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Does personality predict a likelihood display of organisational citizenship behaviours among university students? Empirical evidence from Ghana

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Abstract

Organisational citizenship behaviour (OCB) has received extensive research attention among the employed populations. But is it possible that people who are yet to be employed can display intentional OCB? Numerous studies have linked OCB to many factors including personality. We, therefore, set out to examine the association between personality traits on the likelihood of engaging in citizenship behaviours among undergraduate students. Using a cross-sectional survey design, data was gathered from 1009 students comprising 537 males and 472 females, with a mean age of 23 (SD=2.98 years) from the University of Ghana through purposive sampling. A questionnaire consisting of validated scales such as the 50-item International Personality Item Pool (IPIP) and the OCB Checklist (OCB-C)

were employed to measure the 'Big Five' personality traits and the likelihood of OCB respectively. Hierarchical multiple regression analysis revealed that sex and age were related to the likelihood of OCB such that male and older students were more willing to engage in OCB. Among the personality traits, agreeableness, conscientiousness, emotional stability and intellect had significant relationships with the likelihood of OCB. This study shows that both demographic and personal characteristics such as personality traits are associated with students' likelihood of engaging in OCB.

Keywords: Personality traits, Organisational citizenship behaviour, University students, Ghana

Introduction

For decades, psychologists have been interested in studying why people behave the way they do or reasons and motives for engaging in those behaviours. Explaining why employees engage in certain behaviours at the workplace has been one of the research areas for mainly industrial psychologists as they seek to predict employees' job performance before recruiting them. Organisational researchers such as Harvey et al. (2018) argue that the complex nature of work in contemporary times demand that successful organisations rely on employees who will go beyond performing their formal tasks competently to the extent of undertaking voluntary and unprompted behaviours that support colleague workers and the organization as a whole (Harvey et al., 2018). Organizational Citizenship Behaviour (OCB) originated from Bateman and Organ since the early 1980s (Bateman & Organ, 1983). Organ (1988, p. 4) defines it as "individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization". In a school setting, Blondheim and Somech (2019) refer to it as the discretionary behaviours that are beyond the specific role requirements which are performed to enhance the school's objectives. Thus, OCB refers to all those work-related behaviours which go beyond an employee's prescribed

and evaluated formal job description that is not paid but improves the efficiency of the organization.

Over decades, studies have explored the antecedents, correlates and consequences of OCB across diverse settings (Azila-Gbettor et al., 2020; Basu et al., 2017; Salman Chughtai & Ali Shah, 2020; Salman Chughtai et al., 2020; Dong & Phuong, 2018; Elanain, 2010; Fox et al., 2012; Indarti et al., 2017; Liguori et al., 2013; Zettler, 2011). An overarching antecedent variable that has been linked to OCB is personality traits (Helle et al., 2018; Indarti et al., 2017; Liguori et al., 2013; Mahdiuon et al., 2010; Saoula et al., 2016). Personality is simply a person's characteristic way of thinking, feeling, and behaving that are consistent over time which influences the person's choices, wishes, preference and desires and distinguishes that person from others (Holzman, 2019; Ojedokun, 2018). It involves moods, attitudes and behaviours and is displayed in the person's day to day activities as well as his/her interactions with people. Scholars argue that personality is a major factor that shapes an individual's values, beliefs, attitudes, perceptions, motivations and behaviours, hence, could help understand and explain OCB (Harvey et al., 2018; Ocampo et al., 2018; Sharma, 2016). For instance, Sharma (2016) argues that the discretionary nature of OCB makes it strongly determined by personality and other attitudinal factors. Studies have found most of the Big-Five personality traits such as those that describe individuals' prosocial propensity such as agreeableness and those related to duty or obligation (i.e., conscientiousness) positively influence OCB (Harvey et al., 2018; Mahdiuon et al., 2010; Organ, 2018).

Globally, very little has been done regarding students' intentions of engaging in extra-role activities. The very few studies done in the school setting mainly regarded OCB among teachers (Cohen & Abedallah, 2021); school heads (Nutov & Somech, 2017) and other support staff (Leephaijaroen, 2016). Meanwhile, students are being groomed to become responsible employees where success is gained by working with and

through others (Dasgupta, 2020). Studying university students' likelihood of engaging in OCB has far-reaching implications. Regarded as the future of corporate organisations, university students need to learn to be good corporate citizens as it could help reduce social problems such as theft, pilfering and other counterproductive behaviours endemic in organisations today. Students tend to become more informed about the other soft skills that employers expect in job prospects by participating in this study. It is expected that students would be encouraged to exhibit these behaviours during internships, corporate attachments and national service as many may not have heard about the term. Additionally, by identifying personality traits associated with OCB, employers can validly predict employee job performance through recruitment and selection processes.

