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THE IMPACT OF FIVE FACTOR MODEL OF PERSONALITY ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR OF NON-MANAGERIAL EMPLOYEES IN THE BANKING SECTOR IN SRI LANKA

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ABSTRACT

The purpose of this study was to investigate the impact of five factor model of personality of non-managerial employees on their organizational citizenship behavior in Sri Lankan banking sector. The convenience sampling method was used to collect the sample of 150 non managerial employees who work in North Central province in Sri Lanka. A questionnaire was administered among the non-managerial employees to measure their big five personality and organizational citizenship behavior. The collected data were analyzed using correlation coefficient and regression analysis. The results of the study indicated that extraversion, agreeableness, conscientiousness and openness to experience had significantly and positively correlated with organizational citizenship behavior. Results further indicated that neuroticism had significant negative association with organizational citizenship behavior.

KEYWORDS

Five Factor Model of Personality, Non - Managerial Employees, Organizational Citizenship Behavior.

INTRODUCTION

The economy or production process largely depends upon how efficiently the financial sector in general and the banks in particular perform the basic functions of financial transformations. In a country like Sri Lanka, this factor assumes further significance. The banking sector is the dominant sub sector within the financial sector. It plays the positive and important role for the overall development of the country. The performance of the banking sector directly affects to the other industrial and service sectors of the economy (Fernando, 2004).

Traditionally, the employees' job performance has primarily defined in terms of how well an employee completes his/her assigned duties. However, in recent past the researchers and practitioners found that the need of employees' willingness to accomplish their duties beyond the assigned duties to achieve the goals and objectives of the organizations. In the context of the banking, the banks performance fundamentally depends on their employees' willingness to go beyond role expectations voluntarily. They have to illustrate more discretionary behavior that is not explicitly recognized by the formal organizational reward system. This concept is called Organizational Citizenship Behavior (OCB) & referred to as a set of discretionary workplace behavior that exceeds one's basic job requirements. OCB has received considerable attention among the researchers during the past decade as its importance to overall performance of an organization. According to Organ (1988), OCB is vital to the survival of an organization and it maximizes the efficiency & productivity of both the employees and the organization which ultimately contributes to the effective functioning of an organization. Some researchers argued that OCB has positively correlated with performance of an organization (Borman & Motowidlo, 1993; Organ, 1988; Organ & Near, 1983). OCB has contributed favorably to efficiency & effectiveness of work teams (Podsakoff, Mackenzie, Paine, & Bachrach, 2000), job involvement (Dimitriades, 2007), and organizational commitment (Podsakoff, Mckenzie & Bommer, 1996). The concept of OCB acts as a crucial factor in the banking sector because all the cooperative behavior extended by its non-managerial employees help to build the relationship with coworkers, managers and customers. Since the OCB of the employees is one of the key factors in deciding the success or failure of any organization, many researchers and practitioners have focused their research to find out the antecedents of OCB. Among them personality characteristics (George, 1991; Moorman & Blakely, 1995), leadership behavior (Farh, Podsakoff, & Organ, 1990; Niehoff & Moorman, 1993), perceptions of organizational/supervisor support (Randall, Cropanzano, Borman, & Birjulin, 1999), conscientiousness (Organ & Ryan, 1995), affectivity (George, 1990), agreeableness (Konovsky & Organ, 1996), job satisfaction and organizational commitment (O'Reilly & Chatman, 1986; Williams & Anderson, 1991; Organ & Konovsky, 1989; Organ & Ryan, 1995; Shapiro, Kessler & Purcell, 2004; Bateman & Organ, 1983; Lee & Allen, 2002; Smith, Organ, & Near, 1983; VanYperen, Van den Berg, & Willering, 1999), job involvement (Shapiro et al. 2004), emotional intelligence (Jain & Sinha, 2003; Sitter, 2005) are the most investigated antecedents of OCB. In addition to these factors, dispositional factors influence on OCB. Organ (1990) stated that an employee's individual dispositions would provide the most valuable explanation of organizational citizenship behaviors to researchers and practicing managers. Although lots of researches have been conducted on the disposition factors and OCB relationship (Organ, 1990; Organ, 1994; Organ & Lingl, 1995; Penner, Midili, & Kegelmeyer, 1997), the relationship between personality and OCB is not clear and is somewhat illusive (Organ, 1994).

