Conscientiousness, Person Supervisor Fit and Organisational Citizenship Behaviour

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Abstract

Organisational Citizenship Behaviour (OCB) has become an on-going important aspect in Human Resource Management. OCB is essential in improving organisations in terms of performance and productivity. The objectives of this study are two-fold: (1) to investigate the relationship among conscientiousness and organisational citizenship behaviour, and (2) to investigate the relationship among person supervisor fit and organisational citizenship behaviour. With this study, the negative outcomes of OCB can be reduced while enhancing the better outcomes of OCB. This study was applied among the employees in the finance and insurance industry in Kota Kinabalu, Sabah, Malaysia with a sample of 185. The participants were chosen in a purposive sampling method to ensure they are working in the relevant

industry. A mono design that is a quantitative method was applied through google form questionnaires. This study is being formulated at a theoretical level and tested at an empirical level with SPSS 27 and SmartPLS 3.0. This study revealed that both conscientiousness and person-supervisor fit have positive effects on organisational citizenship behaviour. This study recommended that the Ministry of Finance should focus on the enhancement of organisational citizenship behaviour with the relation of personality and the fit between an employee and a supervisor.

Keywords: conscientiousness, person supervisor fit, organisational citizenship behaviour, finance, insurance industry

1. Introduction

Organisational Citizenship Behaviour (OCB) plays an important role in sustaining and acts as a competitive advantage to bring positive impact on the development of an organisation carried out by employees (Tamunomiebi & Owere, 2019). According to Organ (1988), OCB originates from personality which is proved by conscientiousness significantly and positively predicted OCB (Aftab et al., 2018). Supervisor acts as the most supportive person towards the employee and the employee possibly repays them with forms of positive behaviour, which relates to OCB. One of the dimensions in Person Environment Theory, the person supervisor (PS) fit focuses on the fit between the supervisor and the employee in terms of personality, goal and work style similarity or the suitability between individual skills and the group's demand (Huynh, 2019).

OCB is carried out by employees themselves and should be equipped with the necessary knowledge, skills and abilities to ensure the organisation sustains optimum performance for themselves and their organisation (Diamantidis & Chatzoglou, 2019). Most of the research in OCB focuses on the government sector, private sector, banking sector, academic institutions, and public agencies (Teh & Sun, 2012; Wee et al., 2013; Kasa & Hassan, 2017; Abdullah & Marican, 2020). The prior research conducted shows the limited research of OCB in the finance and insurance industry.

The service sector is essential to Malaysia's economy for its higher gross domestic product (GDP) (Sauian, Kamaruddin & Rani, 2013). The Ministry of Finance (2022) in Malaysia emphasised that the finance and insurance industry supported the rise of 4.8% GDP by sector in the first half of year 2021 and it shows a high index change of GDP among all the other service industries. Keown et al. (2020) stated that the financial market will not grow as quickly if it does not have a proper financial market. The Department of Statistics Malaysia (2022) shows the increasing employment rate which shows more opportunities for employment especially in the beginning of year 2022. According to the Sabah Employment (2020), nine out of ten Sabahan employees are unhappy at work, with 90 percent having a bad relationship with the immediate supervisor and 9% of the other reasons relating to the fit between the person and the environment.

As P-E Fit theory is grounded in this study, thus OCB can be of discretionary behaviours exhibited by subordinates to support the social and psychological environment. Constructive

behaviours must be developed and maintained since the finance and insurance industry is to improve the assurance and quality of human beings (Garg, 2018).

