



## PERSONALITY IMPETUS TO MANAGERIAL OCB: A CORRELATIONAL ANALYSIS

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**Abstract**

*The present study examines the role of personality dimensions in occurrence of Organizational Citizenship Behavior at workplace. Three hundred middle level managers from various multi-national companies situated in northern India (Chandigarh, Ludhiana, Patiala, and New Delhi) were included in this study. Their age ranged between 25-45 years. Only those employees were taken in this study who had served more than five years in that organization. Correlation was used to determine the significant relationships between personality dimensions and Organizational Citizenship Behavior. The results revealed that Neuroticism dimension of personality was negatively correlated with Organizational Citizenship Behavior. As far as Conscientiousness, Openness to experience, Agreeableness and Extraversion were concerned; all these dimensions were positively correlated with Organizational Citizenship Behavior. As far as Gender differences were concerned, the 't' value did not attain the level of significance. The study has major implications for organizations as they can recruit employees on the bases of their personality i.e. less neurotic individuals, highly agreeable, highly conscientious individuals would be preferred as they would be influential in increasing productivity and efficiency of the organization in the future.*

**Keywords:** *personality impetus, managerial OCB, correlational analysis*

Advancements in technologies and globalization have affected organizational productivity and the employee also. These advancements have changed the functioning of organizations and also the work culture in the organizations. As productivity has always been a priority of the organizations it will put lot of pressure on the employee. Employees are always under constant pressure and stress to perform better. The organizations always look up to their employees for increase in productivity. Organizations always expect from their employees to do more work than they are assigned to do. Apart from extra work Organizations want their employees to perform extra role behaviors at work. In other words, organizations want their employees to be "good soldiers". Past researches show that to increase the productivity of the organization, an organization must have employees who can go beyond the call of their duty. All these demands exert undue pressure on the employees. During stressful situations some employees succumb to the pressures while others pass through the difficulty. Here, personality of the employee plays pivotal role in tackling the constant pressure. Plethora of researches has shown that personality of an individual plays prominent role in organizational sector (Boreman and Motowildo, 1993; Barrick & Mount, 2001). Earlier organizational executives had not considered personality as an important factor in organizational settings. Personality was not given much importance in the organizational sector. In this changing scenario we felt the need to conduct a study to ferret out the relationship between Personality dimensions and Organizational Citizenship Behavior.

Personality has been seen as a significant factor that plays important role in organizational outcomes. Initially, organizational researchers had not considered personality as an important component but later on research proved personality as a significant predictor of organizational performance. Literature suggests that Big Five Model of

Personality helps to measure personality and its relevant contribution at the workplace (Mount and Barrick, 1998). Individuals personality makes him engage in extra role behavior. Openness to experience includes characteristics such as imaginative, curious, broad-minded, intelligent (Digman, 1990), and having need for variety and unconventional values (McCrae & John, 1992). Importantly, individuals high on openness to experiences show preference for novelty and variety. Employees high on Openness to Experience are high on OCB (Mofradnezhad, 2010). Conscientiousness refers to number of goals on which one is focused. Individuals high on Conscientiousness are punctual, careful, self disciplined, and reliable, hardworking, achievement – oriented. People high on this dimension are predisposed to develop behaviors which extend beyond the expected task performance behaviors. People who are high on conscientiousness generally perform better at work than those who are low in conscientiousness (Barrick & Mount, 1991). They are predisposed to take initiative in solving problems and are more methodical and thorough in their work (Witt, Bruke & Mount, 2002). It seems reasonable that these traits would result in higher organizational citizenship behavior performance. Extroverts have behavioral tendencies which include being sociable, gregarious, assertive, talkative and active (Barrick & Mount, 1991). Barrick et al., (2005) has described extraversion as key dispositional determinant of social behavior. Those who are highly extraverted display more flexible behaviors that make them more likely to show organizational citizenship behavior. In work contexts, agreeable employees show higher levels of competence (Witt et al., 2002) and collaborate effectively when joint action is needed. Thus, it is expected that individuals high on agreeableness are more likely to



