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DOCTORAL THESIS
(SUMMARY)

**THE IMPACT OF THE PERSONALITY FACTORS UNDERSTOOD IN THE KEY OF
THE BIG FIVE PERSONALITY FACTORS ON ORGANIZATIONAL COMMITMENT**

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Introduction and the topics of the research

Each employee, by means of their own actions, generates results at individual and/or collective (organizational) level, which may be considered to have, by their nature, positive or negative effects, characterized as such both in specialized literature and in their actual manifestation in every day practice.

Besides the positive aspect of the organizational commitments, which generates performance at work, wellbeing and personnel retention, we may also point at a negative aspect of the organizational commitment, when it takes the form of over-commitment and is understood in direct correlation with the burnout and the presence of counterproductive behaviours (Feldt, Huhtala, Kinnunenb, Hyvonen, Makikangas & Sonnentag, 2013). On the other hand, besides the negative effects at economic, cultural and image level, there is also a positive aspect of the personnel turnover, which brings about a change of perspective and “fresch blood” in an organization.

Apart from identifying the negative aspects of various individual or organizational results of an employee’s behaviour, organizations are interested on an on-going basis in concrete ways of enhancing the performance of their employees so that eventually the organization should make profit. This is, therefore, the simplified equation that explains the existence of the organizations on the market. Obviously, there are adjacent aspects related to the declared mission of an organization, which may include value related aspects, historical aspects, aspects of community mission, of belonging into a certain industry, but the economic component, be it as it may be perceived as being negative, rejected by humanity and ultra-pragmatic, is indeed the one to which the concrete sense of organization’s existence is reduced. Outside this component, we may talk about business ideas, dreams, utopic strategies, personal missions and future plans. If you do not generate performance (that is money) to be reinvested, you disappear from the market (in a shorter or longer time frame, according to the size of the capital you are ready to inject from own sources).

Going back to the aspect related to performance generation, as a main and essential result within an organization, it is achieved by the commitment and involvement of the people who work for the respective organization. The last thirty years have been very prolific in respect of studying the various ways by means of which companies could enhance the employees’ performance, by mitigating or keeping under control the manifestation of the counter-productive behaviours, even if this effort has not been conducted in a rigorous and scientifically validated manner, the employers have resorted to various means of enhancing the cohesion of the work teams, of investing in the personal development of the employees, of improving the work conditions, of intensifying the dialogue between the two parties involved (employee and employer), in order to investigate the interest in changing the former, according to their age, professional seniority, aspirations, personal objectives. Within our work, we offer references regarding these types of individual and organizational results.

This main goal of this doctoral thesis is to investigate the manner in which the organizations can return to basic, almost hygienic, aspects of controlling the organizational commitment and, subsequently, by specific actions, of increasing performance, as a main organizational result and, respectively, of increasing the occurrence of positive individual and organizational results and of suppressing the negative ones. This may be achieved, according to the vision proposed by us, by focusing on basic, deep aspects that have to do with the person of the employee, namely with the structure of their personality and own set of values and by creating the environment necessary to meet the employee's basic needs at the work place, namely the need for autonomy, relating and competence.

The individual and organizational results to which we shall refer in this work have to do with the types of organizational commitment: affective, normative and continuance commitment (Meyer & Allen, 1990), the effects of burnout: exhaustion, cynicism, depersonalization and low professional efficiency (Schaufeli & Salanova, 2014), as well as the intention to leave the organization, as a precursor of personnel turnover.

Another special dimension of the work is the influence of the value congruence on the dynamics between the process entries (namely the personality of the employee and meeting their basic needs) and the process results (commitment, burnout and intention to leave), respectively investigating the hypothesis by means of which the alignment or non-alignment of value plays a predictor's role (similarly with personality and perception regarding the meeting of needs) in relation with the organizational results investigated (commitment, burnout and intention to leave) and, at the same time, a mediator's role in respect of the relation between personality and the organizational results investigated (commitment, burnout and intention to leave).

We intend to prove that the manifestation of the personality features (characterized by a high degree of stability) corroborated with the set of values and degree of perception regarding the extent of meeting the psychological needs at work constitutes a predictor of these organizational results, which, in their turn, may be altered (cancelled, controlled) whenever the influence on the results is negative in essence by acknowledging the necessity and the actual inclusion of the interest of meeting the basic needs of the employees.

As a research plan of the work, we propose a succession of four studies, which envisages a review of the theoretical realm of the proposed topic (as part of a meta-analytic study), using an instrument adapted to the Romanian population in order to assess the perception of the meeting of needs at work (as part of a study of identification of the predictor character of the personality-psychological needs – values triad, for the forms of the organizational commitment) and of a study of mediating the relation between neuroticism and the types of organizational commitment.

Relevance of the research

The researches of the last three decades have considered answering current issues with which the practitioners are faced. The latter are more and more interested in the way in which the commitment to the organization is affected by the economic events facing the employer, namely mergers, acquisitions of new companies or collective lay-offs, each of these events that changes the nature of the relation between the employees and the organization (Brockner, Grover, Reed, DeWitt & O'Malley, 1987; Brockner, Wiesenfeld, Reed, Grover & Martin, 1993; Luthans & Sommer, 1999; Mottola, Bachman, Gaertner & Dovidio, 1997), as well as the way in which the characteristics of the work group can facilitate the optimization of the variables specific to the organizational environment, such as the group dynamics, the

performance of the work group, satisfaction with work and organization (Milliken & Martins, 1996; Williams & O'Reilly, 1998).

The connection between the employees and the organizational commitment manifested by them was made when, to the three-component model of the organizational commitment developed by Allen and Meyer in 1991, there was added, by the work of Clugston, Howell and Dorfman (2000), another two points generating commitment to the organization. These two are the commitment to the line manager and to the work group.

Given the broad character of the presented concepts and possible relations that may be established, we would like to explain that employees with different personality structures, with different principles of value and different degrees of value congruence, employees that perceive differently the manner in which their psychological needs are met at the workplace influence differently the formation of the types of commitment to the organization (Allen & Meyer, 1991, 1996), which is eventually reflected in costs for the employer organization (lack of performance, counterproductive behaviours, personnel turnover), especially in the costs perceived by the employee at personal level either positively, or negatively (organizational commitment, work involvement or burnout and dissatisfaction at workplace).

Acting on the intention to leave the organization triggers personnel turnover, which is one of the major problems of the organizations, in terms of loss of talents, institutional memory and, last but not least, due to the costs associated with the loss of investment in human capital, supplementary recruitment and training, as well as negative effects on productivity (Weisberg & Kirschenbaum, 1991; Loi, Hang-yue & Foley, 2006; Guchait & Cho, 2010). Given the unlikely character of manifesting this type of phenomenon in its own natural way and at its own pace, considering the recent social-economic situation in the world, we aim at focusing only on the intention of leaving the organization, as main predicator of the personnel turnover, determined by the presence or the absence of a certain type of organizational commitment.

The interest for this type of effort has arisen after meeting with employers who are convinced that a low personnel turnover recorded by the company is an indication of the employees' satisfaction, of their performance, of the employer's brand, etc. The economic background which we have overcome in the recent years have contributed to distancing the employers from the reality of their employees' satisfaction and from the type of commitment developed by them towards the organization, as the market has offered a background with poor opportunities. Against the inner tensions triggered by the feeling of insecurity of the workplace, the employees have been and still are running the risk of developing a form of commitment to the organization which might be in direct relation with counterproductive behaviours and/or with the employees' state of health.

In my thesis, I have addressed in a progressive manner the question related to the manner in which an employer may approach, in a more personalized manner than they do today, the aspect regarding the development of the organizational commitment of the affective type, maintaining in focus the organizational commitment of normative type and the mitigation of the organizational commitment of continuance (with its both facets).

