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Explanation of organizational citizenship behavior with personality

Rouholla Mahdiun^{a,*}, Mohammad Ghahramani^b, Ali Rezaii Sharif^c

^aPHD student of Educational Administration in Shahid Behshti University, Tehran, Iran

^bFaculty member in Department of education, Shahid Behshti University, Tehran, Iran

^cPHD student of Educational psychology in Tehran University, Tehran, Iran

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Abstract

The aim of this research is to investigate the relationship between organizational citizenship behavior (OCB) and dimensions of personality among the staff of Tehran University. In this study 213 expert staffs were selected to form the statistical samples. Results indicate that: 1) OCB and personality dimensions take a place higher than average position. 2) Results of Pearson Correlation show that OCB has positive relations with personality dimensions including: agreeableness, conscientiousness, openness, and extraversion; however, the relation between neuroticism and OCB seems negative. 3) Result of Regression analysis demonstrates that conscientiousness, agreeableness and openness predict the OCB.

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Introduction

As working under changing circumstances has become an essential feature of organizations, organizations will necessarily become more dependent on individuals who are willing to contribute to successful change, regardless of formal jobs requirements. Behaviors that exceed delineated role expectations but are crucial for an organization's survival are defined as organizational citizenship behaviors (somech & Drach- zehavy, 2004). Researches have given many names to this phenomenon such as Organizational spontaneity (George & Brief, 1992), Prosocial organizational behavior (Brief & Motowidlo, 1986) and Extra role behavior (Van Dyne & Comm, 1995). In sum with examination of these words organizational citizenship behavior was used for this concept. This concept firstly was introduced by Organ (1988). Organ (1988) defined OCB as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in aggregate promotes the effective functioning of the organization" (p. 4). In sum all researchers emphasize on two characters of organizational citizenship behavior discretionary and not recognized by the formal reward system (Podsakoff, et al, 2000). Podsakoff and et al (2000) designed a theoretical model for explanation of organizational citizenship behavior with five factors:

* Rouholla Mahdiun. Tel.: +989123682981; fax: + 98 2188266811.

E-mail address: rmahdiun@gmail.com.

Altruism: helping behaviors for supporting personnel or the co-workers who have work related problems (Podsakoff & et al, 2000).

Conscientiousness: behaviors that cause a person to do tasks more than what he is expected (Dippalla & Hoy, 2005).

Courtesy: polite manners that prevent creation of problem at workplace.

Sportsmanship: Chivalrous behaviors that avoid too much complaint at work.

Civic virtue: manners representing individual's involvement in the activities related to the organization (Shokrkon & et al, 2003).

Over 200 researches, regarding organizational citizenship behavior, had been done between the years 1983–leading to 1999. The results show that there is a positive relation between OCB with other variables such as personality, in the organization.

Personality: As one of the relevant factors to OCB, personality is subject to study in researches. It's one of the influential factors in creating individual differences. Although there isn't a sole definition among personality scholars but it can be referred as stable patterns of traits, tendencies or characteristics that make the person's behavior permanent. Robert Mc Crae and Costa introduced the famous model of personality known as fifth factor model in 1999. Result of their efforts and numerous factor analyses revealed that personality is consist of five basic fundamental factors. Personality dimensions in their pattern go as following.

Neuroticism: Non agreeableness is considered as one of the most significant personality scales in contrast with personality agreeableness or emotional stability. A dominant tendency towards experiencing negative emotions such as fear, sadness, hastiness, anxiety and etc form this area.

Extraversion: extraverts are sociable but social skill is only one of the characteristics in this area. Tendency towards taking big risks in related careers is one another scale in this area.

Openness: The elements of openness to experience such as active imagination, attention to internal feelings, pro-diversity etc, play an important role in personality.

Agreeableness: like extraversion, agreeableness is one of the dimensions of interpersonal interactions. These people have tendency toward cooperation, trusting and interpersonal support (Libert & Libert, 1998)

Consciousness: Conscious people are energetic, ambitious and hard working. taking responsibility is usually related with persistency and physical capability. (libert & Libert, 1998).

