CHAPTER – V

FINDINGS, DISCUSSION AND CONCLUSION

FINDINGS

After analysis of data the following findings were made on the basis of (1) Multiple Regression Analysis as indicated by Regression Coefficient of the predictors of each of the two criterion variables i.e. organizational commitment and organizational citizenship behavior. (2) Graphical presentation of effect of increasing trend of predictors upon organizational commitment and organizational citizenship behavior.

Predictors of Organizational Commitment:

- Multiple regression analysis indicates that **Conscientiousness** is the strongest positive contributor (b = .499) in the determination of organizational commitment, which shows higher the conscientiousness higher the organizational commitment of employees.
- 2\textsuperscript{nd} highest positive contribution (b = .196) in the determination of organizational commitment was that of **Agreeableness**. Thus agreeableness has second highest important contribution in the determination of organizational commitment of employees. So this personality trait is very important predictor.
- The highest negative contribution (b = -.262) in the determination of employee’s organizational commitment is that of **Extraversion**, which shows higher the extraversion lower the organizational commitment of individual.
- The 2\textsuperscript{nd} highest negative contribution (b = -.128) in the determination of organizational commitment was that of **Neuroticism**. Thus neuroticism has some contribution in the
determination of organizational commitment of employees but it is not very important predictor.

- The 3rd highest negative but very low contribution \((b = -.086)\) in the determination of organizational commitment is that of Egotism. Thus egotism has very low negative contribution in the determination of organizational commitment of employees. Those with high egotism generally have low organizational commitment, though it has low contribution. So it is not very important predictor.

- Openness has the least negative contribution \((b = -.022)\) in the determination of organizational commitment of employees. The regression coefficient is low and negative, which shows that individuals who have high openness may or may not have low organizational commitment and employees who have low openness may or may not have high organizational commitment. So the contribution of openness is very low in the determination of organizational commitment.

**Predictors of Organizational Citizenship Behavior:**

- The result findings indicate that Egotism is a most significant negative contributor \((b = -.474)\) in the determination of organizational citizenship behavior. The present study shows that the predictor variable egotism has a high negative contribution in the determination of Organizational citizenship behavior.

- The 2nd highest positive contributor is the Conscientiousness in the determination of organizational citizenship behavior \((b = .216)\). This shows that employees who have high conscientiousness have high organizational citizenship behavior and employees with low conscientiousness show low organizational citizenship behavior.

- The 3rd highest positive contribution \((b = .122)\) in the determination of organizational citizenship behavior of employees is that of Extraversion. This indicates that employees
who have high extraversion have high organizational citizenship behavior and employees with low extraversion show low organizational citizenship behavior.

- The 4th highest positive contribution \((b = .116)\) in the determination of employee’s organizational citizenship behavior is that of **Agreeableness**, which shows that employees who have high agreeableness have high organizational citizenship behavior and employees with low agreeableness show low organizational citizenship behavior.

- The 5th highest positive contribution \((b = .171)\) in the determination of employee’s organizational citizenship behavior is that of **Openness**. This indicates that increase in employees’ openness increases their organizational citizenship behavior and decrement in employees’ openness is accompanied by decrement in their organizational citizenship behavior.

- **Neuroticism** is the lowest negative predictor for organizational citizenship behavior. The present study shows that the predictor variable neuroticism has negative and low contribution \((b = -.020)\) in the determination of organizational citizenship behavior. This indicates that neuroticism is not an important determinant of organizational citizenship behavior of individuals. However increment in neuroticism would decrease organizational citizenship behavior.

### Contribution of Egotism in Organizational commitment and Organizational citizenship behavior

#### Contribution of Egotism in Organizational commitment:

The present study shows that the predictor variable egotism is a negative but very low contributor in the determination of organizational commitment. The correlation matrix showed that egotism is negatively but not significantly correlated with organizational commitment \((r = -.031, p > .05)\). The
investigator therefore concludes that those employees who have high organizational commitment may or may not have high egotism. Employee’s organizational commitment is independent of their mental affliction of egotism.

The findings of Miller and Schlenker (1985 p. 22-35) indicate that “attributitional 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”. This result is supported by the present finding that egotism does not increase organizational commitment leading to organizational success.

**Contribution of Egotism in Organizational Citizenship Behavior:**

The present study also indicates that the predictor variable egotism is a negative and strong contributor in the determination of organizational citizenship behavior. The correlation matrix also reveals that egotism is significantly and negatively correlated with organizational citizenship behavior (r = -.187, p < .01). For persons with low egotism, organizational citizenship behavior is high i.e. persons with low egotism deal with their organization as dutiful citizens and act for the welfare of their organization in true altruistic manner.

