CHAPTER - II

REVIEW OF RELATED LITERATURE

This section presents an exclusive investigation of related literature which is essential for any research study. Literature related to the research problem explains and clarifies the theoretical rationale of the problem and tells the reader the researches already done on that problem. A most important part of review is the investigation of associated research that is a general reflective inspection for a research related with present study.

As survey of related studies is always very helpful in research work, so before starting the actual work the investigator planned as all researchers do, to make a survey of the work already done in this field and surveyed a number of books and journals related to the area of egotism, personality traits, organizational citizenship behavior and organizational commitment.

STUDIES RELATED TO EGOISM

Egotism is a mental affliction, mentioned in Indian philosophy and has not been researched extensively. Very few studies have been done in the field of egotism. Some researchers indicate egotism as causal attribution.

“Attributional egotism of individuals may be particularly important when they serve as members of cooperative groups. In this study, group members privately or publicly reported their assessments of their own and others’ responsibility for group successes and failures. Subjects privately claimed more responsibility for success than for failure but did not do so (in public) when the other members were expected to see their reports. Moreover, under public conditions, subjects claimed less responsibility for a group success than they gave to the other members, an effect which disappeared in private. Subjects displayed less egotism under public condition” (Miller and
Schlenker 1985, p. 22-35). This shows that it is the egotism of individuals that they think themselves to be superior to others and claim that they alone are responsible for the success of the group.

Jones, et al. (2002, p. 170-177) argued that examples of implicit egotism are best conceptualized as the product of unconscious self-regulation processes rather than a result of mere exposure. In support of this hypothesis, a study of name-letter preferences indicated that individual liked their own name alphabets even when these alphabets were relatively rare. Furthermore, the name alphabets and birthday letter choices of high and low self respect subjects differed in reaction to a primarily controlled self-identity risk. It is concluded that indirect egotism, commonly name-alphabet and letter related to birthday choices, represented a type of unconscious self-respects.

Baumeister, Smart, and Boden (2003, p. 5-37) proposed that “Threatened egotism” is a significant source of aggressive behavior. Challenging the view that self-respect causes aggression; those with exaggerated levels of self-respect are likely to respond aggressively when they opposed with ego clashes. The findings showed that aggressive and non-aggressive misbehavior is positively correlated with egotism and that when a number of relevant anticipators of misbehavior controlled, including self-control and social control then this type of connection exists. So, it is likely that persons with high egotism are expected to behave aggressively if their ego is hurt.

“Implicit egotism which indicated that people tend to react positively to anything that reminds them of themselves, including their own name and the letters in their names”. Their names can have effects (unconscious) even on preference of their mates and careers. Results indicated that “implicit egotism has implications not only for players’ performances, but also the positions they prefer to play on the field” (Newman 2009, p. 175-179).
Pelham, et al. (2011, p. 25-30) criticized the field studies of implicit egotism. They argued that “implicit egotism” should be reasonable only in the experimental condition and concluded that more constructive research would be to identify theoretically derived moderators of implicit egotism.

Asal, Aghaz, Atashgah and Zoghipour (2014) studied how counterproductive work behaviors (CWB) is influenced by narcissism. The findings suggested that most of the Iranian managers exhibit a narcissistic behavior which is a significant anticipator of social and organizational CWBs.

After reviewing the research studies the investigator found that none of the above mentioned researches have studied relationship of egotism with either organizational citizenship behavior or organizational commitment.

STUDIES RELATED TO PERSONALITY TRAITS

Organ (1994, p. 465-478) investigated a contribution of work related attitudes on organizational citizenship behavior (OCB). According to Organ (1994) found personality to be the best predictor to show the relationship between OCB and work attitudes.

The result of Katigback, Church and Akamine (1996, p. 99-114) indicated that those employees who are high on agreeableness and extraversion dimension are commonly very extraverted and to establish more network of connection with many other companies in comparison to those employees who are low on this dimension. Therefore, this type of connections could help them to increase various job opportunities, which is related to minimize their commitment to their current workgroup.

Neuman and Kickul (1998, 263-279) investigated the effects of personality variables as a mediating variable upon organizational citizenship behavior. Findings of the research concluded that five types of
citizenship behavior were anticipated by conscientiousness, value for achievement and agreeableness. They found that all citizenship behaviors were not affected by extraversion.

