Influence of Personality on Organizational Citizenship behavior

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Abstract

A questionnaire survey based Study was conduct on Pakistani medical doctors to investigate relationship between their personality (Big five Model) and Organizational Citizenship behavior (OCB). It is evident from results that there exists strong relationship between OCB and personality factors like neuroticism affects negatively and significantly almost all levels of OCB i.e. OCBT, OCBI and OCBO. Similarly conscientiousness positively contributes in almost all levels of OCB and especially in Task OCB (OCBT) its influence is very significant.

Keywords: Organizational Citizenship behavior (OCB), five factors Model, Pakistan
Introduction

The era when employees were treated as machines is over. Money is no more the only motivator and loyalty winner. Today social scientists are talking about employee emotions, personality and values system at workplace and investigating into other dimensions of employee motivation and commitment which is due to employee personality, values and organizational structure rather monetary benefits and incentives. Having committed and loyal employees in the organization is need of the day because committed and loyal work force is as important for effective and efficient Organization as finances and technology. (Barnard 1938, Katz & Kahn, 1966, Organ, 1988) one of very important employee behaviors that lead to loyalty and ownership of the organization, coordination and cooperation with the co-workers and commitment with the task is what we call organizational citizenship behavior (Organ, 1988)


Katz and Kahn in 1966 identified different types of behaviors need to be displayed by the employees. Katz termed it as extra role behavior (ERB). Contemporary concept of OCB first time used by Bateman and Organ (1983). More recent conceptualizations of OCB offer slightly different categorizations. For example, Podsakoff and Mackenzie (1994) pooled characteristics of altruism and courtesy and termed it “helping.” Borman and Motowidlo (1993) use the term contextual performance to explain the same phenomenon. McNeely and Meglino (1994) alienated OCB into two categories. One is intended to help other individuals at work, and the other is intended to help the organization.

The extensive interest in organizational citizenship originated primarily from the belief that these behaviors enhance organizational effectiveness. Because of this, a great deal of research (cf. Ball, Trevino, & Sims, 1994; Bateman & Organ, 1983; Brief & Motowidlo, 1986; Farh, Podsakoff, & Organ, 1990; George, 1990; George & Bettenhausen, 1990; Moorman, 1991; Munene, 1995; Niehoff & Moorman, 1993; Organ & Konovsky, 1989; Organ & Ryan, 1995; Podsakoff et al., 1996a, 1 996b; Podsakoff et al., 1993; Podsakoff et al., 1990; PoQsalroff, Niehoff, MacK- enzie, &Williams, 1993; Puffer, 1987; Schnake, 1991; Smith et al., 1983; Williams & Anderson, 1991) has attempted to identify those factors that encourage employees to display OCB.

Reasonable numbers of Evidences from literature suggest that there are logical reasons for supporting that OCB does improve and enhance organizational effectiveness. Sportsmanship, and civic virtue might be positively connected to work group or organizational effectiveness (cf. Borman & Motowidlo, 1993; George & Bettenhausen, 1991; Karambayya, 1990; MacKenzie et al., 1991,1993; Organ, 1988,1990; Podsakoff & MacKenzie, 1994; Podsakoff, MacKenzie, & Hui, 1993; Smith et al., 1983). OCB also enhances organizational productivity by enhancing

Philip M. Podsakoff and Scott B. MacKenzie (1997) argue that OCBs may enhance coworker efficiency, enhance managerial productivity, may free resources up for more productive purposes, and may reduce the need to dedicate scant resources to purely maintenance functions. And OCB may serve as an effective means of coordinating activities between team members and work groups.

By looking at the above mentioned literature we can conclude that OCB certainly leads to productive work groups and effective organization. But the real challenge for the organizations is to rightly identify factors that create OCB among employees and to identify the factors which hold back employee to display said behavior.

1.5 Significance of the Study

This study will be a significant endeavor in promoting health care services in Pakistan and will be beneficial to doctors, public and private hospitals on personal and organizational levels. This research will also provide recommendations on how to make employees more committed and loyal with their work and organization. This study will be helpful to the health care industry in hiring, training.

