

Uncovering the big five model personality traits and organization identification

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Keywords

Big five model, organization identification, personality traits, personality differences, identification

Abstract

Personality differences affect employees' tendencies to act, react and identify with the organization. This research study aims at exploring and analyzing the effect of personality traits using the Big five model on organization identification. Review and analysis of extant literature was conducted to identify the research gap and problem. The research hypothesis was developed through qualitative approach (focus groups), and a pilot study. It was assumed that personality traits of the Big five model will have an effect on organization identification. A number of 900 questionnaires were distributed through a specialized organization in data collection among multi-sectorial domains (industrial, services, governmental, educational and healthcare). Sound and reliable published research measures were adopted considering common method bias. Statistical analysis and results revealed an effect between both constructs. Discussion and research recommendations were proposed.

Introduction

Who am I? Do I belong to this place? Can I tie my inner self with this organization? How one feels within an organization? Striking questions that arise in one's mind to explore and search for answers. Organizations seek hiring employees who would be retained inside the workplace. The opportunity to retain employees is reluctant on their abilities to identify with the organizational values, norms, and overall governing rules (Miler et.al, 2000). The notion of organization identification is a pivotal construct in the area of organizational behaviour research. Hongvichit (2015) defines organization identification as one's interdependence on the organization that involves psychological, cognitive and emotional attachment as a driver of belongingness to the organization. It is a key psychological bond that ties employees to their organizations. Organization identification also reflects on how employees behave inside the workplace. Identification is crucial as organizational goals become personal goals and hence employees develop their identity ties to the organization.

Personality is expressed as distinguishing traits that differentiates one individual from another in terms of thoughts, ideas, and emotions, as well as hidden and apparent behavioural practices (Caspi, 1998; McCare & Costa, 2008; Hutteman, 2014). These set of traits personalize each individual and are significant indicators of personal, interpersonal and institutional outcomes (Booth-Kewley and Vickers, 1994; Soldz and Vaillant, 1999). The Big Five model is a model that was developed to spot five significant personality traits (extraversion, conscientiousness, neuroticism, openness to experience, and agreeableness). Research on the Big five personality model has been viewed as an effectual model for traits description (Digman, 1990; Goldberg, 1993).

Employees classify people around them, and act based on these classifications in terms of attachment or detachment with the environment (Footes, 1951). In a similar manner, Brown (1969) discussed identification in organizations as a set of stated attraction forces that shape the employee – organization relationship in a social context. Reade (2001) stated that organization identification is more of psychological bond between the organization and the employee that is initiated; when the employee is capable of matching and engraving himself with the organization. Sammara and Biggiero (2001) acknowledge that organization identification is composed of cognitive and psychological mechanisms. Referring to the definition of (Mael & Ashforth, 1995) 'people who identify may see themselves as personifying the organization'. In addition to, Jenkins (2005) who emphasized that the formation of

identity is a dynamic process that requires an individual to contend the similarities and differences with organizational objects and members. Furthermore, employees tend to initiate and identify with others who support their inner self. The degree of organization identification is reluctant on the tenure with the organization as well as the personality of the employee who interacts (Basar & Basin, 2015). Besides, Edwards (2005) thinks that organization identification is initiated and developed when symbolic links between employees and groups are created based on one's traits.

Personality differences among individuals shape their adaptability within the organization. This is due to their acting, interacting and reacting styles to the surrounding environment. Consequently, and as a result of the literature analysis, employees would tend to identify themselves based on their personality traits within the organization. Employees join organizations coming from different backgrounds and holding various personalities as well as values and beliefs. The ability to personify and adapt with workplace dynamics varies from one personality to another. Personality mental and physical attributes are complex and impact the identification process. It shapes values, interests and the dynamic development of relationships within the workplace. Generally, employees will be holding various temperaments which create distinguishing readiness to identify with the organizational values and norms.

Personality is one of the significant determinants of individual behavioural consequences. Differences among individuals are expected to create variability in how they interact, adapt, identify, and react within the organization. Analyses and review of previous literature revealed up to the best knowledge of the researcher, a literature gap in the studies that tackled analyzing and mapping the effect of personality on organization identification. This research investigates this effect with the attempt of contributing to the existing organization identification literature.

