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DOES THE ASSOCIATION BETWEEN ORGANIZATIONAL COMMITMENT AND NEUROTICISM TRAITS PREDICT JOB PERFORMANCE AMONG EMPLOYEES OF EXAMINATION-CONTROL INSTITUTION

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ABSTRACT

The study examined how the association between organizational commitment and Neuroticism traits predict job performance among employees of examination-control institution. Participants in the study were one hundred employees who were randomly selected from the Joint Admission and Matriculation Board (JAMB) in Southeastern Nigeria. The ages of the participants were between 21 and 50 years, with a mean age of 35.31 years and a standard deviation of 7.71 years. The instruments used for data collection were the self-assessment scale of job performance, big Five Personality Inventory and organizational commitment scale. The statistics used for data analysis were the linear regression enter method, and predictive design. Results revealed a positive interaction effect, $F(8, 91) = 22.70$, $p < .001$; interaction between neuroticism and organizational commitment $B = .401$, $P < .05$. Hence, neuroticism personality may work towards organizational goal if there is supportive leadership, supervision, organizational climate compelling the employee towards organizational goals. It is recommended that examination and control bodies should enrich their organizational climate mechanism and supportive leadership as these qualities will enhance job performance among neuroticism personality employees.

Key Words: Organizational commitment, neuroticism, job performance

INTRODUCTION

Organizations across the world have continued to face persistent challenges with the quality of job performance of their employees. Though organizations have expected outcomes, most organizations experience difficulties meeting set organizational targets. These challenges standing in their way to success may include issues that concern with staff welfare, lack of commitment, low manpower, poor salary, job insecurity, and type of leadership styles. Over the years, scholars have investigated how organizations may be able to increase employee job performance within goods and services organizations (Abell, 2024; Hundei & Habtewold, 2024; Kaur & Parveen, 2024), yet it appears that scholars have not been able to investigate a study on job performance within examination and admission control institutions. On the foregoing rests the motivation to examine the role of organisational commitment in the relationship between neuroticism and employee job performance among Joint Admission and Matriculation Board (JAMB) employees.

Substantial body of literature have defined employee job performance as: a term which refers to the quality of work of an employee (Caillier, 2010; as cited in Commer et al., (2017), the result of the application of an employee's abilities, skills, and aptitudes in the workplace (Chen, 2023); an

important activity that provides both the goals and methods to achieve the organizational goals and also provide the achievement level in term of out-put (Ibrahim et al., 2023), and the employee participation to achieve organizational goal (Awadh & Ismail, 2012). Others defined job performance as the overall predictable value from employees' behaviors carried out over the course of a set period of time (Motowidlo, et al., 1997), an effort of an employee to achieve some specific goal (Rageb et al., 2013), and how well an employee completes his/her assigned duties (Delima, 2019). Employee job performance is defined in the present study as the efficiency and effectiveness of an employee in the services of an organization within the workplace.

According to Mihalcea (2013), employee Job performance is a frequently used construct studied in organizational psychology, being considered to have a direct influence on the working quality of the employees of an organization. Perhaps this is why Hajari (2020) argues that an organisation with high-performing employees will be able to compete locally & globally. Similarly, Mahmood (2008) argues that most of the organizations consider job performance as the light of work-like attitudes in performing a job, job satisfaction and their commitment to completing the task. Literature reveals that the employee job performance factors consist of (internal factors, those originating from within an individual), and external factors (those associated with the environment/ situational), such as the job and organizational climate and many more (Mangkunegara, 2013, as cited in Mohammad et al., 2022). This position was earlier supported by Paresashvili et al (2021), who stated that it is essential that the performance of employees consists of and is influenced by both the personality and the situational factors. Therefore, Neubert and Taggar (2004) argue that the relation between job performance and the Big Five personality dimensions is more a consequence of social aspects of the workplace than ability. Meanwhile, the relationship between personality traits and job performance has been a frequently studied research topic in many fields like industry, agriculture and medicine for a long time (Alsuwailem & Elnaga, 2016).