Understanding employees' personality is very important to managers because this understanding is very helpful for assigning people into jobs and it gives them clues about how employees are likely to behave in different situations. According to Kumar and Bakhshi (2010) the dispositional factors are always referring to the five-factor model of personality namely extraversion, agreeableness, conscientiousness, neuroticism and openness to experience (Kumar and Bakhshi, 2010). The five factor model of personality is one of the most important models in positive psychology to explain the most prominent aspects of personality (Goldberg, 1990; John & Srivastava, 1999).

In Sri Lankan research literature, there were few researches on personality and OCB but nothing can be found on the impact of five factor model of personality on OCB of non-managerial employees in the banking sector especially in North central province in Sri Lanka. Thus, it is important to study the impact of five factor model of personality on OCB filling the existing research gap.

PROBLEM STATEMENT

In reviewing the research literature, it can be found that lots of factors have influenced on OCB. Among them, dispositional factors especially personality have significantly influenced on OCB. Anyway, the importance of person's personality on OCB has not been adequately tested. In Sri Lankan banking sector, it cannot be found any research on the impact of five factor model of personality on OCB among the non-managerial employees. Therefore, the problem addressed in this study is to investigate "How does five factor model of personality influence on OCB of non-managerial employees in the banking sector in Sri Lanka?"

OBJECTIVE OF THE STUDY

To investigate the relationship between each dimension of five factor model of personality and OCB of non-managerial employees in the banking sector in Sri Lanka.

LITERATURE REVIEW

FIVE FACTOR MODEL OF PERSONALITY

The five-factor model of personality or the Big Five dimensions of personality involves five relatively independent traits that provide meaningful information about individual differences in an organization and their responses (Kumar and Bakhshi, 2010). Openness to experience, conscientiousness, extraversion, agreeableness and neuroticism are the traits of this model. These dimensions altogether provide a meaningful taxonomy for the study of individual differences.

Openness to experience is "the degree to which a person is curious, original, intellectual, creative, and open to new ideas." (Barrick & Mount, 1991; Lievens, Harris, Van Keer & Bisqueret, 2003) They further explain that highly openness people succeed in the situations that they need flexibility and learning new things. These people enthuse to learn new skills and they are success in training situation. The most prominent part of this personality is originality and creativity whereby this type of person is mostly innovators and initiators (Teng, 2008). According to Barrick & Mount (1991) conscientiousness refers "to the degree to which a person is organized, systematic, punctual, achievement-oriented, and dependable." This personality trait predicts the consistency of the performance of the individuals across the different occupation. This type of personality can be referred as self-discipline and ability to act obediently (Erdheim, Wang and Zickar, 2006). Extraversion is "the degree to which a person is outgoing, talkative, sociable, and enjoys socializing." (Teng, 2008) Employees with this type of personality have the propensity to have lots of friends and devote their time in social circumstances. Extraverts can easily adjust for new jobs than the introverts. The person with extraversion personality search information and feedback actively. They build effective relationship with others so as to adjust to the new jobs (Wanberg & Kammeyer-Mueller, 2000). Agreeableness is "the degree to which a person is affable, tolerant, sensitive, trusting, kind, and warm." (Kumar and Bakhshi, 2010) Highly agreeableness people are amiable people who like to live with harmoniously with others. They help other employees at work consistently (Ilies, Scott, & Judge, 2006). According to Teng (2008) neuroticism or emotional stability is "the degree to which a person is anxious, irritable, temperamental, and moody." The high in neuroticism is the only negative personality type within the five factor model of personality. Employees with high neuroticism face lots of problems at work. They are trouble creators & not maintaining good relationship with others. They do not like to go for advice (Klein, Beng-Chong, Saltz & Mayer, 2004).

