The Relationship between Big Five Personality and Organizational Citizenship Behavior

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ABSTRACT

This study investigate the relationship between the Big Five Personality and Organizational Citizenship Behavior (OCB) in the Kedah State Government Office. The purpose of the research is to fill in the research gap and investigate the relationship between the Big Five Personality and Organizational Citizenship Behavior (OCB) in the Malaysian context particularly in the public sector. This research uses a quantitative research method whereby a total amount of 200 questionnaires were distributed. The result were analyzed by using the descriptive statistical test, the reliability test, Pearson Correlation and Regression analysis from a sample size of 152 government employees. The results indicated that there was a significant relationship between the Big Five Personality and Organizational Citizenship Behavior (OCB). The findings of the results from regression analysis of 152 employees indicated that openness to experience was the most dominant big five personality with OCB. Moreover, the findings also indicated that openness to experience, conscientiousness, and agreeableness had positive significant relationship with OCB. However, the finding shown neuroticism had a negative significant relationship with OCB. The practical implication of this study to provide knowledge and information to the government employees to enhance OCB by applying the concept of Big Five personality, hence to increase employees’ performance and productivity.

Key Words: Big five personality, Organizational citizenship behavior
INTRODUCTION

In an organization, good working employees are always needed and they are an ideal example of a worker to any organization. Thus, for employees to have good working employee traits, employees must adopt OCB in themselves. There has been much interest towards OCB, as it is assumed that OCB is able to enhance organizational effectiveness. This assumption is derived from (Organ, 1988) who originally defined OCB as individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes effective functioning of the organization…the behaviour is not enforceable requirement of the role or the job description … the behaviour is a matter of personal choice refers to the individual contributions in the workplace that go beyond role requirements as stipulated in the job agreement”.

They are behaviours performed to promote the welfare of the work group and organization that goes beyond the specific job requirements. An organisation must be able to adopt OCB among its workers as it can bring many benefits to its employees. An organisation will benefit from encouraging employees to engage in OCB, because it has been shown to increase productivity, efficiency and customer satisfaction, and reduce costs and rates of turnover and absenteeism. (Podsakoff, Whiting, Podsakoff & Blume, 2009). OCB has been perceived as something that is intangible, as OCB is not always formally rewarded or recognised, in terms of its concept like ‘friendliness’ and ‘helpfulness’ which are difficult to quantify. However, OCB has been shown to have a considerable positive impact at the organisational level, enhancing organisational effectiveness from 18% to 38% across different dimensions of measurement (Podsakoff, MacKenzie, Paine & Bachrach, 2000; Ehrhart, 2004). OCB has received numerous academic attention and practitioners alike since its conception. (Lepine, Erez & Johnson, 2002; Podsakoff et al., 2000). Recent studies had shown the dramatic growth of OCB researches into some other related management areas, for example, strategic management, leadership, and human resource management. OCB is known to have contributed favourably to organizational outcomes, such as service quality (Bell & Menguc, 2002), organizational commitment (Podsakoff, McKenzie & Bommer, 1996), job involvement (Dimitriades, 2007), and leader-member exchange (Bhal, 2006; Lo, Ramayah, Hui & Jerome, 2006).

Personality is about how an individual reacts, perceive, and thinks towards attitude or behaviour as a person to their environment. (Fathimath, Baiduri & Zubair, 2015). Personality can be defined as a dynamic set of characteristics possessed by a person that influence on cognition, motivation and behaviour in a variety of situations. (Fathimah, Baiduri, et al., 2015). In this research, the Big Five Personality or the Five Factor Model is used to measure personality with OCB. This is because, the Five-Factor Model of personality (FFM) or “Big-Five” has influenced the field of personality during the last two decades, providing a significant degree of convergence in the trait-factor analytic psychology (Robertson & Callinan, 1998) so it is a trusted source of measurement for personality. In the past, several years, the concept of the big-five personality traits has been widespread among researchers, both in terms of concept development and application in the fields of psychology and behavioural sciences (Kumar, Bakhshi, & Rani, 2009).
The Big Five Personality consist of five independent dimensions such as openness to experience, conscientiousness, extraversion, agreeableness and neuroticism which stands for the acronym ‘OCEAN’. The explanation for each of the acronym are; 1) Extraversion, a personality that depends on building up relationships with others. Those that possess this personality tend to be assertive, like to socialize, and like to make acquaintances with other people; 2) Agreeableness, is a personality whereby people who are cooperative, warm, and reliable; 3) Conscientiousness, is a personality whereby people who are responsible, nice and orderly, stern at work, and self-disciplined; 4) Neuroticism, a personality that enables a person to cope with any tension. Those with this personality are calm, self-confident, and emotionally stable; and 5) Openness to experience, an open-minded personality with an interest in new things. People with this personality are sensitive, responsive, creative, and curious (Robbins, Judge, Odendaal, & Roodt, 2009). Thus, this research will provide the relationship of the Big Five personality variables with OCB and the most dominant big five personality traits with OCB.

