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Impact of Personality on Organization Citizenship Behaviour

Divya Shetlur[1]*, Dr. Neha Mehta[2]

[1]Research Scholar, Gujarat Technological University
[2]LJ Institute of Management Studies, LJ University; PhD Guide, Gujarat Technological University

ABSTRACT

Personality plays a significant role in shaping how individuals perceive, respond to, and interact within organizational settings. Individual differences in personality can influence employees' willingness to assist colleagues, demonstrate responsibility, participate in organizational activities, and engage in behaviours that extend beyond formal job requirements. This study examines the impact of personality on Organizational Citizenship Behaviour (OCB) among Millennials employed in the Information Technology (IT) industry of Gujarat. The study is grounded in Raymond Cattell's 16 Personality Factor (16PF) model, which provides a multidimensional framework for understanding individual personality characteristics and their influence on workplace behaviour. OCB is examined through key dimensions including altruism, conscientiousness, and civic virtue. Adopting a quantitative research design, the study is based on primary data collected from 663 Millennials working in the IT sector of Gujarat. The study investigates whether and to what extent the different personality factors identified through the 16PF framework influence employees' citizenship behaviours. By focusing specifically on Millennials within the technology-driven IT sector, the research provides context-specific insights into the relationship between personality and discretionary workplace behaviour. The findings are expected to contribute to organizational behaviour literature and provide practical implications for employee selection, team formation, employee development, performance management, and organizational practices aimed at encouraging OCB. The study emphasizes the importance of understanding personality as a multidimensional individual characteristic in explaining positive and discretionary behaviours within contemporary workplaces.

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KEYWORDS: *Generational Cohorts, Personality Factors, Millennials, Organization Citizenship Behaviour, Conscientiousness, Altruism.*

INTRODUCTION

Employee personality, emotions, and value systems are increasingly recognized as important determinants of workplace motivation and commitment beyond monetary incentives. In contemporary organizations, a committed and dedicated workforce is essential for achieving productivity and organizational effectiveness. Among the behaviours that foster employee loyalty, cooperation, and commitment, Organizational Citizenship Behaviour (OCB) is particularly significant. OCB refers to discretionary employee behaviours that extend beyond formal job requirements and contribute to organizational functioning and effectiveness. Organizational researchers are increasingly examining psychological factors like personality, individual values, and workplace structure rather than relying solely on monetary incentives to understand employee motivation and commitment. Having a dedicated workforce is as essential to firm performance as financial and technological resources. OCB represents key behaviors driving employee ownership, cross-colleague collaboration, and organizational commitment (Chester I. Barnard, 1970; Dennis W. Organ., 1988; Khan, 2020)

CITIZENSHIP AS A CONSTRUCT

Identifying the specific drivers and barriers of OCB has always remained a critical organizational challenge. High-performing organizations rely on employees who voluntarily exceed standard job

descriptions, a core feature of OCB (Dennis W. Organ., 1988). While OCBs are voluntary and uncoerced, managers frequently recognize such contributions during formal appraisals or promotions. However, every employee differs in the matters of this drive and motivation to work and contribute voluntarily. Hence, it is important to understand how the individual personality coerce this drive.

LITERATURE REVIEW

Personality Traits:

Personality theories suggest individuals interact with their environments in stable, characteristic ways, providing managers insight for communication strategies and job design. The Five-Factor Model (R.R. McCrae & P.T. Costa Jr., 1999) remains the dominant framework (Robert J. Rossberger, 2014), evolving from (Cattell, 1943) trait clusters and Myers-Briggs concepts.

While much of the contemporary personality–OCB literature uses the Five-Factor Model, the 16 Personality Factor (16PF) model developed from Raymond Cattell's factor-analytic approach provides a more detailed personality framework.(Cattell, 1943)

The 16PF approach is particularly useful when the research objective is to identify specific personality characteristics that contribute to organizational behaviour. Characteristics such as warmth, emotional stability, dominance, liveliness, rule-consciousness, social boldness, sensitivity, vigilance, openness to change, self-reliance, perfectionism, and tension may provide more nuanced explanations of employee behaviour.(Kumaranayake Ar, 2017) For example, rule-consciousness and perfectionism may facilitate OCB conscientiousness. Warmth and sensitivity may contribute to altruism and courtesy. Social boldness and liveliness may encourage civic participation, while emotional stability may support sportsmanship and constructive behaviour under pressure.

