

INFLUENCE OF BIG-FIVE PERSONALITY FACTORS AND GENDER ON ORGANISATIONAL CITIZENSHIP BEHAVIOUR OF NURSES IN THE UNIVERSITY COLLEGE HOSPITAL, IBADAN, OYO STATE, NIGERIA

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ABSTRACT

Organisational Citizenship Behaviour (OCB) highlights extra roles performed by employees that go beyond their specific job requirements expected by the organisation and enhance co-workers' welfare, team-work and or the organisation in which the sole purpose is to promote the organisations' performance, efficiency and achieving organisational aims and objectives. This study investigated the influence of the Big-five personality factors and gender on OCB of nurses in the University College Hospital (UCH), Ibadan, Nigeria. A total of two hundred and fifty (250) registered hospital nurses participated in the study. The study utilised a survey research design, using the ex-post facto type. Data were analysed using the Pearson Product Moment Correlation (PPMC); Multiple Regressions analysis; and t-test statistical tools. The results of coefficient of correlation indicate that conscientiousness, extraversion, neuroticism, agreeableness, openness dimensions of personality as well as gender were found to be significantly positively correlated with OCBs. Conscientiousness and extraversion were the most potent predictors of OCB of nurses. Openness dimension of personality made no contribution to the dimensions of OCB. The independent variable (Big-5 factors) jointly accounted for 40.3% variance in the prediction of organisational citizenship behaviour of Nurses. The results also revealed the t-test analysis showed a significant difference in OCB based on gender of nurses. Recommendations and implications for practice in nursing profession were discussed.

Key words: *Big-5 Personality factors, Gender, Organisational Citizenship Behaviour, Nurses, UCH.*

Introduction

In the last two decades, organisational citizenship behaviour (OCB) has been one of the constructs that are always discussed in literature, especially, in the fields of psychology and management. Thus, it has received a great deal of attention in the literature (Bateman & Organ, 1983; Niehoff & Moorman, 1993; Organ & Ryan, 1995; Podsakoff, MacKenzie, Paine & Bachrach, 2000; Ertruk, 2007). Moreover, Organ (1988) argued that OCB was held to be vital to the survival of an organisation. Organ then defined OCB as individual behaviour that was discretionary, not directly or explicitly recognised by the formal reward system, and that in the aggregate promotes effective functioning of the organisation. The behaviour is not enforceable requirement of the role or the job description. In this wise, behaviour is a matter of personal choice. Organ further elaborated that organisational citizenship behaviour could maximise the efficiency and productivity of both the employee and the organisation that ultimately contribute to the effective functioning of an organisation.

According to Tepper, Lockhart and Hoobler (2001), organisational citizenship behaviour refers to the willingness of employees to go beyond the formal specifications of work roles, also known as extra-role behaviour. Greenberg and Barrow (2008) defined these forms of behaviour as informal, with people who engage in them going beyond what is formally expected of them to contribute to the well-being of their organisations. In this course, such workers' make extra effort towards contributing to the growth of the organisations they work. George and Brief (1992) supported Organ's position regarding the importance for effectiveness of those behaviours which he labelled as organisational citizenship

behaviour. However, Barbuto, Brown, Wilhite and Wheeler (2001), defined OCB as a set of discretionary workplace behaviours that exceed one's basic job requirements. They are often described as behaviours that go beyond one's daily call of duty.

As a multi-dimensional concept, organisational citizenship behaviour includes all positive organisational behaviours of members including traditional in-role behaviours, organisationally pertinent extra-role behaviours and political behaviours such as full and responsible organisational participation (Van Dyne, Granham & Dienesch, 1994). Staw and Cummings (1990) believed that the willingness of persons to contribute efforts to the cooperative system is indispensable. Staw and Cummings (1990) then further opined that organisations cannot function solely on the strength of prescribed behaviours such as those explicitly stated in job descriptions. In effect, for organisations to be comparatively above the benchmarks', workers are required to do more than what is expected of them. These behaviours provide the necessary flexibility to work through many unforeseen contingencies, and it could help employees in an organisation to cope with stressful conditions through interdependence (Smith, Organ & Near, 1983). Thus, employees who engage in citizenship behaviour are expected to have higher levels of job motivation and job satisfaction than employees who do not. Furthermore, it is suggested that these higher levels of OCB may lead to increased productivity and, consequently, higher profitability.

Wagner and Rush (2000) investigated the nature and extent of the relationship between OCB and employees' organisational effectiveness. Wagner and Rush further opined that organisational

citizenship behaviour had an accumulative positive effect on organisational functioning. Organisational behaviour had been linked to overall organisational effectiveness, thus these types of employee behaviours have important consequences in the workplace (Wagner & Rush, 2000). Previous studies have demonstrated that organisational citizenship behaviour makes important contribution to individuals, groups and organisational effectiveness (Organ, Podsakoff & Mackenzie, 2006).

In recent years, there has been increasing interest among researchers on exploring the contextual and disposition factors responsible for eliciting Organisational Citizenship Behaviour. Researchers have started paying more attention towards understanding the dynamics of and to develop normative theories of extra-role which employee's behaviour contribute positively to overall organisational performance (Erturk, Yilmaz & Ceylan, 2004). Every factory, office, or bureau depends daily on a myriad of acts of cooperation, helpfulness, suggestions, gestures of goodwill, altruism, and other instances of what we might call citizenship behaviour. A workforce that is highly committed and goes beyond the demands of the duty is a key asset of the organisations in today's world of competition where survival of the organisations itself is a big challenge in the world of work. Organisations cannot survive or prosper without their members behaving as good citizens by engaging in all sorts of positive organisation-relevant behaviours. OCBs are thought to have important impact on the effectiveness and efficiency of work teams and organisations, therefore, contributing to the overall productivity of the organisation.