Research Background
Researchers have looked more broadly at work behaviours that benefit the organization. OCB is one of them, as organizational citizenship behaviour consists of efforts by organizational members that advance or promote the work organization, its image, and its goals (Riggio, 2008). In this research, government workers are chosen as the respondents for a few reasons. The government servants or workers of the public sector are seen as the main institution that facilitates the development of the country’s community which then pushes the standards of the government servants to work with honesty and efficiency (Siti, Fatimah, Mohamad Irwan & Zulanefa, 2014). This statement shows that Kedah State Government Office (Pejabat Setiausaha Kerajaan Negeri Kedah) which places government workers indeed have a high OCB as they are the main source for the development of the community’s civilization and their work ethics are an important element as it will shape the way and give meaning to the thought, action and behaviour of the government servants to fulfil their responsibilities and trust as workers of the country and nation (Siti et al., 2014)

The Kedah State Government Office is divided into four blocks of government offices that are interconnected with each other which are the Dewan Undangan Negeri Kedah, pejabat Sultan Kedah, Pejabat Menteri Besar and other state government offices. However, in this research, the researcher has only focused to take on ten state government offices Wisma Darul Aman. The role of the Kedah State Government Office, as the driving force of policies outline socio-economic development by progressively challenging the state government from time to time. In line with the federal public service sector and also in the world, the Kedah State Government Office also faces new challenges and higher expectations from stakeholders and customers such as developments in social and economy, restructuring of the organizational structure, improvement of knowledge and skills, development of information and communication technology (ICT) and expectancy as a catalyst for socio-economic development of the country and state.

Problem Statement
This research was done to investigate the relationship between the Big Five Personality and Organizational Citizenship Behaviour (OCB). As stated by Kumar et al., (2009), “lately there has been increasing interest among the researchers to explore the contextual and dispositional factors responsible for eliciting Organizational Citizenship Behaviour (OCB)”. This is because,
researchers have started to pay more attention to understand the dynamics of and to develop normative theories of extra-role employee behaviour that are thought to contribute positively to overall organizational performance. Organizational citizenship behaviour (OCB) is a newly emerging concept in the literature of organization behaviour (Sharma, Bajpai, Holani, 2011). Thus, by studying OCB and its relationship with the big five personality, it can bring a positive impact towards an organization. Prior OCB, research has primarily focused on organizational-level antecedents as they relate to organizational performance. Despite an increasing number of studies on Organizational Citizenship Behaviour (OCB), no unifying work is focused on the measurement of the degree of change of OCB in a public-sector organization… (Sharma et al., 2011). Hence, to fill in this research gap, the researcher has conducted the research at the Kedah State Government Office which is a public-sector organization in Kedah. The purpose of doing this research at a public sector is because, there are less research being done at public sectors. Up until now, research that involves the relationship between the Big Five Personality and OCB amongst public sector workers are less because most of the study are conducted to private sector workers such as hotel workers (Intan Nurul Ain, Mohd Firdaus Kozako, Siti Zaharah Safin, Abdul Rahman Abdul Rahim, 2013), athletes (Mosalaei, Nikbakhsh & Tojari, 2014), employees of Prudential Assurance Malaysian Berhad (Fathimath et al., 2015) and private banks (Dash & Chaudhuri, 2015).

The relationship between the Big Five Personality and OCB needs to be conducted at a public sector because both the public and the private sectors have different culture and work environment (Nadiah, Nor Sara & Norliza, 2016). Thus, we can observe how different work culture and environment can affect the employee’s OCB. Past research and findings have highlighted the importance of personality dimensions as a predictor of OCB, in which it has shown positive significant results (Elanain, 2007; Golashani & Rahro, 2013; Patki & Abhyankar, 2016). The big five personality traits must be taken into account within an employee, rather than looking at it only as a trait. It is likely that if the big five personality traits are taken into account to exhibit OCB, this could change the culture of the workplace with workers being more satisfied with their jobs and an improvement in job performance. OCB has been widely used in previous studies as it has been found to affect the overall organizational effectiveness (Walz & Niehoff, 2000). However previous studies on the dimensionality of OCB particularly in the Malaysian context is less (Chiu Lo, 2009). Thus, with this research conducted, it can expand the field of OCB with the Big Five Personality in the Malaysian context. Furthermore, this topic must be further investigated to establish the nature of the findings. (Patki & Abhyankar, 2016).

Although there has been augmented research in the field of OCB, but all these studies have been done in western countries and explored its relationship with other variables rather than personality constructs. (Kumar et al., 2009). In Western countries, this topic has also been studied and researched about but still further research needs to be done as the findings are not enough to confirm the reliability of the results. Asian countries such as India and Indonesia have done the research about the big five personality and OCB (e.g. Sjahruddin, Armanu, Achmad, Normijati, 2013; Golafshani & Rahro, 2013; Patki & Abhyankar, 2016) however it is not enough to support the theory amongst research done in Asian countries. Thus, more research needs to be determined concerning the relationship between the big five personality and OCB as there is less prominent study conducted in Asian countries. Thus, we can contribute this research further by expanding and researching more between the big five personality and OCB amongst workers in
the Malaysian environment. As stated by, Golafshani & Rahro (2013), similar research on this topic must be done to confirm and improve the validity and reliability of the results by relying on more powerful tools. Thus, to improve the reliability and validity of the results, an adapted questionnaire will be used.

