

OPENNESS TO EXPERIENCE, NORMATIVE COMMITMENT AND JOB SEARCH BEHAVIORS OF IT PROFESSIONALS

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ABSTRACT

The aim is to develop a conceptual model which is empirically tested on the openness to experience, normative commitment and job search behavior of the individuals working in the Information Technology (IT) sector of Pakistan. Through convenience sampling a total of 200 responses were received, however, 134 IT professionals data was usable, which actually is the part of this study. The Structural Equation Modeling using Smart PLS technique is used to validate the measurement model and structural model. This examination provided the insight of the inter-relationships among these variables. Results showed employees with openness to experience trait have significant positive association with normative commitment and job search behaviors. Moreover, employees who got high normative commitment have a significant negative association with job search behaviors. This paper enhances the theoretical and empirical understanding of the personality trait of openness to experience, organizational commitment in terms of normative lines and the impact of formers on the job search behavior in context of Information Technology of Pakistan.

Keywords: Behavior, Commitment, Job Search, IT professional, Smart PLS, Pakistan.

INTRODUCTION

Over the decades in recent past, commitment on organizational level has significantly become center of discussion amongst policy makers and researchers mainly because of the fact working people with low commitment towards work are major candidates to leave organization. Meyer (2009) highlighted it as “employees, as human beings, have a natural inclination to make commitments to and expect commitments from others” (pp. 54–55) and emphasized on the vitality of organizational commitment in ever changing workplace.

One of the many reasons that commitment is so well versed and studied is that the outcomes of the work are been associated by the impact generated by the commitment. These work outcomes are categorized such as performance, absenteeism, inducement, motivation, turnover and behaviors related to withdrawal or intentions (Klein, Becker, & Meyer, 2009). In spite of the importance, the antecedents related to the area of organizational commitment were not fully assessed (Bergman et al., 2009). Many researchers over the years have recommended for investigate the relationship of personality traits with different organizational commitments (Meyer, Stanley & Parfyonova, 2012). Of all the three forms of organizational commitment, this study predicts that Openness to Experience will be more likely to be positively featured with Normative Commitment.

Individuals with great intent of openness towards experience would not be inclined theoretically for the development of continuance commitment. This is because of traditional nature on which this construct has been built (McCrea & John, 1992). Likewise, Openness to experience would not be linked to affective commitment. This is because the researchers have noted that this trait is a “double-edged sword” which influences individuals to believe more intensely, both about good and about bad (DeNeve & Cooper, 1998), putting its maneuvering control on affective reactions to make affective commitment dubious (Erdheim, Wang, & Zickar, 2006).

Raja et al., (2004) reported that openness to experience is quite vague and hence debatable, therefore further extensive research is needed on this distinct dimension as compared to all the other personality traits defined as big five. When this will achieved successfully, it will help to enhance the effect of this character of openness to experience towards organizational performance (Raja et al., 2004). The importance of this research is also can be seen as researchers over the time have emphasized the importance of organizational commitment especially normative commitment has been “neglected” and ‘understudied’ till date and could be of considerable benefit to organization (Meyer & Parfyonova, 2010).

Specialists from the area of human resource management and organization behavior have also explored the relationship between personality traits of human nature and organization commitment (Choi, Oh, & Colbert, 2014; Erdheim et al., 2006). Solinger et al. challenged the contention that organizational commitment should be rigorously deciphered and interpreted as an attitude towards job, thus must essentially be possessing affective, cognitive, as well as behavioral elements (Ajzen, 2001). In this study, the researcher believe that base of the normative commitment lies somehow in the internal attitude of an employees which forces them to stay in box because of the obligations from the organization.

This obligation is conceptualized by the researcher with an idea to empirically test the relationship with another behavioral personality trait which is openness to experience in order to fill the literature gap on behavioral aspects of commitment. The study is designed to achieve the objectives (i) the effect of personality traits on normative commitment and job search behaviors (ii) the effect of normative commitment on job search behaviors. Based on the raised concerns and such recommendations of researchers, this study is not hypothesizing the connection of openness to experience with other defined two variations of commitment, that are, affective and continuance commitment.

