

A REVIEW OF THE LITERATURE ON CONSCIENTIOUSNESS AS ONE OF THE BIG FIVE PERSONALITY TRAITS AND AN ASPECT OF OCB

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Abstract

Each individual carries a personality which has been developed by basically three factors such as inheritance, upbringing and social surroundings. This personality defines the behaviour, performance and attitude of an individual at the workplace. In the extant literature it has been proved that the personality positively impacts the contextual performance, job performance and extra role performance of an individual and hence as a result the organizational performance. Numerous studies have been conducted to understand the relationship of these two in various contexts. However, in recent literature, the conscientiousness has not been studied as a dimension of personality which drives the employees to showcase the organizational citizenship behaviour. In this paper we try to address this gap by studying conscientiousness as the dimension of personality of an individual and as a dimension of OCB. We aim to understand the role of conscientiousness in personality and OCB. We also aim to understand the interplay of conscientiousness and OCB, various relationships that have been studied with reference to the conscientiousness and OCB. This is a concept paper with the existing literature as a base of study.

Keywords: Personality, Big 5 theory, Conscientiousness, OCB, Extra role behaviour

INTRODUCTION: CONTEXT AND BACKGROUND, OBJECTIVES

Personality psychology and organizational behaviour research increasingly highlight conscientiousness — one of the Big Five personality traits — as a central determinant of positive workplace functioning. Among the various discretionary behaviours employees demonstrate, Organizational Citizenship Behaviour (OCB) has received significant attention for its contribution to overall organizational effectiveness. Given the consistent empirical evidence linking conscientiousness to higher levels of OCB, a focused review of this relationship is essential for understanding how stable personality traits shape voluntary, extra-role actions within professional settings.

The trait Conscientiousness has been studied by various researchers since years as it is the strongest predictor of an increased performance outcomes, academic performance and health benefits throughout the life. (Roberts & Bogg, 2004). According to Bogg and Roberts (2004), (Borman et al., 2001). Conscientiousness also results in the college retention, long term career success, academic success, stability in married life, healthy lifestyles and dietary behaviour. Research consistently positions conscientiousness as the most influential predictor of Organizational Citizenship Behaviour, emphasizing how a conscientious personality fosters greater engagement in voluntary, constructive behaviours.

The purpose of this research is to review the extant literature of Conscientiousness as one of the factors out of Big Five personality theory and the Conscientiousness as one of the dimensions of Organizational Citizenship Behaviour. Extant research has been done on both these concepts ever since the term Organizational Citizenship behaviour (OCB) was introduced.

OBJECTIVES OF STUDY:

To understand the concept of conscientiousness as part of the Big Five Personality Theory and its role in workplace behaviour.

To identify and categorize the dimensions of Organizational Citizenship Behaviour (OCB) as described in existing literature.

To analyse the relationship between conscientiousness as component of big 5 theory and as a dimension of OCB within organizational settings.

To synthesize insights from the literature to provide a comprehensive understanding of the interplay between conscientiousness and OCB.

2. LITERATURE REVIEW

2.1 Organizational Citizenship Behaviour (OCB)

Organ (1994) initially coined the term of Organizational Citizenship Behaviour. It meant, the individual, discretionary behaviour that is performed by an employee in the organization which is generally not mentioned in the job description or offer letter, and not recognized by any financial or non-financial reward systems. This behaviour is completely

voluntary, and the employees showcase the same out of various motives, which do not include recognition and rewards. OCB has been studied by various management and psychology researchers after Organ since last more than 30 years, and they have contributed in numerous antecedents and descendants of the same. It has been proved by the researchers that the organizations may not survive in absence of employees' OCB. The outcomes of OCB as per various researchers are Organizational performance, improved efficiency, increased quality of work of employees, improved coordination among workers and team work, effective utilization of organizational resources, sustainable recruitments in the organizations and loyalty of employees (Tambe & Shanker, 2014). OCB includes helping a co-worker at an organization, training and employee for completion of their work, repairing a machine just out of concern of completion of the project, attending a meeting in an organization which is not mandatory for the employee, being loyal to the organization and continuously striving for organization's overall success, making an effort to create a healthy atmosphere in the organization and so on. The OCB is important with regards to the effectiveness of an organization, organizational performance at the current volatile business environment (Indarti et al., 2017).

