

UNIVERSITY OF CAPE COAST

ASSESSING THE UNCERTAINTIES BETWEEN THE BIG FIVE
PERSONALITY FACTORS AND ORGANIZATIONAL CITIZENSHIP
BEHAVIOUR AMONG TEACHERS OF THE NUNGUA AND OSU
PRESBYTARIAN SENIOR HIGH SCHOOLS

FOSTER ERNEST KWAME BREHINI

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BY

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in Business Administration degree in Human Resource Management

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DECLARATION

Candidate's Declaration

I hereby declare that this dissertation is the result of my own original research and that no part of it has been presented for another degree in this University or elsewhere.

Candidate's Signature Date

Name:

Supervisor Declaration

I hereby declare that the preparation and presentation of the dissertation was supervised in accordance with the guidelines on supervision of dissertation laid down by the University of Cape Coast.

Supervisor's Signature Date

Name:.....

ABSTRACT

A number of studies have been conducted regarding the relationship between organizational citizenship behaviour and the Big-Five personality traits and have established some correlation between the variables. The present study sort to assess the uncertainties between organizational citizenship behaviour and the Big-Five personality traits, using the perspectives of Chiaburu et al. (2011) and Ilies et al. (2009) among teachers in Greater Accra. In this regard, two secondary schools – Nungua and Osu Presbyterian Senior High Schools were used for the study. The study posited that there is a positive and significant relationship between the variables. Specific hypotheses concerning the relationship between the variables were tested using quantitative approach and descriptive research design. Questionnaires were used for data collection from selected institutions with a sample size of 120 teachers. The study found that openness to experience was the only personality trait that positively and significantly predicts all three dimensions of organizational citizenship behaviour. Again, openness to experience predicted the three dimensions of organizational citizenship behaviour more than the four other Big Five personality traits. Also, conscientiousness was found to positively and significantly predict OCB-I and OCB-CH dimensions. The hypothesized significant relationship between agreeableness, extraversion, neuroticism and the three dimensions of organizational citizenship behaviour was not supported. In view of the findings of the present study, it is recommended that institutions should recruit teachers who possess openness to experience and conscientiousness traits in order to improve teachers' engagement in organizational citizenship behaviour.

KEYWORDS

Organizational Citizenship Behavior (OCB)

OCB directed towards individual colleagues

OCB directed towards organization

Big five personality traits

Teachers

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DEDICATION

To my children: Marcia Seyram Brehini and Declan Selikem Brehini

TABLE OF CONTENT

	Page
DECLARATION	ii
ABSTRACT	iii
KEYWORDS	iv
ACKNOWLEDGEMENTS	v
DEDICATION	vi
TABLE OF CONTENT	vii
LIST OF TABLES	xi
LIST OF FIGURES	xii
LIST OF ACRONYMS	xiii
CHAPTER ONE: INTRODUCTION	
Background to the Study	1
Statement of the Problem	4
Purpose of the Study	5
Research Objectives	6
Research Question	6
Research Hypotheses	6
Significance of the Study	7
Delimitation	7
Limitation	8
Definition of Terms	8
Organization of the Study	9

CHAPTER TWO: LITERATURE REVIEW

Introduction	11
Theoretical Framework	11
Dimensionalities of the Variables	12
Organizational Citizenship Behaviour Dimensions	13
Personality Trait Dimensions	16
The Relationship between the Big Five Personality Traits and Organizational Citizenship Behaviour directed at the Individual (OCB-I), Organizational Citizenship Behaviour directed at the Organization (OCB-O and Change Oriented Citizenship (OCB-CH)	19
Openness to experience and Organizational Citizenship Behaviour directed at the Individual (OCB-I), Organizational Citizenship Behaviour directed at the Organization (OCB-O and Change Oriented Citizenship (OCB-CH)	19
Conscientiousness and Organizational Citizenship Behaviour directed at the Individual (OCB-I), Organizational Citizenship Behaviour directed at the Organization (OCB-O and Change Oriented Citizenship (OCB-CH)	20
Extraversion and Organizational Citizenship Behaviour directed at the Individual (OCB-I), Organizational Citizenship Behaviour directed at the Organization (OCB-O and Change Oriented Citizenship (OCB-CH)	22
Agreeableness and Organizational Citizenship Behaviour directed at the Individual (OCB-I), Organizational Citizenship Behaviour directed at the Organization (OCB-O and Change Oriented Citizenship (OCB-CH)	23

Neuroticism and Organizational Citizenship Behaviour directed at the Individual (OCB-I), Organizational Citizenship Behaviour directed at the Organization (OCB-O and Change Oriented Citizenship (OCB-CH)	24
Chapter Summary	27
CHAPTER THREE: RESEARCH METHODS	
Introduction	28
Research Design	28
Study Area	29
Population	29
Sampling Procedure	29
Data Collection Instrument	30
Data Collection Procedures	31
Ethical Considerations	31
Data Processing and Analysis	32
Reliability and Validity	32
Chapter Summary	33
CHAPTER FOUR: RESULTS AND DISCUSSIONS	
Introduction	34
Demographic Data	34
Collinearity Diagnostics for Personality Factors	36
Assessment of the Measurement Models	37

Discriminant Validity	41
Hypotheses Testing	46
CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	
Introduction	53
Summary of Findings	54
Conclusion	54
Recommendations	57
Suggestions for Future Research	58
REFERENCES	59
APPENDIX A	67

LIST OF TABLES

Table		Page
1	The Big Five Personality Traits and their Attributes	17
2	The Big Fiver Personality Traits (Low and High Traits)	18
3	Distribution of respondents by Age Groups	35
4	Gender distribution of respondents	35
5	Education levels of respondents	36
6	Collinearity diagnostics for Personality Traits OCB-CH, OCB-I, OCB-O	37
7	Composite Reliability, Crombach's alpha and Convergent Validity for Personality Traits, OCH-CH, OCB-1 and OCB-O	38
8	Outer Loading	40
9	Fornell Lacker – Criterion for checking discriminant validity	41
10	Cross Loading	42
11	HTMT ratio for checking discriminant validity	43
12	Structural model results	45

LIST OF FIGURES

Figure		Page
1	Relationship between dependent and independent variables	26
2	Structural model of extraversion, agreeableness, conscientiousness, neuroticism, openness, OCB-I, OCB-O and OCB-CH	52

LIST OF ACRONYMS

AVE	Average Variance Extracted
OCB	Organizational Citizenship Behaviour
OCB-CH	OCB Change
OCB-I	OCB directed at individuals
OCB-O	OCB directed at the organization
PLS	Partial Least Square
SPSS	Statistical Package for Social Sciences

CHAPTER ONE

INTRODUCTION

Studies regarding the Big Five personality traits and Organizational Citizenship Behaviour (OCB) have presented a number of uncertainties. Prior and contemporary studies have reported varied results relating to which among the Big Five personality traits should be included in the recruitment and selection of employees by organizations. To this end, attempts at clarifying these uncertainties in order to provide further evidence as regards the strengths of the Big Five personality traits in predicting OCB are therefore imperative.

Background to the Study

Businesses and human resource practitioners all over the world seek to recruit and select employees with the requisite skills, knowledge and experience with the view to ensuring the successful achievement of organizational strategic objectives. However, in the contemporary business environment, it appears that businesses seek more than just technical competencies.

Decades of research has shown that certain employee conducts which have been termed organizational citizenship behaviour (OCB) are significant for effective organizational functioning (Chiaburu, Berry, Li & Gardener, 2011; Ilies, Fulmer, Spitzmuller & Johnson, 2009; Podsakoff, MacKenzie & Organ, 2006). More precisely, OCB has empirically been linked to cost reductions, efficient performance, profitability, increased productivity and improved customer satisfaction among others (Niehoff, 1996; Podsakoff & MacKenzie, 1994; Walz &). Organizations are able to achieve optimum performance if they

get their employees to put in cooperative efforts (Bernard, 1968). And since these studies begun, researchers have called on organizations and human resource practitioners to pay particular attention to these conducts in their personnel selection processes.

Organ (1988), one of the scholars, who is extensively credited for the introduction of the term organizational citizenship behaviour in academic literature, originally defined OCB as “individual behaviour that is discretionary, not directly or explicitly recognized by formal reward systems and that in the aggregate promotes the effective functioning of the organization”. After about a decade, however, the OCB definition was revised as “performance that supports the social and psychological environment in which task performance takes place” (Organ, 1997). As reported by Podsakoff et al. (2006), the new definition by Organ puts into perspective three key benefits regarding the OCB concept:

- a. It indicates a clear distinction between task performance and OCB;
- b. It is consistent with the definition of contextual performance by (Borman & Motowidlo, 1993);
- c. It avoids the difficulty in viewing OCBs as discretionary behaviour for which the individual might receive a formal reward.

OCB have been conceptualized in a number of dimensions. Organ (1988) reported a dimension that includes five OCB forms (i.e. sportsmanship, conscientiousness, civic virtue, altruism, and courtesy). William and Anderson (1991) proposed two OCB categories (OCB targeted at individuals – OCB-I and OCB targeted at the organization OCB-O). Chiaburu et al. (2011) also adopted the Change (OCB-CH) dimension.

Per Organ's (1988) conceptualization, OCB describe behaviors in which employees voluntarily opt for extra jobs, help other colleagues in the performance of their duties and maintain workplace rules and procedures irrespective of personal inconveniences.

Consequently, in view of the empirical evidence regarding the importance of OCB to organizations, studies have sort to identify factors that influence (predict) OCB with the view to encouraging these behaviors among employees (Chiaburu et al., 2011; Ilies et al., 2009; Organ & Ryan, 1995). Among the predictors of OCB, the Big-Five personality traits have shown to be significantly related to OCB (Chiaburu et al., 2011; Ilies et al., 2009; Organ & Ryan, 1995).

Personality traits describe a level of consistency in individuals' behaviours usually revealed through certain characteristics. Studies that focused on the traits approach to personality have proposed that personality could be grouped into five major dimensions generally referred to as the Big-Five personality factors (Goldberg, 1981). The integration of the personality traits into what is now called the Big-Five has been years of pruning and redefinition of thousands of traits by different scholars. The Big Five personality factors thus include *conscientiousness*, *agreeableness*, *neuroticism*, *openness* and *extraversion*. Some studies, however adopt the low neuroticism personality which is referred to as emotional stability instead. Prior and present studies, therefore, continue to reveal a certain level of relationship, though with inconsistencies, between personality factors and OCB.

Statement of the Problem

Studies that have focused on personality traits as predictor of OCB have revealed a certain trend of findings. For instance, meta-analytic studies conducted by Ilies et al. (2009) which placed conscientiousness and agreeableness as the foremost predictors of OCB is in line with several other previous studies (Borman et al., 2001; Organ & Ryan, 1995; Podsakoff et al., 2000). That is, these studies did not find openness, extraversion and emotional stability as important inclusions among the personality predictors of OCB.

