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Effects of National Cultural Dimensions and Personality Traits on Organizational Commitment: Evidence from Distribution Industry Employees in Vietnam

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Abstract

Purpose: This study investigates the influence of national cultural characteristics and individual personality traits on organizational commitment among Vietnamese employees in the distribution sector. Given Vietnam's increasing integration into global supply chains in manufacturing, understanding factors that shape employees' commitment is of growing importance. It aims to identify key cultural dimensions and personality factors that influence employees' attitudes on their organizational commitment. Scholars have argued that culture plays a significant influence on individual's behavior and motivation. **Research design, data and methodology:** A quantitative design was employed using a structured questionnaire administered to employees in logistics, retail, finance, and service industries. Data were analyzed with SPSS 26.0 to assess the effects of cultural dimensions and personality traits on organizational commitment, followed by reliability checks and hypothesis testing. **Results:** Personality traits exert a significant positive effect on organizational commitment, with openness and agreeableness showing the strongest associations. In addition, cultural dimensions - Collectivism (COL), uncertainty avoidance (UAI), and long-term orientation (LTO) - serve as moderating variables that amplify the relationship between personality traits and commitment. **Conclusions:** The results underscore the importance of incorporating both cultural context and individual traits into HR practices in Vietnam's evolving labor environment. The study offers practical insights for aligning organizational policies with employees' cultural backgrounds and personality profiles to enhance organizational commitment.

Keywords : Global Distribution and HR, Cross-Cultural research, Distribution Science, National Culture

JEL Classification Code: M12, M14, Z13, J24

1. Introduction

The rapid progression of globalization has fundamentally reshaped how firms design and manage their supply chains. Advances in information and communication technologies, together with the evolution of logistics and distribution systems, have intensified the fragmentation and specialization of global production networks. Whereas firms

once expanded globally for relatively simple objectives - such as cost reduction, access to natural resources, technological acquisition, or market expansion - contemporary global operations require the coordination and cooperation of activities through highly complex and geographically dispersed supply chains (Zou & Cavusgil, 2002). As countries leverage their resource endowments and industrial competencies to specialize in increasingly narrow

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segments of global value chains, cross-national variation in industrial structures has become more pronounced. This heightened diversity raises concerns regarding the generalizability of empirical findings, as insights derived from one national or cultural context may not readily apply to others. Despite the growing recognition of these contextual differences, much of the existing literature has examined the antecedents of organizational commitment by focusing either on job characteristics or on individual personality traits, often treating these factors independently and neglecting the broader cultural environment in which organizations operate. Vietnam takes a profound position in today's specialized manufacturing and globalized supply chain network. Although recent work by Vuong and Nam (2025) demonstrates that national culture can moderate the relationship between job characteristics and organizational commitment, the more complex mechanisms that integrate cultural influences with individual personality traits remain insufficiently investigated. However, research reflecting culturally diverse employee's behavioral motivation, specifically which leads to job commitment is hard to find in cross-cultural setting.

To address these gaps, the present study explores the extent to which national culture shapes individual personality traits and how these traits subsequently influence organizational commitment. Drawing on empirical data from relatively young employees in Vietnam's distribution industry, this study responds to calls for greater cross-cultural sensitivity in organizational behavior research. By incorporating cultural, individual, and relational factors into a unified analytical framework, the research aims to enhance theoretical understanding and provide practical implications for developing effective human resource management (HRM) strategies within multicultural organizational environments.

2. Literature Review

2.1. Personality traits

Personality traits have been examined extensively across disciplines, and although scholars have offered various definitions, two core elements - consistency and distinctiveness - are widely acknowledged. Dawson (1985) conceptualized personality traits as inherent qualities that guide characteristic behaviors, while Cervone and Pervin (2022) defined them as "patterns of thought, emotion, and behavior that display a degree of consistency across time and situations and distinguish one individual from another." Similarly, Goldberg (1990) argued that individuals possess a set of identifiable attributes that differentiate them from others. Although such differences may not always be salient in everyday situations, they become meaningful in

interpersonal interactions. Collectively, classical theorists have characterized personality traits as stable and distinctive behavioral tendencies that emerge through reciprocal exchanges with others and the environment.