Personality traits play a much bigger role in decision-making, and these decisions can greatly affect both the company and its employees positively or negatively (McGuinness, 2016). A plethora of scholars define personality as the pattern of characteristic thoughts, feelings, and behaviours that distinguishes one person from another and that persists over time and situation (Phares, 1991), and is fairly stable across time and context, and difficult to change (Mohammad, et al., 2022; Soto, 2018; Costa & McCrae, 1992). Authors have used diverse concepts to describe employee personality traits such as: Conscientiousness, hardworking, careful, thorough, responsible, organized, persevering; Extraversion- sociable, talkative, gregarious, assertive, active, ambitious and expressive; Agreeableness- courteous, flexible, trusting, good natured, cooperative, forgiving, soft hearted, and tolerant; Neuroticism- anxious, depressed, angry, embarrassed, emotional, worried, and insecure; and Openness to experience imaginative, cultured, curious, original, broad minded, intelligent and artistically sensitive. Earlier literature reveal that those traits have been found to consistently describe the personality of employees (Barrick & Mount, 1991, in Delima, 2019). In psychology, the five personality traits are five broad domains or dimensions of personality, which consist of extroversion, openness, conscientiousness, agreeableness, and neuroticism (Mohammad Yusof et al., 2022). It has become accepted that all of these personality dimensions can be extracted into the "Big Five Model" since the early 1990s (Alkahtani et al., 2011). Extensive body of knowledge reveal that there is a link between employee personality and job performance. For instance, Day and Bedeian (1995) reported that the more similar in agreeableness employees were to their co-workers, the more positive supervisors' ratings of performance were.

On the contrary, Clark & Watson, (1991) argued that employees who tend towards Neuroticism (i.e., who are prone to having irrational ideas, being less able to control impulses, and coping poorly with stress) perform poorer and are less creative than those who are emotionally stable; on the contrary, extraversion was associated with Task performance and creativity, probably because extraverts tend to experience positive affect. Meanwhile, a diverse body of literature shows that agreeableness, extraversion, openness to experience, and consciousness are

positively associated with employee work performance, but neuroticism is negatively associated with that (Bashkirova et al., 2023). Literature suggests a link between personality traits and organizational commitment (Handayani et al 2025).

However, a growing number of authors have defined organizational commitment as; the level of trust and acceptance of labor towards organizational goals and has a desire to remain in the organization (Mathis & Jackson 2013, as cited in Made et al., 2021), and how much a worker identifies with the organization and wants to stay involved in it (Igbomor & Ogbuma, 2024 as cited in Herman & Kurniawan, 2023). Others defined organizational commitment as the desire on the part of an employee to remain a member of the organization (Mayer & Natalie, 1997, as cited in Soenanta et al., 2020), and the extent to which employees are devoted to their organization, including their desire to maintain membership, their willingness to work diligently for the organization, and their acceptance of its values (Hu et al., 2020; as cited in Chen, 2023).

Furthermore, the organizational commitment concept is a multi-dimensional concept (Meyer et al., 1991 as cited in Kaur & Parveen, 2024) anticipated three model of organizational commitment; affective commitment, normative commitment and continuance commitment (Allen & Meyer, 1996; Karrasch, 2003; Turner & Chelladurai, 2005; Greenberg, 2005; Boehman, 2006; Canipe, 2006 as cited in Ahmad et al., 2014). Scholars hold that organizational commitment is based on three factors which are specific to the employee: resilient confidence and recognition of the organization's goals and morals, readiness to exercise substantial work for the organization, and solid intention to remain loyal to the organization (Mowday, et al., 1997; as cited in Akhtar et al., 2015). According to Allen and Meyer (1991), (as cited in Zuliani et al. 2023), organizational commitment consists of work loyalty, self-contribution, and self-satisfaction or happiness at work. Numerous amounts of literature hold that organizational commitment could be explained in the theory of social exchange, which proposes that organizational commitment which is a factor outside the employee that is facilitated by organizational climate and supportive leadership may interact in the relationship between neuroticism personality trait and job performance to improve the organizational goal of the JAMB.

