Research Paper

Is Organizational Citizenship Behavior (OCB) Influenced by a Personality Trait or a Commitment?

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ABSTRACT

Employees play a crucial role in any organization, as the effectiveness of the organization is heavily reliant on their performance. Employee attitudes and perceptions of the organization have an impact on how well they perform. Employees are more committed to their jobs and the company when they feel appreciated. It is probable that they will contribute more. Conversely, if they are dissatisfied, they may potentially engage in anti-organizational activities. This ultimately leads to decreased productivity and subpar customer service The probability-simple-random method was used to perform the cross-sectional survey. The final population included in this study comprised 113 male sales executive-level employees in retail mobile shops, with work experience ranging from one to more than three years. The psychological measures used in this study include the Big 5 Personality Inventory (John & Srivastava, 1999), the perceived organizational support Scale (Eisenberger et al., 1986), the Organization's Commitment Scale (Mowday et al., 1979), and the OCB Scale (Karunanidhi & Manimala, 2009). According to the findings, it has been stated that the level of organizational commitment (OC) will have an impact on the occurrence of organizational citizenship behavior (OCB). There does not appear to be any influence of personality traits or POS on OCB.

Organizational citizenship behavior (OCB) is a term that is commonly used to describe voluntary behaviors within an organization. In his work, Organ (1988) first used the term. Based on Katz's concept of behaviors that transcend roles (Katz, 1964), In 1988, Organ presented a definition of OCB as a collection of helpful, voluntary, and extra-role behaviors demonstrated by employees. The actions that the formal system of incentives formally recognizes are beneficial to the organization's success. Furthermore, it is crucial to acknowledge that they are not compelled as per the stipulations delineated in the employment agreement. OCB is an option of individual choice, and according to Zeinabadi (2010), it rarely serves as a cause for punishment when one fails to display such behavior. Several investigators agree on the multifaceted nature of OCB. In 1988, Organ proposed a classification of Organizational Citizenship Behavior (OCB) consisting of five dimensions. These dimensions include "altruism or helping behaviors, conscientiousness, sportsmanship,

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civic virtue, and courtesy". According to Lambert, OCB, which stands for Organizational Citizenship Behavior, is defined as behavior that exceeds what is necessary for the position and is primarily voluntary, as much as it is advantageous to the organization. OCB involves helping colleagues who are falling behind in their responsibilities and showing a sense of pride when representing the organization. Publicly serving extra hours when needed and staying away from grieving about small problems that are typical elements of organizational life (Lambert, 2006). The 'Big Five' framework posits that personality consists of five distinct dimensions. The dimensions are Openness to Experience, Conscientiousness, Extraversion, Agreeableness, and Neuroticism. According to Kumar et al. (2009), it is observed that every single one of the Big 5 dimensions possesses features that frequently occur together. Openness to experience is a characteristic that relates to the extent of an individual's attraction to different interests and the depth with which they pursue those interests. The personality traits usually linked with it involve creativity, awareness of culture, interest, originality, open-mindedness, and intelligence (Digman, 1990).

Furthermore, individuals who possess an openness to Experience typically exhibit a desire for diversity, an appreciation for aesthetics, and unorthodox principles (McCrae & John, 1992). Conscientiousness pertains to the goals on which an individual is focused. The behaviors commonly associated with conscientiousness include being diligent, goal-driven, persistent, cautious, and accountable (Barrick & Mount, 1991). Extraversion is one's sensory tolerance. Being friendly, gregarious, aggressive, chatty, and active measures this factor (Barrick & Mount, 1991). Agreeableness refers to the many sources from which people learn correct behavior. This component is connected with politeness, flexibility, trust, good nature, cooperation, forgiveness, softness, and tolerance (Barrick & Mount, 1991). Neuroticism describes how much and what level of stimuli are required to elicit negative emotions. Common characteristics and emotions related to this component include nervousness, hopelessness, anger, guilt, unstable emotions, worry, and insecurity (Barrick & Mount, 1991). Agreeableness, conscientiousness, openness, and extraversion have a positive correlation with OCB. However, it is worth noting that there is a tendency for neuroticism to exhibit a negative correlation with OCB (Mahdiuon et al., 2010). Perceived organizational support (POS) is a term used to describe the concept that encompasses an employee's perception of the extent to which the organization appreciates their efforts and demonstrates concern for their overall welfare. The idea of POS implies that employees represent the organizations for which they work and develop underlying beliefs. Regarding the manner in which the organization values its involvement and cares about how it is doing (Eisenberger et al., 1986), it is important to consider Supervisors who receive encouragement from the organization tend to return the favor by providing advantageous conditions for other employees (Shanock & Eisenberger, 2006). It has been discovered that employees' perceived organizational support (POS) has a positive impact on organizational citizenship behavior (OCB). Additionally, it has been noticed that the reason for volunteer participation serves as a moderator in the causal connection between the aforementioned variables (Kao et al., 2023).