Organization Identification

The roots of identity stem from the social identity theory (Haslam & Ellemers, 2005). Several perspectives have been revolving around organization identification ranging from a broad view to a narrow one. The narrow formulation as addressed by (Ashforth & Mael, 1989; Bergami & Bagozzi, 2000) includes two necessary components for organizational identification namely; cognitive and evaluative. The cognitive perspective explores the sense of awareness of membership and the evaluative perspective is tied to the value implication. On the other hand, the broad formulation as addressed by Edwards (2005) encompasses the emotional investment that is linked to awareness and evaluation. The researcher views identity as a definition of oneself that provides a clear reference to what a person is. Identity is classified into two broad categories; social identity and personal identity. Social identity as addressed by (Tajfel, 1978) whereby a section of a person's inner self shapes and formulates his knowledge of attachment to a social group (s) alongside with the emotional intensity of that belongingness. Furthermore, personal identity as introduced by (Postmes & Jetten, 2006) looks at one's distinct feelings towards inner self. This comprises awareness of traits, skills, abilities, and interests. Brewer and Gardner (1996) distinguished both identity constructs based on self-level (personal and social levels). Personal identity level is specific to an individual and distinguishes him from others (Turner, Oakes, Haslam & Mc Garty, 1994). Conversely, Brewer and Gardner (1996), noted social identity as mixed identities across members of a group. These mingling of identities shape a group of unique identity and are used to extricate one group from others. Social identification is expressed by (Ashforth & Mael, 1989; Turner, 1991) as the feelings of being a member of a group. Turner (1984) remarks social identification as a driving tool that gets individuals to perceive themselves as holders of same goals and values of the group rather than their own individual reference criterion. Furthermore, when one feels identified with the group this will in return affect organization identification as one grows to feel associated and circulated with the organization. The degree of emotional attachment to a group membership identifies the level through which one would tend to identify with a group (Ashforth, Harrison, Corley, 2008).

Organization identification stems from social identity theory view and is defined as "The perception of oneness with or belongingness to an organization, where the individual defines him or herself in terms of the org (s) in which he or she is a member (Mael, & Ashforth, 1992). Gautam et.al, (2004) thinks that organization identification is a special type of social identification. Burke and Tully (1977), Ibarra (1999) and Riketta (2005) acknowledge that organizational identification is a live interactive

process which grants a definition and the guidelines to enhance one's behaviour. Ashforth et.al, (2010) classify organization identification on two pillars; individual identification with the organization, and the value of attachment engagement to this organization. Turner et.al, (1987) emphasize that enforcing one identity is at the expense of other identities.

Furthermore, Ashforth and Johnson (2001) endorse "social identities are discrete psychological phenomena such that as one identity becomes salient, others necessarily become less so". Organization identification is expressed as a conclusive, critical reference to an individual role, and interest within the organization (Ashforth, Harrison, Corley, 2008). Albert and Whetten (1985) addressed organizational identity as core and distinguished construct of organization's personality. In this respect, organization identity develops a unique set of dimensions that supports the employees' in building their differentiating criterion of one organization compared to another. Lee (1971) remarks organization identification as a construct that addresses sense of belonging, loyalty, and shared characteristics. Dutton et.al (1994) explained organization identification from a cognitive perspective whereby "degree to which a member defines him-or- herself by the same attributes that he or she believes define the organization".

Initially, employee attachment was investigated in relation to organization commitment (Meyer and Allen, 1997). Besides, scholars were interested in relating attachment of employees to organization identification (Ashforth & Mael, 1989; Ashforth & Corley, 2008). Ashforth and Mael (1996), point out that organization identity has origins tied to the mission statement and therefore, would directly impact the organizational strategic outlook. In this respect, employees tend to seek a validation of self-identity in what attract them to the organization.

