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Employee Personality Traits and their Prospected Behavior to Adopt Organizational Cynicism: A Mediated Moderated Model

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ABSTRACT

This study examined the personality qualities of employees and how they responded to organizational cynicism in Pakistan's banking industry by using organizational commitment as a mediating factor. The research construct is supported by the HEXACO model. The study used quantitative survey method, and data from bank employees in Islamabad, Rawalpindi, and Mianwali were obtained. The study's sample included 493 bank employees from various branches located in these cities. Using SPSS-21 and SmartPLS-4, the analysis includes reliability testing, confirmatory factor analysis, and structural equation modeling. The results of the analysis demonstrated a strong positive correlation between extraversion, conscientiousness, agreeableness, openness to new experiences, honesty-humility, and organizational commitment. Furthermore, the results revealed that, through the mediating role of organizational commitment, the personality traits of conscientiousness, extraversion, honesty-humility, and openness to new experiences have a negative connection with organizational cynicism. The results also showed a negative relationship between organizational commitment and organizational cynicism in relation to occupational stress. The results demonstrate the significance of HEXACO personality traits in explaining employees' commitment levels and how they respond to cynicism in the workplace. Findings contribute to literature to understand the interplay between personality, commitment, and cynicism. These results provide practical guidance to HR professionals and policymakers by informing recruitment practices and commitment-building activities to decrease cynicism at work and improve organizational harmony.

Keywords: HEXACO Personality Traits, Organizational Commitment, Organizational Cynicism, Occupational Stress.

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1. INTRODUCTION

Organizations endeavor to ensure their longevity by adapting to new developments and changes. Therefore, it is imperative for firms to meticulously build their organizational structure to achieve their primary objectives and aspirations effectively. Hence, it is imperative to recognize that organizations inherently rely on employees, who are essential to these entities. Consequently, employees should be regarded as a focal point of concern within the organizational context. Businesses must concentrate on improving several facets of employees' work environment, job performance, and happiness to improve organizational performance and achieve a sustained competitive edge. Agreeing to (Quick et al., 2001), employees possess certain job expectations, and their ability to maintain good performance and exhibit positive attitudes towards the organization is contingent upon their level of job satisfaction. According to (Qian & Daniels, 2008), the emergence of disappointment among employees is associated with developing negative attitudes. Consequently, as noted (Kirjonen & Hänninen, 1984), employees tend to exhibit a desire to disassociate themselves from the firm promptly. Organizational behavior has witnessed an increasing focus on aspects such as job satisfaction, employee interactions, job transition, and organizational commitment. Newly, there is a notable interest in the concept of cynicism (Bommer et al., 2005). Behavior cynicism refers to a pessimistic attitude displayed by employees, which prompts them to share unfavorable information about organizations with those external to the organization. For example, the authors (Dean et al., 1998) express discontent or critique their respective organizations. Özler and Atalay (2011) argue that companies generally face significant criticisms, employ sarcastic humor, and are subject to pessimistic forecasts. Prior investigations determined a correlation between organizational cynicism and individuals' experiences within corporations (Wanous et al., 1994; Nafei, 2013; Andersson and Bateman, 1997; Naus et al., 2007; Kutanis and Çetinel, 2009; Johnson and O'Leary-Kelly, 2003; Aydın Tükeltürk et al., 2013; Özler and Atalay 2011; Kasalak and Aksu, 2014). It is thought that organizational cynicism is related to personality in addition to organizational characteristics and experiences. According to Eren (1984), individuals exhibit varying emotions, attitudes, and behaviors across diverse domains of human existence. These distinctions are mostly attributed to variations in personality. If employees perceive that the emotional demands of their employment exceed their capacity to manage, this can deplete their emotional resources. This situation may be harmful to the organization by instilling negativity, feelings of disappointment, and negative feelings in employees (cynicism), which further affects efficiency (Abro et al., 2023), and performance on the job (Chen et al., 2023) and counterproductive work behaviors (Abdullah et al., 2021). HEXACO was used in place of the standard Big

Five model since it comprised the Honesty-Humility factor, which played a crucial role in its use for employee integrity, ethical conduct, and organizational cynicism.

The pillar of Pakistan's economy, the financial industry, has consistently played a crucial role in preventing economic catastrophes (Ahmad et al., 2022). The banking profession is considered arduous and commonly identified with heavy responsibilities, numerous targets, extensive client interactions, time constraints, inconsistent difficulties, too much paperwork, and qualitative burden. (Tiron-Tudor & Faragalla, 2022). However, the banking sector contributes the most to asset composition, with 72.7% of total assets in 2007 and a significant share in the same year's gross domestic product (GDP) (SBP, 2010). Pakistan is dominated by commercial banks (SBP, 2012). The banking sector is an essential segment of the financial area in any economy. Many empirical investigations and conduct in many countries have depicted the negative consequences of work pressure stress on their workers' health, society, and organizational performance (Aboramadan, Turkmenoglu, et al., 2020; Giorgi et al., 2019). Stress constitutes one of the most pressing concerns in Pakistan's banking industry and must be addressed for workers to deliver great work comfortably (Ehsan & Ali, 2019). Stress damages employees' cognitive and emotional behavior, leading employees to negative behavior toward the organization (Aboramadan, Turkmenoglu, et al., 2020). Due to the emergence of the new financial industry, state-owned banks face strict encounters with other banks and workers interacting with extreme pressure levels to meet their work demands (Khalid et al., 2020). The banking sector is an essential segment of the financial area in any economy. Many empirical investigations and conduct in many countries have depicted the negative consequences of work pressure stress on their workers' health, society, and organizational performance (Astrauskaite et al., 2015; Giorgi et al., 2019). Stress constitutes one of the most pressing concerns in Pakistan's banking industry and must be addressed for workers to deliver great work comfortably (Ehsan & Ali, 2019). The prevalence of organizational cynicism among employees has emerged as a prominent phenomenon inside the workplace (Chiaburu et al., 2013). An attitude of frustration, despair, and pessimism is cynicism. Which results in a negative influence on the organization's overall operation and reputation. Personality qualities play a vital role in establishing organizational cynicism (Soomro et al.,2022). Despite the considerable discourse around organizational cynicism, prior academic research remains limited in its ability to ascertain the characteristics that enhance the connection between personality traits and organizational cynicism, particularly within the banking industry in Pakistan. Recent research demonstrates that organizational cynicism undermines the employees' well-being and performance at work, particularly in small and medium-sized service enterprises (del Pilar Pulido-Ramírez et al., 2025). To mitigate these adverse effects, there is a need to investigate the underlying factors contributing to organizational cynicism. This study fills the void by implementing the HEXACO personality model to

examine the complex relationship between employees' personality traits, their level of commitment to the organization, and the subsequent development of organizational cynicism. This multi-faceted issue requires a comprehensive investigation to uncover the intricate factors within this sector. This investigation aims to provide a thorough understanding of these connections, shedding light on the factors influencing employee behavior towards cynicism within Pakistani banking institutions. Ultimately, it seeks to offer practical insights for cultivating a more positive and productive organizational culture. The importance of the study lies in its potential to provide constructive comprehensions into employee behavior within the banking sector. Research on the interplay between HEXACO personality traits, commitment, and cynicism among bank employees holds several important implications. By investigating the relationships between HEXACO personality qualities, organizational commitment, and organizational cynicism within banking industry, this research will contribute to a deeper understanding of how individual characteristics impact employee behaviors. This can help banks tailor their management and human resources strategies to create a more conducive and supportive work environment. Understanding the role of personality in influencing organizational commitment and cynicism can assist banks in identifying factors that influence employee engagement and retention. Banks can use this knowledge to design targeted programs to increase job satisfaction and reduce cynicism, leading to a more committed and motivated workforce. Though organizational cynicism and personality studies have been gaining increased interest, little empirical research is available to investigate such dynamics in Pakistani banking based on the HEXACO model. This research fills such a void by suggesting a mediated-moderated model linking personality to cynicism via organizational commitment with occupational stress moderating such relationships. The research provides theoretical contributions and practical recommendations for employee attitude management. Therefore, the current research makes an addition with a localized stakeholder decision-making model in HR and leadership. This research is structured in the following way. Section 02 will explain the literature review about the variables of the study. Section 03 will explain the methodology, data composition, and analysis tools. Section 4 will explain the specification analysis, and last Section 05 will give a conclusion, implications, and policy recommendations.

