UNIVERSITY OF CAPE COAST

EFFECT OF THE BIG FIVE PERSONALITY TRAITS ON

ORGANISATIONAL CITIZENSHIP BEHAVIOUR AMONG NURSES IN

CAPE COAST METROPOLIS

BY

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DECLARATION

Candidate's Declaration

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

Candidate's Signature ……………………………. Date ………………………...

Name: Deborah Baaba Biney

Supervisor's Declaration

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

Supervisor's Signature ……………………………. Date ………………………...

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ABSTRACT

Several decades have passed since organisational citizenship behaviour began to penetrate the organisational sciences. Recently, however, scholars have begun to critically analyze the motives that drive organisational citizenship behaviour. The present study attempted to explore the relationship between personality variables and organisational citizenship behaviour. Specifically, Norman's Big Five personality model-which includes, conscientiousness, extraversion, neuroticism, agreeableness and openness to experience- were used to describe the various personality traits. It was hypothesized that the Big Five personality traits would be positively and significantly related to the two dimensions of organisational citizenship behaviour, namely; organisational citizenship behaviour directed towards individuals and that directed towards the organisation. A quantitative approach was used in conducting this research, through the administration of questionnaires using a sample size of 196 nurses. Results indicated that agreeableness was positively and significantly related with organisational citizenship behaviour toward individuals and conscientiousness was positively and significantly related with organisational citizenship behaviour toward the organisation. It was concluded that majority of the nurses fell in the conscientious and agreeable category, which were relevant to the occurrence of organisational citizenship behaviour. Hence it was recommended that Human Resource managers should look out for these characteristics in selecting nurses with these personalities for employment, which bring satisfaction to both nurses and patients. This will also lead to an increase in overall performance of the hospital.

KEYWORDS

Organisational citizenship behaviour (OCB)

Organisational citizenship behaviour directed towards individuals

Organisational citizenship behaviour directed towards organisation

Big five personality traits

Nurses

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DEDICATION

To my brothers, Francis and Jeshurun

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LIST OF ACRONYMS

BLUE	Best Linear Unbiased Estimator
CCTH	Cape Coast Teaching Hospital
CIRT	Centre for Innovation in Research a nd Teaching
HR	Human Resource
OCB	Organisational Citizenship Behaviour
OCB-I	Interpersonally directed OCB
OCB-O	Organisationally directed OCB
OLS	Ordinary Least Squares

CHAPTER ONE

INTRODUCTION

The demonstration of Organisational Citizenship Behaviour (OCB) towards the organisation can serve as direct benefit to the individual by strengthening feelings of self-worth of the individual, which will essentially cause the employee to give back to the organisation in a positive way(Schroeder, 2010).. In other words, OCB is beneficial not to the organisation solely but to the individual as well, hence its relevance in our society today. OCB is believed to facilitate working relationships, coordination and co-operation; hence the lubricant for social machinery in the organisation. In the world of business, the secret to success is the committed efforts of employees.

Throughout the industrial age, the primary concern of management has been to find out ways to make workers more productive. Human resource has since in time memorial remained and continue to remain the most valuable resource in every organisation. In fact, every aspect of an organisation's activities needs people to manage it. It is therefore necessary to look out for how both the voluntary and involuntary efforts of employees seek to help improve organisational performance and overall effectiveness on the market.

Background to the Study

Organisational behaviour is desirable for any organisation, as it is associated with important organisational variables such as job satisfaction, organisational productivity and system maintenance (Farzianpour, Fouroshani,

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Vahidi, Arab & Mohamadi, 2011; Kwantes, Karam, Kuo, & Towson, 2008). Following years of research on the antecedents and consequences, of in-role or officially prescribed duties, researchers (eg. Organ, Van Dyne Mackenzie & Van Scooter) since the 1980s have increasingly turned their attention to more spontaneous and voluntary workplace behaviours that also seek to augment organisational functioning. Workplace behaviour, "that goes beyond existing role expectations" is known as Organisational Citizenship Behaviour (Organ, Podsakoff & MacKenzie, 2006, p.33).

Although the term "organisational citizenship behaviour" was first introduced by Bateman and Organ (1983), this concept originated from the writings of Barnard (1938) about cooperation tendency and the studies by Katz and Kahn, (1966) about performance and spontaneous behaviours beyond the expectations of the role (Vincent, 2011). However, after this concept had been introduced by Organ, different experts have also elucidated this issue over two decades using concepts such as Extra-role Behaviour, Prosocial Organisational Behaviour, Organisational Spontaneity and Contextual Performance (Farzianpour, Foroushani, Kamjoo, & Hosseini, 2011).

Generally, those behaviours are most considered in OCB that, although there is no obligation by the organisation, if administered by the personnel, provide benefits for the organisation (Korkmaz & Arpaci, 2009). Organ has defined OCBs as behaviours under individual control which although are not explicitly and directly considered by the formal reward systems, enhance the effectiveness of the organisation performance. OCB is essential in our current

dispensation of competitive markets, considering the fact that it contributes to the improvement of the overall effectiveness of an organisation. Though this term was mentioned over thirty years ago, it is found not to be so popular with our Ghanaian organisations today. However, this is one of the organisational tools that can be capitalized on in these times of economic hardships to be a competitive advantage to the organisation.

Throughout the years the concept of citizenship behaviours has been placed in several categories. One distinguish framework categorizes it based on clusters of behaviours such as; sportsmanship (e.g., avoidance of whinning and grumbling), conscientiousness (e.g., efficient use of time and going beyond minimum expectations), civic virtue (e.g. committee service and voluntarily attending functions), altruism (e.g., helping or orienting new colleagues and freely devoting time to others), and courtesy (e.g., giving prior notices, reminders, and communicating appropriate information) (Piedra, 2013). Similarly, available literature (Mohammad, Habib, & Alias, 2011; Cilla, 2011) also approached the concept in another way by grouping behaviours not by category of behaviour but instead by the intended beneficiaries of such behaviours, thus OCBs targeted at individuals (OCB-I) against OCBs targeted at organisations (OCB-O).

With interactions as part of our job environment, what quickly come to mind are our personal relationships at the workplace. Relationships involve persons whose personalities cannot be set aside. Our personality determines to a larger extent how we behave and react to situations around us. Many scholars have grouped personalities into various dimensions according to the

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characteristics they exhibit. Popular amongst them is the "Five factor model" (Kumar, 2009). This model was also confirmed by several studies, the most important among them was conducted by Norman. Norman named the personality factors as follows: Extroversion, Emotional Stability, Agreeableness, Conscientiousness and Culture (openness to experience). His factors are commonly used and therefore are named "Norman's big five" or simply the "Big Five" (Aykler, 2010).

The big five model implies that personality consists of five relatively independent dimensions that altogether provide a meaningful taxonomy for the study of individual differences. Each of the Big Five dimensions is like a bucket that holds a set of traits that tend to occur together. Our interpretation of the big five directly corresponds to our measurement of the five-factor model of personality. Extroversion refers to 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 (Kumar, 2009).

Agreeableness refers to the more humanitarian aspects of humanity, it exhibit physical characteristics such as altruism, caring, forgiving, tolerance and emotional support (Aykler, 2010). Agreeable individuals are highly trustworthy and conscientious individuals highly reliable (Judge, Piccolo, & Kosalka, 2009). 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 include being hard working, achievement-oriented, careful, and responsible (Aykler, 2010). It seems unlikely that either would deliberately deviate from their

in-role performance in a negative way (MacDougall, 2015). They are usually kind, sympathetic, and generous thus aiding them to deal with conflict cooperatively or collaboratively (Kumar, 2009). Not surprisingly, then, agreeableness has been shown to predict performance in several interpersonally oriented jobs (Hurtz & Donovan, 2000).

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). Individuals high in neuroticism (or low in emotional stability) tend to worry a great deal and feel insecure and nervous (Schultz & Schultz, 1994). Individuals high on neuroticism are described as anxious, self-pitying, tense, touchy, unstable, and worrying (Kumar, 2009). MacDougall (2015) described emotional stability as key dispositional determinant of social behaviour. Lastly, Openness to experience refers the number of interests to which one is attracted and the depth to which those interests are pursued.

According to Ilies, Fulmer, Spitzmuller and Johnson (2009 p.945) "Proponents of this approach assume that clusters of behaviours fall into one of these two categories and that the two higher order dimensions of OCBs likely have different antecedents". Since the early part of the eighties till date, research on OCB's dispositional determinants (e.g. personality) has found its way into many studies. Aykler (2010) indicated that for one to influence OCB, it is essential to understand OCBs' determinants and their significance. In order to respond to this concern and fundamental issue in our society, this research tried to identify the relationship and effect personality has on OCB, OCB-I and OCB-O in

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particular reference to the health sector. This sector is one of the major places where the role of OCB cannot be overruled.

Statement of the Problem

There is a general backslash on health professionals with particular reference to nurses on their attitude towards patients. As part of professional requirement, patients expect health professionals to exhibit certain level organisational citizenship behaviour. Often patients complain nurses fall short of these behaviours and this could be as a result of their personality traits. Personality is one of the key dispositional factors that play an important role in OCB (Aykler, 2010). Research has proven that a person's inherent attitude determines to a larger extent how they behave towards others and also the behaviours they put up at work.

