



Faculty of Cognitive Sciences and Human Development

**THE RELATIONSHIP BETWEEN BIG FIVE PERSONALITY AND
ORGANIZATIONAL CITIZENSHIP BEHAVIOUR (OCB)**

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**Bachelor of Sciences with Honours
(Human Resource Development)
2020**

UNIVERSITI MALAYSIA SAWARAK

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Final Year Project Report

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ACKNOWLEDGEMENTS

I would like to express my sincere gratitude to several individuals and organizations for supporting me throughout my final year project. First, I wish to express my sincere gratitude to my supervisor, Associate Professor Dr. Abdul Halim bin Busari, for his enthusiasm, patience, insightful comments, helpful information, practical advice and unceasing ideas that have helped me tremendously at all times in my research and writing of this report. His immense knowledge, profound experience and professional expertise in Human Resource has enabled me to complete this research successfully. Without his support and guidance, this project would not have been possible. I could not have imagined having a better supervisor in my study.

I also wish to express my sincere thanks to Universiti Malaysia Sarawak (UNIMAS) for accepting me into the Bachelor with Honours Degree program. My deepest thanks to my parents and family for being supportive the entire time and blessings. Their unwavering support and encouragement are my source of strength.

Not to forget, my close friends, Wafa Aina, Nuraqila, Melissa Natasha and Aiman Afiffy who constantly been sticking around since the start and contribute with sharing thoughts and struggles to complete until the end of this research. Additionally, I owe my gratitude to Muhammad Izzat Amir, Nur Fatin Nabilah, Amirulamin, Fatin Izzati, Zarul Fikri, Ain Syafiqah and to all my other friends for giving me their company, moral support, advice, ears, and shoulders throughout my degree years in UNIMAS. I am beyond blessed and grateful for the amazing people around me.

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ABSTRACT

The main objectives of this research are to examine the relationship between the big five personality on organizational citizenship behaviour (OCB). In this study, big five personality had been studied as the independent variable that consists of five types which is extraversion, agreeableness, conscientiousness, openness to experience, and neuroticism. Also, researcher has decided to choose retail sector to carry out in this current study by using a quantitative approach. The population is according to the availability of the respondents in retail sector in Kuching area which involve AEON Kuching, VivaCity Megamall and Summer Mall. The sample size is decided based on Krejcie and Morgan (1970) table of convenience sampling. The used of questionnaires to gather the data for this research are analysed with inferential and descriptive statistic by using “Statistical Package for Social Science” (SPSS) version 21.0. Demographic background of respondent was analysed in descriptive statistic that involve gender, age, race, higher education level, working experience, and job status. In the same time, the relationship between independent and dependent variable was analysed and identified by using Spearman Correlation analysis. The results of this research proved that there is a significant relationship between extraversion, openness to experience, agreeableness, and conscientiousness to OCB except neuroticism as it shows negative relationship with OCB. Recommendation for HR practitioners, future researchers and organization had been drawn. This includes that HR personnel need to have better understanding and comprehend the expectations of OCB with personality. Future researchers also need to provide strong and knowledgeable feedback instead of referring to past theories While, organization need to adapt the importance of OCB and personality by implementing it in screening and recruiting process to have a quality candidate.

Keywords: Personality, Agreeableness, Openness to experience, Conscientiousness, Neuroticism, Extraversion, Organizational citizenship behaviour