OCB is recognized by Individual OCB (OCB – I) and Organizational OCB (OCB – O). When an individual demonstrates OCB out of his internal motivation, it is recognized as OCB – I. The Personality of an employee; Conscientiousness, Sportsmanship, Civic Virtue, Altruism and Courtesy are studies as the dimensions of OCB (Organ, 1988), and has been studied by various researchers Chiaburu et al., 2011; Hoffman et al., 2007; LePine et al., 2002. (Pletzer, 2021). When an individual performs OCB that affects the complete organization, it is termed as OCB – O (Hermanto & Srimulyani, 2022). Organizational Culture, Employee Engagement, Leadership (Sofiah et al., 2022), Performance Management System are some of the most studied variables for OCB – O.

Researchers have observed that OCB is driven by Positive attitude of an employee, and an intention to give back to the organization (e.g., Organ & Ryan, 1995), however, (Allen & Rush, 1998; Bolino, 1999; Rioux & Penner, 2001) also concluded that for some employees, it may be out of the motive of pay raises, promotions or any other intensions to receive rewards as such behaviour results in being viewed as a good citizen in the organization. OCB is also referred to as a "Good Soldier Attitude" where it is performed out of other traditionally assumed motives and "Good actor" where it is out of personal motives.

Citizenship performance is an important factor because it contributes to the organizational, social and psychological context and serves as a catalyst to the organization's overall activities and processes. (Borman et al., 2001). The authors in this paper also mentioned a five dimension model for citizenship performance. as below:

1. Demonstrating enthusiasm and putting in additional effort to successfully complete one's tasks;
2. Volunteering for duties that fall outside one's formal job responsibilities;
3. Assisting and collaborating with colleagues;
4. Adhering to organizational rules and procedures; and
5. Promoting, supporting, and defending the organization's goals.

2.2 Dimensions of OCB

To understand OCB and to influence the employees to showcase this behaviour, it becomes important to understand the various aspects through which employees are going extra miles in the organization. So, Organ introduced five dimensions of OCB wise: Conscientiousness, Sportsmanship, Civic Virtue, Altruism, and Courtesy.

1. Altruism refers to the Behaviour that is discretionary and have an effect on helping a specific person on a specific task. It is basically, assisting co-workers with a task or engaging in supportive actions for staff or co-workers who are experiencing issues at work.
2. Courtesy is the behaviour that helps the co-workers to prevent the problems arising at work. Courtesy refers to as letting colleagues in the company know of changes that might influence their work or acting in a way that avoids problems at work. Here, the employees give extra hand to colleagues, train them to prevent any unprecedented situations. The employees always share their experience, knowledge and skills so that their colleagues do not face similar issues at work.
3. Conscientiousness is something that refers to the attendance, following rules and regulations, taking breaks, and other areas where the employee has the freedom to act in a way that goes above and beyond what is necessary for the accomplishment of their job.
4. Civic virtue is the conduct of persons that shows that they responsibly engage with, care about, or participate in the life of the organization. It is also about taking part in the organization's governance, or behaviours demonstrating a person's participation in organization-related activities.
5. Sportsmanship is the readiness of workers to put up with less-than-ideal conditions without complaining about it. (Lv et al., 2012).

2.3 Conscientiousness in OCB

Organ 1988, defined Conscientiousness as employee's commitment that surpasses official job requirements, like extended working hours and willingly taking additional responsibilities. The people showcasing conscientious behaviour are those which organizations desire to be in their organization. They are responsible, cooperative and they follow the organizational compliances. (Leephajaroen, 2016). According to empirical research, conscientiousness is indicated by traits like neatness, punctuality, caution, self-discipline, and dependability. (Organ, 1994).

