

**Predicting Organization Citizenship Behavior  
of Financial Institute Employees  
with Big Five Personality Factor and  
Organizational Values**

Chan Ching Fai  
SS 5790

## Abstract

The purpose of this paper studied the impact of both individual and environmental factors on eliciting Organization Citizenship Behavior (OCB). Big Five Personality Factor was used to understand the relationship of personality on OCB. Organizational values were treated as environmental factor that helped to moderate the effect of personality on OCB. These values were derived from both the global Chinese values and the core values of a financial institute in Hong Kong. A total of 103 staff members drawn from senior to junior rank in the organization participated in this study. The participants were required to rate their personality score, rank the most recognized organizational values, and complete the OCB score in a self-administered questionnaire. It is found that personality factors are significantly related to all three dimensions of OCB (altruism, sportsmanship, and civic virtue). This relationship is particularly salient on conscientiousness, which is positively correlated to five dimensions of OCB. Regression analysis was used to understand the role of organizational values as moderator of personality on OCB. The result is that moderating effect was identified on two major organizational values: progressive and engaged at work for the influence of personality in predicting OCB outcomes.

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## Introduction

Discretionary efforts. In a rapid changing business environment, organizations need to build competitive edge by meeting and exceeding customer expectations. Being differentiated from competitors is one of the means to build a competitive edge. This demands employees' commitment to contribute innovative ideas and deliver exceptional service to customer. As the author is a trainer by professional in a sizable financial institute, enhancing employee performance through training and development is one the prime duties. Meeting the training need of employees and working closely with different functional units, the author was inspired by the employees' extra efforts at work which is crucial to the organizational effectiveness. These efforts include staying late in office to follow through the project, showing heart-felt courtesy to customers, caring to colleagues, and helping each other proactively, etc. These efforts are regarded as discretionary, work beyond the job requirement, and not directly get credited.

Demand for discretionary effort is paramount important in financial industry in which close interface and relationship with customers are essential for business growth. To keep competitive, the organization studied had been undergoing a rejuvenation of brand image, in which organizational values were stressed and cultivated to all employees.

Purpose of study. This paper is to study the discretionary efforts and its determinants in the organization mentioned above. The organization was pioneer in offering premium service to customers in financial industry. Thus, it has a strenuous requirement on employee performance, such as serving customers, taking initiative and "walking an extra mile" for both internal and external customer. Questions have

been raised on what kind of personality relate to discretionary efforts; and the impact of organizational values on employees' behavior.

Organization Citizenship Behavior. One of the descriptions on discretionary effort is known as “good soldier syndrome”, referring to Organization Citizenship Behavior (Organ, 1988). Different concepts with similar connotation developed, such as extra-role, described as un-required and unenforceable behavior (Van Dyne, Cummings, & Parks, 1995), contextual performance referred as doing extra to contribute on social, psychological, and organizational aspect of an organization (Borman & Motowidlo, 1993), and prosocial organization behavior, behaviors that support and contribute to the well-being of the organization (Brief & Motowidlo, 1986).

The pioneer work on discretionary effort was proposed by Katz (1964), who recognized the need for spontaneous and innovative citizenship actions that exceed the job requirement for efficient operations of organization. Early conceptual framework was developed by Dennis Organ (1988), who invented the term “Organizational Citizenship Behavior” (OCB). He defined it as “individual behavior 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.” (p. 4).

OCB model. The most widely recognized OCB model (Organ, 1988) consists of five distinctive dimensions: Altruism, behaviors that help organizational members; Sportsmanship, behaviors that withhold complain on unpleasant situation;

Conscientiousness, behaviors that demonstrate commitment and persistence (to eliminate any confusion between conscientiousness of Big Five and conscientiousness of OCB, organizational conscientiousness is used throughout the paper to refer to conscientiousness of OCB) ; Courtesy, behaviors that help organizational members to prevent problem from occurring; and Civic Virtue, behaviors that engage in political process of the organization.

Consequence of OCB. It is found that OCB raises organizational effectiveness and numerous research emerged to identify the causes and effects of OCB to employee as well as organization (Ball, Trevino, & Sims, 1994). One of its functions is to enhance organizational performance by “lubricating” the social machinery of the organization, reducing friction, and raising efficiency (Smith et al., 1983, p. 654). How this effort is encouraged is the primary concerns of many researchers and practitioners. (Murlis & Schubert, 2001). The notion of employee engagement thus arises to create opportunity for employees to elicit this behavior for the well being of the organization.

Antecedent of OCB. Factors that determine the occurrence of OCB are many. Empirical research has identified four major categories of antecedents: individual (employee) characteristics, task characteristics, organizational characteristics, and leadership behaviors (Podsakoff, et al., 2000).

Since OCB is performed by individuals, it is the prime concern to understand OCB on individual basis, while some of these behaviors are shaped by environmental factors, such as the work group, or the organization (George, 1990). This paper focus on both individual and organizational level as behavior is the function of personality

and environment, ( $B = f(P, E)$  whereas B stands for Behavior, P is Personality, and E refers to Environment) according to the classical Lewinian model (Organ and Bateman, 1986).