In contrast, however, fairly recent, detailed theoretical and construct specification of the Big Five personality trait investigations by Chiaburu et al. (2011) in addition to a few recent studies have found openness to experience, extraversion and to some extent emotional stability as important predictors of OCB with most of the incremental validity originating from openness. Thus, Chiaburu et al. (2011) concluded that the less well researched personality traits (openness to experience predicted OCB over and above the two most reported personality predictors (conscientiousness and agreeableness). Chiaburu and colleagues connected the five-factor model personality traits to the two major citizenship dimensions; Individual directed citizenship (OCB-I) and organizational directed citizenship (OCB-O) as proposed by Williams and Anderson (1991), in addition to change-oriented citizenship, OCB-CH (Allan & Rush, 2001).

As Chiaburu and colleagues posited, a more careful theoretical and construct specification of the variables is critical in the determination of the relationships that exist between the Big Five personality traits and OCB. Chiaburu and colleagues contended that earlier calls on organizations and human

resource practitioners to include the Big Five personality factors in their employment processes was questionable because only one of the Big Five personality factors had been empirically proven to relate significantly with OCB.

The variations that exist in these findings therefore raise significant empirical questions that require further investigations – Based on existing literature, it is not clear which of the Big Five personality traits should be included for instance in employee selection processes that will influence employees' engagement in OCB. Additionally, none of the studies available for the purposes of the present study was conducted within the Ghanaian work environment, particularly, among teachers. Teachers play a significant role in the lives of students within the second cycle institutions. Engaging the services of the appropriate personality types in relation to OCB will lead to improvement in the performance of students.

Moreover, given that culture has been found to influence job performance, it is important to investigate the concept within the context of the Ghanaian work environment. Matic (2008), for instance, noted that culture cannot be ignored when applying the American management principles outside of the United States. By extension, culture, thus play a significant role in employees' performance and for that matter, engagement in OCB. The current study therefore intends to fill this gap by clarifying the uncertainties regarding the strengths of each of the Big Five personality traits in predicting OCB.

Purpose of the Study

OCB is well-researched in other parts of the globe, yet not much attention has been given to its study, particularly, in Ghana. The present study,

seeks to assess the uncertainties between the big five personality factors and organizational citizenship behaviour among teachers in the Accra Metropolis, using the perspectives of Chiaburu et al. (2011) and Ilies et al. (2009).

Research Objectives

1. Examine whether conscientiousness and agreeableness predict OCB-I, OCB-O and OCB-CH.
2. Determine whether extraversion, openness to experience and neuroticism are significant predictors of OCB-I, OCB-O and OCB-CH.
3. Test whether openness predicts OCB-I, OCB-O and OCB-CH more than conscientiousness and agreeableness.

Research Question

1. Will conscientiousness and agreeableness predict OCB-I, OCB-O and OCB-CH?
2. Will extraversion, openness to experience and neuroticism significantly predict OCB-I, OCB-O and OCB-CH.
3. Will openness to experience predict OCB-I, OCB-O and OCB-CH more than conscientiousness and agreeableness.

Research Hypotheses

- H₁:** Conscientiousness and agreeableness will positively and significantly predict OCB-I, OCB-O and OCB-CH.
- H₂:** Extraversion, openness to experience and neuroticism will significantly predict OCB-I, OCB-O and OCB-CH.

H₃: Openness will predict OCB-I, OCB-O and OCB-CH more than conscientiousness and agreeableness.

Significance of the Study

Studies on OCB have largely suggested that organizations are the ultimate beneficiaries of citizenship behavior because OCB provides the enabling environment that supports task performance which in turn results in improved organizational performance. For instance, and as indicated in the present study, OCB contributes to organizational outcomes such as improved service quality, increased organizational commitment and improved job involvement among others. Beyond this, human resource practitioners are able to determine which of the personality types among teachers they require most to influence effective teaching and learning.

The present study provides insight into OCB dimensionalities and forms. Consequently, the study provides an additional basis for supervisor assessments of teachers beyond task performance. Supervisors are also able to take into consideration OCB behaviours in approving rewards for best performance. For further studies on OCB, the present study proposes additional basis for the inclusion of all of the Big Five personality factors as OCB predictors.

Delimitation

The study was limited to the Nungua and Osu Presbyterian Senior High Schools and focused only on the teaching staff of the schools. The variables within this scope are; personality traits and OCB-CH, OCB-I, OCB-O

Limitation

The present study made use of primary data, particularly from questionnaires which were mainly self-assessed. According to Podsakoff, MacKenzie, Lee & Podsakoff, (2003) as reported by Ilies et al. (2009) when both the independent variable (personality traits) and the dependent variable (OCB) are self-assessed, the relationship between the two variables is mostly influenced by common rater bias. Secondly, the study lacks the benefits of other forms of assessments such as supervisor or peer rating which have the potential of influencing the findings as reported by Ilies et al. (2009).

Moreover, in view of the different types of dimensionalities proposed by different studies regarding the aggregate OCB, OCB-I, OCB-O, OCB-CH, Suresh and Venkatammal, (2010) have suggested that there may exist very weak basis for comparison among OCB studies. The present study may therefore be limited for the purposes of comparison in respect of the dimensionality adopted. Finally, the study is limited with respect to the size of the sample.

Definition of Terms

Organizational citizenship behavior (OCB): Performance that supports the social and psychological environment in which task performance takes place (Organ, 1997).

OCB-I: Organizational citizenship behaviour directed towards individuals (William & Anderson, 1991).

OCB-O: Organizational citizenship behaviour directed towards the organization (William & Anderson, 1991).

OCB-CH: Organizational citizenship behaviour that focuses on proactive behaviour that brings about positive modifications (Allan & Rush, 2001).

Big Five Personality Traits: The Big Five relate to five broadly defined personality traits and include; Conscientiousness, Agreeableness, Openness to experience, Extraversion and Neuroticism (Goldberg, 1981).

Organization of the Study

The study is structured under five main chapters. Chapter one consists of the background to the study, statement of the problem, purpose of the study, significance of the study, delimitations, limitations, definition of terms and organization of the study. Chapter two reviewed literature which was organized under the sub headings; introduction, theoretical frame work, dimensionality of the variables, relationship between the Big Five and OCB-I, OCB-O and OCB-CH, conclusion in addition to conceptual framework for the study.

Chapter three discusses the research methods adopted for the study and includes the study area, population, sampling procedure, data collection instruments, data collection procedure, data processing and analysis and the chapter summary. Chapter four presents findings of the primary study including introduction, background and analysis based on the research hypotheses. Chapter five concludes by summarizing the key findings, drawing conclusion, presentation of recommendations and suggestions for future studies.

Chapter Summary

The chapter mainly provides a background to the present study in relation to the variables. The chapter also offered a statement of the problem

indicating the issues and the gap that necessitated the present study. Other important aspects of the chapter include research objectives, research questions, and research hypothesis among others.

CHAPTER TWO

LITERATURE REVIEW

Introduction

The study seeks to assess the uncertainties between the Big Five personality factors and organizational citizenship behaviour using the perspectives of Chiaburu et al. (2011) and Ilies et al. (2009). The chapter commences by establishing the theoretical basis for the study and discusses critical components/dimensions of the variables; the Big Five personality traits and OCB. The chapter also reviews literature on the relationship between these two variables. The chapter is concluded with a summary of the key points that emerged from the literature review.

Theoretical Framework

The underlying basis for the present study is explained by the importance of the human resource to an organization's effectiveness in a competitive business environment.

In this respect, a number of theories underline human behaviour and their importance to organizational performance such as contextual performance by Borman and Motowidlo (1993) as reported by Podsakoff et al. (2006). Borman and Motowidlo (1993) were industrial psychologists who sort to examine empirical underpinnings for the notion that an individual's personality influences his or her commitment to work and consequently influences his or her productivity to work. In finding the linkage between personality factors and performance, Borman and Motowidlo grouped performance into two: task performance and contextual performance. Their study reported that while

knowledge, skills and abilities predict task performance, contextual performance was predicted by personality or dispositional factors.

The views of Borman and Motowidlo (1993) regarding contextual performance suggested that employees contribute to effective organizational performance by engaging in behaviours that are not necessarily part of their main tasks or functions. Such activities have been termed in other studies as extra role behaviours (Van Dyne & LePine, 1998).

Contextual performance thus includes behaviours such as helping co-workers to perform their duties, volunteering to perform additional duties, maintaining organizational rules and procedures. Unlike task or in-role performance, which requires specific cognitive abilities to perform and so differ from one organization or job to the other, contextual performance on the other hand, in view of their generalized significance cut across different work organizations. This concept lends support to the present study as it provides arguments to the effect that there exists a relationship between personality traits and OCB.

Dimensionalities of the Variables

The present study briefly discusses the dimensions of the two variables in relation to existing viewpoints that different studies have offered. In this regard, presenting a review of the key dimensions would yield an understanding of the dimensions adopted in the present study.

Organizational Citizenship Behaviour Dimensions

Studies have presented different viewpoints on the dimensions of OCB and as such there seem to be a general lack of consensus regarding the most appropriate dimension of OCB to be adopted. Even after the classifications presented by Organ (1988) and Williams and Anderson (1991), LePine, Erez and Johnson (2002) argued that the behavioral dimensions have not exactly been differentiated from one another. Smith, Organ and Near (1983) first proposed two dimensions of OCB to include altruism and general compliance both of which serve to increase effective organizational performance in various ways. Later, Organ (1988) broadened the two dimensions to include additional forms as discussed below.

Organ's (1988) initial definition of OCB adopted a dimension of five key forms of OCB and these include altruism, conscientiousness, civic virtue, courtesy, sportsmanship.

Altruism

Altruism has been defined by Smith et al. (1983) as voluntary behaviour in which employees assist work colleagues who may be burdened with additional task in order to help them complete their assignments in time. In other words, altruism simply means helpful (Organ, 1997). Additionally, altruism has also been defined in relation to positive affectivity (Podsakoff, MacKenzie, Paine & Bachrack, 2000).

Conscientiousness

According to MacKenzie, Podsakoff, Fetter (1993), conscientiousness is linked to the adherence to organizational rules and regulations, avoiding extra breaks, working for longer hours. It means being punctual at work and conserving organizational resources. It also means an employee is orderly, meticulous, responsible and thorough.

Courtesy

Courtesy is synonymous to prevention of problems among employees within an organization (Organ, 1997). An employee who avoids the creation of problems for colleagues at work helps to reduce conflicts among team members and in turn reduces the burden of problem solving for managers (Podsakoff & MacKenzie, 1997). Courteous employees usually alert colleagues of changes that are likely to affect them.

Civic Virtue

Civic virtue reflects behaviours in which employees reliably participate and are concerned about the organization's existence and show concern for the well-being of an organization. According to Podsakoff et al. (2000) civic virtue reflects employees' appreciation of being part of an organization (Podsakoff et al., 2000).