There are noteworthy gaps relating to the antecedents of OCB (Podsakoff et al., 2018). The representative closest to the organisation is the supervisor (Ayu & Harsiwi, 2016). Thus, the objective of this study is to examine the relationship between conscientiousness and OCB and the relationship between PS Fit and OCB. Two hypotheses were proposed in this study: (1) conscientiousness has a positive effect on OCB, and (2) person supervisor fit has a positive effect on OCB. Hence, as shown in Figure 1 below, conscientiousness and person supervisor represented the independent variables, while OCB was the dependent variable of this study.
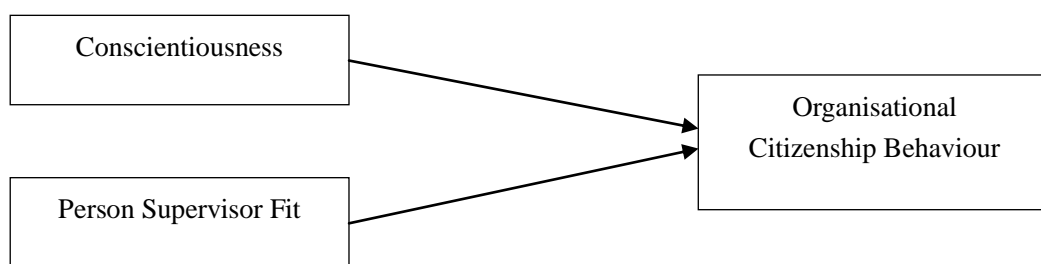

Figure 1. Research Framework

This study contributes to the knowledge of conscientiousness, PS Fit, and OCB in the finance and insurance industry as well as benefiting practitioners and researchers in the related field. In the following section, the theoretical background will be discussed.

2. Methodology

2.1 Research Design

The research data were collected using structured questionnaires. The items of the questionnaire are adapted from the Ten Personality Item Inventory (TIPI) to measure one of the Big Five, conscientiousness (Gosling et al., 2003) which originated from John and Srivastava (1999); person supervisor (Schoon, 2008) and Organisational Citizenship Behaviour (Organ, 1988). There were two items on conscientiousness from the Big Five TIPI Questions, two items on person-supervisor fit, and 20 items on organisational citizenship behaviour (OCB). The items were presented with 6-point and 7-point scales to eliminate common method bias as to increase motivation for respondents to respond accurately (Podsakoff et al., 2012). Preliminary tests were conducted before the final questionnaire was given to the respondents. Expert evaluations were done with three academic experts and three industrial experts based on their expertise and experience. Besides, cognitive interviews were also conducted among the finance and insurance industry to receive constructive feedback for further amendments. The questions were administered to the employees from the finance and insurance industry in Sabah, Malaysia as discussed in the introduction part of this paper.

The data were collected with questionnaire forms with personal contact approach to ensure

the guaranteed return of responses. The sampling design is purposive sampling to ensure the questions were given to the right respondents for this research, which are the employees from the finance and insurance industry. The power analysis determines the minimum sample size with the largest number of predictors (Hair et al., 2014). The sample size of respondents as guided from the g-power calculator is 92, however 190 respondents were collected. To verify the collection of data, data cleaning and screening procedures were conducted to test data normality, ensuring that there are no mistakes on blank responses, straight-lining, data entry and missing values. 5 problematic cases were deleted, which brings a total of 185 of sample size usable for this study.

3. Literature Review

3.1 Theoretical Background

According to Sekiguchi (2004), there are two perspectives to explain the behaviour of employees with the individual's behaviour and the situation responsible for the individual behaviour. This justifies the application of the PE fit theory in this study. In this study, conscientiousness is representing the individual personality and person-supervisor as the situation responsible for organisational citizenship behaviour. Conscientiousness is one of the most powerful predictors of OCB (Singh & Singh, 2009). Prior research by Rashidi and Tafreshi (2015) also revealed that conscientiousness is a dispositional predictor of OCB. Tsai and Yen (2017) speak about the four dimensions of PE Fit in their study; namely person-job, person organisation, person-supervisor and person group. The importance of a supervisor valuing the subordinates' work and effort is critical (Velickovska, 2017). According to Whiting and Maynes (2016), OCB behaviour in the form of conscientiousness influenced the performance on the field in the employee's first year. Thus, OCB is chosen as the dependent variable of this study.