The conscientiousness is associated with the traits like sticking to the rules and regulations of the organization, not taking extra breaks, engaging oneself in long working hours more than the stipulated working hours. The conscientiousness goes well beyond minimum working hours and job requirements (Deluga, 1998), minimum levels of attendance, punctuality and keeping the work and workplace neat and tidy. It is also inclusive of conservation of resources, being a responsible citizen of the organization. These people need less supervision. The conscientious individuals are self-disciplined, well

organized, accountable and hardworking, (Tambe & Shanker, 2014). Conscientiousness is a stronger trait than altruism which refers to supporting the co-worker in their works. (Deluga, 1998)

2.4 Personality:

The personality of a human is defined as how the person behaves or reacts in a particular situation. Personality traits are recurring patterns in an individual's emotions, thoughts, and behaviours. D. W. Fiske (1949) created the notion of the five basic personality qualities, which was later developed by Norman (1967), Smith (1967), Goldberg (1981), and McCrae & Costa (1987). Prior to this, researchers had dedicated years to analysing people's behaviour by attempting to identify character traits. Gordon Allport discovered more than 4000 qualities at one stage. This was deemed to be too complex even when it was lowered to 16. The five major personality qualities originated from this. Although there has been a lot of research done in each of these broad categories over the years, experts aren't always in agreement on what constitutes each trait.

Over the course of nearly 50 years, the five factor model of personality traits has been developed, interpreted, and altered. "Personality traits" are permanent tendencies in thought, feeling, and behaviour that are not expected to change over time and explain how people behave in various contexts. Personality is one of the most researched antecedent of OCB and Conscientiousness is the strongest predictor of OCB. The studies also reveal that conscientiousness has a positive relationship with OCB I and OCB O, which are mentioned in the paper below. (Dr. Sairaj M. Patki & Dr. Shobhana C. Abhyankar, 2016).

According to Indarti et al., 2017, individual personality predictors play an important role in employee performance. Van Emmerik and Euwema (2007) mention that there are three types of OCB, viz: kenurania (conscientiousness), the ability to agree (agreeableness), open to experience (openness) positive effect on OCB employee, whereas extraversion and emotional stability negative effect on OCB employee.

2.5 The Big Five theory:

The Big Five dimensions of personality, often known as the five-factor model of personality, consists of five largely independent features that shed light on the individual variances within an organization and their reactions (Kumar and Bakhshi, 2010). Tupes & Christal, (1961), have clearly mentioned five recurring personality traits in their research paper for the first time and since then the big five personality traits have been in interest area for the researchers.

The characteristics of this paradigm are "openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism." Together, these factors offer a useful taxonomy for the investigation of individual variations.

The Big 5 personality traits are as below:

- Agreeableness is the behaviour which is an outcome of desire of a person to maintain relationship with others. An agreeable person does everything for keeping good associations with others. This personality is more accommodative, and the person is very helpful in nature. Sometimes he / she even goes out of the way to maintain the relationship.
- Extraversion refers to the individual who feels that his tasks are his passion and he or she takes interests in the same.
- Openness is the quality of personality that is an intrinsic motivation of the person which lets him complete his work. This person will work not to impress anyone or to achieve his / her professional career goals. But he will work for satisfying his passion.
- Neuroticism is the trait of personality of the person who completes the tasks or accept the work to overcome his anxiety and depression. In this kind of personality, the person shall complete to work or work extra because he wants to secure his job, or he wants to maintain his relationship with Boss / Team leader.
- Conscientiousness is that the quality of an individual who completes the tasks in disciplined manner. The conscientious person always is very careful about his work. Has a very analytical mind and shall go out of the way for completing his given work in the given timeline. This person may be considered as a workaholic person by the society.

The big five model dates from Tupes and Christal (1961). It is believed that openness to experience amplifies the experience of both forms of affect. Two of the characteristics, extraversion and neuroticism, substantially implicate emotional predispositions (positive and negative affectivity, respectively) (McCrae & Costa, 1991). The next two traits, conscientiousness and agreeableness, are not affectively toned in and of themselves, but they may have an indirect relationship with subjective wellbeing through the behavioural patterns they produce (McCrae & Costa, 1991).

