

Influence of Personality on Organizational Citizenship behavior

ZAFAR-UZ-ZAMAN ANJUM (Corresponding Author)

PhD Scholar, Wuhan University of Technology, Wuhan, P.R.China

122 Luoshi Road, Wuhan, Hubei, P.R.China

Telephone: 86-27-87658253 E-mail: majums@gmail.com

Dr. Lou Fan (Professor), Wuhan University of Technology, Wuhan, P.R.China

122 Luoshi Road, Wuhan, Hubei, P.R.China

Muhammad Fahad Javed (Lecturer) Comsats Institute of information technology

Dr. Waheed Akhtar (Assistant Professor) Comsats Institute of information technology

Abstract

A questionnaire survey based Study was conducted on Pakistani medical doctors to investigate relationship between their personality (Big five Model) and Organizational Citizenship behavior (OCB). It is evident from results that there exists strong relationship between OCB and personality factors like neuroticism affects negatively and significantly almost all levels of OCB i.e. OCBT, OCBI and OCBO. Similarly conscientiousness positively contributes in almost all levels of OCB and especially in Task OCB (OCBT) its influence is very significant.

Keywords: Organizational Citizenship behavior (OCB), five factors Model, Pakistan

Introduction

The era when employees were treated as machines is over. Money is no more the only motivator and loyalty winner. Today social scientists are talking about employee emotions, personality and values system at work place and investigating into other dimensions of employee motivation and commitment which is due to employee personality, values and organizational structure rather monetary benefits and incentives. Having committed and loyal employees in the organization is need of the day because committed and loyal work force is as important for effective and efficient Organization as finances and technology. (Barnard 1938, Katz & Kahn, 1966, Organ, 1988) one of very important employee behaviors that lead to loyalty and ownership of the organization, coordination and cooperation with the co-workers and commitment with the task is what we call organizational citizenship behavior (Organ, 1988)

One of the much addressed topics in management sciences in last decade deals with this human phenomenon i.e. Organizational Citizenship Behavior (OCB). (OCBs; cf. Bateman & Organ, 1983; Borman & Motowidlo, 1993; Brief & Motowidlo, 1986; George & Bettenhausen, 1990; Moorman, 1991; Munene, 1995; Niehoff & Moorman, 1993; Organ, 1988, 1990; Organ & Konovsky, 1989; Organ & Ryan, 1995; Podsakoff, MacKenzie, & Bornrner, 1996a, 1996b; Podsakoff, MacKenzie, & Fetter, 1993; Podsakoff, MacKenzie, Moorman, & Fetter, 1990; Puffer, 1987; Skarlicki & Latham; Smith, Organ, & Near, 1983; Williams & Anderson, 1991)

Katz and Kahn in 1966 identified different types of behaviors need to be displayed by the employees. Katz termed it as extra role behavior (ERB). Contemporary concept of OCB first time used by Bateman and organ (1983). More recent conceptualizations of OCB offer slightly different categorizations. For example, Podsakoff and Mackenzie (1994) pooled characteristics of altruism and courtesy and termed it "helping." Borman and Motowidlo (1993) use the term contextual performance to explain the same phenomenon. McNeely and Meglino (1994) alienated OCB into two categories. One is intended to help other individuals at work, and the other is intended to help the organization.

The extensive interest in organizational citizenship originated primarily from the belief that these behaviors enhance organizational effectiveness. Because of this, a great deal of research (cf. Ball, Trevino, & Sims, 1994; Bateman & Organ, 1983; Brief & Motowidlo, 1986; Farh, Podsakoff, & Organ, 1990; George, 1990; George & Bettenhausen, 1990; Moorman, 1991; Munene, 1995; Niehoff & Moorman, 1993; Organ & Konovsky, 1989; Organ & Ryan, 1995; Podsakoff et al., 1996a, 1996b; Podsakoff et al., 1993; Podsakoff et al., 1990; Podsakoff, Niehoff, MacKenzie, & Williams, 1993; Puffer, 1987; Schnake, 1991; Smith et al., 1983; Williams & Anderson, 1991) has attempted to identify those factors that encourage employees to display OCB.

Reasonable numbers of Evidences from literature suggest that there are logical reasons for supporting that OCB does improve and enhance organizational effectiveness. Sportsmanship, and civic virtue might be positively connected to work group or organizational effectiveness (cf. Borman & Motowidlo, 1993; George & Bettenhausen, 1991; Karambayya, 1990; MacKenzie et al., 1991, 1993; Organ, 1988, 1990; Podsakoff & MacKenzie, 1994; Podsakoff, MacKenzie, & Hui, 1993; Smith et al., 1983). OCB also enhances organizational productivity by enhancing

employees managerial productivity (MacKenzie et al., 1991,1993; Organ, 1988; Podsakoff & MacKenzie, 1994).

