

Surveying the Influence of Personality Style on Organizational Citizenship Behavior

Saeid Kabipour

Faculty of physical education, South Tehran Branch, Islamic Azad University, Tehran, Iran

Abstract

In third millennium organizations with empowered employees to gain more competitive advantage, organizational citizenship behaviour can play vital role in organizational performance. The purpose of writing the current research is to survey the influence of employees' personality style on their OCB. In the research which is applicable from goal view and is descriptive from data gathering, a questionnaire in two separated parts was utilized for gathering data. Also data gathering method is library and fieldwork. To measure personality style four main dimensions include achievement, self-esteem, need to affiliation and power oriented were utilized. Statistical society includes 107 employees of National Olympic Academy which decreased into 93 ones applying sampling formula. Meanwhile sampling strategy is simple random. The results of applying Pearson and Regression test illustrated that personality style and its dimensions apart from achievement affect significantly and positively on organizational citizenship behaviour. Meanwhile need to power was selected as the most important dimension.

Keywords: Personality characteristics, achievement, self-esteem, need to affiliation, power Oriented, organizational citizenship behavior

Introduction

For the last two decades, organisational citizenship behaviour (OCB) has been a major construct in the fields of psychology and management; thus, it has received a great deal of attention in the literature (Bateman & Organ, 1983; Niehoff & Moorman, 1993; Organ & Ryan, 1995; Podsakoff, MacKenzie, Paine, & Bachrach, 2000). According to Organ (1988), OCB is an important factor that can contribute to the survival of an organisation. Therefore, it is crucial to understand the variables that significantly and positively aid in creating this favourable behaviour within the organisation. Researchers (see Bateman & Organ, 1983; Organ, 1983; 1990; 1997; Organ & Lingl, 1995; Organ & Moorman, 1993; Penner, Midili, & Kegelmeyer, 1997; Tang & Ibrahim, 1998) have found that employee satisfaction, organisational commitment, organisational justice, career development, age, tenure, personality, motivation, leadership and leadership behaviour all impact and affect citizenship behaviour within an organisation. Determining how OCB contributes indirectly to an organisation through the organisation's social system has been of increasing interest to both scholars and managers. This behaviour provides the necessary flexibility to work through many unforeseen contingencies, and it helps employees in an organisation to cope with stressful conditions through interdependence (Smith et al, 1983). The extant management literature suggests that OCB affects overall organisational effectiveness (Walz & Niehoff, 1996) and that managers often consider OCB when evaluating employee performance and determining promotions and pay increases (Podsakoff & MacKenzie, 1997).

Organizational citizenship behavior (OCB) is observed as an important individual outcome and a behavioral variable that promotes effectiveness in organizations (LePine et al., 2002; Organ, 1988). Organizational literature argues that it is likely that P-O fit has an impact on OCB through job satisfaction (Van Dyne et al., 1994). It has been noted that other mediating factors besides job satisfaction could exist (Netemeyer et al., 1997; Podsakoff et al., 1990). One variable that researchers have underlined as a potential mediator of this relationship is OC (Mackenzie et al., 1998; Menguc, 2000). Kim et al. (2013) posit that psychological empowerment (PE) has a positive impact on OCB. In addition, Harris et al. (2009) suggest that employees need to have the workplace freedom to display OCB through empowerment. Wat and Shaffer (2005) suggest that empowered workers who perceive a high-quality social exchange relationship with their managers are more likely to engage in OCB. Kim et al. (2013) also state that empowered employees consider their management trustworthy.