Mc Crae & Costa believe that Neuroticism and extraversion are mostly affected by genetic rather than environment and it is said that three other dimensions are determined with environment, regarding the fact that they are fundamentally genetic factors themselves. (sholtz & sholtz, 2009). Quoting meta analysis of Barik & Monts (1991) there has been seen a significant increase in the use of personality five factors model in organizational researches (Organ & Lingal, 1995, Organ & Rayan 1995). In the meta analysis reported by Neuman & Kickul (1998) There is a correlation between agreeableness as one of the personality dimensions and related factors of OCB such as Altruism $r=0/21$, civic virtue $r=0/25$, Conscientiousness $r=0/34$ Courtesy $r=0/21$, sportsman ship $r=0/34$. Also there is a Correlation between conscientiousness as one of the dimension of personality and factors of OCB including: altruism $r=0/41$, Civic virtue $r=0/39$, Conscientiousness $r=0/20$ and sportsmanship $0/36$. Tillman (1998) reported that between conscientiousness and OCB $r=0/55$. (Quoting, Comeau & Griffith, 2005). Huei Chin (2004) determines this hypothesis that OCB has a positive relation with personality. Hossam & Elanain (2008) declare that openness can predict OCB; they believe the people who have high levels in this dimension perform high OCB. Moon and et al (2003) have come to this result that extraversion can predict OCB to some extent. Carpenter (2008) believes that active personality has a positive and significant relation with conscientiousness and extraversion, and therefore other dimensions of personality are the mediator of relations between active personality and OCB. Johnson (2008) also states conscientiousness has a positive and significant relation with OCB and its role is more important than other personality factors in its explanation. Duff (2007) assumes in his research that OCB consists of two dimensions, organizational and individual, and personality factors (especially agreeableness) are the best predictors of OCBO and OCBI. Jay (2008) has also come to this conclusion that there is a positive relation between personality and OCB. Against the above mentioned researches, Borman and et al (2001), in Meta analysis have come to the correlation of $r=0/13$. Comeau & Griffith (2005) have found that personality is not considered a strong predictor for OCB. Organ (2002) has discovered that personality five factors aren't best predictors of OCB. In general we have assumed in this research that the personality of employees is in relevance with some dimensions of OCB and is its predictor.

Research questions

How is the status of OCB among Tehran university staffs?

How is the status of personality dimensions among Tehran university staffs?

Research Hypothesis

There is a significant relationship between OCB and its dimensions, and dimensions of personality among Tehran university staffs.

Personality dimensions predict OCB of Tehran university staffs.

1. Methods

2.1. Participants and procedure

Statistical population of this research includes 1494 persons who have occupied expert posts in Tehran University. After putting the number of population into $N = (z^2pq)/d^2 = 196$ persons has been determined as the minimum sample. Finally 300 questioners have been randomly distributed among the expert staffs of the university and 213 accurate questioners have been analyzed.

2.2. Measures

Participants completed a short demographic information form, the OCB questionnaire and Personality questionnaire

2.2.1. The OCB questionnaire:

This questionnaire prepared by padsakoff and et al (1990) includes dimensions of Altruism (5 questions) civic virtue (4 questions) sportsmanship (5 question) consciousness (5 questions) Courtesy (5 questions). this questionnaire includes 24 questions and it measures OCB in a discriminative way and with the use of Likert's five rating scale. Calculated reliability of mentioned questionnaire in this research is $\alpha = .734$.

2.2.2. Personality questionnaire:

Personality of selected sample was measured by Neo questionnaire that includes 44 questions measuring 1. Extraversion (8 questions), 2. Agreeableness (9), 3. Conscientiousness (9), 4. Neuroticism (8), 5. Openness (10), (Costa & Mccrue, 2003).

3. Results

3.1. Findings of the present research are reviewed in the frame of defined questions and hypothesis

1- How is the status of OCB among Tehran university staffs? One sample T test is used in order to explain this question in the present research, for this reason and due to setting questionnaires on the basis of likret classification, we have assumed 3 as the test value and scores above it are considered above average. For instance Altruism that is one of the elements of OCB and includes 5 questions has a test value at 15. Results relating to question 1 are presented in table No: 1.

Table 1: One sample T test for measuring Tehran University staffs OCB

According to the measured amount and the level of significance in the	Test	Mean	Test Value	T	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
	Dimension							Lower	Upper
	Civic Virtue	14/29	12	16/06	212	./001	2/291	1/97	2/61
	Conscientiousness	19/66	15	22/94	212	./001	4/662	4/26	5/06
	Courtesy	20/46	15	29/64	212	./001	5/464	5/10	5/82
	Sportsmanship	16/136	15	6/34	212	./001	1/136	./783	1/489
	Altruism	20/34	15	29/77	212	./001	5/342	4/98	5/69
	Overall OCB	90/189	72	31/40	212	./001	18/896	17/71	20/08

table $\alpha = 0/01$. which means that Tehran university staff are above average in OCB. For instance in the dimensions of civic virtue, conscientiousness, courtesy, altruism and Overall OCB these people are generally in an upper place than average.

2-How is the status of personality dimensions among Tehran university staffs?

The status of personality dimensions among Tehran university staffs is presented in table 2.