perform organizational citizenship behaviours. Neuroticism refers to number and strength of stimuli required to elicit negative emotions in a person. Neuroticism represents individual differences in adjustment and emotional stability. Those who are emotionally stable usually do not express much emotion. Persons who are high on this dimension are usually anxious, depressed, angry, embarrassed, emotional, worried and insecure (Barrick and Mount, 1991). Thus those who are low on this dimension should be able to display organizational citizenship behaviors. Personality variables including positive affectivity, negative affectivity, conscientiousness and agreeableness have all been found to predispose people to orientations that make them more likely to engage in organizational citizenship behavior (Organ & Ryan, 1995). Apart from personality dimensions demographic factors also play significant role in exhibition of Organizational citizenship behavior by employees. Gender is an important demographic factor that plays an important role in employees getting engaged in helping behaviors like Organizational citizenship behaviors. Recent research suggests that women are more likely to participate in helping dimension of organizational citizenship behavior, whereas, men are more likely to participate in the civic virtue dimension. Laboratory studies conducted on gender differences reported that females tend to be high on OCB as compared to males. Results indicated that organizational citizenship behavior in general was expected more of women than of men. Only under specific conditions were organizational citizenship behavior (Civic Virtue behavior) was expected more of men (Farrel & Finkelstein, 2007). Research on gender role stereotypes has gone on for decades. It is widely accepted that certain behaviors are considered more feminine & certain behaviors more masculine (Spence & Helmreich, 1980). Feminine behaviors have been characterized as interpersonal in orientation and focused on concern with others. Masculine behaviors, on the other hand, are typically more aggressive & Independent. In line with their ideas, the organizational citizenship behavior dimensions of altruism, courtesy, civic virtue & Sportsmanship can be divided on gender role. Altruism & courtesy, mentioned as organizational citizenship behaviors, are considered in-role behaviors for females, while civic virtue and sportsmanship, mentioned as organizational citizenship behaviors, are regarded as more in-role for men. The dimensions of conscientiousness which include attention to detail & adherence to Organizational rules, is excluded as this dimension does not seem to adhere to any particular norm (Kidder & Parks, 2001). Lovel, Aston, Mason & Davidson, 1999 stated that elements of organizational citizenship behavior such as kind, understanding, devote self to other, and supportive so, other are congruent with feminine behaviors. In context of working environment, women favored job attributes that offer interpersonal orientation which include

opportunities to work with other, making friends and kindness (Konard, Ritchie, Lieb & Corrigan, 2000). Most articles in organizational citizenship behavior, however did not report a gender analysis (Kidder and Parks, 2001). A limited study has documented empirical support that women have higher level of altruism and helping behavior than men (Morrison, 1994 and Lovel et al., 1999). Another study by Lin, Chieh-Peng in 2008 in Taiwan reveals that the influence of altruism on knowledge sharing is stronger for women than of men, while the influences of courtesy and sportsmanship on knowledge sharing and stronger for men than for women. The influence of conscientiousness and civic virtue on knowledge sharing is similar between women and men. Farrel & Finkelstein (2007) conducted three laboratory studies that demonstrated that organizational citizenship behavior in general was expected more of women than of men. Heilman and Chen (2005) argued that one of the female stereotypes is being helpful, which is captured by the altruism sub-construct of organizational citizenship behavior. Farrel & Finkelstein (2007) suggested that civic virtue can be considered assertive and independent behaviors, which is more frequently associated with the male gender stereotypes. Apart from personality factors and demographic factors and organization itself is also responsible for the Organizational citizenship behaviors performed by the employees. Research has shown that if employees who are performing organizational citizenship behaviors are being rewarded by the organization, then there are more chances that employees will perform these behaviors in the future also. But if the organization is not rewarding the employees for exhibiting extra-role behaviors, then there are more chances that employees will withhold their helping behaviors in the future. This in turn affects the productivity and efficiency of the organization. The role of organization is very decisive in occurrence of Organizational citizenship behaviors by their employees. Research has shown that there are more chances of occurrence of Organizational citizenship behaviors by the employees of the organization which provides sustained environment to their employees. The organization which provides less sustained environment to the employees, there are less chances of that organization's employees to perform citizenship behaviors. Moreover, leadership behaviors also have been proved to be decisive in exhibiting helping behaviors by the employees. Leadership appears to have strong influence on employee's willingness to engage in Organizational citizenship behaviors. Fair treatment of employees by the organization also plays significant role in occurrence Organizational citizenship behaviors. If an organization fairly treats its employees then there are more chances of employees performing organizational citizenship behaviors.

