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Predicting Voice Behavior: Effects of Commitment and Personality

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Abstract This study examines the determinants of employee voice behavior, focusing on the critical roles of affective commitment and personality traits, specifically, conscientiousness and openness. It aims to investigate how commitment and specific personality dimensions, such as conscientiousness and openness, can predict employees' inclination to express their perspectives, opinions, and suggestions for organizational improvement. This research applies a comprehensive methodology, using surveys from a diverse group of employees, to investigate how these factors influence the propensity to engage in voice behavior. The analysis, which is based on multiple regression, reveals that affective commitment, conscientiousness, and openness are significant predictors of such behavior. These findings show that fostering a work environment that promotes these qualities can greatly enhance organizational practices and innovation. The study concludes by emphasizing the importance of these elements in facilitating a more proactive and engaged workforce, highlighting the practical implications for managers and organizations in encouraging voice behavior. Finally, the study provides a compelling argument for organizations to focus on enhancing these attributes among their employees to promote a more dynamic workplace.

Keywords Voice Behavior · Employee Voice · Personality · Openness · Conscientiousness · Commitment

Jel Codes M12, D23, J24

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Predicting Voice Behavior: Effects of Commitment and Personality

In recent years, organizations have increasingly needed employees who openly voice new suggestions and opinions regarding change to proactively address challenges in a dynamic business environment. Organizations must adapt to change to gain a competitive advantage and ensure survival. From this perspective, they have come to consider employees as a unique source for gaining an advantage. When considering employee voice behavior, defined as the capacity to contribute meaningfully to organizational processes (Budd, 2004; Mori et al., 2022), encouraging individuals to speak up becomes essential. This raises the questions, "What motivates employees to speak up?" and "What triggers voice behavior?" To understand voice behavior in detail, researchers have tried to uncover causes, predictors, or triggers, aligning with these questions. This study identifies predictors of voice behavior based on such questions.

Voice behavior has become a prominent subject of organizational behavior research. The concept of the employee voice has been examined from various perspectives over the years (Wilkinson et al., 2020). A number of studies have identified potential triggers of voice, including organizational culture, leadership styles, psychological empowerment, and organizational learning capability. However, there remains a considerable gap in the understanding of the motivational factors and triggers of voice behavior. While the relationships between voice behavior, commitment, and personality traits have been explored in previous research, this study makes a remarkable contribution to the existing literature by revealing the combined effect of attitude and dispositional factors.

First, this study addresses more context-specific research on organizational behavior by examining the relationships among international organizations operating in Turkey. This cultural context may yield unique insights, given that Turkey's blend of Eastern and Western values could influence how personality and commitment appear in voice behaviors (Johns, 2006; Wasti, 2016). Second, the study responds to the growing recognition of the importance of replication in advancing scientific knowledge (Nosek & Errington, 2020). By reexamining these relationships, this study contributes to the cumulative understanding of voice behavior antecedents and helps establish the robustness and generalizability of previous findings across different contexts. Moreover, it extends previous research by simultaneously examining the effects of both personality traits (openness and conscientiousness) and affective commitment on voice behavior. While these factors have been studied separately (Chamberlin et al., 2017; Tedone & Bruk-Lee, 2022; Krefft et al., 2024), their combined effects and relative importance have received less attention. This approach allows us to provide a more comprehensive model of voice behavior antecedents, which can inform both theory and practice. Lastly, the study integrates the Conservation of Resources (COR) Theory (Hobfoll, 1989) and Social Cognitive Theory (Bandura, 1986), bridging motivational and dispositional factors and offering a more holistic comprehension of the antecedents of voice behavior. Through these contributions, this study not only reaffirms existing knowledge but also extends our understanding of voice behavior in ways that are both theoretically insightful and practically relevant for contemporary organizations.

Especially today, as its importance is recognized, organization studies need to further explore the antecedents and motivators of voice. Although existing research has investigated the antecedents of voice behavior, insight into predictive relationships is limited. Therefore, this study aims to elucidate the relations between employee voice behavior and two proposed predictors, commitment and personality. Specifically,

it examines the following research question: “Do employees’ commitment and personality predict voice behavior?”

Based on these questions, the concepts of organizational commitment, personality, and employee voice behavior, including their characteristics, are elaborated within the theoretical framework. Further, the importance of these constructs and the overall study are explained in terms of organizational research. Finally, the findings will be interpreted, and suggestions for further research will be provided.

Literature Review

Numerous scholars have presented different definitions of employee voice over the years. The concept of voice is often traced back to Hirschman's work in 1970, although its roots as an idea are much older. Rockefeller initially introduced the notion of voice into management discussions, claiming that employees should share their thoughts, suggestions, and complaints—collectively termed "voice"—to facilitate communication between management and workers in American industries. This approach established principles for a fair, healthy, and suitable workplace environment, leading to the development of formal complaint mechanisms as the earliest organized form of “voice” (Ünler, 2015). In his foundational work *Exit, Voice, and Loyalty*, Hirschman (1970) scientifically examined voice, defining it as any effort to initiate change rather than withdraw from an unsatisfactory situation. He described voice as a means of addressing dissatisfaction through actions like direct requests to supervisors, seeking higher-level intervention, or participating in protests and advocacy to gain public support (Hirschman, 1970).

Since then, various researchers have offered more specific definitions. For instance, Detert and Burris (2007) delineated voice as follows:

> “the discretionary provision of information intended to improve organizational functioning to someone inside an organization with the perceived authority to act, even though such information may challenge and upset the status quo of the organization and its power holders” (p. 869).

Kassing (2011) also described employee voice as an informal process that involves actively expressing opinions. This can include proposing new ideas, offering constructive feedback, engaging meaningfully with leadership, taking initiative, promoting significant issues, and providing useful suggestions, all of which collectively help shape organizational practices.

Employee voice plays a crucial role in addressing organizational challenges, as it enables proactive problem-solving and adaptive responses (Morrison, 2023). In today’s dynamic work environment, fostering employee voice is essential for managing current organizational phenomena and tackling emerging challenges (Cohen & Roeske-Zummer, 2021; Hodge, 2022). For instance, recent trends such as the "great resignation," where employees voluntarily and collectively leave their jobs (Curtis, 2021), and "quiet quitting," in which employees perform only the basic requirements of their roles without embracing a "work is life" mentality (Warrick & Cady, 2022), highlight the need for organizations to listen actively to employee concerns and opinions to enhance retention and engagement. Given these recent insights, this study is especially important as it combines personality traits (openness and conscientiousness) with a commitment to examine voice behavior in a culturally unique and international organization context.