Organizational commitment (OC) is defined as the extent to which an employee aligns themselves with a specific organization, its purposes, and their intention to continue being a part of that organization. Organizational commitment is defined as the extent to which an individual is committed to an organization. Organizational commitment is defined by three essential aspects: Firstly, it involves having an unwavering faith in and wholeheartedly embracing the goals and principles of the organization. Secondly, it requires an eagerness to dedicate a huge quantity of care on behalf of the corporation as a whole. Lastly, it should

include an undying commitment or ambition to stick with the organization. (Mowday et al., 1979). According to Bakhshi and Sharma (2011), normative commitment has a significant positive impact on the overall assessment of the behavior of organizational citizenship (OCB). According to Idzna et al. (2021), the proactive personality has little of an impact on employees' commitment to the company. However, it does have significant impacts on employees' OCB. A substantial connection has been discovered between dedication to the organization as a whole and organizational citizenship behavior (OCB). Additionally, it has been found that the Person-Organization fit (P-O fit) plays a moderating function in establishing a connection between commitment to the organization and Organizational Citizenship Behavior (OCB) (Jehanzeb, 2020). In this research, a study was carried out to investigate the effect of personality traits, perceived encouragement from the organization as a whole, and loyalty to the company's goals on organizational citizenship behavior within commercial sales employees.

METHODOLOGY

Method

The study and sample selection were done with a simple random sampling method, and a descriptive cross-sectional survey was used as the research design. The sample population includes male sales executives from retail mobile shops in Chennai District, Tamil Nadu, India. The age range of the participants in the study was 19–32 years, and it was divided into two groups: group 1 (19–23 years) and group 2 (24–32 years), with one to more than three years of work experience in the same field. Initially, questionnaires were distributed to 150 executives, and all of them returned the filled-out questionnaires. Inclusion in this study is solely based on job experience in retail sales, and the number of years of experience and those of applications with incomplete data are excluded. The final population size that comprised this study consisted of 113 individuals. A total of 37 applications for data were omitted from the study because they contained unfinished or missing data.

Psychological Measures

The Big Five Personality Inventory (BFI) is a 44-item assessment that aims to evaluate an individual's personality by considering the Big Five Factors or dimensions. Each factor, namely Extraversion, Agreeableness, Conscientiousness, Neuroticism, and Openness to experience, is subsequently divided into personality facets (John & Srivastava, 1999). The split-half reliability was established by the researcher. The reliability coefficients for each aspect of personality are as follows: Extraversion: 0.86; Agreeableness: 0.76; Conscientiousness: 0.92; Neuroticism: 0.97; and Openness to experience: 0.87. Perceived Organizational Support (POS) includes eight questions that assess a person's perception of support from the organization, as stated in the Organizational Support Theory by Eisenberger et al. (1986). The existence of significant relationships with other constructs indicates that the POS has both convergent and criterion validity. The author of the study established the reliability split in half, and the consequent reliability coefficient was found to be 0.95. Mowday, Steers, and Porter first developed the Organizational Commitment Questionnaire (OCQ) in 1979. Fifteen items are utilized to delineate global organizational commitment. The measure that is widely used has been modified in order to assess professional commitment. This modification involves substituting the word "organization" with the term "profession". The researcher found a split-half coefficient of reliability of 0.93. Karunanidhi & Manimala (2009) modified the organizational citizenship behavior scale with a focus on the Indian context for use in the current research. The scale originally created by Podsakoff in 1990 consists of an overall total of 24 items. The scale used for this study comprises 17 items. The test-retest coefficients were determined to have a reliability of 0.96.