Based on the statement above, it is proven there has been very modest studies that have investigated the relationship between the ‘Big Five Personality’ and OCB in the Malaysian context (Chiun Lo, 2009) and also in the Asian context. Therefore, the purpose of this study is to fill in the research gap and investigate the relationship between the Big Five Personality and OCB to better understand the concept of Organizational Citizenship Behaviours (OCB) in the Malaysian and Asian context but primarily focusing on the Malaysian context. Besides that, the purpose of this research paper is also to fill in the research gap of the relationship between the Big Five Personality and OCB in the public sector.

LITERATURE REVIEW
Organizational citizenship behaviour (OCB)
In introducing OCB to the world of academic literature, Dennis Organ is the one man responsible and widely credited in introducing OCB. Based on, (Organ,1988) organizational citizenship behaviour is a type of “individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization”. By discretionary, it means OCB is seen as the type of behaviour that is not a part of the job description, but rather a matter of personal choice, such that its omission is not generally understood as punishable. This definition, shows that OCB is a positive behaviour that is needed at the workplace, whereby it is done voluntarily without expecting any form of reward from the employer and it is important for the functioning and effectiveness of an organization. OCB is conceptualised as synonymous with the concept of contextual performance, which is defined as ‘performance that supports the social and psychological environment in which task performance takes place’. (Organ, Podsakoff, & MacKenzie, 2006). OCB that contributes indirectly to the performance of an organization through maintenance of the organization’s social system has become of increasing interest to academics and practitioners alike (Lepine et al.; Podsakoff et al., 2000).

The first concept of Organizational Citizenship Behaviour (OCB) was first formally articulated by Chester Barnard as the willingness of individuals in organizations to cooperate (Barnard, 1938). Barnard later defined cooperation as genuine restraint of oneself, actual voluntary service for no reward and even subjection of one’s own personal interests for the betterment of the organization. In par with Barnard’s view is the notion of an individual exercising their freewill while participating in a formal system of cooperation.

Another concept of OCB was later distinguished by Katz (1964) as “innovative and spontaneous behaviours” as opposed to the more obligatory role performance. In OCB, there exists the OCB model. The most widely recognized OCB model (Organ, 1988) consists of five distinctive dimensions; altruism, behaviours that help organizational members; sportsmanship, behaviours that withhold complain on unpleasant situation; conscientiousness, behaviours that demonstrate commitment and persistence; courtesy, behaviours that help organizational members to prevent
problem from occurring; and civic virtue, behaviours that engage in political process of the organization (Chiun Lo, 2009). However, in this research the five distinctive dimensions are not tested separately, but the dimensions are combined to form as one main outcome of OCB.

Numerous research emerged to identify the causes and effects of OCB to employees as well as organization (Ball, Trevino, & Sims, 1994). One of its functions is to enhance organizational performance by “lubricating” the social machinery of the organization, reducing friction, and raising efficiency (Smith, Organ, & Near, 1983). Thus, one of the benefits of OCB, is it raises organizational effectiveness. Besides that, OCB benefit organizations from individual contributions that are not necessarily formally structured or mandated as a part of the individual’s assignment or role. Such efforts have been labelled by scholars as organizational citizenship performance, contextual performance, organizational spontaneity, pro-social organizational acts and extra-role acts (Borman, 2004; Van Dyne, Ang, & Botero, 2003). The intriguing benefits of OCB among workers is the primary concern of many researcher and practitioners.

Based on previous literature, Organ et al., (2006) then redefined OCB, by saying it is the “performance that supports the social and psychological environment in which task performance takes place”. There are three reasons why organizational citizenship behaviour (OCB) are not affected by organizational influences. The first reason is OCB is delicately complex, so it is difficult to describe and analyse and therefore hard to objectively rate, which makes for difficult inclusions in appraisals, secondly some forms of OCB may pull people away from their own work to assist another and thirdly, OCB is not required contractually, or its behaviours is not needed in a contract (Schnake, 1991). Thus, the organization cannot punish them for not performing OCB. Admittedly, it is show here from the literature review, that OCB is needed in an organization for the benefits of the individual and also the organization itself even though it is not formally rewarded. There are also negative effects of OCB as a formal reward where it is hard to objectively analyse as a form of performance appraisal.

**The Big Five Personality**

Personality refers to cognitive and behavioural patterns that show stability over time and across situations (Cattell, 1965). Therefore, it is reasonable to expect that personality traits influence personal values and attitudes, as most recent empirical research has demonstrated (Oliver & Mooradian, 2003). The “big five” or five-factor model of personality represents a taxonomy that comprehensively describes human personality, whose validity is strongly supported by empirical evidence (O’Connor, 2002). Because of its validity and wide acceptance, the big five has been extensively utilized in recent organizational and other applied research. (Hurtz and Donovan, 2000; Judge, Erez, Bono & Thoresen, 2002). Therefore, it is important to establish the relationship between the big five personality traits and organizational behaviour variables, like organizational citizenship behaviour. The Big-Five framework enjoys considerable support and has become the most widely used and extensively researched model of personality (Costa & McCrae 2005). Several rating instruments have been developed to measure the Big-Five dimensions. The most comprehensive instrument is Big Five Inventory (BFI), 240-item NEO Personality Inventory, and Revised (NEO-PI-R), which permits measurement of the Big-Five domains and six specific facets within each dimension. Three well-established and widely used instruments are the 44-item Big-Five Inventory (BFI) John & Srivastava (1999), the 60-item...
NEO Five-Factor Inventory, and Goldberg’s instrument comprised of 100 trait descriptive adjectives. Several theories have conceptualized the Big Five as relational constructs. According to Wiggins & Trapnell, (1996) in interpersonal theory, the theoretical emphasis is on the individual in relationships. The Big Five are taken to describe “the relatively enduring pattern of recurrent interpersonal situations that characterize a human life” (Sullivan, 1953) thus conceptualizing the Big Five as descriptive concepts.

