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Job Attitudes and Personality: Predictors of Organizational Citizenship Behaviour

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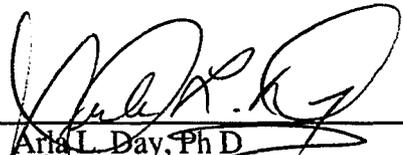
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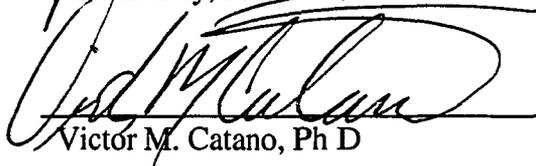
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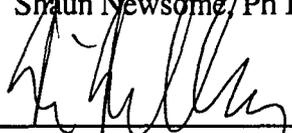
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Abstract

The goals of the current study were: (1) to examine the relationships among multi-dimensional measures of job attitudes (employee morale), personality factors, and organizational citizenship behaviour (OCB), and (2) to examine the incremental variance accounted for by personality and morale in each of the OCB dimensions under investigation (helping, civic virtue, and sportsmanship). Employees (n=102) of a government agency participated in the study and completed self-reports assessing morale (job satisfaction and organizational commitment), personality, and OCB.

The current study supports the argument that morale and personality predict OCB. Affective job satisfaction, affective commitment, and all of the Big Five personality characteristics were related to helping. Affective and contextual job satisfaction, affective commitment, neuroticism and extraversion were related to civic virtue. Sportsmanship was not related to morale but was related to all of the personality variables with the exception of openness to new experiences. Personality explained 23% of the variance in helping, 16% of the variance in civic virtue, and 23% of the variance in sportsmanship. Morale accounted for an additional 9% of the variance in helping and an additional 11% of the variance in civic virtue beyond that explained by personality.

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Job Attitudes and Personality: Predictors of Organizational Citizenship Behaviour

Katz (1964) argued that organizational success is contingent upon three categories of work behaviours: (a) employees must come to work as scheduled, (b) employees must complete the major tasks and key responsibilities explicitly defined in their job descriptions competently and reliably, and (c) employees must engage in work related activities that are typically beyond the scope of the tasks outlined in their job descriptions. That is, in addition to coming to work as scheduled and performing their specific duties, all organizations need employees to consult and collaborate with each other, defend the organization against internal and external criticisms, suggest innovative quality improvements, share corporate knowledge, and act in a manner that fosters a positive workplace. The current study investigates Katz's third category of employee behaviours by examining a collection of non-task work related activities or core competencies known as organizational citizenship behaviours (OCB).

Today's work environments are complex and work descriptions tend to be flexible and broadly defined encompassing both core competencies (e.g., teamwork, communication, innovation) and task specific duties. Issues related to a decade of downsizing, the emergence of a contingency workforce, large numbers of experienced employees eligible for retirement, and a competitive job market for young workers have created an organizational environment dependent upon recruiting and retaining employees prepared to perform all three of Katz's (1964) categories of work behaviour. Therefore, it is important that a complete understanding of all work behaviours including OCB be established. The purpose of the present study is to examine the relationships among multi-dimensional measures of job attitudes, personality factors, and OCB, and to

examine the incremental variance of job attitudes on OCB after controlling for personality.

Organizational Citizenship Behaviour

Organ (1977) expanded the definition of work performance beyond the task specific duties outlined in job descriptions to include the extra-role behaviours described by Katz. Organ named these extra-role activities organizational citizenship behaviours (OCB). Furthermore, he proposed that in-role and extra-role behaviours were not necessarily associated with the same motivators. For example, although task specific performance may be influenced by rewards and incentives, extra-role performance is more likely to be performed solely at the discretion of the employee. Organ's definition prompted research that led to studies investigating the motivational bases of OCB (Smith, Organ, & Near, 1983) and to refinements in job performance measures (Borman & Motowidlo, 1993).

Smith et al. (1983) enlisted the help of employers to develop a job performance scale specifically to measure OCB. Focus groups, consisting of managers and employees, generated a list of tasks that they believed were helpful to the effectiveness of the organization, but were outside the realm of typical job accountabilities. This list of tasks was used to produce a sixteen-item scale to assess OCB. Through factorial analysis, Smith et al. identified two dimensions of OCB: behaviours directed at specific individuals (altruism), and behaviours such as punctuality and attending meetings, which are beneficial at the organizational level (generalized compliance). Smith et al. argued that both types of OCB influence organizational effectiveness by promoting a commitment to cooperation.

In 1988 Organ expanded the definition of OCB beyond the original two dimensions (altruism and compliance) to include sportsmanship, civic virtue, and helping. Employees demonstrate sportsmanship by using a good-natured approach to work situations and by ignoring minor inconveniences. Employees demonstrate civic virtue by advocating for organizational change and offering suggestions to improve the organization. Organ described helping as a sub-scale that includes behaviours such as intervening and resolving conflict among co-workers, helping with work related problems, volunteering to assist co-workers complete their work assignments, and offering encouragement to co-workers. In addition to expanding the definition of OCB, Organ also renamed general compliance (the category of behaviours related to dutifulness, attendance, and punctuality) as "conscientiousness".

Generally, Organ's definition of OCB is applicable across many jobs; however, in some occupations (e.g., teachers, social workers, nurses), citizenship behaviours are perceived as part of the regular duties. Rather than debating in-role versus extra-role behaviours, Borman and Motowidlo (1993) developed a taxonomy system capable of categorizing OCB activities across all jobs. They categorized work behaviours as either task performance or contextual performance. This distinction recognizes the unique contributions to the organization made by each category of behaviour while de-emphasizing whether the activities are in-role or extra-role, discretionary or formally rewarded, or intended to help a specific individual or the organization as a whole. Organ and Ryan (1995) agreed that activities defining contextual performance are similar to behaviours previously identified as OCB.

Borman and Motowidlo (1997) identified five categories of contextual performance. Employees engage in contextual performance by: (a) completing their own tasks with persistence and enthusiasm, (b) volunteering to carry out additional tasks, (c) helping and co-operating with others, (d) adhering to rules and procedures, and (e) upholding and protecting the organization. Organ (1997) commented that despite the subtle differences between contextual performance and OCB, both constructs represent a similar category of employee behaviour that contributes to organizational effectiveness. Rather than adopt the new terminology, contextual performance, Organ suggested that OCB be retained as the descriptive name for the construct because "both academic and practitioner types readily and intuitively grasp what it is all about" and because the term contextual performance sounds "cold, gray, and bloodless" (p. 91).

OCB and Organizational Effectiveness

Borman and Motowidlo (1993) noted that although it seems logical that organizational performance is dependent upon employee performance, there is little empirical evidence to support this belief. Organ and Konovsky (1989) suggested that when employees engage in OCB over an extended period of time, organizational effectiveness improves. Presumably, as employees help co-workers who fall behind in their work, and share their expertise with co-workers, organizational effectiveness increases. In addition, organizations that encourage employees to participate in meetings and welcome innovation suggestions may be better able to respond to internal and external challenges than organizations that do not promote these practices.

