

Study to assess the Impact of Personality Traits on Organization Citizenship Behavior among the Personnel rendering Administrative Services in Indian Government

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An Experimental and Ex- Post Facto research design study was conducted to assess the impact of Personality Traits on Organization Citizenship Behavior among the Personnel (N=500) rendering Administrative Services in Indian Government by using convenient sampling technique. Structured Questionnaire and various research instruments were used to assess the impact of Personality Traits on Organization Citizenship Behavior among the Personnel (Group B Employees). The findings of the study revealed that personality traits and organizational citizenship behavior both are related to each other and further, the demographic variables also have substantial impact on both the personality traits and the organizational citizenship behavior.

Keywords: Impact, Personnel, Personality Traits, Organization Citizenship Behavior, Administrative Services, Indian Government

The administration has to perform a number of tasks to meet the needs of public by rendering their best so that can attain the predefined objectives related to wellbeing of individuals in the current scenario. As we all know that individuals are the only active resources, around whom all the other resources revolve in any system. The environment is changing so as the demands of the people with the world-class transformations, amalgamation of cultural practices, growing awareness among the people and impact of corporate culture. The changes across at the global level have led to long run dynamism, which has influenced all the domains may it be either in developed or developing nations. The individuals have to encounter many challenges in order to make their living handling the quotidian matters. They are expected to work with 24x7 dedication irrespective of their age, marital status and gender, which is also regarded as need of the hour. Organizational citizenship behavior has been evolving as a magnificent concept in the rich literature of organization behavior (Singh and Singh, 2009). It depicts the discretion on the part of administrators to give efficacious output by satisfying the demands of the concerned thespians. Every individual administrator possesses certain personality traits, which are linked up with their job performance and commitment towards their jobs. The personality of the individuals is expressed in terms of their thoughts, approach, psychology, behavior and reactions to the stimuli, which is affected by several factors like cultural and religious practices, situational aspects, economic scenario and institutional factors (Mehr, 2017; Malik, 2019; Mumba, 2019; Farooq, 2011). Many studies have been conducted to mark the acknowledgment of effect of personality traits on the organization citizenship behavior among the employees in the developed

nations, but only few initiatives have been made to conduct the examination regarding their association in the developing country like India (Patki et al., 2016; Bertrand et al., 2015).

Administrators possess different personality traits and not every administrator possessing certain kind of trait or group of traits is suitable to perform the duties associated with the particular job. Hence, it is necessary to ascertain certain kind of personality traits that influence the active involvement of the employees in rendering in-role and extra-role performance in the present highly competitive scenario to avoid work duplication, reduce job conflicts and enhances the competencies of employees to give best of their efforts. Only few studies have been conducted to elucidate the underlying aspects associated with personality and organization citizenship behavior (Ilies et al., 2009). The study would foreground the understanding of how the personality impacts the organization citizenship behavior of administrative servants at the work place, where the human resource is given due worth (Purba et al., 2014). Due to the inconsistencies of the outcomes and dearth of existing literature to analyze the professional experiences of administrators rendering administrative services in the current scenario, the study would provide a deep insight regarding the effect of personality traits on organization citizenship behavior among the personnel rendering administrative services (Mosalaei et al., 2014).

The study would also enable the practitioners, academicians, managers and social scientists to formulate several productive and scientific ways to support the individual employees to concoct and strengthen the personality traits that suit best as per the demand of the concerned administrative structure (Singh and Singh, 2009). Moreover, the research work would enable the employers to motivate their staff members to express organization citizenship behavior so as to bring about harmonious relationships and dedication for the work by the staff members in present as well as future scenario (Leephaijaroen, 2016, Podsakoff et al., 2000).

RESEARCH OBJECTIVES

1. To measure the personality traits of the employees (Group B) working under administrative services of Indian government.
2. To measure the organizational corporate behavior of the employees (Group B) working under administrative services of Indian government.
3. To measure the impact of personality traits on the organizational corporate behavior of the employees (Group B) working under administrative services of Indian government.
4. To suggest or recommend the strategies for effective organizational corporate behavior based on the personality traits of the organizational corporate behavior of the employees (Group B) working under administrative services of Indian government.

