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Organizational Commitment and OCB According to Different Personality Types

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Abstract

This study is to investigate the relationship between organizational commitment and five dimensions of OCB via hierarchical regression analyses according to two types of personality profiles. Although established studies have argued that organizational commitment has positive effect on OCB, this argument does not consider the sub-dimensions of OCB and the variation of the employee's personality. To conduct the analysis, the sample composed of 214 respondents working in Korean companies are divided into two opposite groups, and hierarchical regression analyses are performed about all five relationship between organizational commitment and five dimensions of OCB. Results of the analysis indicate that the two groups have different each shapes of the relationships between commitment and OCB dimensions, which is demonstrated with several conclusions.

Keywords: OCB, organizational commitment, big 5 personality, personality profile

1. Introduction

Organizational citizenship behavior is one of the most typical concept that represents extra-role behaviors of employees in workplace, and this is including various behaviors such as helping, courtesy, conscientiousness, and so on. Important points of this behavior is that this is discretionary behavior, not stated on a job description, and with positive effect on the organization's effectiveness (Organ, 1988). The competition environments of recent companies get intense, so most companies are to find out additional ways to improve their competences. In doing so, they start to consider extra behavior that does not need an investment of additional resources but can help the company's competitiveness. Based on the interests of the companies, many researchers have tried to identify antecedents triggering OCB, and those efforts have made great amount of results and contributions to academic and practical fields. Organizational commitment is one of the most well-known concept that have been treated as the important factor for a long time in the organizational behavior field (Puffer, 1987; Organ & Konovsky, 1989; Williams and Anderson, 1991; Moorman, Niehoff & Organ, 1993). There are many studies indicating that organizational commitment has positive effect on OCB, which is accepted as common belief to most researchers.

However, it is worth that the common belief of the relationship between organizational commitment and OCB is analyzed again, because previous studies were likely to treat OCB as one concept. Since OCB is an umbrella concept involving various behaviors that have positive effect on the organization, each dimension is able to have different relationship even with same variable like organizational commitment. Moreover, established studies used to assume that the employees have same personality, but the personality can be the significant factor that decides the shape of relationship between commitment and OCB (Organ, 1994).

Based on above information, this study is conducted to examine the differences of relationship between commitment and OCB according to personality types, which follows the next process. First, theoretical backgrounds are given. Second, the sample collected from Korean companies is divided into two groups with each personality type for empirical analysis. Third, hierarchical regression analyses are implemented, and the results and conclusions are finally demonstrated.

2. Theoretical Background

Organizational commitment that has been studied by the researchers of organization behavior field for a long time in company with job satisfaction is one of the most well-known variable treated as an antecedent of OCB (Puffer, 1987; Organ & Konovsky, 1989; Williams and Anderson, 1991; Moorman, Niehoff & Organ, 1993). This concept is an employee's attitude about loyalty and affection to their organizations. Employees who have the high level of organizational commitment are likely to contribute to their organization and perform positive behavior such as OCB. Thus, organizational commitment includes

three meanings. First, it means strong belief and acceptance of the organization's goals and values. Second, this concept is related to the considerable effort to the organization. Third, this includes a strong aspiration for organizational retention (Mowday, Steer, & Porter, 1979).

In terms of OCB, it is a kind of global concept including various behaviors that have positive effect on the organization's effectiveness. Researchers usually categorize this concept as five dimensions based on Organ's suggestion, and those are altruism, conscientiousness, courtesy, sportsmanship, and civic virtue. Although OCB has these different sub-dimensions, studies about the relationship between commitment and OCB have considered OCB as one general concept but not focused on each sub-dimension. For instance, many researchers have found positive causal relationship between organizational commitment and OCB (O'Reilly & Chatman, 1986; Moorman, Niehoff, & Organ, 1993; Konovsky & Pugh, 1994; Coyle-Shapiro, Kessler, & Purcell, 2004; Meyer, Stanley, Herscovitch, & Topolnysky, 2002). Thus, it is needed to look into the relationship between commitment and sub-dimensions of OCB.