Sportsmanship

Sportsmanship is revealed in the willingness of employees to endure insignificant and momentary inconveniences and obligations of work without

complaining, appealing and protesting thereby protecting organizational energies in order to accomplish task and reduce the burden on managers (Organ and Ryan, 1995; Organ, 1990). Employees are willing to tolerate non-ideal situations without complaining.

The other key dimensionality of OCB suggests that OCB should be distinguished by their target level. This dimension therefore groups OCB into two broad categories. The first category is OCB that is directed towards the individual colleague(s) (OCB-I) and includes altruism and courtesy behaviours. The second category of OCB is directed towards the organization (OCB-O). This includes behaviours such as sportsmanship, civic virtue and conscientiousness (Hoffman, Blair, Meriac & Woeh, 2007; William & Anderson, 1991).

William and Anderson (1991) argued that the different forms of OCB fall under one of these two categories and the two higher order dimensions of OCB are likely to be predicted by different antecedents.

Chiaburu et al. (2011) however, adopted a third form of OCB called Change-oriented OCB (OCB-CH) proposed by Allan and Rush (2001) in addition to OCB-I and OCB-O dimensions by William and Anderson (1991). Ilies et al. (2009) on the other hand focused only the two dimensions: OCB-I and OCB-O. Chiaburu and colleagues posited that OCB-CH reflects proactive behaviours that help to improve upon organizational performance by introducing positive changes. OCB-CH thus reflects behaviours such as voice, taking charge, innovation/creativity and personal initiative.

Personality Trait Dimensions

Among OCB predictors, personality traits have been extensively researched (Organ, 1988; Smith et al., 1983). The Big Five is a taxonomy proposed by Goldberg, (1981). The work of Goldberg was to limit perhaps the thousands of personality attributes put together by Allport and Odbert's (1936) study into specific domains of five personality factors. Consequently, a number of functional dispositions are used to explain the Big-Five personality traits to reflect certain behaviours.

The Big Five personality traits evolved from Allport's (1936) 4000 traits, Eysenek's (1958) three factors. Studies have shown that traits or personality factors are fairly constant over time, define differences among persons and also guide behaviour. Studies have proposed that individual personality types determine largely, employees' engagement in OCB (Podsakoff et al., 2006; Organ & Ryan, 1995). The continued reliance on personality traits as OCB predictors is the fact that they are considered as the most stable and enduring traits (Suresh & Venkatammal, 2010). The big-five personality traits have largely come to be accepted over the period and each of the levels contributes in a significant measure to the understanding of individual differences in behaviour. The Big Five include conscientiousness, agreeableness, extraversion, openness and neuroticism.

Table 1 below presents a list of the Big Five personality traits with their respective attributes which distinguish the various categories of individual types.

Table 1: Big Five Personality Traits and their Attributes

Extraversion	Neuroticism/ Emotional Stability	Agreeableness	Conscientiousness	Openness to Experience
Sociable	Anxious	Courteous	Careful	Imaginative
Gregarious	Depressive	Flexible	Responsible	Curious
Assertive	Angry	Trusting	Organized	Broad-
Talkative	Embarrassed	Good-natured	Hardworking	minded
Active	Emotional	Cooperative	Achievement- oriented	Intelligent
	Insecure	Forgiving	Persevering	Artistically sensitive
	Worried	Soft-hearted		
		Tolerant		

Source: Barrick and Mount (1991)

Oh and Berry (2009) opined that conscientious people are persons associated with predictable and responsible behaviour while agreeable people are persons associated with interpersonal sensitivity. Persons who are neurotic have negative emotions. Individuals with the openness traits are said to have orientations that are described as inquiring and learning while extraversion people possess governing characteristics. Fuller & Marler (2009) describe both openness and extraversion as proactive tendencies. Conscientiousness, agreeableness and emotional stability are described by personality researchers as prosocial and functional tendencies (Chiaburu et al., 2011).

John and Srivastava (1999) posited that each of the five personality traits consists of both high and low personality descriptions. An example of this description is presented in Table 2 below:

Table 2: Big Five Personality Traits (Low and High Traits)

Extraversion	Low	Quiet Reserved Shy
	High	talkative assertive active
Agreeableness	Low	Fault finding cold
	High	Sympathetic kind appreciative careless
Conscientiousness	Low	disorderly irresponsible
	High	Organized thorough efficient Stable
Neuroticism or Emotional Stability	Low	Calm Contented
	High	tense anxious nervous
Openness	Low	Commonplace Narrow interest Simple
	High	Wide interests Imaginative Intelligent

Source: John and Srivastava (1999)

Prosocial and Proactive Dimensions

An important theoretical basis for the relationship between personality and OCB has been the classification of the dimensions. Chiaburu et al. (2011) reported that personality traits much like OCB could be organized into prosocial and proactive dimensions. For OCB, prosocial dimensions relate to OCB-I and OCB-O which guide the social context within the work environment while

proactive dimensions relate to OCB-CH which asserts positive reviews to work processes.

Similarly, personality traits can be grouped into prosocial and proactive forms. Conscientiousness, agreeableness and emotional stability can be group into prosocial dimensions based on individuals' inclination to get along with others in addition to one's desire to restrain his or himself (Hogan & Holland, 2003; Digman, 1997) among others. The other two traits (openness to experience and extraversion) are associated with proactive dimensions and are based on inquisitiveness, governance and action (Fuller & Marler, 2009).

The Relationship between the Big Five Personality Traits and Organizational Citizenship Behaviour directed at the Individual (OCB-I), Organizational Citizenship Behaviour directed at the Organization (OCB-O and Change Oriented Citizenship (OCB-CH)

Openness to experience and Organizational Citizenship Behaviour directed at the Individual (OCB-I), Organizational Citizenship Behaviour directed at the Organization (OCB-O and Change Oriented Citizenship (OCB-CH)

The dimension openness to experience is attributed to adjectives such as imagination, curiosity, intelligence, fantasy, feelings (Gosling, Rentfrow, & Swann, 2003).

Digman (1997) was of the view that openness to experience people have the tendency for growth and creativity and so would engage more in change oriented citizenship. In their study which sort, in part, to determine the incremental validity of the three less researched personality traits (extraversion,

openness to experience and emotional stability), Chiaburu et al. (2011) reported openness to experience as the strongest predictor of OCB-I, OCB-O, OCB-CH. Chiaburu and colleagues explained that openness to experience people are naturally inquiring, imaginative, independent and have need for variety. This makes them more likely to engage in OCB-CH as was evident in their study. Similarly, Patki and Abhyankar (2016) found openness to experience to correlate with both OCB-I and OCB-O with openness emerging as the strongest predictor of OCB-I and OCB-O more than the four other personality traits.

As indicated in the above paragraph, openness to experience, until recently was not found to correlate with OCB. This was evident in the findings of Organ and Ryan (1995) who noted that openness to experience did not have empirical and theoretical connections to OCB. Ilies et al. (2009) left out openness in their study because they did not find any theoretical connection between openness and OCB. Also, Wuhan, Fan, Javed and Akhter (2014) found no correlation between openness to experience and OCB-I and OCB-O.

Conscientiousness and Organizational Citizenship Behaviour directed at the Individual (OCB-I), Organizational Citizenship Behaviour directed at the Organization (OCB-O and Change Oriented Citizenship (OCB-CH)

Conscientiousness was perhaps the most reliable personality trait in predicting OCB (Aykler, 2010) and this was evidenced in prior studies (Organ & Ryan, 1995; Ilies et al., 2009) Aykler therefore posited that the adoption of different rating methods would not change the strength of conscientiousness in predicting OCB over the other personality traits.

According to Judge and Bono (2000) conscientious people are disposed to be diligent, organized, reliable, orderly and achievement oriented. Being recognized, valued and being rewarded for diligent task related performance makes conscientious people contribute positively in order to experience job satisfaction. Accordingly, conscientious persons have need for job satisfaction and this will make them exhibit increased OCB. In addition, conscientious persons usually engage in OCB because these behaviours contribute to their personal sense of on the job achievement (Ilies et al., 2009). Ilies and colleagues therefore reported that conscientiousness will predict OCB-O dimension and explained that conscientious people will interchange OCBs they enjoyed from organizational rewards and recognition processes and policies with the broader organizational level OCB-O.

Suresh and Ventkatammal (2010) reported positive correlation between conscientiousness and both OCB-I and OCB-O dimensions. Per their findings, Suresh and Ventkatammal indicated that conscientious people are more concerned about task accomplishment, career advancement and interpersonal relationship.

According to Oh and Barry (2009) as cited by Chiaburu et al. (2011) conscientiousness correlates with OCB-I and OCB-O because conscientious people exhibit tendencies that are prosocial in nature which makes them responsible and predictable. What is interesting about the findings of Chiaburu and colleagues is that it deviates completely from previous findings. Whereas Organ and Ryan (1995) and Ilies et al. (2009), reported conscientiousness as the best predictor of OCB, Chiaburu and colleagues found conscientiousness only as the second best to openness. The findings of Chiaburu et al. (2011) were

confirmed by a more recent study (Patki & Abhyankar, 2016). Also, Patki and Abyankar found a significantly positive relationship between conscientiousness and OCB-I and OCB-O, but was only the fourth best predictor of the two OCB dimensions, after openness, extraversion and agreeableness. Wuhan et al. (2014) found no correlation between conscientiousness and OCB-I and OCB-O.

Extraversion and Organizational Citizenship Behaviour directed at the Individual (OCB-I), Organizational Citizenship Behaviour directed at the Organization (OCB-O and Change Oriented Citizenship (OCB-CH)

Extraverts are described as sociable, gregarious, assertive, talkative, active (Barrik & Mount, 1991). Extraversion, much like openness is a recent inclusion among the personality predictors of OCB. As noted in the earlier paragraphs, a number of studies including Organ and Ryan (1995), Konovsky, Evans and Lumpkin (1996) and Ilies et al. (2009) have focused only on conscientiousness and agreeableness mostly because they could not find any theoretical underpinnings linking extraversion to OCB. Again, the findings of Raja, Johns and Ntalianis (2004) and Elanain (2007) could not support their hypotheses which suggested a linkage between extraversion and OCB, particularly OCB-I.

However, Podsakoff et al. (2006) reported that extroverts are more likely to engage in OCB because they are more responsive to their social environments and so may be opened to others. This assertion was therefore confirmed by studies which found positive linkages between extraversion and OCB. Singh and Singh (2009) reported that extraversion was positively associated with altruism which is linked to OCB-I dimension.

Chiaburu et al. (2011) reported a positive relationship between extraversion and OCB-I. Controlling for conscientiousness and agreeableness, Chiaburu and colleagues found that extraversion, openness and emotional stability contributed a 0.8 variance in OCH-CH and 0.5 variance in OCB-I. In their multiple regression analysis, Patki and Abhyanker (2016) reported that extraversion predicted OCB over and above conscientiousness and agreeableness. Suresh and Venkatammal (2010) found positive correlation between extraversion and OCB-I and OCB-O.