2.6 Conscientiousness

Studies say that if a manager sets a specific, difficult goal for his junior, he can observe an improved performance. This is a specific characteristic in a personality of the individual which is called as Conscientiousness. (Gellatly, I.R., 1996). Furthermore studies by (Lapierre & Hackett, 2007) revealed that there is a direct relationship between Trait Conscientiousness and job satisfaction, leading the employees performing better in role as well as extra role. Most commonly, conscientiousness is understood as a personality trait that represents the comparatively stable, automatic thought, feeling, and behaviour patterns that set individuals apart from one another and that are triggered in circumstances that are believed to elicit certain traits (Roberts & Jackson, 2009).

Conscientiousness is a combination of personality traits like being abided with rules, self-controlled and hardworking, taking responsibility, and orderly. Conscientiousness is one of the major factor which predicts employee job performance, leadership, income and professional achievements. Conscientiousness predicts longevity, good health and success at work (Roberts et al., 2012). Conscientious people are considered as neat, punctual, careful, disciplined, and reliable (Organ, 1994), nice and orderly, self- disciplined, responsible and reliable (Leephajaroen, 2016); similar to the traits of Conscientiousness as a dimension of OCB which include punctuality, attendance, integrity, rule compliance, efficiency, care for organizational property and so on. (Organ, 1994).

Conscientious people are hard-working, energetic, take responsibilities, and ambitious. They also are persistent and their physical capacity is also remarkable (Mahdiouon et al., 2010).

Debusscher et al., 2017 mentioned that conscientiousness is one of the most prominent predictor of performance of an employee in an organization. They define conscientiousness as being capable, sensible, and accomplished. Being well-organized and keeping the surroundings neat also is the trait of a conscientious people. Dutifulness, persistent, achievement thriving and deliberation are also included. It is also observed that people become more conscientious through age. (Roberts et al., 2005)

There are traits like adhering to the rules and regulations, controlling impulses, effective planning, capacity to postpone gratification, focus towards goals are also referred as conscientiousness. It predicts longevity (Roberts et al., 2009). Conscientiousness has also been studied under academic purview and it has been observed that it results in academic superiority and cognitive aptitude. Work related resiliency is also rated as one of the important traits of conscientiousness (Nofle & Robins, 2007).

Barrick & Mount, 1991 define conscientiousness as being dependable, careful, thorough, responsible, organized, planful. Conscientiousness is also called as conformity or dependency. The other facets of conscientiousness are perseverance, achievement-orientation, hard-work.

Orderliness, industriousness, responsibility, decision-making ability, meticulousness, reliability are some of the synonyms of conscientiousness. Their studies also reveal five facets of conscientiousness (Roberts, B.W. et al., 2004).

