

# Personality Traits on Affective and Work Commitment toward Employees' readiness for change in Real Estate Sales Representative

Tibrat Sangroengrob

Stamford International University

Tibrat.sangroengrob@stamford.edu

## Abstract

This study aims to find out the effect of being need for achievement, workaholic and time urgency or multi-tasking on employees' readiness for change by mediating of affective and work commitment. Ex post facto design with self-administered data collection was used with 195 respondents who are the sale representative of four real estate organizations in Thailand. Confirmatory factor analysis and Structural equation model was used for testing on hypotheses. The result was showing significant mediation of affective commitment between time urgency or multi-tasking with employees' readiness at total effect of standard coefficient 0.237. While work commitment mediating on being need for achievement and employees readiness with total effect of standard coefficient at 0.121, workaholics did not find any effect at all path of the model. Surprisingly, the model found extra path on affective commitment which was strongest effect on work commitment with the standard coefficient at 0.7. Consequently, time urgency or multi-tasking trait is providing the most significant trait either on affective commitment as direct effect or work commitment as indirect effect through affective commitment and finally both commitment effects on employees' readiness.

**Keywords:** Personality Traits, Affective Commitment, Work Commitment, Employees' Readiness for change

## 1. Introduction

There is no doubt that advance technology makes the difference on working environment in many businesses including real estate industry. It impacts either on attitude or behaviour of consumers and seller. It changes the way of consumers' participation with the organization which can be must easier than before (Tednok, 2018). As Thailand approach of ageing society, it also another reasons to increase the market size of smart home for the real estate in Thailand. Tednok (2018) refers to the information from Global home research that smart home will be increasing 137,950 million baht (13.65%) in the next five years (2022). Many real estate companies are starting use of Virtual reality (VR) for sale department by allowing the customers to see the property as the VR tour while Artificial intelligence (AI) also being use for controlling inside the property. Therefore, even the real estate industry is continuously growth up to 6.1% by average in 2018 according to Vichai Viratkpan where Bangkok and Metropolitan is 8.6% and 2.1% for rural (<https://www.prachachat.net/property/news-80314>), the number of sale representative could be decreased as the replacing of technology.

## *Theoretical Model and Hypotheses*

Personality refers as "the total of all characteristics which gives a human being his individuality and distinguishes him/her as a person" (Ndalolo, 1990 cited in Dimkpa, 2011 page 193). It can be used as a predicable on person development path (Greenberg and Baron, 2003). While, Big 5 separate traits by emotional stability, sociability, agreeableness, conscientiousness and intellectual openness, Type A and B personality separate by hostile or aggressive, workaholics, being need for achievement and time urgency or multi tasks (Friedman and Rosenman, 1974).

Big5 personality traits are having used in the large number of research however personality traits that use to distinguish between Type A and Type B are rarely used. It is more likely use on health and stress rather than on employees' performance in working environment context such as employees' commitment or readiness for change. Hence, this study will concentrates on those traits of Type A and B. However, the research excludes hostile and an aggressive trait. Furthermore the research also focus more on mediating variables which are affective and work commitment to see direct impact and indirect impact from personality traits through employees readiness for change.

*Being need for achievement* is classify as desiring to achieve higher occupational status and interesting more on getting things done rather than enjoining doing things (Friedman and Rosenman, 1974; Chesney and Rosenman, 1980) and having higher positions, earning more money and tending to evaluated themselves on the number of success and being more possessive (Matthews, 1982; Kunnanatt, 2003). *Being workaholics* are behaviour that exert more effort and drive on work involvement, with a negative feeling toward work (Spence and Robbins, 1992 cited in Rakhshanimehr and Jenaabadi, 2015). It can impact on their personal life such as relationship with other or the way of handling themselves with the society and even cause on their health and happiness as their spending more time on work than other thing else in life (Snir and Harpaz, 2004). Some authors may find the negative impact some may find the positive impact of workaholic on individual. Meanwhile, Schaufeli, Taris, & Bakker, 2008; McMillan, O'Driscoll, & Burke, 2003 cited in Balducci, et al. (2012) that workaholism mean work hard and having inner for work.

