

THE MODERATING ROLE OF JOB SATISFACTION IN THE RELATION BETWEEN PERSONALITY TRAITS AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR

R. Uma

Department of Humanities, PSG Institute of Technology and Applied Research, India

Abstract

This research work has explored the moderating role of job satisfaction in the relationship between personality traits and organizational citizenship behavior (OCB) among academic staff employed in private arts and science colleges. The study rests on the foundation that the impact of dispositional variable (personality traits) in promoting organizational citizenship behavior depends upon the moderating influence of the attitudinal variable (job satisfaction). As citizenship behaviors are significant for enhancing organizational effectiveness, this work will help to know the predictive power of personality traits under the moderating influence of job satisfaction in promoting citizenship behaviors among teaching staff. The sample size for the study is 212 which was collected by convenience sampling technique. Data was analyzed by multiple regression using SPSS 28. The results supported the moderating influence of job satisfaction in the personality – organizational citizenship behavior relation.

Keywords:

Job Satisfaction, Organizational Citizenship Behavior (OCB), Personality Traits

1. INTRODUCTION

A subjective variable that has been established as vital for organizational performance is citizenship behavior of employees. The conceptual work of Podsakoff and Mackenzie [16] stated that, citizenship behaviors marked by altruism and helping as significant contributors for organizational effectiveness and work group performance. In the survey conducted among employees in Tourism industry of Indonesia by Sembiring and Sitorus [18], the researchers have concluded that OCBs' helped to forge cooperation and cohesiveness among employees leading to better organizational performance. Citizenship behaviors were proven to have a positive and significant influence on organizational effectiveness by Das [4]. Aslefallah and Badizadeh [2] investigated the effect of OCB on Total quality management and Organizational performance among employees in the insurance sector in Tehran and concluded the effect to be positive.

As the relational significance between citizenship behaviors displayed by employees and organizational effectiveness has been confirmed, the requirement of such behaviors for teaching staff in higher educational institutions becomes necessary and it becomes significant to explore the conditions and factors that are instrumental in promoting such forms of behavior among teaching staff. In this backdrop this research work has investigated the predictive ability of personality traits in promoting citizenship behaviors under the moderating influence of job satisfaction among teaching staff in colleges. The reason for analyzing the impact of personality on OCB under the moderating influence of job satisfaction rests on the works of Organ and Ryan [14] and Organ [13] in which the researchers did not count the importance of the predictive ability of dispositional variables (personality traits) and established attitudinal variables as significant. Further,

it has been suggested that the predictive ability of dispositional variables depends upon the attitudinal variable, which makes job satisfaction to play the moderating role.

Occurrence of any behavior is attributed to both individual and situational factors. Individual variables (Physiological and Psychological) that cause behavior are intrinsic to the particular individual over which organizations do not have great control. Situational variables (nature of job, work environment, organizational culture) are largely under the control of the organization which can be manipulated to elicit the required behavior from the employee. It is postulated that the presence of favorable situational factor inside the organization can shape the attitude of the employee (job satisfaction) which in turn can positively moderate the relation between the individual factor (personality traits) and its resulting behavior (organizational citizenship behavior). An employee by reason of possession of certain traits can display citizenship behaviors and their occurrence can be enhanced if the employee is satisfied with job.

As citizenship behaviors are synonymous with altruistic and civic behaviors, the display of such behaviors from employees depends upon their individual traits (characteristics). But the research works that investigated the impact of individual variables on behaviors have not provided any conclusive results. More specifically the works related to exploring the relation between personality traits and OCB have offered mixed results. The work of Organ and Ryan [14] provides a reason for the lack of conclusive results regarding the antecedent ability of individual/dispositional factors in eliciting citizenship behaviors. Organ and Ryan [14] have opined that the predictive power of individual/dispositional variables in promoting behaviors will be activated only under the moderating influence of an attitudinal variable. Hence it is posited that ability of personality traits to elicit citizenship behaviors will depend upon the attitudinal factor of job satisfaction. If personality is the whole person, attitudes make up the personality. Hence the behavior of individuals can be explained with the help of attitudes.

Personality traits have been proven as predictors of OCB, but the impact can be enhanced under the moderating effect of an attitudinal variable. Job satisfaction being an attitudinal component can positively moderate the relation between personality traits and OCB. Though the personality traits of an employee and the resulting behaviour is at the discretion of the individual employee, the presence of favourable attitudinal factor in the form of Job satisfaction can appease the traits resulting in an increase in the frequency of citizenship behaviours. With personality trait as dispositional variable and job satisfaction being attitudinal variable, this research work has investigated the moderating role of job satisfaction in the personality – organizational citizenship behaviour relation.