### Personality factors

Studies on individual characteristics in determining OCB focused on two main sources of OCB: the general affective “morale” factor, which is referred to employee satisfaction, organizational commitment, perceptions of fairness, and perceptions of leader supportiveness (Organ & Ryan, 1995). Another cause is individual dispositional factors (Big Five), such as agreeableness, conscientiousness, positive/negative affectivity. Big Five Research has shown that personality factor has association on job performance (Barrick & Mount, 1991). Barrick and Mount argued that conscientiousness, extraversion, and openness were related to performance criteria across job groups, that extraversion was prevalent to sales performance. Empirical findings also proved the predictive validity of Big Five to job performance, particularly conscientiousness and neuroticism (De Fruyt & Salgado, 2003). Matthews and Deary (1998) proposed that conscientiousness is the most consistent predictor of job performance.

In this regard, the author focuses on the Big Five Personality Factor in studying the link between personality and OCB. The Big Five factor are: neuroticism, the level of instability; extraversion, the degree of sociability; openness, degree of openness to new experience; agreeableness, degree of friendliness towards others; conscientiousness, degree of commitment and perseverance. These variables showed

effect on causing OCB, particularly conscientiousness is significantly related to altruism ( $r = 0.22$ ) in a study (Organ & Ryan, 1995). In another study on Big Five and citizenship performance, it is found that remarkable correlation ( $r = 0.43$ ) is found (Ones, Viswesvaran, Dilchert, 2005). Therefore, it is plausible that there is correlation between the Big Five and OCB.

Conscientiousness. Finding on relationship of specific Big Five factor and OCB is derived from McCrae and Costa (1992). They found that conscientiousness encompassed attributes such as neatness, organization, dependability, perseverance, and punctuality (Konovsky & Organ, 1996). Konovsky and Organ claimed that the dimension of conscientiousness on personality was related to both civic virtue and conscientiousness OCB (hereafter organizational conscientiousness). Ones and Viswesvaran (1997) offered a conceptual explanation on conscientiousness-work relationship. They suggested that conscientious people were more committed at work, resulting in higher productivity; enabling them to learn more job knowledge; putting extra-ordinary efforts, setting & implementing goal consciously, and declining counter-productive behavior (De Fruyt & Salgado, 2003).

Hypothesis. In the financial industry, prudent and trustworthiness are some of the working ethnics, which are similar to conscientiousness in nature. Will conscientiousness enhance the OCB? This is one of the focal questions to be answered in this study. Since conscientiousness of Big Five Personality is similar to organizational conscientious in nature, therefore, it is expected that positive relationship between conscientiousness of Big Five and organizational conscientiousness exists. The first hypothesis is:

H1: Conscientiousness is positively correlated with organizational conscientiousness.

Agreeableness. Considering another distinctive Big Five factor, it was proved that agreeableness had relationship with altruism and courtesy of OCB (Organ, 1994). McCrae (2002) found that agreeableness personality factor seemed to measure variables such as courteousness, selflessness, generosity, likeability, and good-naturedness thus enhancing work with others (Konovsky & Organ, 1996). Since the author provides internal support to various departments and found most of employees are agreeable and cooperative, interest is raised whether such behaviors are triggered by personality or environmental factors. Based on the literature review and field observation, it is expected that positive relationship between agreeableness and courtesy of OCB exists. Thus, the second hypothesis is written as:

H2: Agreeableness is positively correlated with courtesy of OCB

Neuroticism. It is logical to note that stress may have adverse effect on job performance, particularly it may lead to negative behavior at work, such as grievance or complain. Sample from European Community revealed that emotional stability is valid predictors across job criteria and occupational groups (Salgado, 1997). Besides, there is negative relationship between neuroticism and performance identified by Matthews (1998). Therefore, it is expected that neuroticism may lead to stress or grievance at work, thereby negatively related to OCB, in particular to sportsmanship,

which means withholding complain on unpleasant situation at work. Thus, the third hypothesis is written as:

H3: Neuroticism is negatively correlated with sportsmanship of OCB

#### Environmental factor

Organization characteristics. According to the social learning model (Bandura, 1971), our behavior is the response to the interaction effect of individual internal processes and external environment. Researchers raised the issue that the impact of moderator on the personality-performance relation. This moderator may be the situation (environment), such as the organization culture, in which performance takes place (Barrick & Mount, 1993), in particular the effect of situational strength (Mischel, 1977). If the environment provides a strong indication on some desirable behaviors, personality factor may play a lesser role in explaining behavior in organizations (Beaty, Cleveland, & Murphy, 2001). It is therefore essential to identify and compare the impact of both individual and environmental factor on OCB outcomes.

Though there is no clear relationship between organizational characteristics and OCB established, it is found that group cohesiveness was significantly related to all five dimensions of OCB. Besides, perceived organizational support is significantly related to altruism (Podsakoff, et al., 2000). The organization culture may be a possible determinant of OCB that creates a favorable and supportive environment for the employees to elicit the reciprocal behaviors to organization.

Organizational culture. A number of studies revealed that organizational culture had impact on how employees feel (Schein, 1985). Individual presides in different cultures may interpret and conform to OCB differently. It is argued that OCB is socially based (Brief & Motowidlo, 1986) and its behaviors connote cultural component. According to Schein's model of culture (1990), he defined organizational culture as a normative system of shared values and beliefs that regulate how organization members feel, think, and behave. The organizational culture delineates the requirement and expectation of organizational life (Veiga, Lubatkin, Calori, & Very, 2000) by outlining behaviors that are important in the organization. For example, organization that values collaboration may encourage helping behaviors and teamwork among members. Specific finding suggested that there is a positive relationship that values, such as accountability and valid information, and a sense of common purpose may lead to OCB among organization members (Somech & Drach-Zahavy, 2004).

