INFLUENCE OF PERSONALITY, AGE AND MARITAL STATUS

ON

ORGANIZATIONAL CITIZENSHIP BEHAVIOUR AMONG NON-ACADEMIC STAFF OF FEDERAL UNIVERSERITY OYE-EKITI

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CERTIFICATION

I hereby certify that this research work was carried out by **ADEOYE SIJIBOMI TOPE**

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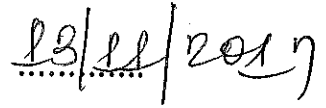Federal University Oye-Ekiti, under my supervision

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DEDICATION

I DEDICATE THIS PROJECT TO GOD ALMIGHTY THE ONE WHO WAS AND IS AND IS TO COME, THE LIFTER OF MY HEAD AND ALSO TO MY DEAR MOTHER BOLA ADEOYE AND TO MY LOVING. BROTHER AYOMIDE ADEOYE

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ABSTRACT

The research aimed to determine the influence of dispositional factors and some demographic factors on organizational citizenship behaviour among non-academic staffs ,The study examined personality traits ,age and marital status as variables to know their influence on organizational citizenship behaviour among non-academic staff of Federal university Oye-Ekiti,one hundred and fifty questionnaire was administered to the non -academic staff , the study hypothesized that personality traits will influence organizational citizenship behaviour among the staff ,the result%(R =.157,F=5.369,P<.05), shows that personality traits jointly predicts furthermore only openness to experience and agreeableness significantly predict of organizational citizenship behaviour ,the study examine the influence of age and marital status on OCB ,the result reported that age and marital don't significantly influence OCB also the jointly influence of personality age and marital status on OCB among non – academic staff was investigated and the result . (F = 3.880, P<.05. R^2=.16) shows personality, age, marital status jointly influences organizational citizenship behaviour(OCB) therefore the FUOYE management needs to pay more attention to staff personality as factor predicting and influencing organizational citizenship behaviour

Keywords: Organizational citizenship behaviour, personality, age, marital status

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND TO THE STUDY

Organizational Citizenship Behaviour (OCB) is accepted as important subject to survival of an organization and individual goals and needs, the term organizational citizenship behaviour was used firstly by Dennis Organ in 1983 and his colleagues, but its meaning could be found in Bernard's (1938) concept of willingness to corpora. So far, numerous definitions of organizational citizenship behaviour have been presented. According to Organ (1988), Organizational Citizenship Behaviour(OCB) is the Behaviour that is discretionary, not directly, explicitly, not mainly recognized by the formal reward system and that in aggregate promotes the effective functioning of the organization. Helping others, loyalty, and organizational compliance are forms of OCBs (Lee et al, 2013). Organizational Citizenship Behaviour (OCB) is not a job requirement and is not part of a formal contract, but it's a personnel choice (Mehboob & Bhutto, 2012) Also, many theoretical constructs have been developed to conceptualize the term Organizational Citizenship Behaviour (OCB). This study is interested in examining the factors of OCB that affect the OCB of non-teaching staff at Federal University Oye-Ekiti, review of literatures of factors affect organizational citizenship behaviour, it revealed found that the big –five personality traits (openness to experience, agreeableness, emotional stability, conscientiousness, extraversion) has effects on organization citizenship behaviour (Mahdiuon ,2010). Evaluating the personality of the staffs will help to understand and have knowledge on their relationship with co-workers and extra-effort to promote the university from this antecedent, it appears that there is a strong dispositional

dimension to the tendency to either engage or withhold appropriate organizational citizenship behaviour in the workplace. Support for dispositional antecedents came from the emergence of the Big-Five in the personality field in the early 1990s which brought a new opportunity for research in the field of OCB. Two of the Big-Five dimensions appear relevant to organizational citizenship behaviour. One, agreeableness, pertains to the ease or difficulty one has in getting along with people, or how good-natured one is with respect to interpersonal relationships. The second, conscientiousness, pertains to reliability, dependability, punctuality, and discipline (Organ & Ryan, 1995; Kickul & Neuman, 1998; Van Scotter & Motowildo, 1996; Miller, Griffin & Hart, 1999; Nikolaou & Robertson, 2001) and extra-role personality orientation (Midili & Penner, 1995).

Age is therefore becoming a leading topic for HR professionals in the future (Kooij,2010). Therefore, it is important to conduct extensive research on the influence of age within the research fields of both Human Resources and Organizational Psychology (Kanfer & Ackerman, 2004). Hereby, it is important to take into account in practice the specific needs, but also to emphasize the potential benefits of an aging workforce (Kooij, 2010). Podsakoff, MacKenzie, Moorman & Fetter (1990) further divided the rather broad Organizational Citizenship Behaviour (OCB) concept into five dimensions: altruism, courtesy, sportsmanship, conscientiousness and civic virtue OCBs. Altruism is related to helping colleagues with work-related problems without specific personal interest. Courtesy (OCB) refers to protecting co-workers for making mistakes, while also protecting them encountering problems by keeping them well-informed on the potential impact of one's actions. Sportsmanship implies not making problems out of small issues, nor needlessly delay organizational functioning by constantly complaining. Conscientiousness entails being punctual, high in attendance and going beyond the formal requirements of the job. Finally, the

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concept of civic virtue refers to actively participating in (non-mandatory) meetings regarding the future of the organization and representing the latter well, thus acting as a 'good citizen' (Organ, 1997). There are many factors that can contribute to the determination of Organizational Citizenship Behaviour (OCB) in workplace, which include Altruism (Inter-personal helping), Conscientiousness, Civic Virtue, Sportsmanship, Courtesy, etc. but the factors that have been researched to have a significant relationship with Organizational Citizenship Behaviour, are the first three i.e. Altruism, Conscientiousness, and Generalized compliance. As Borman, Penner, Allen & Motowidlo (2001) finds Altruism and conscientiousness are the two major or overarching dimensions of OCB. Evidence indicates that some people, given selected aspects of their personality, are more likely to engage in organizational citizenship behaviours than others. Also McNeely and Meglino (1994) noted, organizations can promote OCB by selecting applicants who have high scores on agreeableness and conscientiousness.

1.2 Statement of Research Problem

Organization citizenship behaviour is an individual's voluntary commitment in an organization or workplace Citizenship Behaviour (OCB) as "individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization", OCB is vital for productivity .many researches has been widely conducted on Organizational Citizenship Behaviour(OCB) starting from Organ father of Organizational Citizenship Behaviour(OCB), OCB is as been reviewed has a factor that helps to cover weakness of other employees in a work setting and improve productivity in an organization such as helping others who are absent ,giving advance notice if unable to come work, assists supervisor with his or her work ,attend functions not required but helps organization image. In recent times, many of potential customers of public service have

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almost lost hope of redeeming the spate of impending organisational downfall. There is a general hue and cry about poor service delivery, declining industrial efficiency and negative job attitudes such as bribery and corruption, lateness to work, dereliction of duties, 'eye-service', sabotage, robotism and divided attention (i.e. operation of private businesses) at the expense of official work. The incidence of this seeming organizational failure has assumed a critical dimension calling for the attention of all stakeholders. Some people have observed that worker's attitudes to work have manifested in gross inefficiency, lack of commitment and job involvement. As a result, only a few supervisors tend to gain small or little effort of their subordinates. Indeed, a good number of researches have been conducted to studying the antecedents of this seeming impending organizational failure as well as its various dimensions (Akinbode, 2005).