These results are in agreement with the findings of 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.

The findings of 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. These results also support the present findings that egotism has negative contribution in the determination of organizational citizenship behavior.

**Contribution of Personality traits in Organizational commitment and Organizational citizenship behavior**

**Contribution of Neuroticism in Organizational commitment:**

The present study reveals that personality trait neuroticism is a negative contributor in the determination of organizational commitment. The correlation matrix of coefficient of correlation indicates that the personality factor neuroticism is negatively but not significantly correlated with organizational commitment (r = -.033, p >.05). No significant correlation between ‘neuroticism’ and organizational commitment indicates that employees’ organizational commitment is independent of neuroticism.

**Contribution of Neuroticism in Organizational Citizenship Behavior:**

The present study reveals that neuroticism is a negative but low contributor in the determination of organizational citizenship behavior. The correlation matrix of coefficient of correlation also indicates that the personality factor neuroticism is not significantly correlated with organizational
citizenship behavior (r = -.043, p >.05). Lower the score in ‘Neuroticism’ test, less symptoms of neurotic personality are found in the person. Therefore no significant correlation between ‘neuroticism’ and Organizational citizenship behavior indicates that neuroticism is independent of employee’s organizational citizenship behavior.

These results are matching with the findings of Singh and Singh (2009 p. 291-298) who examined a role of personality factor in organizational citizenship behavior. The results indicated that sportsmanship; courtesy and altruism dimension of OCB was negatively related with neuroticism. The results are also in agreement with the findings of Najafi, Gititaperashi, Ahmadizadeh & Zahira (2015 p. 983-991) conducted a research on “Prediction of organizational citizenship behavior according to Personality Traits”. 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.

**Contribution of Extraversion in Organizational commitment:**

The correlation matrix shows that extraversion is negatively related with organizational commitment (r = -.092, p >.05) because people who are high in extraversion are generally sociable, assertive, active, bold, energetic, adventuresome, and expressive but they are not committed to their duties in the organization. They spend more time in socialization with others and less time in completing their duties. Therefore personality trait extraversion is a negative contributor in the determination of organizational commitment.

The findings 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.

**Contribution of Extraversion in Organizational Citizenship Behavior:**

The present study also shows that extraversion is a positive contributor in the determination of organizational citizenship behavior. The correlation matrix shows that extraversion is positively related with organizational citizenship behavior though the correlation is low and not significant (r = .067, p>.05). Those people who are highly extravert display more flexible behaviors that make them more likely to show organizational citizenship behavior.

This result is in agreement with the result of Singh & Singh (2009 p. 291-298) that all organizational citizenship behavior domains were found to be positively and significantly related with personality factors of extraversion, conscientiousness and agreeableness.

Similarly the findings of Barrick, Park and Mount (2005 p. 795-767), 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 Goldberg says that those individual who are highly extraverted exhibit too much extra changeable behaviors that make them moreover display citizenship behavior. These results are in agreement with the finding of the present researcher.

The findings are also in agreement with the study of Chernyak-Hai and Tziner (2012 p. 272) who examined 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).

The findings are also in agreement with the study of Mule, Geest, McCormick, Seong and Brown (2014 p. 988-999) showed that helping behavior of employees’ was significantly positively correlated with extraversion. Moreover, individuals’ high variance on extraversion and low variance on agreeableness facilitate the development of employees’ citizenship behavior.

**Contribution of Openness in Organizational commitment:**

The present study shows that predictor variable openness is a negative and low contributor in the determination of organizational commitment. The correlation matrix indicates that openness is a negative but not significant correlation with organizational commitment ($r = -.004$, $p>.05$). From the findings of the study, it can be concluded that people with low scores on openness tend to have more conventional, traditional interests. They prefer the plain, straightforward, and obvious over the complex, ambiguous, and subtle.

Kumar and Bakhshi (2010, 25-34) conducted a research on association between personality factors and domain of organizational commitment. Findings 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. These results are in agreement with the finding of the present researcher.
Contribution of Openness in Organizational Citizenship Behavior:

Research also indicates that openness is a significant positive contributor in the determination of organizational citizenship behavior. The correlation matrix shows that openness is positively correlated with organizational citizenship behavior ($r = .024$, $p>.05$), though the correlation is low. People who are high in openness have general appreciation for art, emotion, adventure, unusual ideas, imagination, curiosity, and variety of experience.

