

Examining the Impact of Personality Factors on Organisation Citizenship Behaviour in the Indian IT Sector



Richa Manocha, Taranjeet Duggal

Abstract: *Objective: The objective of this paper is to examine and analyse the effect of the Big Five personality factors on organizational citizenship behaviour with respect to IT sector employees of NCR region. On the basis of literature review, it was anticipated that a direct relationship would be established between Personality factors & Organisation Citizenship Behaviour. For this purpose, descriptive analysis method has been used, where standardised questionnaire is adopted to collect responses. Data has been collected from a sample of 504 IT sector employees working in NCR region.*

Design/Methodology/Approach- *The nature of study is descriptive where observation and analysis of variables is done through self-administered questionnaires. Survey method was employed and correlations between the variables was calculated. The study was conducted on 504 IT employees working in NCR region.*

Findings- *The first order construct for both OCB and Personality Trait significantly represent them. The standardized beta of the cause and effect relationship indicates that there exists high positive impact of Personality Trait on OCB*

Research Limitations/Implications- *Study was conducted on IT employees of NCR region only. Conclusions from the study can further be hypothesized for future researches.*

Keywords: *Organisation citizenship, personality, factors analysis, correlation.*

I. INTRODUCTION

Organisations of today are becoming more focussed on performance, while at the same time providing job satisfaction to their employees. Job Satisfaction of employees keep them involved in the job, thus helping them achieve excellence. Organisations are finding ways to better utilize their human resources to gain a competitive advantage. This has brought employee- organization relationship to prime importance among researchers. To achieve this, managers need to understand the different kinds of behaviour of employees in the organisation.

Organisations need to treat its' employees with respect and provide them with sufficient resources as employees are assets of the organisation and will help the organisations in achieving high performance in this competitive era. Organisation Citizenship Behaviour is an innovative practice of making an Organisation and its people more effective. From employees' perspective, it is a way of making oneself more useful and productive.

Researchers have recognized the importance of extra role behaviour which are voluntary and unstructured (Organ, Podsakoff&MacKenzie, 2006). They may be termed as Contextual Performance (Motowidlo& Van Scotter, 1994), Organisation Citizenship Behaviour (Organ, 2006) or Change oriented extra role behaviour (Van Dine & Le Pine, 1998). Organisational citizen is one who exhibits discretionary or voluntary behaviour for the good of the organisation and its' people. It is discretionary because it is not governed by any rules of the organisation, is not a compulsion to perform, is not rewarded directly and it is dependent on the employees' willingness to go beyond his duties. If organization provides positive actions beneficial towards employees, the organization creates a positive force on employees to reciprocate positively through their attitude and behaviour. OCB is also considered as a drive towards maintenance and enhancement of the performance of the organisation (Organ. 1997). When the behaviours has an emphasis towards the social aspects of the organisation, it may be directed towards the members of the organisation and is termed as OCB-I (Williams and Anderson, 1991) or it may be directed towards the good of the organisation and termed as OCB-O (Organ et.al). These help in enhancing the performance of organisation by improving the social aspects of the organisation. Citizenship behaviour may also be directed towards change in the organisation for improvement of the organisation systems and is termed as OCB-CH (Allen& Rush.2001; Organ et.al, 2006; Van Dyne et. al, 1995). This is a proactive behaviour of employee and helps towards enhancing the organisations' performance by stimulating positive changes in the organisation processes and systems. We can see that although OCB is a behaviour of employee to improve the organisation but it may be channelized through either helping the individuals, or directly towards organisation or through enhancing change. Thus different aspects of an employees' personality is taken into consideration while performance of OCB. Personality factors are relevant factors in the study of Organisation Citizenship Behaviour. They are influential factors in exploring individual differences among people that lead individuals to perform citizenship behaviour. Not everyone gets engaged in Citizenship behaviour as it is not part of their duties.

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As Citizenship behaviour is discretionary, it is not part of the employees' job description. On the other hand, task performance is mandatory and structured. Thus personality characteristics predict Citizenship Behaviour to greater extent than they predict task performance (Borman&Motowidlo, 1993).