Organizational Citizenship Behaviour(OCB) only focused on demographic determinant of employees in hospital setting while ignoring other factors such as dispositional factors, also Aykler (2010) study the influence of personality factor alone on Organizational Citizenship Behaviour (OCB) Aykler used the big five personality Until recent times, most of the research in the field of Organizational Behaviour (OCB) held in the environment of western culture. In these sub continental region, culture, environment, values and norms are totally different from what is obtainable in Nigeria and therefore need a separate study to make HR practices applicable more thoroughly. Moreover, many foreign multinational companies established in Africa including Nigeria because of cheap labour and immense potential market has brought superior innovations into labour relations and HR practices. This study will not only focus on one factor or variable but more than one independent variable which are age, personality and marital status on Organizational Citizenship Behaviour (OCB) furthermore the present study will attempt to

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improve on the previous studies by further examining Organizational Citizenship Behaviour (OCB) among non-academic staff in Federal University Oye-Ekiti, Nigeria.

1.3 RESEARCH QUESTION

a) Will personality traits influence the organizational citizenship behaviour (OCB) of the non-academic staffs of Federal University Oye-Ekiti?

b) Will age influence the Organizational Citizenship Behaviour (OCB) among non-academic staff of Federal University Oye-Ekiti?

c) Will marital status influence the Organizational Citizenship Behaviour (OCB) non-academic staffs among Federal University Oye-Ekiti?

d) Will personality, age and marital status jointly influence organizational citizenship behaviour of non-academic staffs among Federal University Oye-Ekiti?

1.4 OBJECTIVES OF STUDY.

a) To determine the influence of personality traits on Organizational Citizenship Behaviour(OCB) among non-academic staff of Federal University Oye-Ekiti?

b) To investigate whether age will predict Organizational Citizenship Behaviour(OCB) among non-academic staff of Federal University Oye-Ekiti?

c) Examine the influence of marital status on organizational citizenship behaviour among non-academic staff of Federal University Oye-Ekiti?

d) To investigate the joint influence of personality, and marital status on organizational citizenship behaviour of non-academic staff among Federal University Oye-Ekiti?

1.5 SIGNIFICANCE OF THE STUDY.

The outcome of this study will add to the existing body of knowledge which will also fill the theoretical gap in literature on determinants of Organizational Citizenship Behaviour(OCB). Furthermore, the study will assist organizations /employers in encouraging and make a wiser decision when selecting and placement of employees in an organization It will also help in developing psychologist, academicians, and the general public in understanding the effectiveness of age, personality and marital status on organizational citizenship behaviour

CHAPTER TWO

LITERATURE REVIEW

2.1THEORETICAL FRAME WORK

2.1.1 PERSONALITY THEORY.

THE BIG FIVE PERSONALITY THEORY, the theory was developed by Digman, 1990 and Goldberg, 1993 and Costa & McMcrea, in 1985. The theory talks about the most common personality that dominates humans after using the factor analysis which is used to identify and group clusters of behaviour that are highly correlated and this personality includes.

EXTRAVERSION VS. INTROVERSION

Individuals with this type of personality are high socially and low in retiring, they are fun-loving and low in being sober, and they are high in showing affections and low in being reserved. In respect to the social component of being extrovert it is likely that extrovert people engage more in OCB as they are more responsive to their social surroundings and might therefore be more open to the claims of others. (Organ, et al.,2006)

AGREEABLENESS PERSONALITY:

Individuals with this type of personality are high in soft-heartedness and low in being ruthless, they are high in trusting and low in being suspicious, and they are also high in helpfulness and low in uncooperative. people scoring high on the personality factor of agreeableness, also referred to as likeability, are described as being "courteous, flexible, trusting, good-natured, cooperative, forgiving, soft-hearted, and tolerant."(Barrick & Mount, 1991) As a consequence of the friendly and pleasant manner towards the others, which is associated with being agreeable, this

personality factor is suspected to correlate positively with the OCB dimensions of helping, courtesy and sportsmanship, as such people are hypothesized to offer help voluntarily in order to react to the needs of others and thereby avoid to offend them. (Organ, Podsakoff & MacKenzie 2006,)

CONSCIENTIOUSNESS:

Individuals with this type of personality are high in being well-organized and low in disorganization, they are high in being careful and low in being careless, and they are also high in being self-disciplined and low in weak willed. Numerous studies have proved that conscientiousness is positively linked to OCB. The correlation between this personality factor and various OCB dimensions is much stronger than the correlation of the previously mentioned personality dimension- agreeableness- and OCB. Conscientiousness includes traits such as being dependent, organized, self-disciplined and persevering and is therefore claimed to have a link to more impersonal forms of OCB, such as compliance and civic virtue, directed to the job itself and the organization,

NEUROTICISM

Individuals with this type of personality are high in being worried and low in being calm, they are high being unsecured and low in being secured, and they are also high in being self-pitying. Emotionally stable people who score high on emotional stability (or low at neuroticism if we put it the other way around), are more likely to perform OCB in comparison to neurotic personalities. This is due to the fact that emotionally stable people are more open to problems of others. Whereas emotionally instable people, in contrast to emotionally stable people, are often

overstrained with their own problems and are, consequently, less likely to engage in helping behaviour. (Organ, Podsakoff & MacKenzie 2006)

OPENNESS TO EXPERIENCE

Individuals with this type of personality are high in imaginative acts and low in being down-to earth, they are high preferring varieties and low in preferring routine and they are also high in independence and low in conforming. According to Elanain (2007). who found strong support for the hypothesized positive linkage between openness to experience and OCB, gave the following explanation leading to his hypothesis: "Open individuals also differ from more closed individuals in social attitudes, and attitudes toward accepted values and assumptions. Importantly, open individuals display a preference for variety, they enjoy grasping new ideas, and they have an intrinsic interest in and appreciation.

2.1.2 CONTINUITY THEORY OF AGING

The continuity theory of normal aging states that older adults will usually maintain the same activities, behaviours, personality traits, and relationships as they did in their earlier years of life . The theory considers the internal structures and external structures of continuity to describe how people adapt to their circumstances and set their goal. The internal structure of an individual - for instance, an individual's personality traits - remains relatively constant throughout a person's lifetime. Other internal aspects such as beliefs can remain relatively constant as well, though are also subject to change. This internal structure facilitates future decision-making by providing the individual with a strong internal foundation of the past. The external structure of an individual consists of relationships and social roles, and it supports the maintenance of a stable self-concept

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and lifestyle. George L. Maddox and Robert Atchley are most closely associated with the continuity theory. Maddox provided an empirical description of the continuity theory in 1968 in a chapter of the book Middle Age and Aging: A Reader in Social Psychology called "Persistence of Lifestyle among the Elderly: A Longitudinal Study of Patterns of Social Activity in Relation to Life Satisfaction. " In 1971, Atchley formally proposed the theory in his article "Retirement and Leisure Participation: Continuity or Crisis? " He continued to expound upon the theory over the years, explaining the development of internal and external structures in 1989 and publishing a book in 1999 called Continuity and Adaptation in Aging: Creating Positive Experiences. The theory is criticized primarily for its definition of normal aging. The theory distinguishes between normal aging and pathological aging, so it neglects older adults who suffer from chronic illness. .