The study of King, Geaorge and Hebl (2005, p. 585-608) revealed that citizenship behavior was strongly correlated with conscientiousness, on the one side and in anticipating citizenship behaviors, emotional stability, agreeableness and extraversion was a significant contributors. Explained the connection between helping behavior and personality, these findings suggested that the influence of conscientiousness in a social situation depends on a positive interpersonal position.

According to Barrick, Park and Mount (2005, p. 959-970) extraversion is a relevant constitutional factor of social behavior. Goldberg, (1992, p. 26-42) described highly extroverted individual are commonly very active, self-confident, daring, passionate and demonstrative and also indicated that those individual who are highly extraverted exhibit too much extra changeable behaviors that make them moreover display citizenship behavior.

Erdheim et al. (2006, 959-970) used Allen and Meyer (1991, p. 61-89) scale of organizational commitment in this study and investigated the connection with personality factors. Findings showed that affective commitment was significantly correlated with extraversion and normative commitment was significantly correlated with agreeableness.

Singh and Singh (2009, p. 291-298) examined a role of personality factors in organizational citizenship behavior. The results indicated that all organizational citizenship behavior domains were found to be positively and significantly related with personality factors of extraversion, conscientiousness and agreeableness and also found that altruism, sportsmanship and courtesy was negatively and significantly related with neuroticism.
Kumar, Bakhshi and Rani (2009, p. 73-81) explored a connection between organizational citizenship behavior (OCB) and personality factors. According to the results, openness to experience indicated no significant connection with overall assessment of OCB but Neuroticism was positively associated with OCB. However conscientiousness, agreeableness, extraversion and neuroticism were relevant anticipators of OCB.

Kumar and Bakshi (2010, p. 25-34) conducted a research on association between personality factors and domain of organizational commitment. Finding suggested that normative and continuance commitment was negatively anticipated by openness whereas, extraversion was positively correlated to all three components of organizational commitment. Conscientiousness was a strong anticipator of affective and continuance commitment. Agreeableness was significantly positively correlated to normative commitment. Results also indicated that organizational commitment was negatively correlated with neuroticism.

Cui (2010) conducted a research on employees of Life-Insurance companies. Results revealed that neuroticism and agreeableness was a strong predictor of continuance commitment and affective commitment was significantly predicted by openness and agreeableness. Findings also indicated that continuance commitment was correlated to extraversion; neuroticism and agreeableness whereas, all job design attributes openness and agreeableness were significantly related with affective commitment.

Salvati, et. al. (2011, p. 225-234) examined the contribution of employees’ personality in the determination of organizational citizenship behavior. Research findings showed that those individual who have all five types of personality factors display more helping behavior or altruism, an important dimension of organizational citizenship behavior.
Chiaburu, et al. (2011) studied the relationships between the five-factor model (FFM) of personality traits and organizational citizenship behaviors. It was found that Emotional Stability, Extraversion, and Openness/Intellect have incremental validity for citizenship over and above Conscientiousness and Agreeableness, 2 well-established FFM predictors of citizenship. In addition, Five Factors Model of personality traits predicts citizenship over and above job satisfaction. They also found that Conscientiousness, Emotional Stability, and Extraversion have almost equally positive correlation with citizenship and task performance, whereas Openness and Agreeableness have stronger relationships with citizenship than with task performance.

Akinbode (2011) tried to determine the role of employees’ personal traits in the development of citizenship behavior. Findings revealed that personality characteristic of openness and extraversion was significantly correlated to employee’s helping behavior. Therefore, findings also concluded that those employees who were high on openness and extraversion dimension showed high organizational citizenship behavior. Thus it was shown that Personality traits were significantly related to organizational citizenship behavior.

Ariani and Wahyu (2012, p. 375-403) estimated the role of motives and personality in organizational citizenship behavior. Three motives were identified organizational concern motive, prosocial values motive and impression management motive. They provided a framework showing these motives may motivate citizenship behavior. Organizational citizenship behavior (OCB) may serve different needs or motives for different individuals. Hence it is advised that the measurement of these motives can improve the prediction of OCB, which ultimately affect a person’s self-concept.