#### **Objectives**

The objectives of the study comprised to study the relationship between Personality dimensions and



Organizational citizenship behavior. To study the gender differences in Organizational citizenship behavior.

**Hypotheses**

Neuroticism would be negatively associated with Organizational citizenship behavior.

Conscientiousness, agreeableness, extraversion and openness to experience would be positively associated with Organizational citizenship behavior.

Females would be high on Organizational citizenship behavior as compared to Males.

**Tools**

Organizational Citizenship Behavior Scale (Podsakoff, MacKenzie, Moorman and Fetter, 1990): The organizational citizenship behavior scale is developed by Podsakoff, MacKenzie, Moorman and Fetter in 1990. This scale consists of 24 items. The scale is based on five dimensions

i.e.; Altruism, Conscientiousness, Sportsmanship, Courtesy and Civic virtue. Internal consistency reliability (Cronbach's Alpha) for whole scale was found to be 0.85. Internal consistency reliability of all five sub-scales exceeded .80, except for civic virtue ( $\alpha=.70$ ). NEOPI-R (Paul T. Costa and Robert R. McCrae, 1991): This scale is developed by Paul T. Costa and Robert R. McCrae in 1991. The NEOPI scale of personality consists of 240 items which includes items related with five dimensions of personality i.e. neuroticism, agreeableness, openness to experience, extraversion and conscientiousness. Test retest reliability of the NEO PI-R is also good. Reported domain level reliabilities, as reported by Costa and McCrae (1992), range from .86 to .95 while facet reliabilities range from .56 to .90. Validity of the NEO-PI-R measure is generally excellent.

**Results**

Table 1 - Correlation Coefficients between OCB and Personality Dimensions.

		Sp.	C.V.	Con.	Alt.	Cou.	Total	Neu.	Ext.	Ope	Agg.	Con
1	SPORTSMANSHIP	1.00										
2	CIVIC VIRTUE	0.55**	1.00									
3	CONSCIENTIOUSNESS	0.53**	0.65**	1.00								
4	ALTRUISM	0.68**	0.62**	0.45**	1.00							
5	COURTESY	0.44**	0.37**	0.50**	0.47**	1.00						
6	TOTAL	0.82**	0.81**	0.79**	0.83**	0.70**	1.00					
7	NEUROTICISM	-0.62**	-0.61**	-0.68**	-0.64**	-0.67**	-0.82**	1.00				
8	EXTRAVERSION	0.49**	0.51**	0.55**	0.54**	0.52**	0.66**	-0.80**	1.00			
9	OPENESS TO EXP	0.44**	0.40**	0.51**	0.42**	0.53**	0.58**	-0.69**	0.77**	1.00		
10	AGREEABLENESS	0.48**	0.45**	0.60**	0.52**	0.63**	0.68**	-0.76**	0.77**	0.71**	1.00	
11	CONSCIENTIOUSNESS	0.45**	0.47**	0.52**	0.47**	0.54**	0.62**	-0.68**	0.60**	0.57**	0.63**	1.00

\*\*p<0.01

Table No. 1 shows the correlation coefficient between Organizational citizenship behavior and Personality dimensions i.e. Openness to experience, conscientiousness, extraversion, agreeableness and neuroticism. Table No. 1 shows that Openness to experience dimension of personality is significantly correlated with Organizational citizenship behavior (0.58\*\*). Conscientiousness dimension was also significantly positively correlated with Organizational citizenship behavior (0.62\*\*). Further, Table No. 1 also shows that extraversion dimension of personality was also significantly correlated with Organizational citizenship behavior (0.66\*\*). Table No. 1 also shows that agreeableness dimension of personality is also significantly correlated with Organizational citizenship behavior (0.68\*\*). As far as neuroticism dimension of personality is concerned Table No. 1 shows that neuroticism dimension of personality has been found negatively correlated with Organizational citizenship behavior (-0.82).