Organ (1988) studied OCB in five dimensions: altruism, sportsmanship,

courtesy, civic virtue and conscientiousness. Altruism refers to behaviours by which an employee is concerned about his/her colleagues and new entrants to work, helps them on a voluntary basis, supports them, and thus improves their performance (Podsakoff, MacKenzie, Paine & Bachrach, 2000; Cetin, 2004; Dilek, 2005). Sportsmanship refers to an employee's tolerance and willingness to work without complaining about difficulties, inconveniences, workplace impositions and pressures faced in the organisation (Podsakoff et al., 2000; Çetin, 2004; Sezgin, 2005; İplik, 2010). Courtesy refers to an employee's behaviours such as informing other employees in advance in order to avoid problems likely to arise in the workplace, warning them against the circumstances likely to affect them negatively and counseling them (Podsakoff et al., 2000). Conscientiousness refers to an employee's voluntary contribution to the organisation beyond the requirements of the written rules and expectations in order to perform the duties and tasks he/she undertakes (Podsakoff et al., 2000; Sezgin, 2005; İplik, 2010). In most cases, it includes instances where the employee carries out certain role behaviour well beyond the minimum level required from the position (Organ, 1988). Finally, civil virtue refers to an employee's behaviours such as being constructive and responsible for the organisation and its development, being very much concerned for and supportive of the interests of the organisation and participating in organisational activities voluntarily (Organ, 1988; Podsakoff, MacKenzie, Paine & Bachrach 2000; Çetin, 2004; Sezgin, 2005; İplik, 2010).

In hospital organisations, interaction between nurses and stakeholders has always been critical in determining whether patients

experience satisfaction or dissatisfaction in the provision of healthcare (Zangaro & Soeken, 2007). Organisational values which lead to the provision of quality service have clear links with frontline staff such as nurses. Employees' attitudes and behaviours are important factors in service encounters, with committed employees experiencing increased motivation and satisfied employees linked with increased levels of customer satisfaction (Behrens, 2008). Organisational citizenship behaviour also plays critical role in health service encounters by allowing nurses the discretion to respond to the needs of patients, particularly needs which are outside the conventional scope of an employee's work (Organ, Podsakoff & MacKenzie, 2006). The importance of employees' attitudes and behaviours in service delivery reinforces the need to investigate linkages between employees' personality traits and OCB, which reflects its impact on organizational values (Lu, While & Barriball, 2005).

According to Kwak, Chung, Xu and Eun-Jung (2010), hospital nurses perform better when they perceive they are supported by their organisations and engage in organisational citizenship behaviour. During staff shortages, nurses not only do their own work but do the work of others. This results to stress, dissatisfaction and subsequently, staff turnover (Makoka, Oosthuizen & Ehlers 2010). Therefore, organisational citizenship behaviour is associated with the extent to which nurses receive organisational support (Ferris, Brown & Heller 2009). Nurses' activity is associated with the patients (clients) in hospital. Hospitals and centres providing healthcare services are important in terms of the quality of services. Among the most important factors that can direct behaviours, attitudes and interactions of nurses towards high quality services,

particularly in government owned teaching hospital is the organisational citizenship behavior (OCB). The concept of organisational citizenship behaviour and related factors despite their relevance, have been of little attention in research on nursing (Hui & Lam 2001, Jahangir, Pazarkadi, 2006, 2007). To a great extent, there has been paucity of literature on organizational citizenship behavior among nurses, especially, in Nigeria.

Today, health care institutions face similar competition and challenges like other service-oriented institutions like banks, telecommunication, education, insurance, etcetera in areas of customer demanding high quality services and delivered with courtesy and conscientiousness. Healthcare is now patient-centred, where emphases are on the patient (Chao-Chan, 2011). The peculiarity and sensitivity of the healthcare delivery has increased the requirements of OCB. Hospitals need to train and encourage their employees to discharge their duties professionally and put extra efforts (OCB) where required. Citizenship behaviour is most required and more important in the hospital because patients need special care and positive behaviours of medical personnel (doctors, nurses, pharmacists, etc) in handling their cases. OCB, therefore, has important role towards strengthening morale and betterment of patients (Mardani-Hamole & Heydari, 2009). Also, researchers argued that citizenship behaviours could facilitate access to hospital goals, and improve its performance (Chi-cheng, Meng-Chen & Meng-Shan, 2005). Therefore OCB would increase service efficiency, patient satisfaction and patronage, enhancing hospital corporate image as well as result to achievement of organisational performance. In health setting, therefore, some of the OCB dimensions are essentials in providing

quality and differentiate services that could promote the corporate image of a hospital. Altruism is a kind of discretionary behaviour tailored towards helping and motivating other employees in discharging their duties efficiently and tackling the work-related problems. This is highly required in hospitals because medical personnel must work as a team; interact with one another to achieve delivery of quality service.