Literature Review

1. Organizational Citizenship Behavior

One of the serious issues faced by the contemporary business world is low level of employee commitment with the job. Whereas it is almost impossible for organizations to run their functions efficiently and effectively without employee commitment and loyalty. (Barnard 1938, Katz & Kahn, 1966, Organ, 1988) organizations today must have motivating and inspiring managers and on the other hands employees with strong sense of belongingness and ownership. Employee behavioral dimension is one of the much addressed topics in management sciences in last decade. Around four decades before Katz (1964) highlighted importance of spontaneous behavior of the employee above and beyond required and prescribed role. Katz and Kahn in 1966 identified three types of behaviors need to be displayed by the employees i.e. Decision to join, Remain in the organization and Performing prescribed role in dependable way and taking initiatives beyond prescribed role and termed it as extra role behavior (ERB). McShane & Von Glinow (2008) further explored different employee behavior that employee exhibit on job i.e. Task Performance, Organizational Citizenship, Counterproductive Work Behavior, Joining & Staying in the Organization. And maintaining work Attendance. Contemporary concept of OCB first time used by Bateman and organ (1983) they defined organizational citizenship behavior as “OCB represents individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization” (Organ, 1988, p. 4).
These extra-role behaviors include burden-sharing in place of a colleague, readiness to fulfill extra duties whenever required by the organization and employees, play a key role in the organizational functioning and solving non-productive interpersonal conflicts (Organ, 1990). Scholars have extensively been shedding light on the concept of OCB in 1990s resulting in major refinements in definition and application of the OCB construct (Podsakoff, et al., 2000). One of these refinements is the target and beneficiary of citizenship behaviors. Williams and Anderson, (1991) described two main categories of OCB i.e. OCBI (of which beneficiaries are individual at job place) and OCB (targeting the organization). These dimensions of OCB have largely been under great attention of social scholars.

More recent conceptualizations of OCB offer slightly different categorizations. For example, Podsakoff and Mackenzie (1994) pooled characteristics of altruism and courtesy and termed it “helping.” Borman and Motowidlo (1993) use the term contextual performance to explain the same phenomenon. McNeely and Meglino (1994) alienated OCB into two categories. One is intended to help other individuals at work, and the other is intended to help the organization. Typical organ’s OCB include five dimensions i.e. Altruism -- helping colleagues on a task or helping behaviors for supporting personnel or the co-workers who have work related problems. (2) Courtesy -- alerting others in the organization about changes that may affect their work or polite manners that prevent creation of problem at workplace.(3) Conscientiousness -- carrying out one’s duties beyond the minimum requirements or behaviors that cause a person to do tasks more than what he is expected (4) Sportsmanship -- refraining from complaining about trivial matters (5) Civic virtue -- participating in the governance of the organization. Or manners representing individual’s involvement in the activities related to the organization.

these five dimension of OCB have been classified into three main categories by the researchers, namely, interpersonal organizational citizenship behavior (OCBI) which includes altruism and courtesy , organizational (OCBO) which includes sportsmanship and civic virtue and task (OCBT) that includes Conscientiousness. Construct of OCB have been extensively explored by the researchers in huge number of dimensions such as personality (Organ, 1990; D. Organ & K. Ryan, 1995; Penner, Midili, & Kegelmeyer, 1997), procedural justice (Aquino, 1995; Farh, et al., 1997; Moorman, 1991; Schappe, 1998; Skarlicki & Latham, 1997), leadership characteristics (Deluga, 1995; Podsakoff, MacKenzie, & Bommer, 1996), motivational theories (Tang & Ibrahim, 1998), and interview styles (Skarlicki & Latham, 1997). Among all, job satisfaction proved to be the leading determinant of OCB (Bateman & Organ, 1983; D. W. Organ & K. Ryan, 1995; Smith, et al., 1983). In nutshell during the past decade many studies were conducted to explore and understand OCB and its antecedents. Researchers had classified OCB antecedents into four different categories, individual characteristics, leadership behavior, organizational characteristics and job characteristics. (Chiu, 2005)

2. Personality and Organizational Citizenship Behavior (OCB)

The word personality originates from the Latin persona, which means mask. Personality can be defined as a “dynamic and organized set of characteristics possessed by a person that uniquely influences his or her cognitions, motivations, and behaviors in various situations” (Ryckman, 2004)

Researchers tried to conceptualize personality from different angles and at different levels, each such conceptualization contributed in understanding of personality from different angles. Over decades researchers and practitioners faced problem of personality assessment scales. Researchers’ worries doubled when scales did not work as they should, often scale with the same name measure notion that are not the same, and scales with different names often measure
concepts that are alike. After decades of research, the field is approaching consensus on a
general categorization of personality traits, the “Big Five” personality dimensions (Oliver P. Johnand Sanjay Srivastava-1999)

Today, many researchers believe that there are five core personality traits. These five personality traits can be elaborated as below

1. **Extraversion**: extroversion is characterized with following attributes, Excitability, amiability, sociability, loquaciousness, boldness and high amounts of emotional expressiveness.
2. **Agreeableness**: This dimension includes attributes such as trust, selflessness, kindness, affection, and altruism.
3. **Conscientiousness**: Common features of this dimension include high levels of thoughtfulness, self-discipline, act dutifully, and aim for achievement; planned rather than spontaneous behavior.
4. **Neuroticism**: Individuals high in this trait having tendency to experience unpleasant emotions easily, such as anger, anxiety, depression, sadness or vulnerability.
5. **Openness**: This trait features characteristics such as imagination and insight, adventure, unusual ideas, curiosity, and variety of experience.