ABSTRAK

Objektif utama penyelidikan ini adalah untuk mengkaji hubungan antara lima keperibadian besar dengan tingkah laku kewarganegaraan organisasi (OCB). Dalam kajian ini, lima keperibadian besar telah dikaji sebagai pemboleh ubah bebas yang terdiri daripada lima jenis iaitu ekstraversi, kesepakatan, kesedaran, keterbukaan terhadap pengalaman, dan neurotisme. Juga, penyelidik telah memutuskan untuk memilih sektor runcit yang akan dijalankan dalam kajian semasa dengan menggunakan pendekatan kuantitatif. Populasi adalah mengikut ketersediaan responden di sektor runcit di kawasan Kuching yang melibatkan AEON Kuching, VivaCity Megamall dan Summer Mall. Saiz sampel diputuskan berdasarkan jadual pengambilan sampel Krejcie dan Morgan (1970). Penggunaan kuesioner untuk mengumpulkan data untuk penelitian ini dianalisis dengan statistik inferensi dan deskriptif dengan menggunakan "Statistical Package for Social Science" (SPSS) versi 21.0. Latar belakang demografi responden dianalisis dalam statistik deskriptif yang melibatkan jantina, umur, bangsa, tahap pendidikan tinggi, pengalaman bekerja, dan status pekerjaan. Pada masa yang sama, hubungan antara pemboleh ubah bebas dan bersandar dianalisis dan dikenal pasti dengan menggunakan analisis Spearman korelasi. Hasil penyelidikan ini membuktikan bahawa terdapat hubungan yang signifikan antara ekstraversi, keterbukaan terhadap pengalaman, kesepakatan, dan kesedaran terhadap OCB kecuali neurotisme kerana ia menunjukkan hubungan negatif dengan OCB. Saran untuk pengawai Sumber Manusia, penyelidik masa depan dan organisasi telah diambil. Ini merangkumi bahawa personel Sumber Manusia perlu mempunyai pemahaman yang lebih baik dan memahami harapan OCB dengan keperibadian. Penyelidik masa depan juga perlu memberikan maklum balas yang kuat dan berpengetahuan dan bukannya merujuk kepada teori masa lalu. Sementara itu, organisasi perlu menyesuaikan kepentingan OCB dan keperibadian dengan menerapkannya dalam proses penyaringan dan perekrutan untuk memiliki calon yang berkualiti.

CHAPTER ONE INTRODUCTION

1.0 Introduction

This chapter discusses the parts of background of study, problem statement, research objective, research hypotheses, conceptual framework, significances of study, scope and limitation of study and the definition of terms used. In short, this chapter will help and ease to introduce the basic or fundamental elements of the study that are significant to researcher in completing this research.

1.1 Background of Study

The research of Organizational Citizenship Behaviour (OCB) is really challenging and exciting. It relates with people and teams of working members. The analysis of the organization's behaviour relates to an individual's expected behaviour. As Organ (1988) points out, one of the organizational influences is Organization Citizenship Behaviour and It consists of five sub-variables (known as dimension) in OCB which consists of altruism, courtesy, sportsmanship, civic virtue, and conscientiousness.

Retail sales consultants that are targeted as the respondents are frontline workers who interact with customers at outlets or stores and therefore team efficiency is an essential component of a company's or brand's success in ensuring value and satisfaction of customers. The performance of the company in its objectives relies not only on the performance of the employees but on nature (in job behaviour) of the task. Besides, the definition of employment (extra-role behaviour) also promotes the processes of a company. Behaviour at work outside of the job description is referred to as OCB.

According to Cattell (1965), he mentioned that personality denotes to

behavioural and cognitive trends that depict stability across situations and over time. Thus, as recent empirical research has shown, it is sensible to assume that individual morale and behaviour can be influenced by traits of personality. A taxonomy which is the “Big Five” known as Five Factor Model (FFM) that explains personality types of human in detail and highly supports the validity of empirical evidence. (O’Connor, 2002). Since it is valid and accepted widely, it already has been broadly employed in current organization and another applied research (Hurtz & Donozan; Judge, Erez, Bono, & Thoresen as cited in Azharuddin Hashim et al., 2017). The Big Five is widely supported and extensively investigated personality model (Costa & McCrae, 2005).

In the study, personality is measured using the Five-Factor Model or Big Five Personality (Openness to experience, Neuroticism, Extraversion, Agreeableness, Conscientiousness) with OCB. The reason is that in the last couple of decades the Five-Factor personality model (FFM) or “Big-Five” have affected personality and have brought together significantly in the analytical psychology of trait-factor (Robertson & Callinan, 1998). In the last few years, the theory of Big-Five personality characteristics has broadly used along with previous scholars for both as regards conception and “application in the areas of psychology and behavioural sciences” (Kumar, Bakhshi, & Rani, 2009). However, this personality factor is still lacking in human resource perspective. It has also been a trusted source of measurement for personality (Kumar, Bakhshi, & Rani, 2009).