Philip M. Podsakoff and Scott B. MacKenzie (1997) argue that OCBs may enhance coworker efficiency, enhance managerial productivity, may free resources up for more productive purposes, and may reduce the need to dedicate scant resources to purely maintenance functions. And OCB may serve as an effective means of coordinating activities between team members and work groups.

By looking at the above mentioned literature we can conclude that OCB certainly leads to productive work groups and effective organization. But the real challenge for the organizations is to rightly identify factors that create OCB among employees and to identify the factors which hold back employee to display said behavior.

1.5 Significance of the Study

This study will be a significant endeavor in promoting health care services in Pakistan and will be beneficial to doctors, public and private hospitals on personal and organizational levels. This research will also provide recommendations on how to make employees more committed and loyal with their work and organization. This study will be helpful to the health care industry in hiring, training.

Literature Review

1. Organizational Citizenship Behavior

One of the serious issues faced by the contemporary business world is low level of employee commitment with the job. Whereas it is almost impossible for organizations to run their functions efficiently and effectively without employee commitment and loyalty.(Barnard 1938, Katz & Kahn, 1966, Organ, 1988) organizations today must have motivating and inspiring managers and on the other hands employees with strong sense of belongingness and ownership. Employee behavioral dimension is one of the much addressed topics in management sciences in last decade. Around four decades before Katz (1964) highlighted importance of spontaneous behavior of the employee above and beyond required and prescribed role. Katz and Kahn in 1966 identified three types of behaviors need to be displayed by the employees i.e. Decision to join , Remain in the organization and Performing prescribed role in dependable way and taking initiatives beyond prescribed role and termed it as extra role behavior (ERB). McShane & Von Glinow (2008) further explored different employee behavior that employee exhibit on job i.e. Task Performance, Organizational Citizenship, Counterproductive Work Behavior, Joining & Staying in the Organization. And maintaining work Attendance. Contemporary concept of OCB first time used by Bateman and organ (1983) they defined organizational citizenship behavior as “OCB represents individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization” (Organ, 1988, p. 4).

These extra-role behaviors include burden-sharing in place of a colleague, readiness to fulfill extra duties whenever required by the organization and employees, play a key role in the organizational functioning and solving non-productive interpersonal conflicts (Organ, 1990). Scholars have extensively been shedding light on the concept of OCB in 1990s resulting in major refinements in definition and application of the OCB construct (Podsakoff, et al., 2000). One of these refinements is the target and beneficiary of citizenship behaviors. Williams and Anderson, (1991) described two main categories of OCB i.e. OCBI (of which beneficiaries are individual at job place) and OCB (targeting the organization). These dimensions of OCB have largely been under great attention of social scholars.

More recent conceptualizations of OCB offer slightly different categorizations. For example, Podsakoff and Mackenzie (1994) pooled characteristics of altruism and courtesy and termed it "helping." Borman and Motowidlo (1993) use the term contextual performance to explain the same phenomenon. McNeely and Meglino (1994) alienated OCB into two categories. One is intended to help other individuals at work, and the other is intended to help the organization. Typical organ's OCB include five dimensions i.e. Altruism -- helping colleagues on a task or helping behaviors for supporting personnel or the co-workers who have work related problems. (2) Courtesy -- alerting others in the organization about changes that may affect their work or polite manners that prevent creation of problem at workplace.(3) Conscientiousness -- carrying out one's duties beyond the minimum requirements or behaviors that cause a person to do tasks more than what he is expected (4) Sportsmanship -- refraining from complaining about trivial matters (5) Civic virtue -- participating in the governance of the organization. Or manners representing individual's involvement in the activities related to the organization.

these five dimension of OCB have been classified into three main categories by the researchers, namely, interpersonal organizational citizenship behavior (OCBI) which includes altruism and courtesy , organizational (OCBO) which includes sportsmanship and civic virtue and task (OCBT) that includes Conscientiousness. Construct of OCB have been extensively explored by the researchers in huge number of dimensions such as personality (Organ, 1990; D. Organ & K. Ryan, 1995; Penner, Midili, & Kegelmeyer, 1997), procedural justice (Aquino, 1995; Farh, et al., 1997; Moorman, 1991; Schappe, 1998; Skarlicki & Latham, 1997), leadership characteristics (Deluga, 1995; Podsakoff, MacKenzie, & Bommer, 1996), motivational theories (Tang & Ibrahim, 1998), and interview styles (Skarlicki & Latham, 1997). Among all, job satisfaction proved to be the leading determinant of OCB (Bateman & Organ, 1983; D. W. Organ & K. Ryan, 1995; Smith, et al., 1983). In nutshell during the past decade many studies were conducted to explore and understand OCB and its antecedents. Researchers had classified OCB antecedents into four different categories, individual characteristics, leadership behavior, organizational characteristics and job characteristics. (Chiu, 2005)