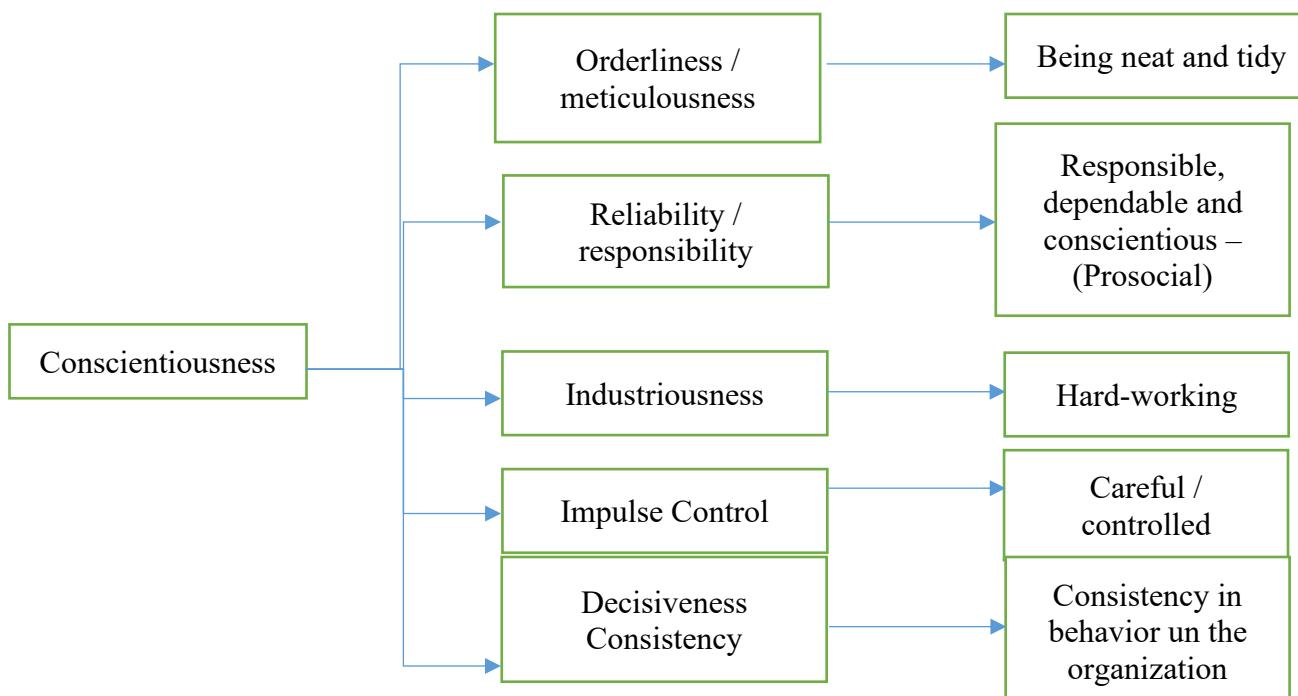


Fig. 1: The five facet model of conscientiousness as suggested by Roberts, B.W. et al., 2004

According to studies on job performance (Dudley et al., 2006), leadership (Judge & Ilies, 2002), income (Moffitt et al., 2011), and occupational achievement (Roberts et al., 2007), it is one of the most accurate indicators of work outcomes.

3. Conceptual Model

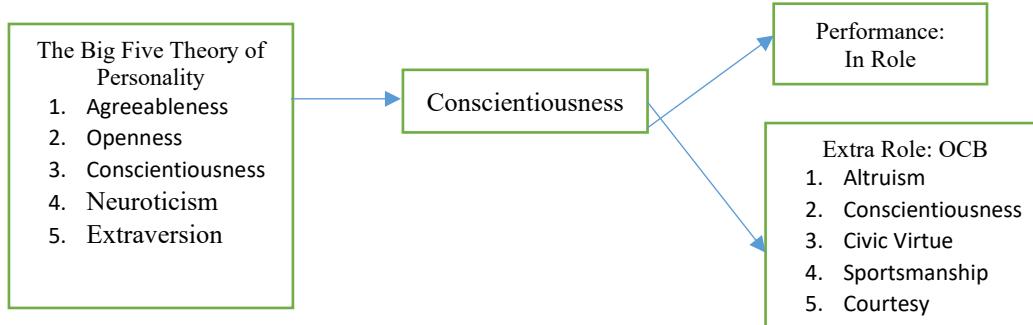


Fig. 2: Conceptual Model

4. Expected Relationships

The relationship between Conscientiousness and OCB has been studied and published by various researchers and still it is gaining a lot of attention. Conscientiousness is positively related to all five dimensions of OCB as mentioned by Organ,1988. (Borman et al., 2001). In the literature we studied, Relationships between Conscientiousness, OCB and Job

Satisfaction have been widely studied and had truly been a wide interest area of numerous researchers like: Lapierre & Hackett, 2007, Ilies et al., 2009, Mahajan, 2017, Kumar et al., 2009.

Lapierre & Hackett, 2007 concluded in their studies that the Conscientiousness is directly related to job satisfaction and ultimately job satisfaction leads to OCB. The researchers have proved that Conscientious employee displays OCB as a means of enhancing the quality of LMX with their immediate supervisor.