Finally, earlier scholars continue to report that personality traits have direct effects on job performance. Although the neuroticism personality trait was found to have negative effect on job performance within organization. The present study postulates that organizational commitment may be a sine qua non that will enhance the outcome in the relationship between neuroticism and job performance within examination-control organizations.

Statement of the problem

Previous studies examined the impact of personality traits on employees' job performance in batticaloa teaching hospital (Delima, 2019), the impact of personality traits on work performance (Li, 2023), an evaluation of the relationships between personality traits, job satisfaction and job performance: an empirical study of Jordanian hospitals (Rababah, 2019), personality traits as a predictor of job satisfaction among student-teachers in Ghana (Amoako, 2024), exploring the relationship between personality and job performance" (Alsuwailem & Elnaga, 2016), impact of owner/manager's personality traits on employee's performance: a study of micro, small and medium-scale enterprises in Lagos State (Abell, 2024), relationship between personality traits and employee performance within the SMES context (Yusof et al., 2022), leader's personality traits and employees job performance in public sector (Ghani et al., 2016), the effect of personality to job performance: systematic literature review (Made et al., 2021). These studies differ from the present investigation because, the studies did not specifically focus on neuroticism personality trait. Also, the studies participants were not drawn from examination-control organizations.

Similarly, literature revealed studies in organizational commitment components and job performance: mediating role of job satisfaction (Commer et al., 2017), the study on organizational commitment, work motivation and job performance in the post-covid-19 epidemic -the mediating effects of work motivation and transformational leadership (Chen, 2023), organizational

commitment, job satisfaction and job performance as a mediator between role stressors and turnover intentions (Rageb et al., 2013), role of organizational commitment on employee performance (Made et al., 2021), impact of organizational commitment and employee performance on the employee satisfaction (Ahmad et al., 2014), the impact of organizational commitment on job satisfaction and job performance (Akhtar et al., 2015), exploring the impact of organizational commitment on employees job performance (Kaur & Parveen, 2024), the effect of job satisfaction on employee performance through organizational commitment (Zuliani et al., 2023) the impact of organizational commitment on job performance (Hendri, 2019), the effect of organizational commitment, competence on job satisfaction and employees performance (Renyut et al., 2017), and the influence of job satisfaction, motivation, and organizational commitment to employee performance (Hidayah et al., 2018). Furthermore, these studies differ from the present investigation because it appears to the best of researchers' knowledge that no study has examined the role of organizational commitment in the relationship existing between personality traits and job performance in a single study, especially among examination-control organizations. On this foreseen gap in knowledge rests the motivation for the study.

Campbell's model of job performance serves as the theoretical framework for the present study. It assumes that job performance is multifaceted and consists of multiple components rather than a simple measure. Performance is influenced by two factors neuroticism personality trait (internal factor), and organizational commitment (external factor). While neuroticism is associated with having irritable ideas, less able to control impulses, and coping poorly, with stress; organizational commitment is consistent with work loyalty, self-contribution, self-satisfaction or happiness at work. According to the Campbells model, if there is a good organizational climate and great supportive leadership mechanism, neuroticism personality individuals may become happy with themselves, become loyal, cope better with stress and adhere to the goals of the organization achieve better organizational performance.

