CHAPTER – I

INTRODUCTION

Today in this era of fast developing advanced information technology and increasing trend toward globalization, traditional management views are changing rapidly. Although the usage of technology has increased, the demand for human skills is still at a high level. Hence employees have high impact over organizations. The best way of increasing organizational performance is by increasing the performance of the employees working in the organizations. Organizational commitment is getting more attention because it is the main purpose to improve the general performance of the organization, through increasing the involvement of each employee to overall progress in organizational flows. This is an era of hyper competition and organizational citizenship behavior (OCB) is found to lead the overall success of the organization. Its importance is evident by considering the fact that it guides in understanding the commitment of employees with the organization, remaining competitive at the same time. The aim of the present study is to examine the role or contribution of egotism in the determination of organizational commitment and organizational citizenship behavior and to study the contribution of personality variables in predicting organizational commitment and organizational citizenship behavior.

CONCEPT OF EGOTISM

“Egotism is the source and summary of all faults and miseries”

[Thomas Carlyle 1795-1881]

The word “egotism” is originated from the Latin word ego, meaning “self” or “I”, and –ism, used to indicate a system of belief (Otto-Feninchel 1946, p. 516-7). Egotism may coexist with delusions of one’s own importance, even at the denial of others.
Egotism is an exaggerated sense of “importance” or “greatness”, where someone goes around declaring how great he is. An egoistic person is someone who feels superior to everyone else in all aspects of life. Egotism means caring for one’s own welfare and having an inflated sense of one’s own significance.

Egotism is like a mask that, one wears to hide his faults or weakness. At the base of egotism there is a delusion that I am different, the delusion that I am better than others. But our mask will fall aside of its own accord once we realize that we are all the same. We share the same fears, hopes, and dreams. Egotism disappears when we understand that, there is nothing to fear, nothing to get upset about. Therefore one must take care not to become trapped in the imaginary world of superiority and inferiority. Much of the harm is done in the world by people who want to feel superior. Those who fall prey to egotism are quick to take offense and resort to violence. Road rage shootings are an extreme example of the possible harmful effects of unbridled egotism. We know and like ourselves more than anyone else, so talking about ourselves comes easily and is pleasurable. But to do so excessively while ignore others is egotism. Egotists think too little of others, hence lose their friends.

Egotism results from withdrawal from society

Egotism as "the drive to maintain and enhance favorable views of oneself, and generally features an inflated opinion of one's personal features and importance — intellectual, physical, social and other."

Egotism implies a level of selfishness, disregard for others and can be similar to narcissism (Kowalski 1997, p.112)

According to Atkinson (2010, p. 30) “In egotism we find the person filled with an overweening sense of the importance and qualities of his personality….the things of the “Me”. Egotism means placing oneself at the center of one’s world with no concern for others, including those loved considered as ‘close’, in any other terms except those set by the “egotist”. 
Egotists believe that if they will not do the work, it cannot be done. This is their illusion. In fact work is being done even in their absence. A few facts about egotism are sufficient to save us from the lure of egotism. Egotism is dangerous to one’s personal growth. Subsequently, egoistic people never get anywhere because they think they’re already there.

The word Ahamkara is associated to the Sanskrit word ‘ego’ and ‘egoism’ that is, the connection of one’s ego. Ahamkara (egoism) is the antecedent of almost individual miseries. A flattered ego can destroy ones decision while a damaged ego can encourage one to involve in task of revenge. The ego is therefore a barrier to spiritual progress.

The word Ahamkar signifies to indicate ‘egoism’ or ‘the sense of individuality’. It is a consequence of ‘Prakriti’ made up of its ‘gunas’ or attributes and ‘tattvas’ or rules and regulations. It is a form of pre existing feelings, knowledge, thinking and urges. It creates a sense of duality and delusion that suppress the real consciousness of the personality.

Egotism or Ahamkar indicates the very sense of partition that makes one perceive the distinction and separation from the rest of the creation. According to the Bhagavadgita, “the ego is the feeling of separateness, the sense of duality, or the idea of being distinct and different from others. It is the false perception of the self that exists in all of us as individual consciousness”. In Bhagavadgita, “Arjun stands symbolically for the ego consciousness. His suffering is because of his limited knowledge, his sense of separateness, his identification of himself with his body, his belief that he is the doer of his actions and his anxiety about the results of his actions” [Bhagavadgita. 7.4 & 5].

