

**PERSONALITY TRAITS AND ORGANISATIONAL CULTURE:
REFLECTING THE IMPACTS ON EMPLOYEE COMMITMENTS
AND PERFORMANCE IN SELECTED ORGANISATIONS IN OYO STATE,
NIGERIA**

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Abstract

Organisation as an important key component of any society that functions within a specific culture has become a general discourse in the contemporary debate among managers, proprietors, stakeholders and other organizational practitioners. In order to develop an understanding of organisational cultural settings that could influence employee behaviour to perform effectively and to improve organization's economic efficiency, this study was therefore structured to justify the influence of personality traits and organization's culture on employee's commitments and to measure the impacts of this on performance. The study adopts a field survey research; primary data were collected through oral interviews and questionnaire from the sample population in selected organizations in Ibadan Oyo State, Nigeria. This study found that there is a reflection of employee personality traits and organisational culture on employee's satisfaction and performance; hence the study recommends that more and a moderate concern should be given to employee personality, behaviors and loyalty at work and other aspects of organizational culture that might have an influence on employee performance.

Keywords: Personality traits, culture, employee, organization.

Introduction

Personality traits are most often responsible for how people conduct themselves in a society and performance at work. This involves the characteristics that are consistently demonstrated in a given organizational setting and community of people. Behaviours' are about the way people conduct themselves, what they say and do, and how people constantly react to organizational setup, norms, tradition and social life. However, organizational structure and tradition provide a powerful mechanism for controlling behaviour through the environmental influence. It is a very powerful force that influences cultural and social life. It is the thread that holds the organization together upon which organizations are being governed, directed and tempered (Ritchie, 2000). Thus, this has a very strong influence on individual attitudes toward performance at work because it involves standards and norms that prescribe forces of people's behaviour in a workstation (Martins & Martins, 2003). And, it is the underlying values, beliefs, principles, and practices that constitute organizational system (Denison, 1990).

An organization can be viewed as basically a structure where a particularly social activity is being undertaken on a regular basis, this structure of an organization, however, depends on its environment, objectives, belief system and its style. According to Fulcher and Scott (1999) organizations of people generally have the following features:

- a) A specific goal;
- b) A definite membership;
- c) Rules of behaviour and conduct of relationships.

How an employee behaves on a job is being studied increasingly recently, because it is most often determined how the public would relate and pictures the organization. It also makes work done effectively with zeal because organizational behavior is concerned with the study of what people do in an organization and how their behavior makes or mar and affects the organization's goodwill and the general performance. These traits could be triggers by a style of leadership, motivation, personality, productivity, and human relation. In every organisation, an employee is considered to be the oil in the orbit that provides a good functionality towards the realization of the organizational objective. However, the codes of conduct shared by the employees dictate and interpret the given working environment with harmonious interpersonal relationships and this most often does determine the full play of the ability of the employee.

Regarding this, if the culture is hostile and the employee personality traits are not friendly this would debar the employees' sense of mission and responsibility, and work towards the overall goal of the company would be in jeopardy. Alone, the employee behavioural and personality traits can exalt the fame of an organisation and otherwise, though culture usually plays his roles too because the competitiveness of any organisation is not only in the technology acquired but also in their corporate culture and employee behavioural traits. More of the image of the organisation can be best pictures if a moderate concern is given to employee personality traits at work; this most often established a good corporate image of the organization. However, it is believed that if the organisation has a good image, it would be reflected and bring good economic returns, which would be a dependent on a good organizational culture where the behavioural traits play a prominent role upon. The study investigated people's behaviours at work, based on organisation culture and reflecting this on the employee commitment and performance. Aligned with the foregoing, this work has therefore structured to answer the questions related to personality traits and attributes of the organization's culture on employee's satisfaction, and the impacts this have are on employee performance.

Problem Statement

There are several angles and a direction in which an organizational culture has on employee behavior which does always reflected in satisfaction and performance. And, in an organisational management, leaders do always confront many complex challenges in a bid to get employees to behave as expected, to maintain culture and structure; and employee satisfaction for an optimal output. Meanwhile, several studies have been carried out by scholars in the related topics in the past between leadership qualities, organizational culture on employee performance (Xenikou & Simosi, 2006). Some of the researchers have also researched and investigated into the job satisfaction of employee in organizational culture and job satisfaction of the employees at work etc. (Densten & Sarros, 2012). Replicating on this, this study was therefore carried out to bridge the knowledge gap by reflecting the personality traits and organisational culture on employee's satisfaction and performance.

Research Questions

- i. How employee personality traits affect organisational cultures?

- ii. What are the attributes of the organization's culture on employee's satisfaction?
- iii. What impacts does organizational culture have on employee performance?