Empirical Review

Personality Traits and Job Performance

Delima (2019) researched the impact of Personality traits on the Job performance of employees. The findings state that conscientiousness, extraversion, openness to experience, and agreeableness have a positive and significant impact on the job performance of employees, while neuroticism has a negative and significant impact on the job performance of employees. Similarly, Li (2023) examined the impact of employees' individual differences in personality traits (PT) on work performance. Results revealed that the four but personality traits are directly correlated to employees' work performance, while neuroticism has negative effect on job performance. This result was consistent with Delima (2019), who reported a negative and significant impact on job performance. In a related study, Rababah (2019) examined the effects of personality traits (Big Five personality) on job performance in the case of the hospital sector. Investigators collected data from 1200 employees in 52 hospitals in Jordan were analysed using structural equation modelling. The study finds that the conscientiousness, extraversion, agreeableness, and openness traits exert positive effects, while neuroticism produces a negative effect on job performance. This finding is in alignment with earlier scholars (Delima, 2019; Liu, 2023). Alsuwailem & Elnaga (2016) investigated the relationship between personality and job performance of the five-factor model with job performance. Conscientiousness and extraversion appear to be positively correlated with productivity and performance. Neuroticism and agreeableness are negatively correlated with leadership capabilities. This work is supported by the works of other authors in the area of neuroticism, significantly relating to job performance (Delima, 2019), and (Liu, 2023), and supported by Rababah (2019).

Organisational Commitment on Job Performance

Commer et al. (2017) analyzed the impact of organizational commitment components on overall and job performance. This study proposes that organizational commitment components have a

considerable effect on overall job performance. The relationships between variables in this study were analyzed by using factor analysis, reliability tests, descriptive statistics, and correlation and regression analyses. A total of 437 useful surveys were collected from employees who are working in furniture manufacturing firms in the Federation of Bosnia and Herzegovina. The study results indicate that “affective” and “normative commitments” have effects on overall job satisfaction. Overall job satisfaction and “affective commitment” affect employees’ job performance. Overall job satisfaction mediates the relationship between “normative” and “affective commitment” and job performance. Igbomor & Ogbuma (2024) investigated the effect of organizational commitment (affective, continuance and normative commitment) on employee job performance: A case study of Ukwuani Local Government Area secretariat, Delta State, Nigeria. The study adopted a survey research design. Consequently, one hundred and forty-nine (149) structured questionnaires were given to the study participants to fill out, of which one hundred and forty-one (141) were fully completed. Multiple regression analysis was the data analysis strategy used in the study. Findings revealed that affective and continuance commitment components of organizational commitment have a positive and significant effect on employee job performance, while normative commitment has a negative and insignificant effect on employee job performance. This result is similar to Commer et al. (2017) and Igbomor & Ogbunma (2024) investigation. Similarly, Chen (2023) investigated the connection between the organizational commitment of employees and their job performance in the post-COVID-19 pandemic. Additionally, the study aims to explore the relationship between work motivation and transformational leadership as intervening variables to better understand how they interact with the correlation between organizational commitment and job performance. The study utilized hierarchical multiple regression analysis and the bootstrap method for analysis. The findings of the research demonstrate that there is a positive and significant impact of organizational commitment on work motivation and work performance. Furthermore, work motivation also has a significant and positive influence on work performance. Moreover, the relationship between job motivation and job performance is mediated by transformational leadership, and the relationship between organizational commitment and job performance is mediated by work motivation. This study is similar to earlier studies on the relationship between organizational commitment and job performance (Commer et al., 2017; Agbomor & Ogbuma, 2024). Rageb et al. (2013) explored the situational relationships among job satisfaction, job performance, employee commitment to organisations and employee turnover intentions through a case analysis on the College of Management and Technology (CMT), one of the Arab academies for science and technology and maritime transport. A structured questionnaire was developed. The hypotheses were simultaneously tested on a sample of 65 out of 100 employees, giving a response rate of 65 per cent. Several analytical techniques were used to evaluate the relationships among the variables under investigation, such as Pearson correlation and chi-square. Hierarchical regression was used to evaluate the mediating role. The findings of this study have shown significant relationships among the variables under investigation, as well as they have shown contribution as a moderator. This study is similar to earlier studies on the relationship between organizational commitment and job performance (Commer et al., 2017), Igbomor & Ogbuma (2024), and Chen (2023). Made et al. (2021) conducted literacy research which aimed to review 21 literacies that can be reviewed with the aim of getting a picture of performance, quality of work life, commitment and career development. The results of the review show that quality work life, commitment and career development can be used as indicators of performance improvement. Commitment can be used as a mediator between quality work life, career development, and performance. This study is similar to earlier studies on the relationship between organizational commitment and job performance (Commer et al., 2017; Igbomor & Ogbuma (2024), Chen (2023), Rageb et al. (2013). Similarly, Ahmad et al. (2014) investigated the impact of organizational commitment and employee performance. The authors used a statistical population of the Banking Sector, which covers 110 employees of 10 banks, and data were collected through a self-administered questionnaire. Correlation coefficient, Regression analysis and ANOVA were tested for the data analysis. There are two independent variables: 1) organizational commitment, 2) employee