Soufi and Mansour (2012, p. 11) examined the employees’ age, introvert- extrovert personality, educational status, tenure of the workers and organizational citizenship behavior. Results indicated that
helping behavior was significantly correlated with employees’ educational status but negatively related with tenure of the workers, introvert- extrovert personality and employees’ age.

Sudha, Khan and Raj (2013, p. 25-32) conducted a study on the workers of public and nonpublic sector companies and also explored the relationship among personality factors, workplace deviance and motivational attributes. The findings indicated that nonpublic sector employees’ to be significantly distinguished from the employees of public sector on openness dimension and workplace deviance. Motivational attributes were not significantly related to various aspects of workplace deviance in public sector but significantly related in nonpublic sector. The results also showed that neuroticism emerged as a strong correlate of workplace deviance in both nonpublic and public sectors.

The study proposed by Mule, DeGeest, McCormick, Seong and Brown (2014, 988-999) showed that helping behavior of employee’ was significantly positively correlated with extraversion. Moreover, individuals’ high variance on extraversion and low variance on agreeableness facilitate the development of employees’ citizenship behavior.

“Work engagement is seen as a critical antecedent of various organizational outcomes such as citizenship behavior and employee productivity. Akhtar, Boustani, Tsivrikos and Chamorro-Premuzic (2015, p. 44-49) investigated the effects of the Big Five personality traits, work-specific personality, and trait emotional intelligence (EI), on work engagement among a sample of 1050 working adults. Hierarchical multiple regression analyses identified trait EI, openness to experience, interpersonal sensitivity, ambition, extraversion, adjustment, and conscientiousness as predictors of engagement. Trait EI predicted work engagement over and above personality”.

“An interactive, value added integration of self-with acquaintance reported personality using socioanalytic personality theory. The traits of conscientiousness and agreeableness were strong predictors
of workplace deviance, and acquaintance reported personality provided incremental validity beyond self-report. Additionally, acquaintance-reported conscientiousness and agreeableness moderated the prediction of workplace deviance by interacting with the corresponding self-reported traits” (Kluemper, Macharty and Bing 2015, p. 237-248).

“Prediction of organizational citizenship behavior according to Personality Traits” studied by Najayi, Gititaperashi, Ahmadizadeh and Zahina (2015, p. 983-991). Findings indicated that personality factor neuroticism was not significantly correlated with organizational citizenship behavior, but organizational citizenship behavior was significantly correlated with conscientiousness, extraversion, openness and agreeableness.

None of the above mentioned researches have studied relationship between personality traits with both organizational citizenship behavior and organizational commitment.

STUDIES RELATED TO ORGANIZATIONAL COMMITMENT

The research of Meyer and Allen (1991, p. 61-89) examined the relationship between personality factors and dimensions of organizational commitment. Results revealed that normative commitment was significantly correlated with agreeableness whereas effective commitment was significantly associated with extraversion. Research findings also concluded that continuance commitment was significantly correlated with conscientiousness, openness and neuroticism.

Flynn and Tannenbaum (1993, p. 103-116) investigated the relationship between job characteristic and organizational commitment of “private and public sector” employees. Investigator hypothesized that organizational commitment would be positively correlated to job characteristic. Research concluded that
organizational commitment showed a strong connection with job characteristic among the managers of non public sector.

Noms and Niebuhr et al. (2002, p. 49-59) studied on “professionalism, organizational commitment and job satisfaction in accounting organization. The result showed that Accountants who reported high levels of professionalism also reported high levels of organizational commitment. Additionally, both professionalism and organizational commitment were strongly related to job satisfaction”.

Tiwari and Mishra (2008, p. 267-277) revealed that work stress related to interpersonal, physical condition and job interest was found among higher class than clerks and forth class employees respectively. Furthermore, long job tenure group reported more interpersonal stress than their short job tenure counterparts. Health problems were found more among clerks than in forth class employees and officers. Result showed that organizational commitment was identified higher in officers than clerks and fourth class employees. Furthermore, short job tenure group showed higher level of commitment than long job tenure group. Work stress was found to be inversely related to organizational commitment.

Jooliden and Yeshodhara (2009, p. 127-136) conducted a research on Indian and Iranian teachers and investigated the organizational commitment of Indian and Iranian teachers. Findings indicated that Indian teacher had strong organizational commitment in the affective and normative dimension than Iranian teachers.