Throughout the entire work, using as a red line the idea that the primary basis of developing the affective commitment to the organization is the personal involvement, the identification with the goals of the organization and the congruence of the systems of values, the individual one and the one promoted within the organization (cf. T. E. Becker, 1992; T. E. Becker & colab., 1996), our effort has been intended to investigate the manner in which this type of commitment can be concretely achieved, by involving three of the fundamentally individual features of a person, namely: personality, system of values, the psychological needs perceived at the workplace. We

have discussed personality as being in direct relation with various organizational results, such as performance at work (Tokar, Fischer & Subich, 1998; Barrick & Mount, 1991), employees' satisfaction (Connolly & Viswesvaran 2000; Judge & colab., 2002), organizational civic behaviour (Organ, 1994; Organ & Lingl, 1995; Organ & Ryan, 1995).

I have focused the first study of this work (meta-analysis) on the identification of variables that may play a moderator's role in the relation between the personality features and the types of commitment towards the organization. We concluded that aspects, such as the type of organization (non-profit or governmental vs. profit oriented), the location of the organization (of the participants) (western culture vs. oriental culture) and length of service with the organization (less than 10 years vs. over 10 years/at least 10 years length of service with the organization) have been the main moderators of the relation under scrutiny.

Another very important aspect, which together with the formation of the meta-theory of self determination (*Self Determination Theory, SDT*, Deci and Ryan, 2000; Ryan and Deci, 2000) becomes quite critical to understanding the motivation of the employees, is the one of perceiving the meeting of the psychological needs at workplace. These are placed by the authors by the self determination theory in the registry of the innate aspects, as against the point of view supported by McClelland (1961) who considers these aspects as being learnt. The authors call them "the necessary nutrients to be procured by a living organism in order to maintain its growth, integrity and health" (Deci & Ryan, 2000, p. 326). An optimal operation of an organism, however, depends not on the extent to which a certain person manifests a certain need, but on the extent to which the person perceives the satisfaction of the respective need (Van den Broeck, Vansteenkiste, De Witte, Soenens, & Lens, 2010). Therefore, there is a state associated to the frustration of these needs, a state characterized by lack of energy, bad operation and disease, and such frustration of the needs may occur against the background of conditions perceived by the individual as being difficult, characterized by excessive control and chaos (Vander Elst & al., 2012). In order to test the presence of a state of satisfaction or frustration of these psychological needs, we conducted a second study dedicated to cultural adaptation of the Scale of Satisfaction of the Psychological Needs at work.

The system of values is the third component we have thought to be part of the models that predict the development of the types of organizational commitment. Together with the factors and facets of personality understood in the key of the five big factors of personality (Costa & McCrae, 1990), we have investigated the manner in which the set of individual values is sufficient to determine the type of affective commitment or is necessary, as it has proven to be, for the employee to experiment an alignment of the individual values with the organizational values.

In this respect, we conducted a third research, multi-study, in which we have conducted four studies that have contributed to the making of a regression model each, which explains in a much improved manner the formation of the types of commitment as against any model reduced to one or two of the mentioned components.

We concluded the thesis with a study dedicated to the interventions to which organizations might adhere if they focused on the mediator's role played by perceiving the need for autonomy and the need for relating as against the more modest impact of the need for competence on the development of the commitment of the affective type.

Researches of the Antecedents and Results of the Organizational Commitment

There currently exist various meta-analytical studies conducted in the area of identifying the antecedents, correlations and results of the organizational commitment. To give a mere number of the researches in the field, for two decades, as of 1980, there were made over 100 studies which aimed at identifying the antecedents and the results of the organizational commitment only for trade union members (Bamberger, Kluger & Suchard, 1999). Most of these antecedents were in the area of pro-trade unionist attitude, satisfaction at work and operational perception of the employees and trade unions.

Such a work (Mathieu & Zajac, 1990) focuses on a series of 26 variables classified as being antecedents, 8 as results and 14 as variables correlated with the organizational commitment. The output is discussed from the point of view of the type of organizational commitment (attitudinal or calculated), which is also the moderator variable for this study.

In a meta-analysis that studied the antecedents, correlations and results of the three types of commitment in organizations, Meyer & collab. (2002) studied, further to considering 155 research reports, including at least one of the three types of commitment (affective, normative and of continuance), variables such as satisfaction with work and work involvement as the main antecedents and personnel withdrawal and turnover as the main consequences of the organizational commitment. The authors have proven that the organizational commitment of affective type records the most powerful and desirable correlations with the results obtained at individual level (for instance with stress or conflict personal life – professional life) and at the organization level (for instance, performance, participation, civic organizational behaviour), followed by the commitment of the normative type. The commitment of continuance did not correlate or correlated negatively with the results at individual level or at organization level. As a result, the employees with a high degree of affective commitment are willing to get involved in the activity at work due to being attached to, feeling identified with or sharing values with the organization.

This relation related to antecedents that have to do with the individual features of the employees, especially the ones of a deep psychological nature, for instance those that have to do with the personality, set of individual values and organizational values perceived, satisfying the psychological needs at work have been scarcely studied. Considering how offering these types of antecedents are, we are surprised to see the small number of researches conducted in this direction: to establish a comprehensive model that combines personality, with the set of individual values, and the perception of satisfying needs at work in order to explain a part of the variance of the types of organizational commitment. Judge, Klinger, Simon and Yang (2008) notice in a work dedicated to studying the role of personality in the study of behaviours within organizations that "personality has proven to be relevant to attitudes that are individual and related to the behaviour at work in the same manner as we can undoubtedly declare a link between the operation of the work teams and that of the organization." (p. 1983). In the same work, the authors discuss the top ten most important types of organizational and personality results, proving the importance of involving the study of personality in the prediction of such types. Also, they point out that the researches which study the relation between personality and organizational commitment are in an inception phase, as the field has been scarcely studied so far. Many of the studies conducted in the area psychology of work and organizational psychology have considered the role of personality in relation to various organizational results, such as performance at work (Tokar, Fischer & Subich, 1998; Barrick & Mount, 1991),

employees' satisfaction (Connolly & Viswesvaran 2000; Judge & collab., 2002), civic organizational behaviour (Organ,1994; Organ & Lingl, 1995; Organ & Ryan, 1995).

Given the increasing interest in the differentiation per more and more competitive markets and industries, the organizations have understood that focusing on the person of the employee may be the answer for success.

This research is intended to contribute to the development of the current status of the field by focusing on the fact that it is no sufficient to consider a single type of characteristics regarding the employee (most often, at the level of attitudes or results of their work or interaction with the environment), but it is imperative to scrutinize the features of a deep personal nature of the employee (personality, psychological needs, values, etc.).

Furthermore, we intend to prove that it is not sufficient to consider a single type of deep personal feature, but the employee may be known and accommodated only in a comprehensive manner in their work environment and in the role played by them so that the organizational results of the employee should measure up to the management's expectations and investments.

GOALS OF THE RESEARCH AND GENERAL METHODOLOGY

As a general goal, this work aims at establishing a comprehensive model including the personal features of the individual (personality, set of individual values and perceiving the psychological needs at work) and placing them as complex, three-dimensional predictor of the types of organizational commitment.

As a secondary goal, we will pursue the theoretical and practical implications of the proposed models and possible results of the use and abuse of such models.

The general theoretical and methodological goals of the work are the following:

G1: To identify, by the meta-analytical method of the factors that may play a moderator's role in the relation between personality features and the three types of organizational commitment and their effects.

G2: Cultural adaptation of an instrument of assessing the satisfaction of the psychological needs at work in a Romanian background, starting from the necessity of analysing the case where the employees are valued for their uniqueness character as an expression of their personality traits and/or other factors that may determine an employee to feel special at work (for instance, satisfying their psychological needs at work, their set of values, work style).