OCB is one type of behaviour or unique human resource capabilities that employees provide organisations with that can create a competitive advantage (Podsakoff, MacKenzie, Paine, & Bachrach, 2000). Consequently, organisations have to find ways to benefit from human resources, and subsequently have to make sure that their employees contribute to their competitive advantage. Health professionals are to identify their own values with those of the organisation, and in turn put forth much effort in their work and not view their work as simply a way of making just a mere living. This way it enhances their service delivery to provide a competitive environment (Newland, 2012).

Almost all the studies on OCB and personality only looked at the effects of personality and the overall OCB. Very few studies have been able to research into

the effects of the various personality traits has on the two dimensions of OCB, i.e. OCB directed towards individuals and OCB directed towards the organisation. The only study by Ilies et al. (2009) looked at conscientiousness and agreeableness in relation to OCB-I. Also no study has been conducted in this same sense in the health sector. Since both empirical and theoretical studies have been inconclusive on which of the various dimensions of personality is/are linked or affected by the various levels of OCB, it was therefore necessary that further studies be conducted to assess the extent to which the various dimensions of personality affect OCB and it's dimensions by answering the question; which personality traits exhibit more of organisational citizenship behaviour among nurses?

Purpose of the Study

The purpose of the study was to investigate the effect of personality on organisational citizenship behaviour and the two dimensions of OCB (OCB-I and OCB-O) amongst nurses in Cape Coast.

Objectives of the Study

The objective of this study was to;

1. Explore the relationship between the big five personality traits and OCB

2. Ascertain among the big five personality traits which influence OCB-I the most

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3. Investigate among the big five personality traits which influence OCB-O the most

Research Question

1. What is the relationship between the big five personality traits and OCB?
2. How do the big five personality traits influence OCB?

Research Hypothesis

In order to address these objectives and research questions, the following research hypotheses were formulated for objectives one and two.

H_{1a}: There is a significant positive relationship between Extroversion and OCB-O.

H_{1b}: There is a significant positive relationship between Extroversion and OCB-I.

H_{2a}: There is a significant positive relationship between Agreeableness and OCB-O

H_{2b}: There is a significant positive relationship between Agreeableness and OCB-I.

H_{3a}: There is a significant positive relationship between Conscientiousness and OCB-O

H_{3b}: There is a significant positive relationship between Conscientiousness and OCB-I.

H_{4a}: There is a significant negative relationship between Neuroticism and OCB-O.

H_{4b}: There is a significant negative relationship between Neuroticism and OCB-I.

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H_{5a}: There is a significant positive relationship between Openness to Experience and OCB-O

H_{5b}: There is a significant positive relationship between Openness to Experience and OCB-I.

H_{6a}: Agreeableness will have a significant positive effect on OCB-O than the other four personality traits

H_{6b}: Conscientiousness will have a significant positive effect on OCB-I than the other four personality traits

Significance of the Study

The study contributed to existing literature on the improvement of research, teaching and learning in the University. The findings of this study can be used as bench marks and goals which can be useful to the management of the hospitals. It also provided a self-evaluation of the nurses' capacity to deliver effective and efficient services. This study has academic, economic and social benefits. Though a number of studies have been undertaken in OCB, they were mostly in the developed countries. This study was beneficial to scholars in the field of social scientists.

It provided a better understanding of the concept of OCB and offer scholars the opportunity to appreciate the dichotomy between theory and practice. Other researchers in the same or related topics would find this work relevant as a basis for further research. Finally, this study provided comprehensive review of previous literature regarding the various dimensions of OCB, work done so far in its regard in the health care services.

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Delimitation

The study was limited to the Cape Coast Teaching Hospital, (Interberton). It targeted the general nurses of this selected hospital who have face to face contact or interaction with patients as part of their daily activities. The variables within this scope are; OCB, OCB-I, OCB-O and personality.

Limitation

The study faced a couple of challenges; prominent amongst these was the issue regarding availability of respondents. The nature of hospital work is such that most of the workers especially the target sample of this study – the nursing staff are busy attending to patients throughout the work period and become very exhausted by the close of their shift. They hardly want to offer any assistance to a researcher after closing. This made it particularly difficult for respondents to have enough time to volunteer their assistance. Also, some of the respondents left some of the questions unanswered because they felt the questions were too many.

Another challenge was the delay in requisition and processing of the permission letter as a requirement of ethical consideration.

Definition of Terms

Organisational citizenship behaviour: OCB has been defined as participating in activities or actions that are not formally a part of the job description, but that benefit the organisation as a whole (Borman, 2004)

OCB-I: Organisational citizenship behaviour directed towards individuals (other colleague nurses and patients).

OCB-O: Organisational citizenship behaviour directed towards the organisation.

Big Five Personality model: it deals with personality traits which has been categorized into five; mainly Conscientiousness, Agreeableness, Neuroticism, Openness to Experience and Extroversion.

Organisation of the Study

This dissertation was organised into five chapters. Chapter one presented a general outlook of issues relating to organisational citizenship behaviour and its framework in the background to the study. The problems that exist currently to justify the conduct of the study were also presented in the statement of the problem. This was followed by the objectives of the study which then guided the formulation of the research questions. The reason for conducting the study was also presented as the significance of the study. The coverage was also presented as the Scope of the delimitation followed by the limitations of the study.

An overview of how the dissertation was organised formed the last segment of the chapter one. In chapter two, previous literature addressing the concept OCB was reviewed. The detailed methodology used in collecting data and the various organisational profiles were presented in chapter three. Chapter four laid out the data and reported the results of the analysis. It also discussed the findings of the research here. Based on the findings from chapter four, the

findings were summarized, conclusions were presented and recommendations for future research were provided in chapter five.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter presented the theoretical background for this study by reviewing relevant literature. The first section explored the concept of organisational citizenship behaviour and its relationship with personality. This was also accompanied by a comprehensive review of the conceptual framework.

The concept of Organisational Citizenship Behaviour

Organisational Citizenship Behaviour is a term formally introduced by Bateman and Organ in 1983. It has been known variously by different researchers as; OCB (Organ, 1988), prosocial organisational behaviour (Brief & Motowidlo, 1986), extra-role behaviour (Van Dyne & LePine, 1998), and contextual performance (Motowidlo & Van Scotter, 1994). These concepts were originally defined as "individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate, promotes the efficient and effective functioning of the organisation" by Organ (Aykler, 2010). It is a discretionary behaviour in that, it is up to one to behave in a specific way or not, as it is not directly obligatory from anyone. Thus the engagement in OCB is voluntary. As a consequence one cannot be punished for not engaging in OCB. (Organ, Podsakoff & MacKenzie, 2006)

Biekro (2014) perceived OCB conceptually as a helping behaviour which involves voluntarily helping others with, or preventing the occurrence of, work-

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related problems. The first research on OCB conducted by Organ in the 1980ies was influenced by the theories and research in social psychology and prosocial behaviour. Prosocial behaviour includes similar aspects of behaviour as OCB, despite some differences in the definition of the two terms. Prosocial behaviour mainly focuses on helping an individual without any form or reward or compensation, but it distinguishes itself from OCB in a way that whereas individuals involved in prosocial behaviour are often unknown to each other, people involved in OCB are working together in the same organisation (Aykler, 2010).

Dimensions of OCB

Although there is a growing attention to the issue of citizenship behaviour, an overview of the literature in this field shows the lack of consensus about the dimensions of this concept. The literatures indicate that thirty different types of citizenship behaviour are identifiable with various definitions among which are a lot of overlaps. The number of studies which are currently investigating the issue is dramatically on the rise; however, there is no general consensus on the various dimensions of OCB.

Scholars have extensively been throwing light on the concept of OCB since the 1990s, which has resulted in major refinements in definition and application of the OCB construct (Podsakoff, et al., 2000). One of these refinements is the intended target and beneficiary of citizenship behaviours. Williams and Anderson, (1991) described two main categories of OCB i.e. OCB-I

(of which the beneficiaries are individual at job place) and OCB-O (targeting the organisation: benefits to the organisation in general, such as volunteering to serve on committees). In attempting to further define organisational citizenship behaviour, Organ (1988) highlights five specific categories of discretionary behaviour and explains how each helps to improve efficiency in the organisation.

Altruism

Altruism is a behaviour typically directed toward other individuals but at the same time contributes to group efficiency by enhancing individuals' performance (Jahangir, Akbar & Haq, 2004). According to Todd (2003), Altruism is usually interpreted to reflect the willingness of an employee to help a coworker, also is often termed as the "selflessness of an employee towards organisation". Altruism is accounted as a one of the significant antecedents of Organisational Citizenship Behaviour (OCB), reason being, as Pare' & Tremblay (2000) explains "such behaviours as helping a colleague who has been absent from work, helping others who have heavy workloads, being mindful of how one's own behaviour affects others' jobs, and providing help and support to new employees represent clear indications of an employee's interest for its work environment".