Analysis

Statistical analysis is a method used to analyse and interpret data in order to draw meaningful conclusions. Pearson's product moment Correlation was used to analyse the relationship between the variables under consideration. The results were evaluated using the statistical software SPSS.

RESULTS

Table 1 The relationship between the Big Five dimensions of personality, POS, OC, and OCB.

Variables	POS	OC	OCB
Neuroticism	-0.03	0.13	0.01
Extraversion	0.07	-0.18	-0.04
Agreeableness	0.16	-0.23*	-0.14
Conscientiousness	0.04	-0.20*	0.05
Openness to experience	0.18	-0.06	0.20*
Perceived organisational support (POS)		0.05	0.03
Organizational Commitment (OC)			0.38**

* Significant at 0.05 level (two-tailed); OCB – Organizational Citizenship Behaviour; ** The result is statistically significant at the 0.01 level, considering a two-tailed test.

According to Table 1, it can be found that the big five factors concerning personality have no influence on POS. The factors of agreeableness (r = -0.23, p < 0.05) and conscientiousness (r = -0.20, p < 0.05) in the big five personality traits were found to have a negative influence on Organizational commitment (OC). The correlation coefficient between Openness to experience and Organizational Citizenship behavior (OCB) is r = 0.20, with a significance level of p < 0.05. Similarly, the correlation coefficient between Organizational Commitment (OC) and OCB is r = 0.38, with a significance level of p < 0.01. These findings indicate a positive relationship between Openness to experience, Organizational Commitment, and OCB.

Table 2 Difference in POS, OC and OCB based on age and work experience.

Variables	Age					Years of experience				
	Age	N	Mean	SD	t	Experience	N	Mean	SD	t
POS	19-23	48	32.39	2.34	0.99	1-3	64	32.38	2.17	1.42
	24-32	65	32.80	1.99		>3	49	32.96	2.10	
OC	19-23	48	64.95	2.25	4.46**	1-3	64	65.3	2.46	4.22**
	24-32	65	67.42	3.29		>3	49	67.59	3.28	
OCB	19-23	48	74.02	2.61	5.54**	1-3	64	74.37	2.72	5.61**
	24-32	65	76.66	2.42		>3	49	77.04	2.20	

** The result is statistically significant at the 0.01 level, considering a two-tailed test.

According to Table 2, there appears to be a notable distinction between OC and OCB depending on age. Employees who belong to the age range of 24-32 exhibit higher levels of commitment to their employer (t = 4.46, p < 0.01) and engage in more Organizational Citizenship Behavior (OCB) (t = 5.54, p < 0.01) compared to employees who belong to the age range of 19-23. Apart from age, it has been found that there is an important distinction between OC (t = 4.22, p < 0.01) and OCB (t = 5.61, p < 0.01) due to their experience.

DISCUSSION AND CONCLUSION

Organizational citizenship behavior (OCB) is widely recognized as a crucial element necessary for enhancing organizational effectiveness and productivity within an

organization. The outcomes of the study indicate a noteworthy beneficial relationship between the openness to experience category of personality and citizenship behavior in organizations. Individuals who demonstrate a higher level of willingness are more inclined to achieve superior outcomes in their professional endeavours when compared to those who exhibit a lower level of openness. One potential explanation for this outcome is that individuals who exhibit high levels of openness to experience may possess characteristics such as creativity, curiosity, and creativity. These individual traits have the potential to contribute to improved achievement in OCB. Openness to experience is a crucial personality trait in predicting organizational citizenship behavior. This result aligns with the research results of Elanain (2007), who claimed that openness to experience serves as an important indicator of interpersonal performance. According to the analysis, a correlation between neuroticism, extraversion, agreeableness, conscientiousness, and organizational citizenship conduct was not shown to be statistically significant.