2.1.3 The Social Exchange Theory

The social exchange theory was developed from Thorndike's (1932, 1935) work on the development of reinforcement theory and Mill's (1923) marginal utility theory (Smale, 1990). Modern-day influences have been derived from the work of sociologists such as Homans (1961), Blau (1964) and Emerson (1972), social exchange theory is based upon the premise that human behaviour or social interaction is an exchange of activity, tangible and intangible particularly of rewards and costs. The purpose of this exchange is to maximize benefits and minimize costs. According to social exchange theory, people weigh the potential benefits and risks of social relationships. When the social risks outweigh the social rewards, people will likely terminate or abandon that relationship. It treats the exchange of benefits notably giving others something more valuable to them than is costly to the giver, and vice versa, as the underlying basis or open secret of human behaviour and so a phenomenon permeating all social life (Homans, 1961). According to Blau (1964), social exchange relationships are based on trust/confidence. That is, when an

individual give to another, they do so trusting that the other party will reciprocate. Therefore, unlike economic exchange, social exchange is not an explicit, contractually based arrangement. Eventually, such relationships evolve over time into trusting, reciprocating, loyal, and mutual relationships

This theory has one of the best platforms to explain organisational citizenship behaviour (OCB) of employee (Organ, 1990). The basic concept of social exchange theory is reinforcement of compensation. This means that when one of the parties (employer) gives especial profit to another party (employee), employee feels that he or she should compensate. In this social exchange models, the employee use resources and do their best in their relations for the rewards (Thompson, 2003). Social exchange relations increase the employee 's dependence on their organisations. Perceived organisational support increases organisational identity, thereby growing feelings for retrieving behaviours according to organisations interests. This kind of perception leaves effect on quality of employee behaviour towards organisations and their commitment to organisations (Konovsky & Pugh, 1994). If employees regard social organisational exchanges fair, they will be more committed to organisations and pay less attentions to economic regards, but if they regard these exchanges unfair, they will strive for compensation and will divert their attentions to economic issues. Then, salary, promotion and financial regards are compared with other organisations and turn to be motives for employee's loyalty. The employee's concern for their organisations decrease and they continuously compare their organisation with other ones; they might leave their organisations for better financial benefits

2.1.4 Motivational Based Theory (McCleland, 1961, 1965)

The need for achievement is most frequently associated with the work of David McClelland (McClelland, 1961). One of the most prominent to the explanation of motivation in organisational settings is from the work of McClelland (1961, 1965). David McClelland developed a concept of motivational theory which was based on the human need for achievement. He says that people with a high need for achievement have a compelling desire for success and an equally intense fear of failure. However, McClelland (1961, 1965) developed the concept of the motivational theory from one of the 20 needs underlying behaviour proposed by Murray (1938), quoted by Arnold, Silvester, Patterson, Robertson, Cooper & Burnes, 2005). Murray (1938) says that need for achievement concerns the desire to overcome obstacles, to exercise power, to strive to do something difficult as well and as quickly as possible. McClelland proposed three basic needs in humans. These include: need for achievement, need for affiliation and need for power.

McClelland theory as a motivation model is applied to the concept of OCB as a means of understanding why people exhibit citizenship behaviour in work organisations (Onyishi, 2006). In the achievement motive model, OCB are shown as a means for task accomplishment. When achievement is the motive, OCB emerge because such behaviours are viewed as necessary for success in the task. Need for achievement is seen as an acquired, rather than an in-born need (Onyishi, 2006). McClelland suggested that certain cues or stimuli in the environment acquire motivational properties by virtue of having been associated with success and failure in the past. If a person succeeds in the past in a particular situation, then the person would be more likely to engage in achieving behaviours in the future in a similar situation. Individuals with a high need for achievement generally try to do a good job at whatever they attempt. Another obvious need that has been regularly studied in organizational settings is need for affiliation. People high in

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affiliation desire the approval of others; and often conform to the wishes of those around them, particularly if they value friendship of those people (Ugwu & Onyeneje, 2002). According to the authors, the need for affiliation is the need for human companionship. People with a strong need for affiliation most often work in jobs with a lot of interpersonal contact, such as sales and teaching positions.

2.1.5 Organizational Citizenship Behaviour (OCB)

Organizational Citizenship Behaviour (OCB) can be described as 'behaviour that contributes indirectly to the organization through the maintenance of the organization's social system' (LePine et al., 2002). Organizational Citizenship Behaviour (OCB) is known to have a relationship with job satisfaction, and therefore is an important topic to do research in (Organ & Ryan, 1995). There are several views on Organizational Citizenship Behaviour (OCB) which will be discussed below. One view of Organizational Citizenship Behaviour (OCB) is that it consists of five dimensions, namely altruism, civic virtue, conscientiousness, courtesy and sportsmanship (Organ, 1988; Podsakoff, MacKenzie, Moorman, & Fetter, 1990; Smith, Organ, & Near, 1983). The description of the five dimensions below is developed by Organ (1988), and are derived from the research of Podsakoff et al. (1990).

CONSCIENTIOUSNESS can be described as discretionary behaviours on the part of the employee that go well beyond the minimum role requirements of the organization in the areas of attendance, obeying rules and regulations, taking breaks, and so forth. Somewhat related to this dimension is civic virtue

Civic Virtue, which is behaviour on the part of an individual that indicates that he/she responsibly participates in, is involved in, or is concerned about the life of the company.

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SPORTSMANSHIP is the willingness of the employee to tolerate less than ideal circumstances without complaining-to "avoid complaining, petty grievances, railing against real or imagined slights, and making federal cases out of small potatoes".

These three dimensions are more individually directly focused towards the organization. The following two dimensions are more directed to other individuals, but within an organizational setting.

ALTRUISM is discretionary behaviour that has the effect of helping a specific other person with an organizationally relevant task or problem, as an act of selflessness, while

Courtesy is discretionary behaviour on the part of an individual aimed at preventing work-related problems with others from occurring.