When the organizational environment offers job satisfaction, the employee who is high in agreeableness and conscientiousness

trait will immediately reciprocate the satisfaction by engaging in acts of interpersonal helping, relationship building and reliable work behaviours which are the hallmarks of citizenship behaviours.

2. REVIEW OF LITERATURE

2.1 PERSONALITY TRAITS AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR

Alwi et al. [1] investigated the impact of the big five personality traits on OCB and have proven the traits as positively related to OCB. In the survey conducted by Singh et al. [19] focused on the impact of big five personality traits on OCB and their results found extroversion, agreeableness, openness to experience and conscientiousness in positive relation with citizenship behaviors and neuroticism was negatively related. Agreeableness and openness to experience in influencing the display of citizenship behaviors was confirmed in the work of Patki and Abhyankar [15]. Mushraf et al. [10] explored the impact of big five traits on OCB and the study have confirmed all the five traits to have a positive relation with OCB. Mosalaei et al. [9] has confirmed openness to experience, agreeableness and conscientiousness to be positively related with OCB. In the research study of Golafshani and Rahro [5], the personality trait extroversion was proven to be significantly related with OCB but conscientiousness was proven to be non-significant. All the five traits advocated by the big five models were proven to be positively correlated with OCB in the work of Malik et al. [8]. Li et al. [7] explored the relation that personality traits had with OCB among Chinese employees. The impact of personality traits on OCB was explored under the moderating effect of Procedural Justice and the results confirmed procedural justice to have a positive moderation in the personality trait – OCB relation. The traits introversion and extroversion were investigated for their impact on eliciting OCB and the impact was proven to be significant by Okediji et al. [12]. Conscientiousness was confirmed as the strongest predictor of OCB by Borman et. [3]. Neuman and Kickul [11] proved agreeableness and conscientiousness to be significantly related to all the behavioral dimensions of OCB.

2.2 JOB SATISFACTION AS MODERATOR

A moderator is a variable whose presence alters the relationship between the predictor and criterion variable. A moderator can increase or decrease the strength of the relation between the independent and dependent variable. Moderation effect is to test the interaction between the independent variable and moderating variable. In this work, it is hypothesized that there exists a relation between personality traits (agreeableness and conscientiousness) of employees and organizational citizenship behaviors displayed by them. This relationship depends on the degree of job satisfaction experienced by employees. Higher level of job satisfaction will be a catalyst for employees possessing the requisite dispositional traits to display higher level of OCBs. Job satisfaction as a moderator will strengthen the relation between personality traits and OCB. The underlying support for job satisfaction as moderator rests on the following research works.

The work of Smith et al. [17] validated the moderating role of job satisfaction in the relation between individual (dispositional) variables and OCB. Organ [13] has held that the antecedent ability of dispositional variables (personality traits), was negligible with respect to eliciting citizenship behaviors. The meta-analytic study by Organ and Ryan [14] has supported attitudinal variables as strongly related to citizenship behaviors in comparison with dispositional variables, in which the researchers also held agreeableness and conscientiousness as the traits that had significant relation with OCB.

The work of Ilies et al. [6] examined the direct and indirect effect of personality traits on OCB. The indirect effect explored the relation between personality traits and citizenship behaviors under the mediating influence of job satisfaction. The traits taken up for investigation were agreeable and conscientious and the results confirmed the mediating effect of job satisfaction to be positive. Based on the reviews, it is observed that though personality traits are proven as antecedents of citizenship behaviours, the antecedent ability of traits can be enhanced under the moderating influence of job satisfaction. Due to the bleak value attributed to the antecedent effect of personality traits on OCB in the work of Organ [13], it can be taken that their predictive value can be enhanced under the moderating influence of attitudinal variable (job satisfaction).