Consistency refers to the stable manifestation of personality traits across temporal and situational variations. Cattell (1965), emphasizing this element, described personality traits as components of a structural system inferred from behavior, which lead individuals to respond consistently to various stimuli or contexts. The second component, distinctiveness, denotes the uniqueness that differentiates one individual from others. Cattell (1965) further elaborated that personality traits determine "what a person is likely to do when placed in a particular environment," thereby defining both the consistency and uniqueness of personality. Eysenck (1984) likewise argued that individuals possess several personality dimensions, with unique combinations of these dimensions resulting in distinctive behavioral tendencies.

Over time, personality research has expanded through diverse theoretical perspectives, leading to the development of multiple personality models. Jung's (1976) MBTI framework categorized individuals into 16 personality types based on four bipolar dimensions - Extraversion - Introversion (E-I), Sensing-Intuition (S-N), Thinking - Feeling (T-F), and Judging-Perceiving (J-P) - thereby providing a systematic explanation of the relationship between personality and behavior. Friedman and Rosenman's (1959) typology differentiated individuals into Type A and Type B behavioral patterns, with Type A characterized by competitiveness, time urgency, and vulnerability to stress, while Type B reflected a more relaxed and calm disposition.

As personality research evolved, scholars sought to integrate these varying perspectives, converging on the hypothesis that human personality could be represented by five fundamental dimensions. This led to the development of the big five model (see Table 1).

Table 1: Big Five Model

Category	Characteristics
Extraversion	Sociability, activeness, outgoing nature, enjoys talking
Agreeableness	Kindness, gentleness, politeness, cooperativeness.
Conscientiousness	Diligence, sense of responsibility, self-control, achievement-oriented.
Neuroticism	Anxiety, feelings of inferiority, impulsiveness, emotional instability.
Openness to Experience	Imagination, curiosity, artistic sensitivity, cultural and intellectual richness.

McCrae and Costa (1987) standardized the model and developed the NEO inventory, offering a systematic

framework for assessing the five major personality factors. First, extraversion reflects the extent to which individuals engage actively in social interactions. Traits commonly associated with extraversion include assertiveness, sociability, dominance, and adventurousness (Go, 2012). Subdimensions include warmth, gregariousness, leadership, activity level, excitement seeking, and cheerfulness (Costa & McCrae, 1992). Second, agreeableness refers to the tendency to trust, cooperate with, and show compassion toward others. Associated characteristics include trust, empathy, cooperation, politeness, patience, warmth, and compliance (Costa & McCrae, 1992). Third, conscientiousness captures the degree to which individuals adhere to rules and principles within an organization. Related attributes include carefulness, thoroughness, responsibility, planning, reliability, perseverance, and goal orientation (Jeon, 2008). Additional facets include competence, orderliness, sense of duty, goal-directedness, self-discipline, and perfectionism (Min, 2001). Conscientiousness also encompasses the ability to regulate impulsive behavior and exercise self-control (Costa & McCrae, 1992). Fourth, Neuroticism represents emotional instability and a tendency to perceive the world as threatening. It is defined as an individual difference in cognitive and behavioral styles related to experiencing stressors (Costa & McCrae, 1992). This factor is associated with anxiety, tension, fatigue, irritability, anger, depression, self-consciousness, impulsivity, and vulnerability to stress. Fifth, openness denotes the degree to which individuals appreciate intellectual stimulation, novelty, and diversity. Rather than being primarily genetic, openness is shaped significantly by family environment, education, and cultural background. It comprises facets such as intellect and imagination, and reflects a willingness to accept new ideas and experiences, influencing creative behavior (Costa & McCrae, 1992).

2.2. Organizational Commitment

Organizational commitment generally refers to the psychological bond between an individual and the organization to which they belong. It encompasses trust and acceptance of the organization's goals and values, a willingness to exert effort on behalf of the organization, and a desire to remain a member of the organization. Mowday, Steers, and Porter (1979) conceptualized organizational commitment as an employee's identification with organizational goals and values, willingness to contribute to organizational success, and intention to maintain membership. Scholl (1981) defined it as a stabilizing force that sustains individual behavior even when expectations of reciprocity or fairness are unmet. Similarly, Weiner (1982) viewed commitment as a set of internalized normative beliefs that motivate individuals to act in ways beneficial to the

organization, independent of external rewards or sanctions. Angel and Perry (1981) further distinguished two types of commitment: value commitment, referring to pride in and acceptance of organizational goals, and continuance commitment, reflecting the intention to remain with the organization due to perceived costs of leaving. Building upon this conceptual foundation, Allen and Meyer (1990) proposed the widely adopted three-component model of organizational commitment: affective commitment, defined as emotional attachment to, identification with, and involvement in the organization; continuance commitment, based on the perceived costs associated with leaving; and normative commitment, referring to a felt obligation to remain with the organization. Their framework provides a more comprehensive perspective on the multidimensional nature of commitment. According to Allen and Meyer (1990), these three components jointly represent an individual's overall organizational commitment, and employees may simultaneously experience all three to varying degrees.