2.2 THEORETICAL CONCEPTUALIZATION
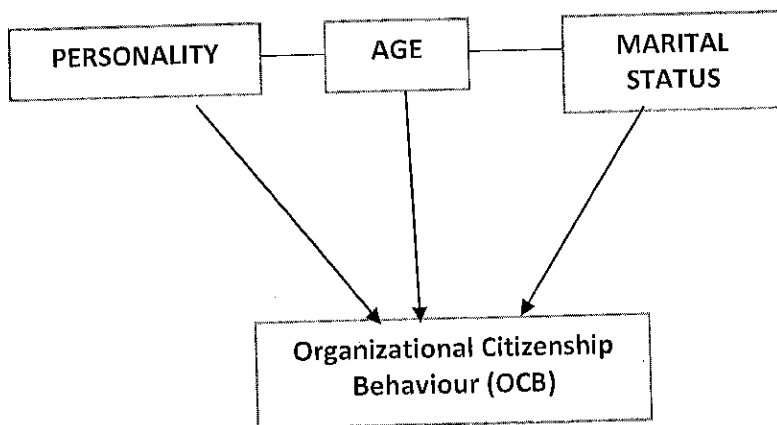
Fig.1 the diagram shows personality, age &marital status jointly influences of Organizational citizenship behaviour

2.3 RELATED EMPIRICAL STUDIES

Organizational citizenship behaviour has been studied since the late 1970s. Over the past three decades, interest in these behaviours has increased substantially. Organizational behaviour has been linked to overall organizational effectiveness, thus these types of employee behaviours have important consequences in the workplace. OCB can be affected by instilling in employees a perception of expertise in their job tasks (Todd, 2003). There is persuasive evidence that OCB is an outcome consistent with a social exchange relationship (Deskop, Mangal & Cirka, 1999). Organizational concern emerged as the motive most closely related to OCB directed towards the organization (Grojean, Dick, Christ, & Wieseke, 2006). OCBs yield significantly higher outcomes in the long term than in the short term for the organization (Daniels et al. 2006). The importance of OCB can be realized by the argument of Koys (2001) who suggests; Organizational citizenship behaviour had an impact on profitability but not on customer satisfaction.

Influence of trust worthiness on Organizational Citizenship Behaviour (OCB) research was conducted by Maanen (2012) ,the main of the study is The purpose of this research is to find out whether trust affects Organizational Citizenship Behaviour (OCB) and if there are criteria of trustworthiness that are more important in affecting Organizational Citizenship Behaviour (OCB) The practical implications of this research is that direct supervisors can increase the intention to perform positive behaviours of their employees, by being perceived as integer, able, and benevolent. This research adds to the literature by showing that the different trustworthiness criteria have an effect on various dimensions of Organizational Citizenship Behaviour (OCB) by showing that the trustworthiness criteria should be treated separately with research to the effects on dimensions of Organizational Citizenship Behaviour (OCB) ,Most effects of trustworthiness on Organizational Citizenship Behaviour (OCB) are behaviours directed toward the company,

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such as sportsmanship, conscientiousness, and civic virtue. Omer and Umet, (2007) examined the relationship between job satisfaction and OCB and suggested that job satisfaction is strongly and positively related to a "citizenship" dimension of role performance. They also found that each dimension of job satisfaction was positively correlated to citizenship behaviour (Omer and Umet, 2007) independent studies found a significant relationship between job satisfaction and OCB (Organ and Lingl, 2005). A study conducted by Chiboiwa, Chipunza, and Samuel, (2011) among administrative employees of five organizations of Zimbabwe showed that there exists positive relation between job satisfaction and OCB. Employees become more satisfied with their job if they are handed over the autonomy. Gautam et al, (2005) also maintained that citizenship behaviour within an organization may vary, with change in geographic context i.e. OCB is enacted differently in different cultural contexts – that what it means to be a 'good citizen' may vary. Indeed, as citizenship appears to consist of discretionary behaviours, how the employee perceives the organization (as evidenced by his/her attitude toward it) would likely predispose this employee to either perform or withhold such performance

2.3.1 Organizational citizenship behaviour and Personality

The first research question was focused on explaining the extent of influence that dispositional factors, especially the personality factors of the five-factor-model, the study provided a detailed meta-analysis of several studies conducted with the purpose of assessing this relationship. The assumption that conscientiousness and openness to experiences influence Organizational Citizenship Behaviour (OCB) to a relatively, high extent agreeableness did not proved to determine Organizational Citizenship Behaviour (OCB) significantly in most of the studies reviewed (Organ , Lingl and Konovsky, 1996,). A generally prosocial-oriented personality

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also proved to increase the probability of engaging in Organizational Citizenship Behaviour (OCB) (Penner,1997.) The results concerning emotional stability and extraversion as potential determinants of Organizational Citizenship Behaviour (OCB) have been contradictory, as found on one hand results that confirmed a significant positive influence. A study conducted in Nigeria by Akinbode titled "Demographic and dispositional characteristics as predictor of organizational citizenship behaviour" it was conducted with four hundred and four employee of public and private human service organization, the study made it known that extraversion and openness to experience predict organizational citizenship behaviour.

In another literature review, it was discovered that personality has positive and significant influence on OCB also personality has no influence on employee performance in a research done by Darsana (2014) with the use of 105 employees as study sample also result shows that the influence of OCB on employee performance is positive and significant Furthermore, Kuldeep Kumar, Arti Bakhshi & Ekta Rani (2009), conducted a research with 187 doctors as study sample at a medical college in north India , they found out four out of personality traits except neuroticism are positively correlated with OCB while openness to experience do not predict OCBS

Anjum, Fan, Javed, & Akhtar (2014) conducted a research named "Influence of Personality on Organizational Citizenship behavior" they found out that It is evident from results that there exists strong relationship between OCB and personality factors like neuroticism affects negatively and significantly almost all levels of OCB. Similarly, conscientiousness positively contributes in almost all levels of OCB and especially in conscientiousness (OCB) its influence is very significant, questionnaire was used to collect data from medical doctors.

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2.3.2 Organizational citizenship behaviour and demographic variables

A Previous research has found relationship between gender and Organizational Citizenship Behaviour (OCB) but no relationship between age, marital status (Bahrami, Montazeralfaraj Gazar , & Tafti, 2013). The purpose of study was the examination of demographic determinants of Organizational Citizenship Behaviour (OCB) in studied hospital. They found out that some individual differences can influence the employees' organizational citizenship behaviour which in turn, will affect organizational outcomes also research conducted by Bambale, Shamsudin, & Subramaniam.(2011) paper synthesizes major leadership paradigms for the purpose of identifying possible ways of influencing Organizational Citizenship Behaviours (OCBs) to improve the functioning of organizations. The leadership paradigms were extended to old and modern categories to provide for systematic understanding of their antecedents and potential influence patterns The leadership approaches reported to have positive relationships with organizational citizenship behaviours include transformational leadership, charismatic leadership, and ethical leadership paradigms. They have found many modern leadership paradigms not to have been empirically investigated for possible relationships with Organizational Citizenship Behaviour (OCB). The study therefore discusses the dynamics and potentials for researches within the realms of the leadership paradigms and the organizational citizenship behaviour (OCB) field. Transformational leadership paradigm, among the organizational citizenship behaviour (OCB) related leadership paradigms, has attracted greater Organizational Citizenship Behaviour (OCB) research attention. Transactional leadership although popular in leadership discussion has attracted only a few Organizational Citizenship Behaviour (OCB) research efforts