It is anticipated therefore that those individuals who have high egotism have the belief that they are the owner of all their materialistic and physical possessions and consequently they feel that they are at a top place than other individuals. They also accept that it is due their own effort and exertion alone that they have gained all they have. Therefore, it is anticipated that such individual have lower life-satisfaction.
The investigator therefore assumes that egotism may create an obstruction in determining employee’s organizational citizenship behavior. Employees with high egotism may have low organizational commitment and organizational citizenship behavior.

**CONCEPT OF PERSONALITY TRAITS**

Personality is the collection of characteristic thoughts, feelings, and behaviors that are associated with a person. Personality is such a construct within an individual, that there is a consistency in behavior from time to time and across situations and there are individual differences in the consistency.

Allport (1961, p. 28) conceived, “personality as a dynamic organization within the individual of those psychophysical systems which determine his unique adaptations to his environment”.

Eysenck (1967) has laid “stress on heredity as the determinant of personality and the environment plays the role of a potter in shaping it within the limits laid down by the individual’s genetic inheritance”.

The oldest of these theories of personality is the **Type approach**, which argues that there are only a limited number of personality kinds, which are largely determined by heredity. The **Trait approach** refers “personality as consisting of a set of internal characteristics, or traits, which are substantially determined by genes”. The Psychodynamic approach describes “personality as the action of internal structures of the mind, operating primarily outside consciousness”. Overt behavior results from the interaction of these internal structures and external events. It is expected that personality factors have important role in the determination of an employee’s job commitment and organizational citizenship behavior. Under similar organizational set up, employees are differently committed to their jobs due to their different personality domains or dimensions.

The “Big Five” traits of personality are five broad domains of personality which are used to explain individual personality. The five-factor model of personality is a hierarchical organization of
personality traits in terms of five basic domains: Neuroticism, extraversion, agreeableness, openness and neuroticism (McCrae and Costa, 1985 p. 587-97; and McCrae and John, 1992 p.175-215). Neuroticism, extraversion, agreeableness, openness to experience and conscientiousness are identified as the big five personality traits in psychology.

The Big Five Personality Traits

In the words of McCrae and Costa (1985 p. 587-97) the five traits are defined in the following manner.

- **“Conscientiousness** is a tendency to show self-discipline, act dutifully, and aim for achievement against measures or outside expectations. The trait shows a preference for planned rather than spontaneous behavior. It influences the way in which we control, regulate, and direct our impulses”.

- **“Openness”** is a general appreciation for art, emotion, adventure, unusual ideas, imagination, curiosity, and variety of experience. 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”.

- **“Agreeableness”** is a tendency to be compassionate and cooperative rather than suspicious and antagonistic towards others. Agreeable people also have an optimistic view of human nature. They believe people are basically honest, decent, and trustworthy. Disagreeable individuals place self-interest above getting along with others. They are generally unconcerned with others well-being, and are less likely to extend themselves for other people”.

- **“Neuroticism”** is the tendency to experience negative emotions, such as anger, anxiety, or depression. It is sometimes called ‘emotional instability’. Those who score high in
neuroticism are emotionally reactive and vulnerable to stress. At the other end of the scale, individuals who score low in neuroticism are less easily upset and are less emotionally reactive”.

- **Extraversion** is characterized by positive emotions, urgency, and the tendency to seek out stimulation and the company of others. Extraverts enjoy being with people, and are often perceived as full of energy. Introverts simply need less stimulation than extraverts and more time alone. They may be very active and energetic, simply not socially” (McCrae and Costa 1985).

It is therefore expected that people with high conscientiousness would be highly committed to their work and duties people with high scores on openness would be highly creative, innovative and adventurous. Agreeable people are expected to get along very well with others in the organization and therefore expected to have high organizational citizenship behavior.

The present investigator also expects that persons high on neuroticism would be experiencing more negative emotions. Hence it would be difficult for them to show high organizational citizenship behavior. The investigator is also curious to know whether extravert personality employees have more organizational citizenship behavior or not. The investigator therefore assumes that personality traits have important role in determining organizational citizenship behavior.

**ORGANIZATIONAL COMMITMENT**

The word organizational Commitment refers to an “employee’s willingness to work positively in an organization and his continuance to work for it” (Mowday, Steers & Porter, 1982 p. 224-47).

According to Porter et al (1974, p. 603-9), “Commitment refers to attachment and loyalty. It is the relative strength of the individual’s identification with, and involvement in, a particular organization”.

• “A committed employee would have a strong desire to remain a member of the organization,
• A strong belief in and acceptance of, the values and goals of the organization.
• A readiness to exert considerable effort on behalf of the organization”.