II. LITERATURE REVIEW

A. Five Factor Personality

Five Factor Theory is an important and widely used theory for defining the individual differences between personalities (Soucier&Ostendorf, 1999). It has been widely used by researchers and academicians to explain the concept of personality and relate it to various behavioural aspects. According to the concept there are five independent dimensions of Personality. **Conscientiousness** is the level to which an individual takes responsibility in his work. It can be measured by observing the extent to which a person exerts efforts in his task, is careful, hardworking and persevering. It is also related to the extent the person follows rules and regulations (Barrick & Mount, 1991). Conscious people perform better on job than those who are low on this trait (Barrick & Mount, 1991). They are less likely to make mistakes or overlook issues (Morgeson, Reider& Campion, 2005). Due to these traits they are process oriented and are problem solvers (Witt, Burke, Barrick & Mount, 2002). Thus it is likely that people high on conscientiousness are likely to show Organisation Citizenship Behaviour. **Extraversion** is the trait of being social and outgoing. A person high on this trait likes talking to people, is active, social, gregarious and assertive (Barrick & Mount, 1991). These traits make the person more flexible thus making him more likely to show Organisation Citizenship Behaviour. **Openness to Experience** is a trait or characteristic by which an individual takes keen interest in pursuing hobbies, is imaginative, creative, broad minded and curious about trying new things. He/ She nurtures wide range of interests and has keen interest in art and culture (Digman, 1990). He seeks variety, creativity and novelty in things around him (McCrae & John, 1992). Due to these characteristics he is more likely to demonstrate Organisation Citizenship Behaviour. **Agreeableness** is a trait which makes an individual co-operative, flexible, good natured and forgiving. This leads him to be tolerant and forgiving (Barrick & Mount, 1991). The person maintains courteous relationship with everyone around due to his high social competence and capability of collaborating. These traits make him likable and thus he/she is more likely to show organisation citizenship behaviour. **Neuroticism** is a characteristic which makes a person prone to getting affected by negative emotions. This leads him to be anxious, worried, insecure, angry and depressed (Barrick & Mount, 1991). Thus people who are low on neuroticism are more likely to show organisation citizenship behaviour.

B. Organisation Citizenship Behaviour

Organisation Citizenship Behaviour as stated by Organ (1988) is a voluntary behaviour that is not formally accepted as an input for reward system but indirectly helps in effective functioning of the organisation. It is not enforced by any rules of the organisation and is not part of the job description, rather it is a matter of individuals' choice. If organization provides positive actions beneficial towards

employees, the organization creates a positive force on employees to reciprocate positively through their attitude and behaviour. Citizenship behaviour among members of an organisation helps in indirectly benefitting the organisation and improving its' overall performance (Cardona, Lawrence, Bentler,2004). Empirical evidence has helped in finding out strong relationship between Job Satisfaction and Organisation Citizenship Behaviour (Bateman & Organ, 1983;Smith et al., 1983; Organ &Konovsky, 1989). Citizenship in it's role of prosocial behaviour directs towards organisation and individuals in the organisation. This helps in building and maintaining social context at the workplace. On the other hand, proactive aspect of Citizenship focusses towards change oriented behaviour (Grant & Ashford, 2008; Parker, Williams and Turner, 2006). Several researchers of Organisation Citizenship have defined different components of the behaviour. One of the most widely explained components are altruism, courtesy, sportsmanship, civic virtue, and conscientiousness (Organ, 1988). **Altruism** is the inclination of an individual to feel concerned and empathetic towards other people and work for their welfare (Penner, Midili, &Kegelmeyer, 1997). In organisations, helping co-workers in learning skills or performing of a task is termed as altruism. It is one of the most consistent factor towards enhancing helping behaviour (Penner& Finkelstein, 1998). **Sportsmanship** is the positive attitude towards organisation and the enthusiasm to work towards its' improvement (Podsakoff et al., 2000). An employee thus relates to the organisation values and systems and is ready to withstand adverse situations without complaining. **Courtesy** is how well employees respect their relations with supervisor, subordinates and colleagues. It includes all behaviours which will help in avoiding problems at the workplace like informing about schedules and other considerations (Organ, 1988,1990; Podsakoff and et al., 2000). **Civic Virtue** relates to the extent to which the employee participates in organisation systems and does things that he may not be required to do but delivers because it is going to contribute towards success of the organisation. It includes showing interest in company policies, systems and give ones opinion to enhance performance of organisation(Organ, 1988). **Conscientiousness** is rule following behaviour of employees. This makes the employee more disciplined, responsible and organised in work (Kamdar and Van Dyne 2007). Thus Conscientiousness has proved to be one of the most stable predictor of OCB (Barrick & Mount, 1991)

C. Personality And OCB

Several researchers have examined the relationship between personality factors and behaviour of employees (Colbert et al., 2004; Jett et. al., 1991). There has been empirical research that proves that personality factors predict Citizenship Behaviour to greater extent than they predict performance (Borman&Motowidlo, 1993). There has been several researches that have used the Big Five personality traits to predict Organisation Citizenship among employees (Digman, 1990; Goldberg, 1992, Moon, Kamdar, Mayer & Takeuchi, 2008). Conscientiousness and Agreeableness are the strongest predictors of citizenship behaviour (Hurtz& Donovan, 2000; Organ & Ryan, 1995).



Conscientiousness is a trait of individuals which makes him/her more dependable, responsible, careful and organised in his work (Mount & Barrick, 1995). For any job to be completed in a proper manner we will need employees who are high on this trait. There is hardly a job which requires people to be low on conscientiousness. This is why conscientiousness is a very important predictor of Job Performance. Thus, we hypothesize the following:

H_{1a} : There is significant impact of conscientiousness on the organisation citizenship behaviour of employees in IT organizations of NCR region.