The purpose of this research is to address the integrated role of openness to experience towards job search behaviors and organizational normative commitment in employees of the IT sectors of Pakistan. Interestingly, so far the antecedents and originators of commitment in organizational perspective have received boosted attention on the environmental factors and situational factors rather than individual factors such as personality traits towards organizational commitment (Choi, Oh, & Colbert, 2014; Erdheim, Wang, & Zickar, 2006). Based on the above discussion, and to the best of researcher’s knowledge, there does not seem to find any study till date which has identified and explored the relationship between these traits of one’s personality, that are, openness to

experience, their normative commitment towards organization and behaviors of job search in employees of the IT sectors of Pakistan.

As individual behavior is easy to be affected by the group of people and organization where they worked, therefore cross-sectional study may be more popular method to determine the antecedents of organization commitment and in an overall relationship of this study. In today's global and condensed field of IT in Pakistan where mergers and acquisitions are hot happenings around, this study will help employers and employees to make their policies. This study will further enlighten the knowledge gap of the issues and by understanding the mechanisms along with provided suggestions it will enrich the knowledge management of employers and employees.

LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

2.1. Organizational Commitment

Even though several meanings of organizational commitment had been proposed, however what have seen to be traditionally different amongst the explanations given for organizational commitment are the frame, nature and class of the psychological status being defined. Each of those definitions was on the proportions of the view that commitment is considered to be a psychological state which illustrates the worker's relationship with his or her employer. These also provide its implications for that employee in preserving and strengthening the knots with the organization (see Meyer & Allen, 1997). In order to acknowledge these differences, Meyer and Allen (1991) developed a three-component model of organizational commitment.

1. Affective Commitment (Individual 'wants to' be the part of organization).
2. Continuance Commitment (Individual 'has to' be the part of organization).
3. Normative Commitment (Individual 'ought to' be the part of organization).

Affective commitment is defined as "employee's positive emotional attachment to organization". An employee who is affectively and enduringly committed would see himself aligned and identified with organizational goals and has a strong desire to remain affiliated with his current organization. Continuance commitment refers to that "an employee commits to the organization because he/she perceives high costs of losing organizational membership, including economic costs (such as pension accruals) and social costs (friendship ties with colleagues) that would be incurred". Normative commitment refers to that "an employee commits to and remains with an organization because of the feelings of obligation."

Organizational commitment has been thought of an important aspect to be acknowledged on the job behaviors of an employee (Raja et al., 2004). In the models presented by Scholl (1981) and Weiner (1982) argued that commitment upholds behavioral course while having a little or no expectation of formally declared organizational rewards for overall performance, and individual with highest score of commitment is much more likely to make contributions to the company they belong to. Although, all three components of commitment showed intention on employees to remain in the organization, however, normative commitment is amongst the most important predictors of job search behaviors (Barron & Chou, 2016).

2.2. Job Search Behavior

The nature of work from last couple of decades have been changed with an increasing job demands, economy fluctuations, organizational restructuring and, shortage of skilled labors. In such changes, job search has become one of the fundamental and integral parts of an employee in today's working environment than ever before and become an increasingly important area of study (Côté, Saks, & Zikic, 2006) in organizational behavior literature. Swider et al., (2011) defined job search behavior as the "actions of an individual to generate job opportunities in their organization".

Due to changing working environment, advancement in technology and globalization, employee retention is critically important and one of the important elements of retention is job search behavior. This construct shows the deep insight of the employee turnover process but at the earlier in the process than actual departure. It is an extremely important construct to understand because it is always not in lieu of turnover intention of an employee, but also due to many other reasons such as developing social network with others having the same domain of work, and negotiating contracts on the basis of job offers (Zimmerman et al., 2012).

Studies in the past have demonstrated the overall bivariate relationships but overlooked the prerequisite that personality motivates such behavior (Zimmerman, 2008). Human Resource Practices have a significant impact on the employees' behaviors. Favorable HR policies such as training and development, advancement opportunities, recreational trips, awards and, other monetary benefits helped to keep employee motivated and commitment towards organization. Lacking in such organizational policies creates strain and intention to leave the organization in employee (Schnake et al., 2007).