Material and Methods

The present study was conducted to assess the impact of Personality Traits on Organization Citizenship Behavior among the Personnel (Group B Employees) rendering Administrative

Services in Indian Government. An Experimental and Ex- Post Facto research design was used in the study using convenient sampling technique and sample size was 500. Data was collected by structured questionnaire and various research instruments (Big Five Inventory, Organizational Citizenship Behavior (OCB-20) Item Scale, OCBO (Organizational Citizenship towards The Organization) and OCBP (Organizational Citizenship towards The People) respectively. Descriptive and inferential statistics were employed to analyze the data.

Observations

S. No.	Department	Number of Respondents	Head Office
1	Central and Excise Tax	100	Vikash Bhawan, Azad Bhawan Rd, IP Estate, New Delhi
2	Indian Railways	100	Raisina Road, Rajpath Area, Central Secretariat, New Delhi
3	Department of Post	100	Department of Posts, Dak Bhawan, Sansad Marg, New Delhi
4	Income tax	100	ITO Office, New Delhi
5	Employee State Insurance corporation	100	Rajendra Bhawan, 3rd and 4th Floor, Rajendra Place, New Delhi
Total respondents: 500			Area: New Delhi (India)

Correlations						
		Extraversion	Agreeableness	Conscientiousness	Neuroticism	Openness
Extraversion	Correlation	1	.814**	.780**	-.369**	.753**
	p-value		.000	.000	.000	.000
	Number	500	500	500	500	500
Agreeableness	Correlation	.814**	1	.651**	-.360**	.685**
	p-value	.000		.000	.000	.000
	Number	500	500	500	500	500
Conscientiousness	Correlation	.780**	.651**	1	-.305**	.737**
	p-value	.000	.000		.000	.000
	Number	500	500	500	500	500
Neuroticism	Correlation	-.369**	-.360**	-.305**	1	-.468**
	p-value	.000	.000	.000		.000
	Number	500	500	500	500	500
Openness	Correlation	.753**	.685**	.737**	-.468**	1
	p-value	.000	.000	.000	.000	

	Number	500	500	500	500	500
**. Correlation is substantial at the 0.01 level.						

In order to find out the interrelation of various personality traits the correlation is calculated using Pearson Correlation method. On comparison it was found that all the features of one's nature and personality have substantial effect on other and they are totally interrelated with each other. Neuroticism personality trait was found to be negatively correlated with the remaining four personality traits with a low degree of correlation, while openness, agreeableness, Conscientiousness and Extraversion were found to be positively related to each other with a high degree of correlation. It signifies that the different type of personality traits is related to each other and substantially influence each other.

Descriptive Statistics				
	Number	Average	Std. Dev.	Var.
Picked up food for co-workers at workplace	500	2.5700	1.35232	1.829
Listened the work related problems of colleagues empathetically	500	2.7400	1.26317	1.596
Spared time to listen the personal problems of colleagues empathetically	500	2.7400	1.27107	1.616
Completed some work for colleagues who need to leave early.	500	2.5800	1.21925	1.487
Lend a hand to some less capable colleague in lifting some heavy object.	500	3.0900	1.31353	1.725
Lend a hand to a co-worker who was overburden with work.	500	3.0700	1.38164	1.909
Went out of the way to give co-worker encouragement or express appreciation.	500	3.1500	1.19598	1.430
Adorned, smooth down up, or otherwise prettified shared work space.	500	2.8900	1.08640	1.180
Defended a colleague who was insulted by supervisor or other co-workers..	500	2.6900	1.03733	1.076
Rescheduled vacations, working days, or work shifts to fulfill the needs of co-workers.	500	2.5000	1.29358	1.673
Effective N (List wise)	500			