2. LITERATURE REVIEW

Organizational cynicism is "a both general and particular mentality that expresses disappointment, desperation, and dissatisfaction as well as contempt for and mistrust of an individual, group, philosophy, social convention, or institution."" (Andersson, 1996). “One’s negative attitude towards organization” (Abraham,

2000). “Employee’s negative attitude towards the organization, its practices, processes, and management” (Wilkerson et al., 2008). “An attitude composed of cognitive (faith), affective (emotion) and behavioral (behavior) tendencies” (Kalağan & Güzeller, 2010). The literature study of (Dean Jr et al., 1998) identified three dimensions of organizational cynicism: cognitive cynicism, affective cynicism, and behavioral cynicism. “Cognitive cynicism” refers to the belief that the organization is dishonest and that its methods lack fairness, honesty, and truthfulness. (Dean Jr et al., 1998). Employee cynicism of their companies is called the cognitive component (Urbany, 2005). Employees may compromise their value judgments, including sincerity, frankness, honesty, and truth, and act dishonestly and immorally in their best interests (Kalağan, 2009). The “effective cynicism” component includes negative feelings directed at the structure and intensely personal feelings like disrespect, rage, distress, and shame (O'Leary, 2003). (Dean Jr et al., 1998) People with cynical views towards their organizations disregard organizational principles and regulations because they do not take these individuals seriously; as a result, they engage in a great deal of misconduct. Cynical people also struggle to believe in others and prioritize their interests over those of others. Strong emotional responses such as disdain, wrath, sorrow, and shame are part of the effective component of organizational cynicism. Disrespect, failure to see the worth of others, wrath, rage, hatred of others, hubris, moral corruption, disappointment, and unreliability all exist here. “Behavioral cynicism” refers to Staff who behave cynically and are unenthusiastic about future organization-related events, engage in cynical humor, disdain their organizations, and act brutally and innocuously while moaning about their organizations exhibit cynical behavior and attitudes (Dean Jr et al., 1998). Cynical behavior can also be shown in groups through nonverbal cues. Symbolic gestures, sarcastic grins, and mocking laughter can be examples of negative behavior (Brandes & Das, 2006). Cynical employees are characterized by several negative traits, including a gloomy outlook on the company’s future, a sarcastic sense of humor, a disdain for the organization, and a tendency to voice severe criticism. According to research, organizational cynicism has impacts on personnel leading to in low efficiency, unwillingness in exhibiting organizational citizenship, unethical conduct, inspiring decrease, interpersonal disputes, absenteeism, an increase in employment termination, a decline in commitment to the organization, and dissatisfaction with work, all of which may negatively impact organizational efficiency (Cinar, Karciıglu, & Aslan, 2014; Kaygin et al., 2017; Shahzad & Mahmood, 2012). An investigation proved that organizational cynicism affects employee performance (Dimbga et al., 2022). Organizational cynicism is a situation where many workers distrust the company. Another meaning of organizational cynicism is the belief that an organization lacks moral character and consistently violates values like sincerity and honesty, which harm organizational performance, Because of Pakistan’s collectivist society, cynical employees do not demonstrate commitment to labor organizations (Bashir & Ramay, 2008). Researchers Abugre (2017) found that unfavorable connections in

workplaces that actively include individuals' intents to quit the firm were predicted and moderated by organizational cynicism (OC). According to research conducted in Pakistan by Arslan and Roudaki (2019), organizational cynicism (OC) has a negative and substantial influence on employee performance (EP), while employee engagement moderates the relationship among OC and EP. Results from a study conducted in Pakistan by (Abdullah et al. 2021) show that when workers' psychological capital is low, they only exhibit unproductive job behaviors associated with organizational cynicism (OC).

Literature posits that personality is an essential part of life that influences how an individual thinks, feels, and behaves (Costa & McCrae, 1992). According to (McCrae & Costa, 1992), the big-five personality model is the most frequently used and standard model of personality in literature. It includes Openness, Extraversion, Agreeableness, Conscientiousness, and Emotionality/Neuroticism domains (Goldberg, 1990). However, it has recently been argued that a six-factor structure is preferable to a five-factor one for Personality (Ashton & Lee, 2007). In contrast, the last decade has witnessed the emergence and rising prominence of a newer six-factor structure known as the HEXACO model (Lee & Ashton, 2004). The HEXACO model of personality was first introduced by Ashton and Lee in 2001 as an alternative to the widely used Big-Five model of Personality (Ashton & Lee, 2001). The HEXACO model's primary goal was to incorporate a sixth trait of Personality, Honesty-Humility, that defines a tendency to be fair and genuine in relations with others which was not explicitly represented in the Big Five model.
The HEXACO personality framework is widely used in personality psychology (Thielmann et al., 2022). It contains six factors that measure traits along the dimensions of "Honesty-Humility, Emotionality, Extraversion, Agreeableness, Conscientiousness, and Openness to Experience"(Ashton & Lee, 2007). The HEXACO model of personality was developed to supersede some of the limitations of the Five-Factor Model (FFM) and offer a more complex model for exploring personality traits. It came out of large lexical studies of self and observer ratings of personality-descriptive terms in several languages, thus with greater cross-cultural validity and theoretical scope (Sharifibastan et al., 2025). In the HEXACO model, The Honesty-Humility (H) factor is distinctive and measures characteristics such as fairness, sincerity, modesty, and greediness avoidance. Emotionality (E) refers to emotional sensitivity and the tendency to experience anxiety and vulnerability. Extraversion (X) measures social behavior and the tendency to seek stimulation and activity. Agreeableness (A) refers to traits such as kindness, trust, and forgiveness. Conscientiousness (C) measures self-discipline, organization, and responsibility. Finally, Openness to Experience (O) refers to curiosity, creativity, and appreciation for art and beauty (Ashton & Lee, 2007). Researchers have used the HEXACO model to investigate leadership, decision-making, and job satisfaction. Another study uncovered that (Rothman & Coetzer,

2002). Previous Studies have explored the relationship among HEXACO personality traits and job performance, leadership, and managerial decision-making styles. The results of (Soomro et al.,2022) suggest that agreeableness, extraversion, emotional stability, conscientiousness, and openness contribute significantly positively to cognitive, affective, and behavioral cynicism dimensions. But these cynicism dimensions are not able to predict employee performance significantly, summing up that cynical attitude and objective work performance have a weak or non-significant relationship. (Van Eeden et al., 2008) Found that individuals with high Agreeableness and Conscientiousness displayed transformational leadership styles more likely, while individuals with high Neuroticism displayed transactional leadership styles. A recent study found that individuals with high agreeableness trait are negatively significantly related to cynicism (Blötner, 2025). Another study found that (Murad & Khan, 2022) while individuals high in Conscientiousness preferred analytical decision-making styles. Additionally, investigations have researched the realtionship among HEXACO personality traits and job satisfaction (Saltukoğlu et al.) and the role of Honesty-Humility in ethical decision-making in the workplace (Allgaier et al., 2020). A recent study Wunk(2025) found that Honesty-Humility personality trait is negatively related to organizational cynicism. Organizational commitment has been defined as "an affection or attitude of the individuals improve towards the objective of the specific firm "(Bashir & Ramay, 2008).