Unfortunately, little is known about students' likelihood of engaging in OCB and its antecedent factors such as personality from a developing country perspective. Most of the extant evidence has been conducted in individualistic cultures of Europe and North America and the findings have not been consistent across countries in these regions. Similar trends were observed in some Asian countries such as Thailand, Indonesia, India, and Iran. This suggests that there could be some underlying socio-cultural factors accounting for the differences. It is therefore relevant to provide evidence from a Ghanaian context, to add to the existing knowledge and research.

Conceptual Background

Organizational Citizenship Behaviour (OCB) has five dimensions, which are altruism, conscientiousness, sportsmanship, courtesy and civic virtue according to Organ (1988). Podsakoff et al. (2000) however found seven dimensions of OCB which are helping behaviour, sportsmanship, organizational loyalty, organizational compliance, individual initiative, civic virtue and finally self-development. However, for this study, Organ's (1988) dimensions were adopted *Altruism*

refers to a discretionary behaviour of helping others with organizational tasks or problems; *Conscientiousness* represents behaviours of the employee that are far beyond the specified job duties in areas such as attendance, breaks, etc.; *Sportsmanship* is willingness to tolerate all manner of circumstances without complaints; *Courtesy* is the behaviour of the employee that helps to reduce problems; *Civic virtue* has to do with the exhibition of responsible participation and involvement in organization-wide activities. Currently, this concept has been empirically tested to encapsulate these five dimensions in the current cultural context. In essence, we measured overall OCB in this study.

Researchers in personality psychology and industrial psychology have adopted the 'Big Five' theory of personality or the 'five-factor' model (FFM) of personality to study and show important relatively enduring individual personality characteristics (Barrick & Mount, 1991; Costa Jr. et al., 1995). The big five traits are: (1) Intellect or Openness to experience (defined as the tendency to be inquisitive, ingenious, unconventional and adaptive); (2) Conscientiousness (referred to as being purposeful, determined, organized and persistent); (3) Extraversion (defined as being active, gregarious, assertive, talkative, outgoing and ambitious); (4) Agreeableness (refers to the tendency to be cooperative, considerate, trustful, kind, helpful, etc.); (5) Emotional stability or Neuroticism (defined as the measure of an individual's level of stability and instability, anxiety, doubtfulness and insecurity). Emotional stability was used in this study to refer to individuals who are less responsive to stress, tend to be calm, feel less tensed and are even-tempered. Studies show that the use of this model enhances the study of personality of employees, as well as help predict their behaviours (Leephaijaroen, 2016; Mahajan, 2018; Udin & Yuniawan, 2020).

Theoretical Background

Several theories have been propounded to study either personality or OCB, some of which include the theory of purposive

behaviourism, the social exchange theory among others. Social exchange theory has been the key theoretical lens from which several researchers explain OCB. We argue that since university students are not employees, the tenets of social exchange may not apply to them. Moreover, Harvey et al. (2018) admonish that researchers develop new theoretical and conceptual models to enhance understanding of mechanisms through which people tend to be motivated to engage in OCB in the 21st century. The present study was thus, grounded in the theory of purposive work behaviour and trait activation theory. The theory of purposive behaviourism stems from the work of Edward Chance Tolman in 1922, where he argues that people engage in behaviours because of immanent purpose and the cognition aspects of the behaviour. Barrick et al. (2013) used the theory of purposive work behaviour by integrating higher-order goals with principles in the FFM of personality and job characteristics model (JCM) to account for reasons people engage in certain behaviours at the workplace. They link personality traits to four basic, universal and inherent goals that define people's agenda for behaviours. They found personal situations (i.e., environmental forces) and internal sources (i.e., personality) to combine to give people purpose for engaging in behaviours at the workplace. The theory is linked to OCB in that as students intend to engage in such behaviours, however, voluntary, it could be as a result of the extrinsic rewards they contain and the mere desire to be a contributor to the whole organisation's purpose. Also, the cognition aspect of the behaviour of the theory can be traced to personality traits. Similarly, others argue that personality influences OCB when the thoughts and feelings of individuals gravitate towards the job which aligns with the trait activation theory (Borgas, 2020; Liguori et al., 2013; Tett et al., 2021). In other words, people's attitudes and perceptions influence their personality and associated work behaviours (Sharma, 2016; Tett et al., 2021). According to this theory, people's intentions about behaviour are more likely to be consistent with their personality

traits across situations, hence, we argue that the intention to engage in OCB would be associated with personality traits among university students.