ORGANIZATIONAL CITIZENSHIP BEHAVIOR

Organ (1988) defined OCBs as "an individual behaviour that is discretionary not directly or explicitly recognized by the formal reward system and that in the aggregate promotes the effective functioning of the organization." The word discretionary means that the behaviour that goes beyond the call of duty and it is not a requirement of formal job description. Allen, Barnard, Rush, and Russell (2000) defined OCB as behaviour which embodies the cooperative and constructive gestures that are neither mandated by formal job role prescriptions nor directly or contractually compensated for the formal organizational reward system. Bolino and Turnley (2003) identified it as an organization's ability to elicit employee behaviour that goes beyond the call of duty. They found that citizenship behaviours generally have two common features: they are not directly enforceable and they are representative of the special or extra efforts that organizations need from their workforce in order to be successful.

Several measures and OCB domains have been developed such as altruism, conscientiousness, loyalty, civic virtue, voice, functional participation, sportsmanship, courtesy and advocacy participation (Bateman & Organ, 1983). Organ (1988) has identified five dimensional model which are altruism, conscientiousness (compliance), sportsmanship, courtesy and civic virtue. These dimensions are frequently recognized in research (LePine, Erev & Johnson, 2002). According to Organ (1988) Altruism refers to employee behaviours directed toward helping or cooperating with other employees in face to face interactions on organizationally relevant issues. Compliance is defined as dedication to the job which exceeds formal requirements such as working long hours and volunteers to perform jobs besides duties. Although this dimension was initially labeled "conscientiousness", it was later renamed "compliance" in order to avoid confusions with the personality factor labeled "conscientiousness". (Organ, Podsakoff, MacKenzie 2006). Organ (1988) has identified sportsmanship as a willingness to tolerate the inevitable inconveniences and impositions of work without complaining. Courtesy includes behaviours which focus on the prevention of problems and taking the necessary step so as to lessen the effects of the problem in the future. Civic virtue is referring to the responsibility of the subordinates to participate in the life of the firm such as attending meetings which are not required by the firm and keeping up with the changes in the organization.

FIVE FACTOR MODEL OF PERSONALITY AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR

According to Barrick & Mount (1991) extraversion is a key dispositional determinant of social behavior. As far as extraversion is concerned, individuals who are high in extraversion are sociable, gregarious, talkative, assertive and active (Barrick et al. 2005). Therefore highly extraverted people display more flexible behaviors that make them more likely to show OCB. Extrovert people engage more in OCB as they are more responsive to their social surroundings and might therefore be more open to the claims of others (Organ, Podsakoff and MacKenzie 2006).

H₁: Non managerial employees' personality of extraversion will be positively related to OCB

According to empirical evidence it can be predicted that persons high in agreeableness are more likely to perform OCB because highly agreeableness people are friendly, good natured, cooperative, helpful, courteous and flexible (Barrick & Mount, 1991; Witt, Burke, Barrick & Mount, 2002). As a result of this, they show higher level of interpersonal competence (Mount et al., 1998). They collaborate in team work effectively (Mount et al., 1998). Mount, Barrick & Stewart, (1998) stressed that agreeableness is significantly related to interpersonal performance. Agreeableness is a common predictor of citizenship (Hurtz & Donovan, 2000; Ilies et al., 2009; Organ & Ryan, 1995).

H₂: Non managerial employees' personality of agreeableness will be positively related to OCB

Conscientiousness or compliance is one of the most important personality traits in predicting OCB (Hossam & Abu Elanain, 2007; Hurtz & Donovan, 2000; Ilies et al., 2009; Organ & Ryan, 1995). Conscientiousness or compliance includes traits such as being dependent, organized, self-disciplined and persevering and is therefore claimed to have a link to more impersonal forms of OCB, such as compliance and civic virtue, directed to the job itself and the organization (Organ, Podsakoff and MacKenzie 2006). They are predisposed to take initiative in solving problems and are more methodical and thorough in their work (Witt, Burke, Barrick & Mount, 2002). These people are predisposed to develop behaviors which extend beyond the expected task performance. Barrick & Mount (1991) pointed out that the people who are high in conscientiousness generally perform better at work than those who are low in conscientiousness. Conscientious people are more likely to accept responsibility and be thorough in their approach to life's tasks. These characteristics translate well into an organizational setting such as following rules and helping others with their work. Empirical evidence suggests that the two factors that have most consistently correlated with OCB are conscientiousness and agreeableness (Organ, 1994; Organ & Ryan, 1995; Borman, Penner, Allen & Motowidlo, 2001). Conscientiousness correlates most highly with organizational compliance and altruism (Organ & Ryan, 1995).