2. Personality and Organizational Citizenship Behavior (OCB)

The word personality originates from the Latin *persona*, which means mask. Personality can be defined as a "dynamic and organized set of characteristics possessed by a person that uniquely influences his or her cognitions, motivations, and behaviors in various situations" (Ryckman, 2004)

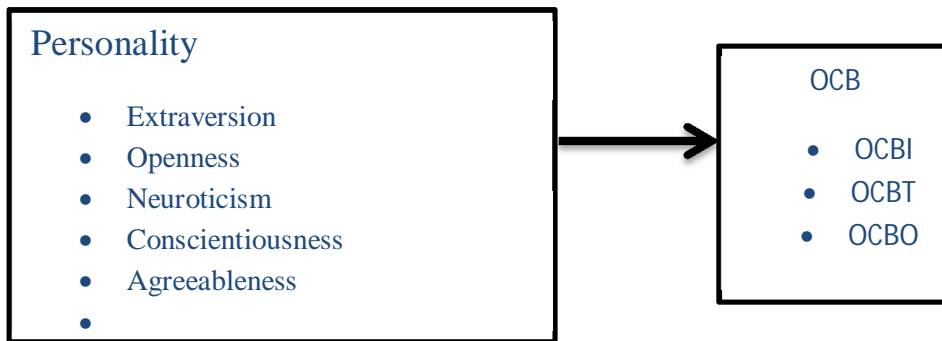
Researchers tried to conceptualize personality from different angles and at different levels, each such conceptualization contributed in understanding of personality from different angles. Over decades researchers and practitioners faced problem of personality assessment scales. Researchers' worries doubled when scales did not work as they should, often scale with the same name measure notion that are not the same, and scales with different names often measure

concepts that are alike. After decades of research, the field is approaching consensus on a general categorization of personality traits, the “Big Five” personality dimensions (Oliver P. John and Sanjay Srivastava-1999)

Today, many researchers believe that there are five core personality traits. These five personality traits can be elaborated as below

1. **Extraversion:** extroversion is characterized with following attributes, Excitability, amiability, sociability, loquaciousness, boldness and high amounts of emotional expressiveness.
2. **Agreeableness:** This dimension includes attributes such as trust, selflessness, kindness, affection, and altruism.
3. **Conscientiousness:** Common features of this dimension include high levels of thoughtfulness, self-discipline, act dutifully, and aim for achievement; planned rather than spontaneous behavior.
4. **Neuroticism:** Individuals high in this trait having tendency to experience unpleasant emotions easily, such as anger, anxiety, depression, sadness or vulnerability.
5. **Openness:** This trait features characteristics such as imagination and insight, adventure, unusual ideas, curiosity, and variety of experience.

Hypothesized model



Regression Models

The following models have been generalized to establish a relationship between dependent and independent variables.

$$OCBI = \beta_0 + \beta_4 PEX + \beta_5 PCON + \beta_6 PAG + \beta_7 PNUR + \beta_8 POP \text{-----I}$$

- Effects of personality on interpersonal level organizational citizenship behavior (OCBI)

$$OCBO = \beta_0 + \beta_4 PEX + \beta_5 PCON + \beta_6 PAG + \beta_7 PNUR + \beta_8 POP \text{-----II}$$

- Effects of personality on organizational level organizational citizenship behavior (OCBO)

$$OCBT = \beta_0 + \beta_4 PEX + \beta_5 PCON + \beta_6 PAG + \beta_7 PNUR + \beta_8 POP \text{-----III}$$

- Effects of personality on task level organizational citizenship behavior (OCBT)

$$OCB = \beta_0 + \beta_4 PEX + \beta_5 PCON + \beta_6 PAG + \beta_7 PNUR + \beta_8 POP \text{-----III}$$

- Effects of personality on over all organizational citizenship behavior (OCB)

Hypothesis

1. Hypothesis 4a: “extraversion” a personality dimension has positive and significant effect on OCBT and over all OCB
2. Hypothesis 4b: “conscientiousness” a personality dimension has positive and significant effect on OCBT and over all OCB
3. Hypothesis 4c: “agreeableness” a personality dimension has positive and significant effect on OCBT and over all OCB
4. Hypothesis 4d: “neuroticism” a personality dimension has negative and significant effect on OCBT and over all OCB
5. Hypothesis 4e: “openness to experience” a personality dimension has positive and significant effect on OCBT and over all OCB

3.5 Sample Composition

Following section presents sample composition by demographics. Sample Composition by each demographic was explained in detail with tabulated information.

