

**A STUDY OF IMPACT OF PERSONALITY TRAITS ON ORGANIZATIONAL
CITIZENSHIP BEHAVIOR AMONG INFORMATION TECHNOLOGY
PROFESSIONALS**

Dr. Vrittee. C. Parikh

**Asst. Professor, HOD (HR), Aditya Institute of Management Studies and Research,
Borivali (West), Mumbai 400092**

Abstract: -

Organizations nowadays require employees who can go beyond the formal requirements of the job role and can act as the “good soldiers” for them. The purpose of the article was to study the impact of personality traits on organizational citizenship behaviour among the personals working in IT sector. The personality traits in this study were big five model dimensions including extraversion, conscientiousness, agreeableness, emotional stability, and openness to experience. Empirical research carried out on a sample of 196 employees comprising executives and managers from private and public IT companies. The OCB was measured using Mooran and Blakely scale and Personality was measured by NEO Personality Inventor-Revised (NEO-PI-R; Costa & McCrae, 1992). Finally, some empirical suggestions had been offered for improving personals’ organizational citizenship behaviour.

Keywords: - Organization Citizenship Behaviour, Personality, Big five Personality Traits, IT Personnel, IT sector, Extra role behavior.

1. Introduction: -

With the IT sector entering a dynamic and erratic business environment, sustaining organization’s viability has emerged as a complex and challenging task for the managers (Jordan and Sevastos, 2003; and Ahmed et al., 2012). To enhance organizational performance, firms need more employees who are willing to surpass the formal roles and responsibilities which are often defined by their formal job descriptions (Jordan and Sevastos, 2003; and Peele III, 2007). These individuals are referred to as the “good soldiers” (Organ, 1988, p. 160) of an organization distinguished by demonstration of the extra-role behaviour which tend to influence the overall performance of the organization. Such extra roles have been referred to as Organizational Citizenship Behaviour (OCB) (Bateman and Organ, 1983).

Organizational citizenship behavior (OCB) is personals' in which humanitarian behavior that are beyond their expected organizational functions. These humanitarian behaviors are basic factors of survival in today's competitive world.

The question arises that why employees are so devoted to their work that they go even beyond what is required by their job descriptions? Does personality play any role in contribution towards OCB? Whether there are certain kinds of personalities that are more likely to engage in OCB than others?

The 'Big Five' model implies that personality consists of five relatively independent dimensions that altogether provide a meaningful taxonomy for the study of individual differences. These five dimensions are Openness to Experience, Conscientiousness, Extraversion, Agreeableness and Neuroticism. Each of the Big Five dimensions is like a bucket that holds a set of traits that tend to occur together.

This paper focuses on examining the relationship between extra-role behaviour (OCBs) and Big Five Personality Dimensions among the employees of the public and private IT companies. Additionally, it also aims in analysing the differences (if any) between private and public sector employees in terms of using these Citizenship behaviours.

2. Literature Review: -

2.1. Organizational Citizenship Behavior (OCB)

Over the years, the topic of Organizational Citizenship Behavior (OCB) has generated a considerable amount of scholarly attention. OCB has been defined as individual behavior that promotes the goals of the organization by contributing to its social and psychological environment (Organ, 1997; Rotundo and Sackett, 2002). It has been studied in a variety of domains and disciplines like human resources management, marketing, economics etc. This widespread interest in OCB primarily stems from the fact that OCB leads to improved organizational effectiveness in the long term (Podsakoff et al., 1997; Podsakoff and MacKenzie, 1994). This concept has its roots from work of Chester Bernard. In the 1930s, Bernard observed the phenomena of Organizational Citizenship Behavior (OCB) and he later called it as "extra role behavior" (Barnard, 1938). Katz and Kahn (1966) defined supra-role behaviors that improve the effectiveness of the organization. In the words of Katz and Kahn (1966) OCB, "includes any gestures that lubricate the social machinery of the organization and

do not directly adhere to the usual notion of task performance". Katz and Kahn (1966) coined the term "citizenship" to represent the workers that displayed these extra-role behaviors. Managers and executives value employees who display "citizenship behavior".

It is critical to clearly differentiate between in-role and extra-role behaviors at work. In role behavior is the formal role and responsibility of the employee whereas extra-role behavior is the "innovative and spontaneous behavior". Extra-role behaviors include the roles and behaviors that improve the overall organizational effectiveness and goodwill (Bateman and Organ, 1983). Helping new comers to orient in the organization, not usurping the rights of others and being friendly to the customers can be quoted as the example of the extra role behavior.