G3: To generate and test a model with the best prediction, three-dimensional structure (which should include the three categories of deep personal features), which may explain incrementally, as against the models in which only one of the basic personal factors are considered, the three types of organizational commitment.

G4: To investigate the mediator's role played by the satisfaction of the psychological needs at work in the relation with neuroticism and the types of commitment to the organization, as well as between neuroticism and the intention to leave the organization.

ORIGINAL RESEARCH CONTRIBUTIONS

Study 1 – Moderating Variables in the Relation between Personality Traits and Types of Commitment to the Organization. Meta-analytical Study.

From the results of the first meta-analytical study, we may notice a logical correspondence between certain types of commitment and personality traits. The continuance commitment evidences the profile of the anxious personality, defined in the Big-Five terminology as persons with a high level of conscience and neuroticism and a low level of extroversion, a triad supplemented in certain contexts also by persons with a low level of

openness (experimenting alternative). Also, the normative commitment is higher with individuals with a positive interpersonal style (high extroversion and agreeability), with a high level of altruism. Lastly, the affective commitment is, of the three types of commitment under scrutiny, the most closely related to the personality profile, as the affective commitment is the most frequently encountered in the optimistic (resilient) personality profile, which scores high in consciousness, agreeability and extroversions and low in neuroticism, respectively.

In the study of the three types of commitment, we have identified various aspects that contribute to the development of each of the three types of commitment to the organization. For instance, it has been argued that the primary bases of the affective commitment to the organization are the personal involvement, the identification with the goals of the organization and the congruence of the systems of values, the individual one and the one promoted in the organization (according to T. E. Becker, 1992; T. E. Becker & collab.,1996), in line with our results, which indicate that the persons with a high level of consciousness and agreeability are more inclined to develop this type of attitude.

In contracts with this type of attitude, normative commitment is developed as an answer to the cultural and organizational model and as a sign of the fact that various benefits have been receipted that activate the need to answer in a similar manner, that is in a beneficial manner to the organization (Scholl, 1981; Wiener, 1982). The results of our study support the fact that persons with higher scores in extroversion and agreeability are “agenda” of the organization, thus manifesting agreeability.

Lastly, the commitment that involves the employee’s continuity within the organization is developed as a result of the employees’ investments accrued during their contract with the employer organization, or collateral implications (H. S. Becker, 1960), which would be lost if the employees left the organizations and which results from a lack of alternatives to the current situation of the employee (Powell & Meyer, 2004). The same personality structure, based on aspects such as extroversion and agreeability, is visible also from the results of this meta-analytical study, which brings arguments in favour of exterior aspects of the investments (the contract with the employer organization) and actions in support of building an agreeable attitude, politically correct, towards the employer organization, rather than an attitude focused on own success, which would have allowed for flexibility in the subsequent choosing of another workplace. The high degree of insecurity, which a person with a high level of neuroticism may manifest is closely related to the results regarding this type of commitment and the neuroticism dimension.

The results of this meta-analysis may add up to the fact that the affective commitment to the organization is the most powerful and most consistent predictor of certain organization variables, regarded as resulting from them, such as withholding the employees in the organization (Allen &collab., 2003; Meyer and Smith, 2000; Rhoades & collab., 2001), which may lead to designing, according to the specificity and goals of the companies and specifications of the jobs intended to be filled, of ideal profiles of the future employees.

We admit, however, that the main limit of this meta-analytical effort is the fact that it is based on a rather small number of studies, which makes the results obtained be sensitive to changes, if new studies are added (are conducted) to be included in the meta-analysis (the values Fail-safe N being low).

Study 2 – Cultural Adaptation of the Scale regarding the Satisfaction of the Psychological Needs at Work in a Romanian Background

As part of this study, we have conducted two research actions, on two distinct samples, amounting to 624 Romanian employees. These samples have evidenced results that allow for the use of the scale in its second version, in order to assess the extent to which the three types of psychological needs are met. In an organizational framework, the interventions regarding the motivation of the employees should be accompanied by this type of assessment of the three types of needs, in order to identify, in an accurate manner, the motivational area that needs to be approached as a priority in order to do away with the possible issues of performance, counterproductive behaviours, work involvement, organizational commitment and in order to increase the employees' retention with the organization, especially of those considered talents or key employees.

The organizations are aware that the extra mile walked by an employee is due to satisfying certain internal conditions regarding the employee and then external conditions, conditions considered to be hygienic and not very time enduring. Satisfying these three psychological needs (relating, competence and autonomy) is part of the creation of that internal framework favouring the investment of energy to walk that extra mile in a critical moment and constantly, without expecting anything in return, as the reward is, the same as motivational factors, of an intrinsic nature. Therefore, the creation of the framework necessary to satisfying these psychological needs and, respectively, to help increase individual and, implicitly, organizational performance may be challenged due to the costs involved by creating such a framework. We can, however, assure those employers who doubt the efficiency of this type of investment that, once these conditions are created, only the costs associated with maintaining such conditions can be considered financial investments, the rest being fuelled by the employees' intrinsic wish to perform well and to perpetuate this psychological state of wellbeing.

Starting from various inadvertences returned by the results of the factorial analysis after the first stages of the process of adapting the scale, we have drawn the conclusion that the adaptation of the scale should take into account a translation in the spirit of the factors that the items intended to cover. A translation of the type of the one made in the first version for item 13 „Simt că pot fi eu însumi/însămi la locul de muncă.”, which in the questionnaire in English was: “I feel like I can be myself at my job”, is perfectly achievable from a literary point of view. It is a fact, however, that it is imperative that the “spirit” of the item should be understood not its “letter”, as Romanians see themselves as being “themselves” when they correlate this idea with the idea of competence, whereas the Belgians associate the idea of being “myself” with autonomy. In order to obtain the same effect, I translated the item as „Mă simt în pielea mea la locul de muncă”. It is very likely that this perception of being “yourself” at your job should mean to the Romanian respondent to do your job well and not at all to have the liberty of choosing the methods of doing your job well. We should keep in mind that Romanians have been assessed as being the most individualists, after the Israeli, in a study (Trompenaars and Hapden-Turner, 1997) on a population of 30,000 managers throughout the world, but this does not also mean that they also know/are autonomous. The wish of self-protection, of excessively taking care of their own person comes from insecurity rather than from the exercise of autonomy. It is very likely that this fact is due to the powerful paternalist culture experimented in the communist years, a culture that does not allow a person to manifest as an individual, but on the contrary, you gain force and value if you listen to your line manager, adopting a submissive attitude.

The authors of SDT (Self-determination Theory – Therefore, also Ryan, 2000) admit that this attitude can also be classified together with the attitudes that have to do with autonomy, in the sense that you are free to choose to follow the instructions of another. However, most certainly, an item such as the one above, does not reflect, in the absence of its adaptation, the

spirit of the factor in which it was initially intended to be introduced, namely the Autonomy factor.

In respect of the correlated errors of both models (G and H) in which there have allowed in turn three, respectively, four correlated errors, beyond the statistically identified relevance for the items pairs e3-e5, e4-e6 and e7-e10 (in case of model G) and, respectively, e1-e13, e7-e10, e8-e9, e3-e5 (in case of model H), one of the obvious reasons for the occurrence of such errors is the similar content of the items. This similarity of the message sent by the items in the dyads whose errors correlate is of an explicit manner, for instance, in case of items 7 and 10: “I don’t feel I am competent enough for my job.” vs. “I doubt my capacity of properly doing my job”, as well as of an implicit nature, for instance, in case of items 3 and 5: “I don’t interact much with others at work.” vs. “I often feel lonely when I am with my colleagues at work”, where the items deal with the idea of loneliness at work, but it is expressed differently from a semantic point of view, words with close meanings missing, which would favour correlation of errors, are missing (e.g.: competence/capacity; competence/ability).