How can we measure the organizational culture and its impact on OCB? There is little consensus on agreeing the construct of organizational culture (Martin, 1992). Attempts have been made to conceptualize and operationalize the culture by deriving the specific values shared within the organization (Schein, 1985). This relates to values on the nature and function of employment relationships. One approach to conceptualize the organizational culture is to understand the response to value statements (Martin & Frost, 1999), thus allowing the development of quantitative measures. Since values at work are related to behavior within organizations, and also affected by broader social values (Meglino & Ravlin, 1998). Therefore, the author identified a number of work values from both the global Chinese values (Chinese

Culture Connection, 1987) and the context-specific values of the organization so as to investigate the relationship between organizational values and OCB. Nine values were selected from the Chinese Culture Connection's global Chinese values based on their relevancy on the working environment. These values are order relationships, prudence, loyalty, contentedness, thrift, steadiness, moderation, obedience, and harmonious relationship. The rest of eleven values are derived from elements of the brand character and core values of the organization originally proclaimed in a corporate function (Brand Character, 2006). These values are progressive, corporate responsibility, engaged at work, integrity, execution excellence, teamwork, courtesy, innovation, can-do attitude, independent thinking, and professionalism (Brand Character, 2006).

Organizational values as moderator of OCB. Questions have been raised on the effect of moderator on personality-performance relationship, such moderators are "communion", "finding meaning", and "striving for status". It has been suggested that striving for communion and status might help to explain the impact of extraversion and agreeableness on work team effectiveness (Barrick et al., 1998). Identifying with the meaning of the job may help to explain further the relationship between personality and values at work. Thus, it is interesting to note any organizational values that play the moderating role on personality-OCB relationship.

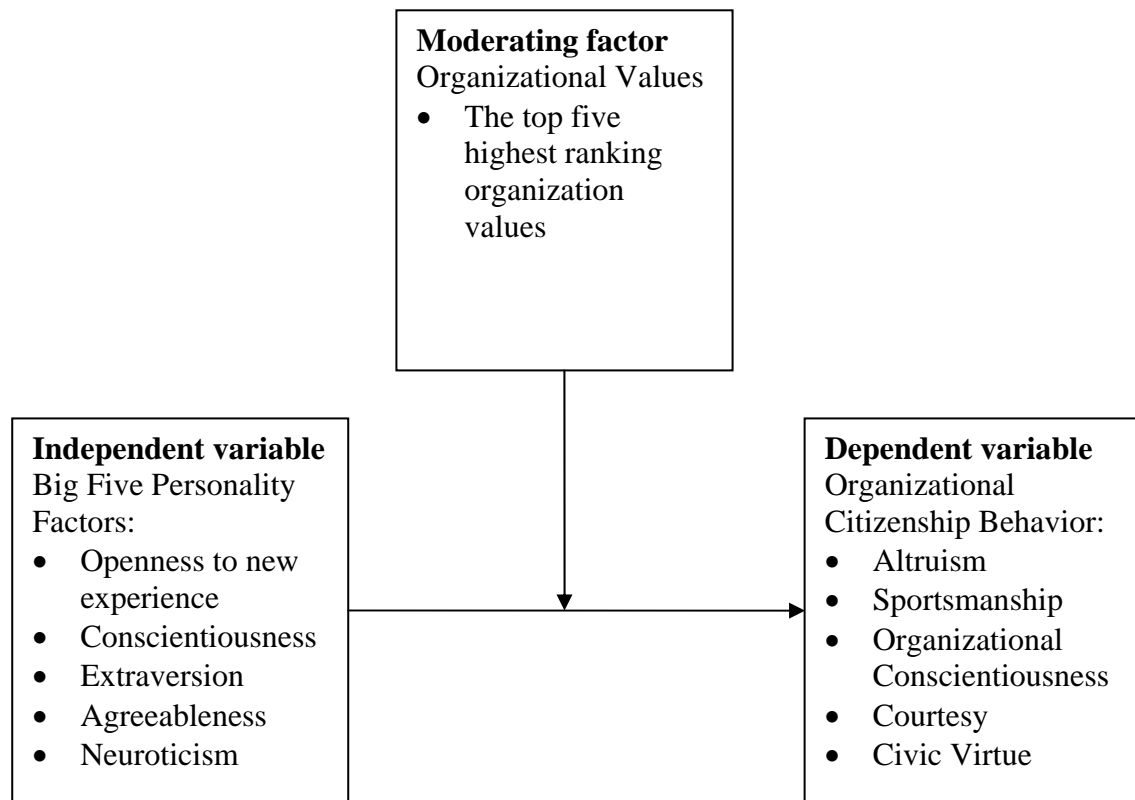
The organization studied is one of the largest financial institutes in Hong Kong. It was set up by the local Chinese, and has a history of more than 70 years. The founders are strong advocate of Chinese work ethics, such as industriousness, prudent, perseverance, customer service etc. and these ethics have been the core value of the

organization. It is believed that employees' thoughts and behaviors are well-established and identified with the organizational values, particularly to employees with long tenure. With rejuvenation of brand image in 2006, core organizational values were refined and promoted to all employees. Employees are expected to demonstrate behaviors that align with the organizational values and its brand image. From previous empirical findings on the association between organizational value and OCB, it is expected that organizational values help to further predict the OCB, other than personality alone. The more an employee identifies with the organization values and feels committed to them, the higher the possibility the members demonstrate the OCB. Thus, it is logic to identify the enhancing effect of organizational values on personality in predicting OCB. Thus, the fourth hypothesis is:

H4: There is moderating effect of organizational values on personality-OCB relationship

Given the personality factors are the independent variables whereas OCB is the dependent variable, the author assumes the moderating role of organizational values on OCB and draws the relationship in Figure 1.