Alfaroby (2010, p. 8-10) compared the effect of workplace commitment upon absenteeism, turnover intention and organizational citizenship behavior in various cultural backgrounds. Results indicated that workplace commitment was significantly found in a collectivistic culture in comparison to individualistic background.
Ogungbamila, Ogungbamila and Adetula (2010, p. 725-745) investigated “the influence of production team size (small vs. large) and employees’ perceptions of their production work teams (negative, neutral, and positive) on their level of workplace commitment. Team size had no significant correlation with how employees perceived their production work team and their levels of workplace commitment. Results indicated that production team size had no significant influence on workplace commitment. However, employees who had positive perceptions of their production work teams were significantly more committed to the workplace than were those who held either neutral or negative perceptions”.

Nataranjan (2011) explored the relationship of organizational commitment with job satisfaction. It was concluded that employees exhibiting high degree of normative commitment may enjoy intrinsic job satisfaction and the ones exhibiting high degree of continuance commitment may enjoy extrinsic and total job satisfaction.

Bakshi, Sharma and Kumar (2011, p. 78-86) investigated the linkages among three dimensions of organizational citizenship behavior and organizational commitment. On the basis of partial correlation analysis findings indicated that OCB were positively related with all three dimension of organizational commitment. Multiple Regression analysis indicated there is no significant correlation between demographic variables and OCB. Results also concluded that only normative commitment has a significant relation with OCB.

Mohamed and Anisa (2012, p. 7-22) examined a role of organizational commitment in the determination of organizational citizenship behavior in the context of telecommunication companies. The findings indicated that continuance commitment and normative commitment have a strong contribution in the determination of organizational citizenship behavior and also revealed that affective commitment has no important role in the determination of organizational citizenship behavior.
Hackney (2012) investigated the “relationship among the personality traits, conscientiousness and openness to experience; organizational commitment; and job search behaviors in a work environment”. The research suggested that all three components of organizational commitment were significantly positively correlated with conscientiousness of employees and job search behavior was significantly negatively correlated with individual conscientiousness. Job search behavior was negatively correlated with all aspects of organizational commitment. Openness was positively related with job search behavior.

Miao et al. (2013, p. 76-92) examined “whether participative leadership engenders organizational commitment amongst Chinese civil servants and analyses the mechanisms by which it transmits its effects. Result revealed that there was a significant relationship between supervisor-level participative leadership and the affective and normative commitment of subordinates, but no relationship with continuance commitment. The study revealed that Chinese civil servants who accept an unequal distribution of power between supervisors and subordinates typically exhibit lower levels of affective and normative commitment to the organization than those who do not”.

Ahmadizadeh, Sedigheydarinejad and Taheri (2013) examined the correlation between helping behavior and openness. Findings indicated that helping behavior was strongly predicted by openness. The results revealed that openness was significantly related to workgroup behaviors. Findings also indicated that those employees who were high on openness dimension show more helping behavior.

Kang, Gatling and Kim (2014, p. 68-69) explored the connections among managerial support, job satisfaction, turnover intention and organizational commitment of battleground workers in the hospitality organization. The findings indicated that managerial support had a positive relation with job satisfaction and organizational commitment. Whereas organizational commitment has no significant relation with job satisfaction, a top level of organizational commitment minimized turnover intention of workers. Further
managerial support and turnover intention revealed significant correlation with organizational commitment.

Cetin, Giirbiiz and Sert (2015) investigated the relationship between organizational citizenship behavior and organizational commitment. Investigator also analyzed the contribution of organization type, culture types of collectivism vs. individualism and rating source in the determination of organizational citizenship behavior and organizational commitment. Statistical analysis indicated that culture types of collectivism vs. individualism, rating source and organization type.

Khan (2015, p. 429-439) examined the “institutional context for its possible influence on the link between affective commitment and job performance in two banks in Bangladesh for the purpose of literal replication. Results showed that the external and internal contexts of the banks have considerable impact on the nature, perception and effect of affective commitment among the responsible on their job performance. Moreover, it is observed that affective commitment does not positively predict employee performance in the case study banks”.

