






# “The role of personality and home office practices in developing organizational commitment: The post-COVID-19 Hungarian case”

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# THE ROLE OF PERSONALITY AND HOME OFFICE PRACTICES IN DEVELOPING ORGANIZATIONAL COMMITMENT: THE POST-COVID-19 HUNGARIAN CASE

## **Abstract**

Since organizational commitment has been shown to contribute to the success of an enterprise and is acknowledged to be influenced by both personality and situational factors, a thorough investigation into how home office arrangements shape the personality-commitment bonds is needed to provide HR practitioners with guidelines on how to establish effective home office policies. Therefore, this study seeks to investigate whether the relationships between the Big Five personality traits and the three facets of organizational dedication still exist in the post-COVID-19 era characterized by an ever-increasing adoption of remote working and, if so, to reveal whether remote working arrangements shape these relationships. Using data collected from 730 Hungarian employees working in various industries in late 2023 via a self-administered questionnaire and employing PLS-SEM analysis, the study confirms that personality-commitment relationships persist in the post-COVID-19 era. On the other hand, the associated effect sizes, which range from 0.008 to 0.053, also reveal that organizational commitment is primarily driven by factors other than personality, which explains less than 10% of the variability in organizational commitment. Moreover, the non-significant moderating effect of the home office suggests that remote working practices do not fundamentally shape the strength of the relationships between the personality and the dedication toward an organization. Consequently, different personality traits required for fulfilling specific roles do not need special attention when developing remote work policies; rather, openness and extraversion, the two primary sources of dedication, are to be prioritized to promote organizational commitment.

## **Keywords**

big five, personality, commitment, home office, home office policies, Hungary

## **JEL Classification**

M12, M54, M50

## **INTRODUCTION**

Even though the pandemic had been brought under control, COVID-19 reshaped organizational behavior, particularly in terms of workforce expectations and commitment (Kniffin et al., 2021). The worldwide adoption of remote working has a significant impact on organizations (Couto et al., 2024) and also influences the commitment (Kortsch et al., 2022) and engagement (Ghonim et al., 2025) of the workforce.

Personality traits are believed to sway how people control their emotional experiences and behave in different situations (Diener et al., 1985). Cropanzano et al. (1993, p. 597) have already concluded that "individuals who tend to experience positive emotion should show higher organizational commitment." The widely recognized Big Five personality model developed by McCrae and Costa (1987) has been applied extensively to examine the relationships between

personality and variables relevant to organizations, such as job satisfaction (Judge et al., 2002), job performance (Sartori et al., 2021), work-life balance (Soni & Bakhru, 2019), or work engagement (Olsen et al., 2024).

Since commitment is influenced by personal characteristics and situational factors (Farrukh et al., 2017), the adoption of remote working may have a significant impact on the development of organizational allegiance. As isolation is often cited by individuals working remotely as a key challenge to be dealt with (Marshall et al., 2007), remote work policies might alter the strength of the relationship between personality and organizational dedication. Hence, in order to provide HR practitioners with some guidelines on how to manage effectively remote work policies, a thorough investigation of the relationship between personality and organization dedication as a function of home office arrangements is needed since maintaining elevated levels of dedication significantly contributes to the success of the enterprise as a whole (Somers, 1995; Đorđević et al., 2020). Consequently, in order to maintain high levels of competitiveness, home office regulations should consider how remote working affects the dedication of the workforce.

## 1. LITERATURE REVIEW

Since the commitment of the workforce has been proven to significantly contribute to the success of the enterprise as a whole (Đorđević et al., 2020; Chafi et al., 2021), despite the ever-increasing adaptation of remote working opportunities, organizations strive to maintain elevated levels of dedication. On the other hand, since personality traits are acknowledged to determine to some extent how people behave in different situations, the personality of the workforce fundamentally shapes their allegiance towards the organization as well (Guay et al., 2016).

### 1.1. Employee commitment: Meyer and Allen's three-dimensional framework

Organizational commitment has been extensively studied since the 1960s. Since Meyer and Allen introduced their model in the early 1990s, organizational commitment has been acknowledged to encompass three components, namely affective, continuance, and normative commitment (Meyer & Allen, 1991).

Affective commitment is defined as an “attachment to an organization, [...] a desire to remain in the organization and a willingness to exert efforts on its behalf” (Allen & Meyer, 1990b, p. 849) and is the most decisive facet related to organization-relevant and employee-relevant factors, like attendance, performance, citizenship behavior,

and work-life balance (Meyer et al., 2002; Carmeli, 2005). Continuance commitment is calculative-based, with the employees staying with the enterprise because it is the most rewarding for them, while normative commitment is moral-based if a moral obligation to maintain membership in the organization is felt (Meyer & Allen, 1991).

The dedication of staff members, on the other hand, is believed to be influenced by the personality of the workforce, as evidenced by numerous studies (see Table 1).

### 1.2. Big Five personality traits

One of the most salient cornerstones in trait theory is the five-factor or OCEAN model of personality developed by Costa and McCrae (1992). The five facets include openness to experience (O), conscientiousness (C), extraversion (E), agreeableness (A), and neuroticism (N).

Individuals who are open to experience are curious, broad-minded, and inspiring (McCrae et al., 2002), and seek rewarding features of their work that generate job satisfaction (Tziner et al., 2008). If they are given these factors, they might develop greater organizational allegiance. On the other hand, individuals with lower levels of openness seem to prefer known routines and behave with greater caution.

Conscientiousness ranges from systematic, hard-working, and prompt individuals to impulsive and inattentive ones (McCrae & John, 1992). It

is the most reliable predictor of job performance (Hadziahmetovic & Mujezinovic, 2021) and also correlates with work dedication (Organ & Lingl, 1995).

Extraversion indicates how much an individual seeks social interactions. An extraverted person tends to be cooperative, and since “positive emotionality is a central core component of extraversion” (Watson & Clark, 1997, p. 783), such individuals usually positively judge their perceptions of their work environment, which nurtures elevated levels of commitment (Judge et al., 2002).