Figure 1 Relationship of Big Five personality factor, Organizational Value, and Organizational Citizenship Behavior.



## Method

**Participants.** All the employees of the organization mentioned above are the target participants of this study. A sample of 150 employees was drawn by random sampling who attended training course at the training centre of the organization from late April to early June 2007.

**Measures.** To administrate the hypotheses testing, a number of instruments were used to measure personality factors, organizational values, and OCB. The questionnaire is attached in Appendix A. It is predicted that different personality factors may have different impact on dimensions of OCB. The Big Five factors are treated as independent variables whereas five dimensions of OCB are dependent variables in this study. The organizational values are moderating factor of personality-OCB relationship.

## Independent variable

**Big five personality.** Big Five Personality Inventory (Lai, 2005; Goldberg, L. R., 1999) was used as the personality measure for this study. The 50-item measure composed of five 10-item subscale measures openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism. Each question is answered on a five-point Likert scale, the answers ranging from 'strongly disagree' to 'strongly agree'. Some questions are negatively phrased and recoded to arrive a genuine score. The scale is attached in Appendix B.

## Moderating factor

Organizational values. The 20 values items constitute global Chinese values (attached in Appendix C) and the context-specific values pertaining to the organization's core values. As discussed before, the Chinese Values is derived from the Chinese Culture Connection (1987) which composed of items related to work values of Chinese culture. The organizational values are context-specific and pertained to the core values redefined by the organization. These values are progressive, corporate responsibility, engaged at work, integrity, execution excellence, teamwork, courtesy, innovation, can-do attitude, independent thinking, and professionalism. Each of these values was disseminated to all staff through various channels, such as training, internal newsletter, intranet, corporate video, and briefing. Therefore, the participants are expected to have general understanding on all the organizational values stipulated in the questionnaire. Participants chose the ten most recognized values and ranked the top five, with 1 is the highest. The use of this method is to differentiate the importance of organizational values among the participants. Reverse coding was conducted on the ranking of the top five values. That is the value ranked number one was recoded as 5, so as to compute the mean score on each value and arrived the top five mean scores for comparison.

## Dependent variable

OCB. A total of 20 items covering five dimensions of OCB was derived from Organ's original version of OCB (Organ, 1988) with reference to the version developed by Podsakoff and Mackenzie (1994). Scale of Organ's OCB original

measurement is in Appendix D. Each dimension consists of four questions. Participants were required to indicate the extent to which they typically demonstrated various OCB at work. A 7-point interval scale with higher values showing more OCB was used. The dimension of sportsmanship were negatively phrased and recoded to arrive the genuine OCB score.

## Procedure

A total of 150 questionnaires were distributed to employees who attended training course at the training centre of the organization from late April to early June, 2007. A brief instruction was given to the participants by the author to enhance their understanding of completing the questionnaire. Participants were invited to complete the self-report questionnaire and returned it to the author within a month. Participation is voluntarily.

## Results

A total of 106 questionnaires were collected, with response rate of 70.1%. Three questionnaires were discarded because of incomplete information. The sample comprised 38.8% male and 61.2% female, with majority of them (48.5%) fell in the age range of 25-34. The mean tenure is 7.04 years. Descriptive statistics and reliabilities of all measures used are reported in Table 1. Descriptive statistics and intercorrelations among variables of personality factors, organizational values and OCB are in Appendix E.

Table1 Descriptive Statistics of the sample (n = 103)

Variables	Range / No. of items	M(SD)	Cronbach's Alpha
Gender	38.8% male, 61.2% female		
Age range <sup>1</sup>	1-4	2.38	-
Education level <sup>2</sup>	1-5	3.91	-
Year of work	1-32	10.92 (7.16)	-
Tenure	0.1-31	7.04 (7.58)	-
Extroversion	10 items	32.08 (5.86)	0.857
Agreeableness	10 items	38.54 (3.32)	0.646
Neuroticism	10 items	27.14 (6.14)	0.839
Conscientiousness	10 items	37.35 (3.66)	0.632
Openness	10 items	33.05 (4.42)	0.748
Progressive*	-	2.58 (1.91)	-
Engaged at work*	-	1.59 (1.91)	-
Integrity*	-	1.85 (2.09)	-
Innovation*	-	1.07 (1.58)	-
Professionalism*	-	1.41 (1.82)	-
Altruism	4 items	20.35 (2.12)	0.635
Sportsmanship	4 items	21.05 (2.96)	0.762
Civic Virtue	4 items	19.09 (2.63)	0.650
Organizational Conscientiousness	4 items	21.29 (2.71)	0.613
Courtesy	4 items	20.93 (2.24)	0.642
Job grade <sup>3</sup>	1-3	1.76	-
Job type <sup>4</sup>	1-5	2.58	-

<sup>1</sup>Age range: 1=18-24, 2=25-34, 3= 35-44, 4=45-54, 5=55-64, 6=65 or above

<sup>2</sup>Education: 1=secondary, 2=dip./cert.,3=associate degree, 4= bachelor, 5=master or graduate school, 6=others

<sup>3</sup>Job grade: 1=executive, 2=officer, 3=clerical

<sup>4</sup>Job type: 1=management, 2=sales, 3=logistics support, 4=frontline, 5=others

\*The top five highest mean score on organizational values

Reliability of measures. To identify the reliability of measures, Cronbrach's Alphas were computed as indicated in Table 1. All alphas values are above 0.6, which is acceptable for exploratory study like this sort. The highest alpha value is extraversion which is 0.857 and the lowest value is courtesy of OCB which is 0.613.