**Hypothesized model**

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Personality
• Extraversion
• Openness
• Neuroticism
• Conscientiousness
• Agreeableness

OCB
• OCBI
• OCBT
• OCBO
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**Regression Models**
The following models have been generalized to establish a relationship between dependent and independent variables.

\[
OCBI = \beta_0 + \beta_4 PEX + \beta_5 PCON + \beta_6 PAG + \beta_7 PNUR + \beta_8 POP - I
\]

- Effects of personality on interpersonal level organizational citizenship behavior (OCBI)

\[
OCBO = \beta_0 + \beta_4 PEX + \beta_5 PCON + \beta_6 PAG + \beta_7 PNUR + \beta_8 POP - II
\]

- Effects of personality on organizational level organizational citizenship behavior (OCBO)
\[ OCBT = \beta_0 + \beta_4 \text{PEX} + \beta_5 \text{PCON} + \beta_6 \text{PAG} + \beta_7 \text{PNUR} + \beta_8 \text{POP} \]

\[ OCB = \beta_0 + \beta_4 \text{PEX} + \beta_5 \text{PCON} + \beta_6 \text{PAG} + \beta_7 \text{PNUR} + \beta_8 \text{POP} \]

- Effects of personality on task level organizational citizenship behavior (OCBT)

- Effects of personality on overall organizational citizenship behavior (OCB)

**Hypothesis**

1. Hypothesis 4a: “extraversion” a personality dimension has positive and significant effect on OCBT and over all OCB
2. Hypothesis 4b: “conscientiousness” a personality dimension has positive and significant effect on OCBT and over all OCB
3. Hypothesis 4c: “agreeableness” a personality dimension has positive and significant effect on OCBT and over all OCB
4. Hypothesis 4d: “neuroticism” a personality dimension has negative and significant effect on OCBT and over all OCB
5. Hypothesis 4e: “openness to experience” a personality dimension has positive and significant effect on OCBT and over all OCB

**3.5 Sample Composition**

Following section presents sample composition by demographics. Sample Composition by each demographic was explained in detail with tabulated information.

**Table 1: Sample Composition on demographic basis**

<table>
<thead>
<tr>
<th>Sector</th>
<th>% Frequency</th>
<th>%</th>
<th>Frequency</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public</td>
<td>190</td>
<td>75</td>
<td>Private</td>
<td>63</td>
</tr>
<tr>
<td>Gender</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>129</td>
<td>51</td>
<td>Female</td>
<td>124</td>
</tr>
<tr>
<td>Marital status</td>
<td>Frequency</td>
<td>%</td>
<td>Frequency</td>
<td>%</td>
</tr>
<tr>
<td>Married</td>
<td>140</td>
<td>55.3</td>
<td>Single</td>
<td>113</td>
</tr>
<tr>
<td>Age group</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>21-30</td>
<td>155</td>
<td>61.3</td>
<td>31-40</td>
<td>66</td>
</tr>
<tr>
<td>41-50</td>
<td>32</td>
<td>12.6</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Qualifications
3.5 Data Analysis

Statistical Program for Social Sciences (SPSS 17) and AMOS 16 were used for data analysis. After collecting data, it was entered into SPSS as per coding mentioned in the measurement section. Sample composition was calculated and tabularized in previous section. Confirmatory Factor Analysis (CFA) was performed to check the factor loading of items in their respective scales. Items statements having factor loading larger than the cut off value i.e. 0.40 were retain in the respective scales and used for data analysis. After finalizing the items to be kept in the study, means of each variable of each respondent were calculated using transformation process through SPSS 17. subseqeuntly, descriptive analysis was performed through Independent Sample T-Test and one way ANOVA to measure the differences between the means of these variables on the basis of demographical differences.

2.13 Hypothesis testing

The following models have been generalized to establish a relationship between dependent and independent variables.