Neuroticism is a trait of individual which if high, leads to the person getting worried and anxious easily. Such a person is not able to manage his/ her emotion and thus has difficulty in performing task. Low neuroticism is a predictor of performance (Barrick et.al, Salgado, 1997) whereas high neuroticism leads to low performance. Thus we hypothesize the following:

H_{1b} : There is significant impact of low neuroticism on the organisation citizenship behaviour of employees in IT organizations of NCR region.

According to research conscientiousness, agreeableness and emotional stability are desires of individuals to be social and get along with others (Hogan & Holland, 2003). These factors are socially desirable (Digman, 1997) as there is a need among human beings to socialize and thus this trait is valued among all. High agreeableness means that employee is co-operative, flexible, good natured, friendly and tolerant. Such a person is liked by everyone due to his/her helpful behaviour. Thus we hypothesize the following:

H_{1c} : There is significant impact of agreeableness on the organisation citizenship behaviour of employees in IT organizations of NCR region.

Extraversion and Openness to Experience lead individuals to be proactive and dynamic (Hogan & Holland, 2003). This is due to the need of power, status (Paulhus, John, 1998) and growth (Digman, 1997). Extraversion trait leads the employee to be social outgoing, active, assertive and gregarious. Due to this he/she has the drive to gain status and contribute towards the organisation. Thus we hypothesize the following:

H_{1d} : There is significant impact of extraversion on the organisation citizenship behaviour of employees in IT organizations of NCR region.

Openness to Experience is a personality trait which is characterised by artistic, creative imaginative and broad minded nature of an individual. Due to this the employee high on this trait is keen to contribute, give suggestions and feedback to the management. There is also a need for power in such individuals and they want to go beyond their duties and exhibit OCB. Thus we hypothesize the following:

H_{1e} : There is significant impact of openness to experience on organisation citizenship behaviour of employees in IT organizations of NCR region.

III. RESEARCH METHODOLOGY

IT sector is an important and growing sector and this research is aimed at finding out the impact of personality factors of employees on their Organisation Citizenship Behaviour. The aim is to study the five factors of Personality namely Agreeableness, Neuroticism, Openness to Experience, Conscientiousness and Extraversion and to find their impact on Organisation Citizenship Behaviour and

its' factors. The factors of OCB are Altruism, Conscientiousness, Civic Virtue, courtesy and sportsmanship.

The data is collected from employees of IT sector companies working in NCR region from different age groups, designation and gender. The selected employees are working with Information Technology and Computer Science. Initially 800 questionnaire was distributed but due to moderate response, the total number of employees who have responded is 504. The demographics of the respondent is shown in the following table:

Demographic Profile		Frequency
Gender	Male	245 (48.6%)
	Female	259 (51.4%)
Age	Young	234 (46.4%)
	Old	270 (53.6%)
Experience	Senior	176 (34.9%)
	Junior	328 (65.1%)

IV. DATA ANALYSIS AND INTERPRETATION

A. Confirmatory Factor Analysis: Validity Testing

In the research work the five dimensions of personality factors are measured with the help of different statements included in the Big Five questionnaire. The personality traits of the employees are expressed as conscientiousness, agreeableness, openness to experience, neuroticism and extraversion. After ensuring the presence of internal consistency reliability for each personality trait with the help of Cronbach alpha, the next step is to examine the construct validity of measurement model indicating the personality trait of an employee. The measurement model represents the different personality traits along with their statements. In the measurement model each construct is joined with all other construct in order to measure the correlation between the different constructs.

The construct validity of the measurement model has two aspects, convergent validity and discriminant validity. The convergent validity indicates that whether the statements which are used to measure different dimensions of personality traits represents their respective trait or not. These first order construct of personality traits are assumed to be reflective in nature which means the statements are representing the existence of respective personality traits in the person. The convergent validity is measured with the help of standardized construct loading of the statements and are expected to be greater than 0.7. In addition to this the convergent validity is also measured with the help of composite reliability statistics and average variance extracted statistics. In the measurement model it is assumed that any statements included in the study can reflect only one personality trait. This assumption is known as unidimensionality. The convergent validity can be ensured if the estimated composite reliability value is found to be more than 0.7 and average variance extracted value is found to be more than 0.5