The findings are in agreement with the study of 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.

These results are also in agreement with the findings of Akinbode (2011 p. 375-403) tries to determine the role of employees’ personal traits in the development of citizenship behavior. Findings revealed that personality characteristics of openness and extraversion were 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 showed that personality traits were significantly related to organizational citizenship behavior.

The findings are in agreement with the study of 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.
Contribution of Agreeableness in Organizational commitment:

A result indicates that predictor variable agreeableness is a positive contributor in the determination of organizational commitment. The correlation matrix shows that there is a positive but not significant relation between agreeableness and organizational commitment ($r = 0.052, p > .05$).

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.

Contribution of Agreeableness in Organizational Citizenship Behavior:

Present study also reveals that agreeableness is a positive contributor in the determination of organizational citizenship behavior. The correlation matrix indicates that there is a positive but not significant correlation between agreeableness and organizational citizenship behavior ($r = 0.053, p > .05$). Those people who are high in agreeableness are generally reacts to other with warmth and will bend to avoid conflict and who are low in agreeableness only follows one’s inner voice regardless of hurting others.

Similar results were reported by 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.
These results are also in agreement with the findings of Petersen, Jordon and Soutar (2011) 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.

The findings are also in agreement with the study of Chiaburu, et al. (2011 p. 1140) who investigated “the relationships between the five-factor model (FFM) of personality traits and organizational citizenship behaviors in both the aggregate and specific forms, including individual-directed, organization-directed, and change-oriented citizenship. It was found that Emotional Stability, Extraversion, and Openness/Intellect have incremental validity for citizenship over and above Conscientiousness and Agreeableness, well-established FFM predictors of citizenship. In addition, FFM personality traits predict citizenship over and above job satisfaction. Chiaburu, et al. (2011) found that Conscientiousness, Emotional Stability, and Extraversion have similar magnitudes of relationships with citizenship and task performance, whereas Openness and Agreeableness have stronger relationships with citizenship than with task performance”.

**Contribution of Conscientiousness in Organizational commitment:**

The present research study indicates that personality trait conscientiousness is a positive and strong contributor in the determination of organizational commitment. The correlation matrix shows that conscientiousness is significantly positively correlated with organizational commitment (r = .177, p<.01). Hence on the basis of the present research findings it is also concluded that those people who are highly conscientious focuses intensely on his/her goals and exhibits the self-discipline associated with such focus and therefore those people who are less conscientious is disorganized
and distracted. Therefore conscientiousness is a positively and strongly correlated with organizational commitment.

These findings are in agreement with the findings of Erdhiem et. al. (2006 p. 959-970) who used Allen and Meyer (1991 p. 61-89) scale of organizational commitment in their 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.

These results are also in agreement with the findings of Hackney (2012) who investigated the “relationship among the personality traits, conscientiousness and openness to experience; organizational commitment; and job search behaviors in a work environment”. The research results 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.

**Contribution of Conscientiousness in Organizational Citizenship Behavior:**

The study also reveals that predictor variable conscientiousness is a positive and very strong contributor in the determination of organizational citizenship behavior. The correlation matrix also shows that conscientiousness is found to be significantly positively correlated with organizational citizenship behavior (r = .18, p < .01).

These results are in agreement with the findings of Borman, Penner, Allen and Motowidlo (2001 p. 52-69) who 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.
These findings are also in agreement with the study of Bhukhari (2008 p. 106) who 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.

The investigator therefore concludes that with an increase in conscientiousness, organizational citizenship behavior also increases. So people with high conscientiousness also remain highly committed with their organization. Conscientiousness is therefore proved to be a strong predictor of organizational commitment as well as of organizational citizenship behavior.

CONCLUSIONS

From the findings of the study, it can be concluded that those employees who have high organizational commitment may or may not have high egotism. Egotism is not an important predictor of organizational predictor. Employee’s organizational commitment is independent of their mental affliction of egotism. Egotism does not contribute in an employee’s organizational commitment. It is also concluded that those employees who have low egotism (i.e. those who have controlled their ego) have high organizational citizenship behavior and those who have high egotism have low organizational citizenship behavior. For persons with low egotism, organizational citizenship behavior is high i.e. persons with low egotism deal with their organization as dutiful citizens and act for the welfare of their organization in true altruistic manner.
A result also concludes that lower the score in ‘Neuroticism’ test, i.e. lesser the symptoms of neurotistic personality are found in the person higher is his organizational commitment and organizational citizenship behavior.

