

## Does Personality Predict Organisational Citizenship Behaviour among Managerial Personnel

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Organisational citizenship behaviour (OCB) is a newly emerging concept in the literature of organization behaviour. The study was conducted on 188 front level managers to examine the role of personality in organizational citizenship behaviour. Along with demographical data schedule Indian adaptation of NEO Five-Factor Inventory and Organizational Citizenship Behaviour Scale were used for data collection. Obtained data were analysed by using Pearson  $r$  and hierarchal regression analyses. The results of coefficient of correlation indicate that Conscientiousness and extraversion dimensions of personality were found to be significantly positively correlated with all the five dimensions of OCB. Agreeableness dimension of personality was significantly positively correlated with all the five dimensions of OCB except civic virtue. Neuroticism dimension of personality was significantly negatively correlated with sportsmanship, courtesy and altruism dimensions of OCB. The results of hierarchal regression analysis support the results of correlational analysis.

**Keywords:** Organizational citizenship behaviour, Personality.

The organizational citizenship behaviour (OCB) has been a most researched topic during the last two decades (Allen & Rush, 1998; Chen, Hui & Sego, 1998; MacKenzie, Podsakoff, & Fetter, 1991; Organ, 1997). Much of the interest seems to be based on the assumption that OCBs enhance organizational effectiveness (Organ, 1988; Podsakoff & Mackenzie, 1994, 1997; Walz & Niehoff, 1996). This assumption was an explicit part of Organ's (1988) definition of OCB. Organ (1988), defines OCB as "individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes effective functioning of the organization...the behaviour is not enforceable requirement of the role or the job description ... the behaviour is a matter of personal choice".

Personality traits refer to enduring patterns of thought, emotion, and behavior that are not likely to change over time and explain people's behavior across different situations

(Costa & McCrae, 1989; Funder, 2001). The five-factor model of personality (FFM) or "big-five" has dominated the field of personality during the last two decades, providing a significant degree of convergence in the trait-factor analytic psychology (Robertson & Callinan, 1998). The five factors, usually labelled neuroticism, extraversion, openness to experience, agreeableness, and conscientiousness (Costa & McCrae, 1992), have provided personality psychology with a clear measurement framework and are responsible for the resurgence of interest to personality in the field of work and organizational psychology.

The emergence of Big-Five in the personality field in the early 1990s brought a new opportunity for research in the field of OCB. Organ (1990) proposed that an employee's individual dispositions would provide the most valuable explanation of organizational citizenship behaviours to researchers and practicing managers. A bulk

of studies has been conducted on the predisposition and OCB relationship (Organ, 1990; Organ, 1994; Organ & Lingl, 1995; Penner, Midili, & Kegelmeyer, 1997). Although Organ (1994) suggested that the relationship between personality and OCB is not clear and is somewhat illusive.

In a meta-analysis study Organ and Ryan (1995) found very little empirical support for a personality disposition-OCB relationship. Even so, the authors do not intend to minimize the role of disposition in respect to OCB. Given the limited amount of research in the area, personality may still be a fertile area for explaining OCB. Lack of appropriate empirical support to personality and OCB relationship aggravated the researchers to examine the degree and direction and their relationship in Indian context.

The present study was conducted to examine the relationship between personality traits and OCB. Neuroticism represents individual differences in adjustment and emotional stability. As far as emotional stability is concerned, employees who score low in the neuroticism scale are usually calm and relaxed under stressful or difficult situations, feeling secure and self-satisfied (Tsacosis, 1996). Barrick, Parks, & Mount, (2005) has described emotional stability as key dispositional determinant of social behavior. Those who are emotionally stable usually do not express much emotion. They tend to be less anxious, depressed, angry, embarrassed, worried and insecure. In sum, those who are emotionally stable should be able to display OCB. Thus, H1: Neuroticism will be negatively related to OCB.

Barrick, et al. (2005) has described extraversion as key dispositional determinant of social behavior. People who are high in extraversion are generally sociable, assertive, active, bold, energetic, adventuresome, and expressive (Goldberg, 1992). Thus, those who are highly extraverted display more flexible

behaviors that make them more likely to show OCB. H2: Extraversion will be positively related to OCB.