2.3. Openness to Experience, Normative Commitment and Job Search Behaviors

Openness to Experience refers to "a tendency to be aesthetic, imaginative, cultured, curious, original, broad minded and intelligent along with status striving or a motivation to get ahead" (Hogan & Holland, 2003; Barrick & Mount, 1991). Extremely open people are creative, artistically sensitive and curious about variety, whereas individuals with approach at the other end of the openness spectrum are conformist, conventional and find comfort in the acquaint (Choi 2011). The individuals who possess openness to experience quickly get boredom with the monotonous job demands as they always look for different opportunities and experiments where they gain new experiences. These individuals are more attracted towards new job demands and diversified roles where they can actively participate and engage their selves (Dragoni, Oh, Vankatwyk, & Tesluk, 2011, p. 836).

Inside the Five-Factor classification of personality traits, broadest domain is found as to be openness to experience. It can have a status of individuality and positioning of subjectivity, insight on which an employee builds own notion of reality, based on own perception and interaction with his own environment. It depends on individual's potential to process data, to save information and accept it. This process is intimately related to the personality dimension known as openness to experience. Moreover, Fuller and Marler (2009) depicted in their meta-analysis done recently that two of the personality traits, extraversion and openness to experience, are extremely positively related to preemptive personalities. Such proactive individuals keenly look for novel options and innovative opportunities. They look for more stimulating, exciting and challenging work experiences. Therefore, they tend to concentrate on the remunerations of getting a new job with a new employer rather than on the expenses associated with parting their job in the current organization (Dragoni et al., 2011).

Erdheim et al. (2006) found that affective and continuous commitment have a positive impact on persons conscientiousness. He further found three commitment approaches are corelated with extraversion, continuous mindset is negatively associated with emotional stability, normative belief is positively correlated with agreeableness. Moreover, a negative association was found among continuous commitment and openness.

Normative is characterized as the attribute of obligation and commitment that is to stay in the respective organization and support a change initiative as a responsibility (Meyer & Parfyonova, 2010). Openness to experience employee is opportunistic with scientific and creative abilities. Such employees have need for variety along with unconventional values. Their behavioral tendencies and psychological traits that include but not limited to cultured, curious, foresighted,

original, imaginative, divergent thinking, broadminded, low religiosity and political liberalism etc. are correlated with organizational normative commitment (Kumar, Kuldeep & Bakhshi, 2010). This suggests that employees with openness to experience mindset does not cherish things that most of times need to be valued such as organizational perks, incentives, compensations and rewards (Erdheim et al., 2006) and, therefore they are in a nutshell of low obligations and attachment with the existing organization which reduces the level of normative commitment. Kumar & Bakhshi (2010) study on 187 physicians working in medical school found that openness towards experience is negatively linked with normative commitment. From the above arguments, researcher in this study concludes that employees having personality trait of openness to experience are low in normative commitment. The study conducted by (Choi, 2011) drawn the conclusion on Meyers organizational commitment studies that large volume of commitment literature widely accepted that organizational normative commitment besides others are negatively related to workplace outcomes such as turnover intentions and employees renewal rate. Studies found the impact of cultural values, customs and practices, as a function for the correlation between Normative and turnover intention (Meyer & Parfyonova 2010). The findings of Meyer & Parfyonova (2010) suggests that NC carry on in influencing the behavior of employees after and even before the employment, and it goes beyond to other commitment factors to predict and analyze the employee's behaviors.



Figure 1: The Theoretical Framework

Based on thorough literature review the study hypotheses are:

- **H₁:** Personality Trait - Openness to Experience is negatively related to Organizational Normative Commitment.
- **H₂:** Personality Trait - Openness to Experience is positively related to Organizational Outcome-Job Search Behavior.
- **H₃:** Organizational Normative Commitment is negatively related to Job Search Behavior

METHODOLOGY

3.1. Sample and Data Collection

As this research study concerns over the organizational commitment in Information Technology sectors of Pakistan, the sample consists of employees working in these sectors. To decide on the sample size of the respondents for this study, the researcher first used the Gpower software (Faul, Erdfelder, Buchner, & Lang, 2009), to calculate the minimum sample size required. Since the model had a one predictive variable (for the outcome variable Job Search Behavior), the researcher has selected effect size as medium (0.15) and power needed as 0.80. The minimum sample size required was 55. Hence, the researcher has decided to collect online data which was atleast equal to or greater than the required number. The total sample was collected from 134 respondents which actually is the part of this study. By using a convenience sampling, the online survey form was

send to the employees of IT sector. Convenience sampling was used as employees were working in rotational shifts and in different cities of Pakistan.