In terms of the BFI model, extraversion and agreeableness are the most clearly interpersonal dimensions in the Big Five, thus they receive conceptual priority in this model. (John & Srivastava, 1999). Costa and McCrae (2005) view the Big Five as a causal personality dispositions. Their Five-Factor Theory (FFT) is an explanatory interpretation of the empirically derived Big Five taxonomy. The FFT is based on the finding that all of the Big Five dimensions have a substantial genetic basis (Loehlin, McCrae, Costa & John 1998). McCrae and Costa distinguish between “basic tendencies” and “characteristic adaptations.” Personality traits are basic tendencies that refer to the abstract underlying potentials of the individual, whereas attitudes, roles, relationships, and goals are characteristic adaptations that reflect the interactions between basic tendencies and environmental demands accumulated over time.

Previous studies and researched have shown that there is a significant relationship between the big five personality and OCB (Mosalaei et al., 2014) The big five personality or also known as the five-factor model have five broad dimensions or five factors used to describe the human personality. There are openness to experience, conscientiousness, agreeableness, extraversion, and neuroticism often under the acronyms OCEAN or CANOE. Thus, it provides a strong conceptual foundation that helps examining these theoretical issues. The following are the five factors used to describe the human personality:

**Openness to experience**
People who are open to experience have a high range of interests and fascination with novelty. They are extremely open people who are creative, curious, and artistically sensitive. It is stated here from (Deary, Weiss & Batty, 2010) that employees with more open personalities were more likely to be emotionally exhausted. From this, it shown that openness to experience are categorized as people who are being imaginative, cultured, curious, original, broad minded, intelligent and having a need for variety, aesthetic sensitivity and unconventional values (McCrae and John, 1992) and there are more likely to have a higher OCB. In addition, quantitative review research suggests that openness relates positively to motivation towards the accomplishment of self-set work goals (Judge, Bono, Illies, & Gerhardt, 2002)

**Conscientiousness**
Previous studies (Elanain, 2007) have proved that conscientiousness is mostly present in people who have higher OCB. However, previous studies have also shown that conscientiousness had no significant effect on OCB (Golafshani and Rahro, 2013). Conscientiousness is a measure of reliability. A high conscientious person is someone who is responsible, organized, dependable, and persistent. Those who score low on this dimension are easily distracted, disorganized, and unreliable. It is composed of numerous characteristics associated with self-regulation. It is related to dependability and volition and the typical behaviours associated with it include being hard working, achievement-oriented, persevering, careful, and responsible (Barrick, Mount, &
Judge, 2001). Individuals with high conscientiousness tend to show self-discipline and aim for achievement above expectations. Individuals having this kind of traits are referred to as people who are neat, punctual, careful, self-disciplined and reliable (Singh & Singh, 2009).

An interesting fact which was researched by the Michigan State University has proven that the average level of conscientiousness rises among young adults and then declines among older adults. This statement is true as most of the research conducted on older adults found out that conscientiousness level amongst them were the second or third highest predictor of the big five personality. (Elanain, 2007; (Mosalaei et al., 2014)

**Extraversion**

Previous research by Barrick et al., (2005) shows that extraversion had a positive significant relationship meanwhile a research done by Elanain (2007) showed that extraversion had no significant relationship at all. Extraversion was found to be related with occupations where a significant portion of the job that involves interacting with others, particularly when that interaction is focused on influencing others and obtaining status and power. (Barrick et al., 2001). This could be due to the fact that, extraversion or any predictors of the big five personality is related to the nature of the job itself. Extroversion is characterized by sociability, assertiveness, social dominance, ambition, tendencies towards action, sensation-seeking, and the experience of positive affect (Bozionelos, 2004). Workers or individuals possessing the personality trait of extraversion are mostly energetic, have positive emotions, assertive, sociable, and talkative.

Individuals who own the personality trait of extraversion are usually known as extroverts. Moreover, extroverts are known as people who are expressive, confident, sociable and talkative (Barrick et al., 2005). Individuals who do not possess the big five personality trait of extraversion are called, introverts which is the opposite of extroverts. Introverts are seen as timid, submissive, silent, and inhibited (Elanain, 2007). In a study conducted by Golafshani & Rahro, (2013) extraversion has a direct significant effect on OCB.

**Agreeableness**

Research has shown that people who are high in agreeableness are generally friendly, good natured, cooperative, helpful, courteous, and flexible (Barrick, Parks & Mount, 2005). Thus, this shows that, people having the characteristic agreeableness are much more humane as they able to relate and cooperate with other people. People who have these kinds of traits are able to be compassionate and cooperative towards each other rather than being suspicious. In this research, the respondents that are being investigated are workers.