Personality has been considered as one of the most important issues by job advisors. This is because it linked the right individual with the best area that substantially improves the people and performance of the organizational. Obviously, different personalities of people are likely to have a distinct characteristic of their professions. Former researches proved that there is a significant difference between

traits of personality with organization behaviour relationship that continues inexplicable. There are significant influences on the effectiveness and efficiency which are thought from OCBs in terms of work teams and organization, thus will contribute to the general output and productivity in the organization itself (Podsakoff, Whiting, Podsakoff, & Blume, 2009).

Organizational Citizenship Behaviour (OCB), on the part of an employee, is discretionary conduct that is not anticipated or necessary and cannot therefore be formally rewarded or punished by the organization for being absent (Organ, 1988).. Researcher have examined working practices that benefit the organization more broadly (Erturk, Yilmaz, & Ceylan, 2004). OCB is one of them, as organisation's population compartment involves efforts by members who facilitate or encourage the organization, the image, and objectives of the work. Previous studies were conducted among employees in private sector in Malaysia context such as athletes (Mosalaei, Nikbakhsh, & Tojari as cited in Azharuddin Hashim et al., 2017), Prudential Assurance Malaysian Berhad employees (Fathimath, Baiduri, & Zubair, 2015) and private banks (Dash & Chaudhur as cited in Azharuddin Hashim et al., 2017).

Foreign countries such as middle east, UAE (Golafshani & Rahro as cited in Azharuddin Hashim et al., 2017) and Indonesia (Sjahrudin, Armanu, Achmad & Normijati as cited in Azharuddin Hashim et al., 2017) also conducted the same study between Big Five personality and OCB.

Prior research had associate OCB with job involvement and organizational commitment while personality with job performance and turnover intention. OCB in past has been associated with job involvement. From this quantitative study, Mirzaee and Beygzadeh, (2017) stated that "the concept of job involvement and self- discipline, as one of the dominate issues in organizational behaviour, is seeking to increase overall

organization efficiency, the effect of organizational citizenship behaviour (OCB) on the staffs' job involvement and self-discipline cannot be ignored.” It also has been linked with organizational commitment (Cetin, Gürbüz, & Sert, 2015) which in this research, a meta-analysis is used to analyse (a) the relationship between OC and OCB and (b) the impact in this relationship from potential moderating variables. The findings of a meta-analysis based on a quantitative review of studies related to the OC-OCB relationship are identified and the four possible moderators for the relationship are identified.

Also, personality in Big Five has been widely associated with turnover intention (Gümüşsoy, 2016) and other few research investigated the substantial impact on retention purpose with personality traits (Ariyabuddhiphongs & Marican; Barrick & Zimmerman; Zimmerman as cited in Gümüşsoy, 2016) that “knowing the personality traits of the employees in the organizations is important in understanding how employees' personality type affects the employees' - behaviour in the work environment, professional communication, job satisfaction, and finally career satisfaction” (Rooney, 2010 as cited in Gümüşsoy, 2016). Other than that, the most common studies of personality that has been extent by Dhani (2017) shows the relationship between the personality traits with job performance. This quantitative method also proved that there are various efforts to select the best employees for the best career.

From the few pasts of years, research already existed and enhanced in the field of OCB, which were conducted in foreign context and have investigated their connections to others, rather than employees' personality. Every industrial or manufacturing company, headquarters, or department varies regular on a countless of measures in teamwork, effectiveness, ideas, signs of willingness, humanity, and more examples that may be known as citizenship behaviour. The key strength of the

organizations in recent area of competitiveness where endurance of organization is already a major obstacle as a workforce that is steadfast and exceed the necessary needs (Elanain, 2007). Without any employees performing as decent people that is participating in any ways of positive organization- relevant behaviour, organizations will fail to survive or success. As such, it is important to integrate the ‘Big-Five’ model in this writing.

Nevertheless, it has remains unexplained until now that past research findings exploring the correlation in the Malaysian context between the Big-Five personality model with OCB. Consequently, the research gap will be filled by the end of this study and evaluate the link between them to better understand the dispositional framework of OCBs. The relationship between personality traits of Big-Five Personality model and Organization Citizenship Behaviour (OCB) has been studied to a great extent and the scope of study has flourished to become a target topic under investigation.