Literature review

Organizational citizenship behavior represents a human conduct of voluntary action and mutual aid without request for pay or formal rewards in return and now become quite a relatively new concept in performance analysis. According to George and Brief (1992), OCB is an important element of employees' productivity as organizations cannot foresee the entire job scope required for goals attainment except the contractually stated minimum job descriptions. The construct of OCB was introduced by Bateman and Organ (1983) by drawing upon the concept of super role behaviors as articulated by Katz and Kahn (1966). Examples of employees OCB include: accepting extra duties and responsibilities at work, working overtime when needed and helping subordinates with their work (Organ, 1988; Masterson et al, 1996). Determining why individuals engage in OCB has occupied a substantial amount of research attention in both organizational behavior and social psychology (Brief & Motowidlo, 1986; McNeely & Meglino, 1994). Past researches have suggested that there is a relationship between OCB and a host of outcomes, such as satisfaction (Bateman & Organ, 1983); commitment (O'Reilly & Chatman, 1986); perceptions of fairness (Folger, 1993; Martin & Bies, 1991; Moorman et al, 1993; Tepper & Taylor, 2003) and perceptions of pay equity (Organ, 1988). According to Organ (1988), OCB is defined as work-related behaviours that are discretionary, not related to the formal organisational reward system, and, in aggregate, promote the effective functioning of the organisation. In addition, OCB extends beyond the performance indicators required by an organisation in a formal job description. Moreover, it (OCB) reflects those actions performed by employees that surpass the minimum role requirements expected by the organisation and promote the welfare of co-workers, work groups, and/or the organisation (Lovell et al., 1999). Research into OCB began in the early 1980s (Bateman & Organ, 1983; Smith et al., 1983), and since its inception, a distinction has been made between two dimensions of employee behaviour: (1) general compliance (doing what a good employee should do), and (2) altruism (helping specific others) (see Smith et al., 1983; Bateman & Organ, 1983). Later, the concept underwent a number of transformations. For instance, in a review of the research, Organ (1988) identified five distinct dimensions of OCB: Altruism (helping specific others); civic virtue (keeping up with important matters within the organisation); conscientiousness (compliance with norms); courtesy (consulting others before taking action); and sportsmanship (not complaining about trivial matters). However, Organ (1997) further classified the OCB dimensions into three parts: helping, courtesy, and conscientiousness. A different view on the dimensionality of OCB came from Williams and Anderson (1991), who divided OCB into two types: (1) behaviours directed at specific individuals in the organisation, such as courtesy and altruism (OCBI); and (2) behaviours concerned with benefiting the organisation as a whole, such as conscientiousness, sportsmanship and civic virtue (OCBO). The present study employs these two dimensions of OCB to achieve the research objective. In figure 1 illustrates the relationship between personality style on employees' organizational citizenship behavior. In the model, personality style and its dimensions include extraversion, agreeableness, conscientiousness, emotional stability and openness to experience are independent variables and organizational citizenship behavior is dependent one.

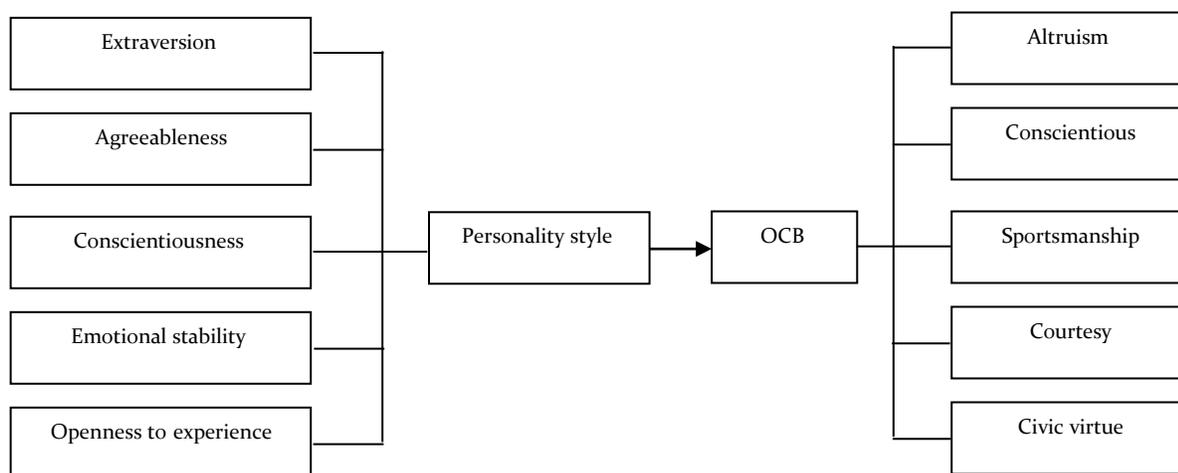


Figure 1: Conceptual framework of research

1. There is significant and direct correlation between personality style with organizational citizenship behavior.
- 1.1. There is significant and direct correlation between extraversion with organizational citizenship behavior.
- 1.2. There is significant and direct correlation between agreeableness with organizational citizenship behavior.
- 1.3. There is significant and direct correlation between conscientiousness with organizational citizenship behavior.
- 1.4. There is significant and direct correlation between emotional stability with organizational citizenship behavior.
- 1.5. There is significant and direct correlation between openness to experience with organizational citizenship behavior.

Research methodology

The study was done in a society involving 107 employees of National Olympic Academy in Tehran/ Iran. As this number seems to too much, sampling strategy was done:

$$n = \frac{NZ^2 \frac{pq}{1-\frac{\alpha}{2}}}{(N-1)\epsilon^2 + Z^2 \frac{pq}{1-\frac{\alpha}{2}}} \Rightarrow \frac{107 \times (1.96)^2 \times (0.5)^2}{106 \times (0.05)^2 + (1.96)^2 (0.5)^2} \cong 93$$

Therefore statistical society decreased into 93 ones and sampling strategy is simple random.

