

**STUDY ON INFLUENCE OF BIG FIVE PERSONALITY TRAITS
ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR**

**(WITH SPECIAL REFERENCE TO LICENSED COMMERCIAL
BANKS EMPLOYEES IN KANDY DISTRICT)**



By:

PALLE GEDARA RUWANI DILEEKA MADHUSHANI

Reg. No: EU/IS/2016/MS/72

Index No: MS - 1922



Project Report
Library - EUSL

A project report submitted to the Faculty of Commerce and Management, Eastern University, Sri Lanka, as a partial fulfillment of the requirement for the Degree of Bachelor of Business Administration (BBA).

**DEPARTMENT OF MANAGEMENT
FACULTY OF COMMERCE AND MANAGEMENT
EASTERN UNIVERSITY, SRI LANKA**

2021

ABSTRACT

Personality traits highly influence human behavior. Moreover, organizational citizenship behavior (OCB) has been considered to be one of the most important factors influencing organizational effectiveness. In this research study, there are five independent variables such as openness to experiences, conscientiousness, extraversion, agreeableness, and emotional stability and the dependent variable is organizational citizenship behavior (OCB). Thus, this study intends to investigate the level of big five personality traits and organizational citizenship behavior, the relationship between big five personality traits and organizational citizenship behavior, and the impact of big five personality traits on organizational citizenship behavior of commercial banks employees in the Kandy district.

In this research study, primary data had been practiced by this study. A structured questionnaire was used as the method of data collection. The simple random sampling method was used to make the sampling framework of the study. The quantitative research approach was used for this study. The data were analyzed using descriptive statistics, correlation, and regression analysis.

The findings indicate that there are good reliability and high level of big five personality traits on organizational citizenship behavior of the commercial banks' employees in the Kandy district. And also the results showed that there is a significant positive relationship between the big five personality traits and organizational citizenship behavior. Furthermore, the big five personality traits positive impact on organizational citizenship behavior.

Keywords: *openness to Experiences, conscientiousness, extraversion, agreeableness, emotional stability, organizational citizenship behavior (OCB).*

LIST OF CONTENT

ACKNOWLEDGEMENT	i
ABSTRACT	ii
LIST OF CONTENT	iii
LIST OF TABLES	viii
LIST OF FIGURES	xi
LIST OF ABBREVIATIONS	xii
Chapter – 1 : INTRODUCTION	1
1.1 Background of the study	1
1.2 Problem Statement / Research Gap.....	3
1.3 Research Questions	4
1.4 Research Objectives	4
1.5 Significance of the Study	5
1.6 Scope of the Study.....	5
1.7 The Organization of the Chapter.....	5
1.8 Chapter Summary.....	6
Chapter – 2 : LITERATURE REVIEW	7
2.1 Introduction	7
2.2 The Big Five Personality Traits	7
2.2.1 Openness to Experiences	8
2.2.2 Conscientiousness.....	9
2.2.3 Extraversion.....	9
2.2.4 Agreeableness.....	10
2.2.5 Emotional Stability	10
2.3 Organizational Citizenship Behavior	11
2.4 Relationship between Openness to Experiences and OCB	13

2.5 Relationship between Conscientiousness and OCB.....	14
2.6 Relationship between Extraversion and OCB.....	15
2.7 Relationship between Agreeableness and OCB.....	15
2.8 Relationship between Emotional Stability and OCB.....	16
2.9 Chapter Summary.....	16
Chapter – 3 : CONCEPTUALIZATION AND OPERATIONALIZATION.....	17
3.1 Introduction.....	17
3.2 Conceptualization Framework.....	17
3.3 Variables Relevant to the Conceptual Model.....	18
3.3.1 Openness to Experiences.....	18
3.3.2 Conscientiousness.....	19
3.3.3 Extraversion.....	19
3.3.4 Agreeableness.....	20
3.3.5 Emotional stability.....	20
3.3.6 Organizational Citizenship Behavior (OCB).....	21
3.4 Operationalization.....	21
3.5 Hypotheses.....	23
3.6 Chapter Summary.....	24
Chapter – 4 : RESEARCH METHODOLOGY.....	25
4.1 Introduction.....	25
4.2 Research Philosophy.....	25
4.3 Research Approach.....	26
4.4 Research Strategy.....	27
4.5 Methodological Choice.....	27
4.6 Time Horizon.....	28
4.7 Research Site/ Area Selection.....	28
4.8 Population of the Study.....	28

4.9 Sampling Technique / Method	29
4.10 Sample Size	29
4.11 Method of Data Collection and Sources	30
4.12 Research Instrument	30
4.13 Sources of Measurement	31
4.13.1 Method of Measurement on Personal Information	31
4.13.2 Method of Measurement on Research Information	32
4.14 The Pilot Study	33
4.15 Validity and Reliability of Instruments	34
4.16 Unit of Data Analysis	34
4.17 Method of Data Analysis	35
4.17.1 Methods of Data Analysis for First Objective	35
4.17.2 Methods of Data Analysis for Second Objective	35
4.17.3 Methods of Data Analysis for Third Objective	35
4.17.4 Methods of Data Analysis for the Fourth Objective	35
4.18 Method of Data Evaluation	36
4.18.1 Univariate Analysis	36
4.18.2 Correlation Analysis	37
4.18.3 Regression Analysis	38
4.18.4 Testing Hypothesis	39
4.19 Data Presentation	40
4.19.1 Data Presentation for Personal Information	40
4.19.2 Data Presentation for Research Information	41
4.20 Ethical Consideration	41
4.21 Chapter Summary	42
Chapter-5 : DATA PRESENTATION AND ANALYSIS	43
5.1 Introduction	43

5.2 Reliability Analysis	43
5.2.1 Analysis of Reliability for the Instruments.....	44
5.3 Data Presentation.....	45
5.3.1 Data Presentation for Personal Information	46
5.3.2 Data Presentation for Research Information	50
5.3.3 Testing Hypotheses.....	67
5.4 Chapter Summary.....	69
Chapter – 6 : FINDINGS AND DISCUSSION	70
6.1 Introduction	70
6.2 Discussion of Personal Information	70
6.2.1 Name of the Company	70
6.2.2 Gender	70
6.2.3 Civil Status	71
6.2.4 Age Group	71
6.2.5 Education Level	71
6.2.6 Job Position.....	71
6.2.7 Experience in Years.....	71
6.3 Discussion of Research Information	72
6.3.1 Discussion on Objective 1	72
6.3.2 Discussion on Objective 2	74*
6.3.3 Discussion on Objective 3	77
6.3.4 Discussion on Objective 4	80
6.3.5 Finding from Hypothesis Testing.....	81
6.4 Chapter Summary.....	83
Chapter – 7 : CONCLUSIONS AND RECOMMENDATIONS	84
7.1 Introduction	84
7.2 Conclusion of the Study Objective	84

7.2.1 First Objective of the Study.....	84
7.2.2 Second Objective of the Study	85
7.2.3 Third Objective of the Study	85
7.2.4 Fourth Objective of the Study	86
7.3 Contributions of the Study	86
7.4 Recommendations	87
7.5 Limitations of the Study	88
7.6 Direction for Future Study	88
LIST OF REFERENCE	90
APPENDIX 01: The Questionnaires Used for the Study	106
APPENDIX 02: The Output of the Data Analyses.....	116