While this study centers on employee voice behavior, it is essential to clarify what constitutes extra-role behavior and the different forms it can take. Extra-role behavior is defined as discretionary behavior that goes beyond expected roles and that intends to benefit the organization. On the other hand, in-role

behavior refers to necessary actions or expectations as part of fulfilling the tasks and responsibilities tied to one's specific role (Van Dyne et al., 1995; Xu et al., 2021). Extra-role behaviors differ as they are not predefined by the role, not acknowledged by official reward systems, and lack punitive outcomes for not being performed by the job holder, indeed, it is critical to determine the motivational factors that encourage or prompt employees to speak up (Mori et al., 2022).

The importance of extra-role behaviors in benefiting organizations was proposed as a typology based on affiliative versus challenging and promotive versus prohibitive dimensions (Van Dyne et al., 1995). This framework identifies four categories: (a) affiliative-protective, which focuses on maintaining stability in dynamic environments and fosters a protective organizational climate; (b) affiliative-promotive, which enhances positive relationships and efficiency in stable environments through behaviors like organizational citizenship; (c) challenging-prohibitive, which critiques unethical or ineffective practices, such as whistleblowing, acting as checks on harmful behavior but offering limited individual rewards; and (c) challenging-promotive, which drives progress by encouraging innovation and proactive problem-solving. Voice is categorized within challenging/promotive behavior and characterized as distinct from employees merely expressing grievances about management in the workplace. Furthermore, voice is not considered an in-role behavior; indeed, it involves challenging the status quo and putting forth proactive suggestions constructively for change, whereas others may be reluctant to speak up. While the primary inclination of voice behavior is "suggesting ideas," the perspective regarding the situation is "it could be better." Given that, voice is not inclined to solely criticize circumstances or organization members (Krefft et al., 2024).

Management and organizational behavior scholars have shown a growing interest in studying voice as a form of extra-role behavior (Wilkinson et al., 2020). Researchers within the last decade have started to view employee voice more positively, as a type of extra-role behavior with the potential to make a contribution to enhancing organizational efficiency by molding the psychological, social, and organizational environment, which acts as a driving force for processes and tasks (Maynes & Podsakoff, 2014; Knoll & Redman, 2016; Ng et al., 2019). Accordingly, voice has been searched in terms of both dispositional and external factors. As researchers have increasingly searched for external factors affecting voice in organizations, it has been qualitatively examined how leaders shape employee voice perceptions (Fatoki, 2024). A power cognition perspective has also recently been introduced, emphasizing that employees are more likely to engage in voice when they perceive themselves as empowered within the organizational hierarchy (Luo et al., 2024). Depending on the findings, employees' sense of power and agency significantly affect their willingness to speak up. Similarly, Gabriel et al. (2024) highlighted that a supportive workplace climate plays a crucial role in voice behavior, demonstrating that employees exposed to ambient harassment may withhold their opinions due to fears of retaliation or a lack of support. These studies show that voice behavior is not solely about individual initiative; it is also deeply influenced by the surrounding organizational context and perceived empowerment.

In addition to organizational factors, the research has largely focused on examining individual differences as correlates of the tendency to go beyond expectations in voicing one's views (Detert & Burris, 2007; Brooks & Wilkinson, 2022). Hence, research has demonstrated that personality traits and affective commitment are important factors for employee voice (Morrison, 2011; Caliskan et al., 2024). However, personality remains an unexplored area in predicting voice behavior, since mixed results have been found regarding the types of voice concept, such as defensive voice, destructive voice, supportive voice, and constructive voice. For instance, openness to experience was found to be positively related to constructive and supportive voice

while negatively associated with defensive voice. On the contrary, conscientiousness has no significant relationship with any type of voice (Maynes & Podsakoff, 2014). Further, openness and conscientiousness have been shown to encourage voice by fostering qualities like proactivity, curiosity, and reliability, all of which support a willingness to speak up in the workplace (Chamberlin et al., 2017). Particularly, openness is found associated with a promotive voice, where employees suggest new ideas, while conscientiousness aligns with behaviors that contribute to organizational goals. Therefore, the effect of personality traits on employees' voice behavior remains unclear ambiguous. In addition, Nedergaard and Lupyan (2024) explored cognitive aspects by introducing "anendophasia," or the absence of inner speech, which can impact an individual's likelihood of voicing opinions. This insight shows that personality traits such as openness and conscientiousness may play a significant role in shaping whether employees feel comfortable and prepared to speak up.

Similarly, affective commitment is linked to voice, indicating that employees with higher levels of commitment are more inclined to express ideas that benefit the organization. Studies (Ng & Feldman, 2011; Caliskan et al., 2024) have demonstrated that committed employees are more likely to exceed formal role expectations, making voice behavior an expression of their loyalty. However, the predictive effect of affective commitment remains unclear. These results emphasize the importance of examining the relations between dispositional factors, attitudes, and employee voice behavior.

The combined effects of personality and affective commitment on voice behavior are less commonly studied, particularly in specific cultural or organizational contexts. This study contributes uniquely by examining how personality traits and affective commitment jointly influence voice behavior, thereby allowing for a direct comparison of each variable's strength in predicting voice. The analysis in this study will enable a clear assessment of the relative impact of openness, conscientiousness, and affective commitment, providing insight into which factors are most critical in encouraging voice behavior. This comparative approach not only deepens our understanding of voice behavior but also offers practical implications for organizations aiming to foster a proactive and engaged workforce. By investigating how affective commitment interacts with these personality traits to influence voice behavior, this study not only builds upon classic frameworks but also integrates dispositional factors with employee attitudes. Particularly, by examining affective commitment as a motivator for voice, this study aligns with recent organizational needs to reinforce employee engagement and adaptability amid behaviors like great resignation and quiet quitting. Besides, this study provides insight into how specific personality traits influence an individual's likelihood of engaging in voice behavior. With evolving workplace expectations, traits such as openness and conscientiousness may play an increasingly vital role in determining whether employees choose to actively contribute to organizational growth or adopt a more passive approach. The findings of this research will not only contribute to the theoretical literature on employee voice but also offer practical implications for organizations seeking to create an environment that encourages constructive feedback and innovation.

Organizational Commitment and Voice Behavior

In the field of organizational behavior, organizational commitment has emerged as a critical concept that can be defined and evaluated through various perspectives. Over the years, research interest in employee commitment to organizations has grown significantly across different contexts. Like many constructs in organizational psychology, the concept of commitment has been interpreted and expanded in diverse ways within the academic literature (Mowday et al., 1982; Murray & Holmes, 2021; Lee & Kim, 2023). Despite these varied interpretations, a consistent theme is the strong link between commitment and employee turnover,

with highly committed employees being less likely to leave their organizations (Kwon et al., 2010; Fantahun et al., 2023).