The 'Big Five' model of personality consists of five relatively independent dimensions that altogether provide a meaningful taxonomy for the study of individual differences (McCrae & John, 1992). These five dimensions are; Openness to Experience, Conscientiousness, Extraversion, Agreeableness and Neuroticism. Each of the Big Five dimensions is like a bucket that holds a set of traits and tends to occur together. The interpretation of the Big Five directly corresponds to the measurement of the five-factor model of personality. Openness to experience refers to the number of interests to which one is attracted and the depth to which those interests are pursued. The behavioural tendencies typically associated with Openness to Experience include being imaginative, cultured, curious, original, broad-minded, intelligent (Digman, 1990), and having a need for variety, aesthetic sensitivity, and unconventional values (McCrae & John, 1992). Importantly, individuals high on openness to experience display preference for variety; they enjoy grasping new ideas, and have intrinsic interest in appreciating novelty. Thus, the study expects that persons high on openness to experience are more likely to show OCB.

Conscientiousness refers to the number of goals on which one is focused. It is related to dependability and volition and the typical behaviours associated with it and

it includes being hard working, achievement-oriented, persevering, careful, and responsible (Barrick & Mount, 1991). Conscientious individuals can perform their part of the work with minimum of oversight (Morgeson, Reider & Campion, 2005). Moreover, conscientious individuals are dependable, efficient, and hardworking. They are predisposed to taking initiative in solving problems and are more methodical and thorough in their work (Witt, Burke, Barrick & Mount, 2002). It seems reasonable that these traits would result to higher OCB performance.

Extraversion connotes the level of sensory stimulation with which one is comfortable. The behavioural tendencies used to measure this factor include being sociable, gregarious, assertive, talkative, and active (Barrick & Mount, 1991). Funder (2001) has described extraversion as key dispositional determinant of social behaviour. Thus, those who are highly extraverted could display more flexible behaviours that make them more likely to show OCB. Agreeableness could be referred to the number of sources from which one takes one's norms for right behaviour. The behavioural tendencies typically associated with this factor include being courteous, flexible, trusting, good-natured, cooperative, forgiving, soft-hearted, and tolerant (Barrick & Mount, 1991).

Neuroticism refers to the number and strength of stimuli required to elicit negative emotions in a person. Typical behaviours associated with this factor include: anxious, depressed, angry, embarrassed, emotional, worried, and insecure (Barrick & Mount, 1991). The behavioural tendencies typically associated with this factor are: courteous, flexible, trusting, good-natured, cooperative, forgiving, soft-hearted, and tolerant (Barrick & Mount, 1991). Agreeableness refers to the

more humane aspects of humanity characteristics such as altruism, nurturance, caring, and emotional support at one end of the dimension, and hostility, indifference to others, self-centredness, spitefulness, and jealousy on the other (Digman, 1990). Individuals high in agreeableness are kind, sympathetic, and generous (McCrae & John, 1992) and deal with conflict cooperatively or collaboratively (Digman, 1990). Not surprisingly, then, agreeableness has been shown to predict performance in several interpersonally oriented jobs (Hurtz & Donovan, 2000). In their meta-analysis, Organ and Ryan (1995) likewise found agreeableness to be a weak, yet significant, predictor of helping. Emotional stability is often defined in terms of the low pole of the trait and referred to as neuroticism or negative affectivity (John & Srivastava, 1999). In work contexts, agreeable employees show higher levels of interpersonal competence (Witt, Burke, Barrick & Mount 2002) and collaborate effectively when joint action is needed. Thus, it is expected that persons high on agreeableness are more likely to perform OCB. Persons who are high on this dimension are usually anxious, depressed, angry, embarrassed, emotional, worried, and insecure (Barrick & Mount, 1991). Barrick (2005) described neuroticism as key dispositional determinant of social behaviour. Thus, those who are low on this dimension should be able to display OCB.

These personality characteristics, conscientiousness, agreeableness, and positive and negative affectivity could garner the most support as antecedents of OCB (Podsakoff, MacKenzie, Palne & Bachrach, 2000). Some researches indicate that conscientiousness has typically emerged as the most prominent predictor of engaging in OCB (Organ & Ryan, 1995; Borman,

Penner, Allen & Motowidlo, 2001). Singh and Singh (2009) found that conscientiousness and extraversion dimensions of personality have significantly and positively correlated with all the five dimensions of OCB. Agreeableness dimension of personality was significantly positively correlated with all the five dimensions of OCB except civic virtue. Neuroticism dimension of personality was significantly negatively correlated with sportsmanship, courtesy and altruism dimensions of OCB. Mahdiun, Ghahramani and Sharif, (2010) indicated that OCB had positive relations with personality dimensions including: agreeableness, conscientiousness, openness, and extraversion. However, the relation between neuroticism and OCB seems negative. Hossam & Elanain (2008) declare that openness can predict OCB; they believe the people who have high levels in this dimension perform high OCB. Johnson (2008) also stated that conscientiousness had positive and significant relation with OCB and its role is more important than other personality factors in its explanation. Duff (2007) assumed in his research that OCB consists of two dimensions, organizational and individual, and personality factors (especially agreeableness) are the best predictors of OCBO and OCBI. He concluded that there was positive relation between personality and OCB. Elanain (2007) also reported a significant positive correlation between agreeableness personality and organisational citizenship behaviour.