Salancik (1977, p. 1-54), “Commitment is a state of being in which an individual becomes bound by his actions to beliefs that sustain his activities and his own involvement”. Three features of behavior are important in binding individuals to their acts: (1) “The visibility of the acts, (2) The extent to which the outcomes are irrevocable (3) and the degree to which the person undertakes the action voluntarily”.

Organizational commitment or employee loyalty is the degree to which an employee identifies with the organization and wants to continue participating actively in it (Charlene, 1986 p. 52-62). Organizational commitment has a positive impact on job performance (Steers, 1977 p. 46-56, Mathieu and Zajac, 1990 p. 171-194; Meyer and Allen, 1977), attendance (Meyer and Allen, 1977), job Satisfaction (Cooper and Viswesvaran, 2005 p. 241-259) and motivation (Mathieu and Zajac, 1990 p. 171-194). It is negatively related to turnover, intent to leave, tardiness and absenteeism (Meyer and Herscovitch, 2001 p. 299-326 and Cohen, 2003).

Employees who are committed to their organization are happy to be its members, believe in and feel good about the organization and what it stands for, and intend to do what is good for the organization (George and Jones, 1966 p. 12). “Organizational commitment refers to an employee’s involvement in the organization and identification with it”. According to Mowday et al, (1982 p. 224-47) a strong organizational commitment is characterized by, “The extent to which an employee demonstrates a strong desire to remain with the organization, The degree of willingness to exert considerable effort on behalf of the organization and a belief in and acceptance of the organization’s goal and values”.
“Organizational commitment goes beyond loyalty to include an active contribution to accomplish organizational goals. The organizational commitment attitude is determined by a number of personal variables such as age, tenure in the organization, positive and negative affectivity, or internal or external control attributions etc. It is also determined by some organizational variables such as job design and the leadership style of one’s supervisor etc” (Luthans et al, 1987 p. 219-236).

Organizational factors that affect commitment are job enrichment, autonomy, opportunity to use skills, positive attitudes towards work group and diversity. Role ambiguity, role conflict, organizational climate and the degree of openness to organizational change are other factors that might have an impact on the levels of organizational commitment (Robinson et al, 1990).

According to Morrow (1983 p. 486-500), “job commitment is a function of personal characteristics and situational factors related to the job setting. Staff characteristics (age, gender, and education), work values and attitudes toward the job, job and organizational climate perceptions, and personality variables may be among the factors that influence job commitment”.

However, the role of egotism in the determination of organizational commitment has never been studied in any research. Allen and Meyer (1991 p. 61-89) have developed three-dimensional model of organizational commitment. This includes:

1. **Affective Commitment** refers to the “employee’s emotional attachment to, identification with, involvement in the organization and identify strongly with the organization because it stands for what you stand for; you believe strongly in its goals and objectives”.

2. **Continuance Commitment** refers to an employee’s “perceived costs of leaving an organization”. This may be because of the loss of seniority for promotion or benefits and stay with an organization because you feel you cannot afford to leave.

3. **Normative Commitment** refers to “employees’ feelings of obligation to stay with the organization because they should; it is the right thing to do and say with an organization
because of pressures from others in your life who think you should be there” (Allen and Meyer 1991 p. 61-89).

**Organizational commitment greatly affects several key aspects of work behavior**

Low levels of absenteeism and voluntary turnover have found to be connected with high levels of organizational commitment. In most instances highly committed people are less likely to look for new jobs than less committed one. Tett and Meyer (1989) discovered strong relationships between staff commitment with both job satisfaction and job turnover. Researchers have indicated a negative relationship between organizational commitment and the level of absenteeism. In a Canadian sample of managers in the food service industry, Mowday et al, (1979 p. 224-47) found that workers who show organizational commitment are happier at their job, spend less time away from their works and are less likely to leave the organization. Results indicated that job performance is positively correlated to organizational commitment. A high level of willingness to share and make sacrifices is also a characteristic feature of Organizational commitment.

**Factors influencing organizational commitment**

- An individual’s organizational commitment is also likely to be affected by the nature of rewards he or she receives.

- Organizational commitment tends to be higher when individuals have greater levels of responsibility for their works.

- Personal traits also affect organizational commitment, for example, people who have more tenure with their organization are more highly committed to them than those who have been employed for shorter periods (Miner, 1992 p. 124-125).

- Organizational commitment is influenced by the presence of alternative employment opportunities.
ORGANIZATIONAL CITIZENSHIP BEHAVIOR

Dennis Organ is particularly known as the founder of Organizational Citizenship Behavior. Bateman and Organ (1983 p. 587-595) first coined this term. Organ has mentioned three critical aspects that are central to the organizational citizenship behavior.