Empirical Literature

Some studies were conducted across different contexts on the link between personality traits and OCB traits (Helle et al., 2018; Indarti et al., 2017; Liguori et al., 2013; Mahdiuon et al., 2010; Saoula et al., 2016). While these studies contribute to our knowledge of which personality traits predict OCB among school administrators, employees, or employed individuals, not much is known about the personality traits that predict university students' likelihood to engage in workplace citizenship behaviours. We are of the view that these university students are being prepared for work, thus, knowing their intention to display OCB will have enormous benefits for employers. Our reviews aim to show that little has been done in this area to inform potential employers about the traits to look out for during recruitment, selection and placement processes.

Anglim et al. (2018) examined the predictive validity of personality of job applicants in Australia. It was found that extraversion, agreeableness and conscientiousness predicted lower counterproductive work behaviours and higher OCB in both job applicants and non-applicants. Thus, this study confirms that personality is critical in recruitment and selection as it is predictive of contextual performance. Bourdage et al. (2018) also examined broad personality traits of Honesty-Humility, Conscientiousness and Agreeableness and two work-related behaviours, i.e. OCB and workplace deviance (WD). They hypothesised that participants' equity sensitivity would account for the relationship between personality traits and OCB and WD. Findings show that honesty-humility and conscientiousness predicted OCB and WD through the direct effect of equity sensitivity. Accordingly, this study has added another mechanism by which personality traits may be linked

to OCB. A meta-analysis by Chiaburu et al. (2011) based on 87 statistically independent samples to investigate relationships between FFM of personality traits and OCB revealed two well-established FFM predictors of OCB to be conscientiousness and agreeableness. Further, FFM personality traits significantly predicted OCB as well as job satisfaction. It was also found that conscientiousness, emotional stability, and extraversion were equally associated with OCB and task performance whilst openness and agreeableness had a stronger correlation with OCB than with task performance. These findings lend credence to the hypothesis that personality traits are critical determinants of OCB than actual job performance.

As well, Singh et al. (2017) conducted a study to explore the role of work-family culture and personality traits in OCBs among first-level managers. Using a correlational design with a sample size of 117 males, data was gathered in India from first-level managers who have at least 2 children. The findings showed that work-family culture and different personality traits played a role in determining OCB in many ways. Managerial support and conscientiousness were positively associated with OCB whereas career consequences and organizational time demand were negatively correlated with OCB. Using 295 university lecturers in Indonesia, Indarti et al. (2017) indicated that personality dimensions of extraversion, agreeableness, emotional stability and openness to experience were significantly related to OCB. In a mixed-method approach comprising quantitative and qualitative method, Leephaijaroen (2016) observed that agreeableness, conscientiousness and emotional stability personality factors were significantly related to OCB. Similarly, Mahdiuon et al. (2010) investigated the relationship between OCB and dimensions of personality among university staff in Iran using 213 samples. It was shown that OCB was positively associated with personality dimensions of agreeableness, consciousness, openness, and extraversion. However, relationship between neuroticism and OCB was negative. Additionally, consciousness,

agreeableness and openness significantly predicted OCB.

Although insightful, these studies were conducted mostly in Westernised and Asian countries making the findings ecologically invalid to the present study's context. Additionally, they did not focus on the likelihood of OCB among university students which could give a different perspective of the issue. A study by Dasgupta (2020) on university citizenship behaviour (UCB) of students pursuing management education in India argues that studying UCB among students is a good gauge of how they would behave when they enter the world of work. While this study may give an idea of university students' citizenship behaviours, it is limited to UCB which includes helping colleague students in studies, sharing useful study materials to course mates, enhancing cleanliness on campus, helping teachers in fixing gadgets in lecture rooms and assisting others to gain admission in the University among others. Likewise, Blondheim and Somech (2019) examined the nature of OCB among elementary and middle school students in Israel. Their in-depth qualitative analysis revealed five dimensions of student OCB; namely, OCB towards studenthood, helping behaviour in relation to students, OCB towards school personnel, school community, and external society. While these studies set the pace for student OCB studies, they did not examine personality traits as antecedents of student OCBs.