The descriptive analysis of various organizational activities of group B employees has been analyzed and compared. On the basis of comparison of various activities, it was found that the highest mean value was 3.15 for the activity or feature of nature where the employees went out

of the way to give co-worker encouragement or express appreciation. This shows that the employees not only encourage each other but also they have a healthy environment of appreciating others, while the lowest mean value was 2.50 for the nature where the employees changed vacation schedule, work days, or shifts to accommodate co-worker's needs. It shows that in case of personal need there is lack of co-operation among each other. There could be many reasons like pre-planning of vacations, already pre booking of tickets and hotels or some personal matters etc.

Overall it can be interpreted that the employees were not cooperative toward each other, the organizational behavior of employees was not satisfactory, the employees did not possess a cooperative behavior, they rarely offered their help for co-workers in their need, they never defend their co-workers when required, the tendency of helping a less capable co-worker is very less among employees is very less, there is lack of belongingness among employees, they don't help their co-workers in their personal needs also. Anyhow the employees appreciate their co-workers up to some extent and tried to beautify their common work space.

Descriptive Statistics				
	No.	Average	Std. Dev.	Var.
Spared time to coach, advice or mentor a colleague.	500	2.5700	1.34489	1.809
Helped colleagues in learning new job skills or have shared knowledge related to job.	500	2.8000	1.30515	1.703
Helped newly joined employees in getting oriented to their current job.	500	2.7900	1.33771	1.789
Offered job related advice /suggestions to improve their job.	500	2.5900	1.32113	1.745
Provided suggestions for creating a healthy work environment.	500	2.7100	1.33771	1.789
Volunteered for job assignments other than regular assignments/tasks.	500	3.0900	1.34369	1.806
Taking phone calls or messages in case some co-worker is absent or busy.	500	3.1200	1.21183	1.469
Spoken good or praising your superior in public.	500	3.2800	1.17659	1.384
Delayed or missed meal breaks to complete work.	500	3.0200	1.12344	1.262
Voluntarily to helped co-workers to deal with problematic vendors, customers, or colleagues.	500	2.7900	1.08085	1.168
Total	500			

The descriptive analysis contains various aspects of organizational citizenship behavior of group B employees towards organization. While comparing various aspects, the highest mean value

was found to be 3.28 for the aspect “said good things about employer in front of others”. This shows a positive attitude of the behavior of employees towards organization, while the lowest mean value was 2.57 for the aspect “took time to advise, coach or mentor a co-worker”. Sometimes due to seniority complex or lack of knowledge in that field the employees hesitate while helping co-workers.

Correlations			
		OCBP	OCBO
OCBP	Correlation	1	.774**
	p-value		.000
	Total	500	500
OCBO	Correlation	.774**	1
	p-value	.000	
	Total	500	500
**. Correlation is substantial at the 0.01 level.			

The correlations among organizational citizenship behavior for people and organizational citizenship behavior for organization have been analyzed by using Pearson correlation method. The correlation was found to be substantial for both the behavior.

Overall it can be said that majority of employees never took time for such activities, sometimes helped co-workers learn new skills, rarely helped new employees get oriented to the job, rarely offered suggestions for improvement of work, were not volunteer for extra work, never gave up their meal or break for completion of work, never took phone messages for absent or busy co-workers, never help the co-workers dealing with a difficult vendor. But, the employees many times said positive things about employer in front of others. The organizational citizenship behavior for organization of group B employees is quite positive and they help their co-workers in adverse situations, which affect the overall performance of organization and maintain a healthy relationship among them.

PERSONALITY TRAITS AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR

This section contains the information about various personality traits of group B employees and organizational citizenship behavior towards people. The impact of these personality traits on people of the organization is also discussed here with the help of one way Anova test.

OCBP AND PERSONALITY TRAITS - This section contains the analysis of data related to organizational citizenship behavior towards people and its relation with different personality traits of group B employees. Various personality traits like openness, agreeableness, neuroticism, conscientiousness and extraversion.