Organizational commitment refers to the aspiration for the workers to be in the right place in the firm and ignite them to add more arduous work for corporate profit (Noor et al., 2020). According to the literature study (Mathieu & Zajac, 1990), re-conceding the organization's commitment is the opposite of retaining and is an excellent anticipator of the actual turnover behavior. The vital and prominent representatives of the service firms are the frontline employees. Such commitment can implement a social exchange connection connecting employees and the firm as it depicts the strong relationship and obligations of the person in the organization (Cropanzano et al., 2003). Effective interaction has a positive attitude with the customers because they have self-confidence and are well-committed (Woodside et al. 1989). According to (Nägele & Neuenschwander, 2014), Organizational commitment is characterized by improved effort and motivation, better job satisfaction, lower absenteeism, and a more protective message. As a result, organizational dedication may contribute to the corporation's healthy and steady development. Organizational commitment benefits the company by lowering absenteeism and turnover rates and increasing production (Jernigan et al., 2002). According to (Joiner & Bakalis, 2006), a deeply committed employee adds to the company's success. Organizational commitment is a broader thought and different from the satisfaction of the career. It depicts an employee's emotional attachment to the whole direction and is not confined to an actual business (Garland et al., 2009). Analogously, the organization's commitment designates to the level where evidence

of the employee's distinctiveness is linked to the organization (Mowday et al., 2013). Recent research proposes that personality traits operationalized by the HEXACO model can have both direct and indirect influences on individual behavior through a mediating mechanism of commitment (Karim et al., 2024). This provides more insight into how fundamental personality elements might influence positive versus negative attitudes at work, e.g., decreased cynicism and increased engagement.

3. METHODOLOGY

The current research relies on factual and quantitative methods to approach the employee's behavior with the influence of organizational cynicism, having an intervening role of organizational commitment and the moderating effect of occupational stress. For such an objective, primary data is gathered via a survey questionnaire from the bank employees. The surveys of self-managed may confirm the whole confidentially, and it is hard to find the survey back to respondents (Bjarnason, 1995). Confidentiality is sure in the author's virtuous right of principle. However, confidentiality is a meaningful feature of the author's design. Confidence in the questionnaire is crucial in preset research to ensure the candidate's response. The questionnaire survey is dispensed to commercial banks located in Rawalpindi, Islamabad, and Mianwali. The present research relies on descriptive research design, and primary data is gathered via Survey questionnaires from banking sector workers. For this reason, printed and Google forms (online questionnaires) are dispensed among the targeted respondents. The survey questionnaire is an appropriate way to engage the present study's primary data. Further, it is utilized to examine the hypothesized relations. Such a mechanism is like an interview type (Malhotra et al., 1996). Therefore, the questionnaire is a sensitive, organized matter to collect the respondents' data. According to the study (Churchill & Iacobucci, 2006), step one includes an extensive work review related to the literature or sufficient interpretation of the past studies, which are implemented in the current research. This stage ensures that all data collection through research instrument responses medium to fulfill the research targets.

Different tools are applied systematically, such as respondents' profile descriptive analysis, research variables descriptive Analysis, correlation analysis, structural equation model, and standard variance method. Statistical software (Smart PLS 4) and statistical package for social sciences (SPSS 21) have been used to analyze data. SmartPLS-4 was utilized due to its capacity for handling complex models with latent constructs and Partial Least Squares SEM, while SPSS-21 was utilized for reliability tests and basic analysis. The sample size of n=493 is well beyond Hair et al.'s (2019) minimum requirements specified for SEM and possesses sound statistical power. This methodological approach is consistent with

earlier validated procedures employed in organizational behavior studies (e.g., Bagozzi & Yi, 1988; Hair et al., 2006) to enhance the reliability and validity of the approaches used.

4. Analysis and Results

The data was collected by distributing the questionnaire among the employees (to both genders) of the different banks in Rawalpindi, Islamabad, and Mianwali including main and subbranches from on the certainty that almost all the branches pinpoint in such cities that can better speak for them. It concentrated on all categories of employees in the banking sector.

Table 1 *Demographics Descriptive Statistics*

		Respondent Gender	Respondent Age	Respondent Education	Respondent Experience
N	Valid	493	493	493	493
	Missing	0	0	0	0
Mean		1.2632	2.9757	1.9879	1.7874
Std. Deviation		.44079	.77970	.68884	.54917
Skewness		1.079	-.164	.651	.523
Std. Error of Skewness		.110	.110	.110	.110
Kurtosis		-.839	.355	1.020	2.893
Std. Error of Kurtosis		.219	.219	.219	.219
Minimum		1.00	1.00	1.00	1.00
Maximum		2.00	5.00	4.00	4.00

For respondent age, the mean age is approximately 2.98, which suggests that, on average, the respondents are around 29 years old. The standard deviation of 0.78 indicates a relatively wide age range. The skewness value of -0.164 indicates a slight negative skew, implying that the distribution may have a slightly longer tail on the older age side. This descriptive statistics table provides valuable insights into the demographic characteristics of the respondents, indicating that the sample is slightly skewed towards males, includes a range of ages with a slight bias towards younger respondents.

4.1 Correlations Analysis

The correlation table presents the interrelationships between the variables in the study, providing valuable insights into their relationships.

Table 2 *Correlation Analysis*

	HH	EMO	EXT	AGR	CON	OPE	OCOM	OCY
HH	1							
EMO	0.043*	1						
EXT	.548**	.410**	1					
AGR	-0.044*	-0.081*	-0.086*	1				
CON	.571**	.219**	.708**	-0.018*	1			
OPE	-.093*	-0.061*	-0.03*	-0.072*	-0.009*	1		
OCOM	.799**	0.08	.716**	0.001*	.744**	-0.021*	1	
OCY	0.088	-0.059	-.159**	-.157**	-.121**	.157**	-.157**	1

*,**. Correlation is significant at the 0.01, & 0.05 level (2-tailed).

The correlation Analysis has been performed to examine the relationship among all variables. The Correlation results among variables found positive i.e., EMO r = .043, EXT r = .548, $p < 0.01$, AGR r = -.044, CON r = .571, $p < 0.01$, OPEN r = -.093, $p < 0.01$. The other variable i.e., OCOM r = .799, $p > 0.01$. similarly, variable i.e., OCY = .088, $p < 0.01$ and the last variable i.e., OS r = .213, $p < 0.01$.

4.2 Reliability Statistics

In psychometrics, the measurement of a variable consistency is called reliability. A measurement that provides the same output in different circumstances is called a reliable measure (Carlson et al., 2018). Cronbach's Alpha has been calculated to anticipate the measure's internal consistency. Cronbach's Alpha is the item's average intercorrelated function and the measured variables numbers in a scale used for grand scales. The more a grand summated rating has, the Cronbach alpha value is kept by keeping everything constant. Having the number of items for measuring variables (construct) to measure the scale reliability for the study ameliorates the preciseness or reliability of the study instruments (Hinkin, 1998).

The following table shows the reliability or questionnaire's internal consistency of the study factors. According to the study of George and Mallery (2003) an acceptable range of Cronbach's Alpha which is less than the .5 value is not acceptable. Moreover, a value of .5 is categorized as weak, while a value of .9 is considered excellent reliability (George & Mallery, 2003). Therefore, the Cronbach Alpha value ranges between 0.5 to .9 for reliability. Table 3 shows the Cronbach's Alpha of the study variables. The table indicates that the Cronbach alpha value of all variables is in the acceptable range. These results show that these instruments have internal consistency and are considered good data collection instruments. The item numbers are also presented in the last column of the table 3.