PE Fit theory has contributed to explaining behaviours, which includes organisational citizenship (Giauque et al., 2014). In the study of Pickford and Joy (2016), personal traits and organisational conditions would encourage individuals to contribute beyond their formal job requirements.

3.2 Organisational Citizenship Behaviour (OCB)

Organ (1988) and Podsakoff et al. (1990) have elaborated five specific categories of discretionary behaviour which includes altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. To trace back, Organ (1977, p. 95) defines OCB as performance that supports the social and psychological environment. According to Jan and Gul (2016), OCB is that *"extra role behaviour of the employees that they start exhibiting when they develop a close association with their organisations"*. Organisations heavily rely on employees showing both in-role and extra-role behaviours (Organ et al., 2006). OCB acts as an extra role behaviour that involves pro-activeness, discretionary that are outside the job scope (Organ, 1988). The most often dimensions used to measure OCB are found in Organ (1988).

According to Harvey et al. (2018), OCB may differ from each and different organisations. Since OCB is a behaviour that is on a positive side, often employees may self-rate themselves

with high OCB which could show some level of bias. In measuring OCB, research could be in OCB (individual), OCB (organisation), overall OCB, OCB change and OCB team and the consideration of different measures including supervisors, peer, and self-evaluation (Lambert et al., 2012; Cole et al., 2013; Tomlinson et al., 2014). In prior research by Tamunomiebi and Owere (2019), OCB acts as a competitive advantage as it promotes positive individual outcomes (Akram et al., 2019) such as productivity (Barsulai et al., 2019) and effectiveness of the organisation (Sayuti et al., 2019).

2.3 Conscientiousness

Conscientiousness is about how people control, regulate, and direct their impulses (Toegel & Barsoux, 2012). Relatably, conscientiousness is about describing task-directed and goal-directed behaviors (John & Srivastava, 1999). Goldberg (1993) postulates that conscientiousness includes traits such as organisation, thoroughness and reliability which are traits favoured in the working world. Individuals with conscientiousness have positive and negative impacts at work. They were shown to suffer lower levels of burnout, enjoy better work life balance, and demonstrate a higher tolerance for stress (Wilmot & Ones, 2019). High levels of conscientiousness individuals tend to display self-discipline, act dutifully and strive for achievement (John & Srivastava, 1999). Additionally, they have high commitment and are willing to spend extra effort and energy on their job (Carles & Bernath, 2007). Due to their high attentiveness at work, they have the tendency of being stubborn, lacking flexibility and reliability (Toegel & Barsoux, 2012).

2.4 Person Supervisor (PS) Fit

According to Schoon (2008), PS fit has been conceptualised as the similarity between supervisor and subordinate in terms of personality dimensions, values and goals. PS fit is the attitudinal compatibility between supervisors and their subordinates (Klaic et al., 2018). PS fit refers to the suitability that employees perceive to the characteristics of the supervisor (Putri & Surya, 2021). PS fit reveals employees' morals which are in harmony with their supervisors and determined by individuals' perception of resemblance with their supervisors (Hamstra et al., 2019).

Kristoff (1996) divides P-S Fit into two main types which are supplementary and complementary. According to Kristoff (1996), complementary fit is when you get what you need and specifically, requirements of the supervisor can be fulfilled by the abilities of the subordinates. However, most PS Fit literature conceptualise PS Fit as supplementary fit (Czerw & Czarnota-Bojarska, 2016) where a person supplements or possesses characteristics which are like other individuals in the workplace (Muchinsky & Monahan, 1987).

4. Research Results

4.1 Collinearity Testing

The initial steps were data cleaning and screening with Statistical Package for Social Sciences 27 (SPSS) and collinearity testing was conducted to avoid issues of common method bias as suggested by Kock (2015) where the threshold of VIF is less than 3.3 and threshold of

tolerance values is 0.20 or higher (Hair et al., 2011). All the variables were regressed against the dependent variable, OCB and the results of collinearity testing yielded VIF less than 3.3 which prevent collinearity issues. The results of collinearity testing are depicted in Table 1.