Altruism and compassion may arise as a natural result of experiences of interconnection and oneness (Vieten, Amorok & Schlitz, 2006). Altruism or helping coworkers makes the work system more efficient because one worker can utilize his or her relaxed time to assist another on a more urgent task (Yen & Neihoff, 2004). Redman & Snape (2005) also posits that, altruism involves

helping specific individuals in relation to organisational tasks. The altruistic person can obtain utility or satisfaction from other peoples' utility-by convincing them with their selflessness aspect of personality (Wu, 2001). Altruism is therefore more akin to OCB-I.

Conscientiousness

Conscientiousness refers to discretionary behaviours that go beyond the basic requirements of the job, such as obeying work rules, punctuality and job performance (Redman & Snape, 2005). Conscientiousness enhances the efficiency of both an individual and the group. Organ (2004) used such adjectives as "careful, neat, punctual, self-discipline, reliable" to describe conscientiousness. In other words, conscientiousness means the thorough adherence to organisational rules and procedures, even with little or no supervision. It is believed to be, the consciousness that a person never forgets to be a part of a system, which is the organisation.

Conscientiousness and Openness to experience are all better predictors of decision-making performance when adaptability is required, than decision-making performance which is prior to unforeseen change (Colquitt, Lepine & Eriz. 2000). The first motive for conscientiousness, with emphasis on responsibility and dedication, is taking the initiative to engage in behaviours for the good of the organisation. Conscientiousness can be expressed in several ways in organisations but, most obviously, is in terms of job performance (King, George & Heble, 2005). Conscientiousness produces essential work outcomes. Theoretically,

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conscientiousness may be an important predictor of workplace behaviours because it provides the organisation with directions that are necessary to produce targeted behaviours (King et al. 2005). Conscientiousness falls in line with behaviours directed at organisation (OCB-O).

Sportsmanship

Sportsmanship is defined as the ability not exhibit a negative behaviour when things do not go as planned or when something is perceived as annoying. Sportsmanship improves the amount of time spent on constructive endeavors in the organisation (Jahangir et al., 2004). Much emphasis is put on the positive aspects of the organisation rather than the negative aspects. Employees who engage in sportsmanship are described as "…people who not only do not complain when they are inconvenienced by others, but also maintain a positive attitude even when things do not go their way..." (Podsakoff et al., 2000). According to Swaminathan (2013), good sportsmanship enhances the morale of the work group and thus reduces the rate of slow destruction. Sportsmanship is a behaviour which has it target to be more of the organisation (OCB-O).

Courtesy

Courtesy is described as being polite and considerate towards people. They are the behaviours that one puts up in preventing work-related problems and taking essential steps to lessen the results and it re-occurrence in the future

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(Mahmoud & Ibrahim, 2016). As already stated courtesy helps prevent problems and as well this helps facilitates constructive use of time (Jahangir et al., 2004).

In a business context, courtesy is usually exhibited in various ways such as; inquiring about personal subjects that a coworker has previously brought up, asking if a coworker is having troubles with a certain work-related project, and informing coworkers about prior commitments or any other problems that might cause them to reduce their workload or be absent from work. It is basically a show of concern for a coworker. Courtesy does not only improve social interactions among employees but it as well reduces the stress that is expected from employees who do not have the courtesy to give prior notice of their absence. Courtesy is more directed towards individuals and can therefore be categorized under OCB-I

Civic virtue

Civic virtue is responsibly involving oneself in and being concerned about the life of the company (Borman, Penner, Allen, & Motowidlo, 2001). Civic virtue is a behaviour indicating that an employee is concerned with the welfare of the company and therefore responsibly participates in the company's affairs, such as voluntary attendance at meetings (Todd, 2003). The commitment to the organisation or being part of the organisation as a whole helps to promote the interest of the organisation, which should be a common goal for all. Vares (2009) also sees civic virtue as the tendency to contribute or partake and to be

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responsible in organisational life and also presenting a right image of the organisation.

According to Graham (1991) employees have responsibilities as "citizens" of an organisation. In summary, Civic virtue is shown by actively engaging in activities and programmes of the organisation, or being present in additional activities, especially when one's presence is not mandatory, showing support for presented changes and development by the managers of the organisation, being genuinely concerned for the organisation's wellbeing, looking out for its interest and taking responsibility to ensure its sustenance. This concept can be akin to the same way a patriotic citizen of a country considers it duties to the country (Biekro, 2014). Thus civic virtue falls under OCB-O.

In summary, altruism and courtesy are actions directed at other employees or individuals and thus fall under the umbrella of OCB-Is. Conscientiousness, civic virtue and sportsmanship on the other hand, are behaviours intended for the benefit of the organisation and are therefore considered as an OCB-O. Therefore, for the purpose of this study much emphasis will be put on altruism and courtesy.

Personality

Personality comes from the Latin word "persona" which means to describe the behaviour, character, or a private person. This is so because there are distinctive characteristics that are only possessed by an individual. Alwi, Hasan, Sugono, Dendi, Adiwirmata and dan Sri (2003), explained that the meaning of personality is reflected in the very nature of the attitude of a person or a nation

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that distinguishes from other people or nation. Personality is a description of the individual's self-image that influences a person's behaviour exceptionally. This is because the behaviour may tend to change through the process of learning or through experience, education, and environment and so on.

This clarifies the opinion by Setiadi (2003), that personality is the dynamic organisation within the individual of those psychophysical systems that determines the adjustment to the environment uniquely (Darsana, 2014). Interestingly, the theoretical basis for predicting behaviour from personality and the prediction of behaviour from general attitudes rests on very much the same considerations. That is, measures of personality hardly account for much variance in specific behaviours in tightly controlled situations (Organ, 2004). Personality has predictive power only in what Mischel (1977) calls "weak situations." Weak situations are those devoid of compelling external incentives and lacking in "demand characteristics" for behaviour. Furthermore, Epstein (1980) demonstrated that measures of personality attain maximum predictive power when the behavioural criterion is an aggregate of thematically related behaviours across time and situations.

It would seem that OCB by its very nature would represent behaviour that occurs in weak situations. Moreover, if OCB is measured by ratings of how participants characteristically respond to such situations--i.e., the extent to which they spontaneously respond in cooperative, altruistic, and conscientious fashion-- we would expect that such ratings would operationally capture aggregation trends

across many instances and opportunities for so responding. In sum, we should expect to find in OCB the kind of "performance" that is attributable to personality.

The Five-Factor Model of Personality

The 'Big Five' model implies that personality consists of five relatively independent dimensions that altogether provide a meaningful classification for the study of individual differences. The development of the five-factor model of personality was of high significance for further research in the field of personnel psychology as the model provides a common taxonomy for studying differences between personalities (Aykler, 2010). These five dimensions are Openness to Experience, Conscientiousness, Extroversion, Agreeableness and Neuroticism. Each of the Big Five dimensions is like a basket that holds a set of traits that tend to occur together. The interpretation of the Big Five directly corresponds to the measurement of the five-factor model of personality.

Dimensions of personality (Big Five)

- **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 (Aykler, 2010) and having a need for variety, artistically sensitivity, and unconventional values (Kumar, 2009).

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- **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 include being hard working, achievement- oriented, persevering, careful, and responsible (Barrick & Mount, 1991). According to Rashidi and Tafreshi (2015), it also seeks to mean self-control and as such a conscientious individual can organise with a very high planning power and do the responsibility which has been given to him desirably.

- **Extroversion** refers to 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 (Kumar, 2009).

- **Agreeableness** refers 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 (Kumar, 2009).

- **Neuroticism** refers to the number and strength of stimuli required to elicit negative emotions in a person. It concerns the extent to which an individual experiences feelings of insecurity, anxiousness, worry and depression as opposed to feelings of calmness, self -confidence and cool (Yanahina, 2008).

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OCB-I versus OCB-O

With respect both to the lower order categorization of OCB and to OCB-I/OCB-O, LePine, Erez and Johnson (2002) concluded on the basis of meta-analytic evidence that the high inter-correlations between the dimensions and the fact "that there are no meaningful differences in relationships with predictors across dimensions" they also suggested that OCB be conceptualized as a latent construct. A recent meta-analysis by Hoffman, Blair, Meriac, and Woehr (2007) also questions the OCB-I/OCB-O distinction.

However, other empirical evidence suggests that it is useful to distinguish between OCB dimensions. A recent meta-analytic study found a true-score correlation (corrected for attenuation) of .64 between OCB-I and OCB-O (Dalal, 2005), indicating that the two higher order dimensions of OCB are related yet distinct (i.e., 60% of the variance in one dimension is unexplained by the other, even after accounting for imperfect measurement). Further evidence for the distinctiveness of OCB-I and OCB-O offered by a recent meta-analysis on the effects of leader–member exchange (LMX) on OCB by Ilies, Nahrgang, & Morgeson (2007) found that LMX, as an interpersonal exchange variable, is more strongly associated with OCB-I than with OCB-O. In a nut shell, this evidence suggests that it is still valuable examining OCB-I and OCB-O separately.

Relationships between the Big Five and Organisational Citizenship Behaviour targeted at Individuals and those targeted at the organisation.