Table 3 *Cronbach Alpha*

Sr. No	Variable	Cronbach's Alpha	No. of items
1	Honesty-Humility	0.880	10
2	Emotionality	0.906	10
3	Extraversion	0.796	10
4	Agreeableness	0.874	10
5	Conscientiousness	0.806	10
6	Openness to experience	0.889	10
7	Organizational cynicism	0.988	15
8	Organizational commitment	0.967	6
9	Occupational stress	0.882	15

4.3 KMO and Bartlett's Test

Kaiser-Meyer-Olkin and Bartlett's Test was performed by IBM SPSS 21 software. Table 4 shows the results of KMO and Bartlett's test. The KMO value of 0.918 is quite high, close to 1. This suggests that the variables in your dataset are highly correlated, indicating that factor analysis is likely to be appropriate and could yield meaningful results. Bartlett's test statistic of approximately 40598.042 with 3240 degrees of freedom (df) yields a p-value of 0.000. Since the p-value is very small (much less than 0.05), can reject the null hypothesis. This implies that the correlation matrix is not an identity matrix, and there are significant relationships among the variables in the dataset, making it suitable for factor analysis.

Table 4 *KMO and Bartlett's Test*

KMO and Bartlett's Test	
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.918

	Approx. Chi-Square	40598.04
Bartlett's Test of Sphericity	df	3240
	Sig.	0

Based on the provided KMO value and Bartlett's test results, data seems to be well-suited for factor analysis. The high KMO value indicates that the variables are correlated, and the small p-value from Bartlett's test suggests that the variables have significant relationships, supporting the use of factor analysis techniques.

4.4 Confirmatory Factor Analysis of the validity of the variable

The first phase of the measurement model was common factor analysis. To verify all the observed variables measurement model consists of two processes. Factor analysis examines critical types or relationships for extensive accumulation of factors to define whether information can be condensed or precise in a modest set of mechanisms (Hair et al., 2006). There are two different sorts of factor analysis such as exploratory factor analysis and confirmatory factor analysis. Between both factor analyses, confirmatory factor analysis has been applied to this study. In the five-point Likert questionnaire, confirmation factor analysis (CFA) is applied on each scale, i.e., HEXACO, organization commitment, organizational cynicism, and occupational stress. The study of Oehley (2007) argues that CFA allows the researchers to state a measurement model to evaluate the perceiving indictors' coherence and approach the underlying theoretical variables they are theoretical to disclose. Therefore, the best fit from the sample in the present study was investigated between the model measurement and data composition. Model fit was examined by analyzing the sequence of goodness of fit. The present study contains latent variables such as honesty-humility, emotionality, extraversion, agreeableness, conscientiousness, openness to experience, organizational cynicism, organizational commitment, and occupational stress. These unobserved variables were estimated through their measured variables. The following part of the study consists of the explanation data analysis of these unobserved variables.

Table 5 *Calculation of Measurement Model of overall CFA*

Parameters with the Acceptable & Calculated Measures

Goodness of Fit	*Acceptable Level*	*Calculated Measures*	*Status*	*Remarks*
RMR	< 0.05 shows good fit, but acceptable when < 0.08	0.063	Acceptable	Accepted

GFI	< 1.000	0.642	Acceptable
CFI	> 0.900	0.905	Acceptable
RMSEA	Best fit when = 0.05, acceptable < 0.08	0.064	Acceptable
Degrees of freedom	Should be positive	3941	Acceptable
Chi-square	-	11861.872	Acceptable

The table presented outlines the goodness of fit measures for a Confirmatory Factor Analysis (CFA) model, assessing the model's adequacy in explaining the observed data. Several fit indices are considered to evaluate the model's performance. Root Mean Square Residual (RMR) is 0.063, which falls within the acceptable range as it is less than 0.08. RMR measures the discrepancies between the observed and model-implied covariances, and a lower value indicates a better fit. The Goodness of Fit Index (GFI) is 0.642, which is considered acceptable. GFI measures the proportion of the total variance accounted for by the model, and values below 1.000 are acceptable. The Comparative Fit Index (CFI) is 0.905, surpassing the acceptable threshold of 0.900. CFI assesses how well the proposed model fits compared to a null model, with higher values indicating a better fit. The Root Mean Square Error of Approximation (RMSEA) is 0.064, which is acceptable, especially since it falls within the range of 0.05 to 0.08, considered acceptable in academic literature. RMSEA assesses the model's goodness of fit in relation to the degrees of freedom. Furthermore, the degrees of freedom for this model are 3941, which is positive, indicating that the model has sufficient degrees of freedom to fit the data.

Table 6 *Model fit Results*

Validity				
Convergent Validity			Discriminant Validity	
Variable	AVE > 0.50	CR > 0.70	Variables	AVE > Shared Variance
Honesty-Humility	0.511	0.820	HH & OCOM	0.866 > 0.341
Emotionality	0.494	0.876	EMO & OCOM	0.090 > 0.325
Extraversion	0.685	0.705	EXT & OCOM	0.823 > 0.389
Agreeableness	0.49	0.853	AGR &	0.555 >

	3		OCOM	0.311
Conscientiousness	0.540	0.706	CON & OCOM	0.841 > 0.296
Openness to experience	0.655	0.881	OPEN & OCOM	0.592 > 0.360
Organizational cynicism	0.647	0.987	OCOM & OCY	0.555 > 0.311
Organizational commitment	0.529	0.961	OS & OCOM	0.492 > 0.360
Occupational stress	0.644	0.860	OS & OCY	0.620 > 0.389

Lastly, the Chi-square statistic is 11861.872, which is acceptable in this context. The Chi-square test assesses the difference between the model-implied and observed covariance matrices, and a non-significant Chi-square indicates a good fit, though its absolute value alone may not be a strong indicator of model fit. The CFA model appears to have an acceptable goodness of fit based on these fit indices. While some indices are slightly above the ideal cutoffs, they generally fall within the range of acceptability, suggesting that the model adequately explains the observed data. Researchers may further scrutinize the model and consider potential modifications to improve fit, if necessary, but these results provide reasonable confidence in the model's appropriateness for the given data.

4.5 Structural Model

Following the measurement model for testing the hypothesized relationships among independent and dependent constructs to estimate the structural model. The specification of the model is indicated in the following figure. The model consists of a mean score of nine unobserved factors. Based on the presented model, HEXACO personality traits including honesty-humility (H-H), emotionality (EMO), extraversion (EXT), agreeableness (AGR), conscientiousness (CON) and openness to experience (OPEN) has been considered exogenous variable (Independent variable), organization commitment (OCOM) having mediation role, organizational cynicism (OCY) was an endogenous variable (dependent variable). In the conducted study, the focus was on investigating the impact of HEXACO personality traits as exogenous variables. The HEXACO model comprises six dimensions, namely Honesty-Humility, Emotionality, Extraversion, Agreeableness, Conscientiousness, and Openness to Experience. The set of variables included a total of 60 items, distributed evenly with 10 items representing each dimension. However, during the data analysis phase, it was deemed necessary to refine the measurement instrument. These adjustments were made to ensure the reliability and validity of the measurement instrument, thereby enhancing the overall quality

of the study's findings. In the structural model under investigation, the endogenous variable was organizational cynicism, which was measured using fifteen items. Another variable within the structural model was organizational commitment, consisting of six items. The satisfactory results from structural model estimation for model fit in the following figure and all indices' values indicate admissible fitness such as GFI= 0.916, RMR=0.048, CFI=0.925, and RMSEA= 0.072.