Effects of personality on OCBI, OCBT and OCBO and over all OCB

- Effects of job characteristics, perceived management style, rewards, personality (all five dimensions) and spirituality on interpersonal level organizational citizenship behavior (OCBI)

\[
OCBI = \beta_0 + \beta_4 PEX + \beta_5 PCON + \beta_7 PNUR + \beta_8 POP + \epsilon \tag{I}
\]

\[
OCBI = 1.6 + 0.434^{***}JC + 0.10 PMS + 0.155^{**} RW + 0.054PEX + 0.124^{**}PCON + 0.044 PNUR + 0.076^{*} PCON + 0.038 POP
\]
• Effects of job characteristics, perceived management style, rewards, personality (all five dimensions) and spirituality on organizational level organizational citizenship behavior (OCBO)

\[ OCBO = \beta_0 + \beta_4 PEX + \beta_5 PCON + \beta_6 PAG + \beta_7 PNUR + \beta_8 POP + Eit \]  
\[ OCBO = .95 + .058 PEX + .047 PCON + .028 PAG + .052 PNUR + .051 POP \]  

• Effects of job characteristics, perceived management style, rewards, personality (all five dimensions) and spirituality on task level organizational citizenship behavior (OCBT)

\[ OCBT = \beta_0 + \beta_4 PEX + \beta_5 PCON + \beta_6 PAG + \beta_7 PNUR + \beta_8 POP + Eit \]  
\[ OCBT = 2.53 + .020 PEX + .150** PCON + .001 PAG + .159 PNUR** + .0535 POP \]  

• Effects of job characteristics, perceived management style, rewards, personality (all five dimensions) and spirituality on over all organizational citizenship behavior (OCB)

\[ OCB = \beta_0 + \beta_4 PEX + \beta_5 PCON + \beta_6 PAG + \beta_7 PNUR + \beta_8 POP + Eit \]  
\[ OCB = 2.53 + .296*** JC + .310** PMS + .321** RW + .320 PEX + .107*** PCON + .005 PAG + -.95 PNUR*** + .013 POP \]  

**Personal factors and OCBI, OCBT, OCBO and over All OCB**

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Partiality</th>
<th>Partiality accepted(+with OCBI&amp;OCBT)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hypothesis 4a: “extraversion” a personality dimension has positive and significant effect on all three levels of OCB i.e. (OCBI, OCBT and OCBO) and over all OCB</td>
<td>Partiality</td>
<td>accepted(+with OCBI)</td>
</tr>
<tr>
<td>Hypothesis 4b: “conscientiousness” a personality dimension has positive and significant all three levels of OCB i.e. (OCBI, OCBT and OCBO) and over all OCB</td>
<td>Partiality</td>
<td>accepted(+with OCBI&amp;OCBT)</td>
</tr>
<tr>
<td>Hypothesis 4c: “agreeableness” a personality dimension has positive and significant effect all three levels of OCB i.e. (OCBI, OCBT and OCBO) and over all OCB</td>
<td>Rejected</td>
<td></td>
</tr>
<tr>
<td>Hypothesis 4d: “neuroticism” a personality dimension has negative and significant effect all three levels of OCB i.e. (OCBI, OCBT and OCBO) and over all OCB</td>
<td>Accepted</td>
<td></td>
</tr>
<tr>
<td>Hypothesis 4e: “openness to experience” a personality dimension has positive and significant effect on all three levels of OCB i.e. (OCBI, OCBT and OCBO) and over all OCB</td>
<td>Rejected</td>
<td></td>
</tr>
</tbody>
</table>
5. Conclusion

One of the very important and critical components of any organization is its human resources. And in contemporary business world human resources are no more manageable through concepts of tight supervision, use of formal authority and power. This is era of participative management, self-monitoring, self motivating and proactive human resources. Today all organizations undoubtedly need to bring in that kind of human capital for their efficiency and effectiveness. “Organizational Citizenship Behavior” (OCB) is decisive for these organizations in order to turn the entire organization into an vigorous & self-healing environment where the employees would take the initiative to work out any difficulty that faces them with no management intrusion and overhead.

In order to hold OCB in organization’s arms organization needs to know accurately factors that influence OCB. And while the factors that influence OCB are known, it is not comprehensible if these relationships would be valid in Pakistan where we have our own distinctive culture; this is why these organizations needs to find out those factors specifically in the Pakistani culture and context.

This research is an endeavor to knock OCB inside the Pakistani Organizations (Hospitals) in term of:

1. Demographics
2. Employee personal factors including personality big five

Relationships were established between personality and and interpersonal level organizational citizenship behavior (OCBI), task level organizational citizenship behavior (OCBT) and organizational level organizational citizenship behavior OCBO.

It is evident from the results of the study that personality factors contribute positively and significantly in all levels of OCB. Personality traits are also very important in this context, like neuroticism affects negatively and significantly almost all levels of OCB i.e. OCBT, OCBI and OCBO. Similarly conscientiousness positively contributes in almost all levels of OCB and especially in Task OCB (OCBT) its influence is very significant.

The future research can also explore the antecedents of perceived OCB with respect to the Pakistani culture as culture having its influence over individual personalities and perceptions about rewards and management styles.
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