Organization identification has been viewed from various perspectives. Brown (1969) suggested four sub-dimensions; attraction to the organization, harmony of organizational and personal goals, employee loyalty, and self/organizational reference. Brown (1969) and Patchen (1970) proposed three phenomena of organization identification; shared characteristics (interests and goals), sense of belongingness and organizational support. Moreover, Lee (1969, 1971) pointed out different set of concepts including; sense of belongingness, tenure with the organization and employee role to fulfill identification. Furthermore, Cheney and Tompkins (1987) argued that organization identification is the product of individual matching of organizational elements in the social sense (goals, knowledge, activities, core values, and family background). Conversely, Rousseau (1998) thinks that identification is a cognition link to the organization.

Some scholars dispute that organization identification is comprised of both cognitive and affective components (Abrams and de Moura, 2001; Van Dick, 2001; Rousseau, 1998). Harquail (1998) endorses that organization identification comprises the identification of our hearts as well as our emotions. Furthermore, extending on the psychodynamic and psychoanalytic perspectives of organization identification whereby organization identification is expressed as unconscious process of fantasies and illusions (Bion, 1968; Jacques, 1955)

There are several constructs that have been explored and analyzed as antecedents of organization identification. Communication was revealed as one of the significant antecedents (Disanza & Bullis, 1999; Riordan & Weatherly, 1999; Scott, 1997). Nevertheless, these studies did not explore the various topologies and types of communication. Some scholars argued that perceived external prestige is perhaps the most influential antecedent (Dutton & Dukerich, 1991; Dutton et.al., 1994; Dukerich et.al., 2002; Karabey & Iscan, 2007). Job involvement was reported to be positively related to organization identification (Riketta, 2005; Brown, 1969). Also, Psychological empowerment has a positive effect on organization identification (Chen Hao, 2016). In addition to age and job level whereby; young employees reported lower levels of identification than elder employees (Chen et al, 2016). Moreover, tenure has a positive effect on organization identification (Hinrichs, 1964, Mael & Ashforth, 1992).

Additionally, affective organizational commitment, occupational and work group attachment, job satisfaction, job involvement, extra role behaviour were revealed as positive outcomes of organization identification (Adler & Adler, 1988; O' Reily & Chatman, 1986; Riketta, 2005, Pratt, 1998, Van Dick et al., 2004). Besides, organization citizenship behaviour was reported to be positively affected by organization identification (Mael and Ashforth, 1992). Chawla and Srivastava (2016) think that organization identification leads to a higher sense of belongingness and a formation of mutual interest between the

employee and the organization. Organization identification increases cooperative behaviour (Dukerich, Golden and Shortlell, 2002) as well as extra-role behaviour (Van Dick, Wagner, Stellmacher and Christ, 2005). Conversely, organization identification was found to be negatively related to intention to leave (Riketta & Van Dick, 2005, Wan Huggins et al., 1998).

Personality

Personality is defined as “an individual characteristic patterns of thought, emotion, and behaviour” (Funder, 2001; Goldberg, 1993). There are several models that addressed the personality traits among which is the Big five model composed of five broad personality traits namely; extraversion (also often spelled extroversion), agreeableness, openness, conscientiousness, and neuroticism.

Conscientiousness: McCare and Costa (1997) express conscientiousness as individuals who enjoy adhering to disciplinary practices, act deliberately, self-directed towards achievement and inner level of self-motivation and empowerment. Employees with high level of conscientiousness are more likely to engage into activities that support their abilities for achievement. The willingness to undertake additional responsibility is highly enforced. Yong (2007) points out those individuals with conscientiousness as more obedient to rules and procedures with a tendency to promote independency.

Neuroticism: Individuals with neuroticism trait are more borne to anxiety disorders, impulsivity and depression (Costa & McCare, 1992). They tend to be vulnerable to work stressors and are less likely to be engaged into eustress (Marco & Suls, 1993; Suls, Green & Hills, 1998). Individuals with high level of neuroticism tend to fail in controlling and managing their negative emotions. Suffering of mood-swings and instability towards the surrounding environment is a noticeable practice among these individuals (Llewellyn & Wilson, 2003).