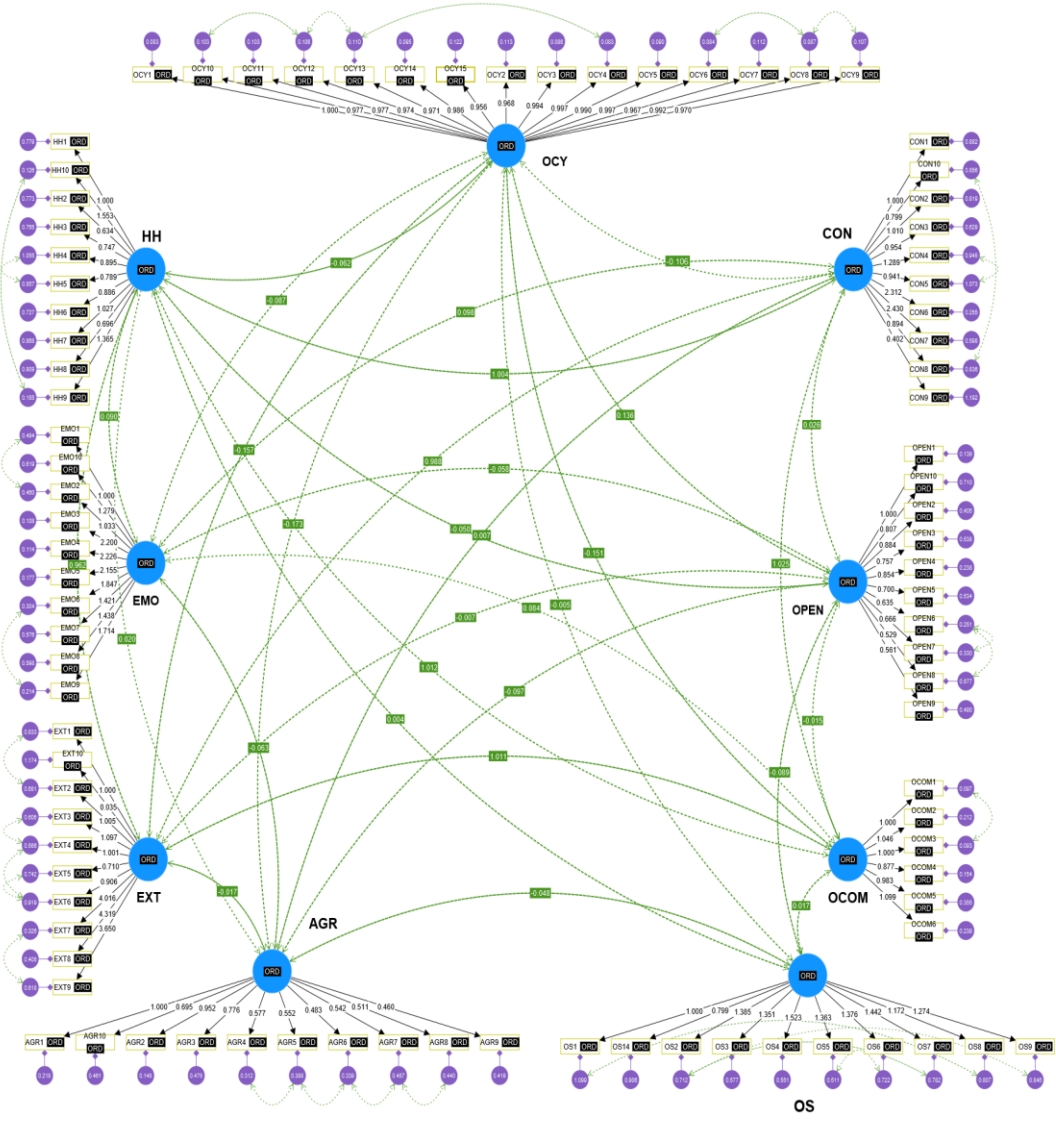

Figure 1 *Structural Equation Model (SEM) showing latent constructs with their indicators and interrelationships*

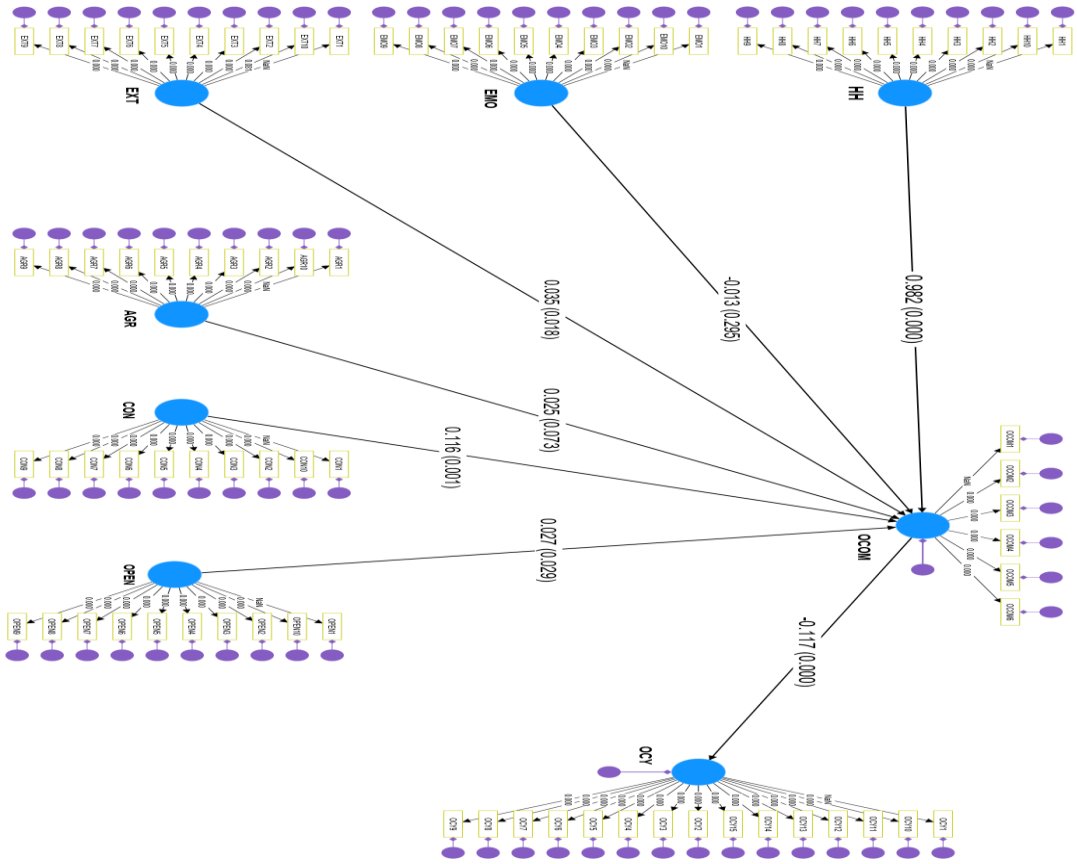

Figure 2 *Path diagram for structural model*

4.6 Direct Effects

Smart PLS 4 is used to investigate the relationship between the latent variables of the study, Table 4.20 summarizes the findings including direct effects of variables, path coefficients, T statistics, and P values of the relationships. There is a strong positive relationship between Honesty-Humility (HH) and Organizational Commitment (OCOM), as shown by the path coefficient of 0.983. The T statistics for this path is 123.369, and the p-value is 0.00, indicating strongly positive statistical significance. Similarly, Emotionality (EMO) has an insignificant impact on Organizational Commitment, as evidenced by the path coefficient of -0.013. The T statistics for this path is 1.048, and the p-value is 0.295, which denotes a statistically insignificant relationship. It has been observed that there is a positive relationship between Extraversion (EXT) and Organizational Commitment (OCOM). The path coefficient between EXT and OCOM is 0.035. The T statistics for this path is 2.377, and the p-value is 0.018, which indicates a statistically small but positive significant outcome. Additionally, there is a positive relationship

