Leveraging DISC Bridge Personality for Organizational Commitment: A Case Study of a Non-profit Organization

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Abstract

This investigation, adopting a case study design, explored how DISC Bridge personality is related to organizational commitment in a non-profit organization. The participants comprised three individuals within the age range of 27 to 35 and work experience of three to nine years. The instruments included Indigo Leadership Assessment, organizational commitment scale, and semi-structured interviews. Initially, based on the results of Indigo Leadership Assessment, three cases with a DISC Bridge personality orientation were identified. Subsequently, they completed the organizational commitment scale and took part in semi-structured interviews. The results of descriptive statistics revealed that the three participants scored considerably high on the organizational commitment scale. Moreover, the results of thematic analysis portrayed six themes constituting flexibility and adaptability in decision-making, impact of DISC Bridge personality on commitment, alignment of personal values with organizational values, emotional attachment to the organization, sense of obligation and commitment, and balancing commitment dimensions. Based on the results, it can be concluded that that DISC Bridge personality style is highly intertwined with organizational commitment.

Keywords: Organizational commitment, Personality styles, DISC Bridge personality, Case study

Introduction

Staff members' commitment to the organization is pivotally important in any organization. In Allen and Meyer's (1990) view, organizational commitment is characterized as a psychological state centralizing employees' loyalty to the organization, which lowers the likelihood of staff turnover and drop-out and enhances the provision of support for the organization. Li et al. (2010) note that the essentiality of organizational commitment comes from its strong effect on organizational performance and hence, organizational success. Abidin et al. (2010) maintain that only committed staff do their best and accomplish their obligations and job responsibilities in their organization. Accordingly, organizations that have committed staff encounter staffs' absenteeism, turnover, intentions to quit, and low performance levels (Zopiatis et al., 2014).

Allen and Meyer (1990) have categorized organizational commitment into three dimensions including affective, continuance, and normative. Meyer and Allen (1997) describe affective commitment as the way in which workers are emotionally linked with the organization. It is concerned with employees' sense of how the organization treats and respects them as well as the confidence the origination puts in employees. Continuance commitment has to do with staffs' perceived costs of quitting the organization, which encompasses the costs of their departure along with the fact that their decision to quit may cause the loss of their entire investment in the organization (Bryant et al., 2007; Meyer & Allen, 1997). Normative commitment is related with the moral element of obligation and duty towards the organization (Meyer & Allen, 1997). One of the variables which bears relevance to organizational commitment is staffs' personality types.

Burger (1997) defines personality as stable patterns of manner and intrapersonal processes in individuals. Intrapersonal processes refer to all the internal emotive, motivational, and mental processes that influence how people act and feel. In a similar description, Mayer (1996) defines personality as stable patterns of thinking, feeling, and acting that play an essential role in emotions, actions, and relationships with others. Birch and Hayward (1994) contend that personality is "more or less stable internal factors that make one person's behavior consistent from one time to another and different from the behavior of other people which can be distinguished in comparable situations" (p. 83). DISC Bridge personality which is the focus of the current study refers to a personality type which is characterized by features such as high flexibility and adaptability (Gehrig & Bonnstetter, 2021). Thus, individuals with a DISC Bridge personality have the capacity to change their patterns of behavior in various circumstances to deal with the situational demands competently.

A review of previous investigations indicates that personality types have been extensively explored in relation to academics' organizational commitment (Zhang, 2015), occupational stress of woe men working in banks and their organizational commitment (Khodabakhshi, 2013), job satisfaction and organizational commitment (Ghayas et al., 2021; Srivastava, 2013), accountants' organizational and professional commitment (Aranya &

Wheeler, 1986), legal professionals' occupational stress as a function of organizational commitment (Tudu & Tudu, 2021), organizational commitment and culture (Choi et al., 2015), and the mediating role of positive and negative affective states in regard to organizational commitment (Panaccio & Vandenberghe, 2012). A review of such research reveals that these studies have employed the five-factor personality model and there is a scarcity of studies focusing on DISC Bridge personality style. Moreover, such investigations have not addressed non-profit organizations. Accordingly, this study, adopting a case study design, aimed to unravel the associations between DISC Bridge personality and organizational commitment in a non-profit organization.