The study of organizational commitment originated from the conceptualization of employees' tendency to remain with their organization, which is characterized by consistently engaging in activities over time (Becker, 1960). Buchanan (1974) expanded this understanding, defining commitment as an emotional and ideological attachment to an organization's goals and principles, coupled with personal identification with one's role in advancing those aims and loyalty that exceeds practical benefits. Porter and colleagues (1974) further refined the concept, describing organizational commitment as the degree of alignment between an individual and their organization, comprising three psychological components: (a) a desire to remain a member of the organization, (b) a willingness to exert extra effort for its benefit, and (c) an acceptance of and belief in its objectives. From this perspective, commitment is based on related behaviors and is seen as an attitude. Since these elements reflect attitudinal commitment, employees may feel each mental state to varying degrees. For instance, employees may feel compelled to stay with their organization out of a sense of necessity, belief, or obligation, even if they lack genuine desire, while others might deeply wish to remain with their organization without experiencing a strong sense of obligation or necessity (Mueller et al., 2023).

Organizational commitment can be described as an employee's attitude toward their organization, reflecting their devotion, recognition, and psychological state of maintaining organizational membership and explaining why employees choose to stay with an organization, serving as an indicator of employee loyalty (Guibin, 2024). It is categorized into normative, continuance, and affective components, which are viewed as components rather than types since employees can exhibit to varying degrees (Meyer & Allen, 1991; Allen & Meyer, 1996). Recent views (Al-Jabari & Ghazzawi; 2019) have also highlighted the multidimensional nature of organizational commitment, emphasizing its foundational role in understanding employee retention and engagement. It is stated that these psychological components not only influence individual behavior but also contribute to the overall stability and success of organizations.

As the current study utilizes part of Meyer and Allen's (1991) model of organizational commitment, it is valuable to specify and clarify the components of the organizational commitment concept. Normative commitment refers to an employee's sense of obligation to remain with their organization, driven by a strong idea of one's liability to the organization, encompassing two key facets, namely, obligation arising and a sense of moral duty (Meyer & Allen, 2001; Meyer & Maltin, 2010). Organizations can enhance this form of commitment by fostering environments where employees feel indebted or proud to be part of the organization, such as through charitable initiatives, showing care for their well-being, and leaving room for self-leading (Colquitt et al., 2010; Inam et al., 2023). This sense of reciprocity obligation binds employees to the organization. Meanwhile, continuance commitment refers to the perceived costs of leaving an organization, representing a logical cost-benefit analysis in which employees weigh their investments, such as tenure, relationships, acquired skills, and pension benefits, against the potential consequences of departure (Cohen, 2007; Jaros & Culpepper, 2014). This form of commitment arises when individuals acknowledge the difficulties of changing their social identity due to the significant consequences of leaving, while lower levels of continuance commitment are often associated with higher turnover and absenteeism (Allen & Meyer, 1990; Caliskan et al., 2024).

Recent research (Hngoi et al., 2023) shows the role of perceived organizational support in strengthening normative commitment, emphasizing that perceived organizational support, through showing care and appreciation, reinforces employees' sense of obligation to stay committed. Further, it has recently been

stated that continuance commitment is primarily driven by external factors, such as organizational investments and the perceived lack of alternatives (Park et al., 2023). Particularly, continuance commitment is aligned with an economic exchange framework, where employees remain out of necessity rather than loyalty. This pragmatic perspective emphasizes the need for organizations to balance practical investments while fostering more intrinsic forms of commitment.

Lastly, affective commitment was mentioned as an identification and emotional attachment to the organization, whereby strongly committed individuals identify with, participate in, and enjoy organizational membership (Meyer & Allen, 2001). Evidently, employees with affective commitment desire to stay and define themselves according to the organization's identity, feeling integrated within it. The literature delineates two forms of organization-based identification: value congruence and social identity perspectives. While values-based identification emphasizes alignment between organizational and individual goals or values (O'Reilly & Chatman, 1986), social identity theory stresses identification with the organization as a source of identity. Accordingly, employees with high affective commitment fully embrace the goals and values of the organization and feel personally responsible for its success. This form of commitment is often reflected in behaviors such as prioritizing organizational goals, actively participating in organizational activities, and willingly taking on tasks to ensure organizational success (Hadi & Tentema, 2020).

Literature has revealed that affective commitment is influenced by individual characteristics, work experiences, and structural and job features (Mowday et al., 1982), with research identifying the congruence between employees' expectations and their satisfaction with work experiences as a key predictor (Meyer & Allen, 1991). Furthermore, employees with high affective commitment are not only more motivated to align with organizational goals but also more likely to exert extra effort, including engaging in discretionary behaviors (Colquitt et al., 2010). Given that voice is an extra-role behavior, effectively committed employees are more inclined to speak up, even when voicing their opinions exceeds formal role requirements.

Recent studies have reinforced the importance of affective commitment in driving positive organizational outcomes. For example, perceived organizational support and hope significantly enhance affective commitment, which in turn fosters citizenship behavior (Chernyak-Hai et al., 2024). Similarly, Torlak et al. (2024) found that organizational socialization processes directly strengthen affective commitment, which promotes innovative work behavior. These findings highlight that affective commitment not only binds employees emotionally to the organization but also serves as a critical motivator for discretionary behaviors that benefit organizational performance.

Moreover, affective commitment has been shown to mediate other psychological and behavioral processes. For instance, it was found that psychological empowerment improves job performance through the combined effects of self-efficacy and affective commitment (Ochoa Pacheco et al., 2023). Likewise, strong organizational commitment, including affective commitment, was found to support innovative work behavior, which is essential for enhancing business performance (Muhamad et al., 2023). Furthermore, Soelton (2023) noted that affective commitment positively influences organizational citizenship behavior, encouraging employees to contribute beyond their formal roles. These findings indicate that affective commitment serves as a psychological foundation for discretionary behaviors that benefit organizations. Indeed, it is a critical enabler of behaviors, as it aligns employees' personal motivations with organizational goals.