Table 1: Sample Composition on demographic basis

Sector	Frequency	%	Private	Frequency	%
Public	190	75	Private	63	25
<u>Gender</u>	Frequency	%		Frequency	%
Male	129	51	Female	124	49
<u>Marital status</u>	Frequency	%		Frequency	%
Married	140	55.3	Single	113	44.7
<u>Age group</u>	Frequency	%		Frequency	%
21-30	155	61.3	31-40	66	26.1
41-50	32	12.6			
<u>Qualifications</u>	Frequency	%		Frequency	%

MBBS	132	52.2	BDS	33	13
FCPS	29	11.5	Other	59	23.3
<u>Stay in Org</u>					
	Frequency	%		Frequency	%
Below 1Year	98	38.7	1-5	73	28.9
6-10	41	16.2	Above 10	41	16.2
<u>Salary</u>					
	Frequency	%		Frequency	%
20-40	138	54.5	41-60	60	23.7
61-80	29	11.5	Above 80	26	10.3
<u>Experience</u>					
	Frequency	%		Frequency	%
Below 1Year	98	38.7	1-5	68	26.9
6-10	18	7.1	Above 10	72	28.5

3.5 Data Analysis

Statistical Program for Social Sciences (SPSS 17) and AMOS 16 were used for data analysis. After collecting data, it was entered into SPSS as per coding mentioned in the measurement section. Sample composition was calculated and tabularized in previous section. Confirmatory Factor Analysis (CFA) was performed to check the factor loading of items in their respective scales. Items statements having factor loading larger than the cut off value i.e. 0.40 were retain in the respective scales and used for data analysis. After finalizing the items to be kept in the study, means of each variable of each respondent were calculated using transformation process through SPSS 17. subsequently, descriptive analysis was performed through Independent Sample T-Test and one way ANOVA to measure the differences between the means of these variables on the basis of demographical differences.

2.13 Hypothesis testing

The following models have been generalized to establish a relationship between dependent and independent variables.

Effects of personality on OCBI, OCBT and OCBO and over all OCB

- Effects of job characteristics, perceived management style, rewards, personality (all five dimensions) and spirituality on interpersonal level organizational citizenship behavior (OCBI)

$$OCBI = \beta_0 + \beta_1 PEX + \beta_2 PCON + \beta_3 PAG + \beta_4 PNUR + \beta_5 POP + \text{Eit} \dots (1)$$

$$OCBI = 1.6 + .434^{***} JC + .010 PMS + .155^{**} RW + .054 PEX + .124^{**} PCON + .044 PAG + .076^{**} PNUR + .038 POP$$

- Effects of job characteristics, perceived management style, rewards, personality (all five dimensions) and spirituality on organizational level organizational citizenship behavior (OCBO)

$$OCBO = \beta_0 + \beta_4 PEX + \beta_5 PCON + \beta_6 PAG + \beta_7 PNUR + \beta_8 POP + Eit \text{----(II)}$$

$$OCBO = .95 + .058PEX + .047PCON + .028PAG + .052PNUR + .051POP$$

- Effects of job characteristics, perceived management style, rewards, personality (all five dimensions) and spirituality on task level organizational citizenship behavior (OCBT)

$$OCBT = \beta_0 + \beta_4 PEX + \beta_5 PCON + \beta_6 PAG + \beta_7 PNUR + \beta_8 POP + Eit \text{----(III)}$$

$$OCBT = 2.53 + .020 PEX + .150**PCON + .001PAG + -.159PNUR*** + .05359POP$$

- Effects of job characteristics, perceived management style, rewards, personality (all five dimensions) and spirituality on over all organizational citizenship behavior (OCB)

$$OCB = \beta_0 + \beta_4 PEX + \beta_5 PCON + \beta_6 PAG + \beta_7 PNUR + \beta_8 POP + Eit \text{----(IV)}$$

$$OCB = 2.53 + .296***JC + .310**PMS + .321**RW + .320 PEX + .107***PCON + .005PAG + -.95PNUR** + .013POP$$

Personal factors and OCBI, OCBT, OCBO and over All OCB

Hypothesis 4a: “extraversion” a personality dimension has positive and significant effect on all three levels of OCB i.e. (OCBI, OCBT and OCBO) and over all OCB	Partiality accepted(+with OCBI)
Hypothesis 4b: “conscientiousness” a personality dimension has positive and significant all three levels of OCB i.e. (OCBI, OCBT and OCBO) and over all OCB	Partiality accepted(+with OCBI&OCBT)
Hypothesis 4c: “agreeableness” a personality dimension has positive and significant effect all three levels of OCB i.e. (OCBI, OCBT and OCBO) and over all OCB	Rejected
Hypothesis 4d: “neuroticism” a personality dimension has negative and significant effect all three levels of OCB i.e. (OCBI, OCBT and OCBO) and over all OCB	Accepted
Hypothesis 4e: “openness to experience” a personality dimension has positive and significant effect on all three levels of OCB i.e. (OCBI, OCBT and OCBO) and over all OCB	Rejected

5. Conclusion

One of the very important and critical components of any organization is its human resources. And in contemporary business world human resources are no more manageable through concepts of tight supervision, use of formal authority and power. This is era of participative management, self-monitoring, self motivating and proactive human resources. Today all organizations undoubtedly need to bring in that kind of human capital for their efficiency and effectiveness. “Organizational Citizenship Behavior” (OCB) is decisive for these organizations in order to turn the entire organization into an vigorous & self-healing environment where the employees would take the initiative to work out any difficulty that faces them with no management intrusion and overhead.