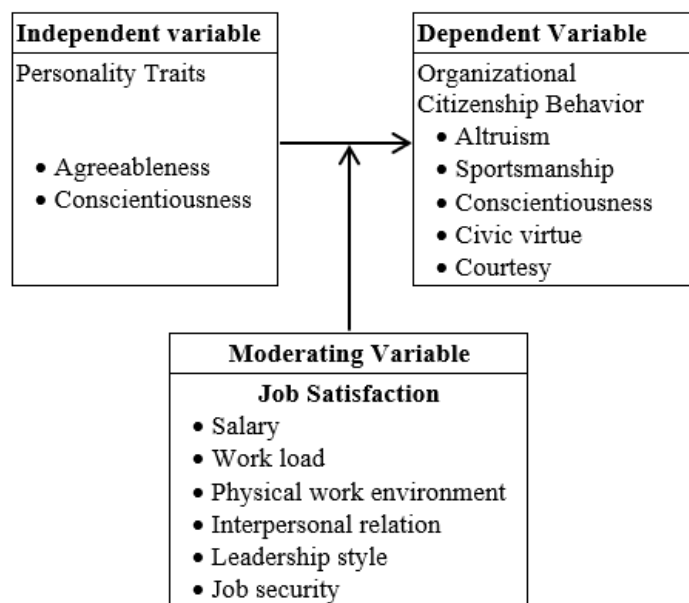


Fig.1. Conceptual Framework

3. HYPOTHESIS

- H₁: Job Satisfaction positively moderates the relation between personality traits and the OCB dimension of altruism.
- H₂: Job Satisfaction positively moderates the relation between personality traits and the OCB dimension of Sportsmanship.
- H₃: Job Satisfaction positively moderates the relation between personality traits and the OCB dimension of Conscientiousness.

- H₄: Job Satisfaction positively moderates the relation between personality traits and the OCB dimension of Civic Virtue.
- H₅: Job Satisfaction positively moderates the relation between personality traits and the OCB dimension of Courtesy.

4. RESEARCH METHODOLOGY

This research work is based on descriptive research. The sample size for the study is 212 and the respondents are teaching staff in colleges. The samples were collected by convenience sampling technique. Questionnaire method was employed for data collection and the questionnaire was constructed using Likert scale. The questionnaire was electronically administered to the respondents. The collected data was tested for its statistical significance by multiple regression analysis using SPSS version 28.

4.1 PERSONALITY TRAIT QUESTIONNAIRE

The Questionnaire on personality traits measured agreeableness and conscientiousness. The dimensions of agreeableness comprised - concern for coworkers, assistance offered to coworkers and satisfaction in helping colleagues. The dimensions of Conscientiousness involved – open mindedness, flexibility, cooperative attitude and maintenance of good interpersonal relationship.

4.2 JOB SATISFACTION QUESTIONNAIRE

Job satisfaction was measured with the following dimensions – salary, work load, physical work environment, interpersonal relationship, leadership style and job security.

4.3 ORGANIZATIONAL CITIZENSHIP BEHAVIOR QUESTIONNAIRE

The behavioural dimensions of OCB taken up for investigation are altruism, sportsmanship, conscientiousness, civic virtue and courtesy. The five behavioural dimensions were measured with 13 different attributes.

5. ANALYSIS

5.1 RELIABILITY ANALYSIS

The alpha values support the reliability of measuring scales.

Table.1. Reliability Analysis

	Number of items	Cronbach's alpha value
Job Satisfaction Scale	6	.976
Personality Traits	7	.973
Organizational Citizenship Behavior Scale	13	.975

5.2 MULTIPLE REGRESSION ANALYSIS FOR HYPOTHESIS TESTING

Table.1. Test of Hypothesis H₁: Job Satisfaction positively moderates the relation between personality traits and the OCB dimension of altruism

Model	R	R ²	Adj. R ²	Std. Error of Estimate	Change Statistics					Decision
					R ² Change	F Change	df1	df2	Sig. F Change	
1	.832 ^a	.693	.690	1.47434	.693	248.344	1	110	.001	Supported
2	.908 ^b	.824	.821	1.12201	.131	80.931	1	109	.001	

- Predictors: (Constant), Personality traits
- Predictors: (Constant), Personality traits, Job Satisfaction
- Dependent Variable: Altruism

Table.2. Test of Hypothesis H₂: Job Satisfaction positively moderates the relation between personality traits and the OCB dimension of Sportsmanship

Model	R	R ²	Adj. R ²	Std. Error of Estimate	Change Statistics					Decision
					R ² Change	F Change	df1	df2	Sig. F Change	
1	.928 ^a	.861	.860	.62256	.861	680.229	1	110	.001	Supported
2	.946 ^b	.894	.892	.54523	.033	34.414	1	109	.001	

- Predictors: (Constant), Personality traits
- Predictors: (Constant), Personality traits, Job Satisfaction
- Dependent Variable: Sportsmanship

Table.3. Test of Hypothesis H₃: Job Satisfaction positively moderates the relation between personality traits and the OCB dimension of Conscientiousness