2.3. National Culture

Van Maanen and Laurent (1993) argued that culture provides members with shared assumptions, values, ethics, customs, rituals, ideologies, and survival strategies, thereby shaping their perceptions of appropriate and inappropriate behavior. Hofstede conceptualizes national culture as a defining attribute that differentiates one group from another, describing it as "the collective programming of the mind which distinguishes the members of one human group from another" (Hofstede, 2001). His framework, initially comprising four cultural dimensions and later expanded to six, provides a systematic basis for cross-cultural comparison and offers insight into how behavioral motivations of individuals within a culture differ from those outside it.

Extensive scholarship underscores the link between national culture and consumer behavior. Schwartz (1994) contends that national cultural priorities reflect the fundamental challenges societies must address to regulate social behavior, thereby fostering specific value orientations and attitudes. These cultural values are embedded in social norms, belief systems, institutions, and everyday social structures (Bond, 1988). Schwartz and Davis (1981) further argue that such shared cultural values shape individuals' consumption motives, influencing consumers' value judgments of product alternatives and, in turn, their decision-making criteria.

2.4. Relationships Among Key Constructs

2.4.1. Personality Traits and Organizational Commitment

Research on personality traits has emerged across psychology, sociology, management, and public

administration. Organizational commitment - an attitudinal construct formed within the workplace - has been widely examined as a critical outcome variable in organizational behavior research (Mowday et al., 1982). Although the sources of commitment may differ among individuals, prior studies demonstrate that personal characteristics (e.g., values, personality, and attitudes) and early job experiences shape the degree of alignment with organizational expectations (Erdheim et al., 2006).

While earlier studies focused primarily on the influence of personality within organizational structures, more recent empirical findings indicate that personality traits directly affect various indicators related to organizational commitment. In Korea, most empirical research has treated organizational commitment as a dependent variable, highlighting its importance in explaining employee attitudes (Baek, 2017). The Big Five model has been widely adopted because it provides a comprehensive framework for capturing stable and meaningful personality differences. Prior studies consistently show that Big Five traits influence organizational commitment. Yang (2006) found that extraversion and openness positively correlate with commitment. Nam (2012), examining service departments, reported that extraversion and openness significantly predict affective commitment, suggesting that sociable and adaptive employees demonstrate stronger emotional attachment to their organizations. Eo and Lee (2011) found that agreeableness and extraversion positively affect commitment, whereas neuroticism has a negative effect. Ko and Cho (2009) demonstrated that conscientiousness positively influences attitudinal commitment, while Lee, Kim, and Choi (2004) reported that extraversion and agreeableness enhance affective commitment, and that agreeableness, openness, and neuroticism negatively affect continuance commitment. Other research shows that openness and conscientiousness strongly predict organizational commitment (Baek, 2017).

Based on the above discussions, the present study focuses on four personality traits - extraversion, agreeableness, conscientiousness, and openness to experience.

- H1:** Extraversion positively influences organizational commitment.
- H2:** Agreeableness positively influences organizational commitment.
- H3:** Conscientiousness positively influences organizational commitment.
- H4:** Openness to experience positively influences organizational commitment.

2.4.2. The Moderating Role of National Culture

Drawing from prior literature, this study focuses on three cultural dimensions - collectivism, uncertainty avoidance,

and long-term orientation - as potential moderators of the relationship between personality traits and organizational commitment.

Collectivism reflects the extent to which individuals prioritize group interests over personal interests. In repetitive work environments, teamwork, cooperation, and strong social ties are essential for sustaining motivation and productivity (House et al., 2004). Hofstede (2001) classified Vietnam as a highly collectivistic society, where family-like relationships and interpersonal harmony strongly influence work behavior. Collectivistic employees may alleviate stress and monotony through group support. Empirical findings show that collectivistic cultural contexts enhance affective and normative commitment (Chen et al., 2002; Meyer & Allen, 1997). Thus, value congruence between collectivistic employees and their organizational environment is likely to strengthen organizational commitment.