H₃: Non managerial employees' personality of consciousness will be positively related to OCB

Barrick, et al. (2005) has expressed neuroticism or emotional stability as one of the key dispositional determinants of social behavior. Individuals who are high on this dimension are usually anxious, depressed, angry, embarrassed, emotional, worried, and insecure (Barrick & Mount, 1991) whereas employees who score low in the neuroticism scale are usually calm and relaxed under stressful or difficult situations, feeling secure and self-satisfied (Tsaousis, 1996). Therefore it can be assumed that there is a negative relationship between neuroticism and OCB. According to Organ, Podsakoff and MacKenzie (2006) emotionally stable people who score high on emotional stability are more likely to perform OCB in comparison to neurotic personalities. This is due to the fact that emotionally stable people are more open to problems of others. Whereas emotionally instable people, in contrast to emotionally stable people, are often overstrained with their own problems and are, consequently, less likely to engage in helping behavior.

H₄: Non managerial employees' personality of neuroticism will be negatively related to OCB

Individuals high on openness to experience display a preference for variety, they enjoy grasping new ideas, and they have an intrinsic interest in and appreciation for novelty (Kumar, 2009). Openness to experience is the most important personality trait in predicting OCB (Hossam & Abu Elanain, 2007). Openness and Agreeableness have stronger relationships with citizenship than with task performance (Chiaburu, In-Sue Oh, Berry, Li, and Gardner, 2011). According to Elanain (2007), Open individuals also differ from more closed individuals in social attitudes, and attitudes toward accepted values and assumptions. Importantly, open individuals display a preference for variety, they enjoy grasping new ideas, and they have an intrinsic interest in and appreciation for novelty. Thus, the study expects that persons high on openness to experience are more likely to show OCB.

H₅: Non managerial employees' personality of openness to experience will be positively related to OCB

METHODOLOGY

THE RESEARCH DESIGN

The current study employed a correlational research design in order to explore the relationship between non managerial employees' big five personality (independent variable) and their organizational citizenship behavior (dependent variable). This field study is conducted in natural environment in banks under non-contrived settings. The unit of study is individual.

POPULATION AND SAMPLE

The population of this study is all the non-managerial employees who work in the commercial banks in North central province in Sri Lanka.

The sample of this study was 150 non - managerial employees in the Commercial banks in North Central province in Sri Lanka. 100 non managerial employees were selected from Anuradhapura district and 50 non managerial employees were selected from Polonnaruwa district. The sample method of the survey was the convenience sampling. Ninety five of non - managerial employees were women; Eighty seven were married. Their average age and tenure in the organization were 32.27 years (*SD*= 8.97) and 10.38 (*SD* = 6.11), respectively.

MEASURES

Non managerial employees' OCB was the dependent variable and big five personality of the non-managerial employees was the independent variable of this research. These variables were measured using standard instruments. The questionnaire was separated into three sections for demographic data, big five personality types and OCB. Six questions were included to get the demographic information. The adapted big five inventory (John, Donahue, and Kentle, 1991) was used to measure big five personality. It was measured using 44 questions including 8, 9, 9, 8, 10 questions were used to measure extraversion, agreeableness, conscientiousness, neuroticism and openness to experience respectively. 24 questions were used to measure the OCB which was developed by Podsakoff, Mackenzie, Moorman and Fetter (1990). This variable was measured in terms of five dimensions as Altruism, Conscientiousness (Compliance), Sportsmanship, Courtesy, and Civic Virtue.