*Time urgency or multi-tasking* is defined as a characteristic of individuals who concern about time and timing, and they always hurry in every activity they can and try to accomplish several tasks simultaneously within a little allocated amount of time, being impatient, being punctual, controlling deadlines, and scheduling tasks (Wright, 1988; Bingham and Hailey, 1989; Conte et al., 1995; and Waller 1998). Time urgency is also classify as accelerated activity and generated competitiveness hostile (Timmons, 1985 cited in Ahmad, 2010). In general, time urgency always characteristically move, walk, eat and talk rapidly, tend to "hurry" to the end of their sentences, tend to interrupt others and finish the sentences of people who are speaking slowly, and find it difficult to wait for others to do things that they might be able to do faster (Friedman and Rosenman, 1974). Time urgency is associated with working multi-tasks as the people who have this trait always have fewer patients to wait or do one task as a time.

### **Commitment**

Commitment has been mentioned as the variable that increase employees' performance for long thought. However, there are slightly different between each type of commitment. Majority of the papers refer to organizational commitment while small number of papers using Fink (1992) that separate as work, organization and co-worker commitment. Researches have gone along between organizational commitment, career commitment, occupational commitment, work commitment and so on. Nevertheless, organizational commitment is the most concentrate of this psychological behaviour while work commitment is still less concentration. Boles, et al. (2007, p. 312), defined "the organizational commitment as the feeling towards organization and its values". It refers as the correlation between employees and organizations (Landry and Vandenberghe, 2009). It consists of affective, continuance and normative commitment (Meyer, and Allen, 1991). *Affective commitment* is an emotional attachment with organization to stay and providing more effort on their work and results of their commitment (Allen and Meyer, 1990) while Robbins and Judge (2007) classify affective commitment as level of matching employees' goals with organization goals and willing to be a member of organization.

*Work Commitment* refers as a willingness of employees to put more effort on one's work (Fink, 1992; Gallie and White, 1993; Koponen et al., 2010) how the employees give the value of work as the something important in life and it is specific during working in organization (Jawahar, 2006 cited in Iqbal, et al., 2015) which excludes the meaning from career commitment where it is the worker wished to develop and advance in his or her career (Adeoye and Fields, 2014). Gefen (2004) mentioned that level of work commitment input can make the different of outcomes. Hence, the distinguished between affective commitment and work commitment is affective commitment associate emotionally attach to organization while work commitment just only think of the successful in particular one work.

### ***Employees' Readiness***

Change is a common situation in organization in order to improve organization performance, to business survival. The difficult of having change will occur on how employees accepted or resisted the change. In order to be easily on accepting the change, there will be employees' readiness to be considered. Change readiness is strongly working when employees realize on the importance of change (Dalton and Gottlieb, 2003) or promote psychological readiness through the need of change (Rusly, Corner and Sun, 2012; Holt et al., 2007a, b). Therefore, change readiness is classify by Armenakis et al., 1993 and Armenakis and Bedeian, 1999 cited in Amis and Aissaoui, 2013, pp. 71 that it is a "redirect attention to the role of individual cognitions in understanding change outcome".

### ***The relationship between variables***

No doubt that personality trait can make an impact on human behaviour. The point is there will be the different between one with another trait on positive or negative impact. Messara and Dagher (2010) found that there is a positive relationship between proactive personality with affective commitment and career commitment. Phosorn and Liemsuwan (2015) found that work achievement impact on organizational commitment among teachers at early childhood development center. Pavapatta and Narkwiboonwong (2015) noted that achievement can impact on organizational commitment via the employees' satisfaction of Thai airway technical department. Jintananon and Sirikutta (2014) study the impact of achievement on affective commitment of government officer in Nakhon Pathom, Thailand which results on moderating impact. While, Amyx & Alford (2005), find out that although need of achievement impact on job performance but it may not necessary impact on organizational commitment. Baruch (2004) revealed that need of achievement did not have the direct impact on performance and also not related with performance when mediated by organizational commitment.