Ilies et al., 2009 also studied the mediating effect of Job satisfaction among the relationship between Conscientiousness and OCB. They inferred that the Conscientious employees engage themselves in such activities which lead to job satisfaction and ultimately influence them in showcasing OCB or extra role behaviour.



Fig. 3: The conceptual model prepared according to conclusions from the studies of Lapierre & Hackett, 2007, Ilies et al., 2009, Mahajan, 2017, Kumar et al., 2009.

The studies by Miller et al., 1999, revealed that conscientiousness was a very important predictor of OCB. And this relationship was stronger than neuroticism and extraversion.

Hogan et al., 1998 found that there was a moderating effect of job and organizational characteristics in the relationship between conscientiousness and OCB. When there was no possibility of promotion in the organization, conscientiousness was one of the strongest predictor of OCB. The researcher also mentioned that the relationship between conscientiousness and OCB is stronger than relationship between conscientiousness and task performance.

Similar observation is mentioned in the studies by Deluga, 1998, that conscientiousness is a vigorous predictor of in-role and extra-role behaviour in an organization.



Fig. 4: Conceptual model by Deluga, 1998

In similar studies by Kumar et al., 2009, there is a direct relationship between big five personality factors, job satisfaction and OCB. The study concludes that better personality, organizational commitment and job satisfaction will affect the OCB of an employee. According to Hurtz & Donovan, 2000; Salgado, 2002 Conscientiousness has been always associated with Positive work outcomes.

The studies by Hogan & Shelton, 1998; Organ, 1994, the Big Five Personality Trait named Conscientiousness has a strong theoretical relationship with OCB. Conscientious people / employees are persistent, detail-oriented, disciplined, responsible and motivated. Shaffer et al., 2015 proved that conscientiousness is related to supervisor's rating of OCB and the reputation of an employee in an organization.

Indarti et al., 2017 inferred that there is a strong direct relationship between Personality variables of an individual and OCB. An improved personality contributes to enhanced organizational citizenship behaviour.

Dr. Sairaj M. Patki & Dr. Shobhana C. Abhyankar, 2016 inferred that Extraversion and Openness – which are dimensions in Big Five theory, partially mediate the relationship between Conscientiousness and OCB.

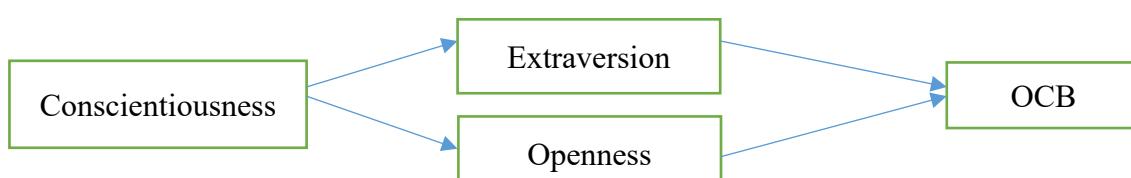


Fig. 5: Conceptual model by Dr. Sairaj M. Patki & Dr. Shobhana C. Abhyankar, 2016

Mahdiou et al., 2010 Conscientiousness, Agreeableness, Openness have the strongest relationship with OCB. Similar conclusion has been drawn by various other researchers wiz Barik & Monte(1991), Organ & Lingal (1995), Hui chin (2004), Hosam & Elanen (2008), moon & et al (2008), Carpenter (2008), Johnson (2008) Duff (2007) and Jay (2008). (Mahdiou et al., 2010).

In the studies by Bowling, 2009, Conscientiousness had a positive relationship with OCB. They also mentioned that conscientiousness was significant relationships with personal industry OCB sub-dimensions and individual OCB sub-dimensions

Ilies, R. et al. (2009) got a conclusion in their meta-analytical studies in “Personality and Citizenship Behaviour: The Mediating Role of Job Satisfaction” that, the relationship of conscientiousness with OCB was stronger than the relationship of agreeableness with OCB which was in consistent with the previous studies by (Organ & Ryan, 1995) as mentioned in the same paper. The research also inferred that job satisfaction was positively related with OCB and job satisfaction also mediated the relationship between Personality traits and OCB. The meta-analytic review provides an evidence that Personality traits like conscientiousness and agreeableness have direct effect on OCB of an employee. The moderator analysis of this research provides that interpersonal (agreeableness) and impersonal (conscientiousness) personality traits have direct relationship with various dimensions of OCB I and OCB O. Similar conclusions have been drawn by Mahdiou et al. (2010) in their studies.