Research Objectives

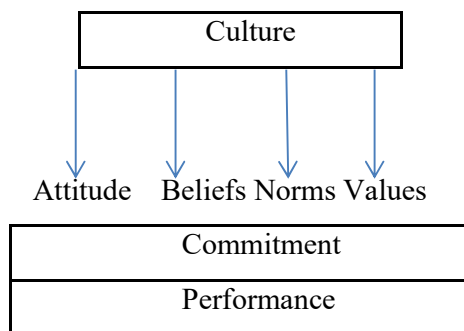
This work was carried out to:

- i. Examine how employee personality traits affect organisational cultures;
- ii. Evaluate the attributes of the organization's culture on employee's satisfaction;
- iii. Determine the impacts of organizational culture on employee performance.

Conceptual Clarification

Organizational culture is an interrelated set of assumptions that members of an organization share in common. It involves beliefs and values. These are the major interrelated assumptions in any given organisation. Beliefs in one hand are seen as an assumption referring to reality which can be derived and reinforced by experience. Values in another hand are assumptions about ideals that are desirable and worth striving for. However, a corporate culture is created whenever beliefs and values are shared in an organization, according to (Azhar, 2003), organizational culture as a relatively uniform perception held of the organization that shared similar and descriptive characteristics that differentiate organization from another and this, however, integrates organization systems and its variables. Organizational culture is indeed a combination of constant features of an organization that establishes the distinctiveness of that organization and differentiates it from others. It is an assembly of values, traditions, and norms that are shared among the group of people and individual in an organization and this control the way they interact with each other, and with stakeholders outside the organization (Black & Richard, 2003). However, culture can be distinctively referred to a philosophy of the organisation that is being measured by beliefs, norms, and value which everyone in the environment holds on to in general. This often has a direct influence on behaviour at work with the aftermath effect on the performance as described in the diagram below:

Group diagram so that it will not scatter.



Schein (2004) in his own view describe organizational culture as an outline that shared basic traditions that can be perceived, taught and learned. When the culture is strong with features, it increases the performance of employee more efficiently and effectively because of the coordinated harmonization, established, concentrated and extensively shared of common interest according to Wang & Abdul-Rahman, (2010). Culture determines the way corporations and individual work towards the goals and organisational objectives (Wang & Abdul-Rahman, 2010). Hence, it is seen as an important enabler of high-performing companies/organisations.

In order to sustain and maintain the frequency of highly competitive corporate world where many businesses are unable to survive due to rapid changes in the business environment, Tripathi, Kapoor, & Tripathi, (2000) put that organizations focus to change their culture, management style and relationship with their employees good and personality traits in order to survive. The culture of any organization is not inborn; it is what people learn over the time and period during which they spend within the organization. It helps to structure and re-structure internal organizational focus for every organization and forms a bond between the employee and the organization. These forms of bond related to culture differentiate one organization from another and ultimately leads to a guaranteed success. Wawan and Nugroho (2001) explained that a healthy company but without a good culture and good employee traits does not have a long life because it is a tool that would help to reach a goal needed to face a complex competitive environment and to achieve the best performance.

Importance of Culture

In many ways, Culture can affect business outcomes in either both positive or negative, it depends on how this aligned with corporate organisational strategy and these alignments can trigger increased or decreased in loyalty, support motivation or lack of motivation, and high employee turnover or low level of employee turnover and however facilitate input and output. Culture in an organisation moderate organisational functionality and a healthy culture impart sense of purpose to employees which could lead to increased productivity and a greater understanding of corporate goals. Most organisations create a culture that supports and enable employees in achieving goals and organisational objectives. For example, culture nurtures personality interest and consideration that influencing the atmosphere of the development of the skills needed to run an innovation-oriented business. And, indeed result in high-performing teams work. This is most often felt outside of its own four walls hence culture becomes a very important part of a company's brand. So if a culture is not aligned with the brand, and the brand does not affiliate with the culture, then there would be a marriage of inconveniences and such organization could develop a credibility problem by promising one thing to the market/society, but delivering something else to the society. That's why, corporate culture, and the values upon which it is based, can be incorporated into every part of the organisation, which should be made known consistently, from both internal and external because it is seen as the character of a company. Once established, it must evolve and be cultivated and maintained continuously. This would strengthen the strategic goals of the organisation by supporting what the organisation does with how it does it and provide skill growth and performance by nurturing a cultured environment that could add values developments and improve personality interest and traits.