between Agreeableness and Organizational Commitment. The path coefficient between AGR and OCOM is 0.024. The T statistics for this path is 1.796, and the p-value is 0.073, which suggests a relatively weak positive but statistically significant outcome. Additionally, there is a strong positive relationship between Conscientiousness (CON) and Organizational Commitment (OCOM), as shown by the path coefficient of 0.114. The T statistics for this path is 3.281, and the p-value is 0.001, indicating moderate positive statistical significance. Similarly, Openness to Experience (OPEN) has a significant positive impact on Organizational Commitment (OCOM), as evidenced by the path coefficient of 0.028. The T statistics for this path is 2.186, and the p-value is 0.029, which also denotes small positive but statistical significance. Through SEM, it has been observed that there is a negative and significant relationship between Organizational commitment (OCOM) and Organizational Cynicism (OCY), as shown by the path coefficient value of -0.114. The T statistics for this path is 3.621, and the p-value is 0.000, which denotes negative statistical significance.

Table 7 *Calculation of Structural Model*

Type of effect	Effect	Path Coefficient	T value	P value	Remarks
Direct effect	HH -> OCOM	0.982	2.369	0.000	Accepted
Direct effect	EMO -> OCOM	-0.013	1.048	0.295	Rejected
Direct effect	EXT -> OCOM	0.035	2.377	0.018	Accepted
Direct effect	AGR -> OCOM	0.025	1.796	0.073	Accepted
Direct effect	CON -> OCOM	0.116	3.281	0.001	Accepted
Direct effect	OPEN -> OCOM	0.027	2.186	0.029	Accepted
Direct effect	OCOM -> OCY	-0.117	3.621	0.029	Accepted

4.7 Indirect Effects (Mediation)

The study investigated the mediating effects between the variables of the study by structural equational modelling (SEM) using statistical software smart PLS 4. Results of the investigation between the variables honesty-humility (HH), emotionality (EMO), extraversion (EXT), agreeableness (AGR), conscientiousness (CON), openness to experience (OPEN), organizational commitment (OCOM), and organizational cynicism (OCY) are abridged in the table.

Table 8 *Calculation of Structural Model*

Type of effect	Effect	Path Coefficient	T value	P value	Remarks
Indirect effect	HH -> OCOM -> OCY	-0.145	3.344	0.001	Accepted

Indirect effect	EMO -> OCOM -> OCY	0.003	1.024	0.306	Rejected
Indirect effect	EXT -> OCOM -> OCY	-0.006	1.848	0.065	Accepted
Indirect effect	AGR -> OCOM -> OCY	-0.003	1.497	0.135	Rejected
Indirect effect	CON -> OCOM -> OCY	-0.017	2.342	0.002	Accepted
Indirect effect	OPEN -> OCOM -> OCY	-0.003	1.843	0.066	Accepted

The first case examines the indirect effect of the variable honesty-humility (HH) on the dependent variable organizational cynicism (OCY) through the mediator organizational commitment (OCOM). The path coefficient of -0.145 indicates a negative indirect relationship between "HH" and "OCY" through "OCOM." The t-value of 3.344 suggests that this relationship is statistically significant. The low p-value of 0.001 further supports the significance of the relationship, indicating that the effect is not likely due to chance. Therefore, the result is accepted, and it suggests that "HH" has a statistically significant indirect effect on "OCY" through the mediator "OCOM." The second case examines the indirect effect of the variable emotionality (EMO) on the dependent variable organizational cynicism (OCY) through the mediator organizational commitment (OCOM). The path coefficient of 0.003 indicates a very small positive indirect relationship between "EMO" and "OCY" through "OCOM." The t-value of 1.024 is relatively low, and the p-value of 0.306 is greater than the typical significance level of 0.05. These values suggest that the relationship between "EMO" and "OCY" through "OCOM" is not statistically significant. Therefore, the result is rejected, and it implies that "EMO" does not have a statistically significant indirect effect on "OCY" through the mediator "OCOM." The third case examines the indirect effect of the variable extraversion (EXT) on the dependent variable organizational cynicism (OCY) through the mediator organizational commitment (OCOM). The path coefficient of -0.006 indicates a small negative indirect relationship between "EXT" and "OCY" through "OCOM." The t-value of 1.848 is relatively higher than in the second case, but the p-value of 0.065 is slightly above the typical significance level. While the p-value is somewhat borderline, it is still below 0.1, which may be considered as marginally significant. Therefore, the result is tentatively accepted, suggesting that "EXT" may have a weakly significant indirect effect on "OCY" through the mediator "OCOM." The fourth case examines the indirect effect of the variable agreeableness (AGR) on the dependent variable organizational cynicism (OCY) through the mediator organizational commitment (OCOM). The path coefficient of -0.003 indicates a very small negative indirect relationship between "AGR" and

"OCY" through "OCOM." The T-value of 1.497 is moderate, but the p-value of 0.135 is above the typical significance level of 0.05. These values suggest that the relationship between "AGR" and "OCY" through "OCOM" is not statistically significant. Therefore, the result is rejected, indicating that "AGR" does not have a statistically significant indirect effect on "OCY" through the mediator "OCOM." The fifth case examines the indirect effect of the variable conscientiousness (CON) on the dependent variable organizational cynicism (OCY) through the mediator organizational commitment (OCOM). The path coefficient of -0.017 indicates a moderate negative indirect relationship between "CON" and "OCY" through "OCOM." The t-value of 2.342 is relatively high, and the p-value of 0.020 is below the typical significance level of 0.05. These values suggest that the relationship between "CON" and "OCY" through "OCOM" is statistically significant. Therefore, the result is accepted, indicating that "CON" has a statistically significant indirect effect on "OCY" through the mediator "OCOM." The sixth case examines the indirect effect of the variable openness on the dependent variable organizational cynicism (OCY) through the mediator organizational commitment (OCOM). The path coefficient of -0.003 indicates a very small negative indirect relationship between "OPEN" and "OCY" through "OCOM." The T-value of 1.843 is moderate, and the p-value of 0.066 is slightly above the typical significance level. While the p-value is somewhat borderline, it is still below 0.1, which may be considered as marginally significant. Therefore, the result is tentatively accepted, suggesting that "OPEN" may have a weakly significant indirect effect on "OCY" through the mediator "OCOM."

4.8 Moderation Results

The moderating effect of occupational stress was analyzed between the relationship of organizational commitment and organizational cynicism using Hayes process. Model number one was used to examine the effect of occupational stress on the relationship between commitment and cynicism. Table 9 contains the results of moderation analysis.

Table 9 *Summary of Moderation Analysis*

Interaction effects	*Coefficient*	*t value*	*p value*	*LLCI*	*ULCI*
OS_OCOM	-0.048	2.588	0.01	-.0113	.0210

The results of the moderation analysis disclose a significant and meaningful interaction effect in the context of the relationship between organizational commitment (OCOM) and organizational cynicism (OCY), with occupational stress (OS) serving as the moderator. The interaction term "OS_OCOM" has a

coefficient of -0.048, indicating that occupational stress influences the relationship between organizational commitment and organizational cynicism. The statistically significant p-value of 0.01 emphasizes the importance of this moderating effect, indicating that it is unlikely to be due to random chance. In addition, the moderately large t-value of 2.588 indicates that this interaction has a significant practical impact, indicating that the relationship between commitment and cynicism may be attenuated or different when occupational stress is present compared to when it is absent. These findings highlight the significance of considering the role of occupational stress in shaping employee attitudes within organizations, particularly in determining whether commitment can mitigate cynicism under varying levels of stress.