Agreeableness reflects a person’s level of cooperativeness and approachability. Highly agreeable individuals are kind, cooperative, calm, and forgiving (Digman, 1990). Collaborative employees are likely to have much stronger dedication (Tziner et al., 2008), especially affective (Mert & Köksal, 2022) and normative commitment (Choi et al., 2015).

Neuroticism captures emotional (in-)stability along with responses to stress, depression, and anger (Tanisha et al., 2023). Low emotional stability leads individuals to focus on the losses, making them less likely to pursue new opportunities outside the organization, thereby fostering continuance commitment (Page et al., 2008). In contrast, individuals with higher levels of emotional stability are more likely to consider quitting. In line with the interpretations stemming from Sartori et al. (2021), the current paper considers neuroticism as an indicator of emotional instability, the high values of which are undesirable from the employer’s perspective.

### 1.3. Relationship between the Big Five personality traits and organizational commitment

Recent studies have meticulously examined the relationship between personality traits and organizational commitment. Some authors claim that the attitude of staff members toward an organization is a direct function of their personality (Guay et al., 2016). Others, such as Ilies et al. (2009), argue that personality has an indirect effect on organizational behavior, which also depends on the quality of social interactions within an organization, as “situational factors may trigger or suppress the manifestation of personality traits” (Choi et al.,

2015, p. 2). For instance, Uru et al. (2022) found that work practices, specifically in-office, hybrid, or remote work, shape the relationship between commitment and organizational identification.

Choi et al. (2015) also evidenced that all traits of the general five-factor model of personality are positively related to affective and normative commitment. Similar conclusions are drawn in the case of Ghanaian clerks by Korankye et al. (2021), who found that extraversion has the highest impact on elevated levels of organizational commitment. Erdheim et al. (2006) also examined the personality-commitment links using age, gender, and tenure as control variables. Meyer et al. (2002) earlier revealed that these factors, albeit slightly, affect the commitment of the workforce, along with cultural values (Gelade et al., 2008). However, Panaccio and Vandenberghe (2012) and Khiavi et al. (2016) did not witness any meaningful impact of these features on organizational commitment. According to Costa et al. (2001), gender differences among personality traits are quite small compared to the individual variation within genders, even though personality is believed to sway the development of organizational commitment. In the case of some personality trait-commitment bonds, no clear-cut decision has been reached so far as to whether elevated levels of a given personality trait diminish or foster the development of commitment.

Recent research usually reports a positive correlation between openness to experience and affective commitment (Hawass, 2012; Choi et al., 2015; Emecheta Bartholomew et al., 2016; Khiavi et al., 2016; Basnet & Regmi, 2019; Hadziahmetovic & Mujezinovic, 2021; Al Mohsen, 2023). In contrast, Farrukh et al. (2017) evidenced a negative association between these facets among university staff in Pakistan.

Except for Panaccio and Vandenberghe (2012), who incorporated conscientiousness with a negative sign into the hierarchical regression, previous studies (Erdheim et al., 2006; Hawass, 2012; Kappagoda, 2013; Choi et al., 2015; Emecheta Bartholomew et al., 2016; Farrukh et al., 2017; Basnet & Regmi, 2019; Hadziahmetovic & Mujezinovic, 2021; Mert & Köksal, 2022; Al Mohsen, 2023) found a positive correlation between conscientiousness and affective commitment.

Undoubtedly positive relationship exists between extraversion and affective commitment (Erdheim et al., 2006; Gelade et al., 2006; Hawass, 2012; Panaccio & Vandenberghe, 2012; Kappagoda, 2013; Choi et al., 2015; Emecheta Bartholomew et al., 2016; Sood & Puri, 2016; Farrukh et al., 2017; Hadziahmetovic & Mujezinovic, 2021; Mert & Köksal, 2022; Gurbuz et al., 2022; Al Mohsen, 2023). Moreover, a positive relationship is found between agreeableness and affective commitment (Hawass, 2012; Panaccio & Vandenberghe, 2012; Kappagoda, 2013; Choi et al., 2015; Emecheta Bartholomew et al., 2016; Farrukh et al., 2017; Basnet & Regmi, 2019; Hadziahmetovic & Mujezinovic, 2021; Mert & Köksal, 2022; Gurbuz et al., 2022; Al Mohsen, 2023). Individuals with high extraversion usually positively judge their perceptions of their work environment, resulting in elevated levels of affective commitment (Judge et al., 2002).

Unlike the previous facets of personality, escalated levels of neuroticism result in receded levels of affective commitment (Gelade et al., 2006; Hawass, 2012; Panaccio & Vandenberghe, 2012; Choi et al., 2015; Farrukh et al., 2017; Mert & Köksal, 2022; Al Mohsen, 2023). However, some authors found a positive association between emotional instability and the affective component of dedication (Emecheta Bartholomew et al., 2016; Basnet & Regmi, 2019). Matzler and Renzl (2007) posit that agreeableness has a positive effect, while neuroticism has a negative effect on employee satisfaction, which, in turn, shapes the affective commitment of staff members. Gurbuz et al. (2022) also verified that extraversion and agreeableness are indirectly and positively related to affective commitment through positive affect. The strength of their relationship, however, depends on the level of core self-evaluation.

While, in the case of affective commitment, a broad consensus has been reached on how the facets of personality traits influence dedication toward the organization, the results concerning continuance commitment are far more contradictory. Mert and Köksal (2022) found a positive effect, but Erdheim et al. (2006) and Choi et al. (2015) showed a negative association between openness and continuance commitment. Regarding extraversion, Panaccio and Vandenberghe (2012) and Khiavi et al. (2016) detected a positive correlation

as opposed to Erdheim et al. (2006), Choi et al. (2015), and Farrukh et al. (2017), who reported a negative relationship.