The relationship between commitment and voice behavior can be explained by the conservation of resources (COR) theory (Hobfoll, 1989). This theory argues that individuals strive to acquire, protect, and build resources. Affective commitment, which reflects an emotional bond and identification with an organi-

zation, can be viewed as a psychological resource. Acting as a psychological resource, affective commitment enables employees to engage in voice behavior without the fear of resource depletion. Employees with high affective commitment perceive their alignment with the organization's goals as a valuable asset and are motivated to protect and enhance this resource. Indeed, voice behavior—as the constructive expression of ideas, suggestions, or concerns to improve organizational functioning—requires the investment of resources such as time, energy, and potential social risk. COR theory explains that employees are more likely to engage in voice behavior when they perceive that the benefits of doing so (e.g., improving the organization or strengthening their relationship with it) outweigh the potential resource loss (e.g., conflict or rejection).

Depending on this perspective, employees with strong affective commitment perceive their emotional attachment to the organization as a resource worth protecting and enhancing. As a result, they are more likely to take proactive steps, such as expressing constructive feedback, to contribute to the organization's well-being. Engaging in voice behavior allows them to preserve the alignment between their values and the organization's goals while also reinforcing their role within the organization community. Therefore, strongly committed employees will likely improve situations by voicing suggestions and ideas. Accordingly, the first hypothesis of this study is as follows:

Hypothesis 1: Affective commitment has a positive effect on employee voice behavior.

Personality and Voice Behavior

Voice behavior requires that employees believe change can effectively meet situational demands and feel confident expressing their opinions in interpersonal contexts (Van Dyne & LePine, 2001). It also requires employees to be change-oriented and willing to challenge the status quo, established norms, and relationships, even if doing so may create discomfort (Maynes & Podsakoff, 2014). Thus, such behavior likely varies according to individual characteristics, in addition to organizational and unit-level factors. To illuminate individual-level attributes, the Big Five personality model is utilized.

Theoretically, the Big Five (Digman, 1990) consists of five dimensions: openness, conscientiousness, agreeableness, neuroticism, and extraversion. However, conscientiousness and openness were specifically chosen for this study due to their theoretical alignment and empirical relevance to predicting voice behavior, as they encompass creativity, responsibility, and a proactive approach, which are central to engaging in voice (Chamberlin et al., 2017; Lika, 2023). Briefly, agreeableness involves being courteous, trusting, cooperative, and forgiving; Neuroticism encompasses anxiety, anger, worry, and insecurity; and extraversion reflects sociability, assertiveness, and activity (Barrick & Mount, 1991).

Conscientiousness, due to associations with achievement and volition, is also termed as 'work' or 'will to achieve' (Digman, 1989). Researchers have suggested that conscientiousness reflects dependability through traits such as carefulness, responsibility, organization, and diligence, while also encompassing volitional qualities like hard work, achievement-striving, and perseverance (Hogan, 1983; Botwin & Buss, 1989). Meanwhile, openness, by representing intellect or intelligence, is also called openness to experience. It relates to being curious, cultured, broad-minded, imaginative, and artistically sensitive (Barrick & Mount, 1991). Considering that voice requires expending effort to express ideas and suggestions, achievement-focused conscientious individuals are more willing to speak up. More clearly, openness can be described as a personality trait that reflects curiosity, creativity, and a willingness to engage with new ideas, experiences, and perspectives, highlighting adaptability and imagination. Conscientiousness, in contrast, is characterized by responsibility, dependability, and a focus on goal-directed behavior, emphasizing organization and diligence

in task completion. These traits are instrumental in shaping proactive workplace behaviors, such as voice, where openness promotes innovative thinking, and conscientiousness fosters structured and purposeful action (Cobb-Clark & Schuer, 2012). For instance; as openness to experience fosters constructive interpersonal interactions (Su et al., 2021), it may translate into employees' greater propensity to engage in voice behavior by reducing biases and promoting proactive, prosocial contributions in organizational contexts.

Recent studies have revealed various conclusions regarding personality traits within organizations. For instance, individuals high in openness were found better equipped to handle workplace stress and maintain motivation (Angelini, 2023), while it was emphasized that openness has a positive association with self-efficacy, fostering confidence in addressing organizational challenges (Furnham & Cheng, 2024). Similarly, openness was linked to risk-taking (Liu et al., 2023), which aligns with the proactive and exploratory nature of voice behavior, whereas conscientiousness, which reflects responsibility, organization, and goal orientation, aligns more closely with prohibitive voice behavior. Additionally, since extraversion has been linked to voice behavior due to its association with assertiveness and social confidence (Tedone & Bruk-Lee, 2022), openness may play a distinct role by driving creativity, innovation, and the willingness to challenge the status quo, which are essential for speaking up. Furthermore, as conscientiousness fosters knowledge-sharing behaviors (Obrenovic et al., 2022), it may also drive voice behavior, as both involve proactive contributions to organizational improvement influenced by individual motivation and supportive norms.

The relationship between these personality traits and voice can be explained by social cognitive theory (Bandura, 1986). This theory highlights the role of cognitive processes in determining behavior, including the influence of individual traits such as self-efficacy, outcome expectations, and personal standards. It emphasizes the dynamic interplay of personal factors, behaviors, and environmental influences in shaping behavior. In an organizational context, social cognitive theory can explain how personality traits influence employees' propensity to engage in voice behavior. Since personal factors, environment, and behaviors interact reciprocally, an individual's personality plays a key role in shaping the mutual influence between employees and their behavior toward an organization. Therefore, this study argues that openness to experience and conscientiousness traits are predictors of voice behavior.

Conscientiousness, characterized by responsibility, dependability, and goal orientation, can drive voice behavior through a sense of duty to organizational improvement. Conscientious employees are motivated by their internal standards of achievement and their belief in the value of their contributions. Social Cognitive Theory explains that their strong outcome expectations—such as enhancing efficiency or solving problems—encourage them to engage in voice as a way of meeting their personal and organizational standards. Moreover, their diligence and structured approach to tasks make them more likely to propose practical and goal-oriented solutions. Accordingly, conscientious employees who are diligent, responsible, and achievement-oriented may engage in voice behavior out of a sense of duty and a desire to contribute positively to the organization. Thus, the second hypothesis is as follows:

Hypothesis 2: Conscientiousness, as a personality trait, has a positive effect on voice behavior.