Table 2: One sample T test for determine the status of personality dimensions in Tehran university staffs

Based on the amount of measured T and the level of significance in the	Test	Mean	Test Value	T	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
	Dimension							Lower	Upper
	Extroversion	25/004	24	2/213	212	./001	1/004	./388	1/621
	Neuroticism	21/032	24	-7/205	212	./001	-2/967	-./377	-2/155
	Agreeableness	35/71	27	25/60	212	./001	8/713	8/042	9/384
	Conscientiousness	34/53	27	21/69	212	./001	7/539	6/854	8/224
	Openness	36/15	30	16/57	212	./001	6/159	5/426	6/892

the table $\alpha = 0/01$. This means that Tehran university staffs are in a place above average, concerning personality dimensions. Results show only in neuroticism which is one of the negative dimensions of personality it is below average.

3.2. Hypothesis findings

3. Overall OCB and its different components have a significant relationship with personality five factors among Tehran university staffs.

In table 3 the relation between the elements of OCB and personality dimensions of Tehran university staffs is presented.

Table3: Simple correlations between the subscale of OCB and personality dimensions

		Openness	Neuroticism	conscientness	Agreeableness	Extroversion
Overall OCB	<i>r</i>	./27	-./15	./38	./27	./19
	<i>P</i>	./001	./02	./001	./001	./006
Altruism	<i>r</i>	./23	./04	./20	./27	./13
	<i>P</i>	./001	./52	./003	./001	./05
Civic virtue	<i>r</i>	./12	-./15	./21	./10	./13
	<i>P</i>	./08	./03	./002	./16	./05
Conscientiousness	<i>r</i>	./22	-./11	./40	./24	./19
	<i>P</i>	./001	./12	./001	./001	./006
Curtsy	<i>r</i>	./19	-./04	./25	./23	./15
	<i>P</i>	./007	./56	./001	./001	./028
Sportsmanship	<i>r</i>	./12	-./18	./17	./12	./004
	<i>P</i>	./07	./01	./014	./07	./95

The results indicate that there is a significant relation between personality five factors and general OCB. Among personality dimensions conscientness has the greatest relation ($r=0/38$) with overall OCB. Calculations show that neuroticism has negative significant relation with OCB.

2. Personality dimensions predict OCB.

In the following table (4) the results of multiple regression analysis with the use of stepwise method between OCB and personality dimensions is presented.

Table 4: Multiple regression analysis of OCB and personality dimensions

	Test	MR	RS	F	P		
Predictor. V					1	2	3
Conscientness	0/38	0/14	35/4 4	./00 1	$\beta = 0/38$ $T = 5/95$ $P = 0/001$		
Agreeableness	0/42	0/17	21/9 4	./00 1	$\beta = 0/31$ $T = 4/65$ $P = 0/001$	$\beta = 0/18$ $T = 2/71$ $P = 0/007$	

Openness	0/44	0/19	16/30	.0001	$\beta=0.27$	$\beta=0.16$	$\beta=0.14$
					$T=3/95$	$T=2/45$	$T=2/08$
					$P=0/001$	$P=0/015$	$P=0/04$

From five personality dimensions that have been entered into regression formula as predict variables, two dimensions of extraversion and Neuroticism are omitted and three dimensions of conscientiousness ($\beta=0/38$) agreeableness ($\beta=0/18$) openness, ($\beta=0/14$) predict OCBs. Relations between three mentioned predictor variables and OCB is significant. In general 0/19 of OCB variation is explained by them ($R^2=0/19$).

4. Conclusion

This research aims to explain OCB based on personality. Findings of this research show that there is a significant relation between OCBs and personality dimensions. The studies of Barik & Monte(1991), Organ & Lingal (1995), Hui chin (2004), Hosam & Elanen (2008), moon & et al (2008), Carpenter (2008), Johnson (2008) Duff (2007) and Jay (2008) confirm the results presented in this research. Results indicate that personality dimensions' as the basic input of human is one of the strongest predictors of OCBs. Also the correlation between elements of OCB and personality show that agreeableness, conscientiousness and openness as the dimensions of personality have the greatest correlation with OCB and these results are in accordance with the findings of Batman & Organ (1983) & Johnson (2008). However present findings reject the research results of Borman and et al (2001) Comeau & Griffith (2005) indicating no positive relation between OCBs and personality dimensions'. And also results of Moon & et al (2004) that found relationship between extraversion and OCB are not in accordance with present research results. In sum-with literature review- the three dimensions of conscientiousness, agreeableness and openness have highest correlation with citizenship behavior. Neuroticism has had a negative relation and extraversion always has been challenging and requires more accurate researches. **Finally** the findings of research show that: Tehran university staffs are in high level concerning OCBs and personality dimensions. Personality dimensions of conscientiousness, agreeableness and openness are strong predictors of OCBs.

Suggestion:

- Agreeableness, openness and conscientiousness as personality dimension predict OCBs. Consequently If the authorities of Tehran University are looking for personnel with high degree of OCBs, they can use personality tests in employment exams.
- With more and accurate researches regarding the prediction of OCBs through extraversion it's possible to offer clearer answers to the present challenges.

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