2.4 STATEMENT OF HYPOTHESES

i.   Personality traits will influence organizational citizenship behaviour among non-academic staffs of Federal University Oye –Ekiti

ii.   There will be a significant difference between age of employee on organizational citizenship behaviour among non-academic staff of Federal University Oye –Ekiti

iii.   There will be a significant difference between marital status on organizational citizenship behaviour among non-academic staff of Federal University Oye –Ekiti

iv.   Personality traits, age and marital status will jointly influence organizational citizenship behaviour among non-academic staff of Federal University Oye –Ekiti

2.5 OPERATIONAL DEFINITION OF TERMS

2.5.1 ORGANIZATIONAL CITIZENSHIP BEHAVIOUR, organizational citizenship or a perspective that employees have whereby they extend their behaviours beyond the normal duties of their position. OCB is a person's voluntary commitment within an organization or company that is not part of contractual tasks, it has five dimensions which are altruism, civic virtue, sportsmanship, conscientiousness, courtesy. According to Podsakoff, high score on each dimension indicates high OCB.

PERSONALITY: Personality refers to individual differences in characteristic patterns of thinking, feeling and behaving. In other words, personality is usually defined as a set of habitual behaviours, conscientious and emotional patterns that evolve from biological and environmental factors. As measured by Goldberg (1993).

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Personality traits

Openness - People who tend to acquire new things and enjoy new experiences usually score high in openness. Openness includes traits like being insightful and imaginative and having a wide variety of interests.

Conscientiousness - People that have a high degree of conscientiousness are reliable and prompt. Traits include being organized, methodic, and thorough.

Extraversion - Extraverts get their energy from interacting with other people , while introverts get their energy from within themselves. Extraversion includes the traits of energetic, talkative, and assertive.

Agreeableness - These individuals are friendly, cooperative, and compassionate. People with low agreeableness may be more distant. Traits include being kind, affectionate, and sympathetic.

Neuroticism - Neuroticism is also sometimes called Emotional Stability. This dimension relates to one's emotional stability and degree of negative emotions. People that score high on neuroticism often experience emotional instability and negative emotions. Traits include being moody and tense.

Low score	high score
Close minded	Openness
Disorganized	Conscientiousness
Introverted	Extraverted
Disagreeable	Agreeableness
Calm/relaxed	Neurotic

AGE: a period of human life, measured by years from birth, usually marked by a certain stage or degree of mental or physical development and involving legal responsibility and capacity, staffs within the age range of 19-30 is consider as young adult while 30-65 are old employees

MARITAL STATUS: One's situation with regard to whether one is single, married, separated, divorced, or widowed.

Single: single in marital status is a person is yet married

Married: a person whose in a union(marriage) with another person

Divorcee: a person whose marriage   has been dissolved his/her marriage

CHAPTER THREE

METHOD

3.1 Research Design

This study used a descriptive research design to examine the influence of personality, age and marital status on organizational citizenship behaviour among non-academic staff of Federal University Oye -Ekiti. The study design is descriptive in nature as stipulated above, there was no manipulation of variables. In the study, the variable characteristics are described as they naturally occur. The independent variables are age, personality and marital status while the only dependent variable is organizational citizenship behaviour

3.2 SETTING

The research was conducted in Federal University Oye Ekiti. The school have two campuses (Oye & Ikole) in which Oye campus serves as the study area. The reason why the setting is used as the study area is because of the accessibility of research participants which serve to reduce the researchers' fatigue which can influence the study. The participants were also comfortable to participate in a familiar setting.

3.3 STUDY SAMPLE

The sample consist of non-academic staff of Federal University Oye-Ekiti, the sample consist of one -hundred and fifty staffs which was accessed using convenient non-random sampling. This sampling technique was used to administer questionnaire to the staff that were able and willing to participate.

3.4 Research Instrument

Questionnaire was used to gather relevant information from the participant to the study. The questionnaire was divided into three different sections each of the section was measuring the variable of concern as well as socio-demographic information of the participant of the study. These sections are described below: The following validated and standardized instrument was used to gather data from the participants

3.4.1 Section A: Socio – Demographic Variables

These includes participant's characteristics such as sex, age, marital status, religious affiliation, administration of the questionnaire took place at respondent's offices in their departments/units. A copy of instrument was administered to each study respondent in order to provide some demographic information. The questionnaire was collected from them after it is completely filled.

3.4.2 SECTION B: The Big 5 Personality Scale

The big-five personality scale by Goldberg (1993). The idea is that the staffs will have their personality type assessed based upon five main characteristics, which are individually scored, resulting in a better understanding of the individual's personality. Using a Nigerian sample, Alpha reliabilities were .87 for Extraversion, .79 for Agreeableness, .81 for Conscientiousness, .82 for Neuroticism, and .79 for Openness to Experience was obtain in research by Akomolafe (2013) The five traits assessed by the big five personality test are Openness, Conscientiousness, Extraversion, Agreeableness and Neuroticism, which are easily remembered by using the acronym "**OCEAN**". The scoring format and the interpretation of the scale is as follows;

BFI scale scoring ("R" denotes reverse-scored items):

Extraversion: 1, 6R, 11, 16, 21R, 26, 31R, 36

Agreeableness: 2R, 7, 12R, 17, 22, 27R, 32, 37R, 42

Conscientiousness: 3, 8R, 13, 18R, 23R, 28, 33, 38, 43R

Neuroticism: 4, 9R, 14, 19, 24R, 29, 34R, 39

Openness: 5, 10, 15, 20, 25, 30, 35R, 40, 41R, 44

Those with lower score were classified to be close minded, disorganized, introvert, disagreeable and calm/relaxed. Those with high score are classified to be openness, conscientiousness, extrovert, agreeable and neurotic

3.4.5 SECTION C: ORGANIZATIONAL CITIZENSHIP BEHAVIOUR

A 24-item Organizational Citizenship Behaviour Scale created by Podsakoff and colleagues (1990). It captured the five most recognized OCB dimensions: conscientiousness (e.g., My attendance at work is above the norm), sportsmanship (e.g., I always find fault with what the organization is doing-reverse scored), civic virtue (e.g., I keep abreast of changes in the organization), courtesy (e.g., I try to avoid creating problems), and altruism (e.g., I help others who have heavy workloads). Participants were asked to mark the extent to which they agreed or disagreed with the statements concerning their behaviour on a 7-point Likert scale ranging from 1 (*strongly disagree*) to 7 (*strongly agree*). The computed internal consistency reliability for this measure was .76 using coefficient alpha, using Nigeria sample Nwibere, (2014) obtain internal consistency /Cronbach's alpha value of 9.1 in Altruism, Conscientiousness .71, Civic virtues .79, Courtesy .75, Sportsmanship, .81. on 5-point Likert scale. Items 1, 10, 13, 15, and 23 represented the altruism dimension. Sportsmanship was captured by items 2, 4, 7, 16, and 19. All

sportsmanship items were reversed scored meaning lower scores indicated participants engaged in more sportsmanship behaviours. Conscientiousness was measured with items 3, 18, 21, 22, and 24. Items 5, 8, 14, 17, and 20 assessed the courtesy dimension. The remaining dimension, civic virtue, was captured with items 6, 9, 11, and 12. Higher scores for components, other than sportsmanship, indicated participants engaged in more of the measured behaviour.