Uncertainty avoidance captures the extent to which individuals feel uncomfortable with ambiguity. In monotonous or structured work environments, unclear procedures or frequent changes can be stressful (Hofstede et al., 2010). High uncertainty-avoidance cultures value stability, rule adherence, and predictability. Employees with strong uncertainty-avoidance tendencies exhibit higher commitment when organizational environments provide clear rules, procedures, and consistency (Hofstede, 2001; Meyer & Allen, 1991). Prior research shows that such individuals demonstrate stronger affective and normative commitment in structured environments (Chen et al., 2002; Meyer & Allen, 1997).

Long-term orientation reflects the degree to which individuals prioritize long-range goals and delayed gratification. Hofstede (2001) described long-term-oriented employees as valuing persistence, long-term success, and future-oriented performance. In repetitive work environments, long-term orientation supports sustained motivation and goal achievement. Research indicates that individuals with strong long-term orientation align more closely with organizational vision and strategies, thereby showing enhanced affective and normative commitment (Hofstede et al., 2010; Jiang, 2019). Based on prior literature, the following hypotheses are proposed:

- H5:** Collectivism strengthens the relationship between personality traits and organizational commitment.
- H6:** Uncertainty avoidance strengthens the relationship between personality traits and organizational commitment.
- H7:** Long-term orientation strengthens the relationship between personality traits and organizational commitment.

3. Methodology

3.1. Research Model

Drawing on the literature, this study developed research model presented in Figure 1 to examine the effects of national culture and personality traits on organizational commitment. In this model, personality traits were specified as the independent variables, as they shape employees’ perceptions, responses, and behavioral tendencies in the workplace and thus play a critical role in job-related attitudes. Organizational commitment was designated as the dependent variable, reflecting employees’ emotional attachment, loyalty, and willingness to remain with the organization.

National culture was incorporated as a moderating variable on the premise that societal values and norms influence employees’ cognitive and behavioral patterns and may condition the strength or direction of the relationship between personality traits and organizational commitment.

3.2. Sample and Data Collection

To empirically test the proposed hypotheses, data were collected from employees working in Vietnam. The target population consisted of individuals employed in various retail and distribution industries located in major Vietnamese metropolitan areas. The survey was distributed and administered through on-line.

Data collection was conducted from September 30 to October 20, 2025. A total of clean 204 responses were received excluding un finished and others. These were retained for the final analysis. All statistical analyses were performed using SPSS Version 26.0.

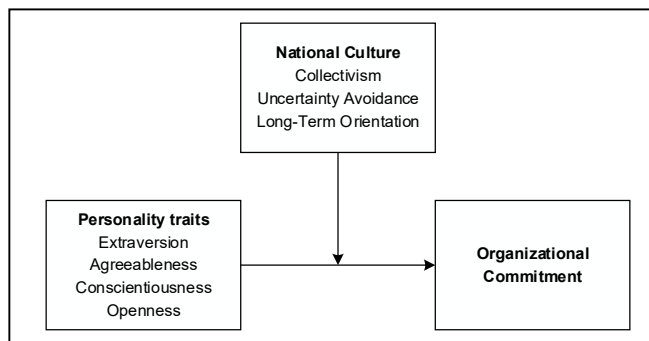


Figure 1: Research Model

3.3. Measurement Instruments

The survey instrument comprised several sections corresponding to the main constructs of the study. First, personality traits were measured based on the Big Five

model using the BFI-10 scale, which condenses the original measures by Costa and McCrae (1992) and was later refined by Rammstedt and John (2007). Second, organizational commitment was assessed using the abbreviated 18-item scale developed by Meyer et al. (1993). Third, national culture was measured using items from the Values Survey Module 2013 (VSM 2013), with four items each assessing collectivism, uncertainty avoidance, and long-term orientation. In this study, Collectivism (COL) was operationalized as low Individualism (IDV) based on Hofstede’s cultural framework. Finally, demographic variables - including gender, age, education level, tenure, industry, occupation, and income - were included as control variables (See Table 2 and 3).