It is seen from the previous studies that OCB impacts the performance of the individual as well as of the organization; hence it is important to determine the level of OCB and to compare the same among the employees of public and private IT sector. To accomplish the objectives, the following hypothesis (H1) has been framed: -

Hypothesis 1: - There exists significant difference in the levels of perceived OCB among employees of public and private IT companies.

2.2. Personality

The big five model implies that personality consists of five relatively independent dimensions that altogether provide a meaningful taxonomy for the study of individual differences. These five dimensions are extraversion, agreeableness, conscientiousness, emotional stability (or neuroticism) and openness to experience.

Extraversion refers to the level of sensory stimulation with which one is comfortable. The behavioral tendencies used to measure this factor include being sociable, gregarious, assertive, talkative, and active (Barrick & Mount, 1991).

Agreeableness refers to the more humane aspects of humanity—characteristics such as altruism, nurturance, caring, and emotional support at one end of the dimension, and hostility, indifference to others, self-centeredness, spitefulness, and jealousy at the other (Digman, 1990). Individuals high in agreeableness are kind, sympathetic, and generous (McCrae & John, 1992) and deal with conflict cooperatively or collaboratively (Digman, 1990). Not surprisingly,

then, agreeableness has been shown to predict performance in several interpersonally oriented jobs (Hurtz & Donovan, 2000).

Emotional stability is often defined in terms of the low pole of the trait and referred to as neuroticism or negative affectivity (John & Srivastava, 1999). Individuals high in neuroticism (or low in emotional stability) tend to worry a great deal and feel insecure and nervous (Schultz & Schultz, 1994). Individuals high on neuroticism are described as anxious, self-pitying, tense, touchy, unstable, and worrying (McCrae & John, 1992). Barrick et al. (2005) has described emotional stability as key dispositional determinant of social behavior.

Conscientiousness refers to the number of goals on which one is focused. It is related to dependability and volition and the typical behaviors associated with it include being hard working, achievement-oriented, persevering, careful, and responsible (Barrick & Mount, 1991).

Openness to experience refers the number of interests to which one is attracted and the depth to which those interests are pursued.

Hypothesis 2: - Personality traits have impact on OCB

Which means;

Hypothesis 2 (1): Personality traits influence altruism behaviors of IT personals.

Hypothesis 2 (2): Personality traits influence consciousness behaviors of IT personals.

Hypothesis 2(3): Personality traits influence sportsmanship behaviors of the IT personals.

Hypothesis 2(4): Personality traits influence courtesy behaviors of the IT personal.

Hypothesis 2(5): Personality traits influence civic virtue behaviors of the IT personal.

2.3. OCB and Personality: -

Research on personality conducted by Kumaret al.(2009) used the big five personality theory. His research denoted a positive relationship between personality (the dimensions of openness to experience, consciousness, extraversion, and agreeableness) and OCB, whereas prudence (neuroticism) has no significant effect on OCB, due to neuroticism personality factors have excessive levels of anxiety, anger, depression, and tends to react emotionally. One factor that can be assessed to determine OCB is personality of each employee. In a study Organ and Ryan (1995) also found an association between OCB with the big five personality factors, which includes enthusiasm and love to Shang (extraversion), friendly (agreeableness), emotions stability, conscientiousness, tolerance (openness to experience).

- a. positively with extraversion of the Big Five taxonomy
- b. positively with openness to experience of the Big Five taxonomy
- c. positively with agreeableness of the Big Five taxonomy
- d. negatively with neuroticism of the Big Five taxonomy
- e. positively with conscientiousness

3. Research Methodology: -

This empirical research has been conducted using the explanatory research design to understand whether Big five personality traits relate positively to OCB in IT sector. For this research purpose, personality has been considered as independent variable and OCB is considered as Dependent variable.

3.1. Sample and Procedure: -

The study was conducted on the employees of public and private IT Organization with the help of stratified sampling. In this, first stage of stratification of IT companies were done into public and private and later the employees were selected randomly from both public and private IT companies. In total, 300 questionnaires were administered in the form of survey to the employees, out of which 196 were complete and feasible to consider for the research analysis.