Extraversion: Extroverted individuals enjoy relatively alleviated levels of positivity and emotional activity (Costa & McCrae, 1992). Extroverts are likely to engage themselves into communicative and social activities. Extraversion is defined as “an energetic approach toward the social and material world” (italics in original, John et al, 2008, p.120). McCarthy (2003) endorses the idea of extroverts as risk-takers, with the attempts of positive locus of control.

Agreeableness: Agreeableness is a trait whereby individuals are seen to be good-natured and peaceful. Digman (1990) explains agreeableness as a sense of gentle cognitive outlook towards others. Employees who enjoy a high level of agreeableness are usually actively involved with activities, cooperative, and engaged with devotion towards others (Wu, Bischof, Anderson, Jakobsen & Kingstone, 2014). Moreover, Caliendo and Kritikos (2008) suggest that agreeableness as a trait allows individuals to harmonize easily with social interactions and are usually good listeners.

Openness to Experience: Openness to experience is expressed as a sense of curiosity and eagerness towards exploring complex tasks and social incidents at work (Woo, Chernyshenko, Stark & Conz, 2014). Furthermore, Le Pine, Collquitt and Erez (2000) emphasize that employees who are open to experience are more able to mingle and engage with the organization. Yong (2007) thinks that openness to experience grants a better opportunity to accept challenges and foster creativity. (Caspi et al., 2005; John et al, 2008) conceptualize openness to experience as an appreciation of new experiences and a person’s imagination, creativity and eccentric outlook on life.

Research Methodology

This section presents the research problem, hypothesis development, research measures and common method bias.

Research Problem

1. What is the effect of personality traits on organization identification?
2. Are there any differences in the level of organization identification among the various personality traits?

Hypothesis Development

This study is a novel research as it attempts to fill in a research gap which is uncovered in the previous literature. Up to the best knowledge of the researcher previous studies that considered personality dimensions in relation to organization identification are numerous (Johnson, M. & Morgeson,

F, 2005). The researcher seeks to analyze the effect of personality differences on organization identification. Building on the initial work of identity and personal identification, the link between the employee and the organization as revealed by (Ashforth et.al, 2010; Riketta, 2005), the research hypothesis was developed.

The review of extant literature relevant studies in addition to; conducting a set of interviews with five focus groups were utilized for posing the hypothesis. Each focus group was composed of ten members of different backgrounds. A live interactive discussion about personality differences and organization identification was initiated in an attempt to develop insightful responses to support the development of research hypothesis. The reason for choosing focus groups was to find an appropriate feedback through open interaction about the expected effect of personality traits on organization identification. Interviews were conducted in a private club in Cairo governorate, whereby an equipped room was rented, and all the participants were informed that the responses were recorded in pen and paper format. The following steps were followed in an attempt to assure valid responses, to reduce biasness and groupthink.

1. The purpose of the interview was clearly stated to all the participants.
2. All the participants were assured that their identities will remain anonymous to secure confidentiality.
3. Welcoming and ice-breaking techniques were followed to reduce apprehension.
4. All the participants of each group were selected taking into consideration that they share common background.
5. Focused set of questions were raised to allow participants to develop relevant answers.
6. Organization identification as well as Big five model were explored to the participants in details.

The addressed questions during the interviews were structured following the scales of the research constructs. Participants were responding freely without reservation expressing their viewpoints on their personalities and how they identify within their organizations. A summary of most of the decoded responses include: 'I am a nervous person, I don't identify easily', 'I love having lots of social connections at work, I don't mind getting along with anything', 'I love exploring new experiences, I identify based on new opportunities', 'I am too organized and love responsibility, I like to identify within a framed set of rules and regulations', 'My identification depends on the stability of the surrounding environment'. Participants were then asked to fill in the questionnaire which was used as pilot testing prior to posing the research hypothesis.