In addition, there is interesting point about the personality trait of employees who behave OCB. In accordance with Organ (1994), employees' personality traits can affect their OCB behaviors and the relationship between OCB and other factors. As related that, Many other studies have also examined the significance of employees' personality traits on citizenship behavior (e.g., Bettencourt, Gwinner, & Meuter, 2001; Van Emmerik & Euwema, 2006; Illies, Fulmer, Spitzmuller, & Johnson, 2009; Bourdage, Lee, Lee, & Shin, 2012; Lai, Lam, & Chow, 2014; Shaffer, Li, & Bagger, 2015). This results indicate that the personality type of employee may act on the relationship between commitment and OCB. There are few ways of categorizing individual personality and big five personality is one of the most useful way (Costa & McCrae, 1994). This divides individual personality into five sub-dimensions such as extraversion, agreeableness, openness to experience, conscientiousness, and neuroticism. Extraversion is the opposite of introversion, and this is about active, sociable, and challenging. Agreeableness is little similar to extraversion, and it means easily getting good relations with others (Organ, 1994). Openness to experience is referred to simply as openness, and has some similar aspects as extraversion, and it involves being curious, imaginative, and innovative. Conscientiousness represents an aspect of human personality that is honest, law-abiding, and faithful, and Neuroticism is about aspects of personality such as anger, gloom, and sadness. This final dimension is only related to the negative emotions, and is referred to as "emotional instability" by many researchers. As big five theory implies, all employees have their own combination of those five sub-dimensions and these types of personality are able to change the effect of commitment on OCB. Thus, based on the above theoretical background, research goal is set as following.

Exploratory Research Goal. Identifying the relationships between organizational commitment and five sub-dimensions based on the different types of big five personality profiles.

3. Analysis and Result

To accomplish the research goal, Samples are divided into four groups of personality traits. The number of clusters was confirmed using a dendrogram, and the K-mean cluster analysis was performed according to the results of the dendrogram. One form of statistical computation is based on the pseudo-F or pseudo-T squared values proposed by Calinski and Harabasz (1974) and Duda and Hart (1973), but the number of clusters is deliberately chosen that can effectively express the characteristics of personality traits.

	Extraversion	Agreeableness	Openness	Conscientiousness	Neuroticism
Group A	.673	.557	.562	-.586	-.470
Group B	-.673	-.557	-.562	.586	.470.

Table 1: Result of Cluster Analysis

As a results, two groups are made, and one group has the feature with high extraversion, agreeableness, and openness, and low conscientiousness and neuroticism, and another group has low extraversion, agreeableness, and openness, and high conscientiousness and neuroticism.

Next, hierarchical regression analyses on the relationship between commitment and five sub-dimensions of OCB are implemented on the two personality groups, and five demographic variables including gender, age, education, position and tenure are inserted to the analyses as control variables. The possibility of multicollinearity is also tested with value of VIF, and it is checked that there is no problem. In addition, confirmatory factor analysis (CFA) is performed to examine the validity and reliability of research variables and model. The result of CFA support that all variables and model are appropriate to be analyzed. Figure 1 shows results of the regression analyses.

