion and introversion) of bankers as determinants of their commitment to work. A total number of 220 participants comprising of 127 females and 93 males; age range of 23 to 50 years, mean age of 31.68, and standard deviation of 7.52 participated in the study. Three instruments: the three dimensional Organizational Commitment Questionnaire, Index of Self-esteem, and the Eysenck Personality Questionnaire. A 2x2 factorial design was adopted to test the hypotheses and accordingly the MANOVA statistic was used for analysis. Results indicated that high and low esteem bankers did not differ significantly on normative, continuance and affective commitment. ( $F = 0.89, P > .05$ ;  $F = 1.66, P > .05$ ;  $F = 1.17, P > .05$ ). Also bankers who are extroverts and introverts did not differ significantly on affective and continuance commitment ( $F = 0.83, P > .05$ ;  $F = 0.78, P > .05$ ). It showed that there was significant difference between bankers who are extroverts and introverts on their normative commitment to work. ( $F = 7.69, P < .05$ ). Bankers who are introverts were seen to be committed to normative dimension of organizational commitment. Hence findings were discussed.

*Keywords- Self-esteem, Personality, Organizational Commitment, Bankers*

### Introduction

With increasing globalization, one of the prominent challenges that face human resource professionals is finding how to gain organizational competitive advantage in the rapidly changing and growing environment. This is as a result of the ever increasing number of organizations established to meet the needs of people. The functionality of these organizations is dependent on the individuals that work in them. A well managed organization usually perceives an average worker as the root source of quality and productivity gains. Such organisations do not look to other capital investments in isolation, but to employees, as the fundamental source of improvement. An organization is effective to the degree to which it achieves its goals. Effective organizations among other things, pursue policies that ensure that there is a spirit of cooperation and sense of commitment within their sphere of influence (Adeyinka, Ayeni & Popoola, 2007).

In Nigeria, job security is associated with employment in government establishments because for the most part, they are thought to be protected from the vagaries, challenges and instability characteristic of private sector firms by competitive forces of globalization and profit objective which have resulted in downsizing of its employees. (Adebayo & Olowookere 2011). Salami & Omale (2005) observed that banks as major financial institutions in Nigeria have witnessed restructuring, given government's economic reforms, and this has led to sizable downsizing of the workforce and consequent feeling of job insecurity in that sector. Indeed, in the past few years, there has been incessant voluntary and compulsory withdrawal of workers within the banking sector. Those that withdraw voluntarily allege that the reform have led to palpable uncertainties (perceived job insecurity), while termination of appointment of bankers due to alleged non-commitment to the goals and objective of the organization or fraudulent behaviours constitute compulsory withdrawal. (Adebayo & Olowookere, 2011). These have left a greater number of bankers with the impression that the banking sector in Nigeria provides a financial transitory platform that enables one to accumulate the requisite funding needed to establish personal businesses and become self-employed in order to guarantee their job security.

This scenario strongly suggest that many a Nigerian bank worker may not possess the level of commitment sought or demanded of them by their organizations. If this is correct, then the views expressed by Rego and Cunha (2007)

that in management discourse, commitment is a significant variable since more committed people tend to devote greater effort to work, thus contributing to organizational performance and attainment of goals and objectives, and that of Adeyinka, Ayeni, and Popoola (2007) that functionality of organizations depend largely on the individuals who work in them (employees), underscores the need to examine the issue of commitment among bank workers.

### **Organizational Commitment**

Construed as an individual's identification and involvement with a particular organization, Mowday, Porter and Steers (1982) posited that organizational commitment is represented by

- a) A strong belief in and acceptance of the organization's goals and values,
- b) A willingness to exert considerable effort on behalf of the organization, and
- c) A strong desire to maintain membership in the organization.

Gbadamosi (2003) defined organizational commitment as the strength of an individual's identification with, and involvement in the organization. Meyer and Allen (1997) defined organizational commitment as a psychological state that characterizes the employee relationship with the organization and its implication for the decision to continue membership in the organization. Accordingly, organizational commitment is an affective response to the whole organization unlike job satisfaction which is an affective response to specific aspects of the job.

Since organizational commitment is a major factor that could lead to healthy organizational climate and productivity of workers, as well as the feeling of job insecurity, recognizing the sources of organizational commitment becomes increasingly important for the management of banks in Nigerian to enable them increase their roles and performance, and to face worldwide economic competition.

Judge, Heller and Mount (2002) argue that although studies trying to identify the antecedents of organizational commitment have increased tremendously over the past few years, environmental rather than dispositional sources are typically considered, despite a surge in research looking at the dispositional sources of other job attitude such as job satisfaction. Although organizational commitment is a job attitude like job satisfaction, so far a little attention has been paid to understand the role of dispositions in shaping organizational commitment of the employees.