3.5. PROCEDURES

The researcher used convenient sampling techniques to administer the questionnaire to the 150 participants the questionnaires was administered to the available staffs to get data from them and was collected after responding to the tests items

3.6 Statistical Tools

The data was analysed after the collation of completed questionnaire. Data was analyzed by using Statistical Package for Social Sciences (SPSS), the first hypothesis was analysed with multiple regression, the second hypothesis was tested using analysis of variance while third hypothesis was analysed using independent t-test and the last hypothesis fourth was tested using multiple regression

CHAPTER FOUR

RESULTS

Table 4.1: Description of the study sample

Socio-Demographics		Frequency(N)	%
Gender	Male	109	54.5
	Female	91	45.5
Marital Status	Single	60	40
	Married	73	48.7
	Divorced	17	11.3
Employees' age	Older Adult	77	51.3
	Young Adult	73	48.7
Religious Affiliation	Christianity	98	65.3
	Islamic religion	40	26.7
	Traditional religion	12	8

Of the 150 staffs, male and female staffs accounted for 54.5% and 45.5%, respectively (Table 4.1). 65.3% employees were Christians, 26.7% were Muslims while 8% were Traditional worshippers. The distribution also shows that single employees accounted for 40% of the sample while Married employees were 48.7%. However, divorced employees were merely 13% in the study. Older adults between the ages of 31-65 made up 51.3% of the research sample and 48.7% of research sample were young adults between the ages of 19-30.

Hypothesis one states that personality traits will jointly or independently predict organizational citizenship behaviour. The hypothesis is tested using multiple regression analysis. Result is presented in table 4.2.

Table 4.2: Multiple Regression Table showing independent and joint prediction of Organisational Citizenship Behaviour from Personality Traits

Predictors	B	T	P	R	Adj R^2	F	P
Openness	.242	3.077	< .05	.396	.128	5.369	< .05
Conscientiousness	.062	.710	> .05				
Extraversion	-.085	-1.106	> .05				
Agreeableness	.206	2.384	< .05				
Neuroticism	-.072	-.877	> .05				

A multiple regression was run to predict Organizational Citizenship Behaviour from personality traits to include openness, conscientiousness, extraversion, agreeableness and neuroticism. These variables statistically predicted Organizational Citizenship behaviour. $F_{5, 144}$ = 5.369, P<.05. R^2=.157. We therefore accept hypothesis one and concluded that personality trait jointly influence organizational citizenship behaviour.

Hypothesis two states that employees' marital status will have a significant influence on organizational citizenship behaviour. The hypothesis is tested using analysis of variance. The result is presented in table 4.3

Table 4.3:- The summary of analysis of variance of the influence of employees' marital status on Organizational Citizenship Behaviour.

	Sum of Squares	df	Mean Square	F	P
Between Groups	.458	2	.229	.811	>.05
Within Groups	41.474	147	.282		
Total	41.932	149			

Table 4.3 shows that there is no significant difference in the marital status of employees on organizational citizenship behaviour. This means that marital status does not have a significant influence on organizational citizenship behaviour. (f=-.811; df =149; p= >.05). Therefore, hypothesis two is rejected.

Hypothesis three states that employees; age will have an influence on organizational citizenship behaviour. The hypothesis is tested using independent t-test. Results is presented in table 4.4.

Table 4.4:- The summary of independent t-test of employees age Difference on Organizational Citizenship Behaviour

Employees Age		N	Mean	Std deviation	Df	T	p
OCB	Older		3.4880	.53641	148	.136	>.05
	Young	150	3.4762	.52828			

Table 4.4 shows that there was no significant difference between the young employees(X=3.6948) and old employees(X=3.2560) on organizational citizenship behaviour. The result indicates that employees' age does not have significant influence on organizational citizenship behaviour. (t=-.136; df =148; p= >.05). Therefore, hypothesis three was rejected.

Hypothesis four states that personality traits, employees' marital status and age will jointly influence organizational citizenship behaviour. The hypothesis is tested using multiple regression analysis. Result is presented in table 4.6.

Table 4.6: Multiple Regression Table showing joint prediction of Organisational Citizenship Behaviour from Personality Traits Marital Status and Employees age.

Predictors	**B**	T	P	R	Adj R^2	F	P
Openness	.242	3.100	< .05	.401	.119	3.880	< .05
Conscientiousness	.068	.760	> .05				
Extraversion	-.086	-1.110	> .05				
Agreeableness	.209	2.406	< .05				
Neuroticism	-.076	-.918	> .05				
Marital status	-.019	-.239	>.05				
Employees' age	.059	.747	>.05				

A multiple regression was run to predict Organizational Citizenship Behaviour from personality traits to include openness, conscientiousness, extraversion, agreeableness and neuroticism, Marital Status of employees and Employees age. These variables statistically predicted Organizational Citizenship behaviour. $F_{7, 142}$ = 3.880, P<.05. R^2=.161. We therefore accept hypothesis four and concluded that personality traits, Marital Status and Employees age jointly predict organizational citizenship behaviour.

CHAPTER FIVE

DISSCUSSION, CONCLUSION, IMPLICATION AND RECOMMENDATION

5.1 DISSCUSSION

The study examines different hypotheses with the objective of knowing the influence of personality traits, age and marital status on organizational citizenship behaviour though not all hypotheses were accepted.

Hypothesis one states personality traits will jointly influence organizational citizenship behaviour, regression analysis statistical techniques was used to test the hypothesis and analysis shows that personality traits jointly influence, the joint influence is accounted for 12.8%(R =.157,F=5.369,P<.05), This implies openness to experience ,conscientiousness, extraversion, agreeableness, neuroticism is will unitedly influence organizational citizenship behaviour, but conscientiousness, neuroticism and extraversion don't significantly contribute to OCB, individually, this result of this study is supported by the previous study of Nikolaou & Robertson, (2001). Midili & Penner, (1995) which reported that only agreeableness and conscientiousness show reliable connection to OCB. Akinbode(2015) also found out similar result on a study conducted with public and private sector workers, the study result shows the traits jointly influence organizational citizenship behaviour but in his research openness to experience and extraversion independently influence OCB.

The second hypothesis suggest age will influence organizational citizenship behaviour among non-academic staffs of Federal University Oye–Ekiti .The age of the staffs was categorised into two groups ,Staffs within the age of 19-30 are young adults ,while staffs within the age bracket of old adults,(31-65) the hypothesis was tested the result (t=-.136; df =148; p= >.05) shows that

age do not influence or predict organizational citizenship behaviour among non-academic staffs of Federal University Oye – Ekiti hence hypothesis two is rejected, Mohammed et al (2103) in their study also found out that age do not predict or influence organizational citizenship behaviour among employees ,the study was conducted among hospital staffs .