3.2. Measures

A structured closed end questionnaire was developed with Likert five point scales for data collection. Level of agreement or disagreement can be conveniently provided and hence measured on 5-point Likert scale. Likert scale provides the opportunity to measure the respondents' ideas and convert them to the format required for statistical analysis. *Openness to Experience* was measured by 10 items taken from BIG five inventory (John, & Srivastava, 1999). *Normative Commitment* was measured by 8 items taken from (Allen & Meyer, 1990) and, finally *Job Search Behavior* was measured by 12 items taken from (Blau, 1994).

3.3. Data Analysis

To test this model which has been developed, we used the Partial Least Squares (PLS version 3.2.4) approach in Structural Equation Modeling (SEM). PLS is second-generation multivariate technique which can simultaneously evaluate the measurement model (the relationships between constructs and their corresponding indicators) and the structural model with the aim of minimizing the error variance (Hair, Hult, Ringle & Sarstedt, 2014).

RESULTS AND DISCUSSION

4.1. Assessment of the Measurement Model

Two techniques, measurement and structural model using SmartPLS 3.2.4 was used to test the hypotheses of this study (Hair, Hult, Ringle, & Sarstedt, 2014). For testing the measurement model the study applied convergent validity and discriminant validity tests.

Table 1: Measurement Model Construct Validity

Items	Factor Loadings	Cronbach's Alpha	Composite Reliability (CR)	Average Variance Extracted (AVE)
Job Search Behavior		0.93	0.94	0.58
JSB1	0.55			
JSB2	0.54			
JSB3	0.87			
JSB4	0.92			
JSB5	0.86			
JSB6	0.76			
JSB7	0.87			
JSB8	0.83			
JSB9	0.79			
JSB10	0.60			
JSB11	0.65			
JSB12	0.75			
Normative Commitment		0.79	0.86	0.60
NC4	0.75			
NC5	0.73			
NC6	0.85			
NC7	0.76			
Openness to Experience		0.86	0.89	0.51
OE1	0.76			
OE4	0.79			
OE5	0.77			
OE6	0.82			
OE7	0.51			
OE8	0.71			
OE9	0.69			
OE10	0.59			

Note: Items deleted due to low factor loading are NC1, NC2, NC3, NC8, OE2, OE3

Convergent validity is “the degree of multiple items to which extent it measures a construct”. Factor loadings, composite reliability (CR) and average variance extracted (AVE) are representing to measure the convergent validity (Hair et al., 2014). The benchmark for factor loadings is (>0.7) for individual item representing a construct, composite reliability (>0.7) and AVE should be (>0.5). If all the above benchmarks are above the cutoff values, then the measures have sufficient convergent validity (Hair et al., 2014). The measurement model is well suited for the construct as the values in Table 1 indicates that all values are above recommended cutoff.

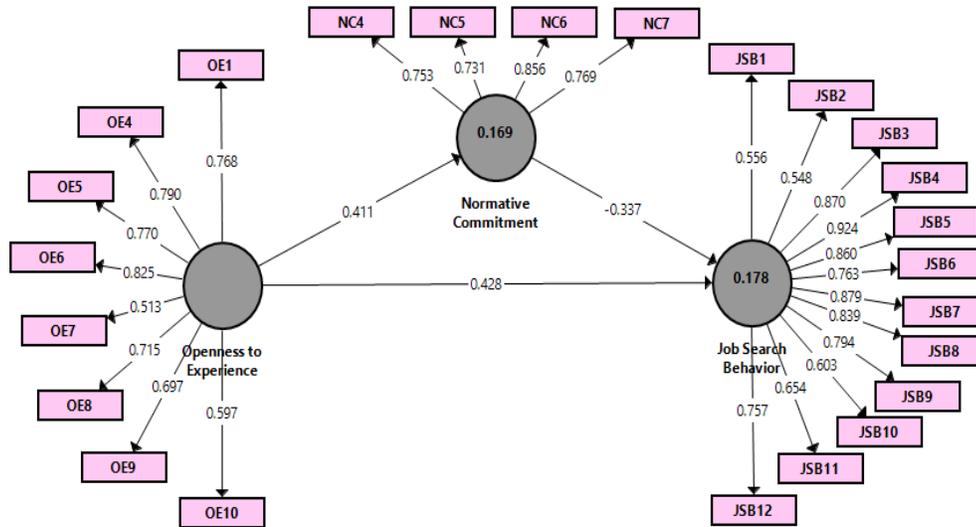


Fig 2: Conceptual Model with Loadings, Beta and R-Square values.