In order to hold OCB in organization’s arms organization needs to know accurately factors that influence OCB. And while the factors that influence OCB are known, it is not comprehensible if these relationships would be valid in Pakistan where we have our own distinctive culture; this is why these organizations need to find out those factors specifically in the Pakistani culture and context..

This research is an endeavor to knock OCB inside the Pakistani Organizations (Hospitals) in term of:

1. Demographics
2. Employee personal factors including personality big five

Relationships were established between personality and interpersonal level organizational citizenship behavior (OCBI), task level organizational citizenship behavior (OCBT) and organizational level organizational citizenship behavior OCBO.

It is evident from the results of the study that personality factors contribute positively and significantly in all levels of OCB.

Personality traits are also very important in this context, like neuroticism affects negatively and significantly almost all levels of OCB i.e. OCBT, OCBI and OCBO. Similarly conscientiousness positively contributes in almost all levels of OCB and especially in Task OCB (OCBT) its influence is very significant.

The future research can also explore the antecedents of perceived OCB with respect to the Pakistani culture as culture having its influence over individual personalities and perceptions about rewards and management styles.

References

- A.A. Okediji, p. a. E., k. B. Sanni and O. O. Umoh. (2009). influence of personality characteristics and Gender on organizational citizenship behaviour. *Global Journal of Social Sciences* 8(2).
- Adebayo, S. O., & Ezeanya, I. D. (2011). Task Identity and Job Autonomy as Correlates of Burnout among Nurses in Jos, Nigeria. *International Review of Social Sciences and Humanities*, 2(1), 7-13.
- Arikewuyo, M. O. A STUDY OF PUBLIC PARTICIPATION IN THE MANAGEMENT OF HIGHER INSTITUTIONS IN OGUN STATE, NIGERIA. VOLUME 20 JUNE 2000.
- Armstrong, M. (1977). *A handbook of personnel management practice*: Kogan Page.
- Barillas, E. (2005). Pharmaceutical System Performance within the Context of Health Sector Reform: LACHRS Report.
- Baruch, Y., & Winkelmann–Gleed, A. (2002). Multiple commitments: A conceptual framework and empirical investigation in a community health service trust. *British Journal of Management*, 13(4), 337-357.
- Bateman, T. S., & Organ, D.W. . (1983). Job satisfaction and the good soldier; the relationship between affect and employee “citizenship.”. *Academy of management journal*, , 26, 587-595.
- Bateman, T. S., & Organ, D. W. (1983). Job satisfaction and the good soldier: The relationship between affect and employee" citizenship". *Academy of Management Journal*, 587-595.
- Bishop, J. W. a. S., K.D. . (2000). An examination of organizational and team commitment in a self-directed team environment. *Journal of Applied Psychology*, 85, 439-450.
- Blood, C. L. H. M. R. (1968). Job enlargement, individual differences, and worker responses. *Psychological Bulletin* 69(1), 41-53.
- Borman, W. C., & Motowidlo, S. J. (1993). Expanding the criterion domain to include elements of contextual performance. *Personnel selection in organizations*, 71, 98.
- Boselie, P. (2010). High performance work practices in the health care sector: a Dutch case study. *International journal of manpower*, 31(1), 42-58.
- .
- Chiu, S. F., & Chen, H. L. (2005). Relationship between job characteristics and organizational citizenship behavior: The mediational role of job satisfaction. *Social Behavior and Personality: an international journal*, 33(6), 523-540.
- Cohen, A., & Vigoda, E. (2000). Do Good Citizens Make Good Organizational Citizens? *Administration & Society*, 32(5), 596-624.
- Conlin, M. (1999). Religion in the workplace: The growing presence of spirituality in corporate America. *Business Week*, 1(Nov.), 150.
- Cook, J. R., & Salvendy, G. (1999). Job enrichment and mental workload in computer-based work: Implications for adaptive job design. *International Journal of Industrial Ergonomics*, 24(1), 13-23.