Within the last two decades, there has been a consensus among the organizational behaviour scientists that self esteem and personality describe the most salient aspects of individual's personal and psychological dispositions (Kumar and Giri 2009). Although these dispositions have been researched in several areas of organizational psychology, it has been studied particularly with respect to job performance (Barrick & Mount, 1991; Asagba, Balogun, Odewumi & Oladipo, 2012). However, only a few studies have investigated the relation between self-esteem and isolated facets of the five-factor model of personality (especially neuroticism and extraversion), and commitment. (Gelade, Debson & Gilbert 2006).

### **Self esteem**

It has been persuasively argued that due to high level of situational strength characterizing most organizational contexts, personality is likely to have an influence in the workplace (Adebayo 2006.). But one personality attribute that predictably and consistently enhanced understanding of organizational behaviour is self-esteem. (Adebayo, 2006). Self-esteem refers most generally to an individuals overall positive evaluation of the self (Gecas,1982). It is composed of two distinct dimensions namely: competence and worth (Gecas,1982).The competence dimension (efficacy-based self-esteem) refers to the degree to which people see themselves as capable and efficacious. The worth dimension (worth-based self-esteem) refers to the degree to which individuals feel they are persons of value.

Rosenberg (1965) defined self-esteem as an individual's overall self-evaluation of his or her competencies. Self-esteem is that self-evaluation and descriptive conceptualization that individuals make and maintain about themselves. Gecas (1982) in his contribution, maintained that self-esteem reflects the degree to which individuals sees him (her) self as a competent, need satisfying individual. Thus, a high self-esteem individual has a sense of personal adequacy and a sense of having achieved need-satisfaction in the past. Researchers have distinguished among several types of esteem, including global self-esteem (an individual's overall evaluation worth), role-based self-esteem (worth derived from incumbency in a particular position), and task-based self-esteem (worth based on self-efficacy).

### **Personality**

Apart from self-esteem, as a personal disposition that is likely to be good antecedents of workers commitment, personality also is viewed as a likely antecedent of worker's commitment. Personality according to Diagnostic and Statistical Manual of Mental Disorders (1987) is seen as enduring patterns of perceiving, relating to and thinking about the environment and oneself that are exhibited in a wide range of social, personal and work related contexts.

Personality can yield commitment of workers in the workplace through several simultaneous and interrelated processes. First, differences in personality may influence how individuals are motivated. Thus motivation may be a mechanism by which personality yields workers commitment. Also, personality characteristics may affect how individuals interpret situations that arise and the likelihood that they react in an interpersonally facilitative manner. Personality is a dimension of human behaviour that may both organise and direct behaviours. (Callinan 1998)

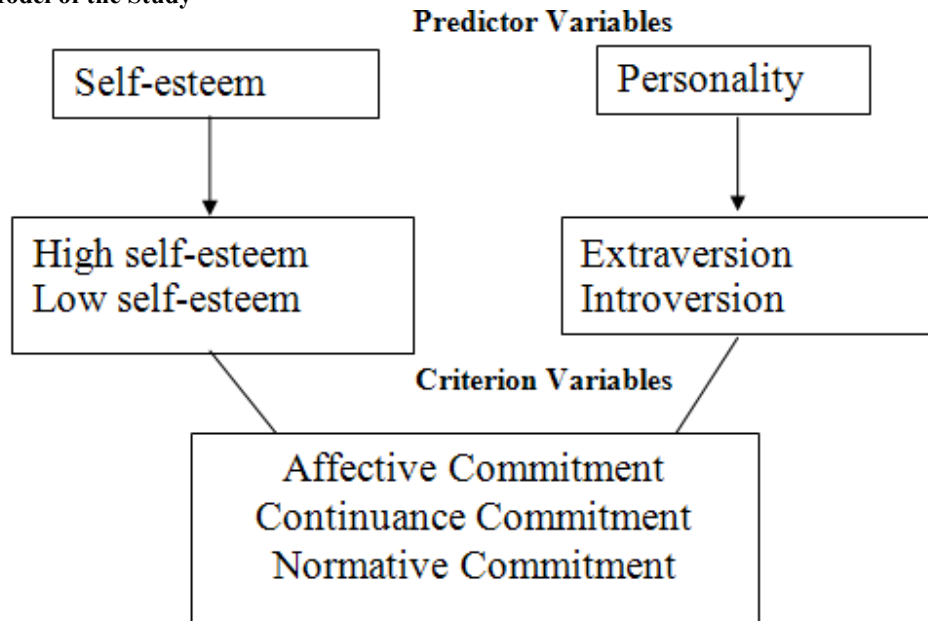
However, personality comes in different dimensions such as extraversion and introversion. Individuals high in extraversion are described by adjectives such as active, assertive, energetic, enthusiastic, and outgoing. (MacCrae & Shun, 1992). Though there is some evidence that extraversion is characterized by surgency to a greater degree than sociability, individuals high in extraversion tend to be highly social, talkative and affectionate and commonly have numerous friendship and good social skills.