performance, whereas employee satisfaction is taken as the dependent variable. Results showed a positive relationship between organizational commitment and employee satisfaction, and similarly, employee performance has a positive relationship with employee satisfaction. This study is similar to earlier studies on the relationship between organizational commitment and job performance (Commer et al., 2017, and Igbomor & Ogbuma, 2024; Chen 2023; Rageb et al., 2013, Made et al., 2021). Akhtar et al. (2015) conducted a study to understand the possible impact of organizational commitment on job satisfaction and job performance, and to expand the research findings to different organizations. The research is based on 133 selected questionnaires from the employees randomly selected from the commercial banks district of Multan. Regression analysis was conducted to get the results. The results revealed that there is a significant relationship among organizational Commitment, Job Satisfaction and Job performance. It was concluded that organizational commitment had a positive impact on Job satisfaction and Job Performance. This study is similar to earlier studies on the relationship between organizational commitment and job performance (Commer et al., 2017; Igbomor & Ogbuma, 2024; Chen (2023); Rageb et al., 2013; Made et al., 2021; Ahmad et al., 2014). Soenanta et al. (2020) investigated the effect of job satisfaction and organizational commitment on employees' retention in a lighting company. Quantitative approach used in this research with the survey method. The sample size for this research was 204 employees selected randomly. The data were obtained by distributing questionnaires and analyzed by using path analysis. The result of the research can be concluded that job satisfaction has a positive direct effect on employees' retention, and job satisfaction has a positive direct effect on organizational commitment. This study is similar with (Commer et al., 2017; Igbomor & Ogbuma, 2024; Chen 2023; Rageb et al., 2013, Made et al., 2021; Ahmad et al., 2014; Akhtar et al., 2015). In a related study, Kaur & Parveen (2024) investigated the relationship between organizational commitment and employees' performance in the textile sector of Faisalabad in Pakistan. Questionnaires were sent to selected firms of textile firms in Faisalabad. Then, 179 samples were chosen, and the figures were evaluated on SPSS 22.0. Regression and correlation tests were utilized. The outcome indicates that there is a momentous and affirmative relationship between employees' performance and organization commitment. Affective and normative commitment have a positive impact on employees' performance, but continuance commitment has no significant impact on employees' performance. There is similarity between this work and earlier studies (Commer et al., 2017; Igbomor & Ogbuma, 2024; Chen; 2023; Rageb et al., 2013; Made et al., 2021; Ahmad et al., 2014; Akhtar et al., 2015; Soenanta et al., 2020). Hidayah et al. (2018) investigated the relationship between the variables of job satisfaction, motivation, and organizational commitment to employee performance. Quantitative descriptive study with explanatory research design. The population in this study is the total number of employees in STIE Mandala Jember, both fixed and non-permanent employees, which amounted to 90. Samples taken are of 55 respondents, and the data were analyzed using a simple random sampling technique. The analytical tool used is multiple linear regression. The results showed that job satisfaction, motivation and organizational commitment simultaneously influence employee performance, then partially job satisfaction has no significant influence on employee performance, and the other variable, motivation and organizational commitment, has a significant influence. There is similarity between this work and earlier studies (Commer et al., 2017; Igbomor & Ogbuma, 2024; Chen, 2023; Rageb et al., 2013; Made et al., 2021; Ahmad et al., 2014; Akhtar et al., 2015; Soenanta et al., 2020; Kaur & Parveen, 2024).