Table 2: Construct Measurements

	Construct	Reference
Personality Traits (8 items)	Extraversion	Rammstedt & John (2007)
	Agreeableness	
	Conscientiousness	
	Openness	
Organizational Commitment (18 items)	Affective Commitment	Meyer, Allen, & Smith (1993)
	Continuance Commitment	
	Normative Commitment	
National Culture (12 items)	Collectivism	Hofstede & Minkov (2013)
	Uncertainty Avoidance	
	Long Term Orientation	

4. Results

4.1. Demographics

The respondents of this research represent demographic characteristics of current employees in retail/distribution in Vietnam. Among the respondents, 52.9% were male and 47.1% were female. The majority of participants were between 20 and 29 years of age (84.8%), followed by those aged 30–39 and 40–49. Regarding educational background, 47.5% reported completing a two- or three-year college program, while 42.6% held a bachelor’s degree or higher. These data show that the respondents in current research are relatively well educated.

In terms of organizational tenure, 46.1% had worked for their current employer for two to five years, 38.8% for less than two years, and 17.2% for five to nine years. With respect to industry distribution, employees in physical retail and distribution sectors - including supermarkets, department stores, convenience stores, and logistics-related companies - accounted for the largest proportion (53.4%), followed by those working in online shopping and e-commerce (28.9%). The dominant occupational category was sales-related work (e.g., customer service, sales), representing 65.7% of the sample. Their monthly income levels were most commonly within the 30 to 40 million

VND range (20.1%). Detailed demographic characteristics of the sample are presented in Table 3.

Table 3: Demographics

Variables	Group	N =204 (%)
Gender	Male	108 (52.9)
	Female	96 (47.1)
Age	20-29	173 (84.8)
	30-39	20 (9.8)
	40-49	11 (5.4)
Education	High school Diploma	16 (7.8)
	2–3 years University	97 (47.5)
	4 years University	87 (42.6)
	A Master's degree	4 (2)
Work experience	Under 2 years	69 (33.8)
	2–5 years	94 (46.1)
	5–9 years	35 (17.2)
	Over 10 years	6 (2.9)
Average Salary	Under 10 million VND	30 (14.7)
	10 million to 20 million VND	38 (18.6)
	20 million to 30 million VND	34 (16.7)
	30 million to 40 million VND	41 (20.1)
	40 million to 50 million VND	33 (16.2)
	Over 50 million VND	28 (13.7)
Industries	Distribution/Retail (e.g., supermarkets, shopping malls, etc.)	109 (53.4)
	E-commerce / Online Shopping	59 (28.9)
	Finance / Banking / Insurance	8 (3.9)
	Service Industry (e.g., hotels, restaurants, medical services, etc.)	23 (11.3)
	General Trade / Import–Export	5 (2.5)
Job Positions	Management (e.g., directors, department managers, etc.)	16 (7.8)
	Professional / Specialist (e.g., engineers, researchers, etc.)	16 (7.8)
	Administrative / Office Work (e.g., office staff, accountants, etc.)	34 (16.7)
	Service / Sales (e.g., sales staff, service staff, etc.)	134 (65.7)
	Transportation / Logistics (e.g., delivery or warehouse staff, etc.)	4 (2)

4.2. Reliability Test

To assess the adequacy of the data collected from survey respondents for the purpose of this study, reliability analysis as well as exploratory and confirmatory factor analyses were conducted. The reliability of the measurement items for the independent variable, Personal Traits (PT), and the dependent variable, Organizational Commitment (OC), was examined using Cronbach's alpha coefficients. According to Hair et al. (2019), Cronbach's alpha values above .70 are generally considered to indicate acceptable reliability.

The reliability analysis indicated that the organizational commitment (OC) scale initially demonstrated acceptable internal consistency, with a Cronbach's alpha coefficient

of .883. However, four items from the OC (13, 15, 16, and 17) were excluded due to low item–total correlations (< .30). After the removal of these items, all remaining items showed item–total correlations above .70, and the Cronbach's alpha for the OC scale increased to .975, indicating excellent reliability. The personality traits (PT) scale met the reliability criteria without item deletion, exhibiting a Cronbach's alpha coefficient above .70. Subsequent factor analyses were conducted using the retained items.