Thus, based on a previous research done by (Witt, Burke, Barrick & Mount, 2002), agreeable employees show higher levels of interpersonal competence in work context. Characteristics, such as altruism, nurturance, caring, and emotional support are a part of agreeableness with it being the positive side, while hostility, indifference to others, self-centeredness, spitefulness, and jealously are the part of the negative side of agreeableness (Digman, 1990). Moreover, individuals who are high in agreeableness are kind, sympathetic and generous (McCrae and John, 1992)
Neuroticism

Many research done by (Singh & Singh, 2009), (Mahdioun, Gahramani & Sharif, 2010), (Elanain. 2007) and (Golafshani & Rahro, 2013) states that neuroticism has a negative significant relationship with OCB. Neuroticism is associated with negative effect towards an individual’s performance. Individuals who have shown the characteristic of neuroticism tend to be anxious, depressed, angry, worried and insecure (Elanain, 2007). Thus, neuroticism individuals are mostly emotionally instable.

Neuroticism encompasses characteristics that include excessive worry, pessimism, low confidence and tendencies to experience negative emotions (Bozionelos, 2004). Because of their tendency to interpret experience under negative light, individuals who score high on neuroticism should be less likely to develop positive attitudes towards their work. Table 1 of the following page provide an overview of all the above five factors including their most common traits:

Table 1: The Big Five Personality Factors

<table>
<thead>
<tr>
<th>Extraversion</th>
<th>Neuroticism</th>
<th>Agreeableness</th>
<th>Conscientiousness</th>
<th>Openness to Experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sociable</td>
<td>Anxious</td>
<td>Courteous</td>
<td>Careful</td>
<td>Imaginative</td>
</tr>
<tr>
<td>Gregarious</td>
<td>Depressive</td>
<td>Flexible</td>
<td>Responsible</td>
<td>Curious</td>
</tr>
<tr>
<td>Assertive</td>
<td>Angry</td>
<td>Trusting</td>
<td>Organized</td>
<td>Broad-minded</td>
</tr>
<tr>
<td>Talkative</td>
<td>Embarrassed</td>
<td>Good natured</td>
<td>Hardworking</td>
<td>Intelligent</td>
</tr>
<tr>
<td>Active</td>
<td>Emotional</td>
<td>Cooperative</td>
<td>Achievement-oriented</td>
<td>Artistically sensitive</td>
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<tr>
<td></td>
<td>Insecure</td>
<td>Forgiving</td>
<td>Persevering</td>
<td></td>
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<tr>
<td></td>
<td>Worried</td>
<td>Soft-hearted</td>
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</tbody>
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Linkage Between the Big Five Personality and OCB

There is an apparent evidence that elements of OCB are related to personality. (Borman, Penner, Allen & Motowidlo, 2001). Malik, Ghafoor & Iqba (2012) reported that the big-five personality traits has a significant effect on organizational citizenship behaviour, and can explain approximately 32 variance of the organizational citizenship behaviour. According to Sjahruddin et al., (2013) it is also revealed that the big-five personality traits have a significant effect on organizational citizenship behaviour. There has been an extensive research into the effect of big five personality on OCB by researchers. Numerous studies conducted by various researchers (Kottke, 2009; Leephaijareon 2016) indicate findings that are similar such as agreeableness and conscientiousness having a positive significant relationship with OCB.

Meanwhile, only openness to experience, extraversion and neuroticism indicate different findings from different studies conducted by researchers. However, a research done by (Golafshani and Rahro, 2013) which did a study on the Hamkaran System, a software development company in Iran showed the opposite of these results. The findings from Hamkaran System showed that extraversion and agreeableness had a possible and significant relationship with OCB. Meanwhile, conscientiousness, neuroticism and openness to experience had no
significant on OCB. Even though, this type of finding is quite rare but it is still in line with other researchers who had obtained this kind of results such as (Duff, 2007) and (Hill, 2002). This is because, based on previous studies it is identified that different types of population conducted on different types of occupation such as hotel workers (Intan Nurul Ain et al., 2013), athletes (Mosalaei et al., 2014) will preferably show different findings of correlation with OCB as their personality will be influenced by the job scope, work environment and work load. Some of the studies reviewed by Kumar & Rani (2009) and Singh & Singh (2009) revealed that out of the big five personality traits, conscientiousness, extraversion, and agreeableness have significant effects on organizational citizenship behaviour.

The Big Five Personality factor of conscientiousness correlates most highly with organizational compliance. To strengthen this fact, another literature review has stated that conscientiousness as a personality factor has been identified as being in a positive relation with organizational citizenship behaviour. (Ilies, Fulmer, Spitzmuller & Johnson, 2009; Chiaburu, Oh, Berry, Li & Gardner, 2010). Similarly, to conscientiousness, the agreeableness personality factor has been identified as a valid predictor of organizational citizenship behaviour (Ilies et al., 2009; Chiaburu et al., 2010). From the big five personality, the big five personalities that have most consistently correlated with OCB as being dominant are conscientiousness and agreeableness. (Borman et al., 2001). This is because agreeableness people are associated with characteristics of easy going, tolerant, friendly and value social harmony. This type of personality is very important to be implemented in employees especially employees working with government sectors as their main duty is to give the best and efficient services to civilians. Besides, workers mostly have this big five personality due to their needs of dealing with customers every day who are people and good and friendly social skills are needed. Workers also possessed the traits of conscientiousness because they are very careful with their work and are hardworking and organized as they have to ensure that their work is of quality and correct. However, a surprising finding from the study conducted by (Elanain, 2007) indicate that openness to experience was the most dominant big five personality in his research. This is contrary to previous studies which reported weak relationship between openness to experience and organizational citizenship behaviour (e.g., Barrick et al., 2001; Hogan & Holland, 2003). One possible explanation for this finding is individuals who score high on openness to experience tend to be imaginative, curious and creative and all individual traits related to openness to experience that would result in higher OCB performance.