The relationship between emotional instability and continuance commitment is also unclear. The often-cited paper written by Erdheim et al. (2006) and the subsequent works done by Panaccio and Vandenberghe (2012), Choi et al. (2015), and Khiavi et al. (2016) reveal a positive relationship, while Farrukh et al. (2017) and Hawass (2012) demonstrate that the relationship is negative. Conscientiousness appears to be positively correlated with continuance commitment, as evidenced by Mert and Köksal (2022) and prior studies (Erdheim et al., 2006; Panaccio & Vandenberghe, 2012; Khiavi et al., 2016). In comparison, based on a dataset collected from Indian bank employees, Sood and Puri (2016) query the direction of this relationship. The majority of the papers (Panaccio & Vandenberghe, 2012; Khiavi et al., 2016) verify the existence of a positive impact of agreeableness on continuance commitment. However, the results obtained by Farrukh et al. (2017) suggest the presence of a negative association.

Based on the relevant literature, there is no doubt that openness is positively associated with the development of normative commitment (Choi et al., 2015; Sood & Puri, 2016; Mert & Köksal, 2022). Conscientiousness (Choi et al., 2015; Khiavi et al., 2016; Basnet & Regmi, 2019; Mert & Köksal, 2022) and agreeableness (Erdheim et al., 2006; Panaccio & Vandenberghe, 2012; Choi et al., 2015; Sood & Puri, 2016; Basnet & Regmi, 2019; Al Mohsen, 2023) also foster the development of normative commitment. Except for Iranian faculty members (Khiavi et al., 2016), the relationship between extraversion and normative commitment also seems to be positive, as evidenced by Erdheim et al. (2006), Choi et al. (2015), and recently by Mert and Köksal (2022) and Al Mohsen (2023). Only a few studies detected a significant relationship between neuroticism and normative commitment, each of them (Choi et al., 2015; Mert & Köksal, 2022; Al Mohsen, 2023) reporting a negative correlation.

Table 1 summarizes the findings of the relevant literature concerning the (statistically significant) existence and the direction of the relationships between various personality traits and the compo-

**Table 1.** Prior research findings on the existence and the direction of the relationship between personality traits and facets of organizational commitment

Personality traits	Dimensions of organizational commitment		
	Affective	Continuance	Normative
Openness	+(7), -(1)	+(1), -(2)	+(3)
Conscientiousness	+(10), -(1)	+(4), -(1)	+(4)
Extraversion	+(13)	+(2), -(3)	+(4), -(1)
Agreeableness	+(11)	+(2), -(1)	+(6)
Neuroticism	+(2), -(7)	+(4), -(2)	-(3)

Note: The + and – signs indicate the direction of the relationship, while the numbers in brackets show the number of studies that found a statistically significant relationship with the given direction between the two variables.

nents of organizational commitment. On the other hand, the impact of remote working policies on the strength of these relationships remains unclear and warrants further investigation. Hence, the findings of the predecessors showcased in Table 1 serve as a benchmark in order to decide whether the emergence of remote working opportunities significantly alters the presence, the strength, or the direction of the previously identified personality traits-commitment linkages.

#### 1.4. Home office in organizational psychology

The role of a home office in organizational psychology has been at the forefront of several recent studies. In Turkey, Uru et al. (2022) explored the relationship between work commitment and organizational identification during the pandemic, along with the moderating role of different work practices, namely remote, hybrid, and onsite working, on these relationships. The results suggest that the applied work practices shape the relationship between work commitment and organizational identification.

At the commencement of the COVID-19 pandemic, Taboroši et al. (2020) investigated whether there is any difference in organizational commitment between conventionally employed and remote workers and found that organizational identification is significantly higher among remote workers. On the other hand, isolation is often cited by individuals working remotely as a key challenge to be dealt with (Marshall et al., 2007; Chafi et al., 2021). Therefore, the social isolation associated with remote work might reduce the dedication of such individuals. Johannes et al. (2023) suggest, on the other hand, that remote working does not alter the strength of the relationship between personal-

ity traits and organizational commitment. Similar conclusions have been reached by Taboroši et al. (2023). Except for the linkage between agreeableness and organizational involvement, the remaining relationships between personality and organizational allegiance do not differ among “traditional” and teleworkers. Olsen et al. (2024) conclude that working five days remotely significantly decreases the influence that extraversion has on work engagement; however, the vast majority of their respondents never worked remotely.

As demonstrated earlier, personality traits are direct antecedents of organizational dedication, which may also be shaped by home office arrangements, in line with the findings showcased by Farrukh et al. (2017). It was argued that both personality and situational factors influence commitment. For instance, one might expect that extraverts, who typically seek social interaction (Leonardi & Treem, 2020), exhibit lower levels of organizational commitment when they are given fewer opportunities to engage with colleagues.

Since the role of a home office in shaping personality-commitment relationships is seldom studied, the present study seeks to investigate whether the relationships between the Big Five personality traits and the three facets of organizational dedication still exist in the post-COVID-19 era characterized by an ever-increasing adoption of remote working and if so, to reveal whether remote working arrangements shape these relationships.

## 2. METHODOLOGY

In order to examine the relationships between personality and commitment and to disclose whether home office arrangements shape the strength of

these relationships, a questionnaire assessing the personality traits, the commitment of the workforce, and the home office arrangements is needed.

To ensure the validity of the questionnaire and to facilitate a direct comparison with previous results, the validated and widely used questionnaires developed by John et al. (1991) to assess the Big Five personality traits and by Allen and Meyer (1990a) to measure organizational commitment have been employed. Each item is rated on a 7-point Likert scale. Besides assessing their personality and commitment, respondents were also asked to estimate the percentage of working hours spent in a home office. After pre-testing the survey, responses were collected online between October and December 2023. Participants had at least three months of continuous employment to submit an answer. The questionnaire has been disseminated among master-level (primarily MBA) students of two Hungarian universities, who were also asked to further distribute it among their colleagues. One of the universities is located in the capital, while the other is in a mid-sized city. MBA students usually have diverse demographic and professional backgrounds. Thus, the target population, even though not representative of the entire Hungarian society, especially since respondents belonging to Generation Z have a disproportionate share among the respondents, represents well each characteristic group of Hungarian white-collar workers. Participation was voluntary, and by ensuring strict confidentiality, 730 valid responses could be collected. The questionnaire and detailed demographic features of the respondents are provided in Appendix A.