Conscientiousness, in particular, has been found to have strong relationship with the general compliance component of OCB (Organ, Podsakoff & MacKenzie 2006). Researchers (Bateman & Organ, 1983; Organ & Moorman, 1993; Organ & Ryan, 1995; Penner, Midili & Kegelmeyer, 1997;

Tang & Ibrahim, 1998) have found that employee personality traits affect citizenship behaviour within an organisation. Personality differences may influence the motivation of as well as how individuals interpret situations that arise and the likelihood that they react in an interpersonally helpful manner. However, it appears that there is a strong dispositional dimension to the tendency of either engaging or withholding appropriate organisational citizenship behaviour in the workplace. Two of the Big-Five dimensions appear relevant to organisational citizenship behaviour. One, agreeableness, pertains to the ease or difficulty one has in getting along with people, or how good-natured one is with respect to interpersonal relationships. The second, conscientiousness, pertains to reliability, dependability, punctuality, and discipline (Organ & Ryan, 1995; Van Scotter & Motowildo, 1996; Kickul & Neuman, 1998; Miller, Griffin & Hart, 1999; Nikolaou & Robertson, 2001) and extra-role personality orientation (Midili & Penner, 1995).

Gender is generally associated with unequal power and access to choices and resources. An area of OCB research that has received little attention in literature is possibility of gender differences. This is a particularly important topic in a profession such as nursing whose membership includes a large percentage of women (Eagly, 1995). It would be reasonable to assume that women would likely to exhibit a higher rate of citizenship behaviours that are tied to the affective network identified by Lamertz (1998). However, attention to gender differences has been driven by the increase in awareness of gender-based differences in occupations, discrimination against women by organisations, and equal employment opportunity as well as legislations that

protect women's roles in workplace (Lefkowitz 1994). It is widely accepted that certain behaviours are considered more feminine while other behaviours are considered more masculine. Feminine behaviours have been characterised as interpersonal in orientation and focused on a concern for others. The different positions of women and men are influenced by historical, social, religious, economic and cultural realities. These relations and responsibilities could change over time. Masculine behaviours, on the other hand, are typically more aggressive and independent (Spence & Helmreich, 1980). In line with these ideas, the OCB dimensions of altruism, courtesy, civic virtue and sportsmanship can be decided by gender role. Altruism and courtesy, previously mentioned as OCBI, are considered in-role behaviour for females, while civic virtue and sportsmanship, previously mentioned as OCBOs, are regarded as more in-role for men (Kidder & Parks 2001). The dimension of conscientiousness, which includes attention to detail and adherence to organisational rules, is excluded, as this dimension does not seem to adhere to any particular gender norm (Kidder & Parks 2001).

Employees' gender differences regarding attitude, behaviour, and outcomes attracted considerable research attention during the last decade. A strong consensus has emerged that few, if any, gender differences exist concerning various employee job-related perception (Moncrief Babakus, Cravens & Johnston 2000; Piercy, Cravens & Lane, 2001). However, gender influences the ways in which members of each gender are expected to behave and the manners in which their behaviour are interpreted (Cooper & Lewis, 1995). Treated as a personal characteristic, gender may influence an employee's perceptions of the

workplace and the attitudinal reactions to others within an organisation. Furthermore, gender may affect whether individuals connect with co-workers who offer various kinds of information, social support, and opportunities (Scandura & Lankau, 1997).

According to Langford and MacKinnon (2000), the males deeply involved in OCBs may feel more obliged to engage their organisation than females who are equally involved. This is because the men are likely going to internalise the conviction that they should be loyal and assist their organisation in achieving success. From an organisational perspective, men are generally stereotyped as being competent, assertive, independent, and achievement-oriented. From an interpersonal perspective, females are generally stereotyped as warm, sociable, interdependent, and relationship oriented (Langford & MacKinnon, 2000). Therefore, men that are highly involved in OCB may engage in more team effectiveness than women who are highly involved. This indicates that gender stereotyping moderates relationships between OCBs and team effectiveness. Examinations of gender differences in helping behaviour seem to suggest that while there may not be a major difference between both genders in general rates of helping, the focus of the genders may be different from each other (Anderson & Williams, 1996).

Research Questions

In line with the objectives of this study, the following research questions are raised:

1. What is the combined influence of the Big-five personality factors (openness to experience, conscientiousness, extraversion, agreeableness and neuroticism) and gender to the prediction of organisational

citizenship behaviour of hospital nurses?

2. What is the relative contribution of the Big-five personality factors (openness to experience, conscientiousness, extraversion, agreeableness and neuroticism) and gender to the prediction of organisational citizenship behaviour hospital nurses?
3. Is there any significant correlation among the Big-five personality factors (openness to experience, conscientiousness, extraversion, agreeableness and neuroticism) and gender with organisational citizenship behaviour of hospital nurses?

Hypothesis

Based on the background and review of related literature for the study, this hypothesis is developed to reveal the impact of gender on organisational citizenship behaviour of nurses. This hypothesis would be tested at 0.05 level of significance.

The hypothesis states that there is no significance differences in the organisational citizenship behaviour of hospital nurses based on their gender.

Methodology

A survey research design using the *ex-post facto* type was adopted for the study. This survey research design method is used to find out the opinion of people in a given location towards an issue, item or event that may be of interest to the public in that geographical area being studied. Usually, a cross section of people is sampled and interviewed or to whom questionnaire are administered. The results obtained from these were generalised to the population. The

survey research is often used to predict outcome of events. Also, all variables investigated were not subjected to manipulation by the researchers.

Population

The population for this study comprised all registered nursing staff of the University College Hospital (UCH) in Ibadan. University College Hospital is a tertiary healthcare institution in Ibadan that is set to be the flagship of tertiary healthcare institution in West Africa sub-region, offering world class training, research and services, and the first choice for seeking specialist healthcare in a conducive atmosphere, renowned for a culture of continuing and compassionate care. This institution was established 1952 for the training of medical personnel and other healthcare professionals. The population of nurses in UCH is about one thousand and forty-six (1046) having in mind that some nurses retired and some are employed from time to time. This data was valid at the time of the field exercise (2016 Record, UCH).