STUDIES RELATED TO ORGANIZATIONAL CITIZENSHIP BEHAVIOR

Bukhari, Ali, Bashie and Shahzad (2001) concentrated on the contributions of civic virtue, altruism and conscientiousness in the determination of organizational citizenship behavior of Pakistani employees in the commercial sector. Findings suggested that organizational citizenship behavior was significantly and positively correlated with conscientiousness, civic virtue and altruism.

The study of Gellatly and Irving (2001, p. 232-245) concluded that organizational citizenship behavior was significantly correlated with high job autonomy and they also searched that conscientiousness workers were very least show organizational citizenship behavior when job autonomy was low.
Borman, Penner, Allen and Motowidlo (2001, p. 52-69) examined the connection between citizenship activity and personality development. A finding shows that citizenship activity was highly related with conscientiousness and trustworthy constructs in comparison to work activity.

Gautam et al. (2005, p. 305-314) investigated the relationship between organizational commitment and organizational citizenship behavior in Nepal. On the one side, result indicated a positive correlation between normative and affective commitment and also a significant positive relation with organizational citizenship factors on the other side. Compliance was negatively related with organizational commitment and not significantly connected with altruism.

Farrell, Sarah and Finkelstein (2007, p. 81) suggested that males are too much engage in the civic virtue domain whereas females are extremely involve in the altruism aspect of organizational citizenship behavior. Findings indicated that organizational citizenship behaviors in particularly were predicted more of males. Furthermore subjects were less likely to assign female’s OCB than male’s OCB to impression management motives.

Bhukhari (2008, p. 106) conducted a study on employees of Banking Sector and investigated the influence of civic virtue, altruism and conscientiousness upon organizational citizenship behavior. It was assumed that there is a significant positive correlation among civic virtue, altruism, conscientiousness and organizational citizenship behavior. Finally findings showed that organizational citizenship behavior was significantly and positively correlated with antecedents chosen.

Kumar and Raj (2009) conducted a study on LIC managers. It was found that intrinsic motives and goal internalization act as important predictors of OCB. Positive affectivity also plays a significant role; which determines if the employees will exhibit such behaviors’ or not. Desire to help others without expecting
anything in return i.e. personal motive emerged as another important cause. In all the cases, job satisfaction and commitment found to be highly interrelated to organizational citizenship.

Rezaiean (2010, p. 112-120) examined the contribution of job satisfaction and organizational commitment in the determination of organizational citizenship behavior and organizational justice. Result concluded that organizational justice was positively and indirectly related with OCB but not significantly and directly related with OCB. Furthermore, organizational trust was not significantly correlated with organizational justice and OCB.

Tsai and Wu (2010) explored the association among turnover intention, organizational citizenship behavior and job satisfaction. The findings of the study revealed that job satisfaction was negatively related with turnover intention and significantly positively related with organizational citizenship behavior of clinical nurses. This research has demonstrated that job satisfaction and organizational citizenship behavior of clinical nurses is related to their turnover intention.

Chang, Tsai, Tsai (2011) examined the effect of organizational commitment and organizational citizenship behaviors upon organizational learning effects. The findings of the study concluded that organizational learning effects significantly and positively related with organizational commitment and organizational citizenship behavior whereas organizational commitment was positively correlated with organizational citizenship behavior.

Motevallizadeh and Zakiani (2011) studied the dimensions of an organizational citizenship behavior through organization’s point of view. Results indicated that maximizing the organizational citizenship behavior which is the ultimate aim of an organization, is based on the organization’s justice along with the negotiation of the organization’s health personality.
Kashif, Khan and Rafi (2011, p. 91-97) focused on identifying the determinants of OCB and their relationships with each other in the telecommunication sector of Pakistan. Age of the employees and the individual dispositions were found to have minimal impact on defining the OCB.

Petersen, Jordon and Soutar (2011, p. 43-48) examined the intervening contribution of emotional labor in the determination of emotional fatigue, organizational citizenship behavior and personality factors. Results indicated that emotionally inconsistent employees move towards outside activity and this was connected with maximized emotional fatigue but extraverted and agreeable employees involved in more deep act and this had a positive relation with self-addressed

Chernyak-Hai and Tziner (2012, p. 272) examined an outcomes of organizational citizenship behavior (OCB) and innovative model comprising socio-psychological precursors. Findings indicated that: (1) Perceptions of justice and job motivation are positively associated with OCB (study 1); (2) Perceptions of organizational politics are negatively associated with perceptions of justice, which are positively linked to OCB (study 2); (3) leader-member exchange is positively associated with clarity of information regarding organizational change, which is positively associated with OCB. In turns OCB is positively linked to openness to organizational change (study 3) and (4) personal traits of agreeableness and extroversion are positively associated with several OCB dimensions and aggregate OCB (study 4).