1.2 Statement of Problem

Based on the previous research, most of the study only emphasis on the relationship between employees’ personality with job performance, turnover intention (Dhani, 2017; Gümüşsoy, 2016). Kumar, Bakhshi and Rani (2009) mentioned that “lately there has been increasing interest among the researchers to explore the contextual and dispositional factors responsible for eliciting Organizational Citizenship Behaviour (OCB)”. Even though there are studies that shows relationship of Big-Five personality and OCB but there are a few of the studies which has been done about personality with OCB context but not in Malaysia. This is because, the researchers are likely to focused on how to comprehend the undercurrents and to construct normative theories of extra-role employee behaviour which may be positively contributed to the

organization performance. “Organizational citizenship behaviour (OCB) is a newly emerging concept in the literature of organization behaviour” (Azharuddin Hashim et al., 2017). Therefore, a positive impact towards the organization can be implemented by reviewing on the link of OCB and the Big-Five Personality traits.

However, in this research, the linked of OCB in local environment has been found and there is a very discreet research which has been already investigated with Big Five Personality (Chiun Lo as cited in Azharuddin Hashim et al., 2017). Researcher realized that the findings obtained from the instruments are still lacking in Malaysian retail sector. It can be considered as lacking as the instrument tested mostly is either in foreign context or in different types of sector that has been broadly focused. Many questions about whether employees’ personality models and theories of Big-Five personality model may act as a useful variable to help improve the behaviour of the employees in the retail sector. Bhasin (2019) stated that retailer increases brand quality by creating a place, time and effectiveness when selling products. Retailers buy bulk products and sell them in small packs and break them into small numbers. Therefore, it produces utility types. In another part of the world, goods produced from one part of the world are consumed. The producers are buying products and selling them on the local market generating storage value. The retailer purchases and positions the items in his shop in advance and sell them to customers whenever necessary. The cost of these commodities is improved by having these three services. The distributor ensures that the items are consistently manufactured and consumed.

From the research, researcher notice that it is quite difficult and limited to find qualitative studies about the variables. Most of the previous quantitative studies shows that it is insufficient to prove the validity of the outcomes and to support the theory amongst research done. Therefore, the aim of conducting this study in the retail-sector

is because, fewer study conducted in the sector. Furthermore, the research on types of employees' personality with OCB have produced a lot of individual's perception since the context has been done in many foreign regions that need to be clarified within local context for this issue. Hence, by identifying the disparity of the study, the scholar will be conducted the research at retail-sector organization in Johor Bahru, Johor.

In this study, alternative hypothesis was used as it provides clearer statement that researcher may expected according to the real effect. Moreover, the findings of this research are lacking as the instrument tested mostly is either in foreign sector or in different types of sector that has been broadly focused in public- sector organization. Therefore, the aim of this study is to identify the relationship between the Big Five Personality and OCB for better understanding the concept of Organizational Citizenship Behaviours (OCB) among retail sector and specifically focusing in Malaysian context as well. In the same time, this study will identify the under stated research hypothesis.

1.3 Research Objectives

1.3.1 General Objectives

To examine the effect of Big-Five personality on Organization Citizenship Behaviour (OCB) of employees in the retail sector.

1.3.2 Specific Objectives

1.3.2.1 To determine the relationship between Neuroticism personality on Organization Citizenship Behaviour (OCB) of employees in the retail sector.

1.3.2.2 To determine the relationship between Extraversion personality on Organization Citizenship Behaviour (OCB) of employees in the retail

sector.

1.3.2.3 To determine the relationship between Openness to experiences personality on Organization Citizenship Behaviour (OCB) of employees in the retail sector.

1.3.2.4 To determine the relationship between Agreeableness personality on Organization Citizenship Behaviour (OCB) of employees in the retail sector.

1.3.2.5 To determine the relationship between Conscientiousness personality on Organization Citizenship Behaviour (OCB) of employees in the retail sector.

1.4 Research Hypothesis

*H*₁: Openness to experience has a positive relationship with OCB.

*H*₂: Conscientiousness has a positive relationship with OCB.