Measurement model is further assessed through discriminant validity which is “the degree to which extent a construct is truly distinct from other constructs, in terms of how much it correlates with other constructs, as well as how much indicators represent only a single construct” (Hair et al., 2014). The results in Table 2 which is Fornell-Larcker criterion shows the values in diagonal are greater than other table values and Table 3 shows the HTMT criterion. Thus fulfilling the criteria of discriminant validity (Hair et al., 2014).

Table 2: Fornell-Larcker Criterion

	Job Search Behavior	Normative Commitment	Openness to Experience
Job Search Behavior	0.77		
Normative Commitment	-0.01	0.76	
Openness to Experience	0.27	0.39	0.73

Note: The square roots of AVE are shown diagonally in bold

Table 3: Discriminant Validity (HTMT_{0.90} Criterion)

	Job Search Behavior	Normative Commitment	Openness to Experience
Job Search Behavior			
Normative Commitment	0.14		
Openness to Experience	0.28	0.42	

Note: (HTMT_{0.90} Criterion)

4.2. Assessment of the Structural Model

The second step in SEM is to do the assessment of structural model by testing the hypotheses of the study. The results in Table 4 which is structural model showed, Openness to Experience has a substantial positive relationship with the organization normative commitment ($\beta= 0.411$, $t\text{-value}= 2.795$, $p=0.005$) which shows that H_1 is not supported.

Table 4: Structural Model

Hypotheses	Std Beta	Std Error	T Value	P Values	Label	Decision	R ²
Openness to Experience - > Normative Commitment	0.41	0.14	2.79	0.005	Positively Significant	Not Supported	0.16
Openness to Experience - > Job Search Behavior	0.42	0.17	2.48	0.013	Positively Significant	Supported	
Normative Commitment - > Job Search Behavior	-0.33	0.16	2.01	0.044	Negatively Significant	Supported	0.17

Note: 95% (0.05) Significance Level

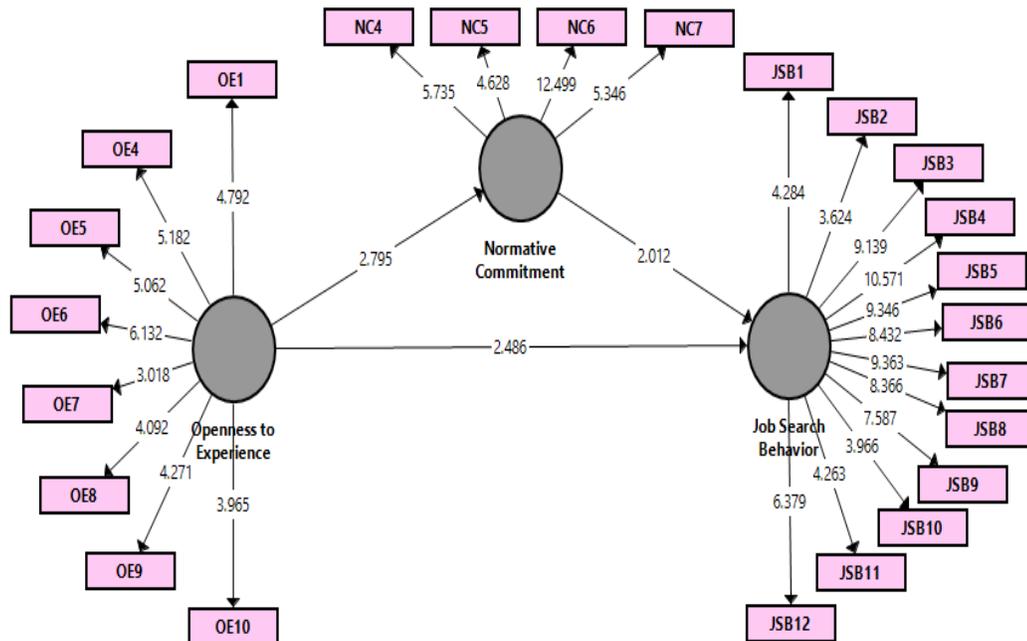


Figure 3: The Structural Model

This shows that employees in the IT sector of Pakistan are more influenced by their own decisions. The behavioral tendencies typically associated with such people and shows their commitment towards their organization is always there as long as they are with the current organization. This shows that if for any reason, the employees have to change or switch their working organization; they must be committed with their current working organization.