There are conceptual reasons to believe that relationships between personality and OCB may differ depending on the target. Following Organ's (1994) distinction between thematically related and topographically similar behaviours, it is therefore vital "to distinguish between dimensions that reflect different types of behaviour and to consider the thematic correspondence between predictors and these behavioural dimensions" when examining predictors of citizenship behaviour (Ilies et al. 2007).

Openness to Experience and OCB-I/OCB-O

Openness to experience is attributed to such adjectives as imaginative, cultured, curious, original, broad minded, intelligent, and having a need for variety, aesthetic sensitivity, and unconventional values (Kumar, 2009). Importantly, individuals high on openness to experience display a preference for variety, they enjoy grasping new ideas, and they have an intrinsic interest in and appreciation for novelty. Thus, the study expects that persons high on openness to experience are more likely to show OCB. Akinbode (2011) posits that there is a significant positive relationship between openness to experience and OCB, therefore it is necessary for organisations to look out for such traits when selecting employees. Since people with openness to experience are broad minded and intelligent they deal with people with an open mind and tend not be too judgmental.

Conscientiousness and OCB-I/OCB-O

Conscientiousness refers to discretionary behaviours that go beyond the basic requirements of the job in terms of obeying work rules, attendance and job performance (Redman & Snape, 2005). In other words, conscientiousness means the thorough adherence to organisational rules and procedures, even when no one is watching (Akinbode, 2011). Therefore it is likely to expect conscientiousness to be more related to OCB-O as their actions deal more with the organisation. According to McDougall (2015), conscientiousness, reflects acceptance and adherence to rules through role modeling exemplary behaviours (e.g., attendance, adherence to rules, respect of company property).

It is related to dependability and volition and the typical behaviours associated with it include being hard working, achievement- oriented, persevering, careful, and responsible. People who are high in conscientiousness generally perform better at work than those who are low in conscientiousness (Barrick & Mount, 1991, cited in Kumar, 2009). Conscientious individuals can perform their part of the work with a minimum of oversight (Morgeson, Reider & Campion, 2005). Moreover, conscientious individuals are dependable, efficient, and hardworking. They are predisposed to take 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 in higher OCB performance. From the discussions above, it is obvious that conscientiousness has less to do with OCB-I.

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Extroversion and OCB-I/OCB-O

Extroversion refers to the level of sensory stimulation with which one is comfortable (Kumar, 2009). Similarly, according to Bauer, Erdogan, Liden and Wayne (2006), extroversion implies seeking out exciting new situations and challenging activities thus, extraverts are likely to be willing to take new responsibilities and embrace authority opportunities in terms of how to go about their job. Highly extraverted people display more flexible behaviours that make them more likely to show OCB. People with low levels of extroversion are found to be more likely to under-perform and have poor quality relationship with their supervisors compared to those employees who rate high in extroversion (Bauer et al., 2006).

Extroverts tend to be more sensitive to social stimuli and their external environment through the display of certain behavioural tendencies such as being sociable, gregarious, assertive, talkative, and active. Thus, since citizenship behaviours towards individuals (OCB-I) is about helping others with their job, which in turn may entail sharing knowledge to help co-workers and showing concern, one could expect extraverts to engage in OCB-I behaviours (Yanahina, 2008). Most literature tends to find no significant association between extroversion and OCB-I, however, Singh and Singh (2009), finds a positive relationship between the two variables.

Agreeableness and OCB-I/OCB-O

Agreeableness refers to the number of sources from which one takes one's norms for right behaviour (Kumar, 2009). As also posited by Rashidi and Tafreshi (2015), agreeableness is a dimension of interpersonal interactions and is basically characterized by friendliness, the ability to empathize with others and the passion to help others. In work contexts, agreeable employees show higher levels of interpersonal competence (Witt et al., 2002) and collaborate effectively when joint action is needed. Meaning nurses who are at a high level of agreement are practically friendly, fun, contributive, committed, polite and reliable and employees who are in agreement have shown high levels of interpersonal qualification and they have effective cooperation at the time of mutual attempts.

According to Ilies et. al (2009), agreeableness reflects individual differences in interpersonal behavioural tendencies and conscientiousness reflects individual differences in more generalized, or impersonal, behavioural tendencies in the context of the working environment. Focusing on interpersonal versus impersonal behaviour themes, one would expect to observe that agreeableness is more closely associated with OCB-I and conscientiousness with OCB-O. Agreeable individuals would tend to engage in reciprocating OCBs that benefit colleagues with whom they have enjoyed rewarding workplace relationships (Ilies et. al, 2009).

Xu (2004) also posits that agreeableness, however, may be a double-edged sword. On the one hand, highly agreeable people may be more willing to help others. On the other hand, they may be too agreeable to voice their different

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opinions. Thus, it is expected that persons high on agreeableness are more likely to be engaged in OCB-I. Agreeableness will be more strongly associated with interpersonal citizenship behaviours (OCB-I) and that conscientiousness will be more strongly associated with impersonal citizenship behaviours (OCB-O).

Neuroticism and OCB-I/OCB-O

Neuroticism refers to the number and strength of stimuli required to elicit negative emotions in a person. Persons who are high on this dimension are usually anxious, depressed, angry, embarrassed, emotional, worried, and insecure (Rashidi & Tafreshi, 2015). Employees who are high in neuroticism are more likely to perceive themselves as victims of organisational injustice which has high negative correlation with OCB-I (Biekro, 2014). Elanain (2007) has described neuroticism as key dispositional determinant of social behaviour. Thus, those who are low on this dimension should be able to display OCB. Due to the behavioural tendencies exhibited by neuroticism personalities, it tends to be more negatively related to OCB-I. This is also because they usually have poor relationships.

Given these arguments, in terms of personality traits, conscientiousness, agreeableness, positive and negative affectivity (otherwise known as neuroticism) gather the most support as antecedents of OCB (Podsakoff et. al, 2000). However, this study sought to explore more on how all the five personality traits relates to and influence in particular reference to OCB targeted at individuals and those directed towards the organisation. Individuals here will be colleague nurses and patients

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OCB in the health sector

Literature has shown that nurses play a pivotal role in affecting lives in service encounters in the health sector. Nurses have a greater opportunity of engaging in OCB than any other group of employees because of the volume and frequency of interactions that occur between them and patients or visitors. In the work of Gonzalez and Garazo (2006), almost all forms of OCB have a direct and positive relationship with service encounters. The benefit of OCB in the health sector goes both ways; to the patients and the employee and for that matter the organisation. There is sometimes the need for workers to lend a helping hand to colleagues during service delivery. Patients are delicate and therefore need special attention and care and considering the fact the number of patient to nurse ratio is on the extreme side is necessary that nurses exercise a bit of restraint and also go the extra mile in caring for patients and helping colleagues as well in spite of their work stress.

Conceptual Framework

The Figure 1 shows the conceptualized framework of the study. The horizontal arrows indicate the relationship between the independent and the dependent variables. Personality here is the independent variable whiles OCB is the dependent variable. Personality has been catergorised into five groups whilst OCB has two dimensions. Each category of personality has a relationship with OCB-I, OCB-O and overall OCB.
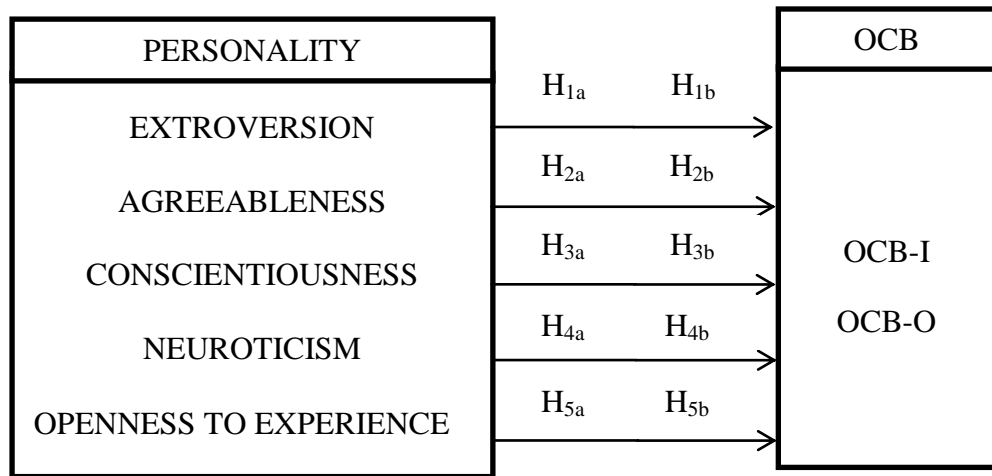
Source: Author's construct, 2016