The case of items 1 and 13: “I don’t really relate with others at work.” vs. “I feel like I can be myself at work.” Is a special one, in the sense that it is possible that the reason of correlating errors should be the message regarding the limits of the personal space. We call it special because, if in the case of all the other sets of items whose errors correlate, both items charge on the same factor; in the case of the dyad 1-13 we have two items which charge on different factors, both according to the original study (Van den Broeck and collab., 2010) and according to the second study conducted in Romania. There are recorded similar charges to the ones reported in case of the original study (item 1, on the Relating factor, with charges of .84 (Belgium), .78 (Romania) and item 13, on the Autonomy factor, with charges of .61 (Belgium), .53 (Romania)). The following question is raised: “What is the relation between the two items?” and I answered by saying that, in both cases, it is a discussion about the personal space perceived. The difference arises from the fact that item 13 discusses the internal personal space, as it is perceived, (by the idea of “myself /my body”), whereas item 1 deals with the external personal space, as it is perceived, namely the relation established by a person between themselves and others (by the idea of “being related to others”).

One of the future directions of research may be exactly this: to validate initially formulated hypotheses in respect of this type of correlated errors and the way in which people from various cultural backgrounds perceive certain items and classify them in a certain type of need or in another.

One of the limits of study 2 was the fact that the second research effort part of this study was based on a relatively small sample of participants, which could also be seen in the small indexes of adequacy of the models tested by CFA. However, we consider that obtaining the adequate charges based on the second version of translation was a success, as now the scale has the necessary psychometric features to be applied also on the Romanian population. Considering that the studies for validation per criterion and predictive value were made in Belgium and the returned results were good, we take over this quality of the instrument as being implicit. However, it would be interesting to conduct as many researches as possible with proposals of concepts that may correlate with the concept of satisfaction of psychological needs, in various environments, not only in an organizational one (for instance, in a school environment).

Study 3 – Personal Features of the Employees as Predictors of the Organizational Commitment

Component 1 – Personality features as predictors for the organizational commitment

Various aspects of personality contribute to the prediction of various results within the organization, personality being a decisive factor also to the development of a certain type of organizational commitment (Erdheim & collab., 2006). There are therefore confirmed the hypotheses of the study, which argue that the personality features, at the level of personality facet, predict with the high accuracy the behaviours at work (for instance, performance with workload, contextual performance) as against the personality features at factor level (Judge & collab., 2013). We shall proceed with explaining the possible implications of certain facets on the forms of organizational commitment, resorting to the definitions given by the authors of the NEO-PIR instrument (Costa & McCrae, 1990, 1992) and included in the technical manual of the instrument (Iliescu & collab. 2008).

Further to the analyses conducted as part of this component of the study, it has been confirmed that 41% of the variance of the affective Commitment is represented by a model comprising four of the five personality factors. Neuroticism is missing, the factor that has correlated negatively as factor and as facets (except for the Impulsivity facet), with the affective commitment. Neuroticism has proven a negative correlation with important results at organizational level, such as performance at work and work satisfaction (Judge & collab., 2002; Barrick & Mount, 1991; Brief, Butcher & Roberson, 1995). The four facets of the model that best predicts the affective commitment are Self-discipline (part of the Consciousness factor), Values (part of the Openness factor), Warmth (as part of Extroversion) and Trust (as part of Agreeability). By itself, the Self-discipline facet contributes by 29% to explaining the variance in the Affective Commitment. Self-discipline has been defined as “the capacity to enterprise and to complete tasks in spite of boredom and sources of distraction” (Iliescu & collab., 2009), a special focus being on the enhanced capacity to commence and complete tasks, to be self-motivated and persistent (Judge & collab., 2013). In other words, an affective commitment is developed especially by those persons that have the self-determination to adhere to the principles and ways of operation of the organization, respectively, not to challenge its values. It is thus also confirmed that the dimension related to Values negatively contributes to the prediction of the affective commitment. More precisely, we assume, as other authors do (Kumar & Bakhshi, 2010), that the persons with a high Values dimension can focus on aspects that are normally valued, such as the efforts and investments made by the organization, the formal or informal rewards, which, usually, connect an employee to their organization. Consequently, in case of this type of commitment, as well as in case of the other types in the structure of which there appears this facet of Openness to Values, which should be understood in the key of the openness to discuss the values and principles according to which, traditionally, the organization runs its business. The person that is predisposed to develop an affective commitment also holds the Warmth Dimension of Extroversion, which refers to the ease of getting closer and form interpersonal relations. Closely related to the Agreeability factor, but different from it by cordiality and availability of the person to give themselves, the facet Warmth highly correlates both with Agreeability, as global factor (.47^{***}), and even higher with the facet Trust (.52^{***}) of Agreeability, which constitutes the fourth element of the model, which best predicts the formation of the affective Commitment. The presence of this facet brings into discussion the element of trust, involved by the employee in respect of honesty and good intentions of the organization, which creates, besides the giving brought in the model by Warmth, the alignment

offered by the tendency of putting themselves in line with the values and principles and, especially, by the aspect of self-determination and discipline brought about by the Self-discipline facet, which is the basis of the development of an employee's attitude of affective commitment to the organization. In lay language, this employee loves their organization as it is, without challenging it or finding defects, choosing to back the company, investing it with their trust and showing it true and undivided devotion.

In respect of the formation of the normative commitment, that is that type of commitment which reflects the feeling of loyalty to the organization and is based on the perception of the employee in respect of the obligation they have towards the institution (Allen & Meyer, 1990), the main factor that predicts this type of attitude is Agreeability, a result obtained in line with other similar researches (Kumar & Bakhshi, 2010). In the best prediction model, which considers the personality facets as predictors, the aspect regarding Trust (part of the Agreeability factor), which by itself explains in a first model 4% of the variance of the Normative Commitment, is combined with the aspect related to Values, respectively, with accepting the traditional values, with Warmth and with another aspect related to Fantasy, which forms the model by its opposite, indicating the tendency of being prosaic and limit to reality. The last positive component added to the model is the Sense of Duty, a facet of the Consciousness factor, which adds to the profile of the person predisposed to the development of a normative commitment exactly the aspect of "strict adherence to their ethical principles and to scrupulously and meticulously meet the moral duties." (Iliescu & collab., 2009). However, this is the very spirit of this type of attitude: the fact that the employee perceives the obligation to remain with the organization as response to the support offered in its turn by the organization. As it is not ethical, moral, not in agreement with the internal norm to leave after you have been supported and helped. A recent study (Vandenberghe, C., Karim, M. & Manville, C., 2015) shows that normative commitment is perceived as being generated from causes exterior to the person and acting to the detriment of their state of psychological wellbeing and performance (for instance, when the sub-component Lack of Alternative part of Continuance Commitment scores high values).