VALIDITY AND RELIABILITY

The questionnaire which was prepared for non-managerial employees consists of 02 instruments (big five personality and organizational citizenship behavior). Big five inventory is a standard questionnaire which has been developed by John, Donahue, and Kentle, (1991) and assured the content validity. The instrument which is used to measure OCB was developed by Podsakoff, Mackenzie, Moorman and Fetter (1990) and assured the content validity.

TABLE 01: ALPHA VALUE FOR TEST RETESTS RELIABILITY

Variables	Cronbach Alpha Coefficient
Extraversion	0.91
Agreeableness	0.84
Conscientiousness	0.88
Neuroticism	0.79
Openness to experience	0.87
OCB	0.89

It can be concluded that the instruments possesses high test retest reliability and the internal consistency reliability is satisfactory owing to the data represented in table 01 and 02.

TABLE 02: CRONBACH COEFFICIENT ALPHA VALUE FOR INTERNAL CONSISTENCY

Variables	Test- retest coefficient
Extraversion	0.87
Agreeableness	0.81
Conscientiousness	0.91
Neuroticism	0.80
Openness to experience	0.82
OCB	0.90

METHODS OF DATA ANALYSIS

The data were analyzed using correlation coefficient and regression analysis. SPSS data analysis package of 17th version was used to analyze the data.

DATA ANALYSIS

According to the results of the univariate data given in table 03, the level of OCB is in high level among the non-managerial employees. The majority of non-managerial employees have the personality type of conscientiousness and Neuroticism is the lowest personality trait among the non-managerial employees.

TABLE 03: THE RESULTS OF UNIVARIATE ANALYSIS

Variables	Mean	SD
Extraversion	4.01	0.80
Agreeableness	3.99	0.44
Conscientiousness	3.49	0.51
Neuroticism	2.61	0.52
Openness to experience	4.12	0.59
OCB	3.51	0.50

TABLE 04: CORRELATION COEFFICIENT BETWEEN INDEPENDENT VARIABLES AND DEPENDENT VARIABLE

Variables	1	2	3	4	5	6
1. Extraversion	-					
2. Agreeableness	0.29**	-				
3. Conscientiousness	0.21**	0.27**	-			
4. Neuroticism	-0.15*	-0.17*	-0.29**	-		
5. Openness to experience	0.22**	0.17*	0.12*	-0.11*	-	
6. OCB	0.21**	0.31**	0.41**	-0.12**	0.29**	-

*p<.05, **p<.01

The results of the correlations coefficient between big five personality and OCB of non-managerial employee in banking sector are presented in Table 04. According to the results, the correlation between extraversion and OCB ($r = .21, p < 0.01$), agreeableness and OCB ($r = 0.31, p < 0.01$), conscientiousness /compliance and OCB ($r = 0.41, p < 0.01$), openness to experience and OCB ($r = 0.29, p < 0.01$) were significant and positive. It was reported a significant negative relationship between neuroticism and OCB ($r = -0.12, p < 0.05$). The result of the correlation coefficient of each dimension of big five personality and OCB is depicted in table 05.

TABLE 05: CORRELATION BETWEEN DIMENSIONS OF BIG FIVE PERSONALITY AND OCB

Variables	Altruism	Compliance	Sportsmanship	Courtesy	Civic Virtue
1. Extraversion	0.38**	0.35**	0.28**	0.34**	0.20**
2. Agreeableness	0.42**	0.29**	0.47**	0.46**	0.08
3. Conscientiousness	0.41**	0.35**	0.45**	0.49**	0.21**
4. Neuroticism	-0.13**	-0.15	-0.11	-0.20**	-0.06
5. Openness to experience	0.41**	0.43**	0.31**	0.44**	0.28*