Figure 1: Relationship between independent and dependent variables as conceptualized in this study.
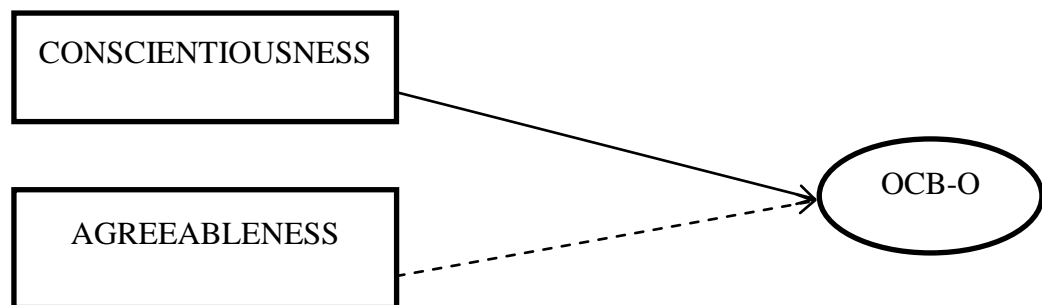
Source: Ilies & Fulmer, 2009

Figure 2: Relationship between conscientiousness and agreeableness on OCB-O.
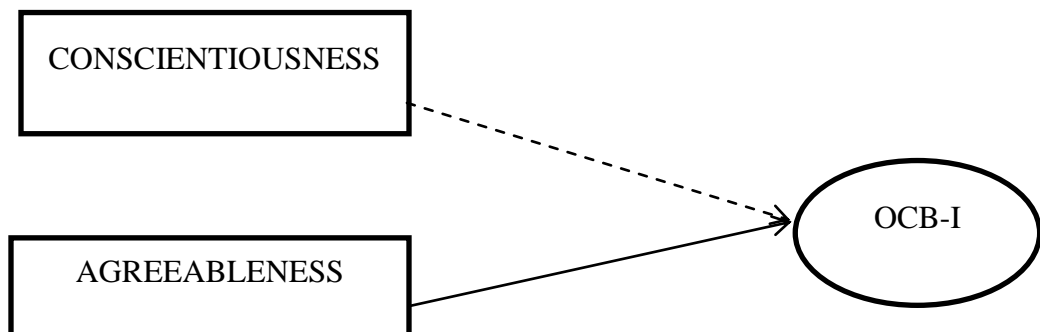
Source: Ilies & Fulmer, 2009

Figure 3: Relationship between conscientiousness and agreeableness on OCB-I.

Figures 2 and 3 above show the relationships that exist between conscientiousness and agreeableness on OCB-I according to Ilies and Fulmer (2009). The broken line shows an indirect relationship whiles the black line indicates a direct relationship. From Figure 2, there is a direct relationship between conscientiousness and OCB-O and indirect relationship between agreeableness and OCB-O. Figure 3 indicates an indirect relationship between conscientiousness and OCB-I and direct relationship between agreeableness and OCB-I

Conclusion

In summary almost all dimensions of personality have a directive relationship with OCB with the exception of neuroticism which tends to have a negative relationship in most literatures. Also the two main types of OCB i.e. OCB-I and OCB-O tend to relate to agreeableness and conscientiousness both directly and indirectly. Whereas conscientiousness tends to have a direct relationship with OCB-O and an indirect relationship with OCB-I because it usually deals with matters directly affecting the organisation, agreeableness tend to have a direct relationship with OCB-I and an indirect relationship with OCB-O because it is more directed towards individuals.

CHAPTER THREE

RESEARCH METHODOLOGY

Introduction

This chapter was in two sections. The first section discussed the research methodology and research design adopted for the study. The discussion incorporated the sources of data, population, sampling and sampling technique, instrumentation, mode of data collection, method of data analysis and ethical considerations. The second section provided an overview of the heath sector. The discussion covered the location, OCB in health sector, the location of the hospital and the profile of the hospital from which data was gathered.

Research Method

The research approach employed a Quantitative approach to examine the relationship between variables with primary goal being to analyse and represent that relationship through mathematical statistical analysis. This is the type of research approach most commonly used in scientific research problems (CIRT, 2012). It is also known as the practical approach because it consist of empirical (based on testing or experience) study of topic under research. It involves first hand research in the form of questionnaires, survey, observations and discussion groups.

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Research Design

This study was carried out with research questions that elicited correlational answers. The classification of the research purpose is therefore a correlational study. A correlational research is used to determine whether a relationship or an association exist between two or more variables. This was most appropriate as the study sought to assess the level of OCB-I performance in the Central Regional hospital and also to find out how the personalities of the nurses influence the demonstration of OCB-I among the nurses.

Study area

The Central Regional Hospital is a regional hospital in Cape Coast the capital town of the Central Region of Ghana. It is now a teaching hospital and is thus known as the Central Regional Teaching Hospital. It serves as a facility for medical students from the University of Cape Coast. It is also a center of learning for several nurses training colleagues.

Population

The population of the study consisted General Nurses at Cape Coast Teaching Hospital. The total number of the population was 405 general nurses according to the current statistics provided by the Department of Human Resource, CCTH.

Sample and Sampling Procedure

A sample size of 196 was obtained using Krejcie and Morgan, (1970) sample size determination table. Participants were selected by simple random sampling during and after office hours from their various offices. A total number of 210 questionnaires were distributed in all the sampled departments. After thorough screening of the questionnaires, only 197 were found fully completed, this gives a response rate of 93.8 percent.

Data Collection Instruments

The instrument used for collecting data in the study was questionnaire. Questionnaire was selected for the reason that it is a self-report way of assessing respondents which gives assurances of confidentiality and therefore more likely to extract truthful response with regard to the information required from the respondents. The questionnaire was structured such as to elicit the required information from respondents based on the specific research objective and research question. The questionnaire consists of three parts. The first part sought to investigate the demography of the respondents. The second part consisted questions intended to answer questions on the dependent variable OCB. The third part sought to identify the personality of the selected nurses.

The following instruments were used to collect the data for the study:

1. The Big Five personality traits were measured using the Newcastle personality assessor (NPA). It is a 10-item inventory and a psychological instrument, which assessed personality from a five-dimensional

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perspective. The essence of this perspective is that personality characteristics can be resolved into five broad dimensions, which are distinct from one another:

(a) Extroversion: high energy and activity level, dominance, sociability, expressiveness, and positive emotion.

(b) Agreeableness: pro-social orientation, altruism, tender mindedness, trust and modesty.

(c) Conscientiousness: impulse control, task orientation, goal directedness.

(d) Neuroticism: anxiety, sadness, irritability, and nervous tension.

(e) Openness to experience: it exemplifies the breadth, depth and complexity of an individual's mental and experiential life.

2. Organisational Citizenship Behaviour Scale (OCBS) developed by Fox and Spector (2011). The OCBS is a 20-items self-report measure of the "extent to which employees have been engaging in voluntary work behaviours that are described by the scale as being particularly beneficial and helpful to others and to their organisation. The scale is divided into four dimensions of OCB-I and OCB-O, respondents were requested to rate themselves on each item, using a 5-point likert scale on which 1 = Never; 2 = Once or twice; 3 = Once or twice per month; 4 = Once or twice per week; and 5 = Every day.

All questions were closed ended questions. This was to make it easier for the respondents to answer the questions.

Data Collection Procedures

The data was collected in accordance with the ethical codes of conduct in social science research as a guideline. Voluntary participation, anonymity and confidentiality of respondents were augmented when ethical considerations are factored in any research (Margison & Bui, 2009). Respondents voluntarily took the questionnaires for answering. Nobody was selected or called upon to take the questionnaire without his/her full consent. The purpose of the research was fully explained to the respondents. Data collection was done in a period of two weeks.

Data Processing and Analysis

The Stata 13, a statistical software package was used for data processing of the study. Data preparation was done by editing, coding and converting the raw data collected into actual variables of interest. Prior to the major analyses, data were examined using Stata 13 for data entry accuracy, missing values and violation of Student T-test assumptions.

Specification of Empirical Model.

In order to achieve the second and third objectives of the study, the following empirical models were formulated based on the reviewed literature to identify the relationship between organisational citizenship behaviour and the big five personality traits.

$$OCBI = \beta_0 + \beta_1 Ext + \beta_2 Agr + \beta_3 Cons + \beta_4 Neu + \beta_5 OpenExp + \varepsilon \quad (1)$$

$$OCBO = \beta_0 + \beta_1 Ext + \beta_2 Agr + \beta_3 Cons + \beta_4 Neu + \beta_5 OpenExp + \varepsilon \quad (2)$$

Apriori Expectation

Based on theoretical underpinning, the a'prior signs for the explanatory variables included in equation (1) and (2) are presented in table 1.

Table - *Definition and A'Priori sign of Variables*

Variables	Definitions of variable	A'Priori Sign	
		Model (1)	Model(2)
Ext	Extroversion	Positive	Positive
Agr	Agreeableness	Positive	Positive
Cons	Conscientiousness	Positive	Positive
Neu	Neuroticism	Negative	Negative
OpenExp	Openness to Experience	Positive	Positive

Source: Author's construct (2016)

Estimation Technique

The study employed Ordinary Least Squares (OLS) to estimate the empirical model 1 and 2. As a justification for this method, Maddala (1992) identified that the Ordinary Least Squares is more robust against specification errors than many of simultaneous equation methods and also predictions from equation estimated by OLS often compare favourably with those obtained from equations estimated by using simultaneous equation method. Among other reasons is the fact that the Ordinary Least Square is best linear unbiased estimator

(BLUE) according to Gauss Markov Theory. Again the OLS is linear, has a minimum variance and it is unbiased because the expected value of the estimator (β) is equal to the estimator (β). Also, OLS is still one of the most commonly used method in estimating effects in econometric models.