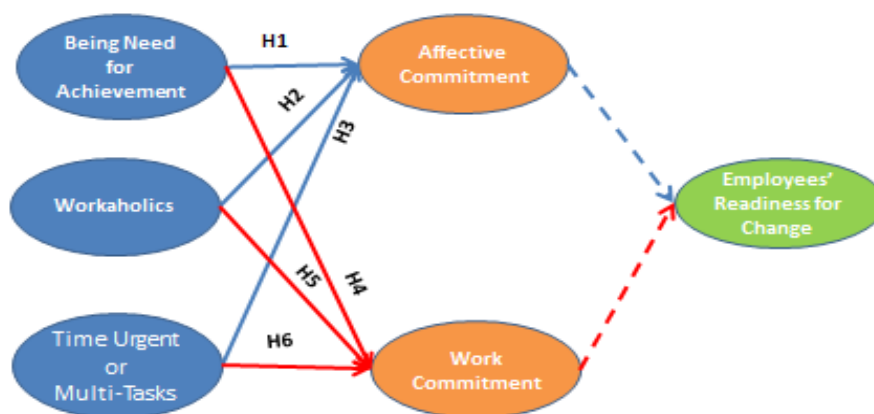
Rakhshanimehr and Jenaabadi (2015) found that there is a positive relationship between workaholics and Teachers' organization commitment. Furthermore, it is used as a predictor of teachers' organizational commitment. Moreover, Tiftik (2014) concluded that there is strongly positive correlation between workaholics and organizational commitment. Meanwhile, work overload are positively relate with affective commitment (Karatape, et al., 2014). Yasili, (1998) cited in Awang and Zin, (2010) that work load can impact work commitment of educator in secondary school in Kota Kinabalu. Nonetheless, workaholics was not made any impact on change in job performance (Shimazu, et al., 2012) which could imply on the way of learning attitude on employees' readiness. Organizational commitment has an impact on employees behaviour on accepting change either by natural (Guest, 1997) or perceived of benefit (Lau and Woodman, 1995).

Nordin (2011) concluded that all three components of commitment have impact on employees' readiness on change while affective commitment found as the most impact with a beta of 0.364. Although there is limitation on comparing the impact of affective commitment and work commitment on employees readiness, there are many researches comparing on employees performance, turnover intention and employees satisfaction.

Freund and Drach-Zahavy (2007) stated that Job or work commitment showed greater impact than organizational commitment on interprofessional team effectiveness in all four group of professional. Supporting by Cohen, 1993; Ellemers et al., 1998 cited in Steenbergen and Ellemers, 2009), job or career commitment can be used for predicting employees' behavior either withdrawal or internal mobility better than organizational commitment. Nevertheless, time urgency is less likely concentrate of being the impact factors either on both commitments and employees readiness. However, it is an intentionally to find how it impact on those variables.

## 2. Research Model and Hypotheses

According to figure 1, there are 3 independent variables which base on the personality of being need for achievement, workaholics and time urgency. Meanwhile affective and work commitments are intervening variables and employees' readiness for change is the dependent variable. Research hypotheses are presented below:



**Figure 1:** Research model

**Hypothesis 1:** Affective commitment mediates the relationship between being need for achievement and employees' readiness for change.

**Hypothesis 2:** Affective commitment mediates the relationship between workaholic and employees' readiness for change.

**Hypothesis 3:** Affective commitment mediates the relationship between time urgency and employees' readiness for change.

**Hypothesis 4:** Work commitment mediates the relationship between being need for achievement and employees' readiness for change.