The current research can be considered as a descriptive survey if to view from data collection aspect and as an applied research if to investigate the goals of the research. To collect the data library method (to refer to books, articles, libraries, etc...) and fieldworks (questionnaire) was being utilized.

For gathering data, a questionnaire in two separated parts was designed.

The first one was about personality style includes 15 questions with 5 point likert scale. Distribution of each dimension is presented in table 1:

Table 1: Distribution of each personality style dimension questions

personality style	
Personality dimension	Questions
Achievement	1-5
self-esteem	6-10
need to affiliation	11-15
power oriented	16-20

To measure organizational citizenship behavior, 5 main dimensions were considered: Conscientiousness, Courtesy, Sportsmanship, Altruism and Civic Virtue.

So the other questionnaire includes 24 questions with 5 point likert scale too. Distribution of each OCB dimension is presented in table 2:

Table 2: Distribution of each OCB dimension questions

OCB	
OCB dimension	Questions
Conscientiousness	1-5
Courtesy	6-8
Sportsmanship	9-12
Altruism	13-18
Civic Virtue	19-22

To analyze the data SPSS 19 and Kolmogorov-Smirnov, Pearson, T-student tests and Entropy technique were utilized. The management experts were being asked to evaluate the validity of questionnaires. For this mean, the questionnaires were given to some professors and experts in management, and after their modifications were being utilized and they confirmed it, the questionnaires were given to the participants. To determine the questionnaires' reliability, the 'Cronbach Alpha technique' was utilized. For this purpose, 30 people were selected by random (from the statistical samples) and the questionnaires were given to them. The 'Cronbach Alpha' values for all variables were calculated:

Table 3: The results of reliability

Variables	Cronbach Alpha
Personality style	0.829
OCB	0.819

These values support the reliability of questionnaires, because the calculated results for Cronbach's alpha are more than (0.7).

Data Analysis

Kolmogorov Smirnov test

To survey normality of statistical society, the test was applied.

Table 4: The results of using Spearman test

Variables	Cronbach Alpha
Personality style	0.124
Achievement	0.088
self-esteem	0.176
need to affiliation	0.075
power oriented	0.094
OCB	0.144

As table 4 shows, the normality of statistical society was accepted. Therefore some parametric tests were utilized to test hypotheses.

Pearson correlation test

To survey the relationship between personality style and its dimensions with organizational citizenship behavior, Pearson test was utilized.

Table 5: The results of using Pearson test

Relations	Statistics	Sig	Result
Personality on OCB	0.665	0.014	Positive
Achievement on OCB	0.124	0.219	Positive
Self-esteem on OCB	0.668	0.000	Positive
Need to affiliation on	0.612	0.014	Positive
Power oriented on OCB	0.644	0.000	Positive

Table 5 illustrates there is positive and significant correlation between personality style and its dimensions apart from achievement with employees' organizational citizenship behavior.

Regression test

To survey the influence of personality style on organizational citizenship behavior was utilized.

Table 6: The results of using Entropy technique

Relations	Statistics	Sig	Result
Personality on OCB	0.643	0.000	Positive influence
Self-esteem on OCB	0.573	0.000	Positive influence
Need to affiliation on OCB	0.566	0.000	Positive influence
Power oriented on OCB	0.642	0.000	Positive influence

Table 6 indicates personality style, self-esteem, need to affiliation and power-oriented affect significantly and positively on organizational citizenship behavior. Meanwhile power oriented was selected as the most important dimension.

Conclusions and suggestions

In the current paper it tried to survey the influence of personality style on employees' citizenship behavior. The results of applying Pearson correlation and Regression test illustrated that personality style and its dimensions except achievement affect significantly and positively on organizational citizenship behaviour. Also among personality style, power oriented was the most important one.

Attending to the results some suggestions can be represented to the managers as:

- Valorising employees and respecting them
- Not to criticize them behind other employees
- Proper feedback to the employees and remembering what they have to do
- Empowering them by engaging in educational courses and various conferences
- Posing the employees with the same morale and ethical characteristics together and in a unique department
- Making independent team works and allocating financial and nonfinancial rewards to employees with high levels of efficiency
- Supporting employees in terms of doing works accurately
- Encouraging employees to represent new ideas
- Openness to get received ideas from people sides

References

1. Bateman, T. S. & Organ, D. W. (1983). Job satisfaction and the good soldier: The relationship between affect and employee "citizenship". *Academy of Management Journal*, 26, 587-595.
2. Brief, A. P. & Motowidlo, S. J. (1986). Prosocial organizational behaviours. *Academy of Management Review*, 11, 710-725.
3. Folger, G. (1993). Justice, motivation, and performance beyond role requirements. *Employee Responsibilities and Rights Journal*, 6(3), 239-248.
4. George, J.M. & Brief, A.P. (1992). Feeling good-doing good: A conceptual analysis of the mood at work-organizational spontaneity relationship. *Psychological Bulletin*, 112, 310-329.