The research further to know the influence of marital status of the non-academic staffs of FUOYE, which made the third hypothesis (Marital status will significantly influence OCB), the result shows that marital status do not influence OCB ,i.e being single ,married or divorced do not affect organizational citizenship behaviour ,the research is opposite to Iranzadeh et al (2016), in their study among the employees of Mohagheghe Ardabili university have showed that marital status has statistical relationship with OCB.

Hypothesis four states that personality traits, age, marital status will jointly Influence OCB, the three variables of the study jointly influence organizational citizenship behaviour, the influence is accounted for 11.9%, but only openness and agreeableness individually influence and predict of OCB among non-academic staffs of Federal University Oye-Ekiti.

5.2 CONCLUSION

The study investigated the influence of personality, age and marital status on OCB among FUOYE non-academic staffs of Federal University Oye-Ekiti, the study found out personality jointly influence OCB but only agreeableness and openness to experience individually influence OCB, Personality variables have always predicted important behaviours and outcomes in industrial, work, and organizational psychology. Studies have so far showed that personality variables have substantial criterion-related validity. Also, that personality factors explain and predict human behaviour in general and employee behaviour in particular furthermore other

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variables such as, age do not influence OCB also marital status do not influence OCB among Federal University Oye-Ekiti.

5.3 IMPLICATION OF FINDINGS

Based on the findings of this study, there are many avenues for continued research on organizational citizenship behaviour (OCB) in general. Additional data need to be gathered from other university staffs or other employees in a work setting, with more consistent samples. It would be of interest to gather more variables such as level of spirituality, ethnicity and so on to study it influence on OCB

The study is able to point out a variable that influence organizational citizenship behaviour among the staffs and the ones that do not influence OCB, the personality traits significantly influence OCB, researches as shown that personality influences behaviour of human being also applicable to employee's behaviour in workplace. The significant contribution of dispositional characteristics in predicting job behaviour suggests that human resource development professionals should attend more closely to the job attitude of employees under investigation. Study shows that dispositional characteristics of employees contribute more and significantly to OCB than demographic factors such as age, locality, gender etc. Also this study follows the same trend in which personality only among other variable of the study significantly influence OCB though personality ,age and marital status jointly influence OCB among the non-academic staffs of Federal University Oye-Ekiti .

5.4 RECOMMEDATION

with the report of the study it is advisable that the university management should take into consideration personality and psychographic profiles of the employees/applicants when selecting or placing non-academic staffs in the university in order to unseat ineffectiveness in the university and promote good working relationship and strong organizational citizenship behaviour among the staffs to achieve the university goals and objectives also to make work easier for them. the management should endeavour

5.5 LIMITATION

One of the weaknesses of this study is the non-random sampling technique adopted for selecting samples for the study, study made use of convenient sampling techniques which lead to bias selection of the sample from the population and this study is an example of non-experimental research in which there is both no control group, the study is limited to self-reported data which may limit internal validity. No attempt was made to verify the accuracy of data reported by participants. It is participants to possible response bias because the participants may feel they have to respond in a manner that is socially acceptable. The study analyses attitudes and does not make an attempt to verify that these self-reported attitudes are consistent with the behaviour of subjects. The study utilized a sample based on convenience which in turn might have affected both internal and external validity.

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APPENDIX

Socio-demographic data

SECTION A

Sex: .... Male (   )   Female (   )

Age: .... (As at last birthday)

Marital status ....Single(   ) married (   ) divorced   (   ) widow/widower (   )

Religious Affiliations: Christianity (   )   Islam (   )   others/Traditional(

OCB SCALE

Instructions: The statements below are concerned with current behaviours you might demonstrate in the workplace. Please use the given scale to indicate the extent to which you agree or disagree with each statement.

7 = Strongly Agree

6 = Agree

5 = Slightly Agree

4 = Neither Disagree nor Agree

3 = Slightly Disagree

2 = Disagree

1 = Strongly Disagree

s/n	Items	1	2	3	4	5
1	I help others who have heavy workloads					
2	I am the classic "squeaky wheel" that always needs greasing..					
3	I believe in giving an honest day's work for an honest day's pay					
4	I consume a lot of time complaining about trivial matters......					
5	I try to avoid creating problems for coworkers					
6	I keep abreast of changes in the organization					
7	I tend to make "mountains out of molehills"					
8	I consider the impact of my actions on coworkers					
9	I attend meetings that are not mandatory, but are considered important					

10	I am always ready to lend a helping hand to those around me						
11	I attend functions that are not required, but help the company image						
12	I read and keep up with organization announcements, memos, and so on						
13	I help others who have been absent						
14	I do not abuse the rights of others						
15	I willingly help others who have work related problems						
16	I always focus on what's wrong, rather than focusing on the positive						
17	I take steps to prevent problems with other coworkers						
18	My attendance at work is above the norm						
19	I always find fault with what the organization is doing						
20	I am mindful of how my behaviour affects other people's job..						

21	I do not take extra breaks					
22	I obey company rules and regulations even when no one is watching					
23	I help orient new people even though it is not required					
24	I am one of the most conscientiousness people in this organization					

Personality scale

Here are a number of characteristics that may or may not apply to you. For example, do you agree that you are someone who likes to spend time with others? Please write a number next to each statement to indicate the extent to which you agree or disagree with that statement.

Disagree strongly   Disagree a little   Neither agree nor disagree   Agree a little   Agree

Strongly

     1   2   3   4

     5

S/N	ITEMS	SD	D	U	A	SA
	I see Myself as Someone Who...					
1	.......Is talkative					
2	.........Tends to find fault with others					
3	.... Does a thorough job					
4	Is depressed, blue s					
5	........Is original, comes up with new ideas					
6	.... Is reserved					
7	......is helpful and unselfish with others					
8	.....Can be somewhat careless					
9	......Is relaxed, handles stress well					
10	......Is curious about many different things					
11	......Is full of energy					
12	.....Starts quarrels with others					
13	........Is a reliable worker					
14	.... Can be tense					
15	.... Is ingenious, a deep thinker					
16	.... Generates a lot of enthusiasm					

17	.... Has a forgiving nature					
18	.... Tends to be disorganized					
19	.......Worries a lot					
20	......Has an active imagination					
21	..... Tends to be quiet					
22	........Is generally trusting					
23	......Tends to be lazy					
24	........Is emotionally stable, not easily upset					
25	.....Is inventive					
26	....Has an assertive personality					
27	..... Can be cold and aloof					
28	....Perseveres until the task is finished					
29	...... Can be moody					
30	.......Values artistic, aesthetic experiences					
31	...... Is sometimes shy, inhibited					
32	. Is cconsiderate and kind to almost everyone					
33	. ....Does things efficiently					
34	.... Remains calm in tense situations					
35	.....Prefers work that is routine					
36	...... Is outgoing, sociable					
37	........s sometimes rude to others					
38	....Makes plans and follows through with them					
39	....Gets nervous easily					