Hypothesis Number One

Employees enjoying conscientiousness are rule followers and are self-directed with the tendency tend to support themselves by engaging in activities seeking achievement. Furthermore, they tend to promote growth and self-independency through adapting to the surrounding environment. Following a plan with self-discipline promote the employees' abilities to identify with the organization in a structured approach. Conversely, employees with high levels of neuroticism are likely to be more anxious and nervous. They fail to adapt easily and find difficulties to interact with stress and work pressure. They are moody and easily dragged to sadness which places them in the window of loneliness and depression. Neuroticism will drag employees to become more emotionally reactive and may hinder their ability to identify with the organization. On the other hand, extroverted employees have a positive outlook on life, seek novelty and external stimuli. They engaged themselves in various social and energetic activities. They enjoy social connections and are highly adaptable. Extroverted employees promote themselves within the environment through live interaction and thrive on excitement. This enables them to identify with the organization in a more flexible outlook. Moreover, agreeableness trait; where employees enjoy warm, friendly and tactful traits. Employees generally have an optimistic view and get well along with others. Social harmony is enforced along with trust, modesty and altruism. They are likely to identify easily with the organizational context exhibiting pro-social forms of behaviour. Besides, employees with openness to experience personality trait will often venture beyond their comfort zones. They seek unconventional and unfamiliar experiences. Exotic activities and engagement with imagination are highly practiced. In this manner, employees are likely to seek new and creative identification practices with the organization.

Building on the literature review, the literature gaps, and the results of the interviews, and the pilot study, the research hypothesis is posed as

H1: It is expected that personality traits will have an effect on organization identification

Research Measures

Big five personality traits were measured using (Goldberg, 1993) that include descriptive adjectives for each trait. Participants were asked to select from strongly disagree to strongly agree on a five-point likert scale the adjective that best suits them. Sample adjectives include (open: creative, imaginative), (conscientiousness: organized, practical, careless), (extraversion: talkative, energetic, shy), (Agreeableness: warm, sympathetic, rude, cooperative), and (Neuroticism: relaxed, calm, moody, envious). The adjectives included both positive as well as negative traits for each of the five dimensions in order to reduce biasness and to follow cross-check answer validity. Organization identification was measured using (Mael and Ashforth, 1992) six-item scale administered on five-point likert scale. Sample item include; I would actively support my organization even if it has no direct benefit to me and my business.

Common Method Bias

Most researchers tend to agree that common method is caused by the method used for measurement rather than the measurement tool itself (cf. Bagozzi & Yi, 1990; Campbell & O'Connell, 1982; Lindell & Whitney, 2001; Williams & Anderson, 1994). Social desirability error was expected as respondents were likely to demonstrate themselves with a favorable outlook particularly for the personality traits scale. This was treated through adopting reverse scoring as well as counterbalancing the order of the questions. Protecting respondents' anonymity as well as reducing their apprehension was adopted as an ex-ante procedural remedy through assuring respondents that there is no right or wrong answer, and that all responses will only be used for the research purpose. Item improvement based on the results of the pilot study was adopted to assure clear understanding of the traits description.

The Study Sector

The selected technique for the study was a heterogeneous sample encompassing both product and services-oriented sectors. The heterogeneous technique was adopted to include a variety of different participants' backgrounds to support the purpose of the research. A specialized organization in data collection was contacted to help in the gathering of data. A number of 900 questionnaires were distributed over the emails and in hand over a period of five months. A total number of 714 questionnaires were returned complete and valid for statistical analysis with a response rate of 79%. The sample included a representation of industrial organizations (35%), services organizations (20%), educational organizations (15%), governmental organizations (10%), and healthcare organizations (20%).

Statistical Analysis

This section presents the statistical results of the pilot study, the demographic characteristics of the sample as well as the research hypothesis.

Results of the Pilot Study

The pilot study was conducted on a number of 50 respondents who were the members of the focus groups to check for the validity and reliability of the research scales. These 50 participants were asked to fill in the questionnaire which, was analyzed statistically to gain an insight on the initial effect. Table (1) presents the results which show that the research measures are valid and reliable at (0.01) level of significance.