Being a cross-sectional analysis, the survey might be prone to common method bias (Podsakoff et al., 2003; Kock et al., 2021). Therefore, in line with the recommendations given by Podsakoff et al. (2024), as many procedural remedies as possible have been employed. These remedies include (Podsakoff et al., 2024) enhancing the motivation of the respondents, ensuring strict anonymity (no personal data are required, and none of the questions related to demographic features are mandatory), and reducing evaluation apprehension by spacing related items apart from one another and forewarning the respondents about negatively worded items. For items measuring personality and commitment, different anchor points have been employed (is typical of me versus I agree).

An ex-post investigation of the common method bias is executed by Harman's single factor and an unmeasured latent variable test. Considering that a single factor in EFA accounts for 16.7% of the total variability, common method bias is unlikely to be present, and as such, the reliability of the questionnaire seems to be ensured.

The responses have been analyzed using partial least squares structural equation modeling (PLS-SEM); for a brief yet comprehensive review, refer to Hair et al. (2021). PLS-SEM performs well with smaller sample sizes and can be considered as a nonparametric procedure that does not rely on any assumptions related to the dataset and can also be applied as long as the data are measured on a quasi-interval scale (Risher & Hair, 2017; Hair et al., 2021). However, some authors (for example, Tóth et al., 2020) query that Likert-scale-based evaluations possess the property of being a quasi-metric scale. Currently, no technique exists that could deal with ordinal data and moderating effects in the case of more compound relationships.

Following Hair et al. (2021), the methodology involves the following steps:

1. Setup of the outer and the inner model. By relying on the previously introduced questionnaires, the outer or measurement model specifies how the latent constructs are measured. In contrast, the inner or structural model defines the sequence and the relationships among them.
2. Evaluation of the measurement model. The criteria used to check the validity of the items, however, depends on whether the construct is measured reflectively or formatively. In the case of reflectively measured constructs of organizational commitment, indicator reliability (suggested factor loadings above 0.708), internal consistency reliability ( $\rho_A$ ,  $\rho_C$  and Cronbach's  $\alpha$ ), convergent validity ( $AVE \geq 0.5$ ), and discriminant validity (by means of the heterotrait-monotrait ratio) are to be checked. In the case of formative measurements reflecting personality, collinearity (VIF metric) among the indicators and the statistical significance of the indicator weights and loadings should be inspected.

3. Evaluation of the structural model. If, based on the VIF values, no collinearity among the predictors could be detected, the significance and relevance of the relationships are to be assessed by means of bootstrapping. The in-sample predictive power of the model is judged based on the associated  $R^2$ -values.

First, the model has been inspected without the moderating effect of a home office in order to verify the existence of the anticipated personality-commitment relationships. Subsequently, the moderating effect of a home office is incorporated into the model. If the interaction term between the predictor and the moderator turns out to be significant, then the hypothesized moderator variable, in fact, intervenes as a moderator and as such, affects the strength (or even the direction) of the relationship between the two investigated variables (Hair et al., 2021).

### 3. RESULTS

Processing the dataset begins with ensuring the validity of the measurement model. Therefore, in the case of the formatively defined personality traits, the significance of their weights or the associated indicator loadings and the VIF indices are to be inspected, while in the case of the reflectively measured facets of organizational commitment (Hadi & Tentama, 2020), indicator loadings and discriminant validity are to be checked. The final step involves inspecting for potential multicollinearity among the antecedents of the target constructs. The outcomes of the measurement model evaluation can be found in Appendix A. Based on these outcomes, the validity of the measurement model is ensured; that is, the indicators incorporated in the hypothesized model are reliable enough to measure the associated constructs. However, the number of indicators with statistically significant weights is limited in the case of formative constructs (Cenfetelli & Bassellier, 2009), and as such, some variables proposed in the literature to measure personality traits (John et al., 1991) do not meet the quality criteria used to assess their reliability and had to be removed from the final measurement model.

As no severe multicollinearity could be detected among the antecedents, the significance of the

path coefficients can be investigated. As the PLS-SEM method relies on standardized data, each path coefficient reveals the expected change in the value of the dependent variable resulting from a one-standard-deviation-unit change in a given predictor construct, keeping all other exogenous constructs constant (Hair et al., 2021). The path coefficients and the associated  $t$ -values stemming from bootstrapping used to assess their significance (with  $n = 10,000$  bootstrap samples) are showcased in Table 2, along with the hypothesized signs of the relationships (refer to Table 1).

Hair et al. (2021) also recommend the inspection of the  $f^2$ -effect sizes that are used to assess the relative impact of a certain predictor on an endogenous construct in terms of explanatory power so that effect sizes of 0.02, 0.15, and 0.35 represent small, medium, and large effect sizes, respectively (Cohen, 1988). These effect sizes are given in the last column of Table 2. The data had not been segmented yet based on whether the respondent works remotely or not and, as such, describe the strength of the relationship regardless of remote work practices.

A profound investigation of the path coefficients shown in Table 2 reveals that the vast majority of the relationships identified based on the relevant literature still exist after the pandemic in the same direction. However, their effect sizes are usually quite small. The small effect sizes, along with the relatively small  $R^2$  values, suggest that even though organizational dedication depends on the personality of the workforce, other factors also play a crucial role in fostering their commitment.

The  $R^2$  values for the target constructs are  $R^2_{AFF} = 0.124$ ,  $R^2_{CONT} = 0.102$ , and  $R^2_{NORM} = 0.102$  for the affective, continuance, and normative components of commitment, respectively, whereas the corresponding adjusted  $R^2$  values are  $R^2_{AFF}(\text{adj}) = 0.118$ ,  $R^2_{CONT}(\text{adj}) = 0.095$  and  $R^2_{NORM}(\text{adj}) = 0.095$ . Even though these values indicate a rather weak explanatory power, the significance of the path coefficients amplifies that the model could be accepted in spite of the relatively low  $R^2$  values, typical in social sciences (Ozili, 2023). Similarly, low  $R^2$  values are reported by Cropanzano et al. (1993), Choi et al. (2015), and Taboroši et al. (2023). The structural model is displayed in Figure 1.