Studies investigating organizational effectiveness have found linkages between OCB and positive employee performance appraisals. Podsakoff and MacKenzie (1994)

found that three dimensions of OCB (helping, civic virtue, and sportsmanship) were positively related to performance ratings provided by the employee's supervisor. Managers were influenced by the performance of OCB to evaluate overall performance positively. Jointly, the three dimensions of OCB accounted for 48% of the variance in managerial assessment of individual employee performance. Podsakoff and MacKenzie (1994) also found that civic virtue and sportsmanship were positively related to overall unit performance and accounted for 17% of the variance in performance among work units. In a second study, Podsakoff, Ahearne, and MacKenzie (1997) investigated OCB and organizational effectiveness and found that helping and sportsmanship behaviours explained 26% of the variance in the quantity of paper produced by a work team and that helping alone accounted for 17% of the variance in quality of paper produced.

Kiker and Motowidlo (1999) studied the effects of task performance and contextual performance (interpersonal facilitation and helping) on the disbursement of job rewards. Although performance appraisals are typically designed to target task performance, Kiker and Motowidlo (1999) found that supervisors rewarded both successful task performance and contextual performance. They also found that contextual performance and task performance interacted to influence the distribution of rewards. The positive effect of OCB on the allotment of rewards increases with increasing levels of task performance just as task performance and rewards tends to increase with increasing levels of OCB.

Because OCB makes an important contribution to organizational effectiveness independently, and in conjunction with task performance, identifying the antecedents of OCB is imperative. Job attitudes represent a promising source of potential antecedents of

OCB. Organ and Ryan (1995) argue that morale is the best predictor of OCB. Organ and Lingl (1995) suggest that personality predicts OCB to the extent that personality directly or indirectly influences morale. Organ and Paine (1999) propose that self-reported appraisals of job attitudes predict OCB to the degree that the instrument measures employee morale. These suggestions have not been examined previous to the current study.

One of the problems with testing such hypotheses is that there is no clear definition of employee morale. Despite the tremendous interest in employee morale and decades of employee opinion surveys and scientific investigations, a comprehensive definition of morale has not emerged. As early as the 1950s, morale was recognized as a multi-dimensional concept (Gresov, Drazin, & Van de Ven, 1989; Vandenberg, Richardson, & Eastman, 1999; Viteles, 1953). Viteles (1953) suggested that employee morale reflects satisfaction with the organization, a desire to remain with the organization, and a willingness to put forth the effort to achieve the goals of the organization. Gresov et al. (1989) described morale as a collective satisfaction at the unit level. They operationalized morale as job satisfaction and intent to stay with the organization. Vandenberg et al. (1999) defined morale as job satisfaction, intent to stay with the organization, and commitment. Thus, measurement of morale typically involves two job attitudes: organizational commitment and job satisfaction.

OCB and Job Satisfaction

Job satisfaction is an attitude that reflects an affective and a cognitive appraisal of job experiences (Brief, 1998). Most studies investigating OCB and job satisfaction have assessed the original two dimensions of OCB (altruism and conscientiousness) using

cognitive measures that assess satisfaction with contextual variables or conditions of employment (e.g., supervision, pay, security) rather than affective appraisals that measure levels of intrinsic satisfaction (e.g., personal growth, meaning of work). As such, there is considerable evidence that OCB and job satisfaction are positively related (Bateman & Organ, 1983; Becker & Billings, 1993; Lee & Allen, 2002; MacKenzie, Podsakoff, & Ahearne, 1998; Moorman, 1993; Morrison, 1994; Organ & Konovosky, 1989; Smith et al., 1983; Wagner & Rush, 2000; Williams & Anderson, 1991). Although the overall findings of previous studies are consistent, specific relationships identified in each study differ depending upon whether overall OCB or specific dimensions of OCB were measured, and whether the job satisfaction scale focused on affective or contextual elements of job satisfaction.

Bateman and Organ (1983) conducted a longitudinal, cross-lagged study in which they compared supervisory ratings of OCB and employee self-reported levels of job satisfaction. They found a strong, positive relationship between overall OCB and contextual job satisfaction. The most consistent and strongest relationships were between OCB and satisfaction with supervision and promotions. Becker and Billings (1993) also tested the relationship between OCB and contextual job satisfaction. In their study, each employee received two OCB scores: one self-reported rating and one score generated by their supervisor. Because there were no significant differences between the two OCB ratings, the scores were combined to produce an overall OCB score. They found a positive relationship between OCB and job satisfaction.

Using path analysis, Smith et al. (1983) found that affective job satisfaction was directly related to altruism but was unrelated to conscientiousness. Organ and Konovsky

(1989) found that satisfaction with pay (contextual job satisfaction) was positively related to both altruism and conscientiousness. However, job satisfaction explained less than 5% of the variance in OCB (Organ & Konovosky, 1989). Organ and Ryan (1995) completed a meta-analysis of 28 studies investigating OCB and found a positive relationship between overall job satisfaction and both altruism (uncorrected r =.24) and conscientiousness (uncorrected r = .22).

Some researchers have differentiated OCB into two types of activities depending upon the recipient of the behaviour (Lee & Allen, 2002; Williams & Anderson 1991). Behaviours that were directed at helping specific individuals, similar to altruism, were labeled OCB-Individual (OCBI). Behaviours that were directed at helping the organization, similar to conscientiousness, were categorized as OCB-Organization (OCBO). Although Williams and Anderson (1991) found positive relationships between both affective and contextual job satisfaction and each of the OCB variables, satisfaction with pay predicted OCBO and affective satisfaction predicted OCBI. However, affective job satisfaction did not explain any additional variance in OCB above and beyond that accounted for by satisfaction with contextual elements. In contrast, Lee and Allen (2002) found that intrinsic satisfaction (affective satisfaction) was positively related to OCBO but not related to OCBI.

Wagner and Rush (2000) tested the relationships between altruism and both contextual and affective job satisfaction. Using age as a moderating variable, they found a positive relationship between altruism and affective job satisfaction but no significant relationship between altruism and contextual satisfaction in younger employees (age < 35 years). In contrast, they found no relationship between altruism and affective job

satisfaction but a significant negative relationship between altruism and contextual job satisfaction in older employees (age > 35 years).

Using an overall OCB score (an average of subscales that assessed helping, civic virtue, and sportsmanship), MacKenzie et al. (1998) also found a positive relationship between OCB and contextual job satisfaction. Morrison (1994) investigated the relationships between affective job satisfaction and five dimensions of OCB (altruism, conscientiousness, sportsmanship, involvement, and keeping up). She found positive relationships between affective job satisfaction and all variables. Moorman (1993) investigated the relationships between the five dimensions of OCB (altruism, conscientiousness, helping, civic virtue, and sportsmanship) and both an affective measure and a cognitive measure of job satisfaction. Consistent with previous findings (Organ & Konovsky, 1989; Williams & Anderson, 1991), Moorman found that affective appraisals of job satisfaction did not account for the variance in OCB beyond that explained by cognitive measures of job satisfaction.