We will discuss the models that best predict the formation of the Continuance Commitment starting from the fact that this type of commitment is "the choice of an individual to remain with the organization in recognition of the pecuniary implications that might entail their termination. It is based on the person's assessment regarding the "costs" (or collateral damage) associated with the termination of the respective activity" (Allen & Meyer, 1990, p.3). From the very beginning, we understand the spirit of this type of attitude and this is synthetically explained by the two components of this construct, namely the lack of alternative: the employee stays with the organization as they do not see real chances of changing the job and, together with assessing the lack of alternatives, there are the major sacrifices perceived as made by the employee by staying with the organization. The affective component which is the basis of forming this type of commitment has predominantly negative connotations, being dominated by the fear of changing the job, being deprived of the freedom of choice, as the choice is determined by necessity rather than the free will, the disturbances that might occur in the employee's life should they make the decision to leave the organization. Under these circumstances, it is no wonder that the Continuance Commitment is best predicted by a model that has as component facets Anxiety (a facet part of Neuroticism, which by itself in the model with a single predictor factor explains 6% of the variance of the criterion), pragmatism and focusing on reality, offered by the reverse of the Fantasy facet (part of the Openness factor), Mildness (facet of the Agreeability factor), which involves the fact that the persons considers, in their decisions, the

others (we assume that others may mean persons outside the realm of professional life), and, with a small incremental value, the Values facet (part of the Openness factor), of which we have talked, but which this time contributes with its positive side, respectively asserting the employee's predisposition of challenging the organizational values, principles and ways of operation.

We need to underscore certain nuances regarding the sub-component of the Continuance Commitment. When we consider the sub-component related to the Major Sacrifices that the person is expected to make if they left the organization, the structure of the model that best predicts in this study the occurrence of this type of attitude explains in an exemplary manner the spirit of this attitude. The sacrifices made by a person lead that person to experiencing the state described by the facet Anxiety (part of the Neuroticism factor), which speaks about the fear, emotion, tension and restlessness overwhelming the person that makes such sacrifices, as well as the state described by the facet Depression (also part of the Neuroticism factor), which describes the occurrence of the states of sadness, guilt, helplessness and loneliness. This affective state accompanying the person that chooses to remain with the organization as a result of various Major Sacrifices that the person is obligated to make is complete with the aspect of pragmatism and realist, cold approach of reality, offered by the reverse of the facet Fantasy (part of the Openness factor), as well as with the limitation of intellectual curiosity, of generating new ideas and approaches, which the reverse of the facet Ideas (also part of the Openness factor) involves. This whole picture, negative in essence, is nuanced by the possible motivation of the employee, respectively the Sense of Duty (facet of the Consciousness factor) and Warmth (facet of the Extroversion factor), which confer the person assumed to have the sub-component Major Sacrifices of the Continuance Commitment the sense of their act of sacrifice: consciousness dictates them not to abandon the organization, as this would involve too high costs associated with making such a decision (see the aspect involved by the facet Warmth, which speaks about the persons making themselves available to the other, offering themselves, being very close in inter-personal relations).

The attitude of the employee who makes various major sacrifices and decides to stay with the organization differs from the attitude of the employee who stays with the organization due to their assumed or actually perceived Lack of alternative. The personality structure that best predicts the occurrence of this type of attitude is based on Timidity (a facet part of the Neuroticism factor, which in a single factor prediction model is by itself responsible for the variance of 6% of the criterion). Timidity predisposes the employee to experience feelings related to embarrassment and shame (in this case, most likely, in respect of the impossibility to identify viable alternative to change) and to feel inferior to the ones around them. This state is naturally accompanied, we find, by the easiness of experiencing anger and negative emotions, such as frustration and bitterness, affective states described by the facet Anger-Hostility (also part of the Neuroticism factor). The lack of alternative is also an attitude specific to the persons characterized by the reverse of the facet Values (part of the Openness factor) and facet Seeking after Stimulation (part of the Extroversion factor), the last reverse tendency describing the spleen of the person that does not feel a strong need for animation and stimulation. It is maintained, the same as in case of the main criterion, the Continuance Commitment, the aspect related to the Kindness of the person, respectively, the tendency of the person to consider others when making decisions.

We conclude this part of the discussions regarding the first component of the third study, by saying that personality is one of the best predictors of organizational results and, in line with

what we have proven by the hypotheses formulated, using the personality facets to the detriment of the personality factors ensures a more accurate prediction from the point of view of domain to be contained and qualitatively superior from the point of view of variance in the criterion, when we analyse the organizational commitment, in line with the results of other studies so far (Judge & colab., 2013, Erdheim & colab., 2006).

Component 2 – Psychological needs at work, predictors of the organizational commitment

In the opinion of the authors of the theory of self-determination, the satisfaction of all the three psychological needs leads to organizational results, such as the involvement in work and the state of wellbeing perceived at organizational level (Deci, Ryan, Gagné, Leone, Usunov & Kornazheva, 2001).

Also, various authors have suggested that the employees' perceptions regarding the manner in which the organization treats them (*perceived organizational support*) determines in employees an attitude towards the employer that leads to weighting the work related behaviours, including the extra-role behaviours (Eisenberger, Huntingon, Hutchinson & Sowa, 1986; Shore & Wayne, 1993).

It is interesting to see how, within the regression models proposed above, the need for Autonomy is the main predictor for generating the regression models proposed above, occurring in the models that predict all the three types of commitment. Following suit is the need for relating, which occurs in the prediction of the affective commitment and normative commitment. Perceiving the satisfaction of the need for competence plays a marginal, negative role. This conclusion leads us to questioning the findings by the authors of the theories of self-determination, who regard the three needs as being imperative to be met together, as a whole, for a person to perceive the state of psychological wellbeing (Deci & Ryan, 2000, p. 326). However, based on these results, we might at least question this theory and think of a new line of future research to determine the indissolubility of this connection between the three types of psychological needs, if not directly challenge it. We speculate also that by their nature the three needs satisfy different aspects, even if the authors of the self-determination theory call them all "necessary nutrients" (Deci & Ryan, 2000, p. 326). We find Autonomy and Relating to be of a more endogenous nature (in this respect, the theory of attachment, Bowlby, (1969)), as against the need for Competence, which we see of a more exogenous, social nature.

In investigating the antecedents of organizational commitment, we must remind the definitions offered by the authors (Allen & Meyer, 1990) in respect of these three types of attitudes and correlate them with each of the definitions offered for the three basic needs (postulated by the theory of self-determination) (Deci & Ryan, 2000).

The affective commitment to the organization refers to the way in which a person identifies with, gets involved in and emotionally attaches to the organization. The best predictor for the formation of this type of attitude is the presence of autonomy, respectively the need for perceiving a feeling of freedom in relation with the others and with the personal purposes, formulated in line with the set of personal values (Ryan and Deci, 2000). It is therefore essential that the employee should have a true feeling that he has freely chosen to identify with the company and not that the company has imposed/suggested such thing. This also goes for the rest of the attitudes regarding the commitment in the organization, where autonomy plays a role in the prediction of the respective attitudes. For instance, it is important, in case of the normative commitment, namely that attitude that reflects the feeling of loyalty to the organization, based on the employee's perception of their obligation to the institution, that there should exist the feeling that the loyalty or obligation perceived is freely chosen or, at least, freely assumed. In the

particular case of the continuance commitment, namely an individual's choice to remain in the organization in recognition of the pecuniary implications of a termination, it is clear that there exists a free decision of the employee to remain and make Major Sacrifices and to understand and accept the Lack of Alternatives and this may be the connection with the aspect regarding Autonomy. Let us not forget, however, that the greatest part of this type of commitment is understood in the spirit of limiting the freedom that other options might offer to the employee. This is, we assume, the reason why the autonomy explains to a very little extent (1,3%) the formation of the continuance commitment.

From the point of view of the prediction power, the need for relating is the following predictor in explaining the variance of the criteria related to the organizational commitment. This need is understood as a subjective state of connecting with others (Deci and Ryan, 2000), absolutely necessary when the goal is to make the employee identify with the company's values and practices (the same as in case of the affective commitment) or to recognize the support received from the organization (the same as in the case of the normative commitment).