(1) “Organizational citizenship behaviors are thought of as discretionary, which are not part of the job description, and are performed, by the employee as a result of personal choice.

(2) Organizational citizenship behaviors go above and beyond that which is an enforceable requirement of the job description.

(3) Organizational citizenship behavior contributes positively to overall organizational effectiveness.”

Organ (1994 p. 465-478) referred to a person who involves in organizational citizenship behavior as a “good solider”. The presence of these behaviors has consistently been shown to benefit both individual and organizational outcomes. Organizational citizenship behavior (OCB) is defined as those “extra work-related behaviors which go above and beyond the routine duties prescribed by their job descriptions or measured in formal evaluations” (Bateman and Organ 1983 p. 587-595). Dimitriadis (2007, p. 469-491) proposed that organizational citizenship behavior depend on five key proximal determinants: job satisfaction, organizational commitment, perceptions of leadership supportiveness, and employee morale.

Dimensions of organizational citizenship behavior

The following dimensions have identified with organizational citizenship behavior.

1. **Altruism** is defined by “discretionary behaviors that have the effect of helping a specific work colleague with an organizationally relevant task or problem”. A study by Podsakoff,
Ahearn and Mackenzie, (1997, p. 262-270) indicated that “altruistic behavior and sportsmanship had significant effects on performance quantity and that helping behavior had a significant impact on performance quality”.

2. **Courtesy** has been defined as voluntary behaviors which aim at preventing work-related conflicts with others (Law et al., 2005 p. 47-65). Courtesy is also a form of helping behavior, but one that works to prevent problems from arising. “It also includes the word’s literal definition of being polite and considerate of others” (Organ et al., 2006).

3. **Conscientiousness** sometimes referred to as “compliance reflects the genuine acceptance and adherence of workplace rules, regulations, and procedures. Conscientiousness consists of behaviors that go well beyond the minimum role requirements of the organization. These behaviors indicate that employees accept and adhere to the rules, regulations, and procedures of the organization” (Law, Wong, & Chen, 2005 p. 47-65).

4. **Civic Virtue** refers the “active involvement, interest, and participation in the life of their organization, such as functions, events, and meetings. Civic virtue is characterized by behaviors that indicate the employee’s deep concerns and active interest in the life of the organization” (Law et al., 2005 p. 47-65).

5. **Sportsmanship** is described as “willingness on the part of the employee that signifies the employee’s tolerance of less-than-ideal organizational circumstances without complaining and blowing problems about of proportion”.

**Correlates of OCB**
Hunt (2002) showed that in very structured jobs where employees are expected to follow formal and rigid rules for job performance (e.g., stell workers and barge deckhands); OCB is likely to do as much harm as good. It appears that self-initiated “initiative might actually increase the risk of an accident. One can imagine that occupations related to nuclear power will reveal similar results. Gellatly and Irving (2001 p. 232-245) indicated that high job autonomy were more likely to be correlated with the appearance of OCB.

Beaty, Cleveland, and Murphy (2001) say that the organization environment can constrain the appearance of OCB. Witt, Kacmar, Carlson, and Ziynuska (2002 p. 161-169) examined the association between negative organizational “politics” (e.g., a tendency to agree with superiors for the sake of going along, the role of unpopular but good ideas) and OCB in positive and negative environments. Heilman and Chen (2005) and Kidder and Parks (2001) investigated that men engaging in OCB are viewed positively, while women displaying the same behavior are seen as simply doing their jobs.

Consequences of organizational citizenship behavior

Investigators have investigated whether organizational citizenship behavior has culminated in positive consequences for the individuals themselves, as well as for the organizations, as gauged by productivity and profitability, for example, in most cases; the functioning of workgroups and wellbeing of persons is positively correlated to citizenship behavior. Bolino and Turnley (2005, p. 740-748) investigated that role overload and conflicts between work and family can be related with organizational citizenship behavior. Podsakoff and Mackenzie (1994, p. 351-363) conducted a research on insurance companies’ workers which revealed that citizenship behaviors of employees were negatively correlated to the performance of that company. Thus research findings are not very conclusive regarding, effects of organizational citizenship behavior.