Empirical evidence showed that agreeableness is significantly related to interpersonal performance (Mount, Barrick & Stewart, 1998). People who are high in agreeableness are generally friendly, good natured, cooperative, helpful, courteous, and flexible (Barrick & Mount, 1991; Witt, Burke, Barrick & Mount, 2002). In work contexts, agreeable employees show higher levels of interpersonal competence (Witt et al., 2002) and collaborate effectively when joint action is needed (Mount et al., 1998). Thus, it is expected that persons high on agreeableness are more likely to perform OCB. H3: Agreeableness will be positively related to OCB.

Conscientiousness refers to adjectives such as neat, punctual, careful, self-disciplined, and reliable. Employees high on conscientiousness could also be predisposed to develop behaviours which extend beyond the expected task performance behaviours. A positive correlation of conscientious and OCB might be assumed because OCB is a type of behaviour which extends beyond the expected task performance. H4: Conscientiousness will be positively related to OCB.

Many studies have shown that situations can limit the extent to which an individual can behave in accordance with his or her personality (Barrick, et al., 2005; Beaty, Cleveland & Murphy, 2001; Gellatly & Irving, 2001; Hochwarter, Witt & Kacmar, 2002). To explain the main effect the individual personality traits might have on OCB, the present study has identified four control variables that could explain some of the variance in rating of OCB. These variables are age, organization tenure, rating sources (self / superior rating) and types of organization (public/ private organization).

## Method

### Sample:

The present study was carried out on 188 front level male managers of Indian organizations. Participants in the study were 188 employees of public (N=95, 50.5 %) and private (N=93, 49.5 %) companies. Their job tenures with their organizations ranged from one (1) to thirty six (36) years with a mean tenure of 14.59 years (S.D = 10.24); while their ages ranged from 21 to 60 years with a mean age of 39.44 years (S.D = 10.45). The subjects were convinced to participate in the study and they were not paid for their participation in this study.

### Tools:

**Organizational Citizenship Behaviour Scale (OCB):** It was adopted from Podsakoff, Mackenzie, Moorman and Fetter (1990). This five dimension scale focuses on performance in areas that are not a part of the requirements specified in the job description as follows: (a) altruism (b) conscientiousness (c) civic virtue (d) courtesy and (e) sportsmanship. Items analysis was performed to check the appropriateness of the items for present study. Items total correlation for all 24 items was found satisfactory. Internal consistency reliability (Cronbach's Alpha) for whole scale was found to be 0.85. Alpha was found to be

0.67 for Conscientiousness, 0.71 for Sportsmanship, 0.67 for Civic Virtue, 0.76 for Courtesy and 0.71 for Altruism dimension.

**Personality Scale:** Personality traits were measured with the Hindi version of the NEO Five-Factor Inventory (NEO-FFI), originally developed by Costa and McCrae (1992). The NEO-FFI is a well recognized, extensively tested and widely used scale to measure the Big Five Personality dimensions (e.g. Mooradian & Olver, 1997; Renner, 2002). This inventory consists of sixty items (twelve items for each factor) and based on five-point Likert format (from "strongly agree" to "strongly disagree").

The NEO-FFI was translated and validated into the Hindi language for the use in present research work. To check the items validity on our sample item total correlation was performed. Items related to openness to change factor have not shown the satisfactory item total correlation so this factor was dropped in further analysis. Reliability analysis was performed for remaining items. In present study, internal consistency reliability (Cronbach's Alpha) was found to be 0.76 for neuroticism (8 items), 0.50 for extraversion (7 items), 0.65 for agreeableness (9 items) and 0.77 for conscientiousness factor (12 items).

## Results

**Table 1 Results of Correlational Analysis (N=188)**

	Organizational Citizenship Behaviour				
	Conscienti-ousness	Sports-manship	Civic virtues	Courtesy	Altruism
Age	.28**	.36**	-.03	.33**	.25**
Organizational Tenure	.32**	.33**	.01	.32**	.20**
Organization Type	-.27**	-.34**	-.02	-.31**	-.37**
Rating Sources	-.33**	-.48**	.04	-.55**	-.23**
Neuroticism	-.11	-.24**	.01	-.18*	-.16*
Agreeableness	.26**	.44**	.10	.43**	.46**
Extraversion	.33**	.26**	.28**	.37**	.36**
Conscientiousness	.37**	.41**	.25**	.48**	.37**

\*P<.05

\*\*P<.01

Note: Organization type was coded as 1=public sector

2= private sector

Rating sources was coded as

1= self rating

2= superior rating

The results of coefficient of correlation presented in table-1 indicate that conscientiousness and extraversion dimensions of personality was found to be significantly positively correlated with all the five dimensions of OCB (conscientiousness, sportsmanship, civic virtue, courtesy and altruism) (P<0.01). Agreeableness dimension of personality was significantly positively correlated with all the five dimensions of OCB except civic virtue (P<0.01). Neuroticism dimension of personality was significantly negatively correlated with sportsmanship (P<0.01), courtesy (P<0.05) and altruism (P<0.05) dimensions of OCB.