Model	R	R ²	Adj. R ²	Std. Error of Estimate	Change Statistics					Decision
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.807 ^a	.652	.649	1.23361	.652	205.884	1	110	.001	Supported
2	.905 ^b	.818	.815	.89520	.167	99.888	1	109	.001	

- a. Predictors: (Constant), Personality traits
b. Predictors: (Constant), Personality traits, Job Satisfaction
c. Dependent Variable: Conscientiousness

Table.4. Test of Hypothesis H₄: Job Satisfaction positively moderates the relation between personality traits and the OCB dimension of Civic Virtue

Model	R	R ²	Adj. R ²	Std. Error of Estimate	Change Statistics					Decision
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.829 ^a	.688	.685	1.13332	.688	242.126	1	110	.001	Supported
2	.941 ^b	.886	.884	.68791	.198	189.564	1	109	.001	

- a. Predictors: (Constant), Personality traits
b. Predictors: (Constant), Personality traits, Job Satisfaction
c. Dependent Variable: Civic Virtue

Table.5. Test of Hypothesis H₅: Job Satisfaction positively moderates the relation between personality traits and the OCB dimension of Courtesy

Model	R	R ²	Adj. R ²	Std. Error of Estimate	Change Statistics					Decision
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.917 ^a	.841	.840	1.07943	.841	581.804	1	110	.001	Supported
2	.963 ^b	.927	.926	.73266	.086	129.768	1	109	.001	

- a. Predictors: (Constant), Personality traits
b. Predictors: (Constant), Personality traits, Job Satisfaction
c. Dependent Variable: Courtesy

6. FINDINGS AND CONCLUSION

The Model 2 values in the change statistics from Table.1 – Table.5 capture the moderating influence of job satisfaction in the personality trait – organizational citizenship behavior relation. The Table.1 with the p (.001) supports H₁ which confirms job satisfaction as positively moderating the relation between personality traits and altruism. The R Square change value (.131) indicates that the moderating impact of job satisfaction accounts for 13.1% increase in the variation in altruism dimension of citizenship behavior (which means the presence of job satisfaction will influence the trait specific behavior associated with personality in eliciting citizenship behaviors). The Table.2 with the p (.001) supports H₂ which confirms job satisfaction as positively moderating the relation between personality traits and sportsmanship. The R Square change value (.033) indicates that the moderating impact of job satisfaction accounts for 3.3% increase in the variation in sportsmanship dimension of citizenship behavior. The Table.3 with the p (.001) supports H₃ which confirms job satisfaction as positively moderating the relation between personality traits and conscientiousness. The R Square change value (.167) indicates that the moderating impact

of job satisfaction accounts for 16.7% increase in the variation in conscientiousness dimension of citizenship behavior. The Table.4 with the p (.001) supports H₄ which confirms job satisfaction as positively moderating the relation between personality traits and civic virtue. The R Square change value (.198) indicates that the moderating impact of job satisfaction accounts for 19.8% increase in the variation in civic virtue dimension of citizenship behavior. The Table.5 with the p (.001) supports H₅ which confirms job satisfaction as positively moderating the relation between personality traits and courtesy. The R Square change value (.086) indicates that the moderating impact of job satisfaction accounts for 8.6 % increase in the variation in courtesy dimension of citizenship behavior. The moderating role of job satisfaction is significant in the relation between personality traits and citizenship behavior among academicians.

6.1 THEORETICAL IMPLICATION

The findings confirm the work of Organ and Ryan [14] and Organ [13] in which the authors underscored the role of attitudinal variables as significant moderators for dispositional predictors in eliciting citizenship behaviors. The role of attitudes (job satisfaction) in enhancing trait specific qualities leading to specific behavior is proven.

6.2 PRACTICAL IMPLICATIONS

Though educational institutions can select staff who rank high in agreeableness and conscientiousness, the ability of these traits in staff leading to the display of citizenship behaviors depends upon job satisfaction. Higher educational institutions can promote job satisfaction by ensuring adequate work load (number of subjects allotted and number of lecture hours per week), by offering perks and incentives to staff for research activities and providing an atmosphere of cordial relation between heads of the department and staff. Staff satisfaction with the organizational factors shapes their attitude towards the institution. The developed positive attitude will act as a catalyst for the innate traits to elicit organizational citizenship behaviors.