## Hypothesis testing

Relationship between personality and OCB. There is correlation between Big Five Personality factor and OCB. From the pattern of bivariate correlations reported below in Table 2, it can be found that personality factors, except neuroticism, are statistical significant and positively related to altruism, sportsmanship, and civic virtue of OCB. Relationship between conscientiousness and all five dimensions of OCB are salient, whereas agreeableness is also positive correlated with courtesy in OCB.

Table 2. Intercorrelation between personality factors and OCB

	Extroversion	Agreeableness	Neuroticism	Conscientiousness	Openness
Altruism	.335**	.363**	-.215*	.403**	.299**
Sportsmanship	.246*	.343**	-.395**	.288**	.280**
Civic Virtue	.440**	.326**	-.29**	.319**	.369**
Organizational	.085	.178	-.158	.470**	.152
Conscientiousness					
Courtesy	.135	.366**	-.109	.398**	.159

\*\*  $p < 0.01$  , \*  $p < 0.05$

Therefore, the first hypothesis: conscientiousness is positive correlated with organizational conscientiousness; and second hypotheses: agreeableness is positively correlated with courtesy of OCB are accepted. To further understand the relationship between personality factors and OCB, those personality factors that are statistically correlated with respective dimension of OCB identified were further analyzed through one-way analyses of variance (ANOVA), with post hoc-Bonferroni test. Subjects were divided into three groups according to their level of scores on each personality factor. Mean, standard deviation, F values and effect size for three dimensions of OCB, namely, altruism, sportsmanship, and civic virtue is showed below in Table 3.

Table 3 Means, standard deviation, F values, and effect size for five dimensions of OCB in all Big Five Personality Factor.

Altruism					
Personality factors	Mean (SD)			F	Effect size
	High	Middle	Low		
Extroversion	21.08(2.02)	20.64(1.66)	19.34(2.31)	5.108**	0.134
Agreeableness	21.34(1.91)	20.12(1.77)	19.59(2.15)	7.418***	0.131
Neuroticism	19.93(2.00)	20.18(1.57)	21(2.75)	2.186	0.042
Conscientiousness	21.71(1.84)	20.05(2.20)	19.61(1.75)	9.845***	0.164
Openness	21.08(2.09)	20.21(2.09)	19.77(2.31)	3.892*	0.072

Sportsmanship					
Personality factors	Mean (SD)			F	Effect size
	High	Middle	Low		
Extroversion	21.92(2.81)	21.42(2.97)	19.88(2.72)	3.914*	0.106
Agreeableness	22.03(3.29)	21.44(2.45)	19.62(2.32)	6.541**	0.117
Neuroticism	19.30(2.76)	20.88(2.47)	22.87(2.71)	14.148***	0.224
Conscientiousness	22.39(2.99)	20.72(2.72)	20.36(2.92)	4.389**	0.080
Openness	22.28(3.05)	20.75(2.88)	20.13(2.58)	5.615**	0.100

Civic Virtue					
Personality factors	Mean (SD)			F	Effect size
	High	Middle	Low		
Extraversion	20.36(2.79)	19.18(1.98)	17.56(2.36)	7.692***	0.189
Agreeableness	20.18(2.97)	18.82(1.90)	18.10(2.48)	6.031**	0.109
Neuroticism	18.23(2.84)	19.20(2.13)	19.77(2.93)	2.718	0.052
Conscientiousness	20.68(2.83)	18.49(2.47)	18.50(2.13)	8.022***	0.138
Openness	20.39(2.64)	18.79(2.59)	18.10(2.16)	8.406***	0.143

Organizational Conscientiousness					
Personality factors	Mean (SD)			F	Effect size
	High	Middle	Low		
Extraversion	21.67 (2.53)	21.67 (2.45)	20.63 (3.08)	1.589	0.045
Agreeableness	22.05 (2.99)	20.91(2.45)	20.83 (2.55)	2.275	0.044
Neuroticism	21.27 (2.72)	20.45(2.32)	22.48 (2.86)	5.280**	0.097
Conscientiousness	22.79 (2.55)	21.56(2.46)	19.83 (2.41)	11.688***	0.189
Openness	21.67 (2.69)	21.36 (2.40)	20.90 (2.93)	0.762	0.015

Courtesy					
Personality factors	Mean (SD)			F	Effect size
	High	Middle	Low		
Extraversion	21.19 (2.09)	21.33 (2.16)	20.34 (2.41)	1.795	0.051
Agreeableness	22.00 (2.15)	20.50 (1.97)	20.17 (2.22)	7.437***	0.131
Neuroticism	20.70 (2.00)	20.58 (1.88)	21.65 (2.76)	2.279	0.044
Conscientiousness	22.64 (2.18)	20.41 (1.90)	20.17 (1.94)	14.320***	0.222
Openness	21.50 (2.27)	20.39 (1.95)	20.79 (2.33)	2.090	0.040

\* $p < 0.05$ , \*\*  $p < 0.01$ , \*\*\*  $p < 0.001$

The result further proved that there was a statistically significant effect for four major personality factors, namely extroversion, agreeableness, conscientiousness, and openness. Post-hoc comparisons using Bonferroni test indicated that all high

mean score group of personality factors are significantly higher than the rest of middle and low score group. Higher scores in personality factors are associated with higher scores on the altruism, sportsmanship, and civic virtue of OCB.