The advantage of this framework is that two employees who receive similar broad personality scores may nevertheless possess very different configurations of specific personality factors. A 16PF-based analysis can therefore potentially identify more precise mechanisms through which personality affects OCB.(Golafshani & Rahro, 2013)

For a study examining personality and OCB using 16PF, it is consequently preferable to examine factor-specific relationships rather than assuming that all personality dimensions will exert a uniform effect.

OCB Dimensions & Classifications:

(Dennis W. Organ., 1988) structured OCB into five dimensions: Altruism (helping peers), Courtesy (preventive communication), Conscientiousness (exceeding minimum duties), Sportsmanship (tolerating minor workplace grievances), and Civic Virtue (participating in organizational governance). Subsequent researchers categorized these dimensions into Interpersonal OCB (OCBI: Altruism, Courtesy), Organizational OCB (OCBO: Sportsmanship, Civic Virtue), and Task OCB (OCBT: Conscientiousness). Prior literature indicates Conscientiousness and Agreeableness are strong predictors of OCB (Organ & Ryan, 1995), while Extraversion and Emotional Stability display moderate to inconsistent correlations. Meta-analyses (Chiaburu et al., 2011) suggest personality-OCB links may be influenced by mediating variables such as work attitudes or internal motives (Dr. Sairaj M. Patki & Dr. Shobhana C. Abhyankar, 2016)

RESEARCH OBJECTIVES

1. To examine the relationship between personality traits and OCB in millennials working in the IT industry in Gujarat.
2. To study the impact of personality on OCB levels of millennials working in the IT industry in Gujarat.

RESEARCH METHOD

Design & Tools: Quantitative, descriptive study utilizing the 16PF-Personality Inventory (6 factors covering Warmth, Dutifulness/ Consciousness, Paranoia/ Vigilance, Introversion/ Privateness, Openmindedness/ Open to Change, Independence/ Self Reliance; 63 items;(Cattell, 1943), alongside an OCB measurement tool (14 items covering Altruism, Civic Virtue/ Organizational Compliance, and Conscientiousness; (Podsakoff et al., 1990).

Sampling: 663 valid responses from millennials working in the IT industry in Gujarat.

Statistical Analysis: Descriptive metrics, Cronbach's alpha (alpha = 0.85), Pearson correlation, Multiple Regression Analysis, one-way ANOVA.

HYPOTHESES TESTED

H_{01-06}: There is a significant correlation between personality domains and OCB.

H_{07}: There is no linear relationship between the personality trait and the level of citizenship behaviour in the employee.

RESULTS

To study the correlation between the six chosen dimensions of personality and OCB, Pearson's product-moment correlation was used. Table 1 presents the results.

Table 1: Correlation between Dimensions of Personality and Organizational Citizenship Behaviour

Correlations

		OCBT	PFA	PFG	PFL	PFN	PFQ1	PFQ2
OCBT	Pearson Correlation	1						
PFA	Pearson Correlation	.154**	1					
PFG	Pearson Correlation	.272**	.466**	1				
PFL	Pearson Correlation	.138**	.907**	.446**	1			
PFN	Pearson Correlation	.241**	.380**	.845**	.358**	1		
PFQ1	Pearson Correlation	.246**	.316**	.593**	.302**	.480**	1	
PFQ2	Pearson Correlation	.189**	.260**	.526**	.258**	.505**	.864**	1

Note: **p < 0.01, p < 0.05

A significant positive correlation was found between PF and OCBT ($r = 0.154$, $p < 0.01$). The result implies that higher scores in PF-A are associated with increased OCBT. Thus, Hypothesis H1 is accepted. A significant positive correlation was found between PF-G and OCBT ($r = 0.272$, $p < 0.01$). The result implies that higher scores in PFG are associated with increased OCBT. Thus, Hypothesis H2 is accepted. A significant positive correlation was found between PFL and OCBT ($r = 0.138$, $p < 0.01$). The result implies that higher scores in PFL are associated with increased OCBT. Thus, Hypothesis H3 is accepted. A significant positive correlation was found between PFN and OCBT ($r = 0.241$, $p < 0.01$). The result implies that higher scores in PFN are associated with increased OCBT. Thus, Hypothesis H4 is accepted. A significant positive correlation was found between PFQ1 and OCBT ($r = 0.246$, $p < 0.01$). The result implies that higher scores in PFQ1 are associated with increased OCBT. Thus, Hypothesis H5 is accepted. A significant positive correlation was found between PFQ2 and OCBT ($r = 0.189$, $p < 0.01$). The result implies that higher scores in PFQ2 are associated with increased OCBT. Thus, Hypothesis H6 is accepted.