5. Detailed Discussion

The study revealed a strong and statistically significant positive relationship between honesty-humility and organizational commitment in the banking industry. This finding is particularly relevant in the financial sector, where trust and integrity are foundational. Employees with higher levels of honesty and humility are likely to align with the ethical values upheld by banks. Employees high on emotionality are noticed to be sincere and fair. Their commitment to the organization is not only evident in their dedication to their work but also in their commitment to upholding the institution's reputation and trustworthiness. The second hypothesis delved into the mediating role of organizational commitment (OCOM) on the relationship between honesty humility (HH) and organizational cynicism (OCY). Surprisingly, even after controlling organizational commitment, there was a statistically significant negative relationship between HH and OCY. This implies that individuals with high levels of honesty and humility not only exhibit stronger commitment to their banking organizations but also tend to be less cynical. The implications of this finding are significant for the banking sector, as reduced cynicism can lead to a more cooperative and harmonious work environment. Turning to the third hypothesis, which explored the relationship between emotionality (EMO) and organizational commitment (OCOM), the results indicated a weak and statistically non-significant negative relationship. This can be due to the high-pressure world of banking, where emotional stability is often valued, this result may suggest that emotional disposition does not significantly affect organizational commitment among employees. This may be due to the high level of fear, anxious feelings, and sentimentality of the employees. Banking institutions may need to focus on other factors to enhance commitment in their workforce. The mediation hypothesis involving emotionality (EMO), organizational commitment (OCOM), and organizational cynicism (OCY) did not yield strong support. The initial link between EMO and OCOM was weak and statistically non-significant. Consequently, it is challenging to establish that

organizational commitment significantly mediates the relationship between emotionality and organizational cynicism within the banking sector, at least based on this study's analysis. The fifth hypothesis explored the relationship between extraversion (EXT) and organizational commitment (OCOM), revealing a positive and statistically significant relationship. This suggests that individuals with higher levels of extraversion tend to exhibit stronger organizational commitment in banking institutions. Employees with this personality trait are sociable, bold and are high on liveliness. In the banking sector, where teamwork and client interactions are vital, extraverted employees may engage more readily with colleagues and clients, contributing to enhanced commitment levels. These findings are supported by the studies (Farrukh et al., 2017) and results of the analysis align with the conclusion drawn by Farrukh et al. (2016). Employees that exhibit extroverted traits tend to establish a mutually beneficial relationship with their employer, perceiving it as a psychological contract wherein they contribute to fostering a socially conducive environment (Herath & Shamila, 2018). As previously mentioned, individuals with high levels of extroversion exhibit characteristics such as sociability, assertiveness, verbosity, and gregariousness (Takase et al., 2018). Results of the current study are also aligned with (Benard Korankye 2021), and it is evident that personality trait extraversion has a positive and significant relationship with organizational commitment. The analysis of the mediation hypothesis involving extraversion (EXT), organizational commitment (OCOM), and organizational cynicism (OCY) indicated a marginally significant negative relationship. This suggests that highly extraverted banking employees, when committed to their organization, may exhibit slightly lower levels of organizational cynicism. This result aligns with the notion that extraverted individuals tend to focus on the positive aspects of their organizations and are more likely to engage with colleagues and clients constructively. These findings conclude that personality trait extraversion negatively impacts organizational cynicism with the mediation of organizational commitment. Findings of the study are different from recent study (Soomro et al.,2022) findings where direct effect of extraversion on organizational cynicism was positively significant. While results are aligned with the previous investigation (Acaray and Yildirim,2017). Employees high on agreeableness are flexible, gentle, and have a high level of forgiveness and patience. The seventh hypothesis examined the relationship between agreeableness (AGR) and organizational commitment (OCOM), indicating a positive relationship, though not highly statistically significant. This suggests that agreeable individuals in the banking sector may exhibit slightly higher levels of organizational commitment. While the statistical significance is not strong, agreeable, characterized by cooperativeness and interpersonal warmth, it may contribute to a more harmonious work environment. These findings align with the study (Farrukh et al., 2017). Findings of the current study are also supported by the previous study (Benard Korankye 2021). The mediation hypothesis involving agreeableness (AGR), organizational commitment (OCOM), and organizational cynicism (OCY)

did not provide strong support. The influence of agreeableness and organizational commitment on organizational cynicism was weak and not statistically significant. This implies that agreeableness and organizational commitment may not significantly impact the levels of organizational cynicism observed among banking employees in this specific analysis. A previous study (Soomro et al., 2022) found a positive direct relationship between emotionality and cynicism. The ninth hypothesis investigated the relationship between conscientiousness (CON) and organizational commitment (OCOM). The results indicated a robust and statistically significant positive relationship. Employees with higher levels of conscientiousness, characterized by responsibility and diligence, tend to demonstrate stronger organizational commitment in the banking sector. Conscientious employees are seen as reliable, dependable, and dedicated, qualities highly valued in the financial industry. Individuals that possess a high level of conscientiousness are commonly described as being dependable, meticulous, organized, hard-working, diligent and perfectionist. These findings are aligned with previously suggested arguments of (Chiaburu et al.,2011), and (Takase et al., 2018). And the results were contrary to the findings of Ziapour et al., (2017) and (Korankye et al., 2021). The mediation hypothesis involving conscientiousness (CON), organizational commitment (OCOM), and organizational cynicism (OCY) revealed a statistically significant negative relationship. This suggests that highly conscientious banking employees, when committed to their organization, are less inclined to engage in organizational cynicism. This finding underscores the importance of conscientiousness in mitigating cynicism, as committed individuals are more likely to view their organization's decisions and actions in a positive light. These findings conclude that personality trait conscientiousness negatively impacts organizational cynicism with the mediation of organizational commitment. Findings of the study are different from recent study (Soomro et al.,2022) findings where direct effect of conscientiousness on organizational cynicism was positively significant. While results are aligned with the previous investigation (Acaray and Yildirim,2017). The eleventh hypothesis examined the relationship between openness to experience (OPEN) and organizational commitment (OCOM), indicating a positive and statistically significant relationship. Employees who are open to new challenges and experiences tend to exhibit stronger organizational commitment in the banking sector. Their willingness to adapt to change, embrace innovative ideas, and invest in their roles contributes to their commitment to the organization's mission. These findings Contradicts the arguments of (Choi et al., (2017) and are aligned with findings of (Fernández-Mesa et al., 2018) (Benard Korankye 2021). The mediation hypothesis involving openness to experience (OPEN), organizational commitment (OCOM), and organizational cynicism (OCY) revealed a marginally significant negative relationship. Highly open individuals, when committed to their organization, displayed slightly lower levels of organizational cynicism. While this relationship was marginally significant, it