- Decktop, J. R., Mangel, R., & Cirka, C. C. . (1999). Getting more than you pay for: Organizational citizenship behavior and pay-for-performance plans. . *Academy of Management Journal*, , 42, 420–428.
- Digman, J. M. (1990). Personality structure: Emergence of the five-factor model. *Annual review of psychology*, 41(1), 417-440.
- Drez, J. (1999). motivation through needs, job design, and satisfaction, . *Academy of Management Journal*, 7.
- Duberstein, P., Meldrum, S., Fiscella, K., Shields, C. G., & Epstein, R. M. (2007). Influences on patients' ratings of physicians: Physicians demographics and personality. *Patient education and counseling*, 65(2), 270-274.
- Eberle, J. B. C. T. (1990). A guide to job enrichment and redesign. The use of traditional methods for job design and redesign. . *American Management Association* 67(2).
- Elanain, H. A. (2007). Relationship between personality and organizational citizenship behavior: Does personality influence employee citizenship. *International Review of Business Research Papers*, 3(4), 31-43.
- Elanain, H. A. (2007). Relationship between Personality and Organizational Citizenship Behavior: Does Personality Influence Employee Citizenship? *International Review of Business Research Papers*, 3(4), 131-43
- Foote, D. A., & Tang, T. L. P. (2008). Job satisfaction and organizational citizenship behavior (OCB): Does team commitment make a difference in self-directed teams? *Management Decision*, 46(6), 933-947.
- Gannon, N., & Ranzijn, R. (2005). Does emotional intelligence predict unique variance in life satisfaction beyond IQ and personality? *Personality and Individual Differences*, 38(6), 1353-1364.
- Gerald Salancik & Jeffrey, P. (1975). Departments of supervisory behaviour: A Role Set Analysis. *Human Relations*, 28 139 -154.
- Goldberg, L. R. (1981). Language and individual differences: The search for universals in personality lexicons. *Review of personality and social psychology*, 2, 141-165.
- Hackman, J. R., & Greg R. Oldham (1980b). Work Redesign. *Organizational Behavior and Human Performance* 14, 230-245. .
- Hackman, J. R., & Oldham, G. R. . (2005). *How job characteristics theory happened* (Vol. 5): Oxford University Press.
- Hackman, J. R., & Lawler, E. E. (1971). Employee reactions to job characteristics. *Journal of Applied Psychology*, 55(3), 259.
- Hackman, J. R., & Oldham, G. (2005). How job characteristics theory happened. *The Oxford handbook of management theory: The process of theory development*, 151-170.
- Hitt, M. M., C. and Colella, A. . (2006). Organizational Behavior: A Strategic Approach. Danvers: . *Hermitage Publishing Services*.
- Hoffman, B. J., Blair, C. A., Meriac, J. P., & Woehr, D. J. (2007). Expanding the criterion domain? A quantitative review of the OCB literature. *Journal of Applied Psychology*, 92(2), 555.

- Hoffman, B. J., Blair, C. A., Meriac, J. P., Woehr, D. J. . (2007). Expanding the Criterion Domain? A Quantitative Review of the OCB Literature. . *Journal of Applied Psychology*, 92, 555-566.
- Howe, T. T. S. o. L. J. s. a. t. (2003). To Stay or Leave: Job satisfaction and turnover Retrieved 2-02-2012, 2012
- Hulin, C. L., & Blood, M. R. (1968). Job enlargement, individual differences, and worker responses. *Psychological Bulletin*, 69(1), 41.
- Jesse Erdheim a, M. W. b., Michael J. Zickar. (2006). Linking the Big Five personality constructs to organizational commitment. *Personality and Individual Differences*, 41(5), 959-970
- Jiing-Lih Farh, C.-B. Z. D. W. O. (2004). Organizational citizenship behavior in the people's republic of china. *Organization Science*, 15(2), 241-253
- John, O. P., Robins, R. W., & Pervin, L. A. (2008). *Handbook of personality: Theory and research*: the Guilford press.
- Knox, D., Langehough, S. O., Walters, C., & Rowley, M. (1998). Religiosity and spirituality among college students. *College Student Journal*.
- Konz, S. (1993). *Work Design: Industrial Ergonomics*. . Publishing Horizons, Ohio.
- Konz, S. A., & Johnson, S. (1995). *Work design: industrial ergonomics*: Publishing Horizons Arizona,, USA.
- Kosmin, B. A., Mayer, E., & Keysar, A. (2001). *American religious identification survey 2001*: Graduate center of the city university of New York.
- Koys, D. J. (2001). The effects of employee satisfaction, organizational citizenship behavior, and turnover on organizational effectiveness: a unit-level, longitudinal study *Personnel Psychology*, 54, 101-114.
- Lagomarsino, R., & Cardona, P. (2003). Relationships among leadership, organizational commitment, and ocb in uruguayan health institutions. *IESE Working Paper No. D/494*.
- LePine, J. A., Erez, A., & Johnson, D. E. (2002). The nature and dimensionality of organizational citizenship behavior: A critical review and meta-analysis. . *Journal of Applied Psychology*, 87, 52-65.
- Li, N., Liang, J., & Crant, J. M. (2010). The role of proactive personality in job satisfaction and organizational citizenship behavior: A relational perspective. *Journal of Applied Psychology*, 95(2), 395.
- Long, J. L., & Swortzel, K. A. . (2007). *Factors influencing job satisfaction of extension agents* Paper presented at the AAAE Research Conference, Mississippi State University.
- Luthans, F. (1998). *Organizational behavior*.
- M, A. (1991). *Personnel management practice*. London. Kogan page, 4(2).
- Mahdiuon, R., Ghahramani, M., & Sharif, A. R. (2010). Explanation of organizational citizenship behavior with personality. *Procedia-Social and Behavioral Sciences*, 5, 178-184.
- Matiaske, W., & Weller, I. (2007). Do extrinsic rewards enhance organizational citizenship behavior? A study of public sector organizations. *Public Governance and Leadership, Wiesbaden: Gabler, S*, 513-534.