**Table 2.** Path coefficients between personality traits and organizational commitment, along with the effect sizes of the antecedents

Source: R-Studio output.

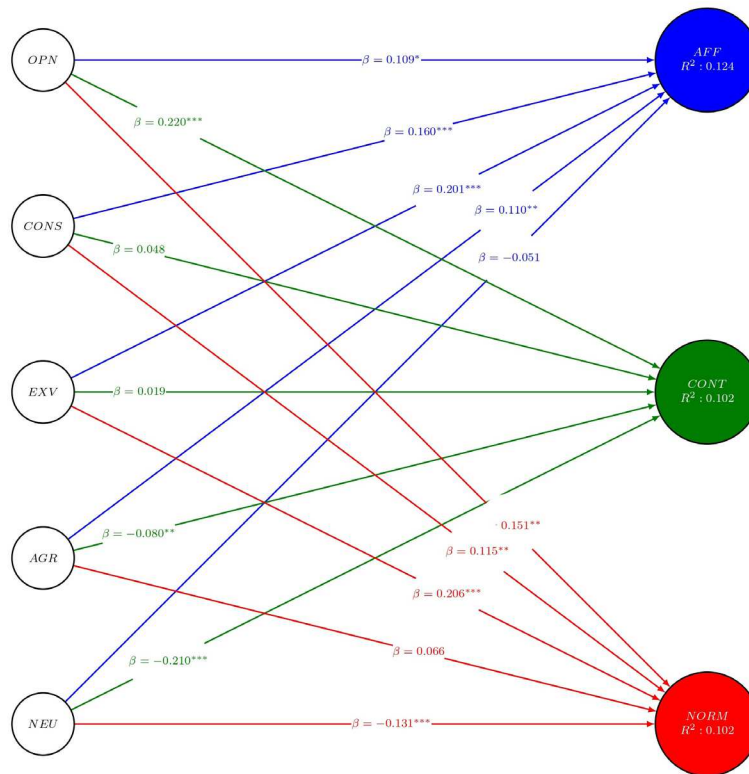
Path	Bootstrap mean	Bootstrap STD	t-value	Expected sign	f <sup>2</sup> -effect size
OPN → AFF	<b>0.109</b>	<b>0.054</b>	<b>1.845*</b>	+	<b>0.009</b>
OPN → CONT	<b>0.220</b>	<b>0.081</b>	<b>2.788***</b>	?	<b>0.053</b>
OPN → NORM	<b>0.151</b>	<b>0.064</b>	<b>2.267**</b>	+	<b>0.021</b>
CONS → AFF	<b>0.160</b>	<b>0.045</b>	<b>3.573***</b>	+	<b>0.022</b>
CONS → CONT	0.048	0.063	0.724	+	-0.001
CONS → NORM	<b>0.115</b>	<b>0.046</b>	<b>2.434**</b>	+	<b>0.012</b>
EXV → AFF	<b>0.201</b>	<b>0.042</b>	<b>4.737***</b>	+	<b>0.030</b>
EXV → CONT	0.019	0.054	0.265	?	0.000
EXV → NORM	<b>0.206</b>	<b>0.043</b>	<b>4.736***</b>	+	<b>0.031</b>
AGR → AFF	<b>0.110</b>	<b>0.042</b>	<b>2.331**</b>	+	<b>0.008</b>
AGR → CONT	<b>-0.080</b>	<b>0.045</b>	<b>-2.045**</b>	?	<b>0.008</b>
AGR → NORM	0.066	0.045	1.150	+	0.002
NEU → AFF	-0.051	0.042	-1.312	?	0.002
NEU → CONT	<b>-0.210</b>	<b>0.048</b>	<b>-4.234***</b>	+	<b>0.020</b>
NEU → NORM	<b>-0.131</b>	<b>0.046</b>	<b>-2.944***</b>	-	<b>0.014</b>

Note: Relationships in bold are significant; \*:  $p < 0.1$ , \*\*:  $p < 0.05$ , \*\*\*:  $p < 0.01$ .

To investigate the role of a home office in shaping the relationship between personality traits and organizational commitment, the previously identified significant relationships are moderated by the percentage of total working hours spent in

the home office. The coefficients for home office as a moderator variable and its interaction with the predictors are given in Table 3, along with the  $t$ -values used to assess their significance. In the case of moderation, the primary focus is on the signifi-

Source: R-Studio output.



Note: \*  $p < 0.1$ , \*\*  $p < 0.05$ , and \*\*\*  $p < 0.01$ .

**Figure 1.** Path coefficients in the structural model

**Table 3.** Estimated coefficients for the moderating effects and their interactions

Source: R-Studio output.

Relationship	Direct effect			Interaction term		
	Bootstrap mean	Bootstrap STD	t-value	Bootstrap mean	Bootstrap STD	t-value
OPN → AFF	-0.016	0.036	-0.435	0.004	0.038	0.138
OPN → CONT	-0.109	0.036	-3.119	-0.006	0.042	-0.014
OPN → NORM	-0.061	0.038	-1.634	-0.012	0.040	-0.316
CONS → AFF	-0.012	0.043	-0.331	0.042	0.036	1.299
CONS → NORM	-0.061	0.039	-1.566	0.039	0.039	1.032
EXV → AFF	-0.015	0.036	-0.463	-0.020	0.036	-0.661
EXV → NORM	-0.063	0.037	-1.734	-0.034	0.037	-1.010
AGR → AFF	-0.016	0.037	-0.425	-0.013	0.035	-0.434
AGR → CONT	-0.111	0.036	-3.169	-0.039	0.040	-0.948
NEU → CONT	-0.113	0.037	-3.139	-0.046	0.034	-1.359
NEU → NORM	-0.063	0.038	-1.684	-0.023	0.036	-0.654

cance of the interaction term between the moderator and the independent variable. This gives the expected change in the path coefficient between the exogenous and endogenous variable if the moderator variable changes by one-standard-deviation-unit (Hair et al., 2021). The significance of the direct effect solely, however, does not indicate the presence of a moderating effect.