Sample and Sampling Techniques

University College Hospital is the core of the sample area for the study, in which two hundred and fifty (250) staff nurses of the institution were sampled. In this study, the researchers through a purposive sampling technique recruited nurses mainly from the Clinical Nursing Department and Nursing Education Department. Also, the nurses were selected from different cadre, which included Assistant Directors, Chief Nursing Officers, Principal Nursing Officers, Senior Nursing Officers, Nursing Officers 1 and nursing officers 11. In general, the nurses who participated in the study were both senior and junior staff.

Data Collection Procedure

A self-administered questionnaire was used for the collection of data. The purpose of the study was stated in the questionnaire. The questionnaires were administered to the participants in their various working departments. Also, the data for the study were collected by a team of researchers from the Department of Guidance and Counselling, Faculty of Education, University of Ibadan. In order to attract nurses to respond to the questionnaires, the researchers met with the heads of each of the nursing departments at the University College Hospital (UCH) Ibadan to solicit their support in encouraging all the registered nurses present to participate in the survey. The participants were adequately briefed on the need to cooperate with the researchers. They were also assured of confidentiality of their responses. The data collection spread over a period of three weeks, during which about 250 questionnaires were administered and returned upon completion. These were scored and the data obtained were subjected to data analysis.

Measures

The questionnaire consisted of three sections. Section A dealt with demographic data (of which only gender was used). Section B measured organisational citizenship behaviour scale (OCBS). The scale is adopted from Lee and Allen's (2002) scale which measures Organisational Citizenship Behavior-Organisation (OCBO), and Organisational Citizenship Behaviour-Individual (OCBI) measure the type of OCB intention. Items were presented in random order. A random number generator was also used to determine the order of the items. Participants were asked to indicate on a 5-

point scale (1 = *never*, 5 = *always*) how frequently they would participate in the identified behaviours. Of the 16 items on the scale, eight items represent OCBI behaviours and eight items represent OCBO behaviours. Lee and Allen estimated the reliability for the OCBI scale to be .83 and the reliability for the OCBO scale to be .88, while the overall composite score reliability is .91. For this study, a test re-test reliability of .82 was obtained.

The nurses' personality traits were measured using the Neo Personality Inventory (NEO PI) developed by Costa and McCrae (1992) in section C. The scale consists of 50 statements (10 items for each facet) from International Personality Item Pool (IPIP) to assess the five-factor model of personality. This fifty-item scale is measured on a Likert-type anchoring ranging from Strongly Disagree SD (1) to Strongly Agree SA (5), and contains five dimensions corresponding to the five factors of personality: Extraversion, Neuroticism, Agreeableness, Openness, and Conscientiousness. Sample items for each of the dimensions are as follows: "I make friends easily" (for Extraversion), "I have frequent mood swings" (for Neuroticism), "I accept people as they are" (for Agreeableness), "I enjoy hearing new ideas" (for Openness), and "I make plans and stick to them" (for Conscientiousness). Based on the recommendations of scale

evaluation studies (Salgado, 2002), higher points of the five scales indicate a higher value in the assessed construct. The reliabilities for each facet are as follows: Extraversion (.86), Neuroticism (.83), Agreeableness (.77), Openness (.82), and Conscientiousness (.81).

Ethical clearance

The study protocol was reviewed and approved by University College Hospital ethical clearance unit. Moreover, consent was obtained from the study's participants after adequate information was given about the study. Respondents were assured that any personal information obtained would be treated confidentially. Generally, all aspects of the research was conducted in conformity to laid down regulations as enshrined in the University College Hospital code of conduct for such a sensitive research.

Analysis

The statistical tools for this study were descriptive statistics, Pearson Product Moment Correlation (PPMC), multiple regressions, and a t-test statistics to ascertain the level of contribution and correlation among variables as well as the differences in organisational citizenship behaviour based on gender of nurses. In each case, the level of significance set for acceptance or rejection was determined at 0.05 margin of error.

Results

Research Question 1

What is the combined joint influence of Big-5 personality factors (extraversion, agreeableness, conscientiousness, neuroticism, and openness) and gender on organisational citizenship behaviour of hospital nurses?

Table 1 Summary of regression analysis of predictor variables on organisational citizenship behaviour of hospital nurses

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.643	0.413	0.403	9.875321

SUMMARY REGRESSION ANOVA

	Sum of Squares	DF	Mean Square	F	P	Remark
Regression	6811.21	5	1362.24	37.62	0.000	Sig
Residual	9567.69	244	39.21			
Total	16378.90	249				

The results shown in "Table 1" above indicate that the independent variables (big five personality traits - extraversion, conscientiousness, openness, neuroticism and agreeableness as well as gender) were able to explain the variance in the employees' OCBs'. The model summary table contains the coefficient of determination ($F(5,244) = 37.62$; $R = .643$, $R^2 = .413$, $Adj. R^2 = .403$; $P < .05$) which measures the independent variables' ability to explain the variance in the dependent variable. The independent/predictor variables jointly accounted for a variance of about 40.3% while other extraneous variables accounted for about 59.7%. The significant result could not have been due to chance. This is to say that personality can produce organisational citizenship behaviours in the working environment

through various interdependent processes. First, difference in personality produces effect on how the individuals are motivated. Thus, motivation is another way by which personality gives creation to organisational citizenship behaviour. Personality characteristics are also affected by the way through which an individual interprets a particular situation that arises and obviously one will tackle and interpret that situation according to his personality. Also, it is evident in the study that gender has appeared to be an important explanatory factor for the citizenship behaviour. This result is supported by Heilman and Chen, (2005) who revealed that some dimensions of OCB are found in male (civic virtue) while some dimensions (altruism) are more exhibited by female counterparts.