Hypothesis

- i. There will be a positive and significant interaction effect between organizational commitment and neuroticism trait on job performance among JAMB employees.

METHODS

Participants

One hundred employees from the Joint Admission and Matriculation Board were randomly selected from the JAMB offices in Southeastern Nigeria served as participants of the study. The ages of the participants were between 21 and 50 years, with a mean age of 35.31 years and a standard deviation of 7.710 years. Thirty-one (31.1%) participants were female, and sixty-eight (68.0%) were male. Thirty-one (31.0%) were from Anambra, 19 (19.0%) Imo, 18 (18.0%) Ebonyi, 13 (13.0%) Enugu, and 19 (19.0%) Abia states. Five employees were accountants (5.0%), 5 (5.0%) accountant I, 5 (5.0%) accountant II, 5 (5.0%) administrative officers, 6 (6.0%) admissions officers, 29 (29.0%) clerical officers, 6 (6.0%) hygiene officers, 6 (6.0%) ICT officers, 5 (5.0%) marketing officers and 5 (5.0%) Servicom officers. Six participants (6.0%) had 10 years' experience, 6 (6.0%) had 15 years' experience, 5 (5.0%) 20 years' experience, 5 (5.0%) 22 years, 3 (3.0%) 3 years' experience, 6 (6.0%) 4 years' experience, 16 (16.0%) 5 years' experience, 16 (16.0%) 6 years' experience, 6 (6.0%) 8year experience, and 5 (5.0%) was 1 year experience. Sixty-two participants (62.0%) were graduates, 16 (16.0%) had postgraduate degrees, 17 (17.0%) had ordinary level qualifications, and 5 (5.0%) were either with an ordinary national diploma or a national diploma in education. Forty-three (43.0%) participants were married, and 57 (57.0%) were single. All participants were informed about their rights to informed consent, to leave at any point in the course of the study and to know the outcome of the research outcome. Participants were informed that the study was only for academic purposes.

Instruments

The instruments used for data collection were the Self-assessment Scale of Job Performance (SJOP), Big Five Personality Inventory and organizational commitment scale. The Self-Assessment Scale of Job Performance (SJOP) has been refined from its original 20-item format to a more concise 10-item version. The SJOP was developed by Erika Guimaraes Soares et al (2020). The short version of the scale was published in 2020. This reduction aims to enhance efficiency and mitigate response biases such as acquiescence. Erika Guimaraes Soares et al (2020) selected the 10 items with the highest factor loadings and thresholds from the original scale. The revised instrument employs a bifactor model, encompassing: General Job Performance Factor: Represents overall job performance. Two Specific Factors: Task Performance: Evaluates effectiveness in job-specific tasks, and Contextual Performance: Assesses behaviours that contribute to the organizational environment. Each item is rated on a 5-point Likert scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The 10-item version of the SJOP demonstrated satisfactory internal consistency, indicating that the items reliably measure the intended constructs. The use of a bifactor model in its development further supports the scale's reliability. A reliability of .82 was found for the scale in the present study.

The Big Five Personality Inventory was developed by Oliver P. John, Eileen M. Donahue, and Richard L. Kentle in 1991. It was designed as a brief, accessible measure of the Big Five personality traits. The scale adopts a Likert scoring pattern ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The items are directly scored except for items marked (R) (e.g., "I am reserved" for Extraversion), which are scored in the opposite direction. Each personality trait is scored by averaging the responses to its corresponding item. Some of the items are: I see myself as someone who " is talkative", " can be moody", "is easily distracted", " can be cold and aloof". The reliability neuroticism personality trait in the present study was .741.

The organizational Commitment Scale (OCS), developed by Upinder Dhar, Prashant Mishra, and D.K. Srivastava (2002), is an 8-item instrument designed to assess employees' commitment to their organization. This scale evaluates two primary dimensions: Identification with the organization: Measures the degree to which employees align themselves with organizational values and goals. Concern for the organization: Assesses the level of care and responsibility employees feel towards their organization. Each item is rated on a 5-point Likert scale: ranging from 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, to 5 = Strongly Agree. Items 6 and 8 are reversely scored, while the rest are directly scored. According to the authors of the

scale, the scale has demonstrated a reliability coefficient of 0.6078 using the Spearman-Brown split-half method, suggesting moderate internal consistency. A reliability of .521, was found for the scale in the present study.