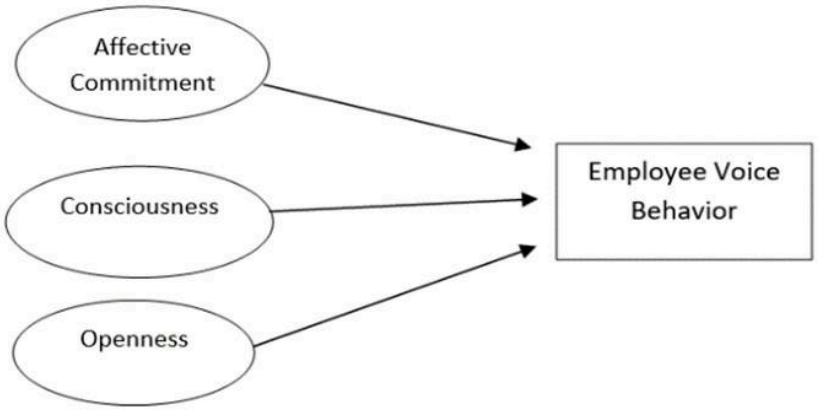
Furthermore, employees with high levels of openness to experience, characterized by their creativity, curiosity and willingness to explore new ideas, are likely to voice their suggestions and innovations as they seek to improve the organizational environment. Particularly, as openness is associated with creativity, adaptability, and intellectual curiosity, it enhances self-efficacy by equipping employees with the confidence to articulate new ideas and challenge the status quo. In addition, those who are open to experience tend to be exploratory, imaginative, and broad-minded. Employees high in openness are likely to perceive positive

outcome expectations from voicing their opinions, such as fostering innovation or improving organizational processes. Eventually, they view voice behavior as an opportunity to align their creative impulses with organizational goals, thus reinforcing their personal standards for self-expression and growth. Therefore, the third hypothesis is as follows:

Hypothesis 3: Openness, as a personality trait, has a positive effect on voice behavior.

Accordingly, the proposed model of the study can be seen as below:

Figure 1
Proposed Model



Method

Sample and Data Collection

To test the proposed model, data were collected from employees of various private companies, which are international corporations located in Turkey. White-collar workers at these companies were asked to complete an online questionnaire with voluntary participation. At the beginning of the survey, required information regarding participant rights and study was given to the respondents. The information included privacy issues and withdrawal from the survey. Participants who preferred to join the survey mentioned "I approve of participating in the survey" and started the survey.

Initially, 215 surveys were collected from employees using the convenience sampling method, but 7 cases were excluded during assumption checking. Thus, the analysis utilized a sample of 208 (further discussed under regression analysis). This sample size is adequate for multiple regressions given the guidelines of at least 15-20 observations for each independent variable (Hair et al., 2014). Data collection lasted for 10 days, and a 5-point Likert scale was used to measure variables.

Measures

Voice: Employees' voice behavior was measured with 6-item scale, which was originally established by Van Dyne and LePine (1998) and translated into Turkish by Güven (2017). It was measured from "Never" (1) to "Always" (5) and grouped into one factor.

Personality: The Big Five Scale was originally established by Benet-Martinez and John (1998), and it includes 44 items. The Turkish version adapted by Schmitt et al. (2007) across 56 countries was utilized

here. 19 items were selected representing the conscientiousness and openness dimensions, from “Totally Disagree” (1) to “Totally Agree” (5), starting with “I see myself as...”.

Affective Commitment: An 18-item organizational commitment scale, which was originally established by Meyer et al. (1993), was adapted into a Turkish version by Wasti (2000) with 8 items reflecting affective commitment. It was measured from “Totally Disagree” (1) to “Totally Agree” (5). The details were examined by factor analysis.

Analysis

In the current study, SPSS software was employed for analysis. Data was first checked for missing values or anomalies, none being found. During regression assumption testing, 7 outliers were removed, leaving 208 cases (discussed under regression analysis). Factor analysis using principal components to measure factors and reliability. To test the hypotheses, multiple regression analysis was conducted.

Factor Analysis

Principal component analysis determined factors for the voice measure. The KMO was.855, and Bartlett’s test was significant at .000 ($p<.05$), indicating suitability. Examining the component matrix reveals that the measure contains 6 items, all of which are grouped under a single factor. Additionally, the factor loadings for all items were sufficiently high, and the values in the anti-image matrix were also significantly elevated (See Appendix A- Table 1 for factor loadings). This indicates that each item significantly contributes to the overall measure and maintains adequate correlation with the other items. The total variance explained by the factor is 53%, indicating a substantial proportion. To assess the reliability of the measure, a post factor reliability analysis was conducted, using Cronbach’s Alpha as the primary reliability indicator. With a Cronbach’s alpha value of.82, the measure was deemed reliable for further analysis.

Regarding the affective commitment (AC) measure, initial factor analysis identified that the fifth item, AC5, loaded onto two separate factors with values of 0.62 and 0.52, leading to its exclusion. Subsequent analysis without AC5 and with the remaining 7 items resulted in all items being grouped into a single factor, which is consistent with the existing literature (Wasti, 2000; Allen and Meyer, 1993). The Kaiser-Meyer-Olkin (KMO) measure is notably high at .837, and Bartlett’s test indicates significance at the .000 level ($p<0.05$). This shows that the factor loadings for all items are sufficiently high, and the anti-image matrix values are significantly elevated, ensuring that each item effectively contributes to the measure and that there is an adequate correlation among the items (See Appendix A-Table 2 for factor loadings). The affective commitment measure demonstrates a 61% explained total variance, indicating a strong level of explanatoriness. Following the identification of factors, a reliability analysis revealed a notably high Cronbach’s alpha value of 0.89. Based on these findings from both factor and reliability analyses, the affective commitment scale was deemed suitable for inclusion in further studies.

Regarding the personality measure, an initial factor analysis incorporating 19 items identified four factors. To address cross-loading and insufficient loading issues, items P3, P12, P14, P17, P18, and P19 were removed, and the analysis was conducted again. Emphasis was placed on the rotated component matrix for optimal factor extraction, revealing a high Kaiser-Meyer-Olkin (KMO) measure of .865 and a significant Bartlett’s test at the .000 level ($p<0.05$), indicating that the refined analysis provides a solid foundation for the personality measure’s structure. In alignment with existing literature (Benet-Martinez et al., 2007), two distinct factors were identified. Top of FormConsidering the scholarly framework, it is established that items P1, P5, P7, P9, P11, P13, and P15 are associated with the conscientiousness aspect of personality, while items P2, P4, P6, P8,

P10, and P16 correspond to the openness trait (See Appendix A- Table 3 for factor loadings). The total variance explained by the measure stands at 51%, which is sufficiently robust for explanatory purposes. Moreover, the overall reliability test yielded a Cronbach's alpha value of.82, indicating strong reliability. When examining conscientiousness and openness separately, Cronbach's alpha scores were.82 for openness and .74 for conscientiousness, validating the appropriateness of including these personality factors in further analyses. Consequently, voice, conscientiousness, and openness emerged as three independent variables aligned with theoretical expectations. These factors were incorporated into a multiple regression analysis using a summated-scale approach.