It is also worth to observe the positive and statistically significant relationship between conscientiousness of personality and organizational conscientiousness as showed in Table 3. The results further support the first hypothesis that conscientiousness of personality is positively correlated with organizational conscientiousness ( $F = 11.688$ ,  $p < 0.001$ , effect size is 0.189).

Positive relationship is also noted between agreeableness and courtesy ( $F = 7.437$ ,  $p < 0.001$ , effect size is 0.131). This thus supports the second hypothesis that agreeableness is positively correlated with courtesy of OCB.

Neuroticism on OCB. The correlation between neuroticism and three dimensions of OCB is negatively correlated and statistically significant as shown in Table 2. These dimensions are altruism ( $r = -0.215$ ,  $p < 0.05$ ), sportsmanship ( $r = -0.395$ ,  $p < 0.01$ ), and civic virtue ( $r = -0.29$ ,  $p < 0.01$ ). It is found that this negative relationship is more salient between neuroticism and sportsmanship ( $r = -0.395$ ,  $p < 0.01$ ). From ANOVA in Table 3, neuroticism is also negatively correlated and statistically significant with sportsmanship. Higher scores on neuroticism resulted in lower scores on sportsmanship which is a reverse relationship. This supports the third hypothesis that neuroticism is negatively correlated with sportsmanship of OCB.

To conclude the hypothesis testing on personality-OCB relationship, the result from bivariate correlations and ANOVA suggests that conscientiousness has effect on

OCB in all dimensions. Thus, the finding supports the first hypothesis that the relationship between conscientiousness of Big Five and organizational conscientiousness is positively correlated. Though no statistical significant relationship is found between agreeableness and organizational conscientiousness, agreeableness has positive and statistical significant relationship with four major dimensions (altruism, sportsmanship, civic virtue, and courtesy) of OCB. Therefore, the second hypothesis is accepted in which relationship between agreeableness and courtesy of OCB is found. Neuroticism in particular is statistical significant and negative correlated with sportsmanship, thus the third hypothesis is accepted.

#### Moderating effects of organizational values

Organizational values. The most recognized values were obtained by counting (frequency) the number of participants on choosing the ten values out of twenty organizational values, whereas the top rank of organizational values was derived from the mean score. The results showed that progressive is the most recognized as well as the top ranked organizational value, having the highest frequency and mean score. All of the top five values, namely, progressive, innovation, can-do attitude, engaged at work, and professionalism are the organization's core values. The five most recognized values and the top five ranking are listed below in Table 4. Frequency, mean, standard deviation for all 20 organizational values is showed in Appendix F.

Table 4. Five most recognized values and top five ranking values

Category	1	2	3	4	5
Five most recognized values (by frequency)	Progressive (90)	Integrity (81)	Innovation (78)	Can-do Attitude (77)	Engaged at work (76)
Top Five Ranking (by mean score)	Progressive (2.58)	Integrity (1.85)	Engaged at work (1.59)	Profession- alism (1.41)	Innovation (1.07)

Testing the moderating effect on personality-OCB relationship. From the pattern of bivariate correlations, two distinctive organizational values, namely, progressive and engaged at work are positively correlated and statistically significant with civic virtue of OCB. Correlation coefficient between progressive and civic virtue is positive and statistically significant ( $r = 0.23, p < 0.05$ ); whereas the value between engaged at work and civic virtue is positive and statistically significant ( $r = 0.254, p < 0.01$ ). Particularly interesting is engaged at work shown positive and statistical significant relationship with sportsmanship ( $r = 0.214, p < 0.05$ ), and conscientiousness ( $r = 0.220, p < 0.05$ ).

To study the potential moderating effects of organizational values on personality-OCB relationship, a series of regression analysis were conducted to predict OCB outcomes. The analysis was administered for those personality factors and organizational values that are statistically significant and correlated with respective dimensions of OCB.

Findings of organizational values on predicting OCB outcome were interpreted only if the increase in variability ( $R^2$  change) accounted for at each step was statistically significant. Organizational values, namely progressive and engaged at work showed moderating effect of personality factors on several dimensions of OCB. They were related to altruism, sportsmanship, and civic virtue of OCB but not consistently across all dimensions, thus partially supporting hypothesis four. The rest of organizational values made no significant contribution to any of the components of OCB.