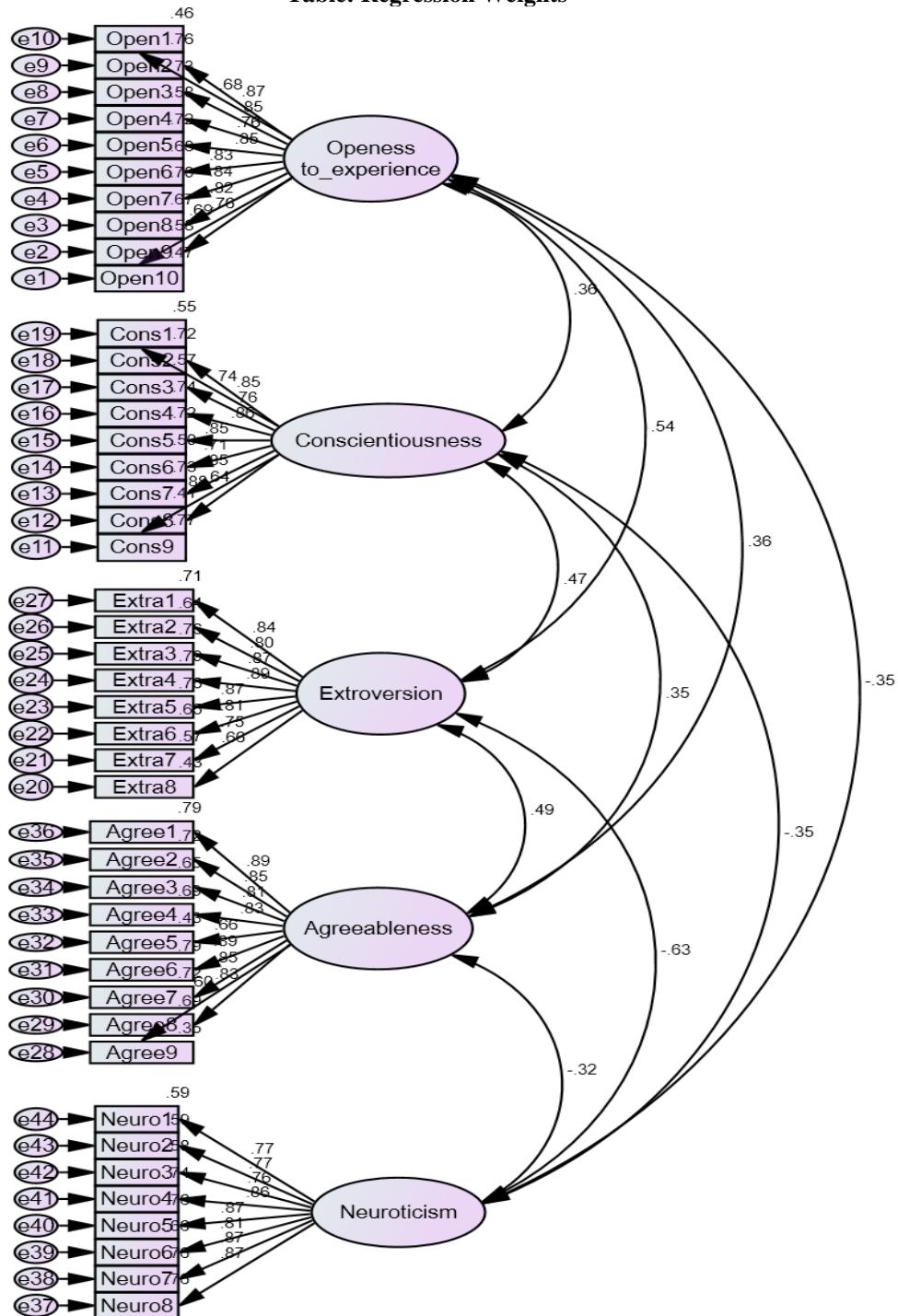
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The composite reliability indicates the average relationship among the statements of a personality trait and average variance extracted statistics indicate the proportion of variance in the personality trait which can be explained by its respective statistics.

The discriminant validity of a construct indicates whether the statements of all the different personality traits are perceived differently by the employees working with IT sector.

The discriminant validity is measured with help of maximum shared variance which should be less than average variance extracted statistics of each personality trait considered in the study. The measurement model (CFA) representing the personality traits is shown in below figure. The results of the CFA analysis are shown and discussed below:

Table: Regression Weights



Item Code		Construct Loading	Cronbach Alpha	CR	AVE	MSV	P value
Open10	Openness to experience	.658	0.909	0.529	0.468		
Open9		.620				***	
Open8		.691				***	
Open7		.719				***	
Open6		.769				***	
Open5		.757				***	
Open4		.673				***	
Open3		.752				***	
Open2		.771				***	
Open1		.643				***	
Cons9	Conscientiousness	.816	0.909	0.500	0.327		
Cons8		.648				***	
Cons7		.738				***	
Cons6		.676				***	
Cons5		.755				***	
Cons4		.774				***	
Cons3		.660				***	
Cons2		.753				***	
Cons1		.670				***	
Extra8	Extroversion	.703	0.908	0.523	0.310		
Extra7		.747				***	
Extra6		.639				***	
Extra5		.761				***	
Extra4		.700				***	
Extra3		.734				***	
Extra2		.710				***	
Extra1		.771					
Agree9	Agreeableness	.677	0.897	0.521	0.468		
Agree8		.716				***	
Agree7		.677				***	
Agree6		.696				***	
Agree5		.667				***	
Agree4		.741				***	
Agree3		.790				***	
Agree2		.868				***	
Agree1		.689				***	
Neuro8	Neuroticism	.837	0.900	0.535	0.229		
Neuro7		.765				***	
Neuro6		.770				***	
Neuro5		.825				***	
Neuro4		.805				***	
Neuro3		.554				***	
Neuro2		.575				***	
Neuro1		.662					

The result indicates that the probability value of critical ratio is found to be less than 0.05 (5% level of significance). Hence it can be concluded that all the statements significantly represent their respective personality trait. The standardised construct loading of all statements is found to be positive and greater than 0.5. This indicates that each statement included in measurement model significantly represents the construct positively.