Method

Participants

The participants of this study comprised three individuals working in a non-profit organization. They provided consent to partake in this study on the condition that the organizations' name and their own names remain anonymous. They were selected based on purposive convenience sampling as this research required individuals with a DISC Bridge personality orientation. Thus, five individuals completed a personality questionnaire and only three with a DISC Bridge personality type were recruited. The participants were within the age range of 27 to 35 and they their work experience fell within the range of three to nine years.

Instruments

Indigo Leadership Assessment

The Indigo Leadership Assessment reveals information about 25 skills that are important in the world of work. These 25 skills include creativity and innovation, decision making, self-starting, continuous learning, teamwork, people advocacy, futuristic thinking, mentoring/coaching, diplomacy/tact, time and, priority management, flexibility, conceptual thinking, project management, negotiation, planning and organizing, leadership, resiliency, influencing others, understanding others, goal orientation, appreciating others, problem solving, personal responsibility, conflict management, and interpersonal skills. Based on the respondent's

responses, individuals are also rated on four DISC bars showing their D = Dominance, I = Influencing, S = Steadiness, and C = Compliance from 0 to 100. Those individuals who score within the range of 40 to 60 on all four DISC bars are labeled as DISC Bridge personality. Gehrig and Bonnstetter (2021) have reported satisfactory psychometric indices for the Indigo Leadership Assessment.

Organizational Commitment Scale

To measure the organizational commitment in the current study, the scale developed by Meyer and Allen (1991) was used. The scale composed of 24 items representing the three components of affective, normative, and continuance. The affective, normative and continuance each had 8 items. The answers to the questionnaire were on a Likert scale ranging from 1, "strongly disagree", to 7, "strongly agree". The minimum and maximum scores for each component of the scale were 8 and 56. Meyer and Allen (1990) reported the validity and reliability of the questionnaire using exploratory and confirmatory factor analysis as well as Cronbach's Alpha.

Semi-structured Interviews

A set of five semi-structured interviews were prepared and posed to the three participants to investigate their perceptions concerning how their DISC Bridge personality style contributed to their organizational commitment. To prepare the interview questions, the literature pertinent to organizational commitment and personality styles was extensively reviewed and a list of five questions was developed. This list was given to an expert panel and their comments were addressed. Then, the final list of questions became ready (See Appendix).

Data Collection and Analysis Procedure

Initially, the researcher negotiated with five employees at a non-profit organization to win their consent to take part in the study. They were briefed on the purposes of the study and data collection procedures. They agreed to partake in the study on the condition that their names and the organization they worked with remain confidential. Then, these five individuals filled out the Indigo Leadership Assessment. From among the five participants, three were identified as having a DISC Bridge personality style. Next, they were given the organizational commitment

scale. Following that, the three cases were interviewed. The interview contents were transcribed verbatim. To analyze the data, descriptive statistics were used to present the data for the organizational commitment scale. To analyze the interview contents, thematic analysis was performed.

Findings

The first case was a 27-year old employee having three years of work experience. Table 1 shows the results of descriptive statistics for the three dimensions of the organizational commitment scale for the first case.

Table 1

Descriptive Statistics for the Three Dimensions of the Organizational Commitment Scale for the First Case

Dimensions	Min	Max	Total
Affective	4	6	51.43
Continuance	3	6	48.24
Normative	2	7	42.31

As indicated in Table 1, the first case has obtained score means of 51.43, 48.24, and 42.31 for the affective, continuance, and normative dimensions of organizational commitment scale, respectively.

The results of thematic analysis for the first case demonstrated three themes including flexibility and adaptability in decision-making, impact of DISC Bridge personality on commitment, and alignment of personal values with organizational values.

The second case was a 31-year old employee having six years of work experience. Table 2 presents the results of descriptive statistics for the three dimensions of the organizational commitment scale for the second case.