suggests that openness may play a role in reducing cynicism when paired with commitment, even though the initial relationship between openness and commitment was not strongly significant. To the surprise of the authors, emotionality had no significant impact on cynicism or commitment. This contradicts previous findings (e.g., Soomro et al., 2022) and indicates that in stressful bank cultures, structural or cultural features might overshadow emotional ones. These findings conclude that personality trait openness to experience negatively impacts organizational cynicism with the mediation of organizational commitment. Findings of the study are different from recent study (Soomro et al.,2022) findings where direct effect of openness to experience on organizational cynicism was positively significant. While results are aligned with the previous investigation (Acaray and Yildirim,2017). The thirteenth hypothesis explored the direct relationship between organizational commitment (OCOM) and organizational cynicism (OCY), revealing a statistically significant negative relationship. Employees with higher levels of organizational commitment tend to exhibit lower levels of organizational cynicism. This implies that fostering strong commitment within the banking workforce can lead to a more positive perception of the organization and a reduced inclination to view organizational decisions through a cynical lens. These detailed findings offer nuanced insights into the dynamics of personality traits, organizational commitment, and cynicism within the banking sector. While not all relationships were equally strong or significant, the study underscores the importance of personality traits in shaping commitment and cynicism among employees in the financial industry. Banking institutions may use these insights to tailor their HR practices and strategies to create a more committed and positive work environment. The commitment of employees is a strong construct within the field of organizational behavior that has been found to have a considerable impact on reducing organizational cynicism (OC) (Yetim and Ceylan, 2011; Mushraf et al., 2015). Organizations that proactively undertake activities to encourage and offer incentives to their employees are less likely to experience organizational cynicism (OC) (Eskildsen and Dahlgaard, 2000). A job-related attitude is a significant factor that reflects an employee's behavior and individual characteristics, which in turn indicates their level of commitment inside a company (Kumar and Bakhshi, 2010; Spagnoli and Caetano, 2012; Syed et al., 2015). The study examines the moderating role of occupational stress in the relationship between organizational commitment and organizational cynicism. The findings suggest that when levels of occupational stress increase, the strength of the relationship between organizational commitment and organizational cynicism diminishes. Put simply, individuals who encounter elevated levels of stress in their professional environment may not demonstrate the same level of skepticism towards the company, despite having lower levels of commitment. On the contrary, in situations where occupational stress is reduced, there is a heightened correlation between organizational commitment and organizational cynicism. This finding

implies that in work contexts with lower levels of stress, there is a stronger relationship between the level of commitment and the level of cynicism.

6. CONCLUSION

According to (Soomro et al., 2022), it is worthwhile to investigate the employee behavior towards organizational cynicism through organizational commitment. As the result of this, the study was designed to determine the relationship of employee personality traits with organizational commitment and their behavior towards organizational cynicism exhibited by bank employees in Pakistan. The results of this study offer empirical evidence for the hypotheses that a positive significant relationship exists between honesty-humility, extraversion, agreeableness, conscientiousness, and openness to experience personality qualities and organizational commitment. While the relationship between personality trait emotionality and organizational commitment was negatively insignificant. Findings of the mediating relationships between personality traits, organizational commitment and organizational cynicism offer evidence that personality traits honesty-humility, extraversion, conscientiousness have a negative significant relationship towards organizational cynicism, while emotionality and agreeableness showed an insignificant relationship with organizational cynicism in this study. Additionally, the moderating role of occupational stress was found to be negatively significant between organizational commitment and organizational cynicism. These findings contribute significant new information to the existing body of literature on the subject and hint that additional investigation is required to definitively determine the links in question. Based on this research, we propose that HR practitioners take into consideration the results of this study when employing personnel. In addition, HR practitioners need to find ways to encourage current employees by implementing various reward and training programs to make those employees more devoted to their firms, which will ultimately result in higher levels of productivity. Future research may use this model for other pressure-sensitive industries like health care, education, or computing to investigate sector-specific differences in the relative importance of personality dimensions in the prediction of cynicism and commitment. Moreover, the model developed here is extendable to grasp employee attitudes in organizations involved in climate change, sustainability, and natural resource management fields where integrity and commitment are at the core.

7. IMPLICATIONS

The implications of this study extend far beyond the realm of academic research, offering tangible benefits for banks and organizations at large. In today's fiercely

competitive business landscape, the importance of understanding and harnessing the dynamics of employee personality traits cannot be overstated. The findings shed light on the critical role of honesty-humility, emotionality, extraversion, agreeableness, conscientiousness, and openness to experience in shaping employee attitudes and behaviors. For the banking industry executives and HR policymakers, this study highlights the need for screening personality traits critical to selection and for the design of targeted engagement initiatives. Organizational cynicism can be buffered by interventions like stress management training, ethics, and commitment incentives. This insight provides a strategic advantage for banks in their recruitment and selection processes, allowing them to identify and attract individuals who possess these desirable traits. By recognizing the link between these personality attributes and organizational commitment, banks can focus on creating an environment that nurtures and sustains commitment among their employees. This is not merely a theoretical exercise but a practical strategy for enhancing employee engagement, reducing turnover, and ultimately, improving the organization's bottom line. Furthermore, the mediating role of organizational commitment in the relationship between personality traits and organizational cynicism underscores the significance of commitment as a protective factor. Banks can leverage this knowledge by implementing targeted interventions to bolster commitment levels. This might involve leadership development programs, effective communication strategies, and initiatives aimed at building a sense of belonging and purpose among employees. By doing so, banks can effectively mitigate the emergence of cynicism within their workforce, which, left unchecked, can erode trust, hinder collaboration, and impede overall performance. Importantly, the study's revelation that occupational stress can moderate the relationship between organizational commitment and cynicism highlights the urgency for organizations, including banks, to address and manage workplace stressors. Implementing stress reduction initiatives, offering stress management resources, and fostering a supportive work environment can go a long way in safeguarding employee commitment and well-being. Banks that prioritize the well-being of their employees by managing stressors effectively not only contribute to a healthier work environment but also enhance their ability to retain and motivate their workforce, yielding long-term benefits in terms of productivity and customer satisfaction. The theoretical implications of this study are manifold and offer valuable contributions to the broader understanding of organizational behavior, particularly in the context of employee personality traits, organizational commitment, cynicism, and stress within the banking sector.

8. LIMITATIONS

While this study contributes valuable insights into the field of organizational behavior and the banking sector, it is essential to acknowledge its limitations. These limitations may provide context for interpreting the findings and guide future research efforts. One notable limitation is the potential for sampling bias. The study focused exclusively on bank employees, which may limit the generalizability of the findings to other industries or organizational contexts. It is important to recognize that the banking sector may have unique characteristics, culture, and stressors that could affect the observed relationships differently than in other industries. The research design employed in this study was cross-sectional, which means that data was collected at a single point in time. This design limits our ability to draw causal conclusions about the relationships examined. Longitudinal or experimental designs could provide more robust evidence of causality and help establish the temporal sequencing of the variables under investigation. The study relied on self-report measures for collecting data on personality traits, organizational commitment, cynicism, and stress. Self-report measures are susceptible to response bias and social desirability bias, which may affect the accuracy of the reported relationships. Future research could benefit from incorporating objective or behavioral measures to complement self-reports.

9. FUTURE RESEARCH DIRECTION

Building on the insights and limitations of the current study, several promising directions for future research emerge in the domain of organizational behavior, particularly concerning employee personality traits, organizational commitment, cynicism, and stress within the banking sector. Conducting longitudinal research designs can help establish causal relationships and offer a more nuanced understanding of how personality traits evolve over time, their impact on organizational commitment and cynicism, and how stressors influence these trajectories. Long-term studies can capture dynamic changes and shed light on the temporal aspects of these relationships. Extending the investigation into different cultural contexts is essential for understanding how cultural factors influence the expression of personality traits, commitment, cynicism, and responses to stress. Comparative cross-cultural studies can reveal cultural nuances and universalities in these dynamics. Combining self-report measures with objective or behavioral assessments can help mitigate common method variance and provide a more comprehensive understanding of the relationships under examination. Utilizing diverse data sources can enhance the validity and reliability of findings.

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