- Matthew s. O'connell, d. d., christina norris-watts, keith hattrup. (2001). predictors of organizational citizenship behavior among Mexican retail salespeople. , *international journal of organizational analysis*, 9(3).
- McCrae, R. R., & Costa, P.T. (1997). Personality trait structure as a human universal. *American Psychologist*, , 52, 509-516.
- McCrae, R. R., & Costa, P.T. . (1987). Validation of the five-factor model of personality across instruments and observers. . *Journal of Personality and Social Psychology*, 52, 81-90.
- McCrae, R. R., & Costa Jr, P. T. (1997). Personality trait structure as a human universal. *American Psychologist; American Psychologist*, 52(5), 509.
- McCrae, R. R., & Costa, P. T. (1987). Validation of the five-factor model of personality across instruments and observers. *Journal of Personality and Social Psychology*, 52(1), 81.
- McGregor, D. (1957). The Human Side of Enterprise. *the Management Review*, 46(11), 22-28.
- McGregor, D., & Cutcher-Gershenfeld, J. (2006). *The human side of enterprise*: McGraw-Hill Companies.
- McNeely, B. L., & Meglino, B. M. (1994). The role of dispositional and situational antecedents in prosocial organizational behavior: An examination of the intended beneficiaries of prosocial behavior. *Journal of Applied Psychology*, 79(6), 836.
- McShane, S. V. G., M. . (2008). *Organizational Behavior*. : McGraw-Hill Irwin
- Mervielde, I., Buyst, V., & De Fruyt, F. (1995). The validity of the Big-Five as a model for teachers' ratings of individual differences among children aged 4-12 years. *Personality and Individual Differences*, 18(4), 525-534.
- Mohr, R. D., & Zoghi, C. (2006). Is job enrichment really enriching? *Working Papers*.
- Moorman, R. H., & Blakely, G. L. (1995). Individualism-collectivism as an individual difference predictor of organizational citizenship behavior. *Journal of Organizational Behavior*, 16(2), 127-142.
- Morgeson, F. P., Delaney-Klinger, K., & Hemingway, M. A. (2005). The importance of job autonomy, cognitive ability, and job-related skill for predicting role breadth and job performance. *Journal of Applied Psychology*, 90(2), 399.
- Mullins, L. J. (2007). *Management and organisational behaviour*: Financial Times/Prentice Hall.
- Nasiripour, A. A. (2011). The relationship between organizational citizenship behavior and basic trauma life support in pre-hospital emergency services. *Scientific Research and Essays*, 6(20), 4290-4294.
- Neuman, G. A., & Kickul, J. R. (1998). Organizational citizenship behaviors: Achievement orientation and personality. *journal of business and psychology*, 13(2), 263-279.
- Newstrom, J. W., & Davis, K. (1986). *Human behavior at work*: New York. McGraw-Hill.
- O'Connell, M. S., Doverspike, D., Norris-Watts, C., & Hattrup, K. (2001). Predictors of organizational citizenship behavior among Mexican retail salespeople. *The International Journal of Organizational Analysis*.
- Organ, D. W. (1994). Personality and organizational citizenship behavior. *Journal of Management*, 20(2), 465-478.