Research Question 2

What is the relative contribution of the Big-5 personality factors to the prediction of organisational citizenship behaviour of hospital nurses?

Table 2: Showing the relative effects of the independent variables on organisational citizenship behaviour

Model	Unstandardized Coefficient		Standardized Coefficient	T	Sig.
	B	Std. Error	Beta		
(Constant)	146.543	10.763		4.580	.000
Extraversion	.430	.093	.424	5.690	.000
Agreeableness	.246	.192	.296	2.371	.025
Conscientiousness	.538	.078	.511	6.075	.000
Neuroticism	.258	.168	.276	3.494	.004
Openness	-.333	.140	-.100	-.957	.102
Gender	.154	.083	.439	5.112	.000

The results shown in "Table 2" reveal that conscientiousness and extraversion personality types rank first with the β value of 0.511 ($p < .05$) and β value of 0.424 ($p < .05$) respectively, followed by neuroticism β value of 0.276 ($p < .05$), and agreeableness β value of 0.296 ($p < .05$), suggesting that employee's personality disposition would provide the most valuable explanation of organisational citizenship behaviours. These traits make employees more likely to show OCB. The result also indicates that openness personality type made no contribution to the prediction of organisational citizenship behaviour with the β value of -0.100 ($p > .05$). This personality type was unable to explain the variance in the employees' OCB's. Thus, the insignificant p values indicate that employee openness personality type does not influence OCB. This shows that openness to experience is marked empirically by such adjectives as imaginative, cultured, curious, original, broad minded, intelligent, and having a need for variety, aesthetic sensitivity, and unconventional values.

Importantly, individuals high on openness to experience display a preference for variety, they enjoy grasping new ideas, and they have intrinsic interest in and appreciation for novelty. Thus, persons low on openness to experience is more likely to inappropriate OCB. In the result, gender factor also predicts organisational citizenship behaviour among hospital nurses with the (β value of 0.439 ($p < .05$)). This implies that both male and female nurses are less likely to be involved in extra responsibilities because of family responsibilities and less networking at the workplace. Literature provides evidences that both male and female nurses are likely to exhibit different OCBs (Farrell and Finkelstein, 2007). The effect of gender may vary with the type of the organization an employee is working with. Although it would be interesting to note that on which dimensions of OCB men are more inclined. This may be due to the reason that there are more men in the public sector universities.

Research Question 3: Is there any significant relationship among Big-5 personality factors (Extraversion, Agreeableness, Conscientiousness, Neuroticism, Openness) and gender to the prediction of Organisational citizenship behaviour of nurses of UCH, Ibadan?

Table 3: Analysis of Inter-correlations and Descriptive Statistics for the variables factors (Extraversion, Agreeableness, Conscientiousness, Neuroticism, Openness) and gender to the prediction of Organisational citizenship behaviour of nurses of UCH, Ibadan?

Models	1	2	3	4	5	6.	7	8	M	S.D
1-OCB	-	-.264**	.381**	.475**	.623**	.175	.143**	.074	35.67	7.74
2-Extraversion		-	.406**	.871**	.082	.574**	.251**	.421	29.97	5.82

Table 3: Analysis of Inter-correlations and Descriptive Statistics for the variables

Models	1	2	3	4	5	6.	7	8	M	S.D
1-OCB	-	-.264**	.381**	.475**	.623**	.175	.143**	.074	35.67	7.74
2-Extraversion		-	.406**	.871**	.082	.574**	.251**	.421	29.97	5.82
3-Agreeableness			-	.282**	.105	.282**	.033	.178	29.12	5.85
4-Conscientiousness				-	-.261	.310**	.262**	.116	30.51	5.73
5-Neuroticism					-	-.061	-.127*	-.448	31.41	5.43
6- Openness						-	.262**	.183**	30.53	5.74
7-Gender							-	.142**	16.84	2.36

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

* Correlation is significant at the 0.05 level (2-tailed).

From the above table, it is revealed that a positive relationship exists between extraversion ($r = -.254^{**}$, $p < .05$), agreeableness ($r = .381^{**}$, $p < .05$), conscientiousness ($r = .475^{**}$, $p < .05$),

neuroticism ($r = .623^{**}$, $p < .05$) and openness ($r = .175$, $p < .05$) with organisational citizenship behaviour of Hospital Nurses. Based on this result, it can be concluded that personality traits are

positively correlated with the various dimension of OCBOs'. That is, personality plays an important role towards OCB. Personalities represent those means through which an individual can think, feel, and behave in certain ways and as organisational citizenship behaviour is discretionary, there is a strong relationship between organisational citizenship behaviour and personality characteristics. Also, from the correlation coefficient ($r = .142^{**}$, $P < .05$), it is clear that gender has a significantly strong

relationship with citizenship behaviour. However it is also asserted by literature that gender has more moderation effect in organisational studies. In order to further affirm the relationship, it can be concluded that gender role influences employees' willingness to engage in citizenship behaviour and equity. Fairness based reward encourages citizenship behaviour and women show more citizenship behaviour than men.