Other researchers have found no significant relationships between OCB and job satisfaction (Chen, Hui, & Sego, 1998; Randall, Cropanzano, Borman, & Birjulin, 1999; Schappe, 1998). Chen et al. (1998) tested the relationship between OCB and job satisfaction, and failed to find a significant correlation between the two variables. They used a one-item scale to measure overall job satisfaction and adapted three dimensions of the OCB scale (altruism, conscientiousness, and sportsmanship) to create an overall OCB score. Randall et al. (1999) found no association between affective job satisfaction and OCBI or OCBO. Furthermore, a study conducted by Schappe (1998) also found no

significant relationship between job satisfaction and OCB (altruism and conscientiousness).

Van Dyne, Graham, and Dienesch (1994) suggested that the multidimensionality of OCB should be investigated to better understand if employees prefer to engage in specific types of OCB. Most previous studies investigating OCB have focused an overall OCB score, or the original two OCB dimensions (altruism and conscientiousness). Organ and Ryan (1995) identified only five studies that have investigated the relationship between helping, civic virtue, and sportsmanship and job satisfaction. Unfortunately, theses studies used a global measure of job satisfaction making it impossible to determine if affective and contextual satisfaction are associated with individual dimensions of OCB.

The current study investigates the three 'newer' dimensions (helping, civic virtue, and sportsmanship) as three dependent variables. In order to address inconsistencies with previous research, the relationship between each of these three dimensions of OCB and each facet of job satisfaction (affective job satisfaction and contextual job satisfaction) is examined using a scale that includes a cognitive and an affective appraisal. It is proposed that employees who report higher levels of affective satisfaction associate positive feelings with the work they perform and will engage in work related activities such as helping co-workers complete assignments and keeping up on current work practices. However, they may not necessarily be able to ignore the inadequate work behaviours of their co-workers. Likewise, employees who report higher levels of contextual satisfaction are satisfied with their work environment, and will defend the organization and endure minor inconveniences for the good of the organization but may not help out specific individual co-workers. The current study investigates the following hypothesis:

Hypothesis 1:

a) Affective job satisfaction will be positively related to helping and to civic virtue.

b) Contextual job satisfaction will be positively related to civic virtue and to sportsmanship.

OCB and Organizational Commitment

Organizational commitment is the second job attitude identified as a component

of employee morale and a potential predictor of OCB. Just as researchers agree that OCB

and job satisfaction are multifaceted constructs, organizational commitment is also

considered multidimensional. There are two main approaches used to define

organizational commitment. The first approach is guided by the suggestion made by

Kelman (1958) that commitment reflects an employee's level of involvement,

identification, and internalization of the organization's values. The second

conceptualization of organizational commitment was developed by Allen and Meyer

(1990) and describes three types of organizational commitment: affective commitment

(attachment based on liking the organization and wanting to stay with the organization),

normative commitment (attachment based on obligation and socialization), and

continuance commitment (attachment based on the perceived high costs associated with

leaving the organization). Research investigating the relationship between OCB and

organizational commitment has yielded mixed results.

Some researchers have examined the relationship between OCB and

organizational commitment as defined by Allen and Meyer (1990) and have consistently

found positive relationships between the dimensions of OCB and affective commitment

(Meyer, Allen, & Smith, 1993; Morrison, 1994; Organ & Ryan, 1995; Randall et al.

1999; Shore & Wayne, 1993). However, the relationship between OCB and the remaining components of commitment (normative and continuance) have not been studied or have yielded mixed results.

Researchers using commitment scales based on involvement, identification, and internalization have found a positive relationship between overall commitment and overall OCB (Becker & Billings, 1993; MacKenzie et al., 1998; Schappe, 1998). Becker and Billings (1993) found that employees who were highly committed to the organization, to top management, to their supervisor, and to their work group were more likely to perform OCB than employees who reported lower levels of commitment. MacKenzie et al. (1998) combined altruism, civic virtue, and sportsmanship scores to produce an overall OCB rating. They found a small but positive relationship between overall OCB and overall commitment.

Schappe (1998) examined both job satisfaction and organizational commitment as predictors of OCB. He used an abbreviated six-item version of the scale developed by Smith et al. (1983) to measure OCB. He found that OCB was positively correlated with organizational commitment, and job satisfaction was positively correlated with organizational commitment, but OCB was unrelated to job satisfaction. Other researchers (Chen et al.1998; Wagner & Rush, 2000; William & Anderson, 1991) using the same commitment scale examined the dimensions of OCB separately and found different results. Chen et al. (1998) conducted a study across 11 companies operating in the People's Republic of China and reported a positive relationship between organizational commitment and altruism but not between commitment and either sportsmanship or conscientiousness. They also found a negative relationship between OCB and turnover

that suggests prior to leaving the organization the employee stops performing OCB. As organizational commitment decreases, employees withdraw from the organization by reducing OCB, and eventually they leave the organization. In contrast, Williams and Anderson (1991) found that organizational commitment was not correlated with either OCBI (altruism) or OCBO (conscientiousness). Wagner and Rush (2000) found a strong positive relationship between altruism and commitment in younger employees but no relationship between the two variables in older employees.

Meyer et al. (1993) found positive relationships between affective commitment and two types of OCB (i.e., "helping", which is similar to altruism, and "use of time" which is similar to conscientiousness). Normative commitment was positively related to use of time but unrelated to helping co-workers. Continuance commitment was unrelated to both types of OCB. Consistent with Meyer et al. (1993), Organ and Ryan (1995) and Shore and Wayne (1993) found that affective commitment was positively related to both altruism and conscientiousness. Consistent with the findings of Meyer et al. (1993), Organ and Ryan (1995) found no relationship between continuance commitment and either OCB variable. Contrary to the findings of Meyer et al. (1993), Shore and Wayne (1993) found that continuance commitment was negatively related to both forms of OCB.

Van Dyne and Ang (1998) found a strong positive relationship between OCB and affective commitment in their sample of contingent workers but not in their sample of regular employees. Morrison (1994) found positive relationships between affective commitment and four OCB dimensions (altruism, conscientiousness, sportsmanship, and civic virtue). She also found positive relationships between normative commitment and altruism, conscientiousness, and civic virtue. Randall et al. (1999) found that OCBI and

OCBO were both positively correlated to affective commitment but unrelated to continuance commitment.

In the current study, the relationship between each of the three OCB dimensions and the three facets of organizational commitment (affective, normative, and continuance) were examined. Although linkages between job satisfaction and organizational commitment have been identified (Schappe, 1998; Williams & Anderson, 1991), and Mathieu and Zajac (1990) found that overall job satisfaction and commitment correlated at .49, organizational commitment should still account for a unique portion of the variance in OCB. More important, different forms of commitment should predict different dimensions of OCB.