In essence, organizations need committed workers in order to face the worldwide economic competition and the inefficiencies brought about by poor institutional framework. As such, the need to look into the dispositional factors as antecedents of getting workers' committed to work arises. Hence this study intends to add to the paucity of research on the dispositional factors of worker's commitment by examining such dispositions like self-esteem (high and low) and personality (extraversion and introversion) as determinants of workers' commitment, using bankers in Anambra State of Nigeria as participants.

### **Research Questions**

- 1) Will there be any significant difference between high and low self-esteem bankers on their affective commitment to work?
- 2) Will there be any significant difference between high and low self-esteem bankers on their continuance commitment to work?
- 3) Will there be any significant difference between high and low self-esteem bankers on their normative commitment to work?
- 4) Will bankers who are extroverts differ significantly from those who are introverts on their affective commitment to work?
- 5) Will bankers who are introverts differ significantly from those who are extroverts on their continuance commitment to work?
- 6) Will bankers who are extroverts differ significantly from those who are introverts on their normative commitment to work?

### Conceptual Model of the Study



### Hypotheses

- (1) There will be a significant difference between high and low self-esteem bankers on their affective commitment to work.
- (2) There will be a significant difference between high and low self-esteem bankers on their continuance commitment to work.
- (3) There will be a significant difference between high and low self-esteem bankers on their normative commitment to work.
- (4) There will be a significant difference between bankers who are introverts and extroverts on their affective commitment to work.
- (5) There will be a significant difference between bankers who are introverts and extroverts on their continuance commitment to work.
- (6) There will be a significant difference between bankers who are introverts and extroverts on their normative commitment to work.

### Method

#### Participants

A total number of two hundred and twenty (220) bankers: 127 Females, and 93 Males, with the mean age of 31.68, standard deviation of 7.52 and age range of 23 to 50 years were selected from a systematic random sampling of commercial banks in major commercial cities in Anambra State (Onitsha, Nnewi and Awka). All the participants were full time staff of their banks with minimum educational qualification of Higher National Diploma and minimum of three years service.

#### Instruments

This study employed three sets of instruments. Allen and Meyer's (1993) Organizational Commitment Questionnaire (OCQ). Index of Self-esteem (ISE) by Hudson (1982) and Eysenck Personality Questionnaire (EPQ) by Eysenck and Eysenck (1975). For the purpose of the present study, the researcher obtained internal consistency for the instruments of: .77 for affective commitment, .63 for continuance commitment and .58 for normative commitment. .86 for Index of self esteem and .91 for Eysenck Personality Questionnaire.

#### Procedure

Participating banks were chosen through systematic random sampling. The cities were chosen because they are the main commercial centres of their respective senatorial districts. In each of the banks, the researchers discussed the detailed involvements of the study with the managers and got the permission to distribute the questionnaire. Every staff (banker) who was willing, participated.

Design and statistics

This survey study, adopted a 2x2 factorial design was adopted and accordingly the multiple analysis of variance statistic (MANOVA) was used for the computations.

**Results**

Results were presented in the order in which the hypotheses were tested.

**Table 1:** Summary Table of mean and standard deviation of self-esteem with respect to organizational commitment.

Source	Normative commitment	Continuance commitment	Affective commitment
<b>SELF-ESTEEM</b>			
High (mean)	23.41	15.16	21.41
Standard Deviation	6.15	2.90	5.79
N	<b>143</b>	<b>143</b>	<b>143</b>
Low (mean)	24.89	15.64	21.17
Standard Deviation	6.09	2.79	5.37
N	<b>77</b>	<b>77</b>	<b>77</b>
Total Mean	23.93	15.33	21.33
Standard Deviation	6.16	2.87	5.64
N	<b>220</b>	<b>220</b>	<b>220</b>

The above table indicated no significant mean difference between bank employees of high and low self-esteem on the three components of organizational commitment.

**Table 2:** Summary Table of mean and standard deviation of personality type on organizational commitment.

Source	Normative commitment	Continuance commitment	Affective commitment
<b>PERSONALITY TPE</b>			
Introverts (mean)	25.04	15.22	21.29
Standard Deviation	6.18	2.77	5.65
N	<b>131</b>	<b>131</b>	<b>131</b>
Extroverts(mean)	22.30	15.48	21.38
Standard Deviation	5.77	3.00	5.64
N	<b>89</b>	<b>89</b>	<b>89</b>
<b>Total N</b>	<b>220</b>	<b>220</b>	<b>220</b>
Mean	23.93	15.33	21.33
Standard Deviation	6.16	2.87	5.63

The table above indicated that extraversion and introversion do not differ significantly on dimensions of organizational commitment but on normative dimension of organizational commitment.