Factor analysis was performed to examine whether the collected data set from the respondents formulate similar construct on investigated dimensions. Some dimension(s) is removed from the original questionnaire and furthermore four OC items were removed due to low Cronbach's alpha score. It may have attributed alteration of the dimensional construct. For the exploratory factor analysis (EFA), an orthogonal rotation method (Varimax) was applied. EFA was conducted using the criterion of retaining factors with eigen values greater than 1. The results generated five factors from 22 observed items. The total explained variance was 79.821%, which exceeds the commonly accepted threshold of 50%, indicating strong explanatory power. Of the generated five dimensions, OC items emerged as a single factor, while PT variables produced four distinct factors. The Kaiser–Meyer–Olkin (KMO) value was .882. According to the classification by Hutcheson and Sofroniou (1999, cited in Field, 2005, p. 640), a KMO value between .80 and .89 is considered “great.” So, the generated dimensions from the factor analysis showed a great reliability.

Table 4: Reliability and Validity of the Model

Cont.	Factors					Cron-Bach's Alpha	
	1	2	3	4	5		
OC	OC4	.885					.975
	OC5	.852					
	OC9	.845					
	OC12	.843					
	OC7	.842					
	OC10	.837					
	OC11	.831					
	OC18	.823					
	OC1	.817					
	OC8	.812					
	OC2	.778					
	OC14	.764					
	OC3	.721					
PT	OC6	.721					.851
	EXT1		.880				
	EXT2		.869				
	OPE1			.881			
	OPE2			.862			
	CON2				.881		
	CON1				.877		
	AG1					.872	
AG2					.851		

Additionally, Bartlett’s test of sphericity yielded a significance value of $p = .000, < .05$, indicating that the correlation matrix was suitable for factor analysis. The variables included in each factor are presented in Table 4. Two criteria were applied when interpreting the results: (1) only variables with factor loadings of .40 or higher were retained taking Stevens (1992) recommendation, and (2) for an item to be assigned to a specific factor, its loading on that factor had to be at least 150% higher than its highest loading on any other factor. The analysis indicated that all variables met these criteria, and no additional items were removed. Consequently, further confirmatory factor analysis (CFA) was deemed unnecessary.

4.3. Hypotheses Tests

Two sets of tests were performed to analyze the proposed hypotheses. For the hypotheses one through four, multiple regression analysis is employed. A simultaneous entry (enter method) regression model was used to examine the combined effects of the independent variables - Agreeableness (AG), Conscientiousness (CON), Extraversion (EXT), and Openness (OPE) - on the dependent variable, Organizational Commitment (OC). In addition, variance inflation factor (VIF) and tolerance values were reviewed to assess potential multicollinearity issues.

Table 5: Result of Regression Analysis - Effect of PT to OC

Paths	Unstandardized Coefficients		Standardized Coefficients	t	p
	B	Std. E	β		
Constant	.092	.220		.420	.675
AG->OC	.219	.036	.311	6.029	.000
CON->OC	.184	.034	.272	5.404	.000
EXT->OC	.254	.054	.237	4.682	.000
OPE->OC	.307	.051	.317	6.047	.000

$R^2 = .536, \text{Adjusted } R^2 = .527, p < .05$

The results of the regression analysis indicated that all four predictors - AG, CON, EXT, and OPE - had statistically significant effects on the dependent variables ($p = .000$). As presented in Table 5, the regression model demonstrated acceptable explanatory power ($R^2 = .536, \text{Adjusted } R^2 = .527, p < .05$). The regression coefficient of the four independent variables to dependent variable seem to be strong; AG showed a significant standardized coefficient ($\beta = .311, t = 6.029, p = .000$); CON and EXT yielded a bit lower yet meaningful regression coefficient ($\beta = .272, t = 5.404, p = .000$; $\beta = .237, t = 4.682, p = .000$). The OPE also demonstrated a significant effect ($\beta = .317, t = 6.047, p = .000$) and it demonstrated the strongest standardized regression coefficient value. Because the significance levels for all independent variables were below .05, all proposed

hypotheses were supported.

The assessment of multicollinearity revealed no issues, as all VIF values were below 10 and all tolerance values exceeded .10. Among the predictors, OPE exerted the strongest influence on organizational commitment. AG was the second most influential predictor ($\beta = .311$), followed by EXT and CON, which showed comparatively smaller yet still significant effects. Overall, the findings confirm that all dimensions of personal traits positively contribute to employees’ organizational commitment.