Table 1 gives a brief overview of the demographic profile of the respondents.

| Demographics | Frequency | Percentage (% Out of Total N =196) |
|--------------------------|-----------|---------------------------------------|
| Gender | | |
| Male | 110 | 56.2 |
| Female | 86 | 43.8 |
| Marital Status | | |
| Unmarried | 33 | 16.7 |
| married | 163 | 83.3 |
| Age Group (Years) | | |
| <25 | 12 | 6.2 |
| 25-34 | 90 | 45.8 |
| 35-44 | 25 | 12.5 |
| >44 | 69 | 35.4 |

| Educational Qualification | | |
|---|-----|------|
| Graduate | 120 | 61.5 |
| Postgraduate | 76 | 38.5 |
| IT Sector | | |
| Public IT companies | 88 | 44.8 |
| Private IT companies | 108 | 38.5 |
| Designation/Scale | | |
| Executive | 67 | 34.4 |
| JMG | 26 | 13.5 |
| MMG | 61 | 31.2 |
| SMG | 42 | 20.8 |
| Experience (Years) | | |
| <5 | 75 | 38.5 |
| 5-9 | 33 | 16.7 |
| 10-14 | 12 | 6.2 |
| 14-19 | 12 | 6.2 |
| >19 | 64 | 32.3 |
| Note: - | | |
| 1. JMG refers to Junior Management Grade, MMG refers to Middle management Grade and SMG refers to Senior Management Grade | | |
| 2.N= Number of respondents. | | |

3.2. Measures: -

3.2.1. Organizational Citizenship Behaviour

OCB was measured using citizenship instrument developed by Moorman and Blakely (1995). This scale consists of 19 items used to describe the four dimensions of citizenship behaviour. This scale was used on a five-point Likert Scale ranging from “strongly disagree” to “strongly agree”. The dimensions include interpersonal Helping (IH) =5 items, describing altruistic behaviour, such as responding to personal needs of co-workers in dealing with job-related problems; Individual initiative (II)-4 items which refer to employee efforts to improve individual and team performance, challenge group thinking, and encourage participation, unusual attention to quality and performance of tasks above and beyond the call of duty; and last, Loyal Boosterism (LB)= 5 items, describing the uncritical faithfulness towards the

organization, defence of organizational interests and contribution to the organization's good reputation and general welfare. Reliability of this scale was found to be 0.0886

3.2.2. Measurement of Personality

Big Five Personality Trait: personality would be measured with the 240 item **NEO-PI-R** (Costa & McCrae, 1992). It is a well validated self-report inventory measuring broad personality traits namely **Neuroticism (N)**, **Extraversion (E)**, **Openness (O)**, **Agreeableness (A)** and **Conscientiousness (C)**. The reliabilities of the traits ranged from 0.65 to 0.86; the average reliability is reported to be 0.76.

Participants respond on a 4-point scale ranging from 0 (strongly disagree) to 4 (strongly agree).

3.3. Data Analysis: -

The analysis was done using SPSS 16 package.

Descriptive statistics: -

The median scores and standard deviations were calculated for variables considering employees of public and private sector of IT. The median score OCB for employees of public bank was 4.45 (SD=0.311) and 4.39 (SD = 0.342) for those of private IT; the median in both the sectors is higher than the scale mean of 3.00.

Analysis is done using three steps: z-test for comparing means; linear impact of Personality on organizational citizenship behavior for public sector employees and linear impact of Personality on organizational citizenship behavior for private sector employees. Z-test result and regression results are presented from table-2.1 to table-2.3.

Following section focuses on these 7 tables and their statistical interpretation: For comparing means of organizational citizenship behavior in public sector and private sector organization z-test is applied. Computed z value is coming as 53.85 which falls in the rejection region (at 5% level of significance). This indicates rejection of null hypothesis and acceptance of alternative hypothesis.

Table 2.1. z-Test for comparing two means (Organizational Citizenship Behaviour)

| | Organizational Citizenship Behaviour (Public Sector) | Organizational Citizenship Behaviour (Private Sector) |
|-------------------------------------|---|--|
| Mean | 34.632 | 22.66 |
| Known Variance | 10.1532 | 2.2012 |
| Observations | 250 | 250 |
| Hypothesized Mean Difference | 0 | |
| Z | 53.85498178 | |
| P(Z<=z) two-tail | 0 | |
| z Critical two-tail | 1.989962787 | |

Hence, for H1:- null hypothesis of no difference is rejected and alternative hypothesis of significant difference is accepted. Hence, it can be concluded that there is a significant difference between organizational citizenship behavior exhibition of employees in public sector and private sector organization (at 95% confidence level). Sample result clearly exhibit that mean of the public sector organization is higher than the private sector organization.