The higher value of standardised construct loading indicates the presence of convergent validity of the scale representing the personality traits of employees working with IT sector. In the study the correlation between the statistics of different personality traits is also estimated and shown below in table. The result of correlation analysis indicates that all the calculated values of Pearson coefficient of Correlation

between different pairs of dimensions is of both nature (positive as well as negative) and moderately strong. The results indicate that the neuroticism is negatively correlated with all other personality traits. However, all the personality traits except neuroticism are found to have positively correlation with each other. Hence it can be concluded that all the dimensions of personality traits are found to be moderately correlated. In order to have discriminant validity in the instrument representing the personality traits the very high level of correlation between the different traits is not expected. Hence in order to examine the presence of discriminant validity other statistical estimates namely composite reliability, average variance extracted with maximum shared variance estimates are calculated. The results indicating the estimated values of these estimates are shown below in table.

The results indicate that the composite reliability estimate of each personality trait in the scale is found to be greater than 0.7. The average variance extracted estimate of each personality trait is found to be greater than 0.5. Also the AVE estimate of each personality trait is greater than MSV estimate which indicates that the statements of each personality trait are sufficient to represent the presence of personality of employees in IT sector. Hence it can be concluded in the study that the scale representing the personality traits of the IT sector employees is a valid scale as it satisfies the conditions of convergent as well as discriminant validity in the scale. The other measure of validity is the variance and covariance between the different personality traits. It is expected that the variance measure (indicated in bold in the table) is greater than all other values in the column.

Table: Covariance estimated

	Agreeableness	Openness to experience	Conscientiousness	Extroversion	Neuroticism
Agreeableness	0.727				
Openness to experience	0.539	0.707			
Conscientiousness	0.511	0.440	0.723		
Extroversion	0.684	0.572	0.557	0.722	
Neuroticism	-0.291	-0.313	-0.368	-0.479	0.732

The results indicate that variance measure (indicated in bold in the table) is greater than all other values in the columns representing the presence of discriminant validity in the scale. In addition to the construct validity the statistical fitness of the measurement model is also estimated in the study. The results of statistical fitness are shown in table.

CMIN/df	GFI	CFI	NFI	TLI	RMSEA
1.730	.875	.946	.881	.942	.038

The results indicate that the CMIN/df value is 1.730 which is less than the required value of 5, GFI value is 0.875 which is more than the required value of 0.8, GFI value is 0.875 which is more than the required value of 0.8, CFI value is 0.946 which is more than the required value of 0.9, NFI value is 0.881 which is more than the required value of 0.8, TLI value is 0.942 which is more than the required value of 0.8 and finally the RMSEA value is 0.038 which is less than the required value of 0.08. Hence it can be concluded that the measurement model is fit and can be used further.

4.2.2 Organisation Citizenship Behaviour

Organisation Citizenship Behaviour is a concept that has attracted academic attention since last few years. The popularity is due to the positive outcome of this behaviour. It becomes all the more interesting due to the fact that it is a discretionary behaviour that means it is dependent on the employees' will and is not an obligation on employee as it is not a part of the employment contract. This make measurement of this performance also difficult to some extent. This behaviour is also not directly rewarded by the organisations' reward system although it has many indirect benefits. Organisation Citizenship Behaviour is positively related to job satisfaction, job involvement, organisation commitment, service quality to name a few. There are five dimensions of OCB namely Conscientiousness, Altruism, Courtesy, Sportsmanship and Civic Virtue.

Conscientiousness: This trait indicates that the employee is organised, sincere and hardworking. It is the level of dedication of the employee which may go beyond the requirement of the job. Examples of conscientiousness can be seen when employee works beyond the designated working hours. The employees' attendance at work is high, he does not take unplanned leaves or too many breaks between work, is not seen chatting with colleagues and follows rules and regulations even when there is supervision.

Courtesy: This trait indicates that the employee helps in removing problems and conflicts in organisation and creates a conducive atmosphere around by encouraging other people at work. Such a person appreciates other team members and sorts out conflict among them. He/she also considers the impact of their decision on other members and asks the opinion of them from time to time.

Civic Sense: The employee having this trait keeps up with the developments of the organisation by attending meetings, even those which are not mandatory. He does this because he thinks that he is a good citizen of the organisation. The employee tries to improve image of the organisation in front of others. He also gives suggestions for improvement of the organisation process and system and goes out of his way to safeguard organisations' assets

Altruism: Altruism mean the voluntary act of helping and assisting other people. A person high on this trait gives advice and suggestions to his team members in professional as well as personal issues. He also helps colleagues learn new skills and helps in personal issues like conveyance, meals etc.