Because affective commitment reflects a desire to remain with the organization based on a personal emotional attachment and is related to altruism, it is anticipated that affective commitment will also be related to helping activities explicitly directed at co-workers (helping) and the organization (civic virtue). Employees who report a desire to remain with the organization based on socialization and feelings of obligation may also respond by helping co-workers and initiating improvements for the good of the organization. Employees who score high on continuance commitment report a desire to remain with the organization because they have no alternative job opportunities or feel that they have invested so much of themselves into the organization that leaving is unattractive and not in their best interests. It is anticipated that continuance commitment will reduce the occurrence of helping, civic virtue, and sportsmanship. The current study tests the following hypothesis:

Hypothesis 2:

a) Affective and normative organizational commitment will be positively related to helping, and to civic virtue, but will be unrelated to sportsmanship.

b) Continuance organizational commitment will be negatively related to helping, civic virtue, and to sportsmanship.

OCB and Personality

Although it is expected that jointly, the morale variables, job satisfaction and organizational commitment, will account for a portion of the variance in OCB, it is possible that a factor common to both job attitudes, such as personality, underlies these relationships. Previous research has found direct and indirect relationships between OCB and personality factors. Smith et al. (1983) found that neuroticism was positively related to altruism, but only indirectly through job satisfaction. Bateman and Organ (1983) suggested that further studies investigating OCB and job satisfaction should include personality variables in order to determine its role as a common factor. Following a review of dispositional research and studies of organizational behaviours, House, Shane, and Herold (1996) also concluded that these variables should be investigated simultaneously in order to fully understand the relationships between the constructs.

According to Costa and McCrae (1992), distinct behaviours are associated with each of the personality domains. Neuroticism characterizes negative affectivity, the propensity to feel stress, anger, anxiety, self-consciousness, and depression, and an inability to control urges. Extraversion represents sociability and positive affectivity, feelings of warmth, joy, assertiveness, energy, and a tendency to seek excitement.

Openness, in terms of personality, denotes a willingness to experience new ideas and unconventional values, an appreciation for art and beauty, and intellectual curiosity. Agreeableness reflects altruism, trust, straightforwardness, compliance, and a tendency to experience sympathy and concern for others. Conscientiousness represents the willingness to work hard in order to achieve goals, a tendency to be self-disciplined, and punctual, and a commitment to ethical principles (Costa & McCrae, 1992).

Although a positive relationship between personality and performance has been found (Barrick & Mount, 1991; Tett, Jackson, & Rothstein, 1991), studies investigating the relationship between personality and OCB have produced inconsistent findings. Although Smith et al. (1983) found that neuroticism was positively related to altruism indirectly through the relationship between job satisfaction and neuroticism, they found that extraversion was not related to OCB directly or indirectly. Organ and Konovsky (1989) found positive relationships between extraversion (positive affectivity) and both altruism and conscientiousness but failed to find any relationships between either dimension of OCB and neuroticism (negative affectivity).

Organ and Lingl (1995) found that agreeableness and conscientiousness jointly accounted for 13% of the variance in contextual job satisfaction. However, personality did not account for the variance in OCB above that accounted for by job satisfaction. Similarly, Konovsky and Organ (1996) found that agreeableness was positively related to helping and to civic virtue. They also found that conscientiousness (personality) was positively related to the conscientiousness (OCB) and to civic virtue. Furthermore, conscientiousness accounted for unique variance in altruism, conscientiousness, and civic virtue. Konovsky and Organ (1996) cautioned that because their participants (health care

workers) consistently scored very high on agreeableness and conscientiousness scales, range restriction may have influenced their results.

Borman and Motowidlo (1997) re-examined data collected from studies investigating personality and performance and found support for their hypothesis that personality variables (dependability, conscientiousness) can be used to predict contextual performance (personal discipline). Furthermore, the correlation between personality and contextual performance was stronger than the correlation between personality and task performance. Hattrup, O'Connell, and Wingate (1998) found that conscientiousness accounted for 5% of the variance in OCB. Consistent with these findings, Neuman and Kickul (1998) found that conscientiousness was positively related to all five OCB dimensions (altruism, civic virtue, conscientiousness, courtesy, and sportsmanship). They also found that agreeableness was positively related to all five dimensions, and that extraversion was negatively related to altruism, civic virtue, and conscientiousness (OCB), but was unrelated to courtesy and to sportsmanship.

Organ and Ryan (1995) conducted a meta-analysis of studies investigating personality and OCB. They found that agreeableness was only weakly associated with altruism, and conscientiousness (personality) was associated with conscientiousness (OCB). They argue that personality is able to predict OCB because it predicts aggregations of thematically related behaviours and suggest that personality predicts OCB to the extent that it directly or indirectly influences morale. The current study tests the following hypotheses:

Hypothesis 3:

a)   Neuroticism will be negatively related to helping, civic virtue, and sportsmanship.

b) Extraversion will be positively related to helping, civic virtue, and sportsmanship.

c) Openness will be positively related to helping and to civic virtue.

d) Agreeableness will be positively related to helping and to sportsmanship.

e) Conscientiousness will be positively related to helping, civic virtue, and sportsmanship.

Hypothesis 4:

a) Personality will account for a significant amount of the variance in each dimension of OCB.

b) After controlling for personality, morale will account for an additional portion of the variance in each dimension of OCB.

Summary

Although several investigators have looked at the relationships between OCB and job attitudes, these studies have produced contradictory results. Given the importance of OCB to organizational effectiveness and the large amount of variance in OCB that remains unexplained by previous research, further investigation in this area is warranted. This study goes beyond previous work in two important aspects. First, by treating OCB, job satisfaction, organizational commitment, and personality as multidimensional variables, unique relationships that may exist among the separate dimensions of each variable can be examined in greater detail. Second, because the relationship between morale and OCB may be explained by a joint relationship with personality, the incremental variance in OCB explained by morale will be examined, after controlling for the impact of personality.

Method

Participants

The data used in this research were collected as part of an organizational survey, the Quality of Work Life Survey (QWLS), conducted within a Nova Scotia provincial government department. All employees (155) within the department received written notification from senior management inviting them to participate in the survey. Managers distributed the survey packages containing a letter of information, the questionnaires, and a postage paid pre-addressed envelope. Employees had the option of completing the survey during work hours. Surveys were returned directly to the investigators using the envelope provided. Sixty-six percent of employees (n=102) completed the survey. To ensure confidentiality, respondents were instructed not to indicate their names on the survey.

Ninety-five respondents identified their work site. Seventy respondents worked within the central office and 25 employees worked in the field offices. Only 83 respondents reported their years of service. Fifty participants were employed with the organization for five years or less, 25 respondents had worked for the organization for 6 - 15 years, and eight respondents had worked for the organization for between 16 and 25 years.

Instruments

Organizational Citizenship Behaviour. Organizational citizenship behavior was assessed using a 13-item scale developed by Podsakoff et al. (1997) and was based on the conceptual framework of Organ (1988). For the purposes of this study, wording of the items was revised to fit the first person self-report format of the QWLS. Using a 5-point

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Likert-type scale, respondents indicated their agreement (1 = strongly disagree, 5 = strongly agree) with each of the statements. Seven items assessed helping behaviours (e.g., "I willingly share my expertise with other members of my work section"). In the present study, Cronbach's alpha for this subscale was .74. Three items assessed civic virtue (e.g., "I am willing to risk disapproval to express my beliefs about what's best for my work section"). In the present study, Cronbach's alpha for this subscale was .52. Three items assessed sportsmanship (e.g., "I always find fault with what other members of my work section are doing"). In the present study, Cronbach's alpha for the subscale was .72 (see Appendix A).