Influence of Cultured Organisation: Commitment cum Performance

Culture exists at all establishments, either it is actively maintained or otherwise, it stands between short-term gains and long-term success. This is supported by the empirical investigation conducted by Awan M. (2010), that organizational culture influence positively employee's performance. Pantouvakis A and Bourentau (2013) also showed that organizational culture significantly and positively influences the performance of workers. Ahmad (2012) stated that organizational culture influences positively the performance. Raka (2003), observed the direct influence of an organizational culture on organizational performance with the influence of both variables on employee behaviour and personality. Ghani (2006) pointed out that organizational culture is a strong ethos that has a significant influence not only employee performance but also commitment. In Luthans (2006), the researcher found that organizational commitment involves:

1. strong desire to be a member of the certain organization;
2. desire to work hard and suitable for the organization will;
3. certain belief, and accepting value and goals of organization.

All of which is a reflection of personality traits. However, organisational culture and attitude reflect the employee loyalty to organization which doubles as a continuous process where organization member expressing their attention to organization and its success and continuity. And indeed, this is one of the prerequisites needed to support the work towards achievement because it is seen as a relative power from different hands that is identified or could be traced to the success of organization.

Meanwhile, human resource is one of the resources that determine the organization success. And this is being facilitated by the employee commitment gaining from job satisfaction and friendly organisation culture. Based on this, organizations are demanded to manage the human resources very well for organization survival. Nitisemito (1992) stated that a company that is able to improve the work spirit and enthusiasm would get many benefits. Where employee satisfaction together with the organizational commitments are the factors influencing the low productivity of establishment and high performer employees are linked to the high job satisfaction Puspakumari (2008). This quiet showed that there is a significant and positive relationship between employee job satisfaction and culture to the employee performance as Hussin (2011) showed that job satisfaction influence positively to the employee achievement. An employee behaviour and job satisfaction is therefore and indeed a condition by which one does a work satisfactorily well with commitment and produces a good performance.

Methodology

In this study, the research was conducted in Ibadan, Oyo State using a qualitative and quantitative research method. This is to reach a thorough understanding of the subject of the study which based on people’s behavior, feelings, and experiences. The data were collected through questionnaires and interviews from the following selected organisations:

S/N	Selected Organisations	Study area	Sample population
1	International Institute of Tropical Agriculture (IITA)	IBADAN	45
2	Procter and Gamble company		45
3	Sweetco Industry		45
4	Road Construction Company (RCC)		45

This was believed to be adequate and suitable for the purpose of this study. The snowball sampling method was adopted where 180 questionnaires were administered and 8 key informants were purposefully selected for an interview, 2 each from the selected organization across the study area to ensure reliability. The interview was semi-structured; this was done to give guidance to the questions and to establish flexibility.

Summary of Findings and Discussions

Effects of personality traits on Organizational Culture

What are the Effects of personality traits on Organizational Culture			
Particulars		Frequency	Percentage %
Valid	Does personality traits of employee affects organisational culture.	60	33.3
	How compatible is the employees personality with the organisational culture of the company	50	27.7
	To what extent can employee personality traits affect in changing procedure and policies of the organisation	50	27.7
	Organisational culture has a great impact on how an employee behaves in an organisation	70	38.8
	The employee can easily adapt to organisational culture	60	33.3
	Organisational culture makes workplace more friendly and helpful.	45	25
	Organisational culture makes an organisation be problematic and really makes an employee feel as if organization tough.	55	30.5
	Organisational culture regulates employee behaviour at work	80	44.4
	The employee gets recognition in a timely, meaningful way	50	27.7
	No response	30	16.6
	No Idea	20	11.1
	(Total)	(180)	100.0

Field survey (2018)

Arising from above, personality traits on organizational culture were found to have dug deep and penetrated into values, belief, and norms in an organization. It is a basic assumption pattern which however formed, instituted, or established as a way of internal integration that is contending with culture as found and summarises as follow:

1. That the personality traits of an employee are in one way or the other affects organisational culture;
2. That most of the employees were not compatible with the organisational culture of the company, and they learn to adapt;
3. That Organisational culture has a great impact on how an employee behaves in an organisation;
4. That Organisational culture makes a workplace more friendly and helpful;
5. That Organisational culture regulates employee behaviour at work.

Another finding recorded from those interviewed was that strong organizational culture brings stability and economic benefits to the organisation such as:

1. The effective management of the employee;
2. Providing guidance to employers and members of the organization through which they can select appropriate activities;
3. Defining and identify the employees according to their role of engagement;

4. It gives rooms for an association between the employee and management;
5. It promotes values and beliefs to organization;
6. It gives an organization the segments of norms, values, and beliefs on basis of goals;
7. It makes an organization to be considered strong;
8. Culture control loosely attitudes and beliefs of individuals.