Agreeableness and progressive both explained a statistically significant amount of variance, and together explained 20.3% of the variance in Altruism. The addition of the interaction term increased the explained variance in Altruism by 7.1%. Thus, progressive is regarded as moderator of the effect of agreeableness on Altruism as shown in Table 5A

Table 5A. Moderating factor in predicting Altruism

Model 1	R <sup>2</sup>	R <sup>2</sup> change	Beta
Agreeableness	0.132***	0.132***	0.421***
Progressive	0.203**	0.071**	0.283**

\* $p < 0.05$ , \*\*  $p < 0.01$ , \*\*\*  $p < 0.001$

The results of regression analyses indicated that sportsmanship could be predicted from openness and engaged at work ( $R^2 = 0.114$ ,  $p < 0.05$ ). In each case, organizational value, namely engaged at work increased the explained variance in sportsmanship in both openness and neuroticism as showed in Table 5B. As the result of its statistically significant, therefore, evidence for moderating effect of engaged at work on sportsmanship exists in relation to openness and neuroticism on OCB as shown in Table 5B.

Table 5B. Moderating factor in predicting Sportsmanship

Model 1	R <sup>2</sup>	R <sup>2</sup> change	Beta
Openness	0.078**	0.078**	0.250*
Engaged at work	0.114*	0.036*	0.165
Model 2	R <sup>2</sup>	R <sup>2</sup> change	Beta
Neuroticism	0.156***	0.156***	-0.384***
Engaged at work	0.192*	0.035*	0.164

\* $p < 0.05$ , \*\*  $p < 0.01$ , \*\*\*  $p < 0.001$

Predicting civic virtue. As all the personality factors are positively correlated with civic virtue of OCB, except neuroticism, regression analysis is run by entering each personality factor, followed by two organizational values, progressive and

engaged at work, to examine their moderating effect on OCB. The result also showed progressive and engaged at work were predictors of civic virtue among all five personality factors. The result is fairly consistent for progressive as a moderator in all models. The introduction of engaged at work reduced the beta weight to non-significance, indicating that engaged at work is not an important predictor of civic virtue. Progressive is the sole predictor of civic virtue in all models as shown in Table 5C.

Table 5C. Moderating factor in predicting Civic Virtue

Model	R <sup>2</sup>	R <sup>2</sup> change	Beta
Model 1			
Extroversion	0.194*	0.194*	0.368***
Progressive	0.224*	0.031*	0.178***
Engaged at work	0.256*	0.032*	0.149
Model 2			
Agreeableness	0.106***	0.106***	0.392***
Progressive	0.219***	0.113***	0.343***
Engaged at work	0.252*	0.033*	0.137
Model 3			
Neuroticism	0.084**	0.084**	-0.242
Engaged at work	0.136*	0.052*	0.165
Model 4			
Conscientiousness	0.102**	0.102**	0.309***
Progressive	0.168**	0.066**	0.267**
Engaged at work	0.202*	0.034*	0.136
Model 5			
Openness	0.157***	0.157***	0.396***
Progressive	0.205*	0.048*	0.233**
Engaged at work	0.248*	0.043*	0.147

\* $p < 0.05$ , \*\*  $p < 0.01$ , \*\*\*  $p < 0.001$

As a conclusion, organizational value, mainly progressive has moderating effect of personality factors on OCB. This, thus, partially supports the hypothesis four that there is moderating effect of organizational value on personality-OCB relationship.

## Discussion

The study confirms and clarifies the link between personality factors and OCB. The data shows that all the personality factors (except neuroticism) are positively related to the major dimensions of OCB, namely altruism, sportsmanship, and civic virtue. It thus provides considerable support for the general hypothesis linking personality factor-OCB relationship. In particular, conscientiousness – OCB link appears to be robust across all dimensions of OCB. This conclusion is consistent with other findings on the effect of conscientiousness on eliciting OCB. One of the explanations on the impact of conscientiousness proposed by Barrick, Mount, and Strauss (1993) is the moderating effect of goal setting by individuals, thus affecting their job performance. The notion of goal setting is relevant to the organization studied as each employee is required to set his/her performance target, known as Measurable Performance Indicator (MPI) annually to ensure their work target is implemented and achieved. This exercise, to some extent, may contribute to eliciting OCB among employees. However, the effect of goal setting on OCB outcomes, in particular, the MPI exercise is subject to further investigation.

Besides, there is strong relationship between conscientiousness and organizational conscientiousness. The salient and significant correlation between these two variables may be attributed to the common facets and components of conscientiousness in both contexts. The former refers to dependability and conformity while the latter is commitment and persistence, which is similar in nature and characteristics. A precise examination of these two factors is warranted to further understand their relationship.

Moderating effect of Organizational value. Organizational value is a partial rather than a complete moderator of the effects of personality factors on three dimensions of OCB, namely altruism, sportsmanship, and civic virtue. Two major organizational values: progressive and engaged at work did show the moderating effect of personality on OCB. These two values are among the core values recently redefined and promoted by the organization. Why did these two values show variance in explaining the effect of personality factors on OCB but not the rest of organizational values? This may be explained by the rejuvenation of the brand image through repositioning a new corporate color, renovating office layout and introducing new uniform to convey a progressive image. Employees could feel the immediate impact of this change and relate this change to their daily work in a tangible manner. Thus, it may raise their awareness and acceptance to this value - progressive than the rest of organizational values.

Besides, the value of engaged at work has been emphasized by top management to promote staff engagement through the leadership of middle manager. A number of campaigns and incentive programs were organized to facilitate staff engagement, such as “Live the Brand”, in which employees were invited to act in accordance with the brand character. This may help to deepen the understanding among staff, thus resulting in recognizing the importance of this value. However, the effectiveness of these programs in eliciting OCB is subject to further examination.