40	....Likes to reflect, play with with ideas					
41	. ....Have few artistic interests					
42	.... Likes to cooperate with others					
43	.... Is easily distracted					
44	.... Is sophisticated in art, music, or literature					

DATA OUTPUT

Statistics

		SEX	marital status	religious affiliation	age classification of employees
N	Valid	150	150	150	150
	Missing	0	0	0	0
Mean		1.51	1.71	1.43	
Std. Error of Mean		.041	.054	.052	
Median		2.00	2.00	1.00	
Mode		2	2	1	
Std. Deviation		.502	.659	.638	
Variance		.252	.434	.407	
Range		1	2	2	
Sum		226	257	214	

SEX

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	74	49.3	49.3	49.3
	female	76	50.7	50.7	100.0
	Total	150	100.0	100.0	

marital status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	single	60	40.0	40.0	40.0
	married	73	48.7	48.7	88.7
	divorced	17	11.3	11.3	100.0
	Total	150	100.0	100.0	

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religious affiliation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	christianity	98	65.3	65.3	65.3
	muslim	40	26.7	26.7	92.0
	other religion	12	8.0	8.0	100.0
	Total	150	100.0	100.0	

age classification of employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	older ad	77	51.3	51.3	51.3
	young ad	73	48.7	48.7	100.0
	Total	150	100.0	100.0	

Regression

Descriptive Statistics

	Mean	Std. Deviation	N
OCB	3.4819	.53049	150
extraversion	21.8800	3.32757	150
Agreeableness	30.8467	4.08588	150
Conscientiousness	29.2400	3.95390	150
Neuroticism	24.0000	3.43492	150
Openess	35.0400	3.94914	150

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method

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1	Openess, Neuroticism, extraversion, Agreeableness, Conscientiousness[b]	.	Enter

a. Dependent Variable: OCB

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.396[a]	.157	.128	.49542	.157	5.369	5	144	.000

a. Predictors: (Constant), Openess, Neuroticism, extraversion, Agreeableness, Conscientiousness

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.589	5	1.318	5.369	.000[b]
	Residual	35.343	144	.245		
	Total	41.932	149			

a. Dependent Variable: OCB

b. Predictors: (Constant), Openess, Neuroticism, extraversion, Agreeableness, Conscientiousness

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Coefficients[a]

odel	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	1.837	.666		2.756	.007	.520	3.154
extraversion	-.014	.012	-.085	-1.106	.271	-.038	.011
Agreeableness	.027	.011	.206	2.384	.018	.005	.049
Conscientiousness	.008	.012	.062	.710	.479	-.015	.032
Neuroticism	-.011	.013	-.072	-.877	.382	-.036	.014
Openess	.033	.011	.242	3.077	.002	.012	.053

Dependent Variable: OCB

Oneway

ANOVA

OCB

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.458	2	.229	.811	.446
Within Groups	41.474	147	.282		
Total	41.932	149			

T-Test

Group Statistics

	employees age	N	Mean	Std. Deviation	Std. Error Mean
OCB	young adults	73	3.4880	.53641	.06278
	older adults	77	3.4762	.52828	.06020

Independent Samples Test

	Levene's Test for Equality of Variances		t-test for Equality of Means						
	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower	Upper
variances assumed	.057	.812	.136	148	.892	.01182	.08695	-.15999	.18364
variances not ...ed			.136	147.299	.892	.01182	.08698	-.16007	.18372

Correlations

Descriptive Statistics

	Mean	Std. Deviation	N
employees age	1.5133	.50150	150
marital status	1.71	.659	150
religious affiliation	1.43	.638	150
extraversion	21.8800	3.32757	150
Agreeableness	30.8467	4.08588	150
Conscientiousness	29.2400	3.95390	150
Neuroticism	24.0000	3.43492	150
Openess	35.0400	3.94914	150
OCB	3.4819	.53049	150

Correlations

	employees age	marital status	religious affiliation	extraversion	Agreeableness	Conscientiousness	Neuroticism	Openess	OCB
employees age Pearson Correlation	1	.144*	.024	-.003	-.122	-.171*	.121	-.088	-.011
Sig. (1-tailed)		.040	.385	.485	.069	.018	.070	.141	.446
N	150	150	150	150	150	150	150	150	150
marital status Pearson Correlation	.144*	1	.037	-.031	-.006	-.092	.047	-.024	-.025
Sig. (1-tailed)	.040		.325	.353	.469	.132	.282	.386	.383
N	150	150	150	150	150	150	150	150	150
religious affiliation Pearson Correlation	.024	.037	1	.065	-.067	-.238**	-.006	-.073	.025
Sig. (1-tailed)	.385	.325		.213	.206	.002	.470	.186	.379
N	150	150	150	150	150	150	150	150	150
extraversion Pearson Correlation	-.003	-.031	.065	1	.087	-.020	.004	.062	-.054
Sig. (1-tailed)	.485	.353	.213		.145	.405	.483	.225	.257
N	150	150	150	150	150	150	150	150	150
Agreeableness Pearson Correlation	-.122	-.006	-.067	.087	1	.411**	-.235**	.213*	.292**
Sig. (1-tailed)	.069	.469	.206	.145		.000	.002	.005	.000
N	150	150	150	150	150	150	150	150	150
Conscientiousness Pearson Correlation	-.171*	-.092	-.238**	-.020	.411**	1	-.341**	.128	.204**
Sig. (1-tailed)	.018	.132	.002	.405	.000		.000	.059	.006
N	150	150	150	150	150	150	150	150	150
Neuroticism Pearson Correlation	.121	.047	-.006	.004	-.235**	-.341**	1	.017	-.138*
Sig. (1-tailed)	.070	.282	.470	.483	.002	.000		.419	.046
N	150	150	150	150	150	150	150	150	150
Openess Pearson Correlation	-.088	-.024	-.073	.062	.213**	.128	.017	1	.288**
Sig. (1-tailed)	.141	.386	.186	.225	.005	.059	.419		.000
N	150	150	150	150	150	150	150	150	150

OCB	Pearson Correlation	-.011	-.025	.025	-.054	.292**	.204**	-.138*	.288*	1
	Sig. (1-tailed)	.446	.383	.379	.257	.000	.006	.046	.000	
	N	150	150	150	150	150	150	150	150	150

*. Correlation is significant at the 0.05 level (1-tailed).

**. Correlation is significant at the 0.01 level (1-tailed).

Regression

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.401ᵃ	.161	.119	.49788	.161	3.880	7	142	.001

a. Predictors: (Constant), extraversion, employees age, Openess, Neuroticism, marital status, Agreeableness, Conscientiousness

ANOVAᵃ

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	6.733	7	.962	3.880	.001ᵇ
	Residual	35.199	142	.248		
	Total	41.932	149			

a. Dependent Variable: OCB

b. Predictors: (Constant), extraversion, employees age, Openess, Neuroticism, marital status, Agreeableness, Conscientiousness