Agreeableness and Organizational Citizenship Behaviour directed at the Individual (OCB-I), Organizational Citizenship Behaviour directed at the Organization (OCB-O and Change Oriented Citizenship (OCB-CH)

Prior and present studies have reported agreeableness as an important predictor of OCB-I than OCB-O dimensions.

Giving that agreeableness is synonymous to likeability, studies suggest that agreeable people will exhibit more of altruistic behaviours (Aykler, 2010). More precisely, Barrik and Mount (1991) view agreeable people as courteous flexible, trusting, good natured cooperative, forgiving, soft-hearted and tolerant. Consequently, Mount, Ilies, and Johnson (2006) explained that agreeable people will interchange OCB that profit colleagues with whom they have enjoyed rewarding relationship. Chiaburu et al. (2011) reported that the extent of correlation between agreeableness and OCB-I is much the same as openness and OCB-I. However, in their study, agreeableness did not explain any variance in OCB-CH.

In analyzing the linkages between personality traits and OCB, Organ and Ryan (1995) and Ilies et al. (2009) share the views that even though agreeableness and conscientiousness predict OCBs, they did so through other factors such as job satisfaction. In the same study, therefore, Ilies and colleagues reported that agreeableness predicted OCB-I directly but predicted OCB-O indirectly.

One of the very few studies that reported no correlation between agreeableness and OCB dimensions is Anjum, et al. (2014).

Neuroticism and Organizational Citizenship Behaviour directed at the Individual (OCB-I), Organizational Citizenship Behaviour directed at the Organization (OCB-O and Change Oriented Citizenship (OCB-CH)

Neuroticism is one of the personality traits reported by a number of studies to have no positive correlation to OCB. Hetty & Euwema, (2007) is one such studies that reported no correlation between neuroticism and OCB. Indeed, prior studies regarding personality predictors of OCB did not include neuroticism in their studies (Organ & Ryan, 1995). Ilies et al. (2009) also did not include neuroticism in their studies.

A careful assessment of the adjectives that describe neurotic people by Barrick and Mount (1991) as anxious, depressed, quick tempered, embarrassed, emotional, insecure and worrisome may explain the absence of any positive correlation in studies regarding neuroticism as personality predictor of OCB. This assumption is supported by Organ, Podsakoff and Mackenzie (2006) as cited in Aykler (2010) that neurotic people are often overly stressed with their personal challenges and so are less likely to engage in OCB, particularly,

helping behaviours.

Hetty and Euwema (2007) suggested that the level of engagement in OCB by emotionally unstable people will diminish without an effective team leader. This finding therefore led Aykler (2010) to conclude that neuroticism will predict OCB but requires an effective team leader in order to enable a neurotic person engage in OCB. Elanain (2007) also proposed that emotional stability which describes persons low on neuroticism will predict OCB. In addition, studies that partition both personality traits and OCB into prosocial and proactive dimensions (Chiaburu et al., 2011) suggest that neuroticism together with conscientiousness and agreeableness tap into the prosocial dimensions of personality traits. Consequently, neuroticism much like conscientiousness and agreeableness should predict at least prosocial dimensions of OCB. Studies therefore continue to support the argument for some level of correlation between neuroticism and OCB.

Kumar, Bakhshi and Rani (2009) and Mosalaei, Nikbakhsh and Tojari (2014) both reported a significant but negative correlation between neuroticism and OCB. Also, Singh and Singh (2009) reported a significant negative correlation between neuroticism and sportsmanship, courtesy and altruism dimensions of OCB.

Conceptual Framework

A conceptual framework relating to the variables of the present study is provided below. Per the framework, the independent variables; agreeableness, conscientiousness, openness, extraversion and neuroticism will predict the three dimensions of the dependent variable; OCB-I, OCB-O and OCB-CH. The broken arrows are used to indicate that uncertainties exist in the relationship between the independent and the dependent variables, mainly, as reflected in the works of Ilies et al. (2009) and Chiaburu et al. (2011).

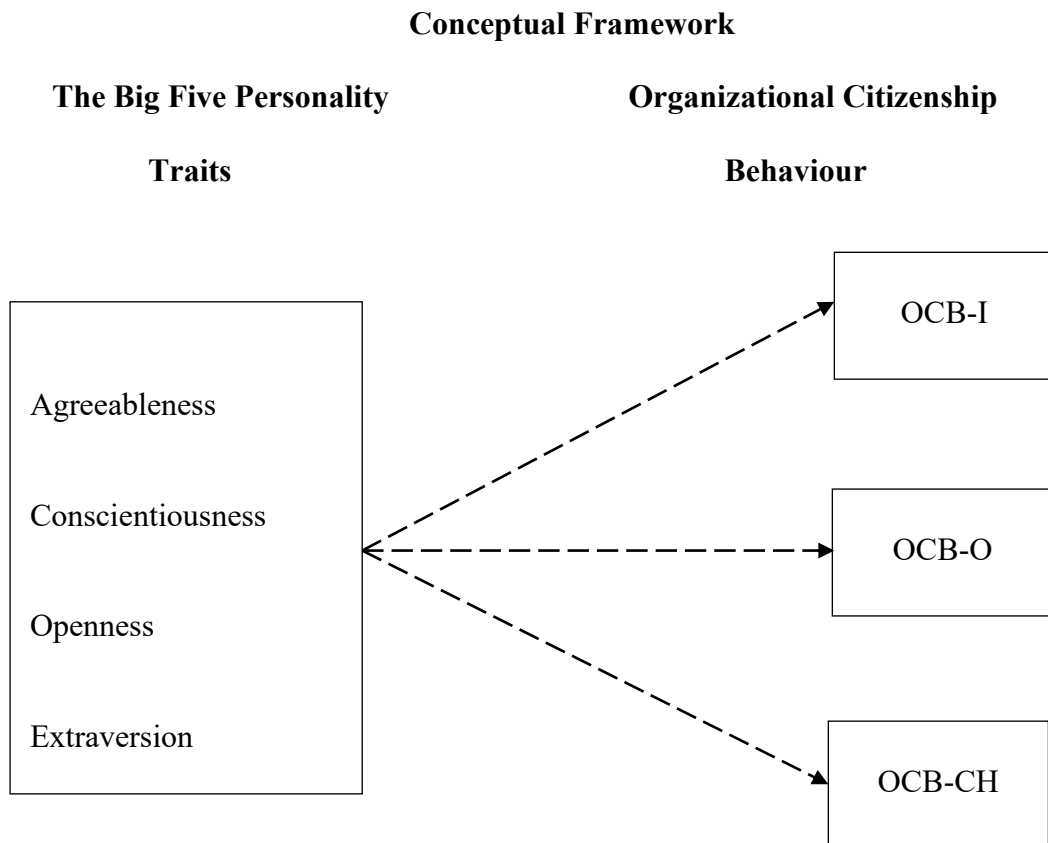


Figure 1: Relationship between dependent and independent variables as conceptualized in the study.

Source: Author’s construct (2017)

Chapter Summary

In summary, there is evidence from literature regarding the correlation between personality traits and OCB. Literature has shown that openness to experience will predict all three dimensions of OCB. Conscientiousness will predict mainly OCB-O and to a lesser extent OCB-I. Agreeableness will predict more of OCB-I and less of OCB-O. Extraversion has been found to predict OCB-I and also contribute significantly to the variance in OCB-CH. Neuroticism has been found in a limited number of studies to correlate significantly but negatively to OCB-I and OCB-O dimensions

These findings have, however, not been without uncertainties. Perhaps, one of the most obvious uncertainties has been the level of correlation between the dimensions. Specifically, there are uncertainties regarding the predicting power of openness over and above conscientiousness and agreeableness and also the inclusion of openness, extraversion and neuroticism as important predictors of OCB.

These uncertainties have been fueled predominantly by differences in theoretical perspectives, empirical underpinnings of the various studies and the type of scales adopted for the studies.

CHAPTER THREE

RESEARCH METHODS

Introduction

The study seeks to investigate the relationship between the Big Five personality traits and organizational citizenship behaviour. This chapter discusses the research procedures that were adopted to carry out the study. The chapter is organized into five main sub-headings including research design, study area, study population and sampling procedure, data collection instruments, data collection procedures, data processing and analysis and chapter summary.

Research Design

The study adopted a quantitative approach using descriptive design because the study was mainly based on numerical analyses that were drawn from primary data. Precisely, a cross-sectional approach was employed since the study measured units from the sample of the population at one point in time. The quantitative approach, using descriptive design provides the basis for applying statistical tests for averages and enables the use of inferential techniques. Moreover, the basis for the choice of the quantitative approach using descriptive design was guided by the research objectives, and hypotheses, all of which sort to investigate relationships and effect among variables.

Study Area

The Nungua Senior High School and the Presbyterian Senior High School are both government schools, which are located at Nungua and Osu respectively within the Greater Accra District. The schools provide training for second cycle students mostly in preparation for admission into Tertiary Institutions.

Population

Nungua Senior High has a total teaching staff strength of 76 and then 80 for Osu-Presby Senior High. Consequently, the total number of population for the study was One Hundred and Fifty Six (156) teaching staff according to the statistics provided by the Administration Units of the two schools.

Sampling Procedure

A sample size of One Hundred and Twenty (120) was obtained using Krejcie and Morgan, (1970) sample size determination table. Participants were selected by simple random sampling. The choice of Krejcie and Morgan, (1970) ensured a representative sample and allowed for accurate estimates that reflect characteristics of the population and also ensured that the choice of the sample size is empirically established in literature and consequently provide the basis for generalization of results across the entire population of study. Probability sampling, using simple random sampling was adopted for the present study as indicated above. Thus the selection process of the teaching staff was wholly left to chance. Probability sampling ensures the avoidance of sampling biases as much as possible.

Data Collection Instrument

The study made use of questionnaire to collect data. The measurement of the Big Five personality traits was based on the self-report scale developed by John and Srivastava (1999) and has been used extensively by personality researchers such as Gross and John (2003) among others. The five point likert scale which was extended to seven precisely to give respondents a wider range of options consists of a total of 44 items. Extraversion was measured by eight (8) items, agreeableness was measured by Nine (9) items, conscientiousness was measured by nine (9) items, neuroticism was measured by eight (8) items and openness was measured by ten (10) items. The cronbach alpha for the entire scale is 0.733.

OCB was also measured by a seven point scale. The seven point self-report likert scale developed by Kumar and Shah (2015) was adapted to measure OCB-I (altruism and courtesy) and OCB-O (sportsmanship, civic virtue and conscientiousness) while OCB-CH (change oriented behaviours) was measured using a nine item scale by Morrison and Phelps (1999).