Research Variables	Alpha Cronbach Coefficient
Openness to Experience	0.856
Conscientiousness	0.805
Extraversion	0.842
Agreeableness	0.795
Neuroticism	0.817
Organization Identification	0.829

Table (1): Research Measures Validity and Reliability

Aspect	Conscientiousness	Neuroticism	Extraversion	Agreeableness	Openness to Experience
Coefficient β^0	0.661*	1.032**	0.555	0.666	0.477
Coefficient β^1	0.843**	0.745**	0.856**	0.840**	0.885**
F- ratio	96.566**	58.195**	96.459**	64.55**	98.522**
df	(1,48)	(1,48)	(1,48)	(1,48)	(1,48)
Significance	0.000**	0.000**	0.000**	0.000**	0.000**
r	0.826	0.74	0.817	0.757	0.82
R ² %	66.1	54.8	66.8	57.4	67.2
S.E	0.447	0.521	0.447	0.507	0.444

Table (2): Results of the pilot study

*: Denotes T-Test at 0.05 level of significance

**: Denotes the level of significance for F-Test and T-Test at 0.01 level of significance

The results as presented in Table (2) indicate that personality traits have an effect on organization identification whereby R² ranged from (54.8%-66.8%).

Demographic Characteristics of the Study

The following Table (3) shows the demographic characteristics of the research participants.

Index	Frequency	Percentage (%)
Gender		
Female	392	54.9
Male	322	45.1
Age Groups		
21-29	271	38
30-39	269	37.7
40-49	134	18.7
50 and Above	40	5.6
Managerial Level		
Entry Level	298	41.7
Middle Management	339	47.5
Top Management	77	10.8
Industry Type		
Industrial	250	35
Service	143	20
Educational	107	15
Governmental	71	10
Healthcare	143	20

Table (3): Demographic Characteristics

Statistical Results

Statistical analysis was conducted to test the effect of personality dimensions on organization identification. Table (4) shows the results of testing the hypothesis

Aspect	Conscientiousness	Neuroticism	Extraversion	Agreeableness	Openness to Experience
Coefficient β^0	0.612*	0.887*	0.288*	0.492*	0.239*
Coefficient β^1	0.866*	0.789*	0.936*	0.896*	0.942*
F- ratio	928.203	676.334	1247.435	984.162	1549.6
df	(1,712)	(1,712)	(1,712)	(1,712)	(1,712)
Significance	0.000*	0.000*	0.000*	0.000*	0.000*
r	0.752	0.698	0.798	0.762	0.828
R ² %	56.6	48.7	63.7	58	68.5
S.E	0.605	0.658	0.554	0.595	0.516

Table (4): Results of Statistical Tests

*: Denotes that the level of significance is 0.01

The results as presented in Table (4) show that each of the five personality traits have an effect on organization identification whereby R^2 ranged from (48.7%-68.5%). Accordingly, the first hypothesis can be accepted

The mathematical relationship between each of the traits and organization identification is shown in the following scatter diagrams, Figure (1), revealing a linear relationship.