Procedure

An introduction letter was issued by the Head of the Department of Psychology at Nnamdi Azikiwe University, Awka, to commence the present study. This letter was submitted to the JAMB office, and subsequently, approval was received for the study. The instruments of the study were produced in a Google Form questionnaire to facilitate data collection. To obtain a representative sample, the researchers employed a multiple-level sampling technique. First, the selection of the JAMB office in the southeast was a convenience sampling method, while the selection of participants of JAMB employees was a simple random sampling. Thereafter, the Google Form was distributed to JAMB employees who were willing and volunteered to be part of the study. The data collected through the Google Form served as the primary source of data.

Design And Statistics

The study adopted a predictive correlational design. Data analysis was carried out using descriptive statistics and the linear regression enter method was used for data management. Statistical Package for Social Sciences (SPSS) version 26.0, software was used for data analysis.

Table 1: Interaction analysis of neuroticism personality traits, and organizational commitment on job performance

Predictor Variables	Adjusted R-squared	df1 (df2)	F	B	T	P
Neuro & org com	.100	1(98)	1.99	.006	13.49	.05

Table 1 above presents the results of the interaction analysis of neuroticism personality trait, and organizational commitment on job performance of JAMB employees. The overall model contributed 10% (Adjusted $R^2 = .10$) in the understanding of job performance among examination-control organizations. The F-ratio was also significant, $F(1, 98) = 1.99, P < .05$. The unstandardized beta coefficient for the combined predictor variables was neuroticism and organizational commitment $B = .006, P < .05$.

DISCUSSION OF FINDINGS

The study examined the conditional effect of organizational commitment in the relationship between neuroticism personality trait and job performance among JAMB employees. Hypothesis one, which stated that there will be a significant and positive conditional effect between organizational commitment and neuroticism on job performance, was confirmed. Earlier studies found a significant and negative association between neuroticism and job performance within organizations (Delima, 2019; Rababah, 2019; Muhammad Farrukh, 2017; Alsuwailem & Elnaga, 2016; Zahiri, et al 2016). However, the present study differed from earlier studies in the area of conditional effect as such was not supported by these studies that reported main effects between organizational commitment and job performance. The present study does not contradict the earlier studies. While these studies focused on the main effect of organizational commitment on job performance, the present study addressed the role of organizational commitment in the relationship existing between neuroticism personality trait and job performance. Furthermore, the present finding reveal that even though an employee has neuroticism traits, such employees may perform well compared to other personality traits if s/he is there is supportive leadership mechanism, and enhanced organizational climate. The empirical outcome of this study may find an explanation in Campbell's model of job performance. Accordingly, the model assumes that

performance is a multifaceted concept: declarative knowledge, procedural knowledge, motivation, task efficiency, effort, commitment, leadership, and teamwork. On the contrary, neuroticism is a personality trait that reveals attributes such as a tendency to experience negative emotions that relate to anxiety, worries, irritability, self-doubt, guilt, moodiness, increased conflicts, high prone to stress, and sadness. An employee with these traits may not be quite productive in a work organization, as they may experience more levels of stress and lack of concentration than other personality traits (Delima, 2019; Rababah, 2019). Thus, if these employees are unable to discharge their duties effectively, the organization performance would be affected negatively. The findings are explained by the Campbell model that even though an employee is composed of a neuroticism trait, it is possible to get the individual to perform optimally towards organizational goal (job performance) by enhancing aspects of the Campbells model that are not within the control of the employee. These aspects may are, leadership, procedural knowledge and teamwork. When these aspects are embraced by the organization it may be assured that the employee will get motivated and directed towards the job performance of the organization.

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