Table 1. VIF for Collinearity Testing

	VIF
Person Supervisor	1.069
Conscientiousness	1.069

Dependent Variable: OCB

4.2 Demographic Profile of Respondents

This study's questionnaire has five close-ended questions that determine the respondent's sociodemographic backgrounds, including gender, age, years of work, pay, and job status. According to the results, there are 61.1 percent female respondents and 38.9 percent male respondents. Most respondents are between the ages of 26 and 35, accounting for 43.2 percent of the total, while the least number of respondents are between the ages of 56 and above, accounting for 8.6 percent. Most respondents have worked for their current employer for more than 10 years, accounting for 30.8 percent of the total, while those who have worked for less than one year account for 14.1 percent of the total. Most respondents in this study earned RM4500 or more, accounting for 48.1 percent of the total. Finally, 87 percent of respondents work full-time, while 13 percent of respondents work part-time.

4.3 Measurement Model and Structural Model

Subsequently, the software application, SmartPLS 3.0 was employed for the measurement model and structural model evaluations as the statistical tool to examine the measurement and structural model (Ringle et al., 2015). Various other studies such as Ahmad et al. (2019) similarly used PLS-SEM for their analysis The evaluation of reflective measurement models consists of the indicator reliability (factor loadings), internal consistency reliability (composite reliability (CR)), convergent validity (average variance extracted (AVE)), and discriminant validity (HTMT). On the other hand, the evaluation of the structural model in PLS-SEM consists of the significance of the path coefficients, standard deviations, t-values, p-values, bias corrected intervals (BCI) and the effect size. Results of PLS Predict are presented and the model can be concluded to have a strong predictive power.

4.3.1 Measurement Model

The measurement model to test validity of instruments followed the guidelines of Ramayah et al. (2018) and Hair et al. (2019), then, the structural model to test hypotheses was developed. The measurement model is assessed by ensuring that the values of loading is ≥ 0.5, the values of CR is ≥ 0.7 and the values of AVE is ≥ 0.5. As shown in Table 2, the results of the

measurement model demonstrate adequate convergent validity which includes loadings above 0.5, CRs exceeds minimum value of 0.7 and AVE which is the most important criteria exceeding the value of 0.5. The measurement model is enclosed in the Appendix.

Table 2. Measurement Model Assessment

Constructs	Items	Loadings	CR	AVE
Conscientiousness	BC3	0.937	0.782	0.650
	BC8	0.649		
OCB	O3	0.631	0.924	0.505
	O4	0.747		
	O5	0.667		
	O6	0.757		
	O7	0.691		
	O8	0.698		
	O9	0.774		
	O10	0.677		
	O11	0.749		
	O12	0.815		
	O13	0.674		
	O15	0.620		
PS	PS1	0.943	0.906	0.828
	PS2	0.876		

Note: Item loadings less than 0.5 which includes O1, O2, O14, O16, O17, O18, O19 and O20 were deleted.

Next, the discriminant validity using the HTMT criterion as suggested by Henseler et al. (2015) and updated by Franke and Sarstedt (2019), determined that HTMT values should be ≤ 0.85. As shown in Table 3, the values of HTMT were all lower than 0.85, hence it can be

concluded that the respondents understood that the 3 constructs are distinct from each other.