As indicated, both the dependent and the independent variables were measured on seven point likert scale. All variables in the study had a minimum of 1 (for strongly agree) and a maximum of 7 (for strongly disagree). The options included the following;

- (1) Strongly Disagree(StD),
- (2) Disagree (D)
- (3) Somewhat Disagree (SwD),
- (4) Neither Agree or Disagree (NAD)
- (5) Somewhat Agree (SwA)

(6) Agree (A)

(7) Strongly Agree (StA),

Data Collection Procedures

The data was collected in accordance with the ethical codes of conduct in social science research as a guideline. Voluntary participation, anonymity and confidentiality of respondents are encouraged when ethical considerations are factored in any research (Margison & Bui, 2009). Respondents voluntarily took part in answering the questionnaires and that none of the respondents was selected or called upon to answer the questionnaire without his/her full consent. The purpose of the research was fully explained to the respondents. Data collection was done over a period of one month.

All 120 questionnaires were distributed and retrieved under the supervision of the Administration Units/Assistant Headmasters of the Nungua and Presbyterian Senior High Schools, representing a 100% collection rate.

Ethical Considerations

It is essential to gain the permission of people in authority to provide access to participants in a study (Bell & Bryman, 2007). Consequently, a letter from the Department of Human Resource Management of the University of Cape Coast was presented to the schools to seek approval to conduct the study. Moreover, the questionnaire for the study was designed to equally seek the consent and approval from the respondents in order to meet ethical requirements as proposed by Bell and Bryman (2000). Thus, the nature and purpose of the research was explained to respondents. Respondents were informed that their

participation was voluntary and that each one was to grant the interview without any compulsion.

Furthermore, names of the respondents were not required so as to meet the anonymity of research participants. Confidentiality was ensured by keeping data secure and using it only for the purpose for which it was collected. The study was conducted in line with the guidelines of the academic community to which the researcher belongs.

Data Processing and Analysis

Data preparation was done by editing, coding and converting the raw data collected into actual variables of interest. Data were analysed using SPSS 22 and SmartPLS to generate the descriptive statistics as well as run regression analysis respectively. The Partial Least Squares path modeling technique was selected in this research study mainly due to its ability to deal with normality violations (i.e. multivariate normality) thus it does not require the hard assumption of the distributional properties of raw data, among other rationales that include; PLS handles both reflective and formative indicators.

Reliability and Validity

When conducting a research, it is important that secondary sources are viewed with the same caution as primary sources. It is also important that the dissertation collect empirical findings that reflect the reality of situations. According to Saunders (2007) one needs to be sure that the data will answer the research questions or objectives and the data will be easily accessible. One way to evaluate primary and secondary sources is to use the concepts of validity and

reliability. The degree of reliability measures the extent to which extent data collection can be trusted (Saunders, 2007).

Chapter Summary

The study adopted a quantitative approach using descriptive design, precisely, a cross-sectional approach. The probability sampling using simple random sampling technique was employed to select the teaching staff. Data were collected by closed ended questionnaire which consisted three sections. Voluntary participation with the assurance of anonymity and confidentiality of respondents was employed mainly to overcome the limitation of respondents providing wrong answers to questions.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

Introduction

This chapter presents primary field data collected from the 120 respondents of the Nungua and Osu Presbyterian Senior High Schools. Data were analysed using SPSS 2.2 and SmartPLS to generate the descriptive statistics as well as run the regression analysis respectively. Data was processed and presented in tables and charts. The study sort to examine the uncertainties between the Big Five personality factors and organizational citizenship behaviour among teachers, using the perspectives of Chiaburu et al, (2011) and Ilies et al, (2009). Regression and structural equation modeling were used to analyse the research hypothesis relating the topic. The chapter is presented in two sections; first, the demographic characteristics of the respondents and second, analysis and discussions relating to the research hypotheses.

Demographic Data

A representative sample of 77% was drawn for the study out of the total number of One Hundred and Fifty-Six (156) teaching staff according to the statistics provided by the Administration Units of the Nungua and Osu-Presbyterian Senior High Schools. Table 3 gives a breakdown of respondents by age groups.

Table 3: Distribution of Respondents by Age Groups

Age Groups	Frequency	Percentage (%)
10-27	35	29.2
28-37	24	20.0
38-47	38	31.7
48-57	23	19.2
Total	120	100.0

Source: Field data, (2017)

The larger portion of the respondents that is 32% of respondents were in the age group of 38 to 47 years. This is followed by the age group of 10 to 27 years which constituted 29% of respondents. This was also followed by 28 to 37 years which constitute 20% and the smallest age group however was 48 to 57 constituting 19% of respondents.

The data highlighted there were 63 male respondents, representing 53% while female respondents were 57 representing 47%. This is a reflection of the gender distribution of respondents as Shown in Table 4.

Table 4: Gender Distribution of Respondents

Gender	Frequency	Percentage (%)
Male	63	52.5
Female	57	47.5
Total	120	100.0

Source: Field data, (2017)

From Table 5, majority of the respondents sampled that is, 99 (83%) have Bachelor's Degree followed by 21 (17%) having obtained a Master's

Degree. Among the 120 respondents sampled none had any other qualifications apart from the two levels reported.

Table 5: Educational Level of respondents

Level of education	Frequency	Percentage (%)
Degree	99	82.5
Master's Degree	21	17.5
Total	120	100.0

Source: Field data, (2017)

Collinearity Diagnostics for Personality Factors

According to Hair, Black, Babin, Anderson, and Tatham (1998), Variance Inflation Factor (VIF) above 5.00 indicates high multi-collinearity among latent variables. In Table 6, analysis of the data shows that the VIF values for the variables used in this study are below 5 hence, the latent variables for the five personality factors, OCB-CH, OCB-I and OCB-O have no problem of multi-collinearity. The results are presented in Table 6.

Table 6: Collinearity diagnostics for Personality Traits, OCB-CH, OCB-I and OCB-O

Construct	OCB-CH	OCB-I	OCB-O
	<u>Variance Inflation Factor (VIF)</u>		
Agreeableness	1.698	1.698	1.698
Conscientiousness	1.412	1.412	1.412
Extraversion	1.289	1.289	1.289
Neuroticism	1.470	1.470	1.470
Openness	1.642	1.642	1.642

Source: Field data, (2017)

From Table 6, all the VIF values for the model are well below the threshold values of 5. Thus, there is no problem of multi-collinearity among the variables being assessed, hence there was no need to review the model.

Assessment of the Measurement Models

This section begins by validating the variables used to measure each construct. The measurement model is used to explain how the observed variables relate to the unobserved variables and the psychometric properties of each measure is assessed. This is done by calculating the individual item reliabilities, composite reliability, average variance extracted, and discriminant validity. The PLS bootstrapping procedure was used to assess each construct in the measurement model. The threshold value for composite reliability is 0.6 (Bagozzi & Yi, 1988); and 0.5 for average variance extracted (Rodgers & Pavlou, 2003). Rodgers and Pavlou, (2003) suggested items which have low

values should be removed and the model trimmed since trimming of the original measurement model improves the AVE and strengthens direct paths between the constructs as well as the entire model. The adequacy of the indicators measuring the variables was assessed and the results presented in Table 7.

Table 7: Composite Reliability, Cronbach's alpha and Convergent Validity (AVE) for Personality Traits, OCB-CH, OCB-I and OCB-O

Construct	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Agreeableness	0.872	0.940	0.886
Conscientiousness	0.824	0.919	0.850
Extraversion	0.908	0.956	0.915
Neuroticism	0.821	0.917	0.847
OCB-CH	0.797	0.907	0.830
OCB-I	0.736	0.850	0.654
OCB-O	0.778	0.869	0.690
Openness	0.840	0.885	0.606

Source: Field data, (2017)

Table 7 shows the Cronbach's alpha, composite reliability and AVE for the latent variables. Composite reliability which shows how all the construct's indicators jointly measure their respective construct adequately ranges between 0.850 to 0.956 thereby satisfying the minimum requirement of 0.6 (Bagozzi & Yi, 1988), whilst the Cronbach's alpha quantifies how well a set of indicators measure a unidimensional construct. The alpha's coefficient ranges between

0.736 to 0.908 which is an indication of a high internal consistency for items measuring their respective constructs. Also, convergent validity of the model was tested to ascertain the degree to which the items measuring each construct are in agreement. The AVE value ranges between 0.606 to 0.915 which is higher than the threshold value of 0.5 (Rodgers & Pavlou, 2003).

Table 8 highlights the outer loadings of the various indicators retained in the study. As suggested by Hair, Ringle and Sarstedt, (2013) an indicator is considered reliable when its outer loading is higher than 0.7. Almost all the indicators used in the present study loaded well above 0.7, except for those indicators that loaded below the minimum threshold which have been removed from the model. The remainder of the indicators are retained as they have loadings higher than 0.7 at a significant level of $p < 0.05$. Table 8 presents the list of latent variables, indicators retained, and their respective outer loadings.

Table 8: Outer Loading

Indicator	Agreeableness	Conscientiousness	Extraversion	Neuroticism	OCB-CH	OCB-I	OCB-O	Openness
AG3	0.934							
AG4	0.949							
CT4		0.915						
CT5		0.929						
ET3			0.960					
ET4			0.953					
NT6				0.908				
NT7				0.933				
OCB CH3					0.924			
OCB CH4					0.899			
OCB-I1						0.817		
OCB-I4						0.845		
OCB-I6						0.762		
OCB-O2							0.877	
OCB-O3							0.870	
OCB-O5							0.738	
OP3								0.712
OP5								0.798
OP6								0.780
OP7								0.765
OP8								0.833

Source: Field data, (2017)

Discriminant Validity

To ensure that the model has convergent validity, discriminant validity of the constructs was assessed by comparing the square roots of the latent variable's AVE with squared correlations between constructs. The results are presented in table 9. According to Götz, Liehr-Gobbers, and Krafft (2010), sufficient discriminant validity is established when latent variable shares more variance with its indicators than with other latent variables.

Table 9: Fornell-Lacker criterion for checking discriminant validity

Construct	Agreeableness	Conscientiousness	Extraversion	Neuroticism	OCB-CH	OCB-I	OCB-O	Openness
Agreeableness	0.941							
Conscientiousness	0.479	0.922						
Extraversion	0.251	0.441	0.957					
Neuroticism	0.424	0.182	0.441	0.920				
OCB-CH	0.578	0.282	0.308	0.684	0.911			
OCB-I	0.399	0.362	0.203	0.479	0.544	0.809		
OCB-O	0.486	0.291	0.343	0.416	0.550	0.396	0.831	
Openness	0.538	0.393	0.329	0.457	0.709	0.527	0.657	0.779

Source: Field data, (2017)

Table 9 shows evidently that all square roots of the latent variable's AVE are all greater than their respective off-diagonal values, indicating adequate discriminant validity for the measurement model. Implying that, for each of the construct, the shared variance between the latent variable and its indicators is larger than the variance shared with other latent variables (Götz et al., 2010).

Table 10 also shows that the cross loading of each indicator is higher on the construct it is measuring than on any other constructs it is not measuring.