- It was studied whether persons who are often involved in organizational citizenship behavior really receive more positive performance evaluations (e.g., Allen & Rush, 1998 p. 247-260; Werner,
Organizational Citizenship Behavior and Workplace effectiveness: In general, organizational citizenship behavior is absolutely related to measures of workplace effectiveness (Dunlop & Lee, 2004 p. 67-80; Koys, 2001, p. 101-114; Podsakoff & Mackenzie, 1994 p. 351-363; Walz & Niehoff, 2000 p. 301-319). That is, these behaviors coincide with reductions in costs but improvements in efficiency, profitability, and production quantity. “Several mechanisms might underpin the connections between organizational citizenship behavior and workplace effectiveness (Borman & Motowidlo, 1993 p. 71-98; Organ, 1988; Podsakoff & MacKenzie, 1997 p. 133-151). First, when experienced employees exhibit organizational citizenship behavior, they might impart their knowledge and skills to novice employees-whose productivity might thus
improve exponentially. Second, some facets of exhibit organizational citizenship behavior, particularly civic virtue and voice behavior might facilitate the identification of insightful and innovative solutions to improve the organization. Third, organizational citizenship behaviors might promote positive emotions and feelings including morale and cohesion”.

- **Organizational Citizenship Behavior and Customer satisfaction**: An organizational citizenship behavior also increases customer satisfaction. Yen and Niehoff (2004 p. 1617-1637) explained this association between organizational citizenship behavior and customer satisfaction. “Altruism, for example, might facilitate cooperation amongst employees and thus more effective coordination, ultimately improving the service to customers. Conscientiousness and courtesy ensures that employees are cognizant of recent developments, which can also facilitate customer satisfaction. Finally, civic virtue or voice behavior uncovers ideas and insights that could improve the interface between employees and customers as well as optimize products and services” (Yen and Niehoff 2004).

- **Organizational Citizenship Behavior and Turnover in the unit**: In units, workplace, departments, or organizations characterized by higher levels of organizational citizenships, turnover of workers tends to minimize (Richardson & Vandenberg, 2005 p. 561-589; Sun, reyee, & Law, 2007 p. 558-577). Presumably, organizational citizenship behaviors correspond to connection among workers. As a result such behaviors are positively connected to team cohesion (George & Bettenhausen, 1990; Kidwell, Mossholder, Bennett, 1997 p. 775-793), and these measures of cohesion are negatively associated to turnover.

Since none of the above mentioned studies show a direct contribution of egotism and personality traits in the determination of organizational commitment and organizational citizenship behavior, the following objectives were made.
AIM

“To study the contribution of personality traits and egotism in the determination of organizational commitment and Organizational citizenship behavior”.

OPERATIONAL DEFINITION OF THE TERM USED

Egotism

“Egotism is an inflated sense of an “importance” or “greatness”, i.e. going around declaring how great a person is. Egotism is an inflated, perhaps untenable or unstable, view of self. Egotism is typically operationalized as narcissism” (Bushman and Baumaister, 1998 p. 219-229, 2002 p. 543-45).

Personality Traits

“Personality traits refers to enduring patterns of thought, emotion, and behavior that are not likely to change over time and explain people’s behavior across different situations” (Costa & McCrae, 1989; Funder, 2001 p. 197-221).

Dimensions of Personality Traits

1. “Openness to Experience is a number of choices to which one is attracted and the depth to which those interests are pursued.

2. Conscientiousness refers to the tendency to act dutifully, with self-discipline, and aim for achievement against measures or outside expectations. Conscientiousness refers to goal-directed behavior.

3. Extraversion is a number of connections with fellow members with which one is comfortable.

4. Agreeableness is a tendency to be compassionate and collaborative rather than suspicious and antagonistic towards others. Agreeableness refers to one’s general interpersonal orientation.

5. Neuroticism refers to the tendency to feel negative emotions, such as depression, anger, anxiety, or anxiety”.
Organizational commitment

“Organizational commitment refers to the strength of an employee’s involvement in the organization and identification with it. Strong organizational commitment is characterized by a belief in and acceptance of the organization’s goals and values, willingness to exert considerable effort on the organization and a desire to remain with the organization” (Mowday, et al, 1982 p. 224-47).

Organizational citizenship behavior

According to Organ (1998), “individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system and that in the aggregate promotes effective functioning of the organization…the behaviorism not enforceable requirement of the role or the job description…the behavior is a matter of personal choice”.

JUSTIFICATION OF THE PROBLEM

The aim of the present research is to investigate the contribution of egotism and personality traits in the determination of organizational commitment and organizational citizenship behavior. The investigator is curious to know whether there exists significant correlation between egotism and organizational commitment and between egotism and organizational citizenship behavior or also whether there exist significant correlation between personality traits and organizational commitment and organizational citizenship behavior. The present study would be helpful in determining which factors are responsible for determining organizational citizenship behavior and organizational commitment and also would be helpful in indicating which type of personality is best for employees’ higher organizational commitment and organizational citizenship behavior.