Table 3. Heterotrait-Monotrait Ratio (HTMT)

	Conscientiousness	OCB	PS Fit
Conscientiousness			
OCB	0.781		
PS Fit	0.335	0.540	*sa*

4.3.2 Structural Model

The figure of the structural model is enclosed in the Appendix. The effect of the 2 predictors on OCB, the R^2 was 0.469 which shows that the 2 predictors explained 46.9% of the variance in OCB. Following the suggestions of Hair et al. (2019), the path coefficients, standard errors, t-value, and p-values are to be reported by using a 5000-sample bootstrapping procedure (Ramayah et al. 2018). Also based on the criticism of Hahn and Ang (2017), p-values are not a good criterion for testing the significance of hypotheses and suggested using a combination of criterions such as p-values, confidence intervals and effect sizes. Table 4 depicts the summary of the criterions to test the hypotheses developed.

Conscientiousness ($\beta = 0.508$, $p < 0.01$), and Person Supervisor Fit ($\beta = 0.348$, $p < 0.01$) were all positively related to OCB, thus H1 and H2 were supported. To add on, the effect sizes (f2) are evaluated as it computes the relative impact of a predictor construct on the endogenous constructs. Following suggestions from Cohen (1988), the value of 0.02 represents small effect, 0.15 represents medium effect and 0.35 represents large effect. The results show that H1 has a large effect and H2 has a medium effect in measuring the relationship.

Table 4. Hypothesis Testing Direct Effects

H	Relationship	Std Beta	Std Error	t-values	p-values	BCI LL	BCI UL	f^2
1	Conscientiousness → OCB	0.508	0.053	9.564	0.000	0.425	0.597	0.455
2	PS Fit → OCB	0.348	0.052	6.710	0.000	0.265	0.434	0.214

Note: Usage of 95% confidence interval with a bootstrapping of 5,000. H refers to Hypothesis.

4.4 PLS Predict

Following suggestion by Shmueli et al. (2019), this study applied the PLSpredict, which is a

holdout sample-based procedure. The settings of the PLSpredict were five numbers of folds as the sample size is below 200 respondents and the number of repetitions are five. Shmueli et al. (2019) suggested that if all the item differences (PLS-LM) were lower, there is strong predictive power. Based on Table 5, 58% of the indicators (seven out of twelve indicators) from the PLS model were lower than the LM model, thus it can be concluded that the model has a medium predictive power.

Table 5. PLS-Predict

	PLS	LM		
Item	RMSE	RMSE	PLS - LM	Q^2 predict
O3	0.936	0.943	-0.007	0.103
O4	0.854	0.861	-0.007	0.197
O5	0.921	0.924	-0.003	0.176
O6	0.732	0.737	-0.005	0.216
O7	0.712	0.715	-0.003	0.302
O8	1.029	0.948	0.081	0.160
O9	0.721	1.039	-0.318	0.244
O10	0.849	0.866	-0.017	0.216
O11	0.806	0.802	0.004	0.196
O12	0.663	0.662	0.001	0.327
O13	0.846	0.837	0.009	0.207
O15	0.760	0.758	0.002	0.260

5. Discussion

The objective of this study is to examine the positive relationship between conscientiousness and OCB as well as the positive relationship between PS Fit and OCB among the finance and insurance industry in Sabah, Malaysia. All the hypotheses of this study were supported. The PE Fit theory of Sekiguchi (2004) is significant in this situation. Firstly, the significant finding indicates that conscientiousness has a positive relationship towards OCB in which H1 is supported. This finding fulfils one of the important dimensions of personality in exhibiting OCB and is in line with previous literature (Rashidi & Tafreshi, 2015). According to Berinsterova et al. (2021), conscientiousness is essentially a combination of responsibility,

motivation, and perseverance. However, men may differ from women in terms of conscientiousness (Karwowski et al., 2013).

The fit between person and supervisor provides the tendency to achieve OCB with the correct personality of oneself, and in this study, conscientiousness. As expected, the results indicate that PS Fit has a positive effect on OCB, hence, H2 is supported. This is consistent with findings by previous research (Singh & Jain, 2013) where it is to be believed that employees who are satisfied with their supervisors will be willing to perform responsibilities beyond their obligations. According to Guay et al. (2019), conscientious employees who work with conscientious supervisors are more likely to get consensual validation to perceive higher PS fit. With conscientiousness achieved between supervisor and subordinate, OCB will be highly achieved.