Results

Multiple Regression Analysis

To conduct a multiple regression analysis effectively, it is necessary to ensure that the dataset adheres to specific prerequisites, including normality, homoscedasticity, linearity, and the independence of error terms, as delineated by Hair et al. (2014). The initial phase involves a thorough examination of these assumptions to guarantee the analysis's integrity and the accuracy of its conclusions.

Assumptions

The investigation into the Skewness-Kurtosis values revealed that the distribution of the variable "voice" significantly deviated from what is considered normal due to elevated values. This led to the identification and removal of 7 outliers, thereby reducing the sample size from 215 to 208 observations. The purpose of this adjustment was to lessen the influence of these extreme values on the overall analysis.

After excluding outliers, a reassessment confirmed that the Skewness-Kurtosis values for all variables now fell within the desired range of +1 to –1. This adjustment shows that the data can be regarded as normally distributed despite significant findings from the Shapiro-Wilk and Kolmogorov-Smirnov tests indicating otherwise. Adherence to the acceptable Skewness-Kurtosis thresholds allows for the presumption of a normal distribution in the dataset, thereby satisfying one of the critical assumptions for proceeding with multiple regression analysis.

Upon evaluating the Mahalanobis distance, given the presence of multiple variables, a value of 15.274 was observed, which is suitable for this type of analysis. Additionally, Cook's distance, measured at 0.110, falls well within the acceptable range, being below the threshold of 1. This indicates a good fit and minimal influence of outliers on the regression model. Further examination of the variable histograms alongside the normality curve confirmed that all variables exhibit a normal distribution, albeit with minor deviations from the expected curve.

A crucial aspect of regression analysis is assessing the linearity of the dependent variable. The analysis shows that the dependent variable "voice" exhibits linear behavior, with slight deviations observed. The scatter plot for "voice" further illustrates that the data points are evenly distributed within the range of –3 to +3, affirming the suitability of applying multiple regression analysis.

Apart from these assumptions, an overview of the dataset's composition reveals a balanced gender distribution, with females accounting for 49% and males for 51%, ensuring no gender bias. A significant portion of the employees (41%) fell within the 26-35 age group, and the majority (72%) held a bachelor's degree, followed by 21% with a master's degree. Employment duration within the company shows a varied distribution, with 32% of employees having 1-5 years of service and 27% boasting at least 16 years. The

distribution is relatively even among those with 6-10 and 11-15 years of service, at 17% and 13%, respectively, facilitating comparability across different tenure groups. Additionally, 44% of the employees work in the finance department, while the HR and marketing/sales departments each comprise 20% of the workforce.

For hypothesis testing, a stepwise multiple regression analysis was employed to elaborate on the individual contributions of each variable to the model. Descriptive statistics (mean of each variable) highlight that employees generally exhibit high levels of voice (4,29), conscientiousness (4,31), openness (4,11), and affective commitment (3,99), setting the stage for a detailed examination of the hypotheses through regression analysis.

The multicollinearity among independent variables must be addressed in multiple regression analysis. To ensure the validity of the analysis, collinearity among the independent variables must be maintained at a moderate level—not too high to suggest redundancy, nor too low or zero, which could indicate a lack of relationship (Hair et al., 2014). Therefore, examining collinearity is a preliminary step.

Upon reviewing the correlations between independent variables (Table 1), it is observed that they are all within acceptable bounds, with each correlation coefficient falling below 0.50. This indicates a moderate level of interdependence that does not compromise the integrity of the analysis. Although the correlation between commitment and voice is on the lower side, it is still deemed significant enough to warrant inclusion in the analysis, thus ensuring a comprehensive evaluation of all potential factors.

Table 1

Correlations Between Variables

Correlations					
		Voice	Conscientiousness	Openness	Commitment
Voice	Pearson Correlation	1	**,452****	**,435****	**,292****
	Sig. (2-tailed)		,000	,000	,000
Conscientiousness	Pearson Correlation	**,452****	1	,423**	,313**
	Sig. (2-tailed)	,000		,000	,000
Openness	Pearson Correlation	**,435****	**,423****	1	,199**
	Sig. (2-tailed)	,000	,000		,004
Commitment	Pearson Correlation	**,292****	**,313****	**,199****	1
	Sig. (2-tailed)	,000	,000	,004	

. Correlation is significant at the 0.01 level (2-tailed). N=208

In addition to addressing multicollinearity, it is also crucial to establish correlations among independent variables to determine their order of entry in predictive modeling for voice behavior. In the stepwise regression analysis, the variable with the highest correlation with the dependent variable is selected as the first entry to the model. In this instance, conscientiousness emerges as the most correlated with voice, boasting a correlation coefficient of .452. Consequently, the analysis unfolds in three sequential steps, beginning with the conscientiousness variable.

The procedural steps first incorporated conscientiousness, followed by openness, and finally affective commitment. Examination of the ANOVA results (Table 2) revealed that all three models achieved statistical significance, indicating that each step contributed meaningfully to the model. To delve into the specifics and understand the impact of each variable on the model, a closer analysis of the model summary is essential.

This summary provides insights into the incremental contribution of each variable, reflected through changes in R^2, and thereby assesses the overall predictive power of the model in each successive step.

Table 2

ANOVA Results

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12,806	1	12,806	52,792	**,000**[b]
	Residual	49,971	206	,243		
	Total	62,777	207			
2	Regression	17,346	2	8,673	39,135	**,000**[c]
	Residual	45,431	205	,222		
	Total	62,777	207			
3	Regression	18,558	3	6,186	28,538	**,000**[d]
	Residual	44,220	204	,217		
	Total	62,777	207			

a. Dependent Variable: Voice

b. Predictors: (Constant), Conscientiousness

c. Predictors: (Constant), Conscientiousness, Openness

d. Predictors: (Constant), Conscientiousness, Openness, Commitment

The stepwise regression analysis unfolds structured to predict employees' voice behavior, starting with the inclusion of individual variables based on the correlation strength. Initially, the model incorporates conscientiousness as the sole predictor, achieving an R^2 value of .204 (Table 3). This indicates that conscientiousness alone accounts for 20.4% of the variance in voice behavior among employees. Upon integrating openness into the analysis as the second variable, the R^2 value experiences an uplift to .276. This enhancement suggests that when conscientiousness and openness are considered together, they explain 27.6% of the variance in voice behavior, marking a significant improvement in the model's explanatory power.