REFERENCES

- [1] A. Alwi, B.D. Wiyono, I. Bafadal and A. Imron, "The Relationship between Personality, Attitude and Organizational Citizenship Behavior of High School Teachers in Indonesia", *International Journal of Instruction*, Vol. 14, No. 2, pp. 345-368, 2021.
- [2] H. Aslefallah and A. Badizadeh, "Effect of Organizational Citizenship Behavior on Total Quality Management and Organizational Performance", *European Online Journal of Natural and Social Sciences*, Vol. 3, No. 4, pp. 1124-1136, 2014.
- [3] W.C. Borman, L.A. Penner, T.D. Allen and S.J. Motowidlo, "Personality Predictors of Citizenship Performance", *International Journal of Selection and Assessment*, Vol. 9, pp. 52-69, 2001.
- [4] S.C. Das, "Influence of Organizational Citizenship Behavior on Organizational Effectiveness: Experiences of Banks in India", *Journal of Strategic Human Resources Management*, Vol. 9, No. 2, pp. 1-10, 2020.
- [5] M.R. Golafshani and M. Rahro, "Identification of Personality Traits Affecting on Development of Organizational Citizenship Behavior", *Middle-East Journal of Scientific Research*, Vol. 16, No. 2, pp. 274-281, 2013.
- [6] R. Ilies, I. Smithy, M. Spitzmuller and M.D. Johnson, "Personality and Citizenship Behavior: The Mediating Role of Job Satisfaction", *Journal of Applied Psychology*, Vol. 94, No. 4, pp. 945-959, 2009.
- [7] N. Li, J. Liang and J.M. Crant, "The Role of Proactive Personality in Job Satisfaction and Organizational Citizenship Behavior: A Relational Perspective", *Journal of Applied Psychology*, Vol. 95, No. 2, pp. 395-404, 2010.
- [8] M.E. Malik, M.M. Ghafoor and H.K. Iqba, "Leadership and Personality Traits as Determinants of Organizational Citizenship Behavior in Banking Sector of Pakistan", *World Applied Sciences Journal*, Vol. 20, No. 8, pp. 1152-1158, 2012.
- [9] H. Mosalaei, R. Nikbaksh and F. Tojari, "The Relationship between Personality Traits and Organizational Citizenship Behavior on Athletes", *Bulletin of Environment, Pharmacology and Life Sciences*, Vol. 3, No. 1, pp. 11-15, 2014.
- [10] A.M. Mushraf, R.W. Al-Sadry and H.J. Obaid, "The Impact of Big Five Personality Factors on Organizational Citizenship Behavior", *International Journal of Management Science*, Vol. 2, No. 5, pp. 93-97, 2015.
- [11] G.A. Neuman and J.R. Kickul, "Organizational Citizenship Behaviors: Achievement Orientation and Personality", *Journal of Business and Psychology*, Vol. 13, No. 2, pp. 263-279, 1998.
- [12] A.A. Okedeji, P.A. Esin, K.B. Sanni and O.O. Umoh, "The Influence of Personality Characteristics and Gender on Organizational Citizenship Behavior", *Global Journal of Social Sciences*, Vol. 8, No. 2, pp. 79-85, 2009.
- [13] D.W. Organ, "Organizational Citizenship Behavior: It is Construct Clean up Time", *Human Performance*, Vol. 10, No. 2, pp. 85-97, 1997.
- [14] D.W. Organ and K. Ryan, "A Meta-Analytic Review of Attitudinal and Dispositional Predictors of Organizational Citizenship Behaviour", *Personnel Psychology*, Vol. 48, pp. 775-802, 1995.
- [15] S.M. Patki and S.C. Abhyankar, "Big Five Personality Factors as Predictors of Organizational Citizenship Behaviors: A Complex Interplay", *The International Journal of Indian Psychology*, Vol. 3, No. 2, pp. 136-146, 2016.
- [16] P.M. Podsakoff and S.B. Mackenzie, "Impact of Organizational Citizenship Behavior on Organizational Performance-A Review and Suggestions for Future Research", *Human Performance*, Vol. 10, No. 12, pp. 133-151, 1997.
- [17] C.A. Smith, D.W. Organ and J.P. Near, "Organizational Citizenship Behavior: Its Nature and Antecedents", *Journal of Applied Psychology*, Vol. 68, No. 4, pp. 653-663, 1983.
- [18] R. Sembiring and S.A. Sitorus, "Organizational Citizenship Behavior towards Organizational Performance in the Hospitality Industry", *Dinasti International Journal of Economics, Finance and Accounting*, Vol. 4, No. 1, pp. 17-24, 2023.
- [19] G. Singh, S. Kumar and P. Ahlawat, "Effects of Personality Traits on Organizational Citizenship Behavior of Private Bank Employees", *IJMRS's International Journal of Management Sciences*, Vol. 7, No. 1, pp. 1-10, 2019.