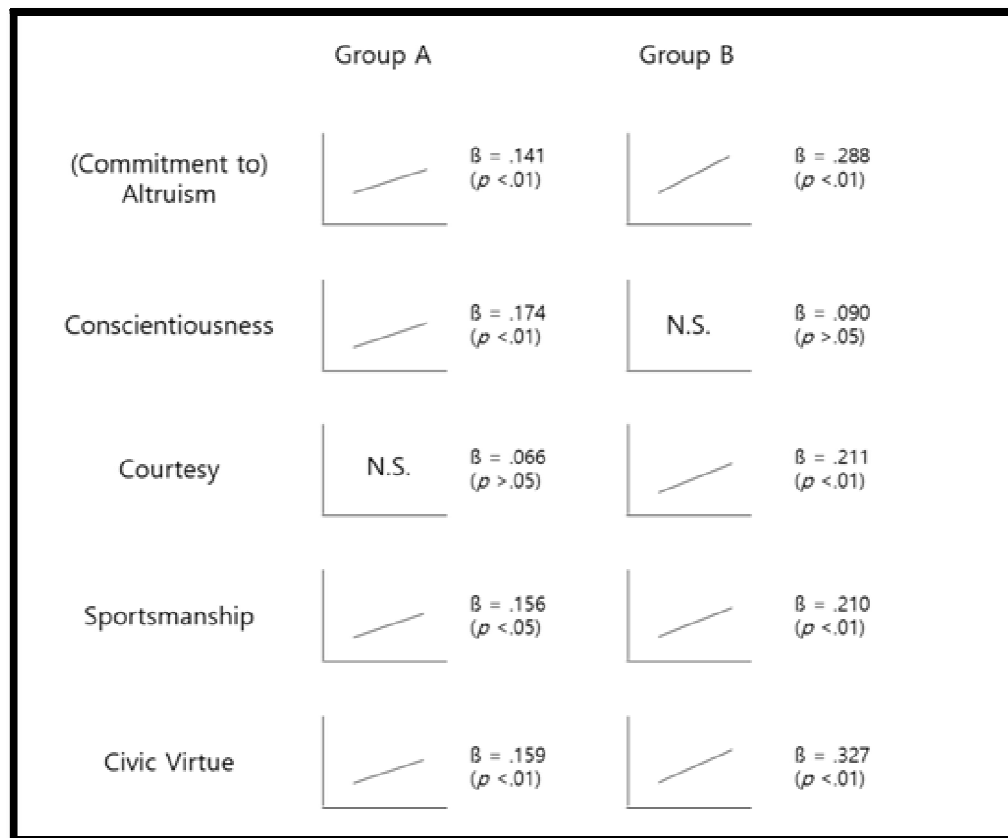


Figure 1: The Results of Hierarchical Regression Analyses

As Figure 1 shows, two groups have different relationships between commitment and five sub-dimensions. First, group A has four significant relationships about the cases of altruism (coefficient $B = .141$, $p < .01$), conscientiousness (coefficient $B = .174$, $p < .01$), sportsmanship (coefficient $B = .156$, $p < .01$), and civic virtue (coefficient $B = .159$, $p < .01$), but there is no significant relationship with courtesy (coefficient $B = .066$, $p > .05$). In case of group B, there are four significant relationships involving altruism (coefficient $B = .288$, $p < .01$), courtesy (coefficient $B = .211$, $p < .01$), sportsmanship (coefficient $B = .210$, $p < .01$), and civic virtue (coefficient $B = .327$, $p < .01$) except the case of conscientiousness. Moreover, group B has an inclination that the level of the coefficients are higher than group A, and the highest coefficient is of the relationship between commitment and civic virtue of group B.

4. Conclusion

Organ (1994) and Organ, Podsakoff, and MacKenzie (2006) argued that profiles of personality traits or constellations are more appropriate for predicting organizational behavior than one dimension of personality. His discovery means that the personality becomes a stronger predictor when combined with each other. Based on this idea, we investigated changes in the relationship between organizational citizenship behavior and organizational commitment according to different groups of personality traits, and found out the differences between two personality groups. This results have several implications. First, this study indicates the importance of considering personality traits. Although the relationship between commitment and OCB is concerned as a common thing, there are some differences when the personality traits are considered together. Second, it is useful that OCB is treated as each sub-dimension. The result of this study displays that there is no significant relationship of those sub-dimensions. The different results among five sub-dimensions of OCB was also examined by Song, Kim, and Lee (2018), and they showed the relationships between career plateau and OCB are different according to the OCB sub-dimensions. Finally, there is the practical implications that managers in the companies should considered the different pattern of employee behaviors derived from their personality heterogeneity and should make various strategy to handle these variances.

5. References

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