Third, the final model introduces affective commitment alongside conscientiousness and openness, further increasing the R^2 to .296. This progression demonstrates that the collective inclusion of openness, conscientiousness, and affective commitment offers the most comprehensive explanation for variations in voice behavior, accounting for 29.6% of the variance. Based on these results model hypotheses, H1, H2, and H3, are accepted. To dissect the individual contributions of these three independent variables to the predictive equation, it is imperative to examine the coefficient table. This detailed analysis highlights the specific impact each variable has on voice behavior, providing insights into their relative importance and strength of association with the dependent variable.

Table 3

Model Summary

Model Summary[d]									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	,452[a]	**,204**	,200	,49252	,204	52,792	1	206	**,000**
2	,526[b]	**,276**	,269	,47076	,072	20,485	1	205	**,000**

Model Summary[d]									
3	,544[c]	**,296**	,285	,46558	,019	5,591	1	204	**,019**

a. Predictors: (Constant), Conscientiousness
b. Predictors: (Constant), Conscientiousness, Openness
c. Predictors: (Constant), Conscientiousness , Openness, Commitment
d. Dependent Variable: Voice

The examination of the coefficients (Table 4) provides conclusive evidence regarding the significance of each variable in the model. This evidence firmly supports all three hypotheses, leading to the conclusion that conscientiousness and openness (as facets of personality) along with affective commitment exert a significantly positive impact on voice behavior among employees.

More precisely, the model elucidates that affective commitment, along with the personality traits of openness and conscientiousness, serve as key predictors of employee voice behavior. Collectively, these variables account for approximately 30% (R^2) of the variance in employees' voice behavior. This level of explanatory power underscores the critical role that both personality characteristics and the level of affective commitment play in influencing how employees choose to express their opinions, suggestions, and concerns within the organizational context.

Table 4
Coefficient Results

Coefficients[a]												
Model		Unstd. Coeff.		Std. Coeff.	t	Sig.	95,0% Confidence Interval for B		Correlations		Collinearity Statistics	
		B	Std. Err.	Beta			Lower Bound	Upper Bound	Zeroorder	Partial	Tolerance	VIF
1	(Constant)	2,200	,290		7,585	**,000**	1,628	2,772				
	Conscientious.	,485	,067	,452	7,266	**,000**	,354	,617	,452	,452	1,000	1,000
2	(Constant)	1,535	,314		4,892	**,000**	,916	2,154				
	Conscientious.	,350	,070	,326	4,972	**,000**	,211	,489	,452	,328	,821	1,218
	Openness	,303	,067	,297	4,526	**,000**	,171	,436	,435	,301	,821	1,218
3	(Constant)	1,386	,317		4,377	**,000**	,762	2,010				
	Conscientious.	**,307**	,072	**,285**	4,249	**,000**	,164	,449	,452	,285	**,766**	1,305
	Openness	**,291**	,066	**,285**	4,381	**,000**	,160	,422	,435	**,293**	**,816**	1,225
	Commitment	**,097**	,041	**,147**	2,365	**,019**	,016	,178	,292	,163	**,897**	1,115

a. Dependent Variable: Voice

The analysis of beta coefficients and their corresponding confidence intervals confirm the significance of conscientiousness, openness, and affective commitment as predictors of voice behavior. The broad range of lower and upper bond values associated with each variable substantiates their reliability in forecasting voice behavior. Moreover, the high tolerance values indicate a low degree of multicollinearity among these predictors, affirming their ability to influence voice behavior independently.

The partial correlations further revealed that openness exerts the strongest influence on voice behavior, with the highest correlation value (.293). This highlights the importance of considering standardized regres-

sion coefficients (Beta) for direct comparisons among variables, whereas unstandardized B coefficients are integral to the formulation of the regression equation.

Conscientiousness emerges as a critical predictor of voice behavior, with a standardized Beta coefficient of .285 and an unstandardized B coefficient of .307, underscoring its significant impact. Similarly, openness, with an identical Beta coefficient of .285, plays a pivotal role, as evidenced by a B coefficient of .291. In comparison, affective commitment, although influential, is identified as the least significant predictor among the three, with a Beta of .147 and a B coefficient of .097. These findings collectively present that higher levels of conscientiousness, openness, and affective commitment are positively correlated with increased employee voice behavior. In essence, employees who exhibit higher degrees of commitment to the organization, along with traits of conscientiousness and openness, are more likely to present voice behavior, expressing their opinions, concerns, and suggestions more freely.

Discussion and Conclusion

In a highly competitive environment, organizations view their employees as essential for success and maintaining their competitive edge. Active employee engagement in company activities and groups is deemed a competitive advantage that is critical for organizational success. Conceptualizing voice behavior as an extra-role rather than an in-role activity underscores the significance of individual traits when forecasting voice behavior.

The current study makes significant contributions to the understanding of voice behavior by providing context-specific insights, examining combined variables, advancing replication efforts, and integrating complementary theories. First, this study explores voice behavior within the unique context of international organizations in Turkey, offering novel insights into how the cultural blend of Eastern and Western values shapes the influence of personality traits and affective commitment on proactive employee behaviors. Additionally, it investigates the combined effects of personality traits (openness and conscientiousness) and affective commitment on voice behavior, addressing their joint and relative impacts to fill a critical gap in the literature. By reexamining these relationships, this study advances replication efforts in the social sciences, enhancing the robustness and generalizability of findings across diverse cultural and organizational contexts. Lastly, it integrates conservation of resources theory and social cognitive theory, which together offer a comprehensive framework to understand the antecedents of voice behavior. The integration of these two theories bridges dispositional and motivational perspectives, allowing for a deeper examination of affective commitment and personality traits as drivers of voice behavior. COR theory provides a resource-based lens, emphasizing the role of affective commitment as a psychological resource that motivates voice behavior, while Social Cognitive Theory highlights the cognitive and behavioral processes underlying personality traits like openness and conscientiousness, explaining how these traits influence self-efficacy and proactive actions. Combining these perspectives not only advances theoretical understanding but also provides a richer and more nuanced framework for organizations seeking to foster voice behavior, addressing both the emotional and cognitive dimensions of employee motivation. This integrative approach enhances the explanatory power of existing theories while providing practical insights for fostering a proactive and resourceful workforce.

The identification of affective commitment, conscientiousness, and openness as predictors of voice behavior enriches the discourse on voice literature. Individuals characterized by openness and conscientiousness are likely to propose novel and constructive ideas aimed at enhancing work processes. Similarly,

employees with a strong sense of affective commitment are predicted to exert additional effort to improve workplace conditions by introducing innovative ideas. The results of the current study align with and extend the existing literature on the antecedents of employee voice behavior.