Also, a few of the studies done in Africa were conducted in Nigeria. For instance, Akinbode (2011) examined personal and personality factors as determinants of OCB among some 504 employees. It was established that personality traits of extraversion and openness significantly predicted OCB. In the same way, Okediji et al. (2010) examined gender and personality characteristics as predictors of OCB using 150 respondents of civil service organisations in Nigeria. They found that introverts displayed higher OCB than extroverts but there were no gender differences in OCB.

So far, our review of the literature shows paucity of studies conducted in Ghana linking personality and OCB. Azila-Gbettor et al. (2020) investigated the relationships between self-esteem (SE), university commitment and organizational citizenship behaviours (OCBs) among Technical University students in Ghana. Results showed a positive and significant association between SE and OCBs and university commitment among the students. Furthermore, OCBs were found to partially mediate the relationship between SE and university commitment. Like the other studies, they focused on school-related OCB. Besides, Dartey-Baah et al. (2019) showed that leadership behaviours increase employees' engagement in OCB. Given the limited evidence from Ghana, it is therefore pertinent to investigate the issue to better appreciate the extent to which personality traits predict OCB. Therefore, the following hypotheses were tested:

1. Personality traits would significantly predict students' likelihood of engaging in OCB.
2. Some personality traits would predict students' likelihood of engaging in OCB better than others

Methods

Setting

The study was carried out at the University of Ghana. This is the first and largest university in Ghana which was established in 1948 to provide and promote education, learning and research. The University boasts of over 40,000 Ghanaian and international students. As a university set out to make impacts at both local and international levels, its student products are targets for varied corporate organisations which makes the study relevant to this population.

Sample and procedure

Participants for the study included students of the University of Ghana who were recruited through purposive sampling. Questionnaires were distributed by undergraduate

psychology students who served as research assistants. Data gathering took place between May and August 2020. The questionnaire contained information that described the purpose of the study, assured confidentiality of responses, and indicated that participation was voluntary. Names or any identifiers were not required on the questionnaires. Additionally, responses were obtained electronically and GPS location was not required. Owing to COVID-19 restrictions at the time of data gathering, we used Google forms to design the questionnaire and sent a link to most student WhatsApp Messenger groups. Additionally, the link was sent to student research assistants' contacts and friends including roommates and course mates across different levels in the university. Since data was collected electronically, it was not possible to determine response rate. Nonetheless, about 1050 responses were retrieved but 1009 were usable. Five-hundred and thirty-seven representing 53% of the respondents were male students while 472 were females. Median age was 20-25 years with mean age being 22.81 (SD = 2.98). About 44.7% of participants were in Level 400, 22.8% were in Level 300, 21.8% were in Level 100 and about 11% were in Level 200. Significant proportion of distribution was found for sex ($\chi^2 = 4.19$, df= 1, p=.04), level of study ($\chi^2 = 245.17$, df= 3, p=.001) and age ($\chi^2 = 179.21$, df= 2, p=.001), hence they were included as control variables.

Measures

We measured personality with the 50-item International Personality Item Pool (IPIP) questionnaire (Goldberg et al., 2006). It consists of five factors that measure the 'Big-Five' personality dimensions of extraversion (e.g., 'I don't mind being the centre of attention), agreeableness (e.g., 'I make people feel at ease'), conscientiousness (e.g., 'I pay attention to details'), emotional stability (e.g., 'I am relaxed most of the time') and intellect (e.g., 'I have a vivid imagination'). Each factor has 10 items, which receive a positive or a negative score. Responses

are on a five-point Likert scale ranging from '1=Very Inaccurate' to 5= 'Very Accurate'. Negatively keyed items were reverse-scored such that high scores indicated a high level of the personality dimension. Within various occupational settings of the American workforce, Aziz and Tronzo (2011) reported acceptable Cronbach alphas ranging from 0.73 to 0.85 for all five dimensions.

