



Effects of the big-five personality traits and organizational commitments on organizational citizenship behavior of support staff at Ubon Ratchathani Rajabhat University, Thailand



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ABSTRACT

The objective of this research was to examine the effects of the big-five personality traits and organizational commitments on organizational citizenship behavior (OCB). The research method of this study was a mixed method combining quantitative and qualitative methods. For the quantitative research method, data were collected from 144 support staff at Ubon Ratchathani Rajabhat University, Thailand and the hypotheses were tested using the stepwise multiple regression analysis technique. For the qualitative research method, in-depth interviews with 11 support staff were used to explain the quantitative findings. The findings revealed that the components of the big-five personality traits and organizational commitments which significantly affected OCB were agreeable personality, continuance commitment, conscientious personality, affective commitment, and emotionally-stable personality. In examining intensively each dimension of the OCB as a dependent variable, the results showed the following: 1) agreeable personality, affective commitment, conscientious personality, and normative commitment had positive significant effects on altruistic behavior; 2) conscientious personality, agreeable personality, and continuance commitment had positive significant effects on conscientious behavior; 3) affective commitment and agreeable personality had positive significant effects on sportsmanship behavior; 4) emotionally stable personality and continuance commitment had positive significant effects on courteous behavior; and 5) continuance commitment, agreeable personality, conscientious personality, and emotionally-stable personality had positive significant effects on civic virtue behavior.

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Introduction

Ubon Ratchathani Rajabhat University in Thailand is a center for educational services and human resource development in the Mekong sub-region, as well as a major

mechanism to drive the national and regional strategies to achieve sustainable development (Ubon Ratchathani Rajabhat University, 2012). It is apparent that the key personnel that are responsible for the main duties in teaching, research, and academic services are at the faculty level. Nonetheless, another group of university personnel that also serve important roles following the faculty and which is classified as an essential group of staff that a university must have, is the support staff, consisting of: 1)

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office personnel, including those working and in charge of various duties in an office; and, 2) general service personnel, or those performing general tasks outside the office, such as security, landscaping, janitor tasks, building maintenance, and driving, among others (Ubon Ratchathani Rajabhat University, 2010). Therefore, the challenging aspects of support staff management lie in encouraging these support staff members to express organizational citizenship behavior in providing assistance as well as facilitating the faculty, students, and other visitors that they come into contact with and to obtain the most satisfaction and to accomplish their missions successfully as desired.

Organizational citizenship behavior (OCB) is defined as a special addition to personnel behavior apart from the roles and responsibilities stated in the job description. It is not dependent on the organizational rewarding system but is voluntary behavior shown by staff who willingly work for the benefit of the organization as a priority (Koys, 2001; Organ, 1988; Organ, Podsakoff, & MacKenzie, 2006). Consequently, encouraging the support staff to express OCB, which includes altruistic behavior, conscientious behavior, sportsmanship behavior, courteous behavior, and civic virtue behavior (Podsakoff, MacKenzie, Moorman, & Fetter, 1990) might help elevate the performance quality of these support staff individuals to a greater extent. This is consistent with Robbins and Judge (2009, p. 64), who stated that an organization can become successful when its personnel possess OCB.

Hence, the researcher was interested in examining the factors that affect the OCB of the support staff at Ubon Ratchathani Rajabhat University, Thailand. Based on a review of the literature on the factors affect organizational citizenship behavior, it was found that the big-five personality traits—extraverted personality, agreeable personality, conscientious personality, emotionally stable personality, and open to experience personality—have effects on organizational citizenship behavior (Mahdiun, Ghahramani, & Sharif, 2010; Singh & Singh, 2009). Furthermore, it was found that organizational commitments, such as affective commitment, continuance commitment, and normative commitment, affect organizational citizenship behavior as well (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002; Peng & Chiu, 2010; Salehi & Gholtash, 2011; Zheng, Zhang, & Li, 2011). It was then expected that the outcomes derived from this study would increase the awareness of the management of Ubon Ratchathani Rajabhat University as well as other universities in Thailand that are interested in focusing on the factors of the big-five personality traits and organizational commitments to help motivate their support staff to express OCB, which would bring about understanding, harmony, and dedication in these staff members so that they could provide better work performance in the future.

Literature Review and Hypotheses

The Big-Five Personality Traits

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 behavioral sciences (Barrick & Mount, 1991, 1993; Digman, 1990; Goldberg, 1990; Kumar, Bakhshi, & Rani, 2009; Zheng et al., 2011). The big-five personality traits consist of five dimensions: 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 make acquaintances with other people easily; 2) agreeableness, having an accommodating personality—those that have this personality are more likely to be cooperative, warm, and reliable; 3) conscientiousness, a reliable personality—people with this personality are responsible, nice and orderly, stern at work, and self-disciplined; 4) emotional stability, 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 (Costa & McCrae, 1992; Robbins & Judge, 2009).

Organizational Commitment

Organizational commitment is confidence in and acceptance of the goals and values of the organization, as well as a desire to maintain one's status as a member of the organization (Mowday, Porter, & Steers, 1982). As such, organizational commitment is divided into three categories: 1) affective commitment—an aspiration to continue working for the organization as the vision is aligned with the goals of the organization, resulting in willingness and happiness at work to make performance a success; 2) continuance commitment—an aspiration to continue working for the organization as continuation with the organization would be beneficial for themselves, or because a person does not want to lose what has been contributed to the organization over a period of time; and 3) normative commitment—an aspiration to continue working for the organization as it is appropriate to do so or there is reluctance to stay as a result of pressure or opinions of other people on such person if he/she is to leave the organization (Meyer & Allen, 1991, p. 67).

Organizational Citizenship Behavior (OCB)

Organizational citizenship behavior is behavior of personnel that is a special addition apart from their roles and responsibilities as stated in their job descriptions and is not dependent on the organizational rewarding system but is voluntary behavior shown by staff who are willing to work for the benefit of the organization as their priority (Organ et al., 2006, p. 3). The OCB traits have been categorized into five dimensions: 1) altruistic behavior—the behavior of an employee that helps his or her colleagues face problems in the organization (Smith, Organ, & Near, 1983); 2) conscientious behavior—the behavior of an employee that the organization desires such as cooperation, compliance with regulations and other things (Podsakoff et al., 1990); 3) sportsmanship behavior—the behavior of an employee that enables the employee to

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