Model Summary				
Reg. Model	Correlation	R Square	Adj. R Square	Std. Err

	.698 ^a	.487	.481	4.69687
Predictors: Openness, Neuroticism, Agreeableness, Conscientiousness, Extraversion				

Interpretation: The value of R-Square revealed that the personality traits explain 48 percent variation in the value of OCBP, while 52 percent was unexplained variance.

ANOVA ^a						
Reg. Model		SS	Degree of freedom	MS	F-value	p-value
1	Regression	10331.857	5	2066.371	93.668	.000 ^b
	Residual	10897.943	494	22.061		
	Total	21229.800	499			
Dependent Variable: OCBP						
Predictors: Openness, Neuroticism, Agreeableness, Conscientiousness, Extraversion						

Interpretation: The above table represents the effect of personality traits on behavior of employees towards the people working in the organization. From the model summary the f-value was found to be 93.668, at p-value .000, which is substantial and shows that there is a substantial effect of openness, agreeableness, neuroticism, conscientiousness and extraversion on behavior of employees towards co-workers. If an employee has the feeling of co-operation and belongingness towards others, then a healthy relation is maintained and which results into the positive working environment.

Coefficients						
Reg. Model		Unstd. Coefficients		Std Coefficients	t-value	p-value
		B-value	Std. Err	Beta value		
1	(Constant)	28.093	1.902		14.773	.000
	Extraversion	.010	.078	.009	.129	.897
	Agreeableness	-.203	.060	-.193	-3.412	.001
	Conscientiousness	.322	.065	.274	4.934	.000
	Neuroticism	-.431	.041	-.387	-10.552	.000
	Openness	.245	.042	.330	5.856	.000
Dependent Variable: OCBP						

Interpretation: The above table represents the significance of various personality traits which has substantial effect on OCBP. From the coefficient it was found that the t-value for

extraversion was .129 and the p-value= .897, which is not substantial. It shows that the feature of being extraversion has no substantial effect on OCBP as it is an individual feature of one's nature which helps one to improve his/ her personality like being talkative, active or energetic; all these qualities improve the performance of employees.

The t-value for agreeableness was -3.412 at a p-value of .001, which is substantial and shows that agreeableness has a substantial effect on OCBP. The feature of being agreeable like helping, kind, polite and co-operative are certain features which effect the working environment of organization and maintain a healthy relationship between co-workers.

The t-value for conscientiousness was 4.934 at a p-value of .000, which is substantial and shows that conscientiousness has a substantial effect on OCBP. The feature of being conscientious like remain active, reliable, effective, careful, focused are certain qualities which sets an example for others also and motivate them to work effectively.

The t-value for neuroticism was -10.552 at a p-value of .000, which is substantial and shows that neuroticism has a substantial effect on OCBP. The feature of being neurotic like remaining stress free, emotionally stable, calm in tensed situation are certain qualities which help an employee to work in any condition and make him capable of handling the worst situations even and thus to help the co-workers also.

The t-value for openness was 5.856 at a p-value of .000, which is substantial and shows that neuroticism has a substantial effect on OCBP. The feature of being open like curious, inventive and imaginative help an employee to work in any condition and make him capable of trying new things and proper planning and implementing sets an example for fresher's also.

OCBO AND PERSONALITY TRAITS - This section contains the analysis of data related to organizational citizenship behavior towards organization and its relation with different personality traits of group B employees. Various personality traits like openness, agreeableness, neuroticism, conscientiousness and extraversion.

Model Summary				
Reg. Model	Correlation	R Square	Adj. R Square	Std. Err
	.681 ^a	.463	.458	5.15979
Predictors: Openness, Neuroticism, Agreeableness, Conscientiousness, Extraversion				

Interpretation: The value of R-Square revealed that the personality traits explain 46 percent variation in the value of OCBO, while 54 percent was unexplained variance.