**METHODOLOGY**

A quantitative research, cross-sectional design is used to examine the relationship between the independent variables and the dependent variable, by using the descriptive, reliability test, correlation and regression analysis as a statistical research tool. Thus, this method of time dimension enables the researcher to collect information about the respondents through the distribution of the questionnaire and it is given back to the researcher once the respondents have answered all of the questions in the questionnaire. This method is only done once and will not be repeated again towards the same respondents and at the same time. This research was conducted at the Kedah State Government Office which is located in capital town of Alor Setar, Kedah. From this research, the total population taken was from ten departments at the Kedah State Government Office. The total population of ten departments at the Kedah State Government
Office consist of 200 people provided by the Department of Human Resource at Kedah State Government Office. The sample selection procedure used was proportionate sampling. Proportionate sampling is a sampling strategy used when the population are composed of several subgroups that are vastly different in number. By using the Krejcie & Morgan (1970) sample size table, the researcher has to distribute at least 132 questionnaires to the respondents based on the population of 200 individuals from the ten departments at the Kedah State Government Office. However, the researcher increase the total amount of questionnaires that had to be distributed which were from 132 to 200 questionnaires. These, 200 questionnaires will then be distributed to the respondents.

The results for the dependent variable will change depending on the characteristics of the independent variables. (Sekaran, 2005). The dependent variable is the organizational citizenship behaviour (OCB) of the lower and middle level management workers in the Kedah State Government Office. In this research, organizational citizenship behaviour (OCB) is the only dependent variable. It became the dependent variable because its characteristics is influenced by the five other independent variables. The five independent variables from the big five personality, i.e., openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism. The theoretical framework was developed to make logical sense of the relationship among all of the independent variables with the dependent variable as the following:

**Figure 1: Research framework**

Based on the literature reviews, there are five research hypotheses that will be tested as follows:

- **H1**: Openness to experience has a significant relationship with organizational citizenship behaviour (OCB) in the Kedah State Government Office.
- **H2**: Conscientiousness has a significant relationship with organizational citizenship behaviour (OCB) in the Kedah State Government Office.
- **H3**: Extraversion has a significant relationship with organizational citizenship behaviour (OCB) in the Kedah State Government Office.
- **H4**: Agreeableness has a significant relationship with organizational citizenship behaviour (OCB) in the Kedah State Government Office.
- **H5**: Neuroticism has a significant relationship with organizational citizenship behaviour (OCB) in the Kedah State Government Office.
H₅: Neuroticism has a significant relationship with organizational citizenship behaviour (OCB) in the Kedah State Government Office.

In this research, the data will be collected and tested by using the software, Statistical Package for Social Science (22.0) version 22.0. This software is used to measure the data that has been collected and also to conduct the analysis test of some of the aforementioned analysis method used in this research. The instrument that was used in this research were questionnaires to study the relationship between the big five personality and organizational citizenship behaviour. By using Likert scale, the questionnaires were adapted and modified to fulfil the requirements and objectives of this research. The Big Five Personality dimensions scale was adapted by using the 44 item of the Big Five Inventory (BFI) by (John & Srivastava, 1999). The BFI items were rated on a five point Likert scale ranging from 1 = Strongly Disagree to 5 = Strongly Agree. The OCB measures was adapted from the 21-item scale developed by (Organ, Podsakoff, Mackenzie (2006). Responses were made on a five point Likert scale ranging from 1 = Strongly Disagree to 5 = Strongly Agree.

EMPIRICAL RESULTS

Demographic Profile
The researcher has distributed a total number of 200 sets of questionnaire to the ten different department at the Kedah State Government Office. This consisted of low and middle management staffs, by which middle management staffs were the lowest percentage. A total number of 152 usable set of questionnaires were received. Therefore, the percentage of the return back of questionnaires was about 76% and it is a satisfactory return. This data acquisition is done for almost 3 weeks. Female respondents is recorded with a total amount of 94 respondents or 61.8 %, which is a higher percentage than the male respondents with only 58 respondents or 38.2%. There are 30.9% possessing SPM as their educational level while 34.2% have diploma while degree holders contributes 21.7%. Thus diploma holder respondents are the highest percentage for the educational level category. About 8.6% is estimated to have less than one year of work experience. 22.4% is estimated to have 1-3 years of work experience, and 15.8% to have 3-5 years of work experience. Lastly, 53.3% respondents have 5 years and above of work experience which makes it the highest percentage for the work experience category.

Reliability and Mean
The reliability test for all of the questions in the questionnaire had been tested by using the Cronbach Alpha. The reliability of the questionnaire as a research instrument is based on the stability and consistency of the items in the questionnaire (Creswell, 2002; Pallant, 2001; Sekaran 2005). The test shown that all the six variables are at the level of acceptance for a reliability instrument used which is stated at Table 2.