To examine the causal link between aforesaid predictors and criterion variables, hierarchal regression analyses was performed. In this analysis age, organizational tenure, rating sources and types of organization were entered in the first step of the model and used as a controlled variable. Neuroticism dimension of personality was entered in the second step of the model and other three remaining dimension of personality namely extraversion agreeableness and conscientiousness were entered in the third step of the model; the five dimensions of OCB

were entered in dependent variable column one by one. All the four dimension of personality could not entered together in step of the model because the nature of score on neuroticism dimension is different from the other remaining dimension of personality. If the entire four dimensions of personality will be entered in the model together there might be the suppression or confounding effect.

Results of hierarchal regression analysis further reveals that neuroticism dimension of personality was significantly negatively associates with sportsmanship ( $\hat{\alpha} = -.14$  P<.05.). The extraversion dimension of personality was significantly positively associated with conscientiousness ( $\hat{\alpha} = .24$ , P<.01) civic virtue ( $\hat{\alpha} = .23$ , P<.01), courtesy ( $\hat{\alpha} = .19$ , P<.05) and altruism ( $\hat{\alpha} = .19$ , P<.05). The agreeableness dimension of personality was found significantly positively associated with sportsmanship ( $\hat{\alpha} = .19$ , P<.05) and altruism ( $\hat{\alpha} = .30$ , P<.01). The conscientiousness dimension of personality was significantly positively associated with conscientiousness dimension of OCB ( $\hat{\alpha} = .25$ , P<.01), sportsmanship ( $\hat{\alpha} = .20$ , P<.05), civic virtue ( $\hat{\alpha} = .27$ , P<.01), and courtesy ( $\hat{\alpha} = .28$ , P<.01).

**Table-2 Results of hierarchical regression analysis for Personality as a predictor and OCB as a criterion variable**

Variables	Dependent Variable (Organization Citizenship Behaviour)									
	Conscientiousness		Sportsmanship		Civic Virtue		Courtesy		Altruism	
	Step 2	Step 3	Step2	Step3	Step 2	Step 3	Step 2	Step 3	Step 2	Step 3
Control Variables										
Age	-.24	-.20	.10	.11	-.37	-.33	-.230	-.19	-.20	-.18
Organizational Tenure	.33	.26	-.00	-.04	.38	.31	.255	.18	.25	.18
Organization Type	-.16	-.15	-.15	-.10	-.08	-.06	-.142	-.09	-.33**	-.24**
Rating source	-.23**	-.22**	-.28**	-.23**	.11	.13	-.45**	-.42**	-.00	.05
Independent Variables										
Neuroticism	-.02	.17*	-.14*	.05	-.00	.20*	-.05	.21**	-.12	.15*
Third Step										
Agreeableness		-.07		.19*		-.02		.10		.30**
Extraversion		.24**		.04		.23**		.19**		.19*
Conscientiousness		.25**		.20*		.27**		.28**		.13
R <sup>2</sup>	.16	.28	.23	.31	.03	.16	.30	.46	.16	.32
R <sup>2</sup> change	.00	.12	.01	.08	.00	.13	.00	.16	.02	.32
F change <sup>a</sup>	.07	9.55**	4.08*	6.89**	.01	8.96**	.50	16.6**	2.70	13.94**

Step 2 degree of freedom = 1, 182 Step 3 degree of freedom = 3, 179 \*P<0.05, \*\*P< 0.01

It is obvious from the results that personality was explaining 12% of the total variance in conscientiousness, 9% of the total variance in sportsmanship, 13% of the total variance in civic virtue, 16% of the total variance in courtesy and 18% of the total variance in altruism dimension of OCB.

### Discussion

Results of the study confirm the significant positive association of conscientiousness with the five dimensions of OCB except altruism. Regarding the personality trait of conscientiousness, people who are high in conscientiousness generally perform better at work than those who are low in conscientiousness (Barrick & Mount, 1991). Conscientious individuals can perform their part of the work with a minimum of oversight (Morgeson, Reider, & Campion, 2005). Moreover, conscientious individuals are dependable, efficient, and hardworking. They are predisposed to take initiative in solving problems and are more methodical and thorough in their work (Witt et al., 2002). It seems reasonable that this trait would result in higher OCB performance.