H2:-

Hypothesis 2 (1): Personality traits influence altruism behaviors of IT' personals.

To analyse the second hypothesis that tell us personality traits influence altruism behaviors of the IT' personals, the sig level is 0/000 (table 1) indicated that the regression model is significant and so this hypothesis accepted. Durbin-Watson factor should is between 1.7-2.1 to conclude that there is no self-correlation between independent variables. So Durbin-Watson factor of this hypothesis (1.77) indicated there is no self-correlation between independent variables (personality traits).

| Variable | R² | Durbin-Watson | Sign | H1 |
|-----------------|----------------------|----------------------|-------------|-----------|
| value | 0.353 | 1.77 | 0/000 | Accepted |

In the same manner we get following information for Hypothesis 2 (2): Personality traits influence consciousness behavior of IT' personals.

| Variable | R ² | Durbin-Watson | Sign | H1 |
|----------|----------------|---------------|-------|----------|
| value | 0.444 | 1.983 | 0/000 | Accepted |

Hypothesis 2(3): Personality traits influence sportsmanship behaviors of the IT' personals.

| Variable | R ² | Durbin-Watson | Sign | H1 |
|----------|----------------|---------------|-------|----------|
| value | 0.555 | 2.01 | 0/000 | Accepted |

Hypothesis 2(4): Personality traits influence courtesy behaviors of the IT' personal.

| Variable | R ² | Durbin-Watson | Sign | H1 |
|----------|----------------|---------------|-------|----------|
| value | 0.455 | 2.09 | 0/000 | Accepted |

Hypothesis 2(5): Personality traits influence civic virtue behaviors of the IT' personal.

| Variable | R ² | Durbin-Watson | Sign | H1 |
|----------|----------------|---------------|-------|----------|
| value | 0.397 | 2.09 | 0/000 | Accepted |

Table 2.1 (a) exhibits regression statistics for personality in public sector organization and organization citizenship behavior in public sector organization. R2 value is coming as 97.9% which is an indication of strong predictor model. Standard error is relatively low.

| Regression Statistics | |
|-----------------------|-------------|
| Multiple R | 0.989592492 |
| R square | 0.9792933 |
| Adjusted R Square | 0.979209805 |
| Standard Error | 0.230095689 |
| Observation | 250 |

Table 2.1 (b) shows that F-value is significant which exhibits overall significance of regression model.

| | df | SS | MS | F | Significance F |
|-------------------|-----------|-----------|-----------|----------|-----------------------|
| Regression | 1 | 620.9699 | 620.9699 | 11728.8 | 8. 1E-211 |
| Residual | 248 | 13.13012 | 0.052944 | | |
| Total | 249 | 634.1 | | | |

Table 2.1 (c) exhibits t value and p value for testing the slope of the regression model. Significant t value and corresponding p value is an indication of linear relationship between dependent and independent variable.

| | Coefficients | Standard Error | T Stat | P-value |
|--|---------------------|-----------------------|---------------|----------------|
| Intercept | -6.168680156 | 0.099215 | -62.1752 | 2.9E-153 |
| Organization Citizenship Behaviour | 0.333020434 | 0.003075 | 108.2996 | 8.1E-211 |

Table 2.2 (a) exhibits regression statistics for personality in private sector organization and Organization Citizenship Behavior in private sector organization. R2 value is coming as 97.5% which is an indication of strong predictor model. Standard error is relatively low. Table 2.2 (b) shows that F-value is significant which exhibits overall significance of regression model. Table 2.2 (c) exhibits t value and p value for testing the slope of the regression model. Significant t value and corresponding p value is an indication of linear relationship between dependent and independent variable.

| Regression Statistics | |
|------------------------------|----------|
| Multiple R | 0.987628 |
| R Square | 0.975409 |
| Adjusted R Square | 0.97531 |
| Standard Error | 0.211671 |
| Observations | 250 |

| | df | SS | MS | F | Significance F |
|-------------------|-----------|-----------|-----------|----------|---------------------------|
| Regression | 1 | 440.7445 | 440.7445 | 9837.078 | 1.5E-201 |
| Residual | 248 | 11.11149 | 0.044804 | | |
| Total | 249 | 451.856 | | | |

| | Coefficients | Standard Error | T Stat | P-value |
|--|--------------|----------------|----------|-----------|
| Intercept | -21.9127 | 0.251779 | -87.0312 | 7.1 E-188 |
| Organization Citizenship Behaviour | 1.039374 | 0.010479 | 99.18204 | 1.5 E-201 |

Discussions

It is clear from table 2.1 that organizational citizenship behavior score is high for public sector organization as compared to private sector organization. The reason can be explained in terms of different level of competitiveness in both the organizations. It seems that within organization competitiveness is very high in private sector organization. This may be a probable reason which hinders employees of the private sectors to exhibit less organizational citizenship behaviors as compared to public sector organization.