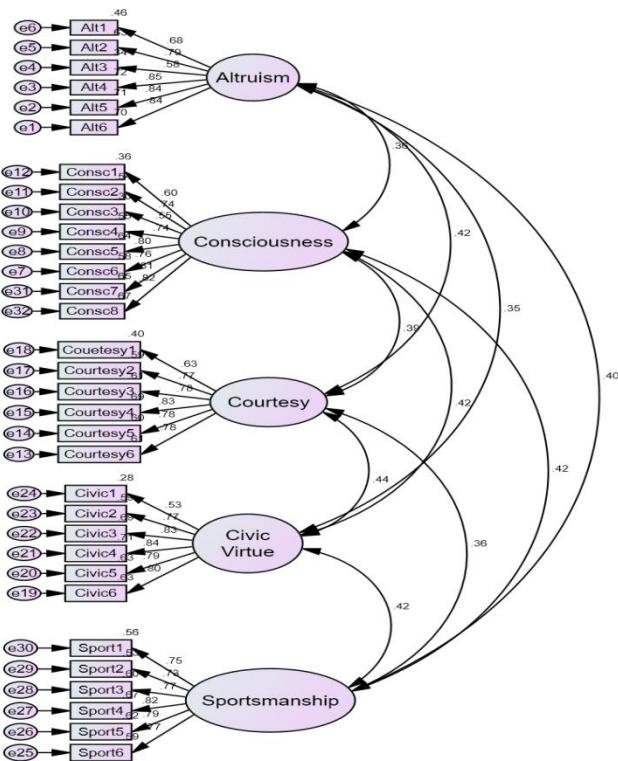
Sportsmanship: The employee having sportsmanship do not complain or become uncomfortable when somethings don't go their way in the organisation. He/ she does not complain about trivial matters or find faults in the organisation and tolerates occasional inconvenience. Employees low on this trait are critical about the organisation and complain about insignificant things. Employees high on this trait identify with the organisation and go beyond their duties to promote the organisation's products, services and values.

different statements included in the questionnaire. The Organisation Citizenship Behaviour of the employees are expressed as conscientiousness, altruism, civic virtue, courtesy and sportsmanship. These parameters help in explaining Organisation Citizenship behaviour shown by employees at their workplace. After ensuring the presence of internal consistency reliability for each personality trait with the help of Cronbach alpha, the next step is to examine the construct validity of measurement model indicating the Organisation Citizenship Behaviour of an employee. The measurement model represents the different OCB characteristics along with their statements. In the measurement model each construct is joined with all other construct in order to measure the correlation between the different constructs. The construct validity of the measurement model has two aspects, convergent validity and discriminant validity. The convergent validity indicates that whether the statements which are used to measure different dimensions of personality traits represents their respective characteristics or not. These first order construct of Organisation Citizenship Behaviour are assumed to be reflective in nature which means the statements are representing the existence of respective OCB characteristics in the person. The convergent validity is measured with the help of standardized construct loading of the statements and are expected to be greater than 0.7. In addition to this the convergent validity is also measured with the help of composite reliability statistics and average variance extracted statistics. In the measurement model it is assumed that any statements included in the study can reflect only one OCB characteristics. This assumption is known as unidimensionality. The convergent validity can be ensured if the estimated composite reliability value is found to be more than 0.7 and average variance extracted value is found to be more than 0.5. The composite reliability indicates the average relationship among the statements of a personality trait and average variance extracted statistics indicate the proportion of variance in the personality trait which can be explained by its respective statistics.

The discriminant validity of a construct indicates whether the statements of all the different Organisation Citizenship Behaviour characteristics are perceived differently by the employees working with IT sector. The discriminant validity is measured with help of maximum shared variance which should be less than average variance extracted statistics of each OCB characteristic considered in the study. The measurement model (CFA) representing the Organisation Citizenship characteristics is shown in below figure.

B. Confirmatory Factor Analysis: Validity Testing

In the research work the five dimensions of Organisation Citizenship Behaviour are measured with the help of



The results of the CFA analysis are shown and discussed below:

Table: Regression Weights

		Construct Loading	CR	AVE	MSV	P value
Alt6	Altruism	.836	0.894	0.588	0.190	***
Alt5		.840				
Alt4		.850				
Alt3		.581				
Alt2		.795				
Alt1		.677				
Consc8	Consciousness	.820	0.896	0.592	0.179	***
Consc7		.807				
Consc6		.760				
Consc5		.802				
Consc4		.741				
Consc3		.546				
Consc2		.737				
Consc1		.600				
Courtesy6	Courtesy	.782	0.901	0.537	0.179	***
Courtesy5		.775				
Courtesy4		.830				
Courtesy3		.784				
Courtesy2		.766				
Courtesy1		.630				
Civic6	Civic Virtue	.795	0.893	0.583	0.190	***
Civic5		.791				
Civic4		.841				
Civic3		.832				
Civic2		.766				
Civic1		.532				
Sport6	Sportsmanship	.766	0.898	0.595	0.178	***
Sport5		.790				
Sport4		.818				
Sport3		.772				
Sport2		.726				
Sport1		.751				***