Job Satisfaction. Four items from the Job Diagnostic Survey (JDS) developed by Hackman and Oldham (1980) were used to measure affective job satisfaction. Using a 5-point Likert-type format (1 = very dissatisfied, 5 = very satisfied), respondents were asked to indicate how satisfied they were with the amount of personal growth and sense of accomplishment generated by the performance of their duties (e.g., "How satisfied are you with the feeling of worthwhile accomplishment you get from doing your job"). In the present study, Cronbach's alpha for the subscale was .80. Ten items, also from the JDS, were used to assess contextual job satisfaction. Using a 5-point Likert-type format (1 = very dissatisfied, 5 = very satisfied), participants were asked to rate their satisfaction in terms of job security (e.g., "How satisfied are you with how secure things look for you in the future in this organization"), compensation (e.g., "How satisfied are you with the amount of pay and fringe benefits you receive"), and their relationships with co-workers and supervisors (e.g., "How satisfied are you with the degree of respect and fair treatment

you receive from your boss"). In the present study, Cronbach's alpha for the subscale was .82 (see Appendix B).

Organizational Commitment. An 18-item scale developed by Meyer et al. (1993) was used to assess employee commitment to the organization. Three aspects of commitment were measured: a willingness to remain with the organization because the employee wants to be part of the organization (affective commitment), a willingness to stay with the organization because they should stay (normative commitment), and a willingness to remain with the organization because they have to stay (continuance commitment). Using a 5-point Likert-type scale (1 = strongly disagree, 5 = strongly agree), employees responded to six items that assessed affective commitment (e.g., " I would be very happy to spend the rest of my career with this organization"). Six items assessed normative commitment (e.g., "The organization deserves my loyalty"). Six items assessed continuance commitment (e.g., "I feel that I have too few options to consider leaving this organization"). In the present study, Cronbach's alpha for each of the subscales was .87, .88, and .79, for affective, normative, and continuance commitment, respectively (see Appendix C).

Personality. The NEO Five Factor Inventory (NEO–FFI) developed by Costa and McCrae (1991) was used to assess personality. This 60-item scale, an abbreviated version of the NEO-PI-R, assesses five personality domains: neuroticism, extraversion, openness, agreeableness, and conscientiousness. Using a 5-point Likert-type format (1= strongly disagree to 5 = strongly agree), the respondents indicated the degree to which they agreed to statements about themselves. Twelve items measured neuroticism (e.g., "I am not a worrier"). Extraversion was assessed using a 12-item scale (e.g., "I really enjoy talking to

people"). Twelve items were used to measure openness (e.g., "Once I find the right way

to do something, I stick to it"). Agreeableness was measured using 12 items (e.g., "I

would rather cooperate with others than compete with them"). Twelve items were used to

assess conscientiousness (e.g., "I have a clear set of goals and work toward them in an

orderly fashion"). In the present study, Cronbach's alpha for each of the subscales was

.82, .71, .67, .69, and .76, for neuroticism, extraversion, openness, agreeableness, and

conscientiousness, respectively (see Appendix D).

<div align="center">Results</div>

The current study involved ten independent variables. Tabachnick and Fidell

(1996) recommend that the ratio of cases to independent variable for multivariate analysis

be at least 5 times more than the number of independent variables. In the current study (n

= 102), the case to independent variable ratio (10:1) is twice the minimum standard. The

presence of multivariate outliers was examined by computing Mahalanobis distance. The

critical alpha level at $p < .001$ was $\chi^2 (10) = 29.55$. There were no cases in the current

data set that exceeded this value. Because the correlations between variables were all $\leq$

.8, multi-collinearity was not an issue and all variables were included in the analysis.

Histograms provided evidence of normality and scatter plots did not indicate any

curvilinear trends between the dependent variables and the independent variables.

Correlations

Correlations were examined to assess the linear relationships between variables.

The means, standard deviations, and zero-order correlations among OCB dimensions, job

satisfaction facets, organizational commitment components, personality factors, years of

service, and work site are presented in Table 1. The correlations between the

demographics and the hypothesized predictors of each dimension of OCB (helping, civic virtue, and sportsmanship) were examined. Because years of service and work site were not related to any of the outcome variables they were not included in the regression analyses.

Affective job satisfaction and contextual job satisfaction were significantly correlated (r = .68, p < .001). Similarly, affective organizational commitment and normative organizational commitment were significantly correlated (r = .64, p < .001). However, the relationships between each facet of the job attitudes and each dimension of OCB were different. Affective job satisfaction was positively related to helping and to civic virtue but unrelated to sportsmanship (r = .23, p < .05; r = .31, p < = .01; r = .13, ns, respectively). Contextual job satisfaction was only related to civic virtue (r = .19, p < 05). Similar to affective satisfaction, affective organizational commitment was positively related to helping and to civic virtue but unrelated to sportsmanship (r = .19, p < .05; r = .31, p < .01; r = .10, ns , respectively). Normative and continuance commitment were unrelated to any of the OCB dimensions.

All three dependent variables, helping, civic virtue and sportsmanship, were negatively related to neuroticism (r = -.24, p < .05; r = -.27, p c .01; r = -.34, p < .001, respectively) and positively related to extraversion (r = .40, p < .001; r = .35, p < .001; r = .30, p < .001, respectively). Openness was positively related to helping (r = .21, p <.05) but not related to civic virtue or to sportsmanship. Agreeableness was positively related to helping and to sportsmanship (r = .28, p < .01; r = .37, p < .001, respectively). Conscientiousness was positively related to helping and sportsmanship (r = .24, p < .05; r = .31, p < .01, respectively).

Table 1: Means (M), standard deviations (SD), coefficient alphas (α) and zero-order correlations for job satisfaction, organizational commitment components, personality factors, and organizational citizenship behaviours.