Conclusion

The study adopted a correlational research design and a quantitative approach to research. A simple random sampling technique was employed to select the general nurses for this study. Data were collected by ordered questionnaire which consisted three sections. Voluntary participation of respondents was employed to overcome the limitation of given wrong and inconsistent response. However, respondents were assured of an anonymity and confidentiality of their responses.

RESULTS AND DISCUSSION

Introduction

This chapter discussed the results of the questionnaire (quantitative analysis) responded to by 197 participants of the Cape Coast Teaching Hospital. In this chapter, the data collected from the field were presented, analysed and the results interpreted. As mentioned earlier in the previous chapters, the study sought to examine the effect of personality on Organisational citizenship behaviour amongst nurses at the Cape Coast Teaching hospital. Descriptive statistics and T-test was used to analyse the objectives. The presentation of this chapter was divided into two subsections; the demographic characteristics of respondents and the main section which addressed the objectives of the study. To answer the research objectives, descriptive and inferential statistics were employed.

Demographic characteristics of Respondents

The demographic characteristics of respondents were in relation to sex, age, years of service and status of employment. The descriptive analyses of the demographics of this study are presented in the Tables below.

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Table 2- *Age in years and sex of respondents*

Age in years	Sex of respondent				Total	
	Female		Male			
	%	N	%	N	%	N
20-30	93.1	108	80.25	65	87.82	173
31-40	4.31	5	18.52	15	10.15	20
41-50	0.86	1	1.23	1	1.02	2
51-60	0.86	1	0	0	0.51	1
above 60	0.86	1	0	0	0.51	1
Total	100	116	100	81	100	197

Source: Field survey, Biney (2016)

Table 2 above indicates that out of a sample size of 197 respondents selected, out of this 116 respondents were females representing 58.9 percent of the sample size, and also 81 respondents were males representing 41.1 percent. 108 (93.1%) of the female respondents and 65 of the male respondents (80.25%) fell in the age range of 20-30 years, whiles 5(4.3%) female and 15(18.25%) male respondents fell in the age range 31-40 years. The age ranges 41-50, 51-60 and those above 60 years recorded the least number of respondents. Females recorded 1 respondent each in each of the categorization representing 0.86 percent each, whereas the males recorded 1 respondent in the first category representing 1.23 percent and nil each in the last two categories.

Table 3- *Years of service and sex of respondents*

Years of service	Sex of Respondents				Total	
	Female		Male			
	%	N	%	N	%	N
1-10	94.83	110	93.83	76	94.42	186
11-20	1.72	2	6.17	5	3.55	7
21-30	1.72	2	0	0	1.02	2
31-40	1.72	2	0	0	1.02	2
Total	100	116	100	81	100	197

Source: Field survey, Biney (2016)

Table 3 above shows the years of service of the respondents, from the Table, 76 of the respondents representing 94 percent have worked for 1 to 10 years. 5 of respondents representing have worked for 11 to 20 years and 2 respondents each have worked for 21 to 30 and 31 to 40 years respectively.

From the Table 2 and Table 3, it can be observed that majority of our sample are between the ages of 21 to 30 years and have therefore worked for about 1 to 10 years. It can confidently be said that our population is a youthful one.

Big Five Personality traits

The Big Five Personality traits as already described in the study were categorized into five main dimensions, namely; Extroversion, Agreeableness, Conscientiousness, Neuroticism and Openness to experience. A descriptive analysis (i.e. mean and standard deviation (SD)) of our findings among the nurses at CCTH is presented in Table 4 below.

Table 4- *Descriptive statistics on Big Five Personality traits*

Variable	Mean	SD
Extroversion	19.0305	5.7142
Agreeableness	30.4822	5.40181
Conscientiousness	30.8934	5.3713
Neuroticism	23.5584	5.935273
Openness to Experience	26.3959	5.45722

Source: Field survey, Biney (2016)

From Table 4 it can be observed that most of our respondents have their personality traits as conscientiousness (M= 30.89, SD= 5.37). This was followed by Agreeableness (M= 30.48, SD=5.40), Openness to experience (M= 26.40, SD= 5.46), Neuroticism (M= 23.56, SD= 5.94) and Extroversion (M= 19.03, SD= 5.71) being the least. This finding is in line with the study by Xu (2004) which explored the relationship among personality, OCB and cultural values and suggested that conscientiousness and agreeableness had significantly higher means.

The relationship between the big five personality traits and OCB

To examine the relationship between the big five personality traits and OCB, multiple regression analysis was employed.

Table 5- *Relationship between OCB and big five personality traits*

OCB	Coef.	Std. Err.	t-stat	p-value
Extraversion	**0.**0071	0.0122	0.58	0.56
Agreeableness	0.025	0.015	1.67	0.096*
Conscientiousness	0.047	0.0147	3.20	0.008***
Neuroticism	0.0248	0.012	2.07	0.04**
Openness to Experience	0.024	0.0136	1.76	0.08*

*** - significant level at 0.01
** - significant level at 0.05
* - significant level at 0.1
Source: Field survey, Biney (2016)

In exploring the relationship between OCB and the Big Five personality, OLS was used. The coefficients were used as a measure of association (relationship) between the variables. Table 5 presents results of the regression analyses. The coefficient of all the big five personality were positive as a result of the analysis indicating that the big five personality traits are positively related to OCB. Agreeableness, conscientiousness, neuroticism and openness to experience are positively and significantly related to OCB. On the other hand, extraversion did not show any significance between it and OCB. In the same vain Rashidi and Tafreshi (2015) found agreeableness, conscientiousness and neuroticism to be positively and significantly related to OCB. Whereas Akinbode (2011), found the relationship between these four not be significant.

Elanain (2007) did not observe any significant correlation either between extroversion and OCB within the hierarchical regression analysis used to measure the variance in each OCB dimension caused by a specific personality factor, just

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as was observed in this study from Table 5. In contrast to this, Singh and Singh (2009) came to the result that the extraversion dimension was significantly positively associated with OCB.

Investigating which of the big five personality traits influence OCB-O the most

Table 6- *Influence of Big Five Personality on OCB-O*

OCB-O	Hyp.	Coef.	Std. Err.	T	P>t
Extroversion	H1a	-0.0025	0.0114	-0.22	0.829
Agreeableness	H2a	0.0101	0.0140	0.72	0.471
Conscientiousness	H3a	0.047	0.0147	3.20	0.008***
Neuroticism	H4a	0.0215	0.0112	1.92	0.057*
Openness to experience	H5a	0.0299	0.0127	2.35	0.02**

*** - significant level at 0.01
** - significant level at 0.05
* - significant level at 0.1
Source: Field survey, Biney (2016)

In determining how each of the big five personality traits influence OCB-O and which amongst them tend to influence OCB-O the most, multiple regression analysis was used. From Table 6, the path coefficient between extroversion and OCB-O is not significant. This could be attributed to the fact that Extroversion is characterized with the following attributes: excitability, amiability, sociability, loquaciousness, boldness and high amounts of emotional expressiveness; it is expressed more in relationships (i.e. towards individuals) than to the organisation. The results concerning extraversion as a potential

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determinant of OCB have been contradictory, on one hand there are studies that confirmed a significant positive influence (Elanain 2007 and Singh and Singh 2009), but on the other hand researched studies that disproved a significant linkage (Fan et al., 2014; Emmerik and Euwema, 2007 & Usman, 2004).

The relationship between agreeableness and OCB-O is not supported. The p-value of 0.471 shows there is there is no significant influence of Agreeableness on OCB-O, thereby rejecting hypothesis 2a. Likewise the findings of Fan et al. (2014) rejected the hypothesis that there is a positive and significant relationship between Agreeableness and OCB-O. Ilies et al. (2009) on the hand found an indirect relationship between the two.

In accordance with the findings of Ilie et al. (2009), the relationship between conscientiousness and OCB-O is supported, as the t-statistics of the path coefficient was significant and positive. Hence, the hypothesis 3a was not rejected. This is mainly due to the fact that conscientious individuals are organised and are basically result oriented (McDougall, 2015). However the findings of Fan et al. (2014) rejected this hypothesis, there found no relationship between conscientiousness and OCB-O.

The fourth personality trait is the Neuroticism which also has a positive co-efficient, suggesting a positive relationship between Neuroticism and OCB-O. The p-value of 0.008 indicates that neuroticism is highly significant to OCB-O at one percent. Hence, hypothesis 4a was rejected. This is in agreement with the work of Elanain (2007), who had a positive correlation of Emotional stability

(Neuroticism) with OCB. Indicating that when emotional stability is high OCB tends to increase but when emotional stability is low OCB tends to decrease.

Lastly, from the Table, the personality trait Openness to experience is positively related to OCB-O with a positive coefficient and a p-value of 0.020 indicating significance at five percent. Therefore, we fail to reject hypothesis 5a. Hence, there is a significant positive relationship between Openness to experience OCB-O. In answering the question, which personality trait influence OCB-O the most? It can be deduced from Table 6, that conscientiousness is the variable or personality trait that has the highest impact or magnitude on OCB-O with a coefficient of 0.047. Extroversion has the least impact on OCB-O. Its beta coefficient is -0.0025.