## 4. DISCUSSION

Even though the relationships between various personality traits and the facets of organizational commitment persist in the post-COVID-19 era, the strength of these relationships is typically quite weak, and it does not appear to depend on home-office arrangements.

Based on prior research findings, the relationship between agreeableness and continuance commitment was anticipated to be positive; however, it turned out to be negative. Erdheim et al. (2006) assert that individuals high on agreeableness are expected to demonstrate respectful and proper workplace behavior. However, since this behavior is expected from them, it is seldom rewarded, and as such, it might fail to increase the costs associated with quitting the organization. Olsen et al. (2024) suggest that higher agreeableness may lead to increased workload, and the associated stress might also reduce the costs associated with leaving the organization. The anticipated positive relationship between neuroticism and continuance commitment has not been verified, either, since these factors

seem to be negatively correlated. This result is in line with the findings stemming from Farrukh et al. (2017), who argue that elevated levels of “neuroticism is characterized by poor emotional adjustment and experience of negative affect [...], which suggested a more frequent tendency for neurotic employees to leave and search for alternatives” (p. 29), thereby dwindling their continuance commitment.

The role of openness in shaping continuance commitment is subjected to a hot debate in the relevant literature with contradictory results (see Table 1). The findings of the present study corroborate the existence of a positive relationship between these factors. Moreover, based on the associated  $f^2$  effect size, openness is the primary driver of continuance commitment among the Hungarian respondents. Resulting from the insignificance of the corresponding path coefficients, the anticipated positive relationship between conscientiousness and continuance commitment and the hypothesized positive association between agreeableness and normative commitment cannot be proven beyond a reasonable doubt. There are two additional relationships, namely the bond between extraversion and continuance commitment as well as that of between neuroticism and affective commitment, the directions of which are disputed in the literature and which turned out to be insignificant in the present study. Considering prior research and the current outcomes, it is necessary to conclude that the direction of these relationships is rather context-dependent, and as such, a sharply defined conclusion concerning the direction of these relationships cannot be reached.

In conclusion, the bulk of the relationships between the Big Five personality traits and the various facets of organizational commitment persist in the post-COVID-19 era as well, and as such, recent changes associated with the diversification of the workplace do not significantly alter the nature of these relationships. While compared to other personality traits, extraversion has an ample impact on the affective and normative component of commitment (see the associated effect sizes), openness primarily drives the development of continuance commitment. On the other hand, compared to previous research outcomes, conscientiousness plays a less significant role in shaping the adherence of staff members.

On the other hand, based on Table 3, none of the relationships is moderated by the amount of time spent working from home. That is, the home office does not shape the relationship between personality traits and commitment toward an organization in line with the findings stemming from Johannes et al. (2023). Their study, however, does not distinguish various personality traits and the different facets of organizational commitment, either. Moreover, the majority of the interaction terms possess a negative sign indicating that, if the interaction term were significant, a one-standard-deviation-unit increase of the moderator variable would be associated with a decreasing path coefficient between the exogenous and endogenous construct. That is, the more time is spent in a home office, the weaker the relationship between personality and dedication to the organization becomes. This finding is in line with the remarks stemming from Wang et al. (2020), who claim that “telecommuters who experience psychological isolation feel less emotionally connected (affective commitment) to their organizations” (p. 620). However, the lack of moderating effect of the home office does not necessarily mean that employees working in the home office do not exhibit different levels of dedication than their peers working “onsite.” Instead, the strength of the relationship between the personality traits of the staff and their commitment is not influenced by whether they work remotely or not.

In conclusion, in the case of the Hungarian workforce, openness and extraversion play the most decisive role in shaping organizational commitment,

as also evidenced by Korankye et al. (2021). In contrast, prior research usually argues that agreeableness and conscientiousness are the primary drivers of organizational commitment. Hence, either the socio-economic background or the recent changes associated with the diversification of the workplace and the growing number of Generation Z employees slightly alter the relationships between personality and organizational dedication (Tidhar, 2023). Besides conducting the research in Hungary, where similar investigations have not taken place yet, a significant contribution of the research to the body of knowledge is the investigation of the moderating role of the home office on these relationships. While prior research has not yet interrogated how remote working arrangements shape personality-commitment bonds, the outcomes of the present study suggest that the impact of various personality traits on organizational commitment is neither diminished nor exaggerated by home office arrangements.

Considering that the two traits of openness and extraversion emerged as the key drivers of shaping the commitment of the workforce (see the associated  $f^2$  effect sizes), employees “scoring” high on these two dimensions are likely to be the most loyal toward their employer. On the other hand, conscientiousness plays a less decisive role in nurturing the dedication of the workforce, while elevated levels of neuroticism harm their commitment. Therefore, in the course of recruiting, special attention needs to be given to openness and extraversion, as elevated levels of these personality traits boost organizational commitment, which, in turn, has been proven to contribute to the success of the enterprise (Đorđević et al., 2020; Chafi et al., 2021).

Although the home office is certainly associated with some challenges to be addressed (Couto et al., 2024), situational factors associated with remote working do not significantly influence the relationship between personality traits and commitment. The non-significant moderating role of the home office provides HR executives some freedom in establishing home-office regulations, as personality traits do not require special attention if home-office regulations are properly set up.

As with respect to the personality-commitment relationships, only slight differences between

the Hungarian context and prior research findings stemming primarily from Western countries or the Far East could be detected; multinational companies might adopt best practices intended to foster organizational commitment from foreign subsidiaries as well since no significant decline of their effectiveness is expected. On the other hand, considering that personality explains only

a small fraction of organizational dedication (see the  $R^2$  values), other antecedents of organizational commitment, like specific HR activities, perceived organizational support, trust (Mercurio, 2015), seductive carrier opportunities (Owusu et al., 2021) and adequate leadership style (Moldogaziev & Silvia, 2015) also deserve special attention in order to maintain high levels of dedication.