Added further, because of their courteous nature, flexibility and tolerant behavioral characteristics such people normally ignore the circumstances that could possibly hurt them which can be a buffering solution towards normative commitment (obligation to stay) (Barrick & Mount, 1991). Moreover, as the descriptive results of the study showed that majority of the respondents are those who have got certifications besides their degrees so, this could also be one of the reasons of the

positive relationship between the two constructs. These certifications may have a very positive role in strengthening their position in current environment.

This becomes the permanent tag with the employees' credentials that will go-ahead with them wherever they work. The cost of getting certifications, if compensated by the organization, also cannot be ignored. Studies showed that normative commitment develops when the organization invests too much on their workers for their nourishment and developing skills (Meyer & Allen, 1991). Here, individuals may be felt indebted towards organization and wants to reciprocate organization's initiatives. Professional ethics and values can also be seen through these responses. The other argument this study put forward is that one of the characteristics of openness to experience people is their tendency to pursue job alternatives both inside and outside the organization. This also shows that these employees want to move ahead in their learning curve, irrespective of the opportunities coming from inside the organization or outside of that. They want to get skilled by any means to cope up with today's world of technology and advancements in Information Technology industry. Therefore, this positive relationship is also due to employee's on job trainings and job rotations which personally helped them to get attracted with different job demands (Choi et al., 2014).

On the other hand, researcher found a significant positive association of openness to experience with job search behaviors ($\beta = 0.428$, $t\text{-value} = 2.486$, $p = 0.013$), which shows that H_2 is supported. This shows that though employees are restricted with the policies of the organizations and they are under the obligation to stay committed in their organizations but still employees with openness to experience traits are looking for different job opportunities. This is somewhat how a natural behavior of the employees who have the openness to experience engraved in their personalities. Passion of moving up onto the ladder can be one of the reasons. They want to get advanced by looking for new opportunities available all around them. They may also want to experience new avenues in their lives. During analysis we found that the people with age group under 40 are more open to new experiences. All these experienced professionals are more adept in searching for new opportunities. Networking, referrals, job fairs, job boards, head hunters, recruitment agencies and the digital boards of websites and chain letters tempted employees for locating a new job. Study also shows that openness to experience with respect to job search behavior gives a positive momentum to such employees who don't want to be stagnant in the fast-moving Information Technology industry in Pakistan.

Finally, the last hypotheses H_3 is also supported in which the researcher has found that organization normative commitment has a considerably negative relationship with the job search behaviors ($\beta = -0.337$, $t\text{-value} = 2.012$, $p = 0.044$) of the IT employees of Pakistan. The responses are considerably acceptable because of the uncertainty in the IT industry of Pakistan. The industry becomes so saturated with the skilled and experienced resources that they are not being offered open doors of new avenues to pass through. Alongside with on-going Mergers and Acquisitions in the IT industry of Pakistan, there are certain setbacks of these too. These have a crucial impact of employees' behaviors and attitudes. Cost cutting are the fears that every employee has who are working in the Information Technology industry of Pakistan.

They are uncertain of market demands, their skills and how market would bear them and their skills. Employees are putting more emphasis on the psychological and emotional aspects that job change would come up with. Employees perceive almost same reasons in the aspired organization what they are facing in the current organization to leave. Economic and Political conditions of the country also discourage the job holders to look for the other options. This further makes logic, as employees are under so much organizational obligations because of the unemployment in the country that they stick their selves with the current organization with a belief that in this uncertain

social, political and environmental situation of the country it is better to fix their feet the existing organization.