	Civic_Virtue	Altruism	Consciousness	Courtesy	Sportsmanship
Civic_Virtue	0.767				
Altruism	0.350	0.770			
Consciousness	0.423	0.362	0.733		
Courtesy	0.436	0.423	0.386	0.764	
Sportsmanship	0.418	0.402	0.422	0.360	0.771

CMIN/df	GFI	CFI	NFI	TLI	RMSEA
2.386	0.880	0.934	0.891	.927	0.052

The results indicate that the CMIN.Df value is 2.386 which is less than the required value of 5, GFI value is 0.880 which is more than the required value of 0.8, GFI value is 0.880 which is more than the required value of 0.8, CFI value is 0.934 which is more than the required value of 0.9, NFI value is 0.891 which is more than the required value of 0.8, TLI value is 0.927 which is more than the required value of 0.8 and finally the RMSEA value is 0.052 which is less than the required value of 0.08. Hence it can be concluded that the measurement model is fit and can be used further.

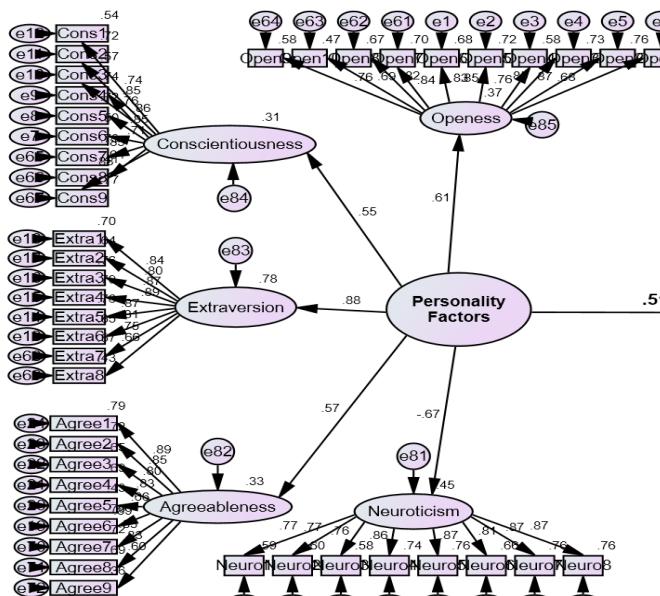
C. Impact of personality traits on OCB

Personality factors of an employee plays an important role in the personal and professional life of individuals. The personality of the employees in any organization is the key resource of behaviour and thus helps in developing a culture in the organisation. Various meta analysis have found a moderate relationship between the Big five factors and Organisation Citizenship Behaviour. As per the literature, the most consistent predictors of performance are Conscientiousness and emotional intelligence (Barrick et al.; Salgado, 1997). Agreeableness and Emotional Intelligence are an individual's desires to be socially acceptable and get along with others (Hogan & Holland, 2003). Human beings have a tendency to value socialization (Saucier & Goldberg, 2003), thus these factors are defined as socially desirable traits (Digman, 1997). Extraversion and Openness are related to proactivity and dynamism of individuals ((Hogan & Holland, 2003). Individuals show these behaviours as they have a desire for power, status (Paulus & John, 1998) and growth (Digman, 1997). Thus, employees who desire to be powerful may also exhibit OCB as this will indirectly help employee to have a say in organisation matters and thus may lead to power. Conscientiousness and Agreeableness predict citizenship behaviour to a great extent (Hurtz&Donovan, 2000; Organ & Ryan, 1995). There are also some intervening variables that affect the relationship (Chiaburu et. al., 2011). Job Satisfaction mediates the relationship between OCB and personality factors.

In the research study the effort is made in order to analyse the impact of personality traits of the employees working with IT sector companies on the OCB in the organisation. The Personality Trait is a second order construct which is measured with the help of five first order constructs namely *Agreeableness, conscientiousness, neuroticism, openness to experience and extroversion*. These five first order constructs represent the different dimensions of personality traits of the employees in IT sector. These dimensions are measured with the help of different statements selected for the study and included in the questionnaire against which responses are collected from selected IT employees. Similarly OCB is also a second order construct measured with the help of five dimensions which are measured with the help of different statements selected for the study. The structural model is developed in order to examine the cause and effect relationship in the direction of Personality Trait to OCB. The structural model consists of two second order constructs along with their first order constructs.