Janssen and Gao (2015) emphasized the importance of fair and responsive treatment from supervisors in enhancing employees' self-perceived status and subsequent voice behavior. This study highlights the role of specific personality traits—such as extraversion and agreeableness—in influencing different forms of voice. Both studies underscore the significance of individual differences and the social context in shaping voice behavior, suggesting that a comprehensive understanding of this phenomenon requires considering both personal characteristics and situational factors like supervisory behavior. In addition, it was revealed that even when employees engage in voice behaviors, silence can persist, potentially threatening performance and well-being (Knoll & Redman, 2016). Notably, the need was emphasized to consider individuals' job engagement and affective attachment when studying voice because these variables can impact whether employees choose to remain silent or speak up. The current study contributes to this gap and argues the importance of affective commitment in fostering voice behavior. Both studies underscored that emotional bonds to the organization play a crucial role in encouraging employees to speak up. Furthermore, a meta-analysis concluded that personality traits, particularly openness to experience and extraversion, were consistent predictors of both promotive and prohibitive forms of voice behavior (Chamberlin et al., 2017). This corroborates the significant role of openness identified in the study, while also suggesting that other traits, such as extraversion, may warrant further investigation. Hence, Ng and colleagues (2019) found that, in addition to personality traits, employees' proactive motivation and perspective-taking ability were key predictors of their voice behavior. This shows that cognitive and motivational factors may play an equally essential role alongside the dispositional traits examined in this study.

Furthermore, Barron (2022) suggested that when employees feel a strong attachment to their organization, they are more likely to express their ideas and concerns, which in turn positively impacts their mental health. These results align with and support the current study's findings, which stated the role of affective commitment in fostering voice behavior. Indeed, Morrison's (2023) comprehensive review of employee voice and silence provided a foundational context for this study's findings. The critical role of individual differences, such as personality traits and affective commitment, in influencing voice behavior was emphasized. This finding aligns with this study's results, identifying openness and conscientiousness as significant predictors of voice behavior, underscoring the importance of dispositional factors.

More recently, Luo et al. (2024) focused on situational and contextual factors, such as power dynamics within an organization. This research contributes by showing that intrinsic personality traits can independently motivate employees to engage in voice, regardless of their perceived power or the risk-taking environment. Both studies underline the complexity of employee voice behavior, showing that it is influenced by a combination of personal traits and organizational context. This demonstrates that organizations aiming to encourage voice behavior should consider both the personal characteristics of their employees and the broader power dynamics at play. The findings of this study also align with the work of Krefft and colleagues (2024), who emphasized the multifaceted nature of constructive voice behavior across functional (e.g., suggesting opportunities versus highlighting harm), substantive (e.g., offering specific suggestions versus pointing out problems), and temporal (e.g., addressing present versus future issues) dimensions and linked these aspects with commitment. By examining the combined effects of affective commitment and personality traits, such as conscientiousness and openness, this study extends their typology by providing

empirical evidence on how individual differences and emotional attachment to the organization predict voice behavior.

Furthermore, Zhong, Ren, and Wang (2024) found that openness promotes risk-taking through exploratory thinking, which is consistent with this study's finding that openness positively predicts voice behavior by fostering innovation and proactive suggestions. However, their observation that conscientiousness negatively relates to risk-taking contrasts with this study, in which conscientiousness predicts voice behavior. This raises an interesting point: while limiting risk-taking, conscientiousness supports constructive and responsible actions like voicing concerns and maintaining organizational standards, emphasizing its positive role in workplace contributions. These insights show that although this study provides valuable confirmatory evidence, the field would benefit from a more integrative, multi-faceted approach to understanding employee voice. Future research should explore the interplay between individual dispositions, cognitive-motivational states, and organizational-level characteristics as moderators in shaping employees' extra-role behavior.

Apart from that, as organizations strive to navigate fast-paced changes in technology and the economy that require flexibility, the significance of employees' extra-role behaviors and contextual performance becomes increasingly pronounced. Thus, managers should engage in discussions about organizational challenges and changes to foster an environment in which new and creative ideas can flourish. Recognizing the link between employee commitment and voice behavior can empower managers to foster organizational commitment, thereby facilitating the emergence of constructive suggestions. Additionally, the prevalent practice among companies of administering personality inventories during recruitment processes could be enhanced by focusing on conscientiousness and openness traits and identifying candidates who are more likely to exhibit voice behavior. Organizations may consider integrating mechanisms that reinforce affective commitment, such as flexible work arrangements, inclusive decision-making processes, and initiatives that align employee values with organizational goals. Such measures not only encourage employees to remain engaged but also foster a sense of ownership and loyalty, which are essential for promoting proactive voice behavior.

Finally, although the hypotheses were accepted regarding the analysis, this study is not without limitations. Reliance on self-reported questionnaires may introduce bias in measuring constructs. Moreover, focusing solely on individual traits while overlooking organizational factors, such as culture, climate, and support may limit the understanding of voice behavior's drivers. Hence, other personality traits, including extraversion, neuroticism, and agreeableness, could be examined together in future studies to provide a more comprehensive picture of personality's role in voice behavior. Similarly, individuals' commitment may also be investigated as a predictor of their attachment styles, such as normative and continuance commitment. Further, although regression analysis allows us to examine predictive relationships, it is acknowledged that our cross-sectional design limits the ability to present causal relations definitively. Future longitudinal studies should explore the causal nature of these relationships. For instance, a daily-diary design can be conducted to examine the functionality of voice behavior on a daily basis. This may provide more detailed insights into when and under which exact circumstances individuals show voice behavior during the work. Despite these constraints, the study brings valuable insights to the literature by presenting significant and coherent findings.

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Appendix

Table 1

Component Matrix of Voice

Component Matrix[a]	
	Component
	1
V1	,756
V2	,799
V3	,781
V4	,553
V5	,712
V6	,775

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Table 2

Component Matrix of Affective Commitment

Component Matrix[a]	
	Component
	1
AC1	,756
AC2	,736
AC3	,774
AC4	,84
AC6	,709
AC7	,842
AC8	,808

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Table 3

Component Matrix of Personality (Openness and Conscientiousness)

Rotated Component Matrix[a]		
	Component	
	1 (Openn.)	2 (Consc.)
P1		.600
P5		.603
P7		.679
P9		.682
P11		.587
P13		.638
P15		.607

Rotated Component Matrix[a]	
P2	.710
P4	.617
P6	.587
P8	.751
P10	.843
P16	.693

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 3 iterations.