*p<.05, **p<.01

TABLE 06: RESULTS OF THE REGRESSION OF EXTRAVERSION ON OCB

	β	R	R ²	F value	P value
OCB	0.15	0.11	0.07	5.27	0.02

TABLE 07: RESULTS OF THE REGRESSION OF AGREEABLENESS ON OCB

	β	R	R ²	F value	P value
OCB	0.21	0.17	0.14	8.32	0.00

TABLE 08: RESULTS OF THE REGRESSION OF CONSCIENTIOUSNESS ON OCB

	β	R	R ²	F value	P value
OCB	0.29	0.25	0.22	15.36	0.00

TABLE 09: RESULTS OF THE REGRESSION OF NEUROTICISM ON OCB

	β	R	R ²	F value	P value
OCB	-0.21	0.19	0.15	8.96	0.00

TABLE 10: RESULTS OF THE REGRESSION OF OPENNESS TO EXPERIENCE ON OCB

	β	R	R ²	F value	P value
OCB	0.20	0.19	0.16	10.32	0.00

The result of the regression analysis is reported in table 06 to 10. The relationship between extraversion and OCB ($\beta = 0.15, p < .05$), agreeableness and OCB ($\beta = 0.21, p < .01$), conscientiousness and OCB ($\beta = 0.29, p < .01$), openness to experience and OCB ($\beta = 0.20, p < .01$) were significant and positive. Neuroticism was found to be negatively related with OCB ($\beta = -0.21, p < .01$).

DISCUSSION AND CONCLUSION

The main objective of this study was to examine the relationship between five factors model of personality and OCB of non-managerial employees in the banking sector in Sri Lanka. The results of correlation coefficient and regression analysis indicated that personality types of extraversion, agreeableness, conscientiousness (compliance) and openness to experience of non-managerial employees have significantly and positively correlated to their OCB whereas the personality type of neuroticism has significantly and negatively correlated with OCB. Therefore, all the hypotheses can be accepted according to the statistical evidence. According to the data, conscientiousness was the best predictor of OCB. It has significantly explained 22% of variance in OCB. Openness to experience was the second highest correlated dimension of personality with OCB. It has explained 16% of variance in OCB. The personality type of extraversion has significantly explained 7% of variance in OCB. The agreeableness has an ability to explain 14% variance of OCB. Neuroticism has explained 15% variance in OCB. The result of this study was generally consistent with previous studies. According to empirical evidence, the correlation between conscientiousness and various OCB dimensions is much stronger than the correlation of the other personality dimensions. The findings of this research were also support this argument and it has correlated significantly and positively with all the dimensions of OCB. This indicated that the employees have personality traits of organized, systematic, punctual, achievement-oriented, and dependable are helping and cooperating with others. Their job dedication is high and they are working long hours. This may be happen due to their achievement oriented trait. They tolerate inconveniences and focus on the prevention of problems and taking the necessary step so as to lessen the effects of the problem in the future.

Extraversion has significantly and positively correlated with all the dimensions of OCB. Agreeableness had significantly correlated with altruism, courtesy, sportsmanship and compliance. Neuroticism has significantly and negatively correlated with altruism, compliance and courtesy in this study. Openness to experience has significantly and positively correlated with all the dimensions of OCB.

Based on the results of this research, it can be concluded that the non-managerial employees' personality types has significant impact on their OCB. The personality types of extraversion, agreeableness, conscientiousness (compliance) and openness to experience of non-managerial employees have positively correlated to their OCB whereas the personality type of neuroticism has negatively correlated with OCB.

LIMITATION OF THE STUDY

The results must be considered with several limitations. The first limitation was its generalizability because the data collection was confined to the non-managerial employees of the banking sector in North Central province in Sri Lanka. Second limitation was of relying on self-reported data. The types of big five personality and OCB of non-managerial employees were measured according to the respondents' own attitudes. Thirdly, the difficulty of exploring the psychological factors like personality and OCB through the structured questionnaire was another limitation of this study.

FURTHER RESEARCH

The present study provides many potential paths for future researchers. In this study five factor model of personality and OCB were the major variables of interest. However, exploration of how personality influences other areas in an organization and life may be fruitful. For example, the question of how personality affects organizational commitment, job performance, job satisfaction, leadership styles, withdrawal intention, turnover, family conflict and stress etc. The research study attempted to demonstrate the direct relationship between five factor model of personality and OCB. The further researches would be advantages to explore potential moderators for this connection. This research focused only the education sector but other researchers can expand the sample to the other service organizations or different organizations in Sri Lanka.

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