Regression

To determine whether personality dimensions predict OCB and to test regression hypothesis H7. All the selected personality dimensions from the 16 factors were entered simultaneously as predictors. Prior to running the regressions, assumptions were checked. All assumptions were met. Tolerance values ranged from 0.171 to 0.260, and VIF values ranged from 2.850 to 3.838, indicating no serious multicollinearity.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.281[a]	.079	.070	.799	.079	9.347	6	656	.000	1.675

a. Predictors: (Constant), PFQ2, PFL, PFN, PFG, PFQ1, PFA

b. Dependent Variable: OCBA

The regression analysis model summary shows a weak to moderate positive relationship between the predictors and the dependent variable, OCB. The R value of 0.281 indicates a low to moderate overall correlation between the independent variables and OCB. The R Square value of 0.079 means that approximately 7.9% of the variance in OCB can be explained by the independent variables (personality dimensions): PFQ2, PFL, PFN, PFG, PFQ1, and PFA. Additionally, the adjusted R Square is 0.070, with an overall statistically significant model fit ($dF(6, 656) = 9.347$, $p < .001$).

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	35.834	6	5.972	9.347	.000[b]
	Residual	419.164	656	.639		
	Total	454.998	662			

a. Dependent Variable: OCBA

b. Predictors: (Constant), PFQ2, PFL, PFN, PFG, PFQ1, PFA

The ANOVA results assess the overall statistical significance of this model. Out of the total sum of squares (454.998), the regression model accounts for 35.834, leaving a residual sum of squares of 419.164. With 6 model degrees of freedom ($df_1 = 6$) and 656 residual degrees of freedom ($df_2 = 656$), the regression yields an F-statistic of 9.347 ($p < 0.001$). Because $p<0.05$, the overall regression model is statistically significant, meaning the predictors collectively account for more variance in OCB than a baseline mean model. However, given the small proportion of explained variance ($R^2 = 7.9\%$), the model's practical predictive power remains quite low, with its statistical significance largely supported by the large sample size ($N = 663$).

CONCLUSION

As of 1995, (Organ & Ryan, 1995) meta- analysis provided the best estimates of the magnitude of relations between personality constructs and OCB dimensions. This study highlights the positive impact of personality dimensions on organizational citizenship behaviour. The first hypothesis stated that a significant positive correlation would exist between PF-A (*Warmth*) and OCB. The results show a significant positive correlation. The second hypothesis assumed a positive correlation between PF-G (*Dutifulness/ Consciousness*) and OCB. The results show a positive correlation. It can be concluded that Consciousness in employees show higher levels of interpersonal competence and collaborate effectively when joint action is needed. The third hypothesis stated a significant positive correlation between PF-L *(Paranoia/ Vigilance)* and OCB. The results supported this hypothesis. Significant positive correlation was found.

The fourth hypothesis assumed a significant positive correlation between PF-N (*Introversion/ Privateness)* and OCB. The results show a significant positive correlation. People with higher introversion exhibit a more discreet, self-reliant, and thoughtful disposition

rather than seeking social spotlight. Thus, these introverted individuals often channel their energy into high-quality, conscientious actions that result in higher level of OCB. The fifth hypothesis assumed a significant positive correlation between PF-Q1 (*Openmindedness/Open to Change Q1*) and OCB. The results show a significant positive correlation. Employees with higher openness to experience engage more in OCB. This supports the theoretical expectation that individuals high on openness, with their preference for variety and appreciation for novelty, are more likely to show OCB. The sixth hypothesis assumed a significant positive correlation between PF-Q2 (*Independence/ Self Reliance)* and OCB. The results show a significant positive correlation. Thus, Hypothesis H6 is accepted. The regression analyses provided additional insights. There was a weak to moderate impact of personality dimensions on citizenship behaviour.

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