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## CONCLUSION

Several prior studies (Taboroši et al., 2020; Uru et al., 2022; Johannes et al., 2023; Taboroši et al., 2023; Olsen et al., 2024) have already concluded that the emergence of remote work opportunities causes several profound changes in the work environment. Considering that situational factors are also acknowledged to shape the commitment of the workforce and the fact that isolation is often cited by individuals working remotely as a key challenge to be dealt with (Marshall et al., 2007), the worldwide adaptation of remote work might have an ample effect on how the personality sways the dedication of the workforce. Hence, this paper seeks to reveal whether the relationships between the Big-Five personality traits and the three facets of organizational dedication still exist in the post-COVID-19 era and if so, to investigate whether their strength depends on whether one works remotely or not.

Hence, data on 730 Hungarian employees have been processed using PLS-SEM analysis, incorporating the moderating role of the home office on personality-organizational commitment relationships as well. The results suggest that personality traits, albeit slightly, shape the commitment of the workforce, especially the affective component of dedication. Based on the associated effect sizes, the primary drivers of organizational commitment are openness and extraversion, while agreeableness does not play as a significant role in fostering dedication as observed in prior research. Since no significant effect of home office arrangements on personality-commitment relationships could be detected, remote working neither increases nor decreases the effect of personality on commitment.

In conclusion, from the HR managers' point of view, the novel results of the study provide some flexibility in the establishment of home office policies as the opportunity of working remotely or the lack of it does not sharply shape the existing bonds between personality and commitment. Thus, no differentiation among employees is needed based on their personality when setting up home office policies; rather, focusing on the traits of openness and extraversion will yield elevated levels of commitment. On the other hand, other factors, potentially unrelated to personality traits, may significantly affect the commitment of the workforce, which should be considered when establishing home office policies to achieve high levels of commitment among staff members.

Since the single indicator of a home office is the percentage of total working hours spent in a home office, further research should address how the perceived productivity experienced in conventional work arrangements and remote work affects the strength of the relationship between personality and commitment. Examining whether employees are compelled to work remotely or whether their organizations offer flexible policies that allow for a balanced proportion of in-office and remote work hours might also reveal some additional insights related to the personality-commitment linkages. Similarly, extending the analysis to employees from other countries would allow the research to determine whether cultural differences account for significant differences in the strength of personality-commitment bonds. Considering that the vast majority of the respondents were white-collar workers, subsequent work is needed to explore whether the results are also applicable for blue-collar workers.

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## APPENDIX A

**Table A1.** Dimensions used in the questionnaire to evaluate the Big Five Personality Traits

Source: John et al. (1991).

Facet	I see myself as someone who			
	Dimension	ID	Dimension	ID
Openness to experience	5. Is original, comes up with new ideas	OPN_1	10. Is curious about many different things	–
	15. Is ingenious, a deep thinker	–	20. Has an active imagination	OPN_2
	25. Is inventive	–	30. Values artistic, aesthetic experiences	OPN_3
	35. Prefers work that is routine*	OPN_4	40. Likes to reflect, play with ideas	–
	41. Has few artistic interests*	OPN_5	44. Is sophisticated in art, music, or literature	OPN_6
Conscientiousness	3. Does a thorough job	–	8. Can be somewhat careless*	CONS_1
	13. Is a reliable worker	–	18. Tends to be disorganized*	–
	23. Tends to be lazy*	CONS_2	28. Perseveres until the task is finished	–
	33. Does things efficiently	–	38. Makes plans and follows through with them	CONS_3
Extra-version	43. Is easily distracted*	–	–	–
	2. Is talkative	EXV_1	6. Is reserved*	–
	11. Is full of energy	EXV_2	16. Generates a lot of enthusiasm	EXV_3
	21. Tends to be quiet*	EXV_4	26. Has an assertive personality	EXV_5
	31. Is sometimes shy, inhibited*	EXV_6	36. Is outgoing, sociable	–
Agreeableness	2. Tends to find fault with others*	–	7. Is helpful and unselfish with others	AGR_1
	12. Starts quarrels with others*	–	17. Has a forgiving nature	AGR_2
	22. Is generally trusting	AGR_3	27. Can be cold and aloof*	–
	32. Is considerate and kind to almost everyone	AGR_4	37. Is sometimes rude to others*	–
	42. Likes to cooperate with others	AGR_5	–	–
Neuroticism	4. Is depressed, blue	NEU_1	9. Is relaxed, handles stress well*	–
	14. Can be tense	NEU_2	19. Worries a lot	–
	24. Is emotionally stable, not easily upset*	–	29. Can be moody	NEU_3
	34. Remains calm in tense situations*	–	39. Gets nervous easily	NEU_4

*Note:* Dimensions marked with an asterisk \* are reverse-scored items and as such, the corresponding responses have also been reversed before processing the data. In the context of the current analysis, neuroticism is considered to be an indicator of emotional instability. IDs give the name of the associated indicator in the model, where variables without ID assigned had to be removed due to insignificance.

**Table A2.** Dimensions used in the questionnaire to evaluate organizational commitment

Source: Meyer and Allen (1990a).

Facet	Dimension	ID
Affective	I would be very happy to spend the rest of my career in this organization	AFF_1
	This organization has a great deal of personal meaning for me	AFF_2
	I really feel as if this organization's problems are my own	AFF_3
	I do feel a strong sense of belonging to this organization	AFF_4
	I do feel like 'part of my family' at this organization	AFF_5
Continuance	I feel that I have too few options to consider leaving this organization	CONT_1
	One of the few negative consequences of leaving my job at this organization would be the scarcity of available alternatives elsewhere	CONT_2
	If I had not already put so much of myself into this organization, I might consider working elsewhere	CONT_3
	One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice	CONT_4
	Too much of my life would be disrupted if I wanted to leave my organization	CONT_5
Normative	I owe a great deal to this organization	NORM_1
	I would feel guilty if I left this organization now	NORM_2
	Even if it were to my advantage, I do not feel it would be right to leave	NORM_3
	This organization deserves my loyalty	NORM_4
	I would not leave my organization right now because of my sense of obligation to it	NORM_5