ANOVA						
Reg. Model		SS	Degree of freedom	MS	F-value	p-value
1	Regression	11360.978	5	2272.196	85.346	.000 ^b
	Residual	13151.972	494	26.623		
	Total	24512.950	499			
Dependent Variable: OCBO						
Predictors: Openness, Neuroticism, Agreeableness, Conscientiousness, Extraversion						

Interpretation: The above table represents the effect of personality traits on behavior of employees towards the organization. From the model summary the f-value was found to be 85.346, at p-value .000, which is substantial and shows that there is a substantial effect of openness, agreeableness, neuroticism, conscientiousness and extraversion on behavior of employees towards the organization in which they are working. If the employees have the feelings of co-operation, enthusiasm, positive thinking and is ready to do work other than assigned work, remains stress free then he will definitely give his best to improve his performance. If the performance of employees will be improved; it will automatically enhance the working environment as well as growth of the organization.

Coefficients ^a						
Reg. Model		Unstd. Coefficients		Std Coefficients	t-value	p-value
		B-value	Std. Err	Beta-value		
1	(Constant)	16.195	2.089		7.752	.000
	Extraversion	-.031	.086	-.025	-.360	.719
	Agreeableness	.317	.065	.280	4.846	.000
	Conscientiousness	.273	.072	.217	3.812	.000
	Neuroticism	-.272	.045	-.228	-6.066	.000
	Openness	.120	.046	.151	2.622	.009
Dependent Variable: OCBO						

Interpretation: The above table represents the significance of various personality traits which has substantial effect on OCBO. From the coefficient it was found that the t-value for extraversion was -.360 and the p-value= .719, which is not substantial. It shows that the feature of being extraversion has no substantial effect on OCBO as this kind of features improves the personality of an individual like remain connected with people, assertive, sociable, which make the identity of the employee.

The t-value for agreeableness was 4.846 at a p-value of .000, which is substantial and shows that agreeableness has a substantial effect on OCBO. The feature of being agreeable like helping, kind, polite and co-operative are certain features which effect the working environment of organization and maintain a healthy relationship between co-workers. When the employees work with a team spirit, it becomes a positive symptom for growth.

The t-value for conscientiousness was 3.812 at a p-value of .000, which is substantial and shows that conscientiousness has a substantial effect on OCBO. The feature of being conscientious like remain focused, effective, reliable, active, effective and careful are certain qualities which improves the efficiency of the employee and thus outcome increase with quality.

The t-value for neuroticism was -6.066 at a p-value of .000, which is substantial and shows that neuroticism has a substantial effect on OCBO. The feature of being neurotic like remaining stress free, emotionally stable, calm in tensed situation are certain qualities which shows that the employees are capable of handling negative situations and work with a positive attitude.

The t-value for openness was 2.622 at a p-value of .009, which is not substantial and shows that neuroticism has no substantial effect on OCBO. The openness features like being imaginative, inventive and curious are personal features of a personality, which makes the identification of that employee.

OCB - This section contains the data analysis of organizational citizenship behavior of group B, which contains various personality traits like openness, agreeableness, neuroticism, conscientiousness and extraversion.

Model Summary				
Reg. Model	Correlation	R Square	Adj. R Square	Std. Err
	.709 ^a	.502	.497	9.03800
Predictors: Openness, Neuroticism, Agreeableness, Conscientiousness, Extraversion				

Interpretation: The value of R-Square revealed that the personality traits explain 50 percent variation in the value of OCB, while 50 percent was unexplained variance.

ANOVA ^a						
Reg. Model		SS	Degree of freedom	MS	F-value	p-value
1	Regression	40684.353	5	8136.871	99.612	.000 ^b

	Residual	40352.597	494	81.685		
	Total	81036.950	499			
Dependent Variable: OCB						
Predictors: Openness, Neuroticism, Agreeableness, Conscientiousness, Extraversion						

Interpretation: Anova table represents the effect of different personality features of employees on organizational citizenship behavior. The result reveals the f-value to be 99.612, degree of freedom=5 and p-value=.000, which seems to be substantial. Thus from the above values it can be said that there is a substantial effect of various personality traits of employees on OCB. Every personality trait has its own values which in one or the other way affects the overall performance of employee and ultimately the organization in which he works.