Ueda (2012, p. 77-89) studied the contribution of affective organizational commitment, collectivism and work involvement in the determination of citizenship behavior. Findings of the study showed a significant positive correlation among civic virtue, citizenship behavior and work involvement, and also found a significant positive relation among affective organizational commitment, sportsmanship and citizenship behavior. Citizenship behavior and civic virtue also positively influenced by collectivism. A role of affective organizational commitment in the determination of civic virtue was influenced by collectivism.
“Gender roles and differences in employee evaluations based on OCB participation. The results indicated the importance of OCBs in managerial ratings and established that OCB behaviors are more aligned with stereotypes of women than men. Gendered expectations regarding OCB behaviors may further bias subjective workplace evaluations. Cameron and Nadler (2013) established the perception that OCBs as commonly categorized in research studies are perceived to be associated with feminine behaviors. OCBs had a strong effect on evaluations managers and OCBs are more associated with feminine gender roles” (Cameron and Nadler 2013, p. 380-399).

“Differences between the US and China in (1) employees’ level of engagement in the five dimensions of organizational citizenship behavior (OCB) identified by Organ (1988), and (2) the effects of perceived distributive justice and perceived supervisor support on OCB. Results suggested that Chinese respondents have a higher level of sportsmanship and courtesy, but a lower level of civic virtue than the US respondents. In addition, perceived supervisor support is significantly related to all five OCB dimensions for the Chinese sample, whereas for the US sample, perceived distributive justice is significantly related to conscientiousness and sportsmanship and marginally related to altruism. Results suggested an effect of individualistic/collectivistic orientation on the five OCB dimensions. No relationship was found between power distance orientation and OCB” (Wang et al. 2013 p. 210-214).

Jena and Goswami (2013, p. 36-46) examined the connection between five aspects of work satisfaction and two kinds of organizational citizenship behavior. The findings of the research indicated that there was a significant correlation between various organizational components that contribute to workers’ work satisfaction and organizational citizenship behavior.

Zhang (2013) examined “the role of organizational justice in the relationship between two types of team conflict and organizational citizenship behavior. The results showed that relationship conflict has significantly negative effect on organizational citizenship behavior and organizational justice respectively; organizational justice has significantly positive effect on organizational citizenship behavior, and organizational justice fully mediates the relationship between relationship conflict and organizational
citizenship behaviors. Furthermore, task conflict has significant “inverted U” impact on organizational citizenship behavior and organizational justice respectively; organizational justice mediates the relationship between task conflict and organizational citizenship behavior”.

Ramesh (2014, p. 176-182) explained how to build a design and how to maximize citizenship behavior to achieve continuous organizational citizenship behavior by regular system and irregular contextual arrangement in work group. Findings indicated that organizational citizenship behavior was positively correlated with individual’s personality, work resources, work culture and work environment.

Borman, Brantley and Hanson (2014, p. 422-431) examined the effect of personality factors and competence in the determination of helping and task job activity. Path analysis suggested that personality factors anticipate initially helping activity and competence anticipates firstly task activity.

Krishnan, Alias, Ismail and Kanchymalay (2014) aimed to examine the effect of work arrangement attributes on worker involvement in organizational citizenship behavior. Findings showed that organizational citizenship behavior was significantly and positively correlated with work arrangement attributes (Psychological demand, feedback, autonomy, social support and task significance).