- Organ, D. W. (1997). Organizational citizenship behavior: It's construct clean-up time. *Human performance*, 10(2), 85-97.
- Organ, D. W., & Ryan, K. (1995). A META-ANALYTIC REVIEW OF ATTITUDINAL AND DISPOSITIONAL PREDICTORS OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR. *Personnel Psychology*, 48(4), 775-802.
- Parker, S., & Wall, T. D. (1998). *Job and work design: Organizing work to promote well-being and effectiveness* (Vol. 4): Sage Publications, Inc.
- Pawar, B. S. (2009). Some of the Recent Organizational Behavior Concepts as Precursors to Workplace Spirituality. *Journal of business ethics*, 88(2), 245-261.
- Pfeffer, J., & Salancik, G. R. (1975). Determinants of supervisory behavior: A role set analysis. *Human Relations*, 28(2), 139-154.
- Podsakoff, P. M., Ahearne, M., & MacKenzie, S. B. (1997). Organizational citizenship behavior and the quantity and quality of work group performance. *Journal of Applied Psychology*, 82(2), 262.
- Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000). Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management*, 26(3), 513-563.
- Poole, M. S., & Van de Ven, A. H. (2004). *Handbook of organizational change and innovation*: Oxford University Press, USA.
- Porter, L. W., Steers, R. M., Mowday, R. T., & Boulian, P. V. (1974). Organizational commitment, job satisfaction, and turnover among psychiatric technicians. *Journal of Applied Psychology*, 59(5), 603.
- Pritchard, R. D., Jones, S. D., Roth, P. L., Stuebing, K. K., & Ekeberg, S. E. (1988). Effects of group feedback, goal setting, and incentives on organizational productivity. *Journal of Applied Psychology*, 73(2), 337.
- Rath, T., & Clifton, D. O. (2004). The power of praise and recognition. *MANAGEMENT*, 888, 274-5447.
- Ryckman, R. M. (2007). *Theories of personality*: Wadsworth Pub Co.
- Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, Vol. 21 (7), 600 - 619, 21(7), 600-619.
- Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21(7), 600-619.
- Salehi, M., & Gholtash, A. (2011). The relationship between job satisfaction, job burnout and organizational commitment with the organizational citizenship behavior among members of faculty in the Islamic Azad University-first district branches, in order to provide the appropriate model. *Procedia-Social and Behavioral Sciences*, 15, 306-310.
- Salvendy, J. R. C. G. (1999). Job enrichment and mental workload in computer-based work: Implications for adaptive job design. *International Journal of Industrial Ergonomics* 24, 13-23.
- Schnake, M., & Dumler, M. P. (1997). Organizational citizenship behavior: The impact of rewards and reward practices. *Journal of Managerial Issues*, 216-229.

- Sharda, K., & Chatterjee, L. (2011). Configurations of outsourcing firms and organizational performance: A study of outsourcing industry in India. *Strategic Outsourcing: An International Journal*, 4(2), 152-178.
- Sheldrake, P. (2007). *A brief history of spirituality*: Wiley-Blackwell.
- Smith, C., Organ, D. W., & Near, J. P. (1983). Organizational citizenship behavior: Its nature and antecedents. *Journal of Applied Psychology; Journal of Applied Psychology*, 68(4), 653.
- Spence Laschinger, H. K., Finegan, J., & Shamian, J. (2001). The impact of workplace empowerment, organizational trust on staff nurses' work satisfaction and organizational commitment. *Health Care Management Review*, 26(3), 7.
- Strong, R., & Harder, A. (2009). Implications of maintenance and motivation factors on Extension agent turnover. *Journal of Extension*, 47(1).
- Sumathi, G. PERCEIVED ORGANIZATIONAL SUPPORT AND JOB PERFORMANCE AMONG MEDICAL PERSONNEL: A STUDY IN INDIAN PUBLIC HEALTH CARE SECTOR.
- Tan, T. H., & Waheed, A. (2011). Herzberg's motivation-hygiene theory and job satisfaction in the malaysian retail sector: the mediating effect of love of money.
- Taylor, F. W. (2005). *The principles of scientific management*: 1st World Library.
- Todd, S. Y., & Kent, A. (2006). Direct and indirect effects of task characteristics on organizational citizenship behavior. *North American Journal of Psychology*, 8(2), 253-268.
- Van Dyne, L., & Ang, S. (1998). Organizational citizenship behavior of contingent workers in Singapore. *Academy of Management Journal*, 692-703.
- W., J. (1989). *Organizational citizenship behavior: Construct redefinition, operationalization, and validation*. .
- Waddell, D., Cummings, T. G., & Worley, C. G. (2011). *Organisation development & change*: Thomson.
- Weiss, H. M. (2002). Deconstructing job satisfaction: Separating evaluations, beliefs and affective experiences. *Human Resource Management Review*, 12(2), 173-194.
- Williams, L. J., & Anderson, S. E. (1991). Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors. *Journal of Management*, 17(3), 601-617.
- Wuthnow, R. (1998). *After heaven: Spirituality in America since the 1950s*: Univ of California Pr.
- Yilmaz, K., & Tasdan, M. (2009). Organizational citizenship and organizational justice in Turkish primary schools. *Journal of Educational Administration*, 47(1), 108-126.
- Zeffane, R. (1994). Patterns of organizational commitment and perceived management style: A comparison of public and private sector employees. *Human Relations*, 47(8), 977-1010.
- Zeinabadi, H. (2010). Job satisfaction and organizational commitment as antecedents of Organizational Citizenship Behavior (OCB) of teachers. *Journal Of Social and Behavioral Sciences* 5, 998-1003.
- Zeinabadi, H. (2010). Job satisfaction and organizational commitment as antecedents of Organizational Citizenship Behavior (OCB) of teachers. *Procedia-Social and Behavioral Sciences*, 5, 998-1003.

Zhang, Y., Liao, J., & Zhao, J. (2011). Research on the organizational citizenship behavior continuum and its consequences. *Frontiers of Business Research in China*, 5(3), 364-379.