The result of present study is consistent with previous studies which showed that conscientiousness is positively related to different aspects of contextual performance (e.g., Hogan & Holland, 2003; Hurtz & Donovan, 2000; Organ & Ryan, 1995). Recent research offers more evidence on the relatively strong correlation between conscientiousness and citizenship performance (Miller, Cohen, Rabin, Skoner, & Doyle, 1999; Hogan, Rybicki, Motowildo, & Borman, 1998). Neuman and Kickul (1998) reported significant correlations between conscientiousness and all five of the OCB factors with correlations ranging from 0.20 to 0.41. Elanain (2007) also found that conscientiousness was significantly positively correlated with OCB ( $r = 0.42$ ,  $P < .01$ ;  $\hat{\alpha} = .20$ ,  $P < .01$ ).

It is obvious from the results that the extraversion was significantly positively

associated with the five dimensions of OCB except sportsmanship. Krebs (1970) has provided evidence that extroverts are more likely to engage in altruistic behaviour.

Individuals high in extraversion are described by adjectives such as active, assertive, energetic, enthusiastic, and outgoing (McCrae & John, 1992). Though there is some evidence that extraversion is characterized by surgency to a greater degree than sociability (e.g., Hogan & Holland, 2003), individuals high in extraversion tend to be highly social, talkative, and affectionate (Schultz & Schultz, 1994) and commonly have numerous friendships and good social skills (McCrae & Costa, 1989). Extraversion has been found to relate positively to job performance in occupations that necessitate social interactions (Barrick & Mount, 1991).

Results of correlation indicate that agreeableness was significantly positively correlated with all dimensions of OCB except civic virtue. Further results of hierarchical regression analysis confirmed the significant positive association of agreeableness with sportsmanship, and altruism. Konovsky and Organ (1996) also predicted that agreeableness would relate particularly with altruism, courtesy, and sportsmanship. The statistically significant correlations they came up with were quite weak: 0.12 between agreeableness and OCB.

People who are high in agreeableness are generally friendly, good natured, cooperative, helpful, courteous, and flexible (Barrick & Mount, 1991; Witt et al., 2002). In work contexts, agreeable employees show higher levels of interpersonal competence (Witt et al., 2002) and collaborate effectively when joint action is needed (Mount et al., 1998). Thus, it is expected that persons high on agreeableness are more likely to engage in OCB.

John & Srivastava, (1999), stated that agreeableness encompasses a 'prosocial and mutual orientation', which suggests that

individuals who are high on agreeableness might be more likely to engage in helping behaviour than individuals low on this trait. Elanain (2007) also, reported a significant positive correlation between agreeableness and organizational citizenship behaviour ( $r = 0.36, P < .01$ ).

It was evident from the results of correlation analyses that neuroticism dimension of personality was significantly negatively correlated with sportsmanship, courtesy and altruism. The regression analysis confirms the significant negative association of neuroticism with sportsmanship only.

Smith, Organ, & Near, (1983) reported little relationship between neuroticism and two dimensions of OCB (neuroticism did correlate modestly with general job satisfaction, which in turn correlated with the altruism dimension of OCB, but the relationship between neuroticism and altruism was nil when controlling for satisfaction). Similarly, Barrick, Mount, & Strauss, (1992) found that neuroticism was uncorrelated with both altruism and compliance dimensions of organizational citizenship behaviours. With regard to helping behaviours, emotional stability (or neuroticism) has not been found to be a meaningful predictor (e.g., Barrick et al., 1992). So there is need of more study before reaching on any conclusion regarding the relationship of neuroticism and OCB.

### Limitations

This study has several shortcomings. First study was conducted only on front level managers; middle and top level executives were not consisted in our sample. Second, only male managers were participated in the study. Dependency on the single rating sources either self or superior may be another imperfection of the study.

### Conclusions

Our findings suggest that personality play an important role in predicting OCB at work place. Conscientiousness and extraversion

emerged as most powerful predictors of organizational citizenship behaviour. Although predicting role of agreeableness and neuroticism is somewhat limited. The obtained results were discussed in the light of available theories and researches. The results of present study might be used in hiring practices of executives and retention management.

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