The third need, namely the need to feel competent, that is efficient in managing the environment and aspects of life, the manifestation of a person's force to define a personal sense appears but negatively correlated and with very low intensity with a type of commitment (namely the continuance commitment, the facet Lack of Alternatives). It is the only possible moment when the employee, assessing their alternatives, options, offered by the market, for instance, may resort to the perceived feeling of being recognized as a competent person, as a person that has the power to control the environment. However, according to the spirit of the sub-component of the continuance commitment, the employee perceives the Lack of such Alternatives, hence the negative correlation with which the perception of satisfying the need for autonomy contributes minimally, but negatively to the prediction model.

As a conclusion, the perception of satisfying the psychological needs at work also constitutes a predictor of the types of commitment in the organization, contributing to a bigger or smaller extent to the variance of these criteria, but, certainly, in a distinct (conceptually different) manner, per each type of need and independently (separately from the rest of the types of psychological needs understood in the key of self-determination).

Component 3 – The individual values as predictors of the organizational commitment

Meyer and Allen (1997) note the existence of at least three types of convictions proven to have strong and consistent relations with commitment in the organization: the belief that the organization supports you (Eisenberger, Fasolo & Davis-LaMastro, 1990), treats its employees fairly (McFarlin & Sweeny, 1992) and contributes to the employees' perception of feeling competent and valuable (Mathieu & Zajac, 1990; Steers, 1977). The results obtained further to running the multiple linear regressions in which the predictors of the organizational commitment are sets of values that the employees would like to find in the organization indicate that there are three types of values that the employees consider when forming one type or another of attitude, commitment: Social Responsibility, Stability and Innovation. Social Responsibility together with Stability has to do with a more ample factor, called Environment, not only the environment of the organization, but the environment in the broader sense.

For the purposes of the analysis of the results in this third component of the study, Affective Commitment may be predicted by the value combination between Social Responsibility and Innovation.

Innovation is in direct relation with a person's ability of managing, in innovative ways, the environment, namely of adapting to the continuous changes of the environment. The

importance of this type of value is consistent with the recent researches in the field of management innovation, for instance, when it is discussed the managers' capacity to rapidly adapt to a changing environment (Amabile & collab. 2004; Mumford & collab. 2002; Shalley & Gilson 2004; West & Anderson 1996).

This ability to adapt to the environment gives the employee the comfort necessary to developing the affective commitment (we speculate at this time) and we find it to be closely related to the dimension regarding the need for Autonomy, which has been proven to exist in the components of the model, predicts, from the point of view of the psychological needs, the Affective Commitment, whereas the value dimension of Social Responsibility may be placed in direct relation with the perception of the need for Relating.

Variance in the Normative Commitment criterion is 9% predicted by Social Responsibility, which may be placed in direct relation with the social support perceived by the employee as coming from the employer, and the involvement of the latter in the wellbeing of the employee, a support which generates in the employee, in time, a feeling of obligation of remaining with the employer.

The continuance commitment and its sub-components (Major Sacrifices and Lack of Alternative) are predicted in small ratios, which, however, are significant from a statistical point of view (4%, 5%, respectively 2%) by the set of values called Stability. This describes those value orientations which speak about the person's need to feel secure, guarded by unpredictability and uncertainty, which is correlated in a very relevant manner with the incapacity of the employee who feels the continuance commitment. Let us remember the structure of the model that predicts the continuance commitment from the point of view of the personality predictors. Anxiety was the first component of the model, anxiety which determines the employee to value a stable, secure environment.

As a conclusion to this component of the study, values constitute predictors that contribute in a statistically significant manner to the variance of the organizational commitment criterion, in all its forms (affective, normative and continuance commitment) as well as they are explained by the value congruence. This is the time when it is confirmed the conceptually different aspect of the continuance commitment, as against the affective and the normative ones. The employee who develops a continuance commitment does not focus on the value aspect of the organization. The rules, norms, standards, customs of the organization that defines its system of values (the organizational one) are almost indifferent to the man that develops a continuance commitment. He remains with the organization as he does not have any other options, not because he identifies himself with the organization or because he feels he owes somebody something. He cannot choose. He is trapped in the company and imposing on him the system of values may lead (we speculate) to amplifying the counterproductive behaviours or the health related excuses. Consequently, a new research direction takes shape for the future, namely the impact of imposing a set of values may lead to counterproductive phenomena, occupational stress or may affect the employee's health.

Component 4 – Integrated models. Generation of a three dimensional prediction model for the types of organizational commitment

The results obtained support the hypotheses according to which there are obtained much improved models from the point of view of prediction when adding the three types of predictors: personality, psychological needs and values, as against the case where only one or two of these categories of predictors are considered. Thus, the explanation of the affective commitment is made by a model that explains 51,9 % of the variance of the criterion, much improved as against

the model that predicts the same type of commitment by means of personality, psychological values or needs. The same goes for explaining all forms of commitment. It is worth mentioning that in almost all cases, the value congruence adds value to the model, in case of predicting the continuance commitment (the general scale); the model that explains 16.2% of the variance of the criterion contains the individual value called Stability and not value congruence.

Consequently, the person that forms a continuance agreement, the form proven to correlate with neuroticism and counterproductive behaviours is anxious, values stability, is traditional from the value point of view, is mild, is closely connected to the facts of life without allowing themselves to many fantasies, needs to feel that they can manifest themselves autonomously and independently, although by the nature of the type of attitude developed by them, they are not free. As compared with this person who values Autonomy, the person animated by a continuance commitment, but who perceives their remaining with the organization as a lack of alternative is a shy person, who avoids questioning values of others, on the contrary, they align to the values of the organization in a non-confronting manner, characterized, however, by negative aspects from the area of fury and hostility, who finds little pleasure in life and does not seek for stimulations.

It is validated only partially the hypothesis regarding the various indexes of explaining the different types of commitment recorded by the models, according to genre. Thus, in case of women vs. men vs. general population, models 1 will be considered: the model that predicts the affective commitment, predicts the criterion in a ratio of 55.1% vs. 46.8% vs. 51.9%. In case of the normative commitment, the criterion is explained 37.0% vs. 32.9% vs. 36.6%. In case of the continuance commitment, the model predicts the criterion in a ratio of 15.9% vs. 16.1% vs. 16.2%, which means that there are no differences between women and men. It is not validated the work hypothesis in case of the sub-component major sacrifices with the continuance commitment scale, which is applied in similar ratios both to women (15.3%) and men (14.8%) as against the general populace (15.0%). In case of Lack of Alternative, the work hypothesis is validated, in the sense that for women, model 1 proposed explains 18.6% of the variance within the criterion, as against 13.3% in case of men and 14.3% (general population).

Study 4 – The Mediator’s Role of Satisfying the Psychological Needs in the Relation between Neuroticism and the Organizational Commitment

After analysing the results of the mediation relations installed (total and partial) or of the mediation relations that have not confirmed, we may conclude that the four types of results from the organization, respectively three types of organizational commitment and the intention to leave the organization are affected differently by the presence in the relation with neuroticism, by the perception regarding the satisfaction of the three types of needs, called “necessary nutrients” (Ryan and Deci, 2000) for installing a state of psychological wellbeing. Against this background, reaching the state of self-updating and the absence of the states of anxiety, depression and somatic symptoms (Ryan and Deci, 2000) for which the presence of the three motivating factors constitute antecedents (Ryff, 1989) become a subject to be discussed from the point of view of separate or unitary implication of these factors and, also, from the point of view of difference of impact between the three factors.

It is worth noting that the perception of satisfying the need for competence, whenever this need is considered as separate mediator for the relations studied, is different as impact as against the perception of satisfying the other two needs: for autonomy and for relating. Except for the case where satisfying the need for competence is confirmed as mediator of the relation between neuroticism and the affective organizational commitment, explaining 40% of the relation (See table 30 (a)), this factor is insignificant, invalidating the mediator’s role of the relation between

neuroticism and, each of the normative organizational commitment and the continuance organizational commitment and the intention to leave the organization.