Coefficients						
Reg. Model		Unstd. Coefficients		Std Coefficients	t-value	p-value
		B-value	Std. Err	Beta-value		
1	(Constant)	44.288	3.659		12.103	.000
	Extraversion	-.021	.150	-.009	-.139	.890
	Agreeableness	.114	.115	.055	.994	.321
	Conscientiousness	.595	.125	.259	4.740	.000
	Neuroticism	-.704	.079	-.323	-8.946	.000
	Openness	.365	.080	.252	4.540	.000
Dependent Variable: OCB						

Interpretation: The above table represents the significance of various personality traits which has substantial effect on OCB. From the coefficient it was found that the t-value for extraversion was -.139 and the p-value= .890, which is insubstantial. It shows that extraversion has no substantial effect on OCB as this kind of features improves the personality of an individual.

The t-value for agreeableness was .994 at a p-value of .321, which is not substantial and shows that agreeableness has no substantial effect on OCB. The quality of being agreeable like helping, kind, polite and co-operative makes the reputation of employee as a hardworking and co-operative co-worker.

The t-value for conscientiousness was 4.740 at a p-value of .000, which is substantial and shows that conscientiousness has a substantial effect on OCB. Being conscientious means to remain focused, effective, reliable, active, effective and careful. These features add on the skills of employees, which sets an example for others also.

The t-value for neuroticism was -8.946 at a p-value of .000, which is substantial and shows that neuroticism has a substantial effect on OCB. Neurotic helps one to remain stress free, emotionally stable and calm in tensed situation and makes the employees capable of handling negative situations and work with a positive attitude.

The t-value for openness was 4.540 at a p-value of .000, which is not substantial and shows that neuroticism has no substantial effect on OCB. The openness features like being imaginative, inventive and curious are personal features of a personality, which makes the identification of that employee.

Overall it can be said that different personality traits have different effects on co-workers and organization. Some qualities help to improve the personality of an employee, while other helps to improve the co-operation among co-workers. Some effect the working environment of organization and outcome also. Also, the demographic variables have effect on the organizational citizenship behavior of group B employees towards people as well as the organization itself. In one or the other way it effects the working as well as performance of others.

Discussion

From the above results, it was found that the different personality traits of group B employees may differ from person to person but directly or indirectly affect the organization and its people. Moreover, some of the personality traits change overtime, they are the one which are adopted under the influence of the situation or working condition, while some personality traits never change, especially those which are the part of one's nature. Like young employees prefer to work based on their skills and knowledge which they have gained either from books or colleges or any other sources, while the aged employees work with their experience and also like to guide the co-workers. They feel happy to share their knowledge and skills with others. Some employees are regular, thoughtful, responsible and careful. These features are their personal features which are not adopted from elsewhere, but they are inborn. They will remain same for the whole life, whether the employee is junior or senior, drawing less salary or handsome salary. Designation demands lots of responsibility and in return pays high to the employees. The responsibility as well as the stress level increases. But certain features of behavior help the employees to overpower the stressed situation and work calmly in any situation without getting stressed. Different departments demand different kinds of skills and knowledge. The sincere and reliable employees make their own place in any department. Again there are certain behavior traits which help the employees in this regard. Males and females are different in nature by birth. Males have their own qualities, while females have their own. On the basis of those qualities they outshine in their respective job areas. As long as the sincerity and managed work is concerned females can do better and if the innovation and curiosity is concerned the males lead. Thus the various personality traits can leave a positive as well as negative impression for co-workers as well as for

the organization. It depends upon the employees how to manage the personal as well as professional life with inborn or learnt behavioral traits.

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