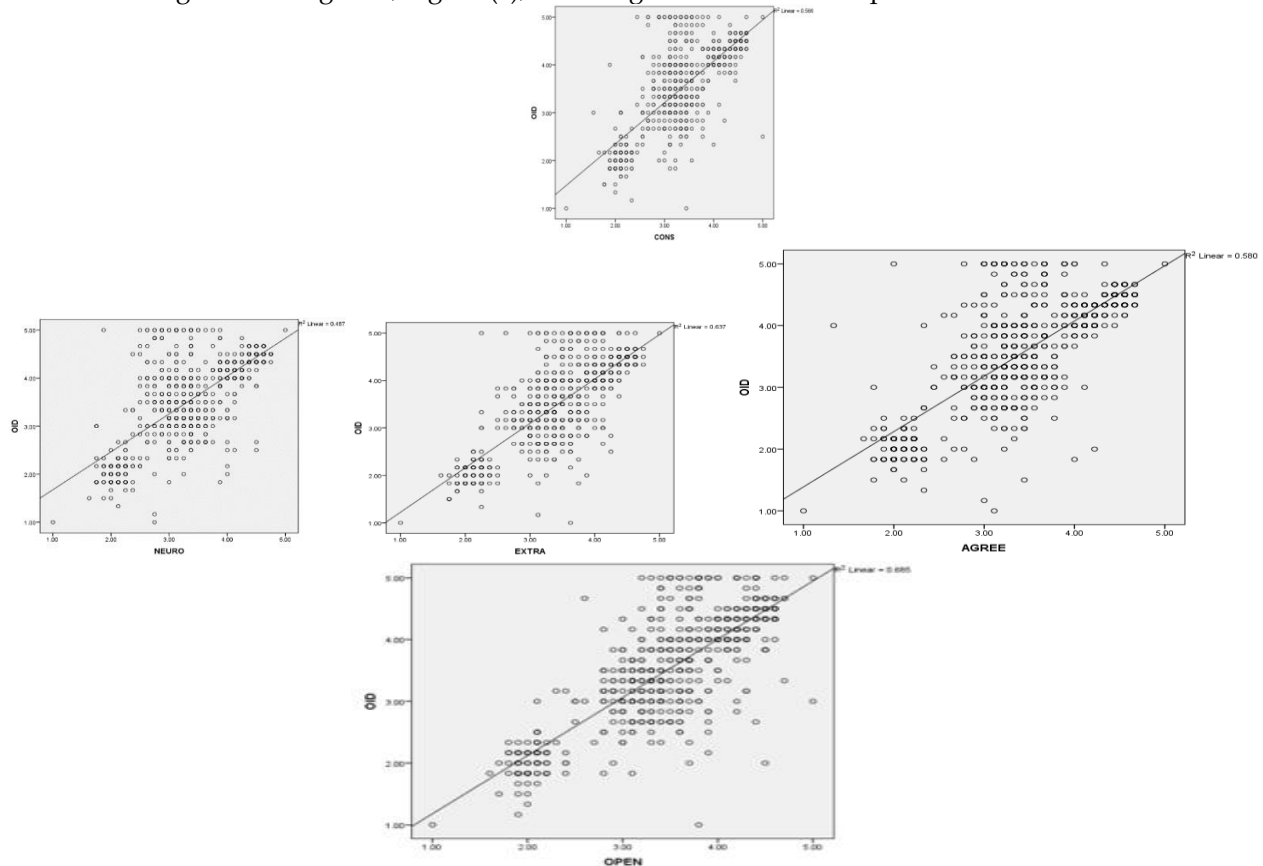


Figure (1) Scatter Diagrams (personality traits and organization identification)

Discussion

This research study investigated the effect of personality traits using the Big Five Model on organization identification. Review and analysis of previous literature revealed up to the best knowledge of the researcher a literature gap regarding the effect of personality traits on organization identification. A mixed methodological approach including both qualitative as well as quantitative techniques was adopted to develop the research hypothesis. Five focus groups and a pilot study were conducted to identify and map the possible effect. Furthermore, questionnaires were administered on multi-sectorial domains to be able to generalize the results. Sound and reliable measures were used, in addition to considering common method bias. The results of the statistical analysis showed that personality traits have an effect on organization identification. The research findings suggest new avenues for both constructs of personality traits and organization identification. Interestingly, the results indicate that openness to experience had the highest effect on organization identification, followed by extraversion, agreeableness, conscientiousness, and neuroticism. The researcher interprets this result as sagacious, in terms of the intensity of effect of each trait on organization identification.

Openness to experience trait assumes that individuals are broad minded with all the willingness to investigate and include discovering new perspectives through live as well as imaginary interaction. Furthermore, the readiness to pursue unconventional experiences is usually governed through the creation of novel association of divergent thinking. Curiosity to uncover new themes and trends, enhance the engagement to the identification process. This allows for increased chances of identifying with the organizational values, norms and procedures compared to other traits. Individuals with high levels on

openness to experience are flexible to adapt with the surrounding changes, which enable them to pave the way towards improved identification.