Table 10: Cross Loadings

Indicator	Agreeableness	Conscientiousness	Extraversion	Neuroticism	OCB-CH	OCB-I	OCB-O	Openness
AG3	0.934	0.372	0.237	0.426	0.491	0.366	0.435	0.489
AG4	0.949	0.423	0.236	0.473	0.591	0.384	0.478	0.522
CT4	0.363	0.915	0.443	0.143	0.226	0.276	0.295	0.337
CT5	0.414	0.929	0.375	0.188	0.289	0.383	0.244	0.383
ET3	0.283	0.449	0.960	0.198	0.324	0.186	0.336	0.351
ET4	0.194	0.393	0.953	0.137	0.264	0.203	0.320	0.275
NT6	0.393	0.144	0.138	0.908	0.618	0.452	0.311	0.361
NT7	0.486	0.189	0.185	0.933	0.643	0.433	0.450	0.477
OCB CH3	0.587	0.219	0.328	0.699	0.924	0.441	0.532	0.630
OCB CH4	0.459	0.300	0.227	0.537	0.899	0.559	0.467	0.666
OCB-I1	0.408	0.396	0.228	0.381	0.496	0.817	0.314	0.488
OCB-I4	0.219	0.260	0.043	0.337	0.411	0.845	0.276	0.376
OCB-I6	0.318	0.201	0.200	0.441	0.400	0.762	0.368	0.399
OCB-O2	0.513	0.407	0.415	0.382	0.498	0.438	0.877	0.667
OCB-O3	0.426	0.163	0.210	0.339	0.443	0.265	0.870	0.483
OCB-O5	0.215	0.077	0.175	0.306	0.423	0.242	0.738	0.443
OP3	0.568	0.460	0.284	0.496	0.663	0.681	0.616	0.712
OP5	0.390	0.259	0.179	0.270	0.492	0.291	0.464	0.798
OP6	0.385	0.262	0.245	0.326	0.533	0.324	0.487	0.780
OP7	0.170	0.151	0.203	0.258	0.460	0.277	0.430	0.765
OP8	0.466	0.296	0.335	0.334	0.523	0.318	0.478	0.833

Source: Field data, (2017)

It is evident from Table 10 that retained indicators loaded highly on the constructs they intended to measure than on any other constructs.

Table 11 also indicates the achievement of discriminant validity because according to Henseler, et al., (2015), a latent construct has discriminant validity when its HTMT ratio is below 0.850 as presented in Table 11.

Table 11: HTMT ratio for checking discriminant validity

construct	Agreeableness	Conscientiousness	Extraversion	Neuroticism	OCB-CH	OCB-I	OCB-O	Openness
Agreeableness								
Conscientiousness	0.561							
Extraversion	0.280	0.513						
Neuroticism	0.497	0.217	0.513					
OCB-CH	0.684	0.349	0.357	0.836				
OCB-I	0.485	0.449	0.238	0.614	0.709			
OCB-O	0.559	0.327	0.381	0.510	0.691	0.500		
Openness	0.591	0.439	0.364	0.515	0.839	0.608	0.761	

Source: Field data, (2017)

According to Henseler et al, (2015) a latent construct has discriminant validity when its HTMT ratio is below 0.825. As presented in Table 11, the HTMT ratios of all the constructs used in the model were well below the threshold value of 0.825 indicating that the constructs used in the model have discriminant validity.

Furthermore, the analysis continues with the rest of the steps which involve determination of the path coefficients, coefficient of determination and predictive relevance. The relationship between the five personality factors, OCB-CH, OCB-I and OCB-O are presented in Table 12. The path coefficients

and significant levels of the various constructs are discussed individually.

Table 12 presents the results of the R² values in the structural model. It shows that OCB-CH, OCB-I and OCB-O have R² values of 0.685, 0.379 and 0.480 respectively. These R² values are all above the minimum threshold value of 0.1, thereby indicating that the model has predictive power.

Additionally, Table 12 indicates Q² values, which are used to assess the predictive relevance of a reflective structural model. The results show Q² values of 0.516, 0.197 and 0.271 for OCB-CH, OCB-I and OCB-O respectively which met the general requirement that Q², should be greater than 0.

Table 12: Structural Model results

	R Square	R Square Adjusted	Q Square
OCB-CH	0.685	0.667	0.516
OCB-I	0.379	0.344	0.197
OCB-O	0.480	0.450	0.271
Path	Coefficient	T Statistics	P Values
Agreeableness -> OCB-CH	0.155	1.625	0.105
Agreeableness -> OCB-I	0.010	0.068	0.946
Agreeableness -> OCB-O	0.156	1.571	0.117
Conscientiousness -> OCB-CH	0.407	6.231	0.000
Conscientiousness -> OCB-I	0.300	2.082	0.038
Conscientiousness -> OCB-O	0.096	0.982	0.327
Extraversion -> OCB-CH	0.083	1.194	0.233
Extraversion -> OCB-I	-0.046	0.494	0.622
Extraversion -> OCB-O	0.146	1.441	0.150
Neuroticism -> OCB-CH	-0.067	0.888	0.375
Neuroticism -> OCB-I	0.197	1.783	0.075
Neuroticism -> OCB-O	-0.055	0.445	0.657
Openness -> OCB-CH	0.439	5.672	0.000
Openness -> OCB-I	0.322	2.789	0.005
Openness -> OCB-O	0.503	5.357	0.000

Source: Field data, (2017)

Hypotheses Testing

H₁: Conscientiousness and agreeableness will positively and significantly predict OCB-I, OCB-O and OCB-CH.

The study sought to examine whether conscientiousness and agreeableness predict OCB-I, OCB-O and OCB-CH.

Analysis and scrutiny of the data indicated that conscientiousness had a positive and a significant ($\beta = 0.407$, $p < 0.001$; Table 12, Figure 1) effect on OCB-CH. Also, conscientiousness had a significant and a positive ($\beta = 0.300$, $p < 0.05$; Table 12, Figure 1) contribution in predicting OCB-I. However, conscientiousness had a positive but an insignificant ($\beta = 0.096$, $p = 0.327$; Table 12, Figure 1) contribution in predicting OCB-O. To sum up, if conscientiousness should increase by 1 standard deviation, OCB-CH, OCB-I and OCB-O should also increase by 0.407, 0.300 and 0.096 respectively.

Thus, H₁ is supported in part with respect to conscientiousness and two of the OCB dimensions (OCB-CH and OCB-I). However, the study failed to support a significant relationship between conscientiousness and OCB-O.

Furthermore, agreeableness had a positive yet an insignificant contribution ($\beta = 0.155$, $p = 0.105$; Table 12, Figure 1) in predicting OCB-CH. Again, agreeableness contributed positively at an insignificant level ($\beta = 0.010$, $p = 0.946$; Table 12, Figure 1) in predicting OCB-I. Agreeableness also had a positive yet an insignificant contribution ($\beta = 0.156$, $p = 0.117$; Table 12, Figure 1) in predicting OCB-O.

The study supports H₁ in respect of a positive relationship between conscientiousness and all three OCB dimensions, yet it failed to support a significant relationship between agreeableness and OCB-CH, OCB-I and OCB-O.

H₂: Extraversion, openness to experience and neuroticism will significantly predict OCB-I, OCB-O and OCB-CH

The study also sought to determine whether extraversion, openness to experience and neuroticism are significant predictors of OCB-I, OCB-O and OCB-CH.

Analysis and scrutiny of the data shows that extraversion is not significant in predicting all three dimensions of organizational citizenship behaviour (OCB-CH, OCB-I and OCB-O). That is extraversion has positive but insignificant effect ($\beta = 0.083$, $p = 0.233$; Table 12, Figure 1) on OCB-CH. Also, extraversion had a negative effect ($\beta = -0.046$, $p = 0.622$; Table 12, Figure 1) on OCB-I and finally, extraversion had a positive effect ($\beta = 0.146$, $p = 0.150$; Table 12, Figure 1) on OCB-O.

The study failed to support H₂ in respect of a significant relationship between extraversion and the three dimensions of OCB.

Furthermore, openness was found to be significant in predicting all three forms of organizational citizenship behaviour (OCB-CH, OCB-I and OCB-O). Specifically, openness was positive and significant ($\beta = 0.439$, $p < 0.001$; Table 12, Figure 1) in predicting OCB-CH. Openness also had a positive and a significant contribution ($\beta = 0.322$, $p < 0.05$; Table 12, Figure 1) in predicting OCB-I. Again, openness contributed positively and significantly ($\beta = 0.503$, $p < 0.001$; Table 12, Figure 1) in predicting OCB-O.

H₂ with respect to openness to experience and OCB-CH, OCB-O and OCB-I is supported as openness to experience contributes significantly to the three dimensions of OCB.

Additionally, neuroticism was found to be not significant in predicting all three forms of organizational citizenship behaviour (OCB-CH, OCB-I and OCB-O). Neuroticism had a negative and an insignificant contribution ($\beta = -0.067$, $p = 0.375$; Table 12, Figure 1) in predicting OCB-CH. Neuroticism also contributed positively yet insignificantly ($\beta = 0.197$, $p = 0.075$; Table 10, Figure 1) in predicting OCB-I. Finally, neuroticism had a negative and an insignificant ($\beta = -0.055$, $p = 0.657$; Table 12, Figure 1) effect on OCB-O.

The study failed to support H_2 in respect of a significant relationship between neuroticism and OCB-CH, OCB-O and OCB-I.

In conclusion, the results show that among extraversion, openness and neuroticism, openness turned out to be the only significant predictor of all three forms of organizational citizenship behaviour (OCB-CH, OCB-I and OCB-O).

H_3 : Openness will predict OCB-I, OCB-O and OCB-CH more than conscientiousness and agreeableness.

The study sought to determine whether openness predicts OCB-I, OCB-O and OCB-CH more than conscientiousness and agreeableness. The results indicate that openness predicted OCB-CH ($\beta = 0.439$; Table 12, Figure 1) more than conscientious ($\beta = 0.407$; Table 12, Figure 1). Openness also predicted OCB-I ($\beta = 0.322$; Table 12, Figure 1) more than conscientiousness ($\beta = 0.300$; Table 12, Figure 1). And then, openness predicted OCB-O ($\beta = 0.0503$; Table 12, Figure 1) more than Conscientiousness ($\beta = 0.096$; Table 12, Figure 1).

Similarly, openness predicted OCB-CH, OCB-I and OCB-O as indicated above more than agreeableness predicted OCB-CH ($\beta = 0.083$; Table 12, Figure

1), OCB-I ($\beta = -0.04$; Table 12, Figure 1) and OCB-O ($\beta = 0.146$; Table 12, Figure 1)

The present study, in relation to the significant positive correlation between conscientiousness and OCB-I and OCB-CH, is supported by Chiaburu et al. (2011), Ilies et al. (2009), Oh and Barry (2009), Suresh & Venkatammal (2010). Yet, the results differ significantly from previous studies (Chiaburu et al., 2011; Ilies et al., 2009 & Oh & Barry, 2009 &) with respect to the insignificant relationship between conscientiousness and OCB-O. Chiaburu et al. (2011) reported positive significant correlation between conscientiousness and both OCB-O and OCB-I. As reported by Ilies et al. (2009), employees will exchange OCB they enjoyed from organizational rewards and recognition processes with the broader organization, hence will predict more of OCB-O than OCB-I. A possible reason for the present finding would be the limited number of sample used in the study.