**Table A3.** Demographic features of the respondents

Gender	Male: 289 (41%)	Female: 424 (68%)	–	
Generation	Baby bomber: 18 (2%)	Generation X: 107 (15%)	Generation Y: 313 (43%)	Generation Z: 293 (40%)
Highest level of education	University degree: 641 (87%)			–
Position within the organization	Non-managerial: 591 (81%)	Middle managers: 84 (11%)	Senior managers: 56 (8%)	
Tenure	Less than 1 year: 40 (5%)	Between 1 year and 6 years: 489 (67%)	Between 6 years and 15 years: 50 (8%)	More than 15 years: 133 (18%)
The number of working hours spent in a home office	Full home office (at least 80%): 99 (14%)	Hybrid – 20-80 % in home office: 319 (44%)	No home office (less than 20% of the working hours in HO): 302 (42%)	

Note: None of the questions have been labeled as compulsory. Therefore, the sum of the responses might be slightly less than 730, the total number of respondents.

**Table A4.** Formative indicators measuring the Big Five personality traits, their bootstrapped weights and the associated t-values, corresponding indicator loadings and VIF-indices

Construct	Indicator	Weights		Loadings		VIF
		Bootstrap mean	t-value	Bootstrap mean	t-value	
OPN: openness	OPN_1	0.528	2.483	0.469	2.497	1.270
	OPN_2	-0.022	-0.145	0.290	2.119	1.417
	OPN_3	-0.008	-0.031	0.272	2.117	4.686
	OPN_4	-0.656	-2.727	-0.586	-2.545	1.037
	OPN_5	-0.029	-0.165	0.240	1.890	3.977
	OPN_6	0.395	2.002	0.481	2.939	1.690
CONS: conscientiousness	CONS_1	0.806	4.439	0.869	8.542	1.416
	CONS_2	-0.006	0.007	0.515	3.295	1.444
	CONS_3	0.396	1.972	0.533	2.811	1.054
EXV: extraversion	EXV_1	0.139	0.854	0.539	5.029	1.677
	EXV_2	0.153	1.001	0.643	6.117	1.640
	EXV_3	0.759	5.753	0.915	20.758	1.629
	EXV_4	-0.204	-1.364	0.242	1.966	1.558
	EXV_5	-0.000	0.002	0.439	3.699	1.511
	EXV_6	0.211	1.391	0.456	3.890	1.611
AGR: agreeableness	AGR_1	-0.103	-0.401	0.480	3.961	4.606
	AGR_2	0.314	2.070	0.611	5.278	1.202
	AGR_3	0.669	5.314	0.846	11.415	1.197
	AGR_4	0.261	1.671	0.558	4.792	1.482
	AGR_5	0.148	0.581	0.443	3.518	3.981
NEU: neuroticism	NEU_1	0.220	1.151	0.748	7.540	1.751
	NEU_2	0.274	1.688	0.704	6.958	1.462
	NEU_3	0.579	3.337	0.885	13.269	1.762
	NEU_4	0.132	0.827	0.494	3.781	1.214

Note: Evaluation criteria suggest that an indicator is to be incorporated into the model if and only if either its weight or loading is significant or if its factor loading is above 0.5. In order to ensure that no serious multicollinearity is present among the predictors, the VIF value should not exceed 5.

**Table A5.** Metrics used to indicate the internal consistency and the convergent validity of reflectively measured constructs

Construct	Cronbach's $\alpha$	Composite reliability $\rho_c$	Average Variance Extracted	Reliability coefficient $\rho_A$
AFF	0.891	0.920	0.696	0.896
CONT	0.774	0.840	0.513	0.784
NORM	0.854	0.896	0.633	0.856

Note: Based on standard evaluation criteria, Cronbach's  $\alpha$ , the composite reliability  $\rho_c$  and the reliability coefficient  $\rho_A$  are suggested to take on the value of 0.7 or above, while the Average Variance Extracted is proposed to be at least 0.5.

**Table A6.** Reflective indicators measuring the three aspects of organizational commitment, their bootstrapped loadings and the associated t-values

Construct	Indicator	Original estimate	Bootstrap mean	Bootstrap STD	t-value
AFF: affective commitment	AFF_1	0.846	0.845	0.015	56.690
	AFF_2	0.820	0.818	0.018	45.462
	AFF_3	0.869	0.868	0.011	75.594
	AFF_4	0.827	0.828	0.019	44.634
	AFF_5	0.810	0.811	0.019	42.453
CONT: continuance commitment	CONT_1	0.783	0.776	0.035	22.404
	CONT_2	0.718	0.699	0.069	10.450
	CONT_3	0.738	0.733	0.049	15.077
	CONT_4	0.694	0.704	0.060	11.589
	CONT_5	0.640	0.653	0.065	9.820
NORM: normative commitment	NORM_1	0.737	0.734	0.026	28.345
	NORM_2	0.851	0.850	0.015	56.526
	NORM_3	0.782	0.781	0.022	35.322
	NORM_4	0.800	0.801	0.020	40.451
	NORM_5	0.803	0.803	0.021	38.789

Note: Reflective indicators are retained if and only if their loadings are significant.

**Table A7.** HTHT values used to assess discriminant validity of the constructs

Constructs	Bootstrap mean	Bootstrap STD	LCL	UCL
AFF – CONT	0.449	0.035	0.381	0.516
AFF – NORM	0.828	0.019	0.791	0.864
CONT – NORM	0.533	0.038	0.458	0.606

Note: HTHT values are used to assess discriminant validity. HTMT values above 0.85 in the case of more distinct or 0.9 in the case of more similar constructs usually indicate the absence of discriminant validity. The upper confidence limits for the confidence intervals resulted from bootstrapping the model fall below the threshold value suggested for the heterotrait–monotrait ratio, indicating the presence of discriminant validity.

**Table A8.** VIF values for the antecedents of the target constructs

Predictor	VIF value for the predictor
OPN	1.087
CONS	1.186
EXV	1.431
AGR	1.407
NEU	1.360

Note: As none of the VIF values exceed 5, multicollinearity among the predictors is not present.