Extraversion trait is best practiced through live interaction with the surrounding environment. Individuals who enjoy extraversion are deliberately and actively participating in human interaction seeking new ways to mingle with others. This enables them to identify with the organization through maintaining open communication with others. Extroverts are empowered to gaze for rewards through positive reinforcements of engagement and identifying with others in the workplace. They seek ways to encourage social interaction and identification. Nevertheless, they might be discouraged to identify if they were unable to find open communication and live interaction. In this respect, they are empowered to identify at a slower pace when compared to individuals enjoying a higher degree of openness to experience.

Employees enjoying high degree of conscientiousness act easily within systems of high degrees of governance. The presence of well-defined rules, regulations, policies, procedures and standards enable employees with high conscientiousness to identify with the organization at an improved pace. Employees who experience conscientiousness are focused and seek reliability with their acts and interactions. However, the absence of plans and guidelines to follow will discourage these employees from identifying and adapting easily to the organization.

Neuroticism trait derives employees to experience a set of inner negative emotions rather than positive ones with the surrounding environment. This negativity drags employees into frustration and increased tendency of impulsivity. Moreover, the ability to operate and function with an emotionally stable perspective is limited due to the lower levels of psychological well-being. Some neurotic employees may exert efforts questing perfection which creates additional burden of coping with the surrounding. Neuroticism can lead an individual to focus, and dwell on the negative aspects of a situation rather than the positives. Accordingly, the ability to embody and identify with the organization is minimized and obstructed by set of negative emotions.

The results as presented aforementioned support the acceptance of the posed hypothesis which assumed that the presence of individual differences will affect the ability to identify and personify with the organization. The researcher sees personality differences as contextual aspect directly linked to organization identification. Individuals join organizations holding various personal traits with varying levels. The opportunity to identify and personify is reluctant on their interactive skills, coping abilities, willingness to change, communication skills, empathy, and genuine interest in others. Furthermore, the ability to personify and accept the organizational values and norms rely on the level of one's mental, emotional and spiritual engagement. Closing the gap between organization identity and one's identity will vary from one personality to another. Identification is bound to individual differences and is profound to one's readiness to compel to work-related habits.

Research Recommendations

To the best of my knowledge, personality traits and organization identification are uncovered for the first time. Research recommendations were developed based on, the interviews that were conducted with the focus groups, the pilot study, and the results of the statistical analysis. Organizations should consider the individual differences at early phases of recruitment and selection processes through the usage of personality tests to facilitate matching of person/organization fit, that in return enhance the ability to identify. Moreover, orientation programs used to ease the identification process could be developed with a level of customization considering individual differences. Furthermore, individual differences are pivotal dimensions that are significant to be considered when matching organizational and personal identities. In this respect, organizations may confront obstacles of finding new routes to support their employees to identify in an easier attempt. As such, the choice of communication style to suit the context of these personality differences could support a smoother identification. Mirroring the choice of language, personalized meetings for feedback and development, dealing with emotionally charged situations, opinions, cultural backgrounds diversity, roles, experiences, and beliefs should be carefully considered within the identification process. Additionally, the development of identification strategies to support employees should concede personal differences and topologies.

Research Limitations and Future Studies

The limitations of this research provide spur for future studies. This research was adopted in Cairo and Giza governorates, Egypt, on multi-sectorial random sample. Future studies should attempt to replicate the findings on different domains and geographical districts. Moreover, the study was concerned with a heterogenous sample, therefore; focusing on case studies will provide a better perspective and support providing an opportunity for in-depth analysis. Besides, exploring other traits using other personality models will enhance the comprehension of the effect of individual differences on organization identification.

Conclusion

This study explored a literature gap concerned with the effect of personality dimensions using the Big five model personality traits. The research adopted both qualitative as well as quantitative tools for the development of the hypothesis. Five Focus groups were conducted with a total number of fifty individuals to map the possible effect. The results of the focus groups as well as the pilot study were the developing parameters of the hypothesis. A total number of 900 questionnaires were distributed through a specialized data collection organization whereby 714 questionnaires were returned complete and valid. Common method bias remedies were followed to help in reducing biases. Results revealed that personality differences possess a varying level of effect on the ability to identify with the organization.

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