5. Harris, K.J., Wheeler, A.R. and Kacmer, K.M. (2009), "Leader-member exchange and empowerment: direct and interactive effects on job satisfaction, turnover intentions, and performance", *The Leadership Quarterly*, Vol. 20 No. 3, pp. 371-382.
6. Katz, D. & Kahn, R. L. (1966). *The social psychology of organizations*. New York: Wiley.
7. Kim, B.P., Losekoot, E. and Milne, S. (2013), "Consequences of empowerment among restaurant servers: helping behaviors and average check size", *Management Decision*, Vol. 51 No. 4, pp. 781-794.
8. LePine, J.A., Erez, A. and Johnson, D.E. (2002), "The nature and dimensionality of organizational citizenship behavior: a critical review and meta-analysis", *Journal of Applied Psychology*, Vol. 87 No. 1, pp. 52-65.
9. Lovell, S. E., Kahn, A. S., Anton, J., Davidson, A., Dowling, E., Post, D., & Mason, C. (1999). Does gender affect the link between organizational citizenship behavior and performance evaluation? *Sex Role*, 41(5/6), 469-478.
10. Mackenzie, S.B., Podsakoff, P.M. and Aheame, M. (1998), "Some possible antecedents of in-role and extra-role sales person performance", *Journal of Marketing*, Vol. 62 No. 3, pp. 87-98.
11. Martin, C. L. & Bies, R. J. (1991). Just laid off, but still a good citizen? Only if the process is fair". *Annual Meeting of the Academy of Management*, 6(3), 227-238.
12. Masterson, S. S., Lewis, K., Goldman, B. & Taylor, M. S. (1996). Integrating justice and social exchange: The differing effects of fair procedures and treatment on work relationships. *Academy of Management Journal*, 43, 738-748.
13. McNeely, B.L. & Meglino, B.M. (1994). The role of dispositional and situational antecedents in prosocial organizational behavior: An examination of the intended beneficiaries of prosocial behavior. *Journal of Applied Psychology*, 79(6), 836-844.
14. Moorman, C., Rohit, D. & Zaltman, G. (1993). Factors affecting trust in marketing research relationships. *Journal of Marketing*, 57, 81-101.
15. Netemeyer, R.G., Boles, J.S., McKee, D.O. and McMurrian, R. (1997), "An investigation into the antecedents of organizational citizenship behaviors in a personal selling context", *The Journal of Marketing*, Vol. 61 No. 3, pp. 85-98.
16. O'Reilly, C. & Chatman, J. (1986). Organizational commitment and psychological attachment: the effects of compliance, identification, and internalization on prosocial behavior. *Journal of Applied Psychology*, 71(3), 492-499.
17. Organ, D. W. (1988). *Organizational citizenship behavior: The good soldier syndrome*. Lexington, MA: Lexington Books.
18. Organ, D. W. (1997). Organizational citizenship behavior: It's construct clean-up time. *Human Performance*, 10, 85-97.
19. Podsakoff, P. M., & MacKenzie, S. B. (1997). The impact of organizational citizenship in organizational performance: Review and suggestion for future research. *Human Performance*, 10, 133-151.
20. Podsakoff, P.M., Mackenzie, S.B., Moorman, R.H. and Fetter, R. (1990), "Transformational leader behaviour and their effects on followers' trust in leader, satisfaction and organizational citizenship behaviours", *Leadership Quarterly*, Vol. 1 No. 2, pp. 107-142.
21. Smith, C. A., Organ, D. W., & Near, J. P. (1983). Organizational citizenship behavior: Its nature and antecedents. *Journal of Applied Psychology*, 68, 653-663.
22. Tepper, B. J. & Taylor, E. C. (2003). Relationships among supervisors' and subordinates' procedural justice perceptions and organizational citizenship behaviors. *Academy of Management Journal*. 46(1), 97- 05.
23. Van Dyne, L., Graham, J.W. and Dienesch, R.M. (1994), "Organisational citizenship behaviour. Construct redefinition, measurement and validation", *Academy of Management Journal*, Vol. 37 No. 4, pp. 765-802.
24. Walz, S., & Niehoff, B. P. (1996). Organizational citizenship behaviors and their effect on organizational effectiveness in limited-menu restaurants. Paper presented at *Academy of Management Meetings*, Cincinnati, Ohio.
25. Wat, D. and Shaffer, M.A. (2005), "Equity and relationship quality influences on organizational citizenship behaviours:the mediating role of trust in the supervisor and empowerment", *Personnel Review*, Vol. 34 No. 4, pp. 406-422.
26. Williams, L. J., & Anderson, S. E. (1991). Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors. *Journal of Management*, 17(3), 601-617.