Table 2.1 (a), 2.1(b), 2.1(c) and table 2.2 (a), 2.2 (b), 2.2 (c) exhibits the result of regression (linear) between personality and organizational citizenship behavior for public sector organization and private sector organization respectively. As expected the result is in line with the hypothesis which says that OCB is: -

- a. positively with extraversion of the Big Five taxonomy
- b. positively with openness to experience of the Big Five taxonomy
- c. positively with agreeableness of the Big Five taxonomy
- d. negatively with neuroticism of the Big Five taxonomy
- e. positively with conscientiousness

There is relatively difference in OCB contribution of personnel from public and private sector. Organizational climate plays an important role in OCB contribution except personality. The public sector is characterised with less competitive pressure, clear defined roles, less work pressures etc. which can be one of the prospect of high OCB in public sector. However, managers and supervisors should take corrective measures to increase OCB among private sector as well as it improves the organizational climate. Conscientiousness and openness to experience are clear indicators of high OCB hence it should be promoted in organization.

Limitations of the study

Firstly, the self-report measures used in the study for data collection can add on to bias. Secondly, the size of the sample has been restricted due to time constraint, and lastly, the sample chosen for the study is on non-random sampling, which cannot be considered representative of the population.

Different set of participants are considered from public and private sector. If we would have taken same set of participants exhibiting personality characteristics, then the result would have been more accurate. Also, the situational factor is not been considered in the study. Today may be a person has a good mood and is in positive energy which results in his contribution towards OCB. However, tomorrow same person due to ill health or some tensed situation may contribute less to OCB. Such situations can affect the responses of the participants and can be result in inappropriate results.

References

- Barrick, M. R., & Mount, M. K. (1991). The Big Five personality dimensions and job performance: A meta-analysis. *Personnel Psychology*, 44, 1-27.
- Crewson, P. E. (1997). Public-service motivation: Building empirical evidence of incidence and effect, *Journal of Public Administration Research and Theory*, Vol. 7 pp.499-518.
- Dirks Kurt T., and Ferrin Donald L. (2000). The Effects Of Trust In Leadership On Employee Performance, Behavior, And Attitudes: A Meta-Analysis. *Academy of Management Proceedings*, OB: H1.
- Elanain, H. A. (2007). Relationship between personality and organizational citizenship behavior: Does personality influence employee citizenship? *International review of Business Research Papers*, 3, 31-43.

- Moorman Robert H. (1993). The Influence of Cognitive and Affective Based Job Satisfaction Measures on the Relationship between Satisfaction Organizational Citizenship Behavior, *Human Relations*, Vol. 46 No. 6.
- Organ, D. W. (1988). Organizational Citizenship Behavior - The Good Soldier Syndrome: (1st ed.). Lexington, Massachusetts/Toronto: *D.C. Heath and Company*.
- Penner, L.A. Midili A.R., and Kegelmeyer, J. (1997). Beyond Job Attitudes: A Personality and Social Psychology Perspective on the Causes of OCB. *Human Performance*, Vol. 10, pp. 111-131. Podsakoff, P.M., MacKenzie, S.B., Paine, J.B., and Bachrach, D.G. (2000). Organizational Citizenship Behaviors: A Critical Review of the Theoretical and Empirical Literature and Suggestions for Future Research. *Journal of Management*, Vol. 26, pp. 513-63.
- Samuel Y. Todd and Aubrey Kent, (2006), Direct and Indirect Effects of Task Characteristics on Organizational Citizenship Behavior, *North American Journal of Psychology*, Vol.8, No. 2, pp. 253-268.
- Disposition and Age. *The Journal of Social Psychology*. Vol. 140(3), pp. 379-391.
- Wegge Jurgen, Rolf Van Dick, Gary K. Fisher, Christiane Wecking, and Kai Moltzen. (2006). Work Motivation, Organizational Identification, and Well-being in Call Centre Work. *Work & Stress*. Vol. March 20(1), pp. 60-83.