The insignificant correlation in the present study between agreeableness and OCB-I, OCB-O and OCB-CH is contradictory to previous studies (Chiaburu et al., 2011; Ilies et al., 2009; Patki & Abhyankar, 2016 & Suresh & Venkatammal, 2010). Agreeableness has been reported as one of the most important predictors of at least, OCB-I and OCB-O dimensions and indeed, this was evident in the literature reviewed for the present study. Those that found no correlation between agreeableness and OCB (Anjum et al., 2014) were in the minority. Factors such as the sample size, the use of self-assessment measurement scales and the organization type (for profit or not-for-profit organization) are reported to influence the outcomes of similar studies. As Chiaburu et al. (2011) suggested, OCB is more significant in a business context,

within which the characteristics of increased competition are exhibited. Clearly, the present study was conducted in not-for-profit institutions.

The implication of the present study in relation to H₁ is that teachers of the two Senior High Schools are diligent, organized, reliable, orderly and achievement oriented and so are able to bring about change by ensuring that students become academically better than they were before becoming students of these schools. Also, both conscientious and agreeable teachers will engage in helping or supporting one another in the performance of their duties and responsibilities. Thus, teachers would engage in OCB because these behaviours contribute to their personal sense of on the job achievement.

The lack of significant relationship between extraversion and all three dimensions of OCB in the present study is consistent with findings by Hetty and Euwema (2007). However, Patki and Abhyankar (2016) found significant positive correlation between extraversion and OCB-I and OCB-O. Explaining the significant positive correlation between extraversion and OCB-I and OCB-CH, Chiaburu et al. (2011) revealed that the correlation between the variables is premised upon the theoretical prosocial classification by which extraversion and OCB-I and OCB-CH are grouped.

Regarding openness to experience, the present study is consistent with findings by Chiaburu et al. (2011), Digman (1997) and in part with Patki and Abhyankar (2016). Unlike Organ and Ryan (1995) and Ilies et al. (2009), Chiaburu et al. found openness to experience to correlate significantly and positively with all three dimensions of OCB. Additionally, Digman (1997) explained that openness to experience people have the inclination for growth and inventiveness and so would predict OCB-CH.

Findings from the present study relating to neuroticism was not exactly surprising even though it deviates from results by Kumar et al. (2009); Mosalaei et al. (2014); Singh and Singh (2009) all of which reported significant but negative correlation between neuroticism and OCB. As reported by Aykler (2010), neurotic people are often overly stressed with their personal challenges and so are less likely to engage in OCB, particularly, helping behaviours. Thus the present study in relation to neuroticism is supported by Organ and Ryan (1995); Ilies et al. (2009); Suresh and Venkatammal (2010). The study thus implies that teachers who are neurotic may be excessively stressed with their private difficulties and this may impact students negatively. Students may be unable to ask questions for clarification due to the fear of provoking neurotic teachers.

On the basis of the strength of openness to experience in predicting all the three dimensions of OCB more than conscientiousness and agreeableness, the present study is supported by Chiaburu et al. (2011). Chiaburu et al. explained that when openness to experience is defined from the perspective of task performance rather than job dedication (Hurtz & Donovan, 2000) as cited by (Chiaburu et al., 2011), it provides a better theoretical foundation for the connection between openness and OCB. Thus, from a theoretical perspective, openness to experience people tolerate ambiguity and they like to take action.

The present study is however incongruous to the findings of Organ and Ryan (1995) and Ilies et al. (2009) who found conscientiousness and agreeableness the best predictors of OCB. Also, according to Ilies and colleagues, conscientiousness and agreeableness have the most obvious connection with OCB.

In conclusion, openness to experience and conscientiousness are two significant and positive predictors of OCB with openness emerging as the strongest predictor of all three dimensions of OCB (OCB-I, OCB-O and OCB-CH). Impliedly, teachers who possess openness to experience traits do not only help colleague teachers in the performance of their duties but they also obey school rules and directives and also ensure that students receive the best form of tutoring that is likely to ensure desired results.

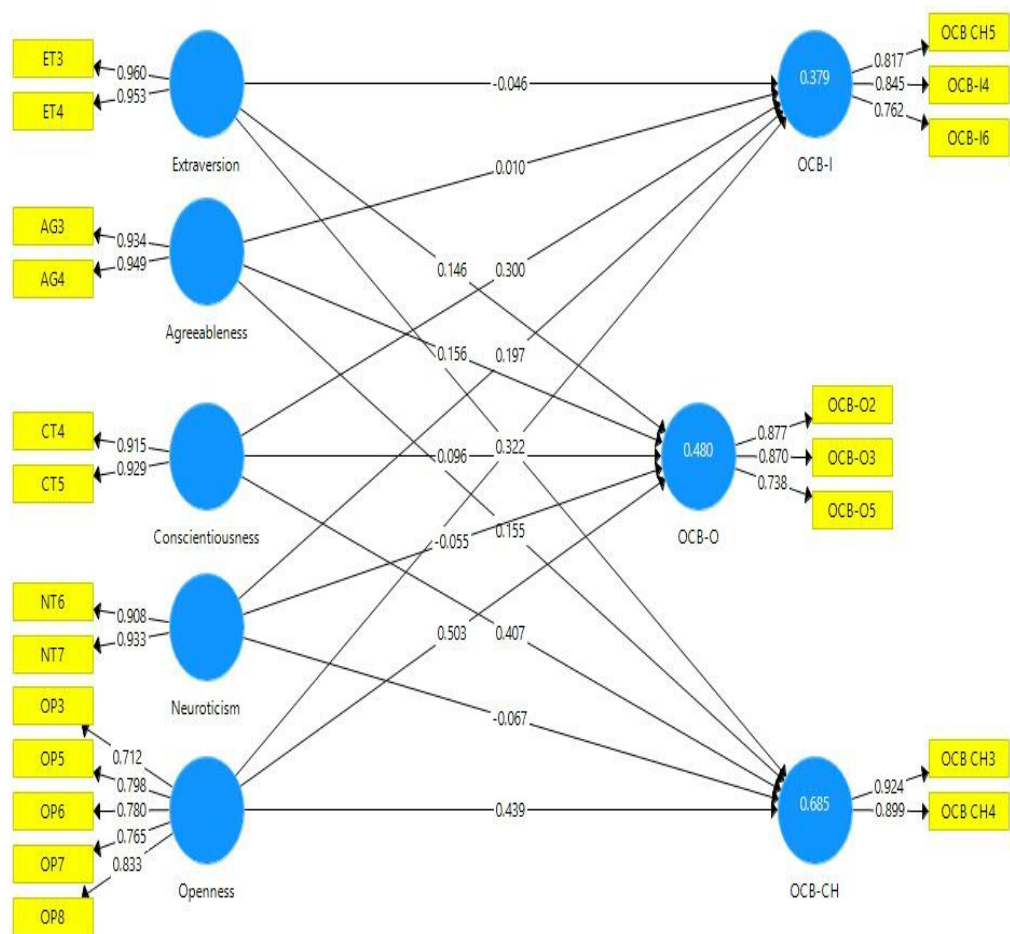


Figure 2: Structural model of extraversion, agreeableness, conscientiousness, neuroticism, openness, OCB-I, OCB-O and OCB-CH.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter provided a summary about the outcome of the research findings, proposed recommendations regarding the subject under study and also made conclusive statements on the bases of the findings obtained. The study sort to examine the uncertainties between the Big Five personality traits and organizational citizenship behaviour among teachers, using the perspectives of Chiaburu et al. (2011) and Ilies et al. (2009). The study was guided by three main objectives namely to: examine whether conscientiousness and agreeableness predict OCB-I, OCB-O and OCB-CH, determine whether extraversion, openness and neuroticism are significant predictors of OCB-I, OCB-O and OCB-CH, test whether openness predicts OCB-I, OCB-O and OCB-CH more than conscientiousness and agreeableness.

The study adopted a quantitative approach using descriptive design. Specifically, a cross-sectional approach was employed. Participants for the study comprising a total of One Hundred and Twenty (120) were selected using the simple random sampling technique. A well-structured questionnaire was used to solicit information from the respondents. The study ensured that ethical considerations were adhered to before, during and after the data collection procedure. The study made use of SPSS 2.2 and SmartPLS to generate the descriptive statistics in addition to regression and Structural Equation Modeling analysis.

Summary of Findings

The results of the study have to a large extent confirmed the underlying importance of the Big Five personality traits as predictors of Organizational Citizenship Behaviors (OCB).

Determining the relationship between conscientiousness and agreeableness on one hand and the OCB dimensions, the findings of study indicated that conscientiousness positively and significantly predicted OCB-I and OCB-CH dimensions whereas the relationship between agreeableness and all the three dimensions of OCB were insignificant.

Regarding research H₂ which sort to examine whether extraversion, openness to experience and neuroticism were significant predictors, the study revealed openness to experience as the only significant predictor of OCB-I, OCB-O and OCB-CH. Thus, extraversion and neuroticism were found not to be significant predictors of any of the three dimensions of OCB.

From the results of the study relating to H₃, the study found openness to experience to predict all three dimensions of OCB more than conscientiousness and agreeableness.

Conclusion

The present study examined the uncertainties between the Big Five personality traits and OCB. An important feature of the present study is that it emphasizes the relationship between the Big Five personality traits as predictor of OCB. That is, even though uncertainties exist regarding the predictive nature of the Big Five personality traits as evidenced in previous studies, it is encouraging to establish that individuals' personality is significant in influencing

employees' behaviour at the workplace. Additionally, as evidenced from the findings of the present study, openness to experience is an important addition to the predictors of OCB in addition to conscientiousness. Thus, the findings would impact decisions of organization's recruitment and selection of employees in order to improve organizational performance. For instance, employees who rate high in openness are change agents who would ensure innovation.

Agreeableness has been one of the Big Five personality traits found in previous studies to predict OCB, particularly OCB-I. The theoretical underpinnings of agreeable people basically as courteous, trusting, flexible and forgiving suggests that agreeable people would strongly predict OCB-I. OCB-I denotes expressions of altruism and courtesy behaviours among employees.

The absence of a significant relationship between agreeableness and OCB-I in the present study could, therefore, be traced to the sample size. Previous studies that were reviewed and captured in the present study used much larger samples. Another important factor that may have contributed significantly to the findings of the present study is the source of the rating of the variables. Aykler (2010) posited that the source of rating could influence the strength of predictability.

Aside the self-assessment which the present study used, there exist other options such as supervisor and peer ratings. That is, rater biases could influence findings. Thirdly, Chiaburu et al. (2011), indicated that OCB is more significant in a business context, within which the characteristics of increased competition are exhibited. The implication of this statement is that because teachers, who formed the sample for the present study work in not-for-profit institutions, the competition required to promote the engagement in OCB may not exist. As a

result, teachers may not exhibit OCB. These explanations may therefore account for the absence of significant relationship between conscientiousness and OCB-O as evidenced in the present study.