Current studies revealed the importance and effectiveness of transformational leadership, which is an important factor in internalizing the organizational values

among employees. Transformational leader helps to communicate vision and direction to team members and invites them to commit themselves to the organizational values in achieving organizational goals (Bass & Avolio, 1994). It is plausible to assume that the supervisor or senior of the employees have immediate effect on subordinates' behavior, by talking and showing the organizational value at work.

As discussed above, leader helps to exemplify the organizational values, Executive staff is found to be more adhering to civic virtue by participating organization's function and activities. This may be explained by their prescribed role as management staff but it may also attribute to their individual motivation in demonstrating the civic virtue. Thus, this provides an opportunity for studying the role of transformational leader in enhancing the organizational values on OCB.

Contrary to the expectation and logical thought, majority of organizational values had no moderating effect on OCB. The strongest link between organizational value and OCB is Civic Virtue. Two organizational values have moderating effect of all personality factors on Civic Virtue. One possible explanation is that there were some specific aspects other than organizational value that produced such result. A more precise measurement on the organizational values may be required to study the link between organizational values and OCB. As suggested by Edwards (1994), Likert-type, rating scale could be used, instead of ranking the values, which provides more information regarding the distance between component measures, thus making comparison more precisely with rest of variables.

As values are relatively stable and enduring, the internalization of value may be difficult if the individual cannot envision the actualization of this value. This is particular true to majority of participants in this study. Most of them have joined the organization for less than 2-3 years (45%). Besides, the organization has just rejuvenated its brand and redefining its core values. It takes time for employees to recognize and demonstrate all the core values at work. Therefore, it may be logical to conclude that no salient effect is found on organizational values. Therefore, longitudinal study may provide more definite conclusion regarding the relationship between organizational values and OCB.

Another speculation of this finding is the culture difference in applying the western OCB. A study of OCB on a Chinese sample showed that context-specific (emic) dimension of OCB is significant and account for a larger proportion of variance than the universal dimensions (etic) (Farh et al., 1997). Farh noted that two dimensions of OCB, courtesy and sportsmanship, did not associate with any of the five dimensions of Chinese OCB developed by them. They categorized “interpersonal harmony” and “protecting company resources” as context-specific dimensions of Chinese OCB because their cultural roots were found in most Chinese societies. This may cause some culture difference in applying the western OCB to yield a local result like this one.

#### Implication & limitation

The objective of industrial/organizational psychology study is aimed at enhancing well-being of employee and organizational effectiveness (Anerson, Herrot,

& Hodgkinson, 2001). In this study, the author attempted to investigate personality, organizational values and OCB concepts so as to produce information that would be useful to the organization and their employees studied. The cause of behavior lies within characteristics of the individual or the environment or is a result of the interaction between the two; the present study suggests that, at least with respect to OCB, the answer is individual characteristics become more salient and significant than the organizational values. This provides hindsight on the importance of recruiting the right person (personality) that contributes to the organizational effectiveness. Besides, retaining the right person through staff development is crucial to sustain the success of employees as well as the organization.

Values are learned and hence can be taught deliberately through various means, such as training program. Organization, in order to succeed, should take a deliberate role to enable employees to internalize the values and act on those values to achieve a competitive edge. Employees who recognize creativity and initiative cannot act consistently if the organization does not encourage the expression of these values. Thus, creating a facilitating environment so as to induce OCB among employees is essential.

Limitation. To obtain a fair assessment on individual's perception on personality and OCB, information may be given by the supervisors of the focal person. Self-evaluation is used to understand personality and OCB, which is commonly found in personality-behavior-based studies, providing useful information on individual's perceptions of his or her behavior. However, some researchers (Berr, Church, & Waclawski, 2000) argued that this self-assessment is not as accurate and objective as

that which can be provided by the knowledgeable observers (e.g. one's direct reports, peers, and supervisors). It is because the supervisors or co-workers are affected by the consequence of the focal person's action and have fair opportunity to observe the behaviors over time and in different contexts. This method can eliminate the common method variance, in which participants will apply the same biases to complete all the measures, thus inflating the correlations between the measuring variables (Spector, 1987). Alternatively, the questionnaire could be administered in two separate phases to minimize the biases in completing all the items at a time.

As a self-reflection on learning, particularly on the measure of organizational values, a more precise measure may be adopted. Specifically, two set of questions may be prepared: one for participants to rate personal values (How important is each of these values to you?), and the other for them to rate their perceptions of their organization's values (How important is each of these values to your organization?) to derive a more precise measurement on personal and perceived organizational values for assessment and comparison between different variables.

## Conclusion

This study examined the role of personality factors in predicting OCB. This investigation replicated previous studies in showing that personality factors were positively correlated with job performance and OCB, in particular conscientious and agreeableness. The study confirms the previous research finding that personality factors are related to job performance. Hiring the right person (personality) is crucial to elicit OCB which is beneficial to the organization in return.

Organizational value, mainly progressive has moderating effect of personality factors on OCB. Though no direct and salient moderating effect of major organizational values on OCB is found in this study, it is believed that organizational values play an important role in leading the desirable behaviors at work. Further study could be conducted to investigate how do employees perceive and accept the organizational values; and their links to committing the positive behaviors.

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