Investigating which among the big five personality traits influence OCB-I the most

Table 7- *Influence of Big five Personality on OCB-I*

OCB-I	Hyp.	Coef.	Std. Err.	T	P-value
Extraversion	H1b	0.0131	0.0118	1.12	0.266
Agreeableness	H2b	0.0317	0.0144	2.2	0.029**
Conscientiousness	H3b	-0.0101	0.0152	-0.67	0.506
Neuroticism	H4b	0.0222	0.0116	1.92	0.056*
Openness to experience	H5b	0.0164	0.0131	1.25	0.214

** - significant level at 0.05
* - significant level at 0.1
Source: Field survey, Biney (2016)

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In determining how the big five personality traits influence OCB-I and which amongst them tend to influence OCB-I the most, multiple regression analysis was used. In Table 7, the relationship between extroversion and OCB-I is not significant. Thus, extroversion has no significant influence on OCB-I. Hence the hypothesis 1b is rejected. This was in contradiction to the findings of Fan, Javed, and Akhtar (2014), where extroversion was positive and significantly related to OCB-I.

The path coefficient between agreeableness and OCB-I is supported. Agreeableness had a positive and significant relationship with OCB-I as the p-value was 0.029. Therefore we fail to reject hypothesis 2b. This finding agrees with that of Ilies et al., 2009. However the findings of Fan et al. (2014) proved otherwise, by indicating a no significant relationship between the two.

The relationship between conscientiousness and OCB-I was not supported, as the p-value was 0.506. This indicates that conscientiousness does not influence OCB-I significantly and therefore there is no relationship between conscientiousness and OCB-I. Hence, we fail to accept hypothesis 3b. As indicated earlier on it may be due to the fact that conscientiousness is directed more to the organisation than individuals. Conscientious individuals are organised and basically results oriented and have less time for relationships. The inverse relationship shows that as conscientiousness level increase less attention is given to OCB-I and vice versa. Again our literature that indicates that conscientiousness is positive and significant to OCB-I was not supported as in the case of Fan et al.

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(2014). On another hand, Ilies et al. (2009), found conscientiousness to have an indirect relationship with OCB-I.

The relationship between Neuroticism and OCB-I is supported. The p-value of 0.056 indicates that neuroticism is highly significant to OCB-I at 10 percent. Hence, reject hypothesis 4b. This is in agreement with the work of Elanain (2007), who had a positive correlation of Emotional stability (Neuroticism) with OCB. Indicating that when emotional stability is high OCB tends to increase but when emotional stability is low OCB tends to decrease as earlier on indicated in the study. Fan et al. (2014) however disproved this finding by rather accepting the hypothesis that there is a negative and significant relationship between neuroticism and OCB-I.

The relationship between Openness to experience and OCB-I is not supported. The P-value was 0.214 indicating no significance because it is above 10 percent. Therefore hypothesis 5a is also rejected. This is in line with the work of Fan et al. (2014). However the works of Usman (2004) and Emmerik and Euwema (2007), posited that there is a positive and significant relationship between openness to experience and OCB-I. Indicating in their works that openness to experience is a strong predictor of OCB-I. The findings of this study could have been rejected due to the fact that our society does not allow for much exposure and therefore people tend to be low on openness to experience.

In answering the question, which personality trait influence OCB-O the most? It can be deduced from the table Agreeableness is the variable or personality trait that has the highest impact or magnitude on OCB-O with a beta

of 0.0317. Conscientiousness has the least impact on OCB-O. Its beta coefficient is -0.0101. This was supported by the work of Fan et al. (2014) who also found no significant relationship between the two variables.

The findings of this present study on the influence of the "Big Five" personality traits on Organisational citizenship behaviour amongst nurses in the Cape Coast Teaching Hospital were found to have some reaffirmations with facts established such as Elanain (2007) Ilies et al. (2009) ; Ayker (2010) and Fan et al. (2014) . All the dimensions of the "Big Five" personality traits were found to be positively related to OCB (Elanain, 2007), meaning as the levels of these dimensions increase, OCB level increases.

Extroversion did not have any relationship with OCB-I. Conscientiousness, openness to experience and neuroticism were found to be positively and significantly related to OCB-O (Elanain, 2007 & Aykler, 2010). On the other hand, in relation to OCB-I Agreeableness and Neuroticism were positively and significantly related to OCB-I. Friendly (agreeable) and emotionally people as already discussed relate well with individuals. Extroversion and openness to experience were also positively related to OCB-I but not significant. Lastly, Conscientiousness was negatively and insignificant to OCB-I.

Theoretically, the current results suggest that individual differences play an important role in envisaging whether an employee or a nurse would exhibit OCB, extending the validity of the dispositional basis of OCB. Hence, the present study proposes that people, due to their nature, would be more likely to show

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OCB. The results also imply that the Big Five is a useful framework to explain the dispositional basis of OCB.

The present findings also offer practical input for potential employee nurses, nurses already in employment, and human resource managers. A job seeker may try to work on their attitude or personality to be able to fit well for the job market, as this represents a proactive approach to help ensure one's employment. Also this will help nurses who are already in employment self-develop and train themselves in adopting the right personality traits which help serve other co-workers, patients and organisation as a whole. Finally, this study will help serve as a guide line for human resource managers to develop training and development methods that will better equip their staff as well as serve as a basis for employee selection. OCB is a tool for productivity and therefore it's expedient in looking for antecedents that help facilitate it.

Conclusion

This chapter generally presented the analysis of data collected from the field. First, the data collected through questionnaires was analyzed as quantitative analysis detailing the demographic information of the respondents with tables. This was followed by a presentation of analysis of OCB-O, OCB-I and OCB in terms of personality. Findings and analysis was then presented. Analysis of the qualitative data was based on comments of respondents found to be relevant to the questions asked. It was concluded that Agreeableness was linked to or had a direct

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relationship with OCB-I, whiles Conscientiousness had a direct relationship with

OCB-O

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter provided a summary about the outcome of the study (research findings), offered recommendations regarding the subject area studied and also made conclusive statements on the bases of the findings obtained. This study examined the influence of the Big Five personality traits on OCB amongst nurses in the Cape Coast Teaching Hospital. The study was guided by the following research objectives, namely to; explore the relationship between the big five personality traits and OCB, investigate among the big five personality traits which influence OCB-I the most and also investigate among the big five personality traits which influence OCB-O the most. The study utilized a correlational research design. Simple random sampling technique was used to select 197 respondents for this study. An organised questionnaire was used to solicit information from the respondents. All ethical considerations were adhered to before, during and after the data collection procedure. Mean, standard deviation and nurses t-test were used to analyse the responses from the collected data based on the objectives.

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Summary of Findings

The results of the study lead to the confirmation of the prediction made by the researcher that the Big Five personality traits of nurses influence their level of Organisational Citizenship Behaviours (OCB). A quantitative approach was used for this research. Data was collected from a sample size of 197 nurses through the administration of questionnaires. Nurses were selected based on a simple random sampling.

From the study of 197 respondents from the hospital, majority of our respondent were female nurses. A total of 116 representing 58.8 percent, with the 81 remaining being males, which also represented 41.12 percent. The respondents were quite a youthful generation with about 87.82 percent (173) of the number falling in between the age bracket of 20-30 years, therefore having working experience of 1-10 years.

In answering our objectives and hypothesis, all the Big Five personality traits had a positive relationship with overall Organisational Citizenship Behaviour (OCB). Most of the nurses were Conscientious or Agreeable with an average of (M= 30.89; SD= 5.37 and M= 30.48; SD= 5.4). This reflected quite well in their various relationship with the two dimensions of OCB, namely OCB-O and OCB-I. Extraversion seemed to be the least trait expressed with an average of (M=19.03; SD= 5.7).

In considering the effects the various personality traits has on the two dimensions of OCB (OCB-O and OCB-I), our findings indicated that Conscientiousness had a major impact on OCB-O than the other traits, whiles

Extraversion affected OCB-O the least. On the hand Agreeableness had the most effect on OCB-I, whereas Conscientiousness was the least to affect OCB-I.

Finally, in addressing the relationship between the Big five personality traits and the two dimensions of OCB, all the personality traits with the exception of Conscientiousness were positively related to OCB-I. Only two of these traits were significant, i.e. Agreeableness and Neuroticism. Also, with the exception of Extraversion which was negatively related to OCB-O, all the other four personality traits had a positive relationship with OCB-O. Out of these, three of them showed a significant positive relationship, namely; Conscientiousness, Neuroticism and Openness to experience, with conscientiousness having the highest level of significance. The path coefficient between OCB and the personality was positive and significant except Extraversion which didn't show any significance.

Conclusion

This research tested the relationship between personality and OCB. What is especially encouraging about the study's results is that the study has found evidence supporting that an individual differences correlate with citizenship behaviour. Thus, the findings reinforce the notion that an individual's personality plays a significant role in workplace behaviours. Furthermore, the results from this study have important practical implications in the employee selection process. The results show that Conscientiousness and Agreeableness are most important personality traits in predicting OCB. Hence, the present study suggests that

employee selection process could target applicants who are high on those traits especially to improve staff's OCB and performance.