Hypotheses

Ho 1: There will be no significant difference in Organisational Citizenship Behaviour of male and female Hospital Nurses

Table 4: T-test Analysis of Organisational Citizenship Behaviour of male and female Hospital Nurses

Org Citizenship Beh.	N	Mean	Std. Dev.	Df	Crit.t	Cal.t	P
Male	39	33.7	5.27	248	1.96	3.65	Sig.
Female	211	36.03	20.62				

****Significant at .05 level.**

It is evident from the results shown in table 4 that there is significant that there is a significant difference between the organisational citizenship behaviour of male and female hospital nurses. This is because the calculated the t-calculated of 3.65 is greater than the t-critical 1.96, $df = 248$, at 0.05 level of significance. Based on this result, it can be concluded that certain behaviours are considered more feminine while others are considered more masculine. Feminine behaviours have been characterized as interpersonal in orientation and focused on a concern for others whereas masculine behaviours, on the other hand, are typically more aggressive and independent. As the organisational citizenship behaviour

of men and women are statistically different, males deeply involved in OCBs may feel more obliged to engage their organisation than females who are equally involved, as males may internalise the conviction that they should be loyal and assist their organisation in achieving success. From an organisational perspective, males are generally stereotyped as being competent, assertive, independent, and achievement oriented. From an interpersonal perspective, females are generally stereotyped as warm, sociable, interdependent, and relationship oriented. Therefore, males highly involved in OCB may engage in more team effectiveness than females who are highly involved, indicating that gender stereotyping

moderates relationships between OCBs and team effectiveness. Thus, the null of no significance difference is therefore rejected.

Discussion

The regression analysis as shown in "Table 1" of predicting variables on organisational citizenship behaviour shows the extent of which there is a joint influence of the independent variables of Big 5 factors (extraversion, agreeableness, conscientiousness, neuroticism and openness) and gender to the prediction of the dependent variable OCB. This implies that the independent variables could jointly influence OCB. One possible explanation for this finding is that individuals who score high on conscientiousness display more flexible behaviours that make them more likely to show OCB, while those who score high on agreeableness tend to be courteous, flexible, trusting, good-natured, cooperative, forgiving, soft-hearted, and tolerant; all individual traits that would result in higher OCB performance. However, the entire personality dimensions accounted for a unique variance on the dimension of OCB.

In summary, Nikolaou and Roberston (2001) lend support that when assessing how effective one is in performing OCB, all of the big five personality domains will be important predictors. Among these five traits, the present study suggests that conscientiousness, agreeableness and neuroticism are the most important predictor of OCB.

Further results of regression analysis in "Table 2" confirm the significant positive contribution of conscientiousness, extraversion, neuroticism and agreeableness personalities on OCB. However, the results of the study validate the significant positive contribution of conscientiousness personality

on the five dimensions of OCBs. The result of the present study is consistent with previous studies which showed that conscientiousness was positively related to different aspects of contextual performance (Organ & Ryan, 1995; Hurtz & Donovan, 2000; Hogan & Holland, 2003;). Regarding the personality trait of conscientiousness, people who are high in conscientiousness generally perform better at work than those who are low in conscientiousness (Barrick & Mount, 1991). Conscientious individuals could perform their part of the work with a minimum supervision (Morgeson, Reider, & Campion, 2005). Moreover, conscientious individuals are also dependable, efficient, and hardworking. They are predisposed to taking initiative in solving problems and are more methodical and thorough in their work (Witt, Burke, Barrick & Mount, 2002). It seems reasonable that this trait would result in higher OCB performance. Recent research offers more evidence on the relatively strong correlation between conscientiousness and citizenship performance (Midili, & Kegelmeyer, 1997; Penner, Tang & Ibrahim, 1998; Podsakoff, MacKenzie, PaIne, & Bachrach, 2000;).

Also, it is obvious from the results that the extraversion is significantly positively associated with the five dimensions of OCB except sportsmanship. Funder (2001) provides support by enacting that extraversion as key dispositional determinant of social behaviour. Thus, those individuals who are highly extraverted display more flexible behaviours that make them more likely to show OCB. McCrae and John, (1992), Hogan and Holland (2003), further provided evidence that extroverts are more likely to engage in altruistic behaviour. Individuals high in extraversion are regarded as active, assertive, energetic, enthusiastic, and outgoing. Though there is evidence that

extraversion is characterised by surgency to a greater degree than sociability, individuals high in extraversion tend to be highly social, talkative, and affectionate and commonly have numerous friendships and good social skills.

Neuroticism personality also made contribution in predicting OCBs'. This is in congruence with the empirical postulations of Smith, Organ, and Near 1983; Barrick, (2005), reported little relationship between neuroticism and two dimensions of OCB (neuroticism did correlate modestly with the altruism dimension of OCB, but the relationship between neuroticism and altruism was nil when controlling for satisfaction). Similarly, Barrick, Mount, and Strauss (1992) found that neuroticism was uncorrelated with both altruism and compliance dimensions of organisational citizenship behaviours. With regard to helping behaviours, emotional stability (or neuroticism) has not been found to be a meaningful predictor (Barrick et al., 1992). So there is need for more studies before reaching any conclusion regarding the relationship of neuroticism and OCB. Agreeableness personality was significant to OCB dimensions. Konovsky and Organ (1996) lend support to the present study that agreeableness predicts OCB and would relate particularly with altruism, courtesy, and sportsmanship. The statistically significant correlations they came up with were quite weak: 0.12 between agreeableness and OCB. People who are high in agreeableness are generally friendly, good natured, cooperative, helpful, courteous, and flexible (Barrick & Mount, 1991; Witt et al., 2002). In work contexts, agreeable employees show higher levels of interpersonal competence (Witt et al., 2002) and collaborate effectively when joint action is needed (Mount et al., 1998). Thus, it is

expected that persons high on agreeableness are more likely to engage in OCB.