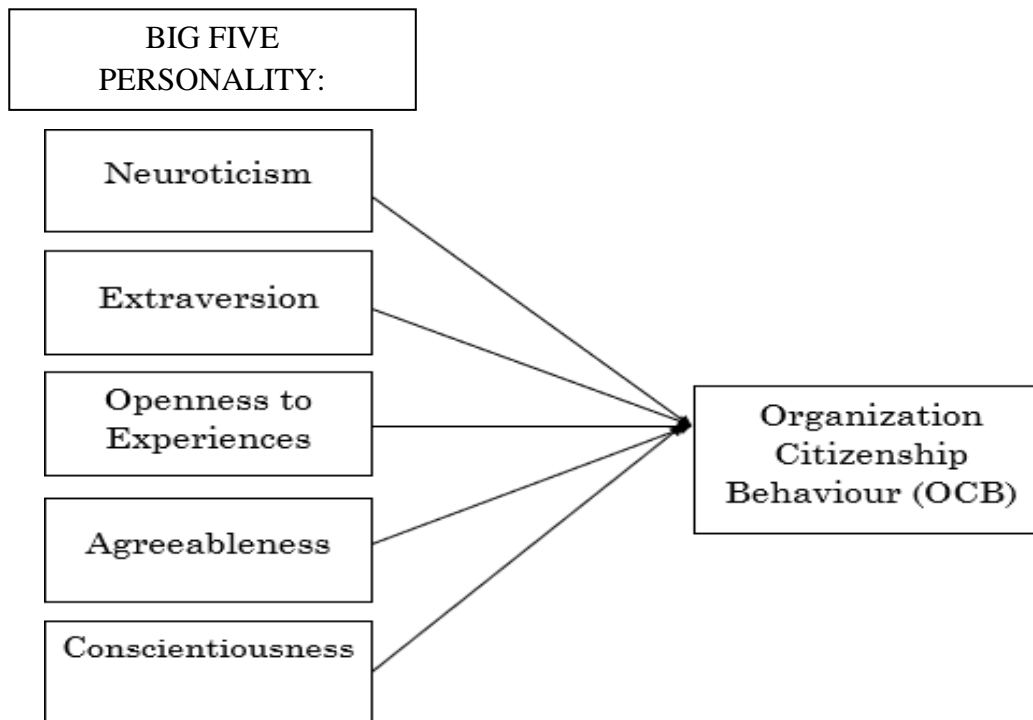
*H*₃: Extraversion has a positive relationship with OCB.

*H*₄: Agreeableness has a positive relationship with OCB.

*H*₅: Neuroticism has a positive relationship with OCB.

(Kumar, Bakhshi, & Rani, 2009)

1.5 Theoretical Framework



(Sjahruddin et al., 2013)

1.6 Significance of Study

1.6.1 Body of Knowledge

Previous studies have proved that there is a lot of unlikely effect from the employees' personality that related with OCB. It can provide useful guideline to future researchers to assist their studies by preparing precise and clearer knowledge of personality types and OCB. Despite of that, it seems that the researcher still lacking some issues personality among employees in organization. This research will contribute and assist to the existing knowledge towards organization, especially in Malaysia.

1.6.2 Significance to Human Resource (HR) Practitioner

This research also helps to increase the employees' services or performance in the organization by providing valuable and useful information to HR practitioner that

interested to conduct research within the similar field of study. This study is important as organization behaviour play a crucial part in the organization. It attempts to focus deeper about the problems regarding personality and behaviour among employees in the organization such as the difference of personality types that encourage employees to get involve in their performance. Thus, it helps the HR practitioner in the organization to create good strategy in order to observe the employees' work pattern and to improve the performance that will contribute to organization.

1.6.3 Significance to Research Methodology

Besides, this research as well seeks to investigate the relationship of personality types on OCB. This research is useful as a replication for upcoming scholars to encourage their studies between the variables by analysing the theoretical framework, research objectives, and hypothesis. Thus, we can examine the differences in working environment and culture will affect the OCB of employees. A data from set of questionnaires will be collected in order to get the information from the employers of the organization that supervised the employees in their department in organization. The result of this research will seek to provide a clearer perspective on the correlational study of employers about OCB and employees' personality.