Leephajaroen, 2016 through in depth interviews of the employees revealed the traits of a conscientious personality like perceived order, diligence, cross checking, and consideration of stake holders have a direct relationship with their citizenship behaviour.

Debusscher et al., 2017 studied the predictive validity of conscientiousness facet while predicting work performance and extra role behaviour. The inference was when a person is conscientious his/her job performance and extra role behaviour is positively affected. In other words, there is a positive relationship between conscientiousness and job performance as well as extra role performance i.e. OCB.

Shaffer et al., 2015 worked upon socioanalytic theory, for analysing the moderated mediation model of personality, self-monitoring and OCB. They found a positive relationship with observer ratings of agreeableness and conscientiousness and supervisor rated OCB. They also observed the role of self-monitoring in this relationship.



Fig 7: Conceptual model by Shaffer et al., 2015

5. METHODOLOGY:

In this paper we used thematic analysis of selected research papers. Google scholar and ResearchGate were used to download the research papers. Papers only from Scopus rated journals were shortlisted on the basis of their abstracts with most relevant content.

5.1 Literature Search and Inclusion Criteria:

We have included the research papers which were inclusive of keywords like: “Conscientiousness”, “Organizational Citizenship Behaviour”, “Big five theory”, “Dimensions of OCB”, “Personality”. We purposefully included the research paper which were related to OCB and Personality outcomes related to organizational context only. The papers which elaborated the personality with regards to psychological facets were not included.

The papers with research on the other big five personality traits like “Agreeableness”, “Neuroticism”, “Openness to experience” and “Extraversion” were not included in this study as we concentrated only on the papers with “Conscientiousness” as the personality trait. Papers with OCB as an outcome of personality traits were included while writing this paper.

6. DISCUSSION

When a person has a conscientious personality, he is more inclined towards working hard, keeping the workplace clean, completing the given tasks before deadlines, and creating a disciplined timetable for his duties. These people like to follow their schedule so they are never or seldom late for their workplace, do not take unnecessary duty leaves, and never postpone their work despite something going wrong. Conscientious people either willingly or unwillingly may end up helping

others, professionally or in their personal lives to reach their deadlines. This is ultimately OCB that they are showcasing. As discussed earlier since they avoid taking unnecessary breaks, and leave, it's obvious that their tasks are completed on or before time. These people do not like to waste their free time hence they end up going the extra mile in their workplace without any expectations.

It has been studied that Conscientiousness is a type of personality, a behavioural aspect of a person, while Conscientiousness in OCB is considered as a job outcome – which is also called as extra-role performance. The conscientious person shall work beyond his limits to complete his given tasks, complete his “To-do-list” on time.

It is observed that the conscientious people have a tendency to delay gratification (Bogg & Roberts, 2004). One of the strongest aspect of organizational citizenship behaviour is that the employee which showcases OCB, do not expect any reward or recognition for the various activities he / she performs in the organization. These activities are over and above the job description issued to the employee and the employee performs out of various motivations other than immediate appreciation / reward / recognition / salary raise or promotion. This could be the reason why the conscientious people have the highest sense of showcasing OCB.

Roberts, B.W. et al. (2004), mentioned in their research that Reliability which is one of the trait of conscientiousness, is associated with being dependable, responsible, conscientious. These traits indicate a prosocial behaviour and as per Organ, 1988, prosocial behaviour is also called as organizational citizenship behaviour.

It is observed that the employees who are reputed as being hard-working, responsible, unquestionable, cooperative, helpful and having good nature get more ratings by the supervisor on OCB. (Shaffer et al., 2015). They also inferred that the conscientious people continuously strive for positive interpersonal exchanges and ultimately a positive reputation in the organization.