Var	M	SD	α	Yrs	Site	AJS	CJS	AOC	NOC	COC	N	E	O	A	C	Help	CV
Yrs	6.44	6.23	-														
Site	-	-	-	-.18													
AJS	3.64	.81	.80	.03	.03												
CJS	3.43	.64	.82	-.18	-.18	.68***											
AOC	3.19	.80	.87	-.13	.01	.58***	.64***										
NOC	2.94	.80	.88	-.27*	.17	.48***	.51***	64***									
COC	3.20	.74	.79	-.06	.14	-.23*	-.19	-.03	.03								
N	17.32	5.95	.82	-.02	.03	-.28**	-.15	-.12	-.11	.08							
E	29.26	4.71	.71	.08	.10	.14	.02	.16	.08	-.02	-.28**						
O	26.88	4.88	.67	-.21	-.03	-.01	-.10	.06	.09	-.05	-.09	.18					
A	33.60	4.43	.69	-.05	-.11	.02	.11	-.14	-.01	.06	-.37***	.23*	-.01				
C	34.54	4.71	.76	-.14	.01	.08	.07	-.02	.07	-.12	-.42***	.33**	.12	.39***			
Help	4.03	.40	.74	.18	.01	.23*	.08	.19*	.11	.13	-.24*	.40***	.21*	.28**	.24*		
CV	3.81	.56	.52	.04	.05	.31**	.19*	.31**	.10	.07	-.27**	.35***	.12	.09	.11	.39***	
Sport	3.98	.55	.72	-.05	.08	.13	.16	.10	.19	-.14	-.34***	.30**	.13	.37***	.31**	.42***	.25**

Variables:

Yrs, years of service; Site, location of work site; AJS, affective job satisfaction; CJS, contextual job satisfaction; AOC, affective organizational commitment; NOC, normative organizational commitment; COC, continuance organizational commitment; N, neuroticism; E, extraversion; O, openness; A, agreeableness; C, conscientiousness; Help, OCB– helping; CV, OCB-Civic Virtue; sport, OCB-sportsmanship.

N = 102   * p<.05   ** p<.01   *** p<.001

Regressions

   Helping. To determine the amount of variance explained by personality, all of the

personality factors were entered on the first step. Jointly, these variables accounted for

23% of the variance in helping. However, only the coefficient associated with

extraversion ($\beta = .31, p < .01$) was significant (see Table 2). The five morale variables

(affective satisfaction, contextual satisfaction, affective commitment, normative

commitment, and continuance commitment) were entered on the second step. Jointly,

these variables explained an additional variance 9% of the variance beyond that

accounted for by personality ($R^2_{increment} = .09, p < .001$). The coefficients associated with

affective job satisfaction ($\beta = .30, p < .05$) and continuance commitment ($\beta = .19, p <$

.05) were significant.

Table 2

Summary of variance in helping explained by personality and morale variables.

Step	Independent Variables	β	R^2 change	Total R^2
1	Personality Factors		.23***	.23***
	Neuroticism	-.06		
	Extraversion	.31**		
	Openness	.15		
	Agreeableness	.18		
	Conscientiousness	.03		
2	Morale Variables		.09*	.32***
	Affective job satisfaction	.30*		
	Contextual job satisfaction	-.17		
	Affective commitment	.20		
	Normative commitment	-.12		
	Continuance commitment	.19*		

(N = 102)   * $p < .05$ ** $p < .01$ *** $p < .001$

Civic Virtue. To determine the amount of variance in civic virtue explained by

personality, these variables were entered on the first step followed by the morale

variables. Jointly, personality accounted for 16% of the variance in civic virtue ($\underline{R}^2 = .16$,

$\underline{p} < .01$). The coefficients for neuroticism ($\beta = -.23$, $\underline{p} < .05$) and extraversion ($\beta = .31$, $\underline{p}$

$< .01$) were significant (see Table 3). The morale variables ($\underline{R}^2_{increment} = .11$, $\underline{p} < .05$)

accounted for an additional 11% of the variance in civic virtue beyond that explained by

personality. However, none of the individual coefficients reached significance.

Table 3

Summary of variance in civic virtue explained by personality and morale variables.

Step	Independent Variables	β	R^2 change	Total R^2
1	Personality Factors		$.16^{**}$	$.16^{**}$
	Neuroticism	$-.23^*$		
	Extraversion	$.31^{**}$		
	Openness	$.06$		
	Agreeableness	$-.03$		
	Conscientiousness	$-.08$		
2	Morale Variables		$.11^*$	$.32^{***}$
	Affective job satisfaction	$.23$		
	Contextual job satisfaction	$-.01$		
	Affective commitment	$.27$		
	Normative commitment	$-.23$		
	Continuance commitment	$.15$		

(N = 102) $*p < .05$ $**p < .01$ $***p < .001$

Sportsmanship. To determine the amount of variance in sportsmanship explained

by personality, these variables were entered on the first step followed by the morale

variables. Personality accounted for 23% of the variance in sportsmanship ($\underline{R}^2 = .23$, $\underline{p} <$

.001) but only the coefficient for agreeableness ($\beta = .24$, $p < .05$) was significant. The

morale variables failed to account for any significant portion of the variance in

sportsmanship above that accounted for by personality (see Table 4).

Table 4

Summary of variance in sportsmanship explained by personality and morale variables.

Step	Independent Variables	β	R^2 change	Total R^2
1	Personality Factors		.23***	.23***
	Neuroticism	-.17		
	Extraversion	.16		
	Openness	.08		
	Agreeableness	.24*		
	Conscientiousness	.08		
2	Morale Variables		.05	.28***
	Affective job satisfaction	-.11		
	Contextual job satisfaction	.08		
	Affective commitment	-.01		
	Normative commitment	.17		
	Continuance commitment	-.15		

(N = 102)   *$p < .05$ **$p < .01$ ***$p < .001$

Discussion

The primary goals of the current study were: (1) to examine the relationships

among multi-dimensional measures of job attitudes, personality factors, and OCB, and

(2) to examine the incremental variance accounted for by personality and morale in each

of the OCB dimensions. The current study revealed different relationships between each

of the variables and each of the OCB dimensions. By exploring the differences among

these relationships, we can expand our understanding of the nature of OCB, and gain

insight into options for improving organizational performance. After controlling for personality, employee morale variables explained an additional portion of the variance in helping and civic virtue but not in sportsmanship.

OCB and Job Satisfaction

The initial portion of the first hypothesis was supported. Affective job satisfaction was positively related to helping and to civic virtue. These findings extend previous studies that found positive relationships between affective job satisfaction and altruism (Smith et al. 1983; Wagner & Rush, 2000; Williams & Anderson, 1991), and two components of civic virtue (Morrison, 1994). The second part of the first hypothesis was partially supported. Contextual job satisfaction was positively related to civic virtue but unrelated to sportsmanship. Although the results generally support previous studies that found positive relationships between contextual job satisfaction and overall OCB (Bateman & Organ, 1983; Becker & Billings, 1993; Organ & Konovosky, 1989; MacKenzie et al.1998), and contextual job satisfaction and OCB (Williams & Anderson, 1991), the results also suggest that there are unique relationships among helping, civic virtue, and sportsmanship and contextual job satisfaction that have not been examined previously and warrant further study.

OCB and Organizational Commitment

Partial support for the second hypothesis was found. It was expected that because affective and normative commitment were significantly correlated with each other that they would also have similar relationships with each of the OCB dimensions, but this was not the case. Affective commitment was positively related to helping and to civic virtue, but neither normative commitment nor continuance commitment was associated with any

of the OCB dimensions. Employees who were personally attached to organization helped co-workers and the organization but employees who felt a personal loyalty to the organization did not help co-workers or initiate improvements to benefit the organization. Consistent with previous research (Meyer et al.1993; Van Dyne & Ang, 1998) affective commitment was positively related to helping. However, the current study failed to replicate the results of Morrison (1994), who found a positive relationship between civic virtue and both affective and normative commitment, and between sportsmanship and affective commitment.