The results of regression analyses in "Table 2" also showed that, with the contribution of conscientiousness, extraversion, neuroticism, agreeableness and gender factor on OCB, openness to experience personality could not predict significant variance in OCBs. However, the result on openness to experience is supported by previous studies (Digman, 1990; McCrae & John, 1992) who report no significant association between openness and OCB. This shows that openness to experience is marked empirically by such adjectives as imaginative, cultured, curious, original, broad-minded, intelligent, and having a need for variety, aesthetic sensitivity, and unconventional values. Thus, individuals high on openness to experience could display a preference for variety; they enjoy grasping new ideas, and have intrinsic interest in and appreciation for novelty. The regression analysis proves that personality dimensions and gender factor are not the only predictors of OCB, but in some cases personality dimensions are responsible for significant variance in certain dimensions of OCB.

The summary of test of significant correlations among independent variables and organisational citizenship behaviour (OCB) in "Table 3" shows a significant relationship between extraversion, neuroticism, conscientiousness, openness to experience and agreeableness with OCB, as well as gender and OCBs'. However, the general picture of the relationship shows that there is a positive significant relationship among all the independent variables with OCB. The results, in general, support Big five factors as a predictor of OCB. Current findings suggest that the five-factor model serves as an informative framework in

examining the dispositional sources of organisational citizenship behaviour. Specifically, conscientiousness, extraversion and neuroticism emerged as the most consistent predictor, significantly relating to OCB. Consistent with the previous findings from a variety of meta-analytic research studies have found that conscientiousness, extraversion, neuroticism and agreeableness, are positively related to different aspects of organisational behaviour (Hough, 1992; Organ & Ryan, 1995; Hurtz & Donovan, 2000; Hogan & Holland, 2003;). Thus, this research suggests that the big five personality traits and gender are important determinants of OCB in the hospital organisation.

The results in Table 4, shows the "t" value of organisational citizenship behaviour with respect to (Gender of the nurses). Findings reveal that there is a significant difference in the organisational citizenship independent. In line with these ideas, the OCB dimensions of altruism, courtesy, civic virtue and sportsmanship can be divided by gender role. Altruism and courtesy, previously mentioned as OCBIs, are considered in-role behaviour for females, while civic virtue and sportsmanship previously mentioned as OCBOs, are regarded as more in- role for men. The dimension of conscientiousness, which includes attention to detail and adherence to organizational rules, is excluded, as this dimension does not seem to adhere to any particular gender norm (Kidder & Parks, 2001). Therefore, males highly involved in OCB may engage in more team effectiveness than females who are highly involved, indicating that gender stereotyping moderates relationships between OCBs and team effectiveness.

behaviour of nurses' based on their gender. This implies that the null hypothesis of no significant difference is rejected. The result suggests that gender of the nurses could predict the organisational citizenship behaviour of hospital nurses at the University College Hospital (UCH). Cooper and Lewis, 1995, Langford and MacKinnon, 2000 Kidder and Parks 2001, provides support to the present study. They reveal that certain behaviours are considered more feminine while some are considered more masculine. Feminine behaviours have been characterised as interpersonal in orientation and focused on a concern for others. The different positions of women and men are influenced by historical, social, religious, economic and cultural realities. These relations and responsibilities change over time. Masculine behaviours, on the other hand, are typically more aggressive and

Conclusion and Recommendations

It is concluded that this study contributes to OCB, personality traits and gender role literature by providing evidence from the Nigerian medical perspectives. The results show that both the big -five personality factors and gender are important variables that could predict citizenship behaviours of nurses. Therefore, priority should be given to both big five factors and other personality variables that will encourage nurses to be more spontaneous and willing to achieve the organisational goals and objectives. Also, hospitals must be mindful of the impact of organisational citizenship behaviour on the performance of the nurses, in and promoting perceived organisational support for effective work performance. A number of implications can be deduced from the result of the present study. However, the main application for the Hospital Management is to focus on the

importance of monitoring a wide range of hospital nurses' behaviours and not to place emphasis solely on those tasks that are related to the job description requirements.

Moreover, in the medical sector, it is crucial to encourage behaviours that go beyond the role description and contribute significantly to the health care system. Furthermore, OCB is correlated with personality traits and gender role and other important behaviours that ensure organisations' sustainability. Therefore, within the hospital context, it is strongly recommended to adopt and support the environment and the conditions that will enhance both (organisational citizenship management to adopt and encourage OCBs so as to generate a better working environment and enhance work performance.

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- Bateman, T. S & D. W. Organ (1983). Job satisfaction and the good soldier: behaviour directed towards an Individual (OCBI) and organizational citizenship behaviour directed to organisation (OCBO) as they are found to be highly correlated to work performance. Moreover, this study will be beneficial for other organisations as it would help them understand what would affect their quality of service and thus improve their employees' performance. This can be achieved by placing each personality type where its strengths will be used, enhanced and maximised. Overall, it would contribute significantly to the effectiveness of the nursing profession, as it is necessary for hospital
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