6. Conclusion

The main findings of this study shows that both hypotheses proposed were accepted. Both conscientiousness and person supervisor fit have a positive effect on OCB. As the employees are the backbone in an organisation, conscientiousness as one of the Big Five personalities among employees proved to be important. PS Fit should be considered when hiring personnel and consulting with managers, with managers receiving training to recognise OCB behaviours and formally rewarding staff members who display them. The findings of this study supports management decision-making for the finance and insurance industries to improve GDP contribution and employment rates. Improved organisation and repair of many concerns connected to organisational citizenship behaviour may benefit policymakers.

Despite the significant findings of this study, there are still some limitations that needs to be acknowledged. First, the scope of the study was solely limited to the finance and insurance industry and the study treated OCB as a unidimensional variable. Hence, future research may extend the scope to other related industries where OCB is relevant. Additionally, future studies can also examine the different dimensions of OCB where the dimensions are treated individually. Another limitation is that the study took place during the COVID-19 pandemic. Despite the increased workload, many employees would go the extra mile even if they had no intention of staying with their company or vice versa. As OCB is an ongoing dynamic process, future research in this area should also extend to post-pandemic period.

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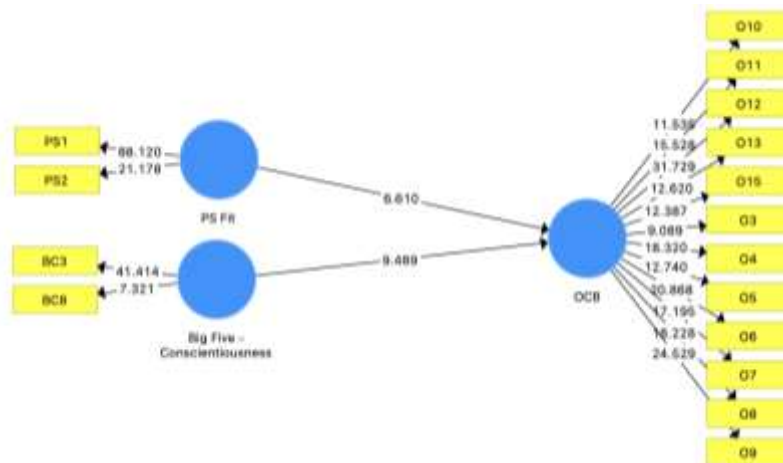
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Appendix A

Measurement Model
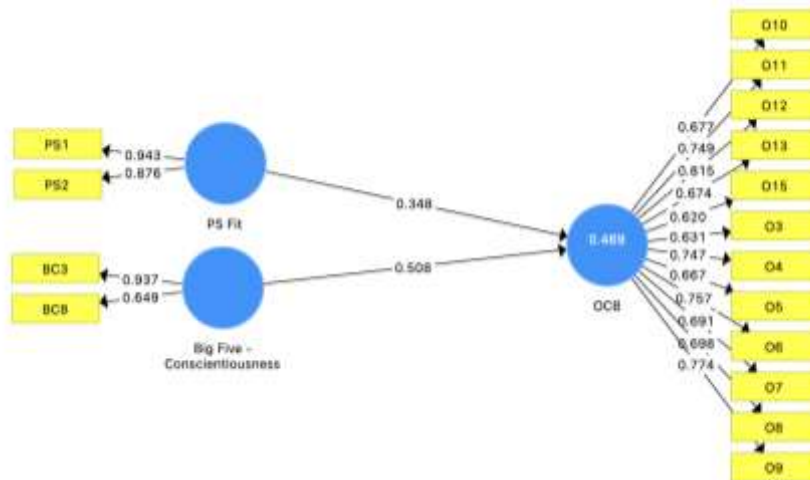
Structural Model

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