OCB and Personality

Consistent with previous research that found personality predicted job performance (Barrick & Mount, 1991; Tett et al. 1991), the results of the current study provide strong support for the third hypothesis. As expected, neuroticism was negatively related to helping, civic virtue, and sportsmanship. Employees who were anxious and easily frustrated were least likely to respond to the needs of co-workers or the goals of the organization. Employees high in extraversion reported that they enjoyed interacting with others, touched base with their co-workers, and actively participated in company events. Employees who were open to new experiences helped out by taking on additional tasks, but failed to offer innovative suggestions and did not overlook the shortcomings of supervisors or co-workers.

Similar to previous studies (Konovsky & Organ, 1996; Neuman & Kickul, 1998), employees who indicated that they were agreeable also reported that they helped co-workers and demonstrated sportsmanship, teamwork and cooperation. In contrast to expectations that agreeableness and conscientiousness were related to civic virtue

(Konovsky & Organ, 1996; Neuman & Kickul, 1998), civic virtue was not related to either of these personality factors. However, similar to research that found a correlation between conscientiousness and OCB (Neuman & Kickul, 1998), employees in the present study who were conscientious also reported that they engaged in sportsmanship by remaining on task and by pitching in to help their co-workers for the good of the organization.

The fourth hypothesis was partially supported. As anticipated, employee morale and personality predicted OCB. The current study also supported the suggestions by Organ and Lingl (1995) and Organ and Paine (1999) that personality predicts OCB to the extent that personality directly or indirectly influences morale. Personality accounted for a 23% of the variance in helping, 16% of the variance in civic virtue, and 23% of the variance in helping. The coefficient for extraversion was significant for helping. The coefficients for neuroticism and extraversion were significant for civic virtue, and coefficient for agreeableness was significant for sportsmanship. More important, after controlling for personality, morale accounted for an additional portion of the variance in helping and in civic virtue but failed to explain additional variance in sportsmanship.

Limitations, Future Research, and Implications

Although support for the hypotheses was found, some caution should be attached to the inferences mentioned because of homogeneity and the small sample size, the mono-method of measurement, and limitations in the design of the study. The individuals who participated in the study were all members of a government department and represent a unique set of employee characteristics that limits generalization of the results

to private enterprise. Future studies could improve upon the present study by recruiting a larger, more heterogeneous group of participants from both public and private sector.

The measures used to assess job attitudes, personality, and OCB were self-report instruments that were administered concurrently and could be a potential source of mono-method bias. However, in the current study some correlations were not significant indicating that mono-method bias was not a concern. Moreover, after controlling for personality, morale accounted for additional variance in helping and in civic virtue but not in sportsmanship suggesting that mono-method bias was not an issue. Although, self-reports may also potentially bias ratings, researchers (Allen, Barnard, Rush, & Russell, 2000) have found that for some dimensions of OCB there were no significant differences among ratings generated by the individual, by subordinates or by immediate supervisors. For example, there were no significant differences in ratings among the three sources for civic virtue or sportsmanship behaviours. Using a multi-method approach to measurement, such as self-reports, direct observation of work place behaviours, peer ratings, reports from clients, and a review of performance appraisals may yield a more comprehensive assessment of OCB dimensions. It may be that certain behaviours are more apparent to particular raters. Peers may directly experience helping behaviours, and supervisors may observe civic virtue.

Although all scales used in the current study were well established, improving existing scales and selecting alternative instruments should be considered. In the current study, the Cronbach's alpha for the three-item civic virtue scale was .52. and the inter-item correlations ranged from .29 to .42. Increasing the quantity and quality of civic virtue items is suggested and other researchers (Van Dyne et al. 1994) are studying civic

virtue and related concepts (Coleman & Borman, 2000) in hopes of developing a more comprehensive instrument. The current study relied on the abbreviated personality scale the NEO-FFI, which restricted analysis of personality to the broader level of domains. Improvements could be made to future studies by using a scale, such as the Personality Characteristics Inventory, that focuses on work personality characteristics. Further studies that investigate the influence of specific personality factors as moderators of the relationship between morale and OCB would also be beneficial.

The current study lends support to recent suggestions that OCB should be defined based on the theoretical or empirical relationships between each separate citizenship dimension and the independent variables under investigation (Coleman & Borman, 2000) and the importance of conceptualizing OCB as a latent construct or an aggregate model (LePine, Erez, & Johnson, 2002; Motowidlo, 2000). The current study does not involve the manipulation of variables, therefore, the results cannot indicate causation. However, consistent with previous studies that found OCB followed rather than preceded job attitudes (MacKenzie et al. 1998), the current findings suggest that OCB is a consequence of job attitudes and personality factors. Designs such as structural equation modeling or path analysis that effectively deal with issues related to causation are suggested.

In addition to increasing our understanding of the OCB, the current research suggests several practical implications. Redesigning jobs responsibilities to promote opportunities for personal growth and affective job satisfaction may increase the frequency of OCB. By offering developmental assignments designed to expand employees' knowledge and skills, by demonstrating a commitment to training, and by recognizing the importance of intellectual capital, employees are more likely to

experience high levels of affective satisfaction and respond by actively helping co-workers and the organization. Deckop, Mangel, and Cirka (1999) found that pay for performance plans, designed to increase contextual job satisfaction, did not discourage OCB performance in employees who reported high levels of affective commitment. However, employees who reported low levels of affective commitment also reported that pay for performance plans acted as a disincentive for the performance of OCB. It is also important that all employees, regardless of job classification (front line workers, management) and employment status (contingent, permanent), be eligible to participate in pay for performance plans and job enrichment activities because OCB reflects organizational effectiveness attributable to all members collectively participating in helping, civic virtue, and sportsmanship.

As more employees become eligible for retirement and fewer employees are available to fill their vacancies, the recruitment and retention of employees with high levels of organizational commitment will become even more desirable. The strong relationship between OCB and affective commitment suggests that organizations can promote teamwork and innovation by supporting the development of positive relationships among all levels of employees. Mentoring projects foster positive relationships among seasoned and junior employees, transfer corporate knowledge necessary for current employees to perform successfully, and demonstrates a commitment to both the protégée and the mentor that encourages affective commitment and the performance of OCB.

Because personality was found to play a significant role in the performance of OCB, personality characteristics associated with OCB behaviours and relevant to specific

jobs justify the inclusion of objective personality measures as part of the selection

process. As pointed out by Robertson and Kinder (1993), personality explains additional

variance in job competencies beyond the variance explained by cognitive ability.

Moreover, well-constructed personality tests are less likely to discriminate against

culturally diverse groups and persons with disabilities (Hogan, Hogan, & Roberts, 1996).