Most research studies indicate a beneficial correlation between the traits of extraversion, agreeableness, and conscientiousness in personality and OCB. Nevertheless, the findings of the current research were incompatible with the conclusions that were drawn from previous studies. Organizational citizenship behavior, also known as OCB, is an essential element of every individual's activity within an organization. It involves helping colleagues, working extra hours when required, and dealing with minor inconveniences. Most studies show a beneficial association between the aspects of extraversion, agreeableness, and conscientiousness in personality traits and OCB. The contradictions in the findings may be due to the sample population. (Singh & Singh, 2009) used front-level managers for their study, while Elanain (2007) conducted the study with employees working in service sectors. For the current study, the sample population consists of marketing executives. It is evident that employees working at the managerial level exhibit a higher degree of organisational citizenship behaviour compared to employees at lower levels. Each person is unique and possesses a distinct personality type that may be better suited to specific organisational situations. Thus, according to the findings, it can be concluded that an individual's personality does not have an impact on an employee's workplace behaviours. There does not seem to be a significant link between POS and organizational citizenship behavior. For employees, the organization serves as a valuable source of socio-emotional resources. Organizations help with satisfying the needs of employees for approval, esteem, and affiliation. A favourable evaluation by the organization suggests that higher levels of effort will be noticed and rewarded. The results suggest that there is no correlation between employees' perceptions of support from the organization and their engagement in organizational citizenship behavior. There appears to be a discrepancy between the present findings and the results reported by Shanock and Eisenberger (2006).

There exists a noteworthy correlation between commitment within an organization and organizational citizenship behavior. This shows that an employee's positive attitude toward the organization and trust in its beliefs and goals are linked to their desirable citizenship behavior. The link between commitment within an organization and organizational citizenship behavior is displayed. The result coincides with the findings of Carmeli and Freund (2003), which suggest the positive effect of organizational commitment on organizational citizenship behavior. Based on the current findings, it can be concluded that there is no discernible connection between traits of personality and perceived organizational support. People working in the marketing department perceive that they don't feel sufficiently supported and appreciated by the organization, which has resulted in a lack of motivation. The results of the study indicate a negative correlation among the agreeableness

factor of personality, the conscientiousness aspect of personality, and organizational commitment. This suggests that when agreeableness and conscientiousness results are low, there tends to be a higher level of organizational commitment. The results suggest there is no significant connection between the dimensions of personality, specifically neuroticism, extraversion, openness to experience, and organizational commitment. These findings contradict the findings of Jansen (2010), who reported an important connection between Affective commitment and personality traits. The author only discussed one aspect of commitment in relation to personality traits. The results suggest that personality traits may have an effect on emotional commitment. However, the present study specifically focuses on examining the connection among personality traits and organizational commitment as a whole. This assertion suggests that person-to-person variances did not have any effect on organizational commitment. According to Van Dick (2001), people perceive that they feel encouraged and valued by the organization and are motivated. They are willing to contribute more to the organization's objectives (Eisenberger, 1986) and get involved (Rhoades et al., 2001). Based on the present results, it can be discovered that there is no observed change in organizational commitment unless there is a perceived change in organizational support. This assertion implies that there is no link between an employee's perception of the organization and their commitment to it, their values, and their beliefs.

Additionally, in the examination of demographic factors, it turns out that marketing executives of varying age groups exhibit differences in their levels of commitment and citizenship behavior. This observation suggests that employees who are older in age generally exhibit higher levels of commitment and engagement in citizenship behaviors compared to their younger counterparts. Furthermore, it shows that age did not exert any effect on the perceived organizational support. This statement indicates that there is no discernible distinction among executives in marketing in terms of their perceived organizational support. Years of experience have been found to have an influence on both OC and OCB. However, at present, there is a lack of evidence to indicate any impact it may have on the POS. This illustrates that people who have gained years of expertise in the same job typically show higher levels of commitment to the company and demonstrate improved performance. However, it was discovered that, despite having many years of expertise, it had no impact on the POS. The result indicates there is no discernible distinction in the POS among employees with varying levels of experience.

Overall, the results suggest that there is a clear and substantial association between organizational commitment and performance at work. This assertion suggests that the level of organizational commitment will have an impact on the manifestation of organizational citizenship behavior. Variables such as personality and POS do not appear to have any influence on OCB.

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