These results make us raise the question regarding the manner in which the perception of satisfaction/frustration of the need for competence constitutes an essential factor that intervenes in explaining the relation with the organizational results studied. The results indicate that the explanatory role of this factor is of low intensity as against, for instance, the perception regarding the satisfaction of the need for autonomy or the need for relating. We therefore also tested the models from which we had completely eliminated the perception of satisfying the need for competence and the results indicate that there are very little differences between value R^2 of the three-need model and value R^2 of the model with only two needs included as mediators. This indicates that the relations between neuroticism and the organizational results studied (commitment and intention to leave) are mediated even without considering the satisfaction of the need for competence. There is, therefore, a possible conclusion that may be derived from these results, namely the fact that the nature of the three needs is different, in essence, and that the need for autonomy and the need for relating is rather intrinsic, endogenous, whereas the nature of the need to feel competent is more exogenous or rather has social implications, acquired, as against the other two needs that rather have deep innate psychological implications (in this respect, see the theory of attachment, belonging to Bowlby (1969)).

We therefore bring about a new perspective related to the difference of structure and nature of the three needs, which, for the purposes so far of the theory of self-determination (Deci and Ryan, 2000; Ryan and Deci, 2000), are defined as personal innate experiences related to the need for having the feeling of affiliation, the feeling of being competent and the feeling of free choice (even if this may involve even the choice that another may make decisions in your stead). (Van den Broeck and collab., 2010). We consider that it is important to regard these needs from the perspective of the (internal) subject and not of the (external) object, but that, for instance, the need of a person to feel competent does not arise *a-priori* and has a *post-hoc* nature as against the other two needs. Concretely, we propose the perspective of the occurrence of the two needs (for autonomy and for relating) at the moment t_0 , and the occurrence of the need for competence at the moment t_1 . How may this differentiation help our study and the subsequent researches? This conclusion has practical implications considering that organizations focus enormous efforts on retaining their employees and on capacitating them to affectively attach to the organization, mainly underscoring the importance of feedback, which helps, feeds/satisfies the employee's need to feel competent. This, however, in the absence of satisfying the other two needs (of autonomy and of relating) has a minimal impact on the personnel retention. Furthermore, we would like to point out that organizations may choose (should they have to deal with an extreme solution) not to stimulate this need for competence, but to help the employees perceive the fact that they have satisfied their need for autonomy and relating, and the results regarding the creation of commitment and retention with the organization would be similar with the case where the companies would also include the satisfaction of the need for competence in their motivational concerns.

Naturally, organizations intend to focus their attention on aspects that have to do with competence, performance, profit, but this is the primary concern of the employers. The primary concern of the employees (even if partly perceived) is to define and live/experiment a personal sense (which includes, if not starts from the need for freedom and the need for affiliation). It is therefore essential that the organizations should place a special focus on the process of defining the personal sense of an employee starting from the concern to create those conditions in which the employee may experiment a subjective state of connecting with the others and or perceiving

a feeling of deep freedom in the relations with the others and with the personal purposes, formulated in line with the set of personal values (Ryan and Deci, 2000). To these two essential conditions (that is those that meet the need for relating and, respectively, autonomy), there may be added the efforts related to the creation of those conditions that help an employee feel competent, respectively efficient in managing the environment and the aspects of life (Deci and Ryan, 2000).

We have chosen for the study of the mediator's role of the needs at work especially a relation that contains neuroticism, as being the most ubiquitous personality factor in definition (McCrae & Costa, 1987), associated with characteristics such as emotional instability, distrust, anxiety, self-pitying and incapacity to adjust at psychological level (Goldberg, 1990; Judge, Higgins, Thoresen, & Barrick, 1999), as well as worry, insecurity, clumsiness, emotional character of a person (McCrae & Costa, 1987) and with the limitation regarding the manifestation of the social abilities and avoiding the situations that involve taking over the control (Judge, Locke, & Durham, 1997).

Why did we have this intention? Maybe, in order to see what are the possible action strategies in the most difficult situation to be managed (when aspects of a person's neuroticism are manifest. What explains the relation between such a person and their intention to leave the organization or the possibility that the person should develop an organizational commitment (preferably of an affective type)? We reminded above in the work the study conducted by Raja, Johns, Ntalianis, in 2004, which indicates that the persons with a high degree of neuroticism will not get involved in relations that might engage them for a long period of time and, respectively, in relations that involve well developed social abilities, trust in the others and initiative. The study indicates that the involvement of such persons is punctual, in short term projects and the exchanges in which they participate are strictly economic, lack the components that have to do with trust and high degree of initiative. In case of the relations of total mediation, when the independent variable no longer affects the dependent variable after the control of the mediator variable, so that equation c' becomes zero (Kenny, 2014). In case of the current study, where the perception of satisfying the need for autonomy is controlled, neuroticism no longer affects the affective commitment and the intention to leave; when the perception of satisfying the need for relating is controlled, neuroticism no longer affects the affective commitment and the normative commitment; and when there are controlled at the same time the perceptions regarding the satisfaction of all the three needs (autonomy, relating, competence), neuroticism no longer affects the intention to leave the organization and the normative commitment, respectively, the feeling of loyalty to the organization, which is based on the employee's perception of the obligation they have towards the institution.

Exactly the same as we have chosen to discuss in particular the secondary impact of the perception regarding the satisfaction of the need for competence on removing the effect of neuroticism on the organizational results, it is important to discuss also the manner in which it is generated the continuance commitment as a completely unwanted expression of commitment. The continuance commitment is understood as being the choice of an individual to remain with the organization in recognition of the pecuniary implications that may occur further to their termination (Allen & Meyer, 1990, 1991, 1997). As against the normative commitment, which is a form of "obligation to others (to the organization)", we consider the continuance commitment to be a form of "obligation towards themselves" perceived by the employee, respectively a type of commitment that may become toxic if its presence becomes more severe. Why do we choose to call this type of commitment a form of "obligations towards themselves"? Because this type of commitment to the organization is the result of various decisions that bring about the

experiencing by the employee of negative emotions, respectively, on the one hand, becoming aware of the costs associated with leaving the organization (the persons realizes that they would expose themselves to various deprivations, or the incapacity of optimally managing the requirements of the environment; see the Major Sacrifices sub-scale) and, on the other hand, decisions regarding the situation in which the employee would place themselves by leaving an organization that offers them security, even if temporary, in respect of the job, on a market characterized by a lack of alternatives (see the Lack of Alternatives Sub-Scale). Consequently, the employee is placed in an impossibility to move, that is to feel free. Neuroticism correlates positively, significantly static, with the continuance commitment (as unitary scale) (.24, $p < .01$) and its forms (lack of alternatives and major sacrifices) (.19, $p < .01$ and, respectively .22, $p < .01$). When the perception of satisfying the need for autonomy intervenes in the positive relation between neuroticism and the continuance commitment, the mediation is partial and the reduction of the neuroticism effect on the continuance commitment is significantly static, diminishing the value of the direct effect ($B = .91$, $p = .001$), and the total effect is ($B = .67$, $p = .001$). In such a case, the perception of satisfying the need for autonomy explains 36% of the relation between neuroticism and the continuance commitment. In the same manner, when the perception of satisfying the need for relating intervenes in the positive relation between neuroticism and the continuance commitment, the mediation is partial and the reduction of the effect of neuroticism on the continuous commitment is statistically significant, diminishing the value of the direct effect ($B = .77$, $p = .001$), and the total effect is ($B = .67$, $p = .001$), the perception of satisfying the need for autonomy explaining 16% of the relation between neuroticism and continuance commitment. In the event where the perception of satisfying the need for autonomy and the one regarding relating intervene together in the positive relation between neuroticism and the continuance commitment, mediation is partial and the reduction of the effect of neuroticism on the continuance commitment is significantly static, diminishing the value of the direct effect ($B = .87$, $p = .001$), and the total effect is ($B = .67$, $p = .001$), the perception of satisfying the two needs explaining 37% of the relation between neuroticism and the continuance commitment. Perceiving the satisfaction of the need for competence is insignificant in the relation between neuroticism and the continuance commitment.