The researcher further maintains his argument that normative commitment is a key motivational force for the employees and the employers but has been overlooked, kept unexploited and underutilized. However, to get its most potent, beneficial and persuasive effects, normative commitment should be considered as a gist of moral character of individual rather than as a beholden obligation. So what an employer should do to inculcate this sense of moral and ethical duty? As we get to know earlier, when organizations provide a compassionate and encouraging conditions and promote those worthiness and values that employees can associate their interests to, then they are more inclined to nurture a bond that is developed on mutual unsigned agreement of care and concern (that is, where organization is fulfilling the employer's needs for its own stature and sake). A strong sense of principled responsibility can also be attained by promoting an organizational objectives and ideology and emphasizing on the commitment to valueable and achievable goals. Collective identity of organization's work force is allured by the socially valued goals and increase the moral drives, which eventually generates the origin for the development and progress of a strong recognition with the organization and a moral obligation to support the organization in its efforts.

Transformational and charismatic authentic leaders can do a great deal to assist and more of the times to expedite this process (Meyer & Parfyonova, 2010) so as authentic leadership (Malik and Mahmood, 2022), leaders motivational language (Rafique, Arshad, & Sabir, 2021) so as having empowering leadership in the telecommunication sector (Ahmad, Qadir and Arshad, 2021). The study results have supported the notion that personality trait as antecedent of organizational commitment has significantly plays an important role (Erdheim et al., 2006) in predicting employees job search behaviors, which supported our positive relationship of study variables openness to experience with job search behavior. As divergent thinking and behaviors are associated with openness to experience (McCrea & John, 1992) therefore the researcher of the study argument on that the employees having openness to experience may not value on such things that needs to be valued.

CONCLUSION

The current study will further provide visionary employers and farsighted policy makers with insights to the role of individual diversity in the advancement of organizational commitment and also will entice to draw positive attitudinal and behavioral reactions by using employee's personality traits. The present study will help them to better comprehend to how to keep hold on competitive advantage by retaining their valuable employees. Professional and skilled employees are considered as the asset of the company that is irreplaceable. This study will let organizations realize that they often lose sight of their employees and the critical roles they play in their organization. More focus is on the customers and employer often forgets that customers can only be happy if they retain resources that are the reason to do their business with the customer.

Assets are something organizations invest in. This research will help the organizations to invest into employees, considering them their asset that will have a return. Process improvements should be initiated to bring positive. This will further help them in decreasing the job search behaviors, intention to leave and turnover ratios in the IT sectors of Pakistan. Even though employers in these sectors cannot directly influence the personality traits of their employees, but by creating a better working environment i.e. person-job fit, reduce the stressful activities, creating the health and wellbeing balances, provide the social support from colleagues and supervisors, defining clear job roles, supporting the work-life balance and finally by maintaining the job demands and job resources will definitely enhance the satisfaction level and organizational loyalty of the existing

employees. Furthermore, the goal of this study is to improve organizations' competence as well as ability to increase the degree of acceptance and cooperation exhibited for particular change initiatives by studying the employee's behavioral activities.

The main lesson here for practitioners is that employees' openness to experience trait towards organizational commitment and job search behavior can be shaped by putting timely and appropriate efforts at the organizational level. The result of this study can further be used by the organizations to design such strategies which can help them to retain their existing employees and stop job search behaviors. Encouraging the employees, giving feedback and constructive criticism helps to foster the employee bond with the organization. Competitive benefits will help them to create the competitive edge on the competitors in the IT industry of Pakistan. Increasing employee engagement will suppress the openness to experience trait outside the organization that in turn reduces the job search behavior amongst them.

Therefore, HR practitioners need to learn, analyze the past failures fully and align practices and policies properly before initiating employee retention activities. They should not be sitting back and hoping that employees will keep up with them, just by exploiting the current market and industry IT situation. This study will also help by coming up with the fact that when employer invested financially and emotionally on the employees, their people return them and want to contribute in the wellbeing of the organization. They relate themselves with the organization as a pride. Winning in the workplace is the prerequisite of winning in the marketplace.

Also, they can foster the sense of ownership by enticing the perceptions of support, contribution, and trust among employees by encouraging open communication, offering training, elimination of drifters, prevailing of equality, implementing task forces and continuous improvement approach. Also, practitioners' efforts to provide a free flow of information and participative environment and share accurate information in a timely manner can have favorable effects on employees' behaviors towards organizational commitment. One of the basic challenge and limitation was collection of data in times of pandemic, future studies should expand the scope and increase the sample size to different industries for generalizability of results to other sectors.

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