**Hypothesis 5:** Work commitment mediates the relationship between workaholic and employees' readiness for change.

**Hypothesis 6:** Work commitment mediates the relationship between time urgency and employees' readiness for change.

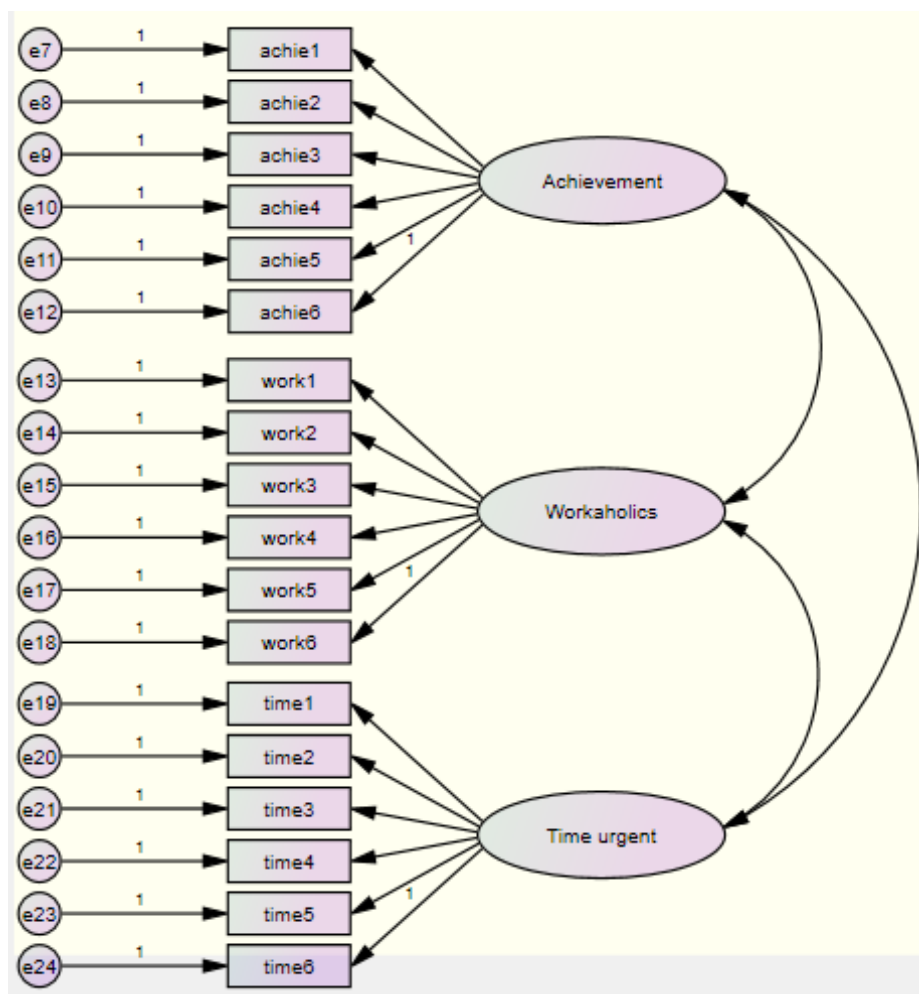
### 3. Methodology

Ex-post facto design was used as a research design by conducting the survey. Unit of analysis (UOAs) of this research was the employees who were working for the top organization of real estate companies under the sale department in Thailand. There were four organizations agreed to participate as unit of analysis. The sampling process was an attention to used census as the number of population cannot be identify to the public. As a result, sampling plan was collect all the data of each office base on individual agreement who were agree to be respondents. Convenience sampling technique was used. Hence the sample size was 195 respondents who complete the entire question. This research used self-administered on collecting the data.

Questionnaire consists of three sections with 36 questions that response on independent, intervening and dependent variables. 26 employees of the fifth company were used for pretesting on reliability with a result of Cronbach's alpha at 0.882 while post-test reliability was 0.897. Confirmatory factor analysis and Structural equation model was used for testing on hypotheses.

### 4. Results

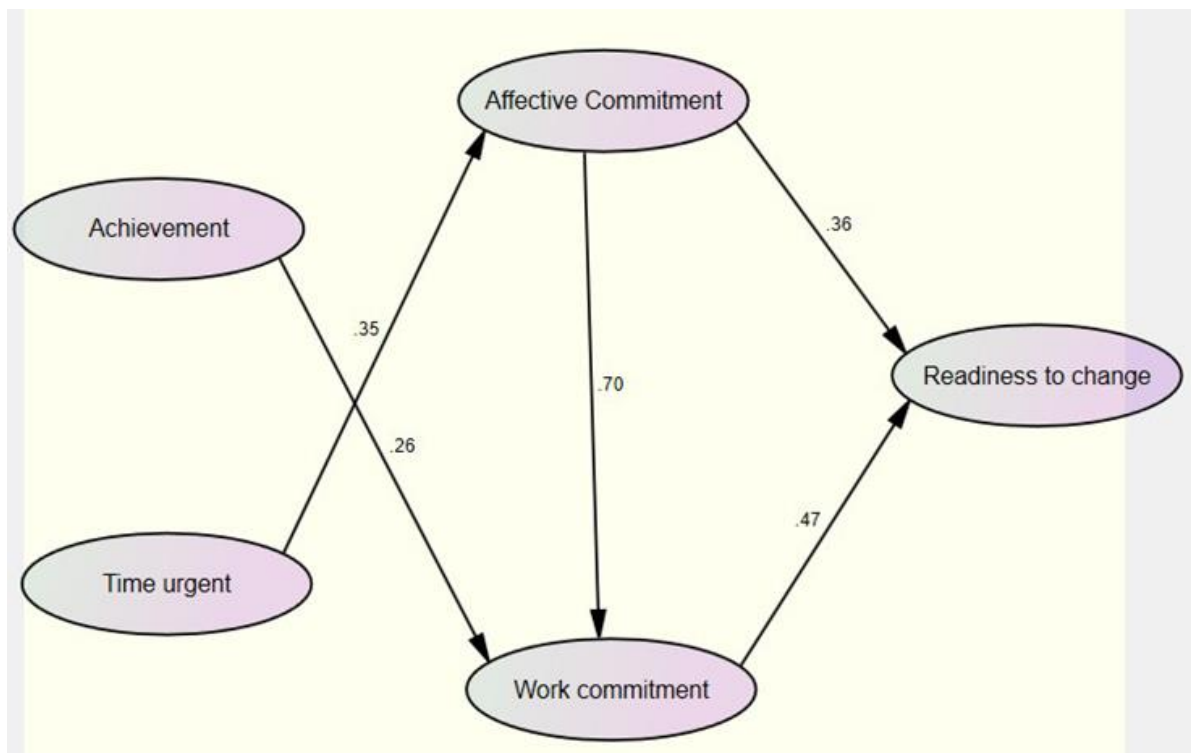
Moreover, this research also analysed Confirmatory Factor Analysis in order to check the validity of each element and it is shown on the following figure:



**Figure 2:** Confirmatory Factor Analysis (CFA)

According to the figure 2, circles in CFA model represent the latent variable, while rectangles in CFA model represent the questions from the questionnaire design. The results of the overall fit statistics are: CMIN/DF = 2.196, GFI = 0.871, CFI = 0.853, and RMSEA = 0.079, which mean that the model was moderately fit and some indices were within the recommend range CMIN/DF < 3, GFI > 0.9, CFI > 0.9, RMSEA < 0.1; (Schreiber et al., 2006).

Research hypothesized SEM is described graphically in figure 3. This research performed a SEM analysis based on data from 195 respondents at a real estate industry on the 18 questions for three constructs of independent variables and 18 questions for three constructs of dependent variables (2 intervening variables). The hypothesized model appear to be a moderate fit to the data because the result of overall model fit are CMIN/DF = 1.747, GFI = 0.833, CFI = 0.889, RMSEA = 0.062. The final model after running SEM showed in figure 3 below.



**Figure 3:** The final model after running SEM (Standardize Coefficient)

According to Table 1, the table of unstandardized estimate and significance values of each relationship between independent variables, intervening and dependent variable will be illustrated as the following table:

**Table 1:** The model estimate results

			Estimate	S.E.	C.R.	P	Label
Affective Commitment	<---	Time urgency	.362	.100	3.628	***	par_29
Work commitment	<---	Achievement	.133	.063	2.112	.035	par_30
Work commitment	<---	Affective Commitment	.267	.094	2.850	.004	par_42
Readiness change	to <---	Affective Commitment	.259	.096	2.686	.007	par_31
Readiness change	to <---	Work commitment	.876	.383	2.284	.022	par_32

As a result shown in table 1, the relationship, which has significance value higher than 5%, will be excluded from the analysis. Hence, the proposed model for the need for achievement personality has direct impact to work commitment (estimate value = 0.133, p-value < 0.05). Moreover, time urgency or multi-tasking personality has direct impact to affective commitment (estimate value = 0.362, p-value < 0.05). On the other hand, affective commitment and work commitment have direct effect to employee's readiness to change (estimate value = 0.259, p-value < 0.05, estimate value = 0.876, p-value < 0.05 respectively).

Lastly, the results found a new path from affective commitment has direct impact to work commitment, which the significance value is less than 5% and the estimate value is 0.696 (0.7).

**Table 2:** Total direct and indirect estimate of each variable by standardize coefficients

Model	Affective Commitment	Work Commitment	Readiness to change
Direct			
Achievement	0.000	0.259	0.000
Time urgent	0.346	0.000	0.000
Affective commitment	0.000	0.696	0.360
Work commitment	0.000	0.000	0.467
Indirect			
Achievement	0.000	0.000	0.121
Time urgent	0.000	0.241	0.237
Affective commitment	0.000	0.000	0.325
Work commitment	0.000	0.000	0.000
Total			
Achievement	0.000	0.259	0.121
Time urgent	0.346	0.241	0.237
Affective commitment	0.000	0.696	0.685
Work commitment	0.000	0.000	0.467