Establishing how dispositional factors tend to affect the OCB levels of these nurses is one all-important but neglected subject area. For now, this should be the ringing agenda for many human resource practitioners and researchers alike. At the end of this study, its findings lent support to the objectives that were stated. It was established that a relationship exist between the various personality factors and how these elements elicit OCB levels among the nurses. More importantly, a positive relationship has been established between the personality traits and the performance of OCB. It has been revealed that nurses who rate high on these personality traits (especially conscientiousness and agreeableness) are likely to be engaged in high levels of OCB which will significantly result in the overall performance and effectiveness of the organisation.

From the study conscientiousness and agreeableness were positively significantly related to OCB-O and OCB-I respectively as predicted. This was assumed to be possibly due to their characteristics and what or who these characteristics affect. It seemed obvious to previous researchers that the connection between conscientiousness and impersonal aspects of OCB had to be stronger in comparison to OCB-O as they shared similar traits such as being punctual, disciplined and organised. Again all the personality traits were found to be positively related to OCB, though Neuroticism was expected to have negatively related OCB as in the case of Elanain (2007). However in comparison to the results of Elanain (2007), Emmerik and Euwema (2007) did not find

support for their hypothesis that neuroticism was negatively related to OCB. A more recent work that also proves otherwise is that of Fan et al. (2014).

Another interesting discovery too was the fact that Extraversion seemed not have any significant effect on both OCB-O and OCB-I. One reason for that might be that theoretical analysis that had been conducted on previous studies did not suppose any linkage between extraversion and OCB, since there did not seem to be any parallels in any dimension of OCB and the nature of the personality dimension especially Extraversion. Nonetheless there are certain arguments that do support the assumption that there is a linkage between Extraversion and OCB. For instance Fan et al. (2014) concluded that there is a significant positive relationship between Extraversion and OCB-I.

In a nut shell, this studies support already existing literatures that prove that personality is one of the dispositional factors that goes a long way to influence OCB.

Recommendations

Based on the conclusion drawn on the relationship and effects of personality on OCB-O OCB-I and overall OCB amongst nurses the following recommendations are made to both the nurses and human resource managers of the Cape Coast Teaching Hospital:

In arguing for human resource practices that are able to influence OCB, Organ et al. (2006) concluded that in an attempt to encourage OCB major focus should be on selecting the "right" person and much less on training and

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development of the employees to increase their capability and awareness to engage in OCB. In selecting the "right" persons the right personality factors should be taken into consideration. It is recommended that human resource managers in selecting nurses should look out particular personality traits such as conscientiousness and agreeableness which are more likely to exhibit OCB.

Since OCB is likely to be inculcated in all business practices sooner or later, it essential that both potential nurses and nurses already in employment should work on improving their OCB level. They should also try work on their personality or attitudes to conform to the ones that help improve their OCB-specifically, conscientiousness and agreeableness- as observed in this study. This will be beneficial to the hospital since it will increase productivity, as well as improve patient health care. Finally, it will improve nurse to nurses; and nurses to patients' relationship, which in turn will ensure the smooth running of the operations of the hospital as well as minimize complaints.

Organ et al. (2006) again stated that, "…There is no reason to assume that people cannot be trained to perform OCBs, just as they can be taught any other form of work behaviour." Therefore research should focus less on trying to measure precisely the percentage of influence that a certain personality factor is able to exercise, but also focus on developing training and development programs to increase the employee's ability to exercise OCB. The development of such trainings would, previously, call for several steps in preparation. The first few steps would be to analyze the forms of OCB, which are the most important for a certain job and also focus on personality factors and behavioural characteristics

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which influence OCB as already done in this and other studies. The next step will establish special trainings for those personality factors and behavioural characteristics which will increase OCB. The final stage is to do an empirical test to confirm whether the trainings lead to the desired result or not.

Suggestions for Future Research

There are several areas for possible future research. First of all, there is a need for replication to determine how the findings reported here correspond to the results of studies conducted in other work environments. This will ensure proper generalizability. Future researches also need to consider the moderating influences of person and situation-based factors on the relationship between Big Five factor model and OCB. Additionally, researchers may consider the respondents' position in future studies as findings may differ across jobs and contexts.

The research design employed in this research is still not able to completely eliminate the possibility of common method bias, because all of the data used in the study was obtained from the self-report. In addition, all data collected through self-report are likely to be affected by response bias of social desirability. This means that the given answers are considered appropriate but may not necessarily reflect the real situation. Therefore for future research, methods such as observation and interviews should be done in conjunction with questionnaire to eliminate such bias. This will also help confirm if results obtained from questionnaire reflect real situations.

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QUESTIONNAIRE

Dear Participants,

The purpose of this study is to find out how personality plays a role in organisational citizenship behaviour (extra-role activities) at the workplace. This questionnaire is strictly for academic purpose, therefore confidentiality and anonymity will be highly ensured. Your participation is entirely voluntary. Thank you for your cooperation.

BIOGRAPHICAL DATA

Gender: (a) Male (b) Female

Age: (a) 20-30 (b) 31-40 (c) 41- 50 (e) 51-60 (5) above 60

Years of service: (a) 1-10 (b) 11-20 (c) 21-30 (d) 31-40 (e) above 41

Status: (a) Full time (b) Part-time

ORGANISATIONAL CITIZENSHIP BEHAVIOUR

Please the questions have been categorized into four groups. (OCB, personality, job satisfaction and bio-data). Circle the answer that best explains your situation.

How often have you done each of the following things on your present job?	Never	Once or twice	Once or twice per month	Once or twice per week	Every day
1. Picked up meal for others at work	1	2	3	4	5
2. Took time to advice, coach, or mentor a co-worker.	1	2	3	4	5
3. Helped co-worker learn new skills or shared job knowledge.	1	2	3	4	5

4. Helped new employees get oriented to the job.	1	2	3	4	5
5. Lent a compassionate ear when someone had a work problem.	1	2	3	4	5
6. Lent a compassionate ear when someone had a personal problem.	1	2	3	4	5
7. Changed vacation schedule, work days, or shifts to accommodate co-worker's needs.	1	2	3	4	5
8. Offered suggestions to improve how work is done.	1	2	3	4	5
9. Offered suggestions for improving the work environment.	1	2	3	4	5
10. Finished something for co-worker who had to leave early.	1	2	3	4	5
11. Helped a less capable co-worker lift a heavy box or other object.	1	2	3	4	5
12. Helped a co-worker who had too much to do.	1	2	3	4	5
13. Volunteered for extra work assignments.	1	2	3	4	5
14. Took phone messages for absent or busy co-worker.	1	2	3	4	5
15. Said good things about your employer in front of others.	1	2	3	4	5
16. Gave up meal and other breaks to complete work.	1	2	3	4	5
17. Volunteered to help a co-worker deal with a difficult customer, vendor, or co-worker.	1	2	3	4	5
18. Went out of the way to give co-worker encouragement or express appreciation.	1	2	3	4	5
19. Decorated, straightened up, or otherwise beautified common work space.	1	2	3	4	5
20. Defended a co-worker who was being "put-down" or spoken ill of by other co-workers or supervisor.	1	2	3	4	5

PERSONALITY
Instructions
In the table below, for each statement 1-50 mark how much you agree with on the scale 1-5, where 1=disagree, 2=slightly disagree, 3=neutral, 4=slightly agree and 5=agree, in the box to the left of it.

Rating I....		Rating I.....	
	1. Am the life of a party.		26. Have little to say
	2. Feel little concern for others.		27. Have a soft heart.
	3. Am always prepared.		28. Often forget to put things back in their proper place.
	4. Get stressed out easily.		29. Get upset easily.
	5. Have a rich vocabulary.		30. Do not have a good imagination
	6. Don't talk a lot.		31. Talk to a lot of different people at parties.
	7. Am interested in people.		32. Am not really interested in others.
	8. Leave my belongings around		33. Like order.
	9. Am relaxed most of the time.		34. Change my mood a lot.
	10. Have difficulty understanding abstract ideas.		35. Am quick to understand things
	11. Feel comfortable around people.		36. Don't like to draw attention to myself.
	12. Insult people.		37. Take time out for others.
	13. Pay attention to details.		38. Shirk my duties.
	14. Worry about things.		39. Have frequent mood swings.
	15. Have a vivid imagination.		40. Use difficult words.
	16. Keep in the background.		41. Don't mind being the center of attention.
	17. Sympathize with others' feelings.		42. Feel others' emotions.
	18. Make a mess of things.		43. Follow a schedule.
	19. Seldom feel blue.		44. Get irritated easily.
	20. Am not interested in abstract ideas.		45. Spend time reflecting on things.
	21. Start conversations.		46. Am quiet around

			strangers.
	22. Am not interested in other people's problems		47. Make people feel at ease.
	23. Get chores done right away		48. Am exacting in my work.
	24. Am easily disturbed.		49. Often feel blue.
	25. Have excellent ideas.		50. Am full of ideas.