1.7 Limitation of Study

This research was theoretically based on the collection and analysis of studies, reports, journals, and books to explore the links between personality and OCB to determine how personality from the model of Big-Five and OCBs results. The researcher however looks for an analysis to assess the personality and OCB of the work in the organization. The study limitations and its relationship on practice are discussed.

In all, the results show that the five major personalities derived from the Big-Five personality and OCB have a relationship, but it is not strong or extensive. It discusses the limits of the study and its effects on practice. The major challenge is defining what is OCB to the respondents as they never understand or familiar with the term (OCB). When using this approach, researcher is well-aware that it only explains about the surface of this study instead of going in-depth since the instruments of this study is constructed and structured. The other problem during this research work was the challenge of receiving the actual information because all respondents are still working in different settings and environment. Thus, they may have a different perception about this topic.

1.8 Definition of Study

Terms	Operational Definition	Conceptual Definition
Organizational Citizenship Behavior (OCB)	The context or performance of any job or task. It is essentially a person who is willing to be of service to the organization in matters beyond his domain of work. It means helping others in the organization to look after them.	Type of “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” (Organ, 1988).
Personality	Combining features or qualities which form the distinctive character of an individual.	Cognitive and behavioural habits that show consistency in times and circumstances (Cattell as cited in Azharuddin Hashim et al., 2017).
Openness to Experience	It reflects the wide mentality, depth of attitude, and approachable consciousness of an individual; it is necessary to generalize and test experiences.	Individuals who are artistically inclined, imaginative, and fascinated. (Deary, Weiss & Batty as cited in Azharuddin Hashim et al., 2017)
Neuroticism	It reflects personal differences of willingness to build, perceive and feel reality in threatening, disturbing or troubling ways.	People who show neuroticism appear to be nervous, frustrated, furious, worried and insecure (Elanain, 2017).

Extraversion	It describes the intensity and quality of the relationship between an individual and the organization's environment	“Involves interacting with others, particularly when that interaction is focused on influencing others and obtaining status and power.” (Barrick, Mount & Judge, 2001).
Agreeableness	Personality who is selflessness, nurturance (ability to provide care), caring, and emotional supportive.	Individual with “high in agreeableness are generally friendly, good natured, cooperative, helpful, courteous, and flexible” (Barrick, Parks & Mount as cited in Azharuddin Hashim et al., 2017).
Conscientiousness	Individuals who are keen to work hard and eager to endure under tough conditions and still carry on being a professional.	Trait of personality of an individual who “feels more comfortable when they are well-prepared and organized.” (Waude, 2017)

1.9 Summary

In this chapter, researcher explained about the issues of personality and Organization Citizenship Behaviour (OCB) in organization. The trends of the topics have been well constructed in writings. An organization will “benefit from encouraging employees to engage in OCB, because it has been shown to increase productivity, efficiency and customer satisfaction, and reduce costs and rates of turnover and absenteeism.” (Podsakoff et al., 2009).

The fact that the Big-Five personality characteristics are considered OCBs may

change the workplace culture since workers are more content with their employment and an enhancement in the performance of their jobs. The study in concrete terms combines the structure of the organizational citizenship at its dimensional level with job fulfillment and worker devotion therefore increases the results in explaining employee loyalty.

CHAPTER TWO LITERATURE REVIEW

2.0 Introduction

This chapter addresses the accompanying literature review which consists of four chapters. First, the definition and aspect of organizational citizenship behaviour and the personality of employees have been addressed. In the second part, the related theory or model is discussed. The third part deals with similar results in the past. The final review is for this section to be finished.

2.1 Relevant Issues Related to Study Personality

Personality and mood “influence the emergence of OCB, either individually or in groups (Organ as cited in Herminingsih & Kasuri, 2018). This is also supported by Luthans as cited in Herminingsih and Kasuri (2018) who claims that personality is about how an individual character understands and views themselves and influences others.” The Big Five consists of five large dimensions that will explain to illustrate about individual personalities that are “openness to experience, conscientiousness, agreeableness, extraversion, and neuroticism often under the acronyms of OCEAN” (Azharuddin Hashim et al., 2017). The “FFM of personality was originally introduced by Thurstone (1934), but it was most vigorously advocated and conceptualized by Goldberg (1992).” (Agyemang, Dzandu & Boateng, 2016)