Extraversion is one of the personality traits that continues to present uncertainties regarding its predictability of OCB. Even though extraversion has had not been found in previous studies regarding OCB antecedents, contemporary studies have established significant correlations between extraversion and OCB, mostly OCB-I and in some other studies OCB-CH. However, similar to conscientiousness and agreeableness, the size of the sample and the source of rating for the variables in addition to the study area may explain the findings of the present study.

The present study reveals clearly that OCB-CH is an important dimension of OCB that should be considered. Conscientiousness and openness to experience do not only relate significantly to OCB-CH but that the largest correlation from the present study could be traced to openness and OCB-CH. Among the many previous studies reviewed for the present study, only two including Digman (1997) and Chiaburu et al. (2011) were found to include OCB-CH in their studies.

Over all, the present study anticipated that the Big Five personality traits will predict the different OCB dimensions. However, regarding H₁, conscientiousness was the only predictor of OCB (OCB-I and OCB-CH). From H₂, openness to experience was found to significantly correlate with OCB-CH, OCB-O and OCB-I. As posited in H₃, Openness to experience predicted all three dimensions of OCB more than conscientiousness and agreeableness. Agreeableness, extraversion and neuroticism were not found as predictors of

OCB. The study provided a number of reasons that contributed to the outcomes of the present study to include the sample size, the source of rating and the study area among others. Thus, the research objectives have to a large extent been achieved.

Recommendations

Following from the conclusion drawn regarding the relationship between the Big Five personality traits and OCB-I, OCB-O and OCB-CH among teachers, the following recommendations are proposed to the teachers, the Administration sections of both Nungua and Osu Presbyterian Senior High Schools and human resource practitioners to whom this report might relate.

An important argument that predominantly underlay the continued studies on OCB predictors is the understanding that OCB helps to improve upon employees' task performance and that it plays a crucial role in organizational success (Organ, 1988). Administrators, human resource practitioners, Ghana Education Service, the Ministry of Education and the government of Ghana should not only focus on the skills, knowledge and abilities of employees but also include characteristics relating to openness to experience and conscientiousness both in their recruitment and selection processes. As indicated in the earlier chapters, because teachers within the public sector work in not-for-profit institutions and so the tendency to exhibit OCB may not exist, it is important to recruit teachers who possess openness to experience and conscientiousness traits.

In line with findings of the present study, studies should consider the inclusion of the OCB-CH dimension since the present study and as reported in

the earlier chapters has shown that the largest significant correlation was found in the relationship between openness to experience and OCB-CH. Explaining this further, the importance of openness to experience as a significant predictor of OCB is linked to OCB-CH.

Suggestions for Future Research

A number of possible areas exist for future research. Researchers are encouraged to continue this line of study by exploring the relationship between the Big Five personality traits and OCB in profit oriented organizations. Literature on OCB will be further expanded by exploring the relationship between the Big Five personality traits and OCB in profit oriented organizations and non-profit oriented organizations with a larger sample. The present study was conducted in non-profit oriented institutions where OCB is mostly found to be dormant due to lack of competition. A study, however, in profit oriented organizations within the Ghanaian set-up will bring further clarity to the relationship between the Big Five personality traits and OCB dimensions.

The present study employed self-rating to assess both the dependent and the independent variables. Other ratings such as supervisor and peer ratings could be explored.

The present study adapted predefined scales to obtain responses. In as much as the individual constructs may be appropriate and best practice, they may not specifically relate to the respondents. Future research could thus focus on developing organization specific scales of measurement to ensure the effectiveness of scales in measuring accurately. Other options in this category may include observations and interviews.

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APPENDIX A

**University of Cape Coast
School of Business
Department of Human Resource Management**

Dear Sir/Madam,

I am Foster Brehini, a graduate student from the Department of Human Resource Management, University of Cape Coast. I am carrying out my graduate dissertation on the topic: **‘Assessing Organizational Citizenship Behaviour and the Big Five Personality Factors**. I would be grateful if you could spend some minutes of your time to complete the questionnaire for the study. Please, be informed that information shared in this regard is strictly for academic purposes and will be treated with **CONFIDENTIALITY**.

INFORM CONSENT

I have read the above introduction to the questionnaire and agree to complete the questionnaire under the stated conditions. Please tick (√) if you agree to participate in the study.

SECTION A

DEMOGRAPHIC DATA

1. Gender: Male Female
2. Age: 18-27 28-37 38-47 48-57
58 plus
3. Marital Status: Single Married Separated
4. Profession: _____
5. Length of Service: 1-10 11-20 21-30 31-40
50 plus
6. Highest level of Education:
- a. O' Level
 - b. A' Level
 - c. Teacher's Certificate A'
 - d. Diploma
 - e. Degree
 - f. Masters
 - g. PhD
 - h. Other: _____

Using the scale 1 to 7 as specified below, indicate the extent of your agreement or otherwise regarding the items listed below.

- 1= Strongly Disagree (StD)**
- 2= Disagree (D)**
- 3=Somewhat Disagree (SwD),**
- 4=Neither Agree or Disagree (NAD)**
- 5=Somewhat Agree (SwA)**
- 6=Agree (A)**
- 7= Strongly Agree (StA)**

SECTION B Measurement of the Big Five Personality Factors

I see myself as someone who:

NO	ITEMS	1 (StD)	2 (D)	3 (SwD)	4 (NAD)	5 (SwA)	6 (A)	7 (StA)
1	Is a talkative	1	2	3	4	5	6	7
2	Tends to find fault with others	1	2	3	4	5	6	7
3	Does a thorough job	1	2	3	4	5	6	7
4	Is depressed	1	2	3	4	5	6	7
5	Is original and comes up with new ideas	1	2	3	4	5	6	7
6	Is reserved	1	2	3	4	5	6	7
7	Is helpful and unselfish with others	1	2	3	4	5	6	7
8	Can be somewhat careless	1	2	3	4	5	6	7
9	Is relaxed, handles stress well	1	2	3	4	5	6	7
10	Is curious about many different things	1	2	3	4	5	6	7
11	Is full of energy	1	2	3	4	5	6	7
12	Starts quarrels with others	1	2	3	4	5	6	7
13	Is a reliable worker	1	2	3	4	5	6	7
14	Can be tense	1	2	3	4	5	6	7
15	Is ingenious, a deep thinker	1	2	3	4	5	6	7
16	Generates a lot of enthusiasm	1	2	3	4	5	6	7
17	Has a forgiving nature	1	2	3	4	5	6	7
18	Tends to be disorganized	1	2	3	4	5	6	7
19	Worries a lot	1	2	3	4	5	6	7
20	Has an active imagination	1	2	3	4	5	6	7
21	Tends to be quiet	1	2	3	4	5	6	7
22	Is generally trusting	1	2	3	4	5	6	7
23	Tends to be lazy	1	2	3	4	5	6	7
24	Is emotionally stable, not easily upset	1	2	3	4	5	6	7
25	Is inventive	1	2	3	4	5	6	7
26	Has an assertive personality	1	2	3	4	5	6	7
27	Can be cold and aloof	1	2	3	4	5	6	7
28	Perseveres until the task is finished	1	2	3	4	5	6	7
29	Can be moody	1	2	3	4	5	6	7
30	Values artistic, aesthetic experiences	1	2	3	4	5	6	7
31	Is sometimes shy, inhibited	1	2	3	4	5	6	7
32	Is considerate and kind to almost everyone	1	2	3	4	5	6	7
33	Does things efficiently	1	2	3	4	5	6	7
34	Remains calm in tense situations	1	2	3	4	5	6	7
35	Prefers work that is routine	1	2	3	4	5	6	7
36	Is outgoing, sociable	1	2	3	4	5	6	7
37	Is sometimes rude to others	1	2	3	4	5	6	7
38	Makes plans and follows through with them	1	2	3	4	5	6	7
39	Gets nervous easily	1	2	3	4	5	6	7
40	Likes to reflect, play with ideas	1	2	3	4	5	6	7
41	Has few artistic interests	1	2	3	4	5	6	7
42	Likes to cooperate with others	1	2	3	4	5	6	7
43	Is easily distracted	1	2	3	4	5	6	7
44	Is sophisticated in art, music, or literature	1	2	3	4	5	6	7

SECTION C: Measurement for Organizational Citizenship Behaviour

NO	ITEMS	1 (StD)	2 (D)	3 (SwD)	4 (NA D)	5 (SwA)	6 (A)	7 (StA)
1	I willingly help fellow professionals when they have work related problems	1	2	3	4	5	6	7
2	I willingly help new employees to get oriented towards their jobs	1	2	3	4	5	6	7
3	I am always ready to lend a helping hand to colleagues around me	1	2	3	4	5	6	7
4	I always try to avoid creating problems for co-workers	1	2	3	4	5	6	7
5	I am mindful of how my behaviour affects other people's jobs	1	2	3	4	5	6	7
6	I do not abuse the rights of others	1	2	3	4	5	6	7
7	I always keep myself abreast of changes in the organization	1	2	3	4	5	6	7
8	I keep myself updated with organizational announcements and memos	1	2	3	4	5	6	7
9	I attend meetings that are not compulsory but help my department anyway	1	2	3	4	5	6	7
10	I do not usually need to be motivated to get my work done	1	2	3	4	5	6	7
11	I do not usually find fault with decisions of my organization	1	2	3	4	5	6	7
12	I usually focus on the positive side of things within the organization rather than what is wrong	1	2	3	4	5	6	7
13	I obey organizational rules even when no one is watching	1	2	3	4	5	6	7
14	I do not take extra or long breaks while on duty	1	2	3	4	5	6	7
15	My attendance at work is above the norm	1	2	3	4	5	6	7
16	I try to adopt improved procedures for doing the job	1	2	3	4	5	6	7
17	I try to change the job process in order to be more efficient	1	2	3	4	5	6	7
18	I try to bring about improved procedures for the organization	1	2	3	4	5	6	7
19	I try to institute new work methods that are more effective for the organization	1	2	3	4	5	6	7
20	I make constructive suggestions to improve upon the usual way of doing things in the organization	1	2	3	4	5	6	7
21	I try to correct faulty procedures or practices	1	2	3	4	5	6	7
22	I try to eliminate redundant or unnecessary procedures	1	2	3	4	5	6	7
23	I try to implement solutions that will resolve organizational problems	1	2	3	4	5	6	7
24	I try to improve new work approaches to improve efficiency	1	2	3	4	5	6	7

Krejcie and Morgan (1970) - Sample Size Determination Table

Table 3.1									
<i>Table for Determining Sample Size of a Known Population</i>									
N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	1000000	384
<i>Note: N is Population Size; S is Sample Size</i>					<i>Source: Krejcie & Morgan, 1970</i>				