Impacts of Organizational Culture on Employee Performance

What impact does organizational culture has on employee performance			
Particulars		Frequency	Percentage %
Valid	Culture guides continuous improvement between management and staffs.	75	41.6
	It defines lots of rules and regulation that explicitly gives rooms for the way things should be done	85	47.2
	Department heads in our organization accept responsibility for quality.	70	38.8
	Supervisors use positive feedback with employee	65	36.1
	(Total)	(180)	100.0

Field Survey (2018)

The degree to which an employee's accomplish task at the workplace is called performance. This is perceived as a measurement of transaction and effectiveness towards organizational goals. Based on the above analysis; it was found that:

1. Culture guides continuous improve improvement between management and staffs, hence improve performance.
2. It defines lots of rules and regulation that explicitly gives rooms for the way things should be done and this enhances better output.
3. Culture enables organizations to accept the responsibility that would improve performance.
4. The use of positive feedback with the employee was found to encourage good performance.

In an interview conducted it was found that, in order to achieve goals and objectives of organization, organisational culture has to be identified as a guide to measure performance; and the scale for this measurement is found to include attitude to work, Belief about work, Norms of work and values of work. This is the attributes that enable the employee to exhibit positive work values that could promote the work performance as demonstrated below:

Culture	Attitude to work	-performance
	Belief about work	
	Norms of work	
	Values of work	

The Attributes of the Organization's Culture on Employee's Satisfaction

	Particulars	Frequency	percentage
Valid	I am satisfied with this organisation and I would like to spend the rest of my career with this organization.	55	30.5
	I do feel emotionally attached to this organization.	50	27.7
	staying with this organization is my desire.	45	25
	Organization management provides personal and friendly leadership	40	22.2
	My job allows me to maintain a healthy balance between my work and personal life.	60	33.3
	My working conditions and the environment is satisfactorily	50	27.7
	My job does not cause an unreasonable amount of stress in my life	45	25
	Sufficient freedom and authority to perform task	40	22.2
	No response	25	13.8
(Total)		(180)	100.0

Field survey (2018)

Arising from above, it was found that:

1. The employees satisfied with the organisational culture and therefore feel emotionally attached to the organization.
2. That the cultured organisations enable management to provides personal and friendly leadership.
3. It makes the working conditions and the environment satisfactory.

It was found that organisational cultures unite and bond the employee together in an organisation where it allows the employee to work according to organisation standards, directions, rules which the employee would build their mind-sets towards, hence influences employee behaviour and decision. Some of the points raised by those interviewed were summarised as follow:

1. That organizational culture makes people have the feelings of being part of the organisation stakeholder, therefore it bonds people together and provide the sense of togetherness as part of the organisation.
2. That it enables the employee to improve performance at work and encourage the employee in retaining their top performance with high satisfactory.
3. That Organizational culture makes the employee understand better the practice and tradition of the organisation, hence they carry along with the organisation events which improve satisfactorily.
4. That organisation cultures makes communication more effective and efficient in an organisation.
5. That organisation culture has a great influence on how an employee relates to the organisation environment

Conclusion

The importance of understanding and managing the employee personality traits in an organisation has thus been seen as a significant subject for a

developing appropriate organisation culture that can be used to measure the employee attitude and loyalty to organization. This is also a precondition that contributes to the success and organisational achievement since it's a power that emanated from different minds and hands that is contributing to the goals of the organizational objectives; hence an important resource that determines the organization success. And, the employee commitment gaining from job satisfaction and friendly organisation culture is based on this. Management must be committed to organisational culture and develop a policy that would sustain organisational performance and commitments because an organisational cultures unite and bond the employee together with the environment and guidelines; and this allows the employee to work according to organisation standards, directions, and rules of engagements which the employee can use to shape their mind-sets towards a positive personality traits.

The result from the findings shows that, when an employee is satisfied with their job, and also committed to the organization where they work, this would reflect on their loyalty to the organization and improve their personality trait. With this, a conclusion is reached here that organizational culture makes people have the feelings of being part of the organisation stakeholder, therefore, it bonds people together and provide a sense of togetherness as part of the organisation. Also, it enables the employee to improve performance at work through the disposition of positive behavioural and personality traits and encourage the employee in retaining their top performance with satisfaction because culture guides continuous check and usually results in improvement between management and staffs and therefore improve performance.

Recommendations

Arising from the above, this paper, therefore, recommends that:

1. Organisation cultures should be designed to make the flow of communication more effective and efficient in an organisation;
2. Management should pay more attention to employee behaviours and loyalty at work and identify all aspects of organizational culture that might have an influence on employee performance;
3. Employee should be made to feel emotionally attached to the organization through provision of good welfare packages by the management;
4. Management should provide personal and friendly leadership that would encourage employee loyalty and commitment in an organisation;
5. Working conditions and the organisational environment be made suitable for the employee;
6. The employees should learn how to adapt to the organisational culture in order to be compatible with the of the company guidelines.

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