### *Discussion*

The results indicate that there is a direct effect from being need for achievement to work commitment while there is a direct effect from time urgency to affective commitment. Furthermore, there are two direct impacts from both affective and work commitment to employees' readiness for change. In addition, a new path which is not design from the beginning model has a strong direct impact from affective commitment to work commitment. Finally, the affective commitment has the strongest impact to readiness to change. While affective commitment has working as mediating variable between time urgency and employees' readiness for change. The results shown the significant role of affective commitment which supported by the study of Danish, Humayon, Shahid and Nawaz (2015) that level of affective commitment positively impacts the level of performance. Furthermore, Soumyaja, Kamlanabhan, and Bhattacharyya, (2015) also revealed that affective commitment works as mediation between emotional attachment and employees' readiness for change. The study had been done in India. Affective commitment also be the best predictive of employees readiness for change when comparing with continuance and normative commitment (Nordin, 2012).

In contrast, affective commitment has not effecting on employees readiness when the independent variables were being need for achievement and workaholics. Consequently, hypothesis 3 has accepted while hypotheses 1 and 2 have rejected. Strengthened by Baruch, et al. (2004) that need for achievement did not provide any direct effect or indirect effect on job performance by using organizational commitment as mediating variable. However, the research which using organizational commitment as independent variable and leaving out achievement variable, it found that organizational commitment had impact on job performance. Moreover, they also concluded that the people, who have high level of need for achievement, will help the others when it was not effect on their personal cost.

It could be implied that employees who were looking for high achievement will not spend their own time or cost on helping organization. Therefore, need for achievement did not provide any effect either on affective commitment or employees' readiness. Finally, the results also show that work commitment has stronger effect on employees' readiness than affective commitment when compare on direct effect of standard coefficient. Although, ShimaZu, et al (2012) found the effect of work engagement on employees' performance, Wiener and Vardi (1980) found stronger effect of job commitment on employees' performance or effectiveness than organizational commitment. This is because job commitment related with exerting extra effort to improve their performance.

Moreover, employees who have high in emotional attach to organization as affective commitments will leads to increase on job commitment before increasing their performance. The research also found work commitment has working as mediating variable between being need for achievement and employees' readiness. Baruch, et al. (2004) reinforced on strong relationship between need for achievement to performance. However, work commitment was not impacting as mediating variables between workaholics, time urgency or multi-tasking with employees' readiness for change. Therefore, hypothesis 4 has accepted while hypotheses 5 and 6 have rejected. Nonetheless, this study finds the significant path of analysis as direct effect of affective commitment on work commitment with the strongest effect of standard coefficient at 0.696. This study also reinforces the study of Wallace (1993) that organizational commitment is positively correlation with occupational commitment.

As a result of this effect, total effect path when work commitment plays a mediation role between affective commitment and employees' readiness for change with standard coefficients at 0.685 which is the strongest total effect following by the effect of work commitment to



employees readiness at 0.467. Karacaoğlu (2005) cited in GÜNEY, et al., (2012) that there is mutual relationship between both organizational and work commitment. While Cohen (1993) found the effect of organizational and work commitment on employees withdraw which could be implied as employees who have low either in organizational or work commitment may not willing to put more effort on adjusting themselves on change or any other organizational performance. Clearly, the total effect path that showing the effect from time urgency through affective commitment and employees readiness is the only path that impact from the beginning until the end with standardize coefficients at 0.237. Even though it is not the strongest standard coefficient but it is showing strongly mediation of affective commitment. In addition, line path that should be looking for further study which is the most interesting one is the time urgency or multi-tasking that effect on affective commitment and mediation through work commitment and finally effect on employees readiness.

## 5. Conclusion

The focus of this research can be concluded that time urgency or multi-tasking trait has the most impact when compare with being need for achievement in term of its effect on employees readiness for change either by direct or indirect effect through intervening variables as affective commitment and work commitment. In contrast, workaholic did not find any effect on affective commitment, work commitment and employees readiness for change. Meanwhile work commitment has stronger direct impact than affective commitment when comparing only its direct impact. However, when look at the entire path of indirect impact, affective commitment play the most significant role to have an impact directly to employees' readiness for change or to provide strong impact to employees readiness for change via the work commitment with strong standard coefficient. Therefore, time urgency or multi-tasking traits is necessary for sale representatives which lead on their affective and work commitment and finally improve their attitude on readiness toward change.

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