Table 6: Hypothesis Test Results - Effect of PT on OC

Hypothesis	Content	Result
H1	EXT positively influences OC.	Supported
H2	AG positively influences OC.	Supported
H3	CON positively influences OC.	Supported
H4	OPE to experience positively influences OC.	Supported

In this set of hypothesis test (H5-H7), a group-based moderation analysis was employed to examine the moderating effects of national culture dimensions - Collectivism (COL), which means low individualism (IDV), Uncertainty avoidance (UAI), and Long-term orientation (LTO) - on the relationship between the independent variables and the dependent variable. In order to test the effect of moderator, the sample was divided into high and low groups based on the median value. Subsequently, separate linear regression analyses were conducted for each group, and the regression coefficients were compared across groups.

With respect to the Collectivism (COL) dimension, both the high-IDV (low-collectivistic) group ($\beta = .810, t = 14.822, p < .001$) and the low-IDV (high-collectivistic) group ($\beta = .829, t = 13.667, p < .001$) exhibited a strong positive relationship between individual personality traits and organizational commitment (see Table 7). Notably, the regression coefficient was higher in the low-IDV group, indicating that individuals with a stronger collectivistic orientation experience a greater increase in organizational commitment when their personal characteristics are positively expressed. Hypothesis 5 predicted that the moderating effect would be stronger in cultures characterized by collectivism. Accordingly, Hypothesis 5 was supported.

Regarding the uncertainty avoidance (UAI) dimension, the effect of individual personality traits on organizational commitment was more pronounced in the high-UAI group ($\beta = .783, t = 13.694, p < .001$) than in the low-UAI group ($\beta = .757, t = 10.495, p < .001$). This finding suggests that individuals with a stronger preference for risk avoidance and stability are more responsive to personality traits in the formation of organizational commitment. Thus, the moderating role of UAI is clearly evident, confirming that

in cultures emphasizing stability or individual personality traits of UAI nature function as a powerful driver of organizational commitment. Hypothesis 6 was supported.

For the long-term orientation (LTO) dimension, the difference between the two groups was relatively pronounced. The more long-term-oriented group ($\beta = .857$, $t = 17.179$, $p < .001$) demonstrated a stronger coefficient to OC than the short-term-oriented group ($\beta = .813$, $t = 13.451$, $p < .001$). This result indicates that individuals who are future-oriented and prioritize long-term goals exhibit higher levels of organizational commitment when their personal characteristics are positively activated. Therefore, national culture of LTO plays a positive moderating role in the relationship between individual personality traits and organizational commitment, thus Hypothesis 7 was supported. Results of Hypotheses tests five through seven are shown in Table 7 and Table 8.

Table 7: Moderating Effects of NC on the Relationship between PT and OC

Group		Standardized Coefficients (β) (PT-> OC)	t-value	p-value
IDV	High	.810	14.822	.000
	Low	.829	13.667	.000
UAI	High	.783	13.694	.000
	Low	.757	10.495	.000
LTO	Long	.857	17.179	.000
	Short	.813	13.451	.000

$p < .05$

Table 8. Hypothesis Test Results: Moderating Effects of NC

	Content	Result
H5	COL (low-IDV) strengthens the relationship between personality traits and OC.	Supported
H6	UA strengthens the relationship between personality traits and OC.	Supported
H7	LTO strengthens the relationship between personality traits and OC.	Supported

5. Discussions

5.1. Research results

In recent years, the frequent turnover of relatively well-educated young employees has emerged as one of the key challenges faced by multinational corporations operating in host countries. In response to this issue, the present study empirically examines the extent to which individual personality traits and national cultural factors influencing organizational commitment using survey data. Data were collected from employees working in Vietnamese retail firms. Given the national and industrial context this study tested Hypotheses 1-4, which posit the effects of individual

personality traits on organizational commitment.

The results of the data analysis indicate that all proposed four personality traits - extraversion, agreeableness, conscientiousness, and openness to experience - exert a positive effect on organizational commitment. These findings suggest that personality traits play a critical role in shaping employees' commitment levels even within the Vietnamese industrial environment. The results are consistent with prior studies examining the relationship between personality traits and organizational commitment and re-confirm that agreeableness, extraversion, conscientiousness, and openness are key determinants of employees' organizational commitment in the given country.