Coming back to the point of view expressed by Eisenberger & collab. (1986) regarding the commitment viewed from the perspective of social exchange, the more the employees experiment the feeling that the organization supports their needs, the higher the feeling of obligation to return the commitment to the organization and, respectively, the higher the citizenship behaviour, which involves the presence of the extra-role behaviours (Bateman & Organ, 1983; Organ, 1990; Bolino & Turnley, 2005). However, in order to perceive the fact that the organization offers the necessary support, the employee needs to find those factors that should create for them that state of psychological wellbeing, respectively, they need to perceive the satisfaction of needs at work. We have pointed out in this study how, by satisfying the needs for autonomy and relating and, secondarily, by satisfying the need for competence, the effect of neuroticism on organizational results can be removed or mitigated. From our point of view, this is a step forward in the research of the effects of satisfying the psychological needs at work. In a future research we shall study the manner in which other important studies (such as the value congruence) may intervene in the relation between personality, satisfaction of needs at work and the types of commitment to the organization and the intention to leave the organization.

CONCLUSIONS AND GENERAL DISCUSSIONS

The interest for this type of effort has arisen from meeting with employers, who are convinced that the low personnel turnover recorded by the company is an indication of the employees' satisfaction, performance, employer's brand, etc. The economic background we have overcome in the recent years has contributed to the employer's distancing themselves from the reality of their employees' satisfaction and the type of commitment developed by them towards the organization, as the market has offered a context bereft of opportunities. Against the inner tensions triggered by the feeling of insecurity of the workplace, the employees have been and still are running the risk of developing a form of commitment to the organization which might be in direct relation with counterproductive behaviours and/or with the employees' state of health.

In my thesis, I have addressed in a progressive manner the question related to the manner in which an employer may approach, in a more personalized manner than they do today, the aspect regarding the development of the organizational commitment of the affective type, maintaining in focus the organizational commitment of normative type and the mitigation of the organizational commitment of continuance (with its both facets).

Throughout the entire work, using as a red line the idea that the primary basis of developing the affective commitment to the organization is the personal involvement, the identification with the goals of the organization and the congruence of the systems of values, the individual one and the one promoted within the organization (cf. T. E. Becker, 1992; T. E. Becker & colab., 1996), our effort has been intended to investigate the manner in which this type of commitment can be concretely achieved, by involving three of the fundamentally individual features of a person, namely: personality, system of values, the psychological needs perceived at the workplace. We have discussed personality as being in direct relation with various organizational results, such as performance at work (Tokar, Fischer & Subich, 1998; Barrick & Mount, 1991), employees' satisfaction (Connolly & Viswesvaran 2000; Judge & colab., 2002), organizational civic behaviour (Organ, 1994; Organ & Lingl, 1995; Organ & Ryan, 1995).

I have focused the first study of this work (meta-analysis) on the identification of variables that may play a moderator's role in the relation between the personality features and the types of commitment towards the organization. We concluded that aspects, such as the type of organization (non-profit or governmental vs. profit oriented), the location of the organization (of the participants) (western culture vs. oriental culture) and length of service with the organization (less than 10 years vs. over 10 years/at least 10 years length of service with the organization) have been the main moderators of the relation under scrutiny.

Another very important aspect, which together with the formation of the meta-theory of self-determination (*Self Determination Theory, SDT*, Deci and Ryan, 2000; Ryan and Deci, 2000) becomes quite critical to understanding the motivation of the employees, is the one of perceiving the meeting of the psychological needs at workplace. These are placed by the authors by the self-determination theory in the registry of the innate aspects, as against the point of view supported by McClelland (1961) who considers these aspects as being learnt. The authors call them "the necessary nutrients to be procured by a living organism in order to maintain its growth, integrity and health" (Deci & Ryan, 2000, p. 326). An optimal operation of an organism, however, depends not on the extent to which a certain person manifests a certain need, but on the extent to which the person perceives the satisfaction of the respective need (Van den Broeck, Vansteenkiste, De Witte, Soenens, & Lens, 2010). Therefore, there is a state associated to the frustration of these needs, a state characterized by lack of energy, bad operation and disease, and such frustration of the needs may occur against the background of conditions perceived by the individual as being difficult, characterized by excessive control and chaos (Vander Elst & al.,

2012). In order to test the presence of a state of satisfaction or frustration of these psychological needs, we conducted a second study dedicated to cultural adaptation of the Scale of Satisfaction of the Psychological Needs at work.

The system of values is the third component we have thought to be part of the models that predict the development of the types of organizational commitment. Together with the factors and facets of personality understood in the key of the five big factors of personality (Costa & McCrae, 1990), we have investigated the manner in which the set of individual values is sufficient to determine the type of affective commitment or is necessary, as it has proven to be, for the employee to experiment an alignment of the individual values with the organizational values.

In this respect, we conducted a third research, multi-study, in which we have conducted four studies that have contributed to the making of a regression model each, which explains in a much improved manner the formation of the types of commitment as against any model reduced to one or two of the mentioned components.

We concluded the thesis with a study dedicated to the interventions to which organizations might adhere if they focused on the mediator's role played by perceiving the need for autonomy and the need for relating as against the more modest impact of the need for competence on the development of the commitment of the affective type.

Limitations

The main limitation of this research effort conducted in this thesis is the research designed of a cross-section type, which does not allow for the presence of causal interferences. This is the reason why we base the relations formed between different predictor variables and criterion variables on the literature in this field and all the research conducted so far in respect of these variables.

Correlated with this first limitation, we can mention a limitation regarding the rather few researches conducted so far in the area of correlation and not only in the field of studying the antecedents of the types of commitment, namely the concrete efforts of generating models that may help not only the researcher, but also the practitioner in their activity. This limitation has determined the inclusion of relatively few researches in our meta-analytical study.

Another clear limitation of this research effort, but also an advantage for the subsequent researches, has been the fact that we have not focused our attention more robustly on the negative consequences of over-commitment in the area of generating counterproductive behaviours and/or problems related to the deterioration of the employee's health. Also, we have been interested, but have not reported at length all the results of the studies conducted as part of this research effort, in the manner in which too large value congruence could lead to negative results in the employee's state of wellbeing. We have run, interested in this possible idea of subsequent research, using Maslach Burnout Inventory (MBI-GS, MBI-General Survey (MBI-GS, Schaufeli, W., Leiter M.P., Maslach, C. & Jackson, S.E., 1996 și MBI-HSS, Maslach, C. & Jackson, S.E., 1981), on the sample of study 3 (449 participants) a moderation study, and it has been confirmed that the value congruence moderates the relation between the affective commitment and depersonalization ($R^2 = .32$, $F(3, 445) = 40.51$, $p < .001$), which means that there may exist, still not investigated, an effect of a too strong identification with the organization, which make take one of the most serious forms of burnout for an individual, namely depersonalization.

The main ethical aspect and, respectively, the main fear directly formulated of which we first think is that an essential aspect is overlooked. Besides ways of weighting the occurrence of the organizational commitment, there is the direct responsibility of the researcher to draw

attention on the danger of losing, by amplifying the pro-organization attitudes, the set of personal values by symbiotic identification with the environment of the organization. In such a case, Karen Honey said as early as 1945, the employee may go beyond “coming towards people”, beyond “going away from people” towards “going against people”.