Table 2

Descriptive Statistics for the Three Dimensions of the Organizational Commitment Scale for the Second Case

Dimensions	Min	Max	Total
Affective	5	7	52.61
Continuance	4	6	51.21
Normative	3	7	44.45

As portrayed in Table 2, the second case has gained score means of 52.61, 51.21, and 44.45 for the affective, continuance, and normative dimensions of organizational commitment scale, respectively.

The results of thematic analysis for the second case showed four themes encompassing flexibility and adaptability in decision-making, impact of DISC Bridge personality on commitment, alignment of personal values with organizational values, and emotional attachment to the organization.

The third case was a 35-year old employee having nine years of work experience. Table 3 exhibits the results of descriptive statistics for the three dimensions of the organizational commitment scale for the third case.

Table 3

Descriptive Statistics for the Three Dimensions of the Organizational Commitment Scale for the Third Case

Dimensions	Min	Max	Total
Affective	6	7	54.35
Continuance	5	7	53.37
Normative	4	7	51.21

As seen in Table 3, the third case has obtained score means of 54.35, 53.37, and 51.21 for the affective, continuance, and normative dimensions of organizational commitment scale, respectively.

The results of thematic analysis for the third case revealed six themes including flexibility and adaptability in decision-making, impact of DISC Bridge personality on commitment, alignment of personal values with organizational values, emotional attachment to the organization, sense of obligation and commitment, and balancing commitment dimensions.

Discussion and Conclusion

This study, adopting a case study design, investigated how DISC Bridge personality is related to organizational commitment in a non-profit organization. The results indicated that DISC Bridge personality style is highly intertwined with organizational commitment. More specifically, the results of descriptive statistics revealed that the three participants having a DISC Bridge personality orientation scored considerably high on the organizational commitment scale. Moreover, the results of thematic analysis portrayed six themes constituting flexibility and adaptability in decision-making, impact of DISC Bridge personality on commitment, alignment of personal values with organizational values, emotional attachment to the organization, sense of obligation and commitment, and balancing commitment dimensions.

Such results corroborate the findings of previous investigations (e.g., Choi et al., 2015; Ghayas et al., 2021; Khodabakhshi, 2013; Panaccio & Vandenberghe, 2012; Tudu & Tudu, 2021; Zhang, 2015) highlighting associations between personality styles and organizational commitment. The results of the current study can be explained by the attributes of individuals with a DISC Bridge personality. Such individuals are highly flexible and thus can tailor their behavior patterns to the changes and challenges in the organization. Moreover, they can adapt themselves to the modifications and developments in other staff members and managers. Therefore, they can possibly maintain and even promote their commitment in any given organization.

The results of the present study also indicated that with the rise of work experience and age, individuals' scores on organizational commitment raised. Future studies may explore the associations between organizational commitment, work experience, and age in relation to DISC Bridge personality or other personality types in a more in-depth manner. The setting of this study was a non-profit organization. Since contextual variables can affect organizational commitment (Abid et al., 2019), future studies can address the associations between DISC Bridge personality and organizational commitment in other organizations such as banks or private profit-oriented organizations. Future studies may also focus on the associations between the DISC Bridge personality and staffs' alignment with organizational values.

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Dr. Madeleine Montazeri. Leveraging DISC Bridge Personality for Organizational Commitment: A Case Study of a Non-profit Organization. 2024.

Appendix

Semi-structured Interview Questions

- Can you describe a specific instance where your flexibility and adaptability played a significant role in your interactions or decision-making within the organization?

- How do you perceive the impact of your DISC Bridge personality on your commitment to the organization, considering the affective, normative, and continuance aspects of commitment?

- In what ways do you believe the organization's values and missions align with your own personal values and beliefs, and how does this influence your commitment to the organization?

- Can you share a situation where you felt a strong emotional attachment to the organization, and how did this influence your behavior or decisions?

- Have there been instances where you have felt a sense of obligation to remain with the organization, and how do you navigate this sense of obligation in your day-to-day work?