Among the four traits, openness to experience was found to have the strongest influence on organizational commitment, followed by agreeableness. Although extraversion and conscientiousness also demonstrated positive effects, their relative influence was comparatively weaker. These findings support previous domestic and global research reporting a positive association between personality traits and organizational commitment and highlight the particularly important role of openness and agreeableness in fostering affective commitment and organizational adjustment among employees in Vietnamese retail firms. The results provide meaningful implications for global human resource management and employee motivation strategies in the Vietnamese retail sector and are broadly consistent with prior studies (Baek, 2017; Yang, 2006; Nam, 2012) that document the positive effects of individual personality traits - extraversion, agreeableness, conscientiousness, and openness - on organizational commitment.

Hypotheses 5-7 focused on examining the moderating roles of national cultural dimensions - individualism (IDV), uncertainty avoidance (UAI), and long-term orientation (LTO) - in the relationship between individual personality traits and organizational commitment. The empirical results reveal that all three cultural dimensions positively moderate the relationship between personality traits and organizational commitment. These findings are consistent with Hofstede's cultural framework and prior research (Chen et al., 2002; Meyer & Allen, 1997), demonstrating that cultural context and cultural characteristics play a crucial role in strengthening employees' commitment behaviors.

Among the three moderating factors, long-term orientation exhibited the strongest moderating effect, followed by weak-individualism. Although uncertainty avoidance also showed a positive moderating influence, its relative effect was weaker. This suggests that employees who adopt a future-oriented mindset and prioritize long-term goals are more likely to exhibit higher levels of organizational commitment when their positive personality

traits are activated. At the same time, cultural environments emphasizing collectivism and stability further amplify the impact of personality traits on organizational commitment. Overall, the findings reconfirm the critical role of cultural context in promoting commitment-related behaviors in global human resource management.

5.2. Managerial Implications and Limits

The findings of this study provide important theoretical and practical implications for both domestic and global retail firms and their managers.

First, this study extends the understanding of the relationship between individual characteristics and organizational commitment across diverse cultural contexts. The results demonstrate that cultural dimensions such as Individualism (IDV), uncertainty avoidance (UAI), and long-term orientation (LTO) play significant moderating roles in this relationship. In particular, long-term orientation (LTO) emerged as the strongest moderator of the relationship between individual characteristics and organizational commitment, followed by weak-individualistic orientation, while uncertainty avoidance exhibited a comparatively weaker moderating effect. These findings reinforce theoretical foundations in organizational culture and work psychology and underscore that individuals' cultural context is a critical factor in promoting their commitment behaviors, especially in repetitive and highly structured work environments.

Second, this study offers practical implications for human resource management in the global retail sector. Organizations should consider positive personality traits - openness to experience (OPE), agreeableness (AG), extraversion (EXT), and conscientiousness (CON) - when designing recruitment, training, and workforce development strategies. In cultural environments that emphasize collectivism, stability, and long-term goals, the development of these traits can enhance organizational commitment and improve cooperative work efficiency. Such improvements may lead to tangible benefits in teamwork across various functional areas, including logistics, inventory management, distribution, and sales. Moreover, the findings provide a useful basis for developing cross-cultural management strategies in multinational corporations and organizations employing workforces with diverse cultural backgrounds.

Despite the meaningful contributions of this study, several limitations should be acknowledged. First, the sample was limited to 204 employees residing in Vietnam, which constrains the generalizability of the findings to other countries, cultural contexts, or industrial settings. Second, the measurement of individual characteristics and cultural dimensions relied on self-reported survey data, which may limit the applicability of the results across different national

contexts. Finally, this study focused on only three cultural dimensions - IDV, UAI, and LTO. Future research incorporating additional dimensions, such as power distance (PDI) and masculinity–femininity (MAS), would enable a more comprehensive and nuanced understanding of cultural influences on organizational commitment.

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Declarations

Ethics Approval and Consent to Participate

This study did not involve human participants or animal subjects.

Competing Interests / Conflicts of Interest

The authors declare that they have no competing interests.

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Author Contributions

[Author 1 TH]: Conceptualization, Methodology, Formal analysis, Investigation, Data curation, Writing – original draft, Visualization.

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All authors have read and approved the final manuscript.

Data Availability Statement

The data are not publicly available due to privacy or ethical restrictions but can be requested from the corresponding author.

Declaration of Generative AI and AI-assisted Technologies in the Writing Process

During the preparation of this work, the author(s) used AI tool and version, ChatGPT-4, to improve language and readability. After using this tool, the author(s) reviewed and edited the content as needed and take full responsibility for the content of the publication.

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