For the mean, the value can be measured based on three levels which are high, medium and low levels. A mean value of 1.00-2.33 is at the lowest level and a mean value of 2.34-3.67 is at the medium level, while the mean value which is between 3.68-5.00 is at the highest mean value (Pallant, 2001). Based on the Table 3 of mean analysis, it can be highlighted that the average mean score of all of the variables in this research are at an equal rate because there are 3
variables which are at a highest mean value and the other 3 variables are at the medium mean value. The highest mean score is 3.9276 and the second highest mean score is 3.9137. Thus, the results show that the variables agreeableness and openness to experience are two variables that has the highest mean value. Most respondents, do show an inclination of having an agreeableness and openness to experience personality relationship with organizational citizenship behaviour. The variable conscientiousness also shows a high mean value of 3.8766. However, the variable neuroticism shows the lowest mean value of 2.8543. Thus, this results shows that most of the workers at the Kedah State Government Office do not possess the personality neuroticism. Hence, this shows that most of the workers at the Kedah State Government Office possess the personality agreeableness, openness to experience and conscientiousness and it has a positive impact towards the relationship with organizational citizenship behaviour.

Table 2: Reliability Test

<table>
<thead>
<tr>
<th>Variables</th>
<th>Cronbach Alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>Openness to Experience</td>
<td>0.814</td>
</tr>
<tr>
<td>Conscientiousness</td>
<td>0.752</td>
</tr>
<tr>
<td>Extraversion</td>
<td>0.697</td>
</tr>
<tr>
<td>Agreeableness</td>
<td>0.693</td>
</tr>
<tr>
<td>Neuroticism</td>
<td>0.731</td>
</tr>
<tr>
<td>Organizational Citizenship Behaviour</td>
<td>0.941</td>
</tr>
</tbody>
</table>

Table 3: Mean Value

<table>
<thead>
<tr>
<th>Variables</th>
<th>Number of Questions</th>
<th>Mean</th>
<th>Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Openness to Experience</td>
<td>8</td>
<td>3.9137</td>
<td>High</td>
</tr>
<tr>
<td>Conscientiousness</td>
<td>8</td>
<td>3.8766</td>
<td>High</td>
</tr>
<tr>
<td>Extraversion</td>
<td>5</td>
<td>3.8224</td>
<td>High</td>
</tr>
<tr>
<td>Agreeableness</td>
<td>8</td>
<td>3.9276</td>
<td>High</td>
</tr>
<tr>
<td>Neuroticism</td>
<td>7</td>
<td>2.8543</td>
<td>Medium</td>
</tr>
<tr>
<td>Organizational Citizenship Behaviour</td>
<td>14</td>
<td>3.6128</td>
<td>High</td>
</tr>
</tbody>
</table>

Correlation Analysis
The Pearson correlation is used to measure the strength of the linear relationship between the two variables which are the independent variable and the dependent variable (Lane, 2006). Based on Rumsey, (2016), the value of the Pearson correlation coefficient, $r$ is always between +1 and -1. To interpret the correlation coefficient, we must consider both its sign (positive or negative) and its absolute value. Based on Table 4 as below, the result shown that the correlation relationship between the dependent variable and all of the independent variables are significant with OCB except for extraversion as it does not show a significant value. This is because, the p value of extraversion which is 0.531 is more than 0.01.
Table 4: Correlation Value

<table>
<thead>
<tr>
<th>Independent Variables</th>
<th>Correlation Value</th>
<th>Significant Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Openness to Experience</td>
<td>0.295**</td>
<td>0.000</td>
</tr>
<tr>
<td>Conscientiousness</td>
<td>0.210**</td>
<td>0.009</td>
</tr>
<tr>
<td>Extraversion</td>
<td>0.051</td>
<td>0.531</td>
</tr>
<tr>
<td>Agreeableness</td>
<td>0.283**</td>
<td>0.000</td>
</tr>
<tr>
<td>Neuroticism</td>
<td>-0.213**</td>
<td>0.009</td>
</tr>
</tbody>
</table>

**Correlation is significant at the 0.01 level (2-tailed).

Openness to Experience

From the table above, openness to experience shows the correlation value of \( r=0.295, p < 0.01 \). Openness to Experience has a significant positive relationship with OCB. The hypothesis clearly explains that there is a positive significant relationship between openness to experience and OCB. Hence, this shows that the staffs at the Kedah State Government Office should be able to have higher OCBs as they are more open and accept new ideas from others. Thus, as the big five personality trait openness to experience increases, the higher the OCB will be. Hence, the hypothesis, \( H_1 \) is accepted.

\( H_1 \). Openness to Experience has a significant relationship with OCB in the Kedah State Government Office.

Conscientiousness

Conscientiousness shows the correlation value of \( r=0.210, p < 0.01 \). Conscientiousness has a significant positive relationship with OCB. The hypothesis of this research clearly explains that there is a positive significant relationship between conscientiousness and OCB. Hence, this shows that the workers at Kedah State Government Office tend to show self-discipline and they aim for achievement above expectation, as people having conscientiousness are naturally hardworking and ambitious people. Is it no wonder that this personality trait is highly valued by the organization. Thus, as the big five personality trait conscientiousness increases, the higher the OCB in the Kedah State Government Office will be. Hence, the hypothesis, \( H_2 \) for conscientiousness is accepted.