Guzman and Espejo (2014) showed that organizational concern and prosocial values, as good soldier motives, increase when individuals are more affectively committed to their organizations and decrease when they have a more external perceived locus of control and a higher power distance orientation in their relationship with their managers. Impression management, as a good actor motive, increases when individuals have a more external perceived locus of control and a higher power distance orientation in their relationship with their managers. These findings suggested that dispositional differences, together with the attachment that employees feel toward the organization, affect employees” motives to engage in OCB.
Table 2.1
Summary of the Previous Researches Conducted on contribution of Personality Traits in the determination of Organizational Commitment

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Personality Traits</th>
<th>Author and Year</th>
<th>Findings</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Neuroticism</td>
<td>Kumar and Bakshi (2010)</td>
<td>Organizational commitment was negatively correlated with neuroticism.</td>
</tr>
<tr>
<td>2</td>
<td>Extraversion</td>
<td>Katigback, Church and Akamine (1996)</td>
<td>Those employees who are high on agreeableness and extraversion dimension, which is related to minimize their commitment to their current workgroup.</td>
</tr>
<tr>
<td>3</td>
<td>Openness</td>
<td>Cui (2010)</td>
<td>Agreeableness and openness to experience were significantly correlated with organizational commitment.</td>
</tr>
<tr>
<td>4</td>
<td>Agreeableness</td>
<td>Kumar and Bakshi (2010)</td>
<td>Agreeableness was significantly positively correlated to organizational commitment.</td>
</tr>
<tr>
<td>5.</td>
<td>Conscientiousness</td>
<td>Hackney (2012)</td>
<td>All three components of organizational commitment were significantly positively correlated with conscientiousness.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Erdhiem et. al. (2006)</td>
<td>Conscientiousness correlated positively with organizational commitment, while openness correlated negatively with continuance commitment.</td>
</tr>
</tbody>
</table>
**Table: 2.2**

Summary of the Previous Researches Conducted on contribution of Personality Traits in the determination of Organizational Citizenship Behavior

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Personality Traits</th>
<th>Author and Year</th>
<th>Findings</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Neuroticism</td>
<td>Singh and Singh (2009)</td>
<td>Altruism, sportsmanship and courtesy were negatively and significantly related with neuroticism.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Kumar, Bakshi and Rani (2009)</td>
<td>Neuroticism was positively associated with organizational behavior.</td>
</tr>
<tr>
<td>2</td>
<td>Extraversion</td>
<td>Barrick, Park and Mount (2005)</td>
<td>Those individual who are highly extraverted exhibit too much extra changeable behaviors that make them moreover display citizenship behavior.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Mule, Geest, McCormick, Seong and Brown (2014)</td>
<td>Helping behavior of employee’s was significantly positively correlated with extraversion.</td>
</tr>
<tr>
<td>3</td>
<td>Openness</td>
<td>Ahmadizadeh, Sedigheydarinejad and Taheri (2013)</td>
<td>Those employees who were high on openness dimension show more helping behavior</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Akinbode (2011)</td>
<td>Those employees who were high on openness and extraversion dimension showed high organizational citizenship behavior.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Salvati, et. al. (2011)</td>
<td>Organizational citizenship behavior is high in units their employees have personality traits such as extraversion, openness, agreeableness and conscientiousness.</td>
</tr>
<tr>
<td></td>
<td>Agreeableness</td>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---------------</td>
<td>------------------------------------------------------------------</td>
<td>------------------------------------------------------------------</td>
</tr>
<tr>
<td>4</td>
<td>Agreeableness</td>
<td>• Chernyak-Hai and Tziner (2012)</td>
<td>Personality traits of agreeableness and extraversion are positively associated with several organizational citizenship behavior dimensions and aggregate OCB.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Singh and Singh (2009)</td>
<td>All organizational citizenship behavior domains were found to be positively and significantly related to personality factors of extraversion, conscientiousness and agreeableness.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Peterson, Jordon and Soutar (2011)</td>
<td>Agreeableness and extraverted individuals engaged in more deep acting and this had a positive association with self-reported citizenship behaviors.</td>
</tr>
<tr>
<td>5.</td>
<td>Conscientiousness</td>
<td>• King, Geaorge and Heble (2005)</td>
<td>Citizenship behavior was strongly correlated with conscientiousness, on the one side and in anticipating citizenship behaviors, agreeableness and extraversion was a significant contributor.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Chiaburu, et. al. (2011)</td>
<td>Conscientiousness and extraversion have positive correlation with citizenship and task performance.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Borman, Penner, Allen and Motowidlo (2001)</td>
<td>Personality, at least the conscientiousness constructs, correlate more highly with citizenship performance than with task performance.</td>
</tr>
</tbody>
</table>