Concluding Remarks

The results of this study suggest that there are benefits to investigating OCB, job

attitudes, and personality as multidimensional constructs. The current study supports

arguments that morale predicts OCB (Organ and Ryan, 1995), that personality predicts

OCB directly and indirectly through its influence on morale (Organ and Lingl, 1995), and

that self-reported appraisals of job attitudes predict OCB to the degree that they measure

morale (Organ and Paine, 1999). Helping is positively related to both affective job

satisfaction and affective commitment. Helping is also related to all of the Big Five

personality characteristics. Civic virtue is related to affective and contextual job

satisfaction, affective commitment, and to neuroticism and extraversion. Sportsmanship

is not related to morale but is related to all of the personality variables except openness to

new experiences. Morale and personality are related to organizational citizenship

behaviour and represent a viable area for research that warrants further investigation.

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Organizational Citizenship Behaviour Scale[1]

Using the following scale, please indicate the extent you agree or disagree with each statement by writing the appropriate number in the blank beside each statement.

1	2	3	4	5
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

Helping Sub-scale

I help out if someone falls behind in his/her work.

I willingly share my expertise with other members of my work section.

I try to act like a peacemaker when other members of my work unit have disagreements.

I take steps to try to prevent problems with other members of my work section.

I willingly give of my time to help my co-workers who have work-related problems.

I "touch base" with my co-workers before initiating actions that might affect them.

I encourage members of my work section if they are down.

Civic Virtue Sub-scale

I provide constructive suggestions about how my work unit can improve its effectiveness.

I am willing to risk disapproval to express my beliefs about what's best for my work section.

I attend and actively participate in team meetings.

Sportsmanship Sub-scale

I always focus on what is wrong with our situation, rather than the positive side. (Reversed)

I spend a lot of time complaining about trivial matters.   (Reversed)

I always find fault with what other members of my work section are doing.   (Reversed)

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[1] Adapted from a scale developed by Podsakoff, Ahearne, and MacKenzie (1997) based on conceptual framework of Organ (1988).

Job Satisfaction Scale[2]

Please describe how satisfied you are with each aspect of your job by indicating how much you agree with each of the statements.

1	2	3	4	5
Very Dissatisfied	Dissatisfied	Neither Satisfied Nor Dissatisfied	Satisfied	Very Satisfied

Affective Job Satisfaction

How satisfied are you with . . . . . .

..... the amount of personal growth and development you get from doing your job?

..... the feeling of worthwhile accomplishment you get from doing your job?

..... the amount of independent thought and action you can exercise in your job?

..... the amount of challenge in your job?

Contextual Job satisfaction

How satisfied are you with . . . . . .

..... the amount of job security you have?

..... the amount of pay and fringe benefits you receive?

..... the people you talk to and work with on your job?

..... the degree of respect and fair treatment you receive from your boss?

..... the chance to get to know other people while on the job?

..... the amount of support and guidance you receive from your supervisor?

..... the degree to which you are fairly paid for what you contribute to this organization?

..... how secure things look for you in the future in this organization?

..... the chance to help other people while at work?

..... the overall quality of the supervision you receive in your work?

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[2] Items selected from the Job Diagnostic Survey developed by Hackman and Oldham (1980).

Organizational Commitment Scale[3]

Using the following scale, please indicate the extent to which you agree or disagree with each statement by writing the appropriate number in the blank beside the statement.

1	2	3	4	5
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

Affective Organizational Commitment

I would be very happy to spend the rest of my career with this organization.
I really feel as if this organization's problems are my own.
I do not feel a strong sense of "belonging" to my organization. (R)
I do not feel "emotionally attached" to this organization. (R)
I do not feel like "part of the family" at my organization. (R)
This organization has a great deal of personal meaning for me.

Normative Organizational Commitment

I do not feel any obligation to remain with my current employer. (R)
Even if it were to my advantage, I do not feel it would be right to leave my organization now.
I would feel guilty if I left my organization right now.
This organization deserves my loyalty.
I would not leave my organization right now because I have a sense of obligation to the people in it.
I owe a great deal to my organization.

Continuance Organizational Commitment

Right now, staying with my organization is a matter of necessity as much as desire.
It would be very hard for me to leave my organization right now, even if I wanted to.
Too much of my life would be disrupted if I decided I wanted to leave my organization now.
I feel that I have too few options to consider leaving this organization.
If I had not already put so much of myself into this organization, I might consider working elsewhere.
One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.

(R) = reverse keyed

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[3] Items selected from the organizational commitment scale developed by Meyer, Allen, and Smith (1993).

NEO – Five Factor Inventory[4]

Using the following scale, please indicate the extent to which you agree or disagree with the statement by writing the appropriate number in the blank beside each statement.

1	2	3	4	5
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

I am not a worrier.

I like to have a lot of people around me.

I don't like to waste my time daydreaming.

I try to be courteous to everyone I meet.

I keep my belongings clean and neat.

I often feel inferiors to others.

I laugh easily.

Once I find the right way to do something, I stick to it.

I often get into arguments with my family and co-workers.

I'm pretty good about pacing myself so as to get things done on time.

When I'm under a great deal of stress, sometimes I feel like I'm going to pieces.

I don't consider myself especially "light-hearted".

I am intrigued by the patterns I find in art and nature.

Some people think I'm selfish and egotistical.

I am not a very methodical person.

I rarely feel lonely or blue.

I really enjoy talking to people.

I believe letting students hear controversial speakers can only confuse and mislead them.

I would rather cooperate with others than compete with them.

I try to perform all the tasks assigned to me conscientiously.

I often feel tense and jittery.

I like to be where the action is.

Poetry has little or no effect on me.

I tend to be cynical and skeptical of others' intentions.

I have a clear set of goals and work toward them in an orderly fashion.

Sometimes I feel completely worthless.

I usually prefer to do things alone.

I often try new and foreign foods.

I believe that most people will take advantage of you if you let them.

I waste a lot of time before settling down to work.

I rarely feel fearful or anxious.

I often feel as if I'm bursting with energy.

I seldom notice the moods or feelings that different environments produce.

Most people I know like me.

I work hard to accomplish my goals.

I often get angry at the way people treat me.

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[4] Items selected from the NEO-FFI developed by Costa and McCrae (1991).

NEO – Five Factor Inventory (continued)

I am a cheerful, high-spirited person.

I believe we should look to our religious authorities for decisions on moral issues.

Some people think of me as cold and calculating.

When I make a commitment, I can always be counted on to follow through.

Too often, when things go wrong, I get discouraged and feel like giving up.

I am not a cheerful optimist.

Sometimes when I am reading poetry or looking at a work of art, I feel a chill or wave of excitement.

I'm hard-headed and tough-minded in my attitudes.

Sometimes I'm not as dependent or reliable as I should be.

I am seldom sad or depressed.

My life is fast-paced.

I have little interest in speculating on the nature of the universe or the human condition.

I generally try to be thoughtful and considerate.

I am a productive person who always gets the job done.

I often feel helpless and want someone else to solve my problems.

I am a very active person.

I have a lot of intellectual curiosity.

If I don't like people, I let them know it.

I never seem to be able to get organized.

At times I have been so ashamed I just wanted to hide.

I would rather go my own way than be a leader of others.

I often enjoy playing with theories or abstract ideas.

If necessary, I am willing to manipulate people to get what I want.

I strive for excellence in everything I do.