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The structural model is shown below in figure no. The following hypothesis is tested with the help of SEM analysis



Regression Weights in SEM Analysis

Endogenous Construct	Exogenous Construct	Standardized Beta	Estimate	Standard Error	Critical Ratio	P-value	R square
Organisation Citizenship Behavior	<--- Personality Factors	0.515	.442	.063	7.014	***	26.5 %
Openness	<--- Personality Factors		1.000				36.9%
Conscientiousness	<--- Personality Factors		.683	.079	8.651	***	32.4%
Extraversion	<--- Personality Factors		1.144	.103	11.065	***	77.8%
Agreeableness	<--- Personality Factors		.807	.086	9.386	***	32.6%
Neuroticism	<--- Personality Factors		-1.124	.111	-10.111	***	45.1%
Courtesy	<--- Organisation Citizenship Behavior		1.000				41.6%
Civic Virtue	<--- Organisation Citizenship Behavior		.565	.070	8.088	***	36.8%
Altruism	<--- Organisation Citizenship Behavior		.896	.108	8.312	***	33.2%
Conscientiousness	<--- Organisation Citizenship Behavior		.774	.096	8.061	***	32.4%
Sportsmanship	<--- Organisation Citizenship Behavior		1.068	.126	8.471	***	31.6%

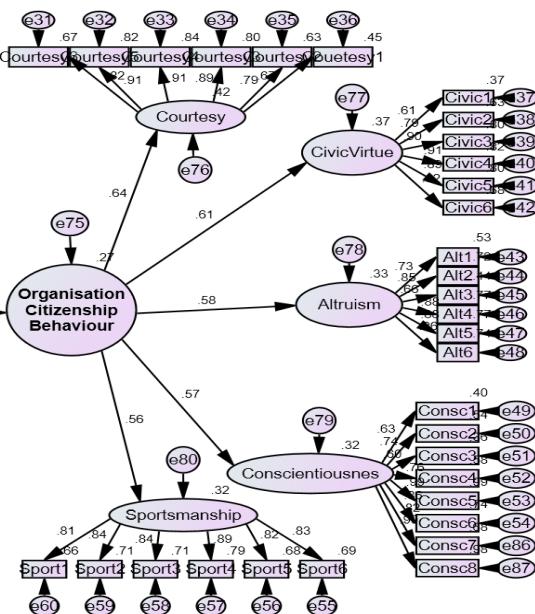
The results of the SEM analysis indicates that the probability value of critical ratio for the cause and effect relationship in the direction of Personality Trait to OCB is found to be less than 5 percent level of significance. Hence with 95 percent confidence level the null hypothesis that Personality Trait of employees in IT sector have significant impact on OCB can be accepted. The standardized beta of the cause and effect relationship is .515 which indicates that there exists high positive impact of Personality Trait on OCB. The R square of the relationship is found to be 26.5 percent which indicates that 61.2 percent of the variance in the OCB can be explained with the help of SEM model. The IT industry is just a few decades old but it has changed the way the top business organisations works. Further the advent of IT has changed the way people live and do business. The SEM diagram also indicates the relationship between Personality Trait and OCB with their respective first order constructs. The results indicate that the probability value of critical ratio for each relationship representing that the first order construct and the two second order constructs. Thus it can be concluded through the result that all the first order construct for both OCB and Personality Trait significantly represent them.

CMIN/df	GFI	CFI	NFI	TLI	RMSEA
2.108	.751	.911	.844	.908	.047

V. CONCLUSION AND DISCUSSION

The results of the SEM analysis indicates that the probability value of critical ratio for the cause and effect

applied on the collected primary data in the study.



relationship in the direction of Personality Trait to OCB is found to be less than 5 percent level of significance. Hence with 95 percent confidence level the null hypothesis that Personality Trait of employees in IT sector have significant impact on OCB can be accepted. The standardized beta of the cause and effect relationship indicates that there exists high positive impact of Personality Trait on OCB. The R square of the relationship is found to be 26.5 percent which indicates that 61.2 percent of the variance in the OCB can be explained with the help of SEM model. The SEM diagram also indicates the relationship between Personality Trait, OCB with their respective first order constructs. The results indicate that the probability value of critical ratio for each relationship representing that the first order construct and the two second order constructs. Thus it can be concluded through the result that all the first order construct for both OCB and Personality Trait significantly represent them. The IT industry is just a few decades old but it has changed the way the top business organisations works.

Further the advent of IT has changed the way people live and do business. The behaviour of employees working in the IT sector is of great importance as it impacts the growth of the organisation and also the industry. The paper gives an insight into the factors in the personality of the employees that leads them to show extra role behaviour. It is important for employees to show Organisation Citizenship Behaviour as it helps in building a strong organisation. It can also be used as a criteria for hiring Human Resources for the organisation.

VI. LIMITATIONS AND SCOPE FOR FUTURE RESEARCH

The limitation of the research is that the study was conducted only in the NCR region. Data can further be collected from other regions so that influence of regional factors can be studied. Secondly, the data was collected over a period of eight months. A Longitudinal study would have given a better insight.

Thirdly, the factors of personality and Organisation Citizenship Behaviour can further be explored and addition of other factors like honesty and humility can be done. Researchers can further explore complex effects of other factors on the relationship that has been established.

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