7. Contributions to the field

In this paper we have aggregated the research papers which particularly mentioned the relationship about conscientiousness and OCB. This paper discusses about the strong direct relationship between both the constructs. By reading this paper, the researchers shall have an idea about the concept of conscientiousness, one of the important trait in personality of an individual and its impact on the organizational citizenship behaviour which is considered as of greatest importance in overall organizational performance and the individual growth by multiple behavioural researchers.

8. Limitations and Scope of future studies

The scope of this paper limits itself to the scopus index research papers from various countries. The paper lacks studies from Indian context as it consists only one paper from India. The paper elaborates relationship between conscientiousness and organizational citizenship behaviour. The other personality traits like extraversion, agreeableness, neuroticism, openness also contribute towards the organizational citizenship behaviour. The personality traits also affect various performance outcomes in the organization which include contextual performance, job performance and organizational performance. Any other personality traits are not focused in this research paper.

The personality factors predict not only an organizational performance but also the academic performance, health of an individual, socio-environmental factors, psychophysiological aspects, health behaviours and many other individual and professional outcomes of an individual, the relationships of an individual with his professors, teachers, friends and spouse, lower criminal rates, better economic and interpersonal outcomes which are not included in this paper. We have included only personal extra role behaviour of an employee.

We have considered only Organizational citizenship behaviour. The academic citizenship behaviour (the behaviour of students which support the learning, peers and academic environment), community citizenship behaviour (the voluntary behaviour of individual which enhances the local community and their social functioning), environmental citizenship behaviour (the behaviour of an individual towards the environmental sustainability), customer citizenship behaviour (voluntary helpful behaviours of customers for an organization to help the other customers buying the same products), university citizenship behaviour (the various voluntary activities through which a student contributes to the university welfare) are not considered, which are also influenced by the personality traits as per the extant literature.

9. CONCLUSION

The Big Five Personality Model remains one of the most influential and empirically supported frameworks for understanding human personality. It proposes that personality can be described using five broad dimensions—openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism—with individuals varying along a continuum in each trait. While all individuals possess aspects of each dimension, the degree to which each trait is expressed differs and influences how people think, feel, and behave.

This paper focused specifically on **conscientiousness** and examined its role as a key personality trait in relation to Organizational Citizenship Behaviour (OCB). Based on the literature reviewed, it is evident that conscientiousness consistently emerges as a meaningful predictor of positive workplace behaviour, particularly OCB. Research shows that individuals high in conscientiousness display characteristics such as self-discipline, responsibility, reliability, punctuality, organization, attention to detail, persistence, and a strong sense of duty. These qualities contribute not only to performance within formal job roles but also extend to behaviour beyond required responsibilities.

OCB refers to voluntary and discretionary actions—such as helping colleagues, demonstrating positive attitude, following organizational rules, cooperating with others, and contributing to workplace improvement—that are not formally

rewarded, yet significantly enhance organizational effectiveness. Conscientiousness has been found to be positively associated with OCB, as conscientious individuals naturally engage in behaviours that support organizational functioning. Their disciplined and organized approach to work, coupled with a strong internal motivation to achieve high standards, encourages them to go beyond the minimum expectations and contribute meaningfully to the workplace. Furthermore, conscientiousness is also linked to higher levels of job satisfaction. The traits associated with conscientiousness often lead to consistent performance, recognition, lower role ambiguity, and reduced stress—factors that collectively enhance employees' sense of accomplishment and workplace fulfilment. As a result, conscientious individuals tend to be more satisfied with their roles, which further reinforces positive workplace behaviours, including OCB.

In summary, conscientiousness plays a significant role in shaping both personality expression and organizational behaviour. Its strong relationship with OCB and job satisfaction underscores its importance in predicting positive workplace outcomes and highlights the value of considering personality traits within organizational settings. This review consolidates existing findings and reinforces the significance of conscientiousness in understanding voluntary and productive employee behaviours, while also emphasizing the need for continued research into contextual and emerging workplace factors that may interact with this trait.

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