People who are high in extraversion are generally sociable, assertive, active, bold, energetic, adventuresome, and expressive but they are not committed to their duties in the organization. They spend more time in socialization with others and less time in completing their duties. Those people who are low in extraversion are characterized by a smaller number of relationships and a smaller proportion of one’s time spent in pursuing those relationships which makes them less likely to show organizational citizenship behavior. Those people who are highly extraverted display more flexible behaviors that make them more likely to show organizational citizenship behavior.

The result also indicates that personality trait agreeableness is a positive contributor in the determination of organizational commitment. On the basis of the present research findings it is also concluded that those people who are high in agreeableness are generally acts to other with warmth and will tend to avoid conflict. Those who are low in agreeableness do not care to hurt others. So it is concluded that agreeable persons are more committed to their organization.

From the findings of the study, it can be concluded that people with low scores on openness tend to have more conventional, traditional interests. They prefer the plain, straightforward, and obvious over the complex, ambiguous, and subtle. People who are high in openness have general appreciation for art, emotion, adventure, unusual ideas, imagination, curiosity, and variety of experience. The personality trait of openness does not contribute to organizational commitment but generally have high organizational citizenship behavior.
Hence on the basis of the present research findings it is also concluded that those people who are highly conscientious focuses intensely on their goals and exhibit the self-discipline associated with such focus and therefore those people who are less conscientious are disorganized and distracted.

After discussing the results in the light of relevant literature, the investigator, finally concluded that persons high conscientiousness and high agreeableness should be employed in the organization as they would have high organizational commitment and high organizational citizenship behavior. Employees with high extraversion, neuroticism and egotism should be avoided, as they are not very committed to their organization. Similarly this research study indicates that employees with high egotism and high neuroticism have very low organizational citizenship behavior. So emotionally stable employees with low egotism are therefore ideal and beneficial for any organization.
IMPLICATIONS OF THE PRESENT RESEARCH

The significance of the present study is very high in present scenario when employees are changing jobs very rapidly for getting higher salaries. This is an era of hyper competition and organizational citizenship behavior is found to lead the overall success of the organization. This research has several practical implications for industrial psychologists, human resource managers, and organizations. The present study attempts to explore the contribution of egotism and personality traits in the determination of organizational commitment and organizational citizenship behavior. The aim of the present research was to examine organizational commitment and organizational citizenship behavior within LIC employees. Theoretically, the present findings indicate that egotism and personality plays an important role in the development of organizational commitment and organizational citizenship behavior. The need to sustain and increase the commitment of the present work force is, therefore, becoming increasingly relevant for the success of an organization.

Organizational commitment is an important aspect of positive workgroup consequences including helping behaviors and productivity. There are various practical applications of the present research. First, the present research will help them better understand how to hold important workers, facilitate workers’ commitment and citizenship behavior to and satisfaction with their work, decrease employee turnover and increase the performance of the workers. Second, all though organizations cannot directly affect employee personality factors, the use of relevant selection instruments and a good person-job fit will ensure people are elected and placed into jobs most suitable for them, which, in turn, will lead to facilitate in favorable job outcomes. Third, for persons with low egotism, organizational citizenship behavior is high i.e. persons with low egotism deal with their organization as dutiful citizens and act for the welfare of their organization in true altruistic manner. Forth, individuals with low egotism and high citizenship behaviors can increase the efficiency of an organization, enhance organizational performance and can also help to increase an organization’s ability to adapt to changing environment. Fifth, Organizations should pay more
attention to minimize level of egotism in the employees and maximize helping behavior and commitment level of workers they should also try to reducing neurotic employees’ stress level in order to decrease their turnover rates.

This study indicates that the workgroup managers need to focus increasing open workers’ commitment and also increase helping behavior as an important organizational aim. Managers of organization need to hold in mind the connections among egotism, personality factors, organizational commitment and citizenship behavior. The results of this study provide knowledge that will be important to organizational practitioners, behavioral scientists, and organizations.
LIMITATIONS OF THE PRESENT RESEARCH AND FURTHER SUGGESTIONS:

- Due to lack of time, many other situational variables such as organizational structure etc. could not be taken into accounts. It is therefore suggested that psychological dispositions as determinants of organizational citizenship behavior should be studied under different organizational conditions.

- The size of sample was limited to 200 employees of Agra only. It can be increased to get more reliable results, so that it could be generalized for the whole country.

- The study is limited to employees of life-insurance companies of 25 to 54 yrs. only. So the results cannot be generalized on all age groups.

- The study is limited to male employees only. Further research may be conducted on female employees also.