Table 2 - Means, SD and t ratio's of Males and Females on dimensions of OCB

Variables	Mean M	Mean F	t-value	df	p	Std. Dev. M	Std. Dev. F
SPORTSMANSHIP	19.74	21.28	-1.63ns	298	0.10	7.97	8.06
CIVIC VIRTUE	17.87	19.12	-1.64 ns	298	0.10	6.67	5.99
CONSCIENTIOUSNESS	19.10	20.86	-1.67 ns	298	0.10	9.01	8.85
ALTRUISM	19.29	20.49	-1.07 ns	298	0.29	9.51	9.43
COURTESY	21.07	22.58	-1.69 ns	298	0.09	7.56	7.58
TOTAL OCB	97.07	104.33	-1.62 ns	298	0.11	38.34	37.02

Ns-non-significant

Table No. 2 shows the Comparisons of Males and Females on Organizational citizenship behavior. It shows that t values of males and females are not significant but if we consider mean scores of males and females then the female mean scores are slightly higher as compared to male scores on OCB.

**Discussion**

This present piece of research examines the role of personality dimensions in occurrence of Organizational



Citizenship Behavior at workplace. Findings of the present study revealed that Personality dimensions and OCB were significantly correlated. All the hypotheses of the present study were proved. The result revealed that neuroticism dimension of personality was significantly negatively correlated with total score of OCB. Table no. 1 clearly showed that neuroticism was negatively associated with OCB ( $r = -.82$ ). The findings of the present research are in line with previous studies, which have proved that OCB is negatively correlated with neuroticism (Smith et al., 1983; Elanain, 2007). Individuals who are high on neuroticism are not emotionally stable. Thus, they have greater tendency to experience negative emotions, this negativity lead them towards feelings of disgust and unsympathetic behavior (Costa & McCrae, 1992). Employees who are high on this dimension are usually anxious and angry thus they do not display OCB. They are pre occupied with their problems so, they do not indulge in extra role behaviors. The present finding also failed to find any relationship between neuroticism and OCB. Organ & Konovsky (1989) also failed to find out any relationship between Organizational citizenship behavior and neuroticism. Hence, our first hypothesis “Neuroticism would be negatively correlated with Organizational citizenship behavior” stands empirically proved. As far as Conscientiousness, Openness to experience, Agreeableness and Extraversion were concerned; all these dimensions were positively correlated with Organizational Citizenship Behavior. Hence our second hypotheses “Conscientiousness, agreeableness, extraversion and openness to experience would be positively related with Organizational citizenship behavior” is proved. This can be attributed to the individual differences i.e. individuals high on Openness to experience, Conscientiousness, extraversion and Agreeableness are predisposed to indulge in Organizational citizenship behaviors. For example individuals high on conscientiousness are dutiful, punctual etc. (Costa & McCrae, 1992). Individuals high on openness to experience are broadminded, they take situations and problems as challenges, and these predispose them to exhibit helping behaviors like Organizational citizenship behaviors. Conscientious employees are reliable and self-disciplined. They give weight age to the other co-workers concerns and problems also. These employees perform the role beyond their duty; they are predisposed to take initiative in solving problems, these traits would make them high on OCB. Extroverts are highly social, active and are gregarious in nature. These traits make them high on helping others in a warm manner. Apart from their own work they always try to help others. Similarly, agreeable employees show higher levels of competence (Witt et al., 2002) and are ready to help others and give preference to team building. Thus they are expected to perform citizenship behaviors. All these findings are in line with various researches conducted in the past which have resulted the same (Organ & Ryan 1995; Van Scotter & Motowidlo, 1996; Hattrup, O’Connell & Wingate, 1998; Podsakoff, MacKenzie, Paine and Bachrach, 2000; Ilies, et al, 2006; Singh and Singh 2010; Rouholla et al., 2010 and

Elzbieta 2011). As far as gender differences were concerned, the present finding did not yield any significant differences. Thus, our third hypotheses “Females would be high on Organizational citizenship behavior” was not proved. However, past researches have given mixed view point on the gender differences on OCB (Kidder & Park, 2001; Heilman and Chen 2005; Farrel & Finkelstein 2007). Females are found to be high on courtesy and civic virtue whereas males are found to be high on conscientiousness and sportsmanship (Kidder & Parks, 2001). However, present findings revealed that females are on the higher side of OCB. Females have characteristics which make them higher on soft and flexible nature so, they are empathetic and readily help others. The study has major implications for organizations as they can recruit employees on the bases of their personality i.e. less neurotic individuals, highly agreeable, highly conscientious individuals would be preferred as they would be influential in increasing productivity and efficiency of the organization in the future.

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