\( H_2 \). Conscientiousness has a significant relationship with OCB in the Kedah State Government Office.

Extraversion

Extraversion has a correlation value of \( r=0.051, p>0.01 \). Extraversion does not have a significant relationship with OCB. This is because, the significant value is equal to 0.509, meaning it is not significantly correlated with OCB because the significant value is more than 0.01. However, extraversion has a positive relationship with OCB, \( (r= 0.051) \) as the r value is positive, but it has a very weak positive relationship with OCB. Therefore, the hypothesis for this research clearly explains that there is a no significant relationship between extraversion and OCB. Hence, this shows that the employees at Kedah State Government Office are mostly introvert and they tend to focus and do their work quietly and follow the rules and orders without ever disagreeing. Thus, the increase or decrease in extraversion will not affect the OCB in the Kedah State Government Office. Hence, the hypothesis, \( H_3 \) is rejected.
H3. Extraversion has no significant relationship with OCB in the Kedah State Government Office.

**Agreeableness**
Agreeableness has a correlation value of \((r=0.283, p<0.01)\). Agreeableness has a positive relationship with OCB, \((r=0.283)\) as the r value is positive, but it has a weak positive relationship with OCB. Agreeableness is the second highest personality predictor for OCB. Therefore, the hypothesis of this research clearly explains that there is a positive significant relationship between agreeableness and OCB. Hence, this shows that the workers at the Kedah State Government Office are much more humane and able to relate and cooperate with other people as the workers need to communicate with people every day and every time as part of their job description to offer good service to the state and civilians. Thus, as the big five personality trait agreeableness increases, the higher the OCB in the Kedah State Government Office will be. Hence, the hypothesis, \(H_4\) for agreeableness is accepted.

**Neuroticism**
From the Table 4, neuroticism has a correlation value of \((r=-0.213, p<0.01)\), meaning it is significantly correlated with OCB. However, it has a negative relationship with OCB, \((r=-0.213)\) as the r value is negative, but it has a weak negative relationship with OCB. Neuroticism is the lowest personality predictor for OCB. Therefore, the hypothesis of this research clearly explains that there is a negative significant relationship between neuroticism and OCB. Hence, this shows that the workers at Kedah State Government Office are very calm, emotionally stable and not angry as they are able communicate with people without getting angry. Thus, as the big five personality trait neuroticism decreases, the higher the organizational citizenship behaviour in the Kedah State Government Office will be. Hence, the hypothesis, \(H_5\) for conscientiousness is accepted.

**Table 5: Summary of Hypothesis**

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Details</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>(H_1)</td>
<td>The Big Five Personality which is openness to experience has a significant relationship with organizational citizenship behaviour in the Kedah State Government Office.</td>
<td>Accepted</td>
</tr>
<tr>
<td>(H_2)</td>
<td>The Big Five Personality which is conscientiousness has a significant relationship with organizational citizenship behaviour in the Kedah State Government Office.</td>
<td>Accepted</td>
</tr>
<tr>
<td>(H_3)</td>
<td>The Big Five Personality which is extraversion has a significant relationship with organizational citizenship behaviour in the Kedah State Government Office.</td>
<td>Rejected</td>
</tr>
<tr>
<td>(H_4)</td>
<td>The Big Five Personality which is agreeableness has a significant relationship with organizational citizenship behaviour in the Kedah State Government Office.</td>
<td>Accepted</td>
</tr>
</tbody>
</table>

The findings of this research can be summarized by the Table 5 as below:
CONCLUSION
This research is about studying the relationship between the big five personality and OCB. Thus, this research is able to contribute towards the effectiveness of hiring employees through the process of the selection and hiring process. Personality plays a main key role to the performance of the employee and then towards the performance of the organization. Thus, this research can contribute towards the selection and recruitment process of employees by knowing the most suitable big five personality to increase OCB. Moreover, this research can also become a guideline for public and private sectors especially the public sectors in hiring their employees. Government office workers are mostly focused on work that is related with giving services to public people. Thus, this research can help the government sector in selecting and hiring workers that are has the big five personality of openness to experience.

The results from the findings of this research has gave an impact towards some of the parties involved in this research. The affected parties are the Kedah State Government Office and the researcher. With the findings, the organization would know the most dominant big five personality that can increase OCB among the staffs is openness to experience. The organization can also aware on what kind of personality that they need to look for in a staff such as openness to experience agreeableness, and conscientiousness. Therefore, the organization must be aware of the importance of increasing OCB by implementing these type of personalities into the workers. The organisation can practice, implement and increase OCB by doing a personality test during the recruitment and selection process of workers and selecting the workers that have personalities within the range of openness to experience, agreeableness, and conscientiousness.

As a conclusion, it is suggested that the big five personality plays an important role in predicting OCB. The findings from this research has shown that openness to experience and agreeableness emerged as the strongest big five personality towards OCB. However, unexpectedly extraversion had no significant relationship with OCB. The explanation for this cause, could be the nature and setting of the workplace towards the workers. Meanwhile, neuroticism had a negative significant relationship with OCB. Hence, by knowing the types of the big five personality possessed by its workers, the organization can therefore know how to increase organizational citizenship behaviour amongst workers efficiently.

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