**Table 3:** Summary Table of Multiple Analysis of variance on personality type and self-esteem with respect to the three dimensions of organizational commitment.

Source	Dependent	Type III Sum of Squares	DF	Mean Square	F	Signi
<b>Self-Esteem</b>	Affective	36.72	1	36.72	1.17	0.28
	Continuance	13.65	1	13.65	1.66	0.19
	Normative	32.34	1	32.34	0.89	0.35
<b>Personality</b>	Affective	25.98	1	25.98	0.83	0.36
	Continuance	6.45	1	6.45	0.78	0.38
	Normative	280.19	1	280.19	7.69	0.01
<b>Self-Esteem &amp; Personality</b>	Affective	168.62	1	168.62	5.37	0.02
	Continuance	0.04	1	0.04	0.05	0.94
	Normative	0.50	1	0.50	0.01	0.91
<b>Error</b>	Affective	6786.75	216	31.42	-	-
	Continuance	1779.79	216	8.24	-	-
	Normative	7864.98	216	36.41	-	-
<b>Total</b>	Affective	107026.00	220	-	-	-
	Continuance	53482.00	220	-	-	-
	Normative	134303.00	220	-	-	-

The Summary table of MANOVA above indicated that the first hypotheses which stated that there will be a significant difference between high and low self-esteem bankers on affective commitment was rejected at  $F(1,216) = 1.17, p > .05$  level of significance.

Also the second hypotheses which stated that there will be a significant difference between high and low self-esteem bankers on continuance commitment was also rejected at  $F(1,216) = 1.66, P > .05$  level of significance.

Furthermore the result in table three showed that the third hypotheses which stated that there will be a significant difference between high and low self-esteem bankers on normative dimension of organizational commitment was rejected at  $F(1,216) = 0.89, P = .35$  level of significance.

The fourth hypotheses which stated that there will be a significant difference between bankers who are extroverts and introverts on affective commitment was rejected at  $F(1,216) = 0.83, P > .05$  level of significance.

The fifth hypotheses which also stated that there will be a significant difference between bankers who are extroverts and introverts on continuance commitment was also not confirmed at  $F(1,216) = 0.78, P > .05$  level of significance.

Finally, the sixth hypotheses which stated that there will be a significant difference between bankers who are extroverts and introverts on normative commitment was confirmed. Introverts scored higher (Mean = 25.04, SD = 6.18) than extroverts (Mean = 22.30, SD = 5.77) on normative dimension of organizational commitment at  $F(1, 2, 6) = 7.69 < .05$  level of significance.

### Discussion and Conclusion

The above findings showed that self-esteem is not among the factors that can significantly predict employees organizational commitment. This is not in consonance with the research outcome of Balogun, Oladi and Odekunle (2010) who found out in their study that employees who have high esteem will be significantly higher on organizational commitment than those who are low on job esteem. The findings also indicated that there was no significant influence of job status on bank employees level of organizational commitment. The findings are in keeping with the socio-meter theory of self-esteem which argued that self-esteem is not needed for its own sake or for commitment in a given situation but functions to reflect the extent of one's inclusion or fitness for inclusions in social group.

The above findings are in line with those of Arti and Empirical (2010) whose findings indicated that openness to experience negatively predicated continuance commitment and normative. Conscientiousness positively predicated affective and continuance commitment. Extraversion emerged as the most consistent predictor, significantly relating positively to all the three forms of organizational commitment. Normative commitment was found to be positively predicted by greatness. Neuroticism was also found to have non-significant relationship with affective commitment, positive relationship with continuance commitment and positive (non-significant ) relationship with normative commitment.

The findings of the present study are in contrast with the findings of Ineson (2008) who found a relationship between personality and organizational commitment. The difference between this finding and that of the present study may be as a result of cross cultural variation. The study was done in Germany, while the current study was based on Nigerian samples, hence the variation.

The findings of the study also reported a significant interaction effect between self-esteem and personality on bankers' affective commitment to work. This confirms the views of Meyer and Allen (1997) that employees with strong affective commitment remain because they want to.

The researchers, in consonance with the research outcomes, conclude that self-esteem is not among the factors that can predispose employees in the banking sector to be committed to their job. The researchers also conclude that personality characteristics do not absolutely influence employees on the dimensions of organizational commitment but rather the effect is partial. Personality, only marginally predispose employees to normative commitment to the organization

#### **Implication for Further Study**

The study implies that personality and self esteem should not be absolutely relied upon in terms of fashioning out policy guiding employees recruitment in banking industry.

#### **Limitations of the Study**

One major limitation of this study is that the research results cannot be generalized with confidence. This is based on the fact that a limited number of participants from a given organization (banks) were used in the study. It is therefore recommended that future research should address this gap, as well as address cultural variables.

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