Measure of OCB was with the 10-item short version of the Organizational Citizenship Behaviour Checklist (OCB-C) (OCB-C; Spector et al., 2010). Spector et al. (2010) reported Cronbach alpha above 0.80 for employee and supervisor forms. Other studies reported good psychometric properties of the OCB-C across settings (e.g., Borgas, 2020; Fox et al., 2012; Smith et al., 2020). This instrument was adapted to measure the frequency of citizenship behaviours students would likely engage in with responses ranging from 1 = 'Never' to 5 = 'Every day'. OCB was scored such that high scores indicated higher citizenship behaviours likely to be displayed by students. Sample items are "I will help a co-worker who had too much to do", and "I will volunteer for extra work assignments". It achieved an acceptable Cronbach alpha of 0.89.

Data analysis

Data analysis took two stages. The first was a descriptive analysis to examine average levels of personality and OCB among study participants. Normality was verified with skewness and kurtosis. Zero-order correlations were performed to examine bivariate correlations among the variables. In the second stage, we performed hierarchical multiple regression analysis to examine the proposed relationships. The control variables were first entered into the regression equation in the first step and then the personality factors in the second step.

Results

Descriptive analysis in Table 1 revealed that an average score of 2.73 (SD=0.67) out of a maximum score of 5 on extraversion showed that most participants were low on this personality trait. A moderate result was found for emotional stability (Mean= 3.18; SD= 0.75) which suggests that most respondents were neither low nor high on this trait. However, average scores for agreeableness (Mean= 3.99; SD= 0.53), conscientiousness (Mean= 3.75; SD= 0.61) and intellect (Mean= 3.72; SD= 0.51) showed that most participants were high on these personality traits. Similarly, OCB was slightly high with an average of 3.65 (SD= 0.90) which interpreted as '*Once or twice per week*' on the scale. In other words, most participants indicated that they were likely to engage in OCB on weekly basis. Skewness and Kurtosis statistics for all variables indicated normally distributed data for robust inferential analysis. Thus, none of the skewness and kurtosis indices were above the acceptable ±2 level (Nimon, 2012).

Table 1: Descriptive Statistics and Reliability Indices of the Study Variables (N=1009)

	Min	Max	Mean	Std. Dev	Skewness	Kurtosis	Alpha
Extraversion	1	5	2.73	0.67	0.03	-0.11	0.71
Agreeableness	2	5	3.99	0.53	-0.65	0.98	0.64
Conscientiousness	2	5	3.75	0.61	-0.44	-0.001	0.72
Emotional stability	1	5	3.18	0.75	-0.28	-0.60	0.80
Intellect	2	5	3.72	0.51	-0.25	0.16	0.66
OCB	1	5	3.65	0.90	-0.55	-0.40	0.89

Zero-order correlations displayed in Table 2 revealed that OCB was significantly correlated with sex (men: $r_{(1007)}$= -0.13, $p < 0.01$), level of study ($r_{(1007)}$=0.10, $p < 0.01$), age ($r_{(1007)}$=0.10, $p< 0.01$), extraversion ($r_{(1007)}$=0.10, $p < 0.01$), agreeableness ($r_{(1007)}$=0.39, $p < 0.001$), conscientiousness, ($r_{(1007)}$=0.30, $p <0.001$) emotional stability ($r_{(1007)}$=0.16, $p < 0.001$), and intellect ($r_{(1007)}$=0.36, $p < 0.001$).

Table 2: Descriptive Statistics and Zero-Order correlations among study variables

	Mean	*SD*	1	2	3	4	5	6	7	8	9
Likelihood of OCB	3.65	0.90	-								
Sex (female)	0.47	0.50	-0.13**	-							
Level of Study	2.90	1.19	0.10**	-0.10**	-						
Age	1.67	0.71	0.18**	-0.33***	0.46***	-					
Extraversion	2.73	0.67	0.10**	-0.10**	0.04	0.08*	-				
Agreeableness	3.99	0.53	0.39***	0.10**	0.09**	0.11**	0.11**	-			
Conscientiousness	3.75	0.61	0.30***	0.10**	0.04	0.07*	0.07*	0.36***	-		
Emotional stability	3.18	0.75	0.16***	0.18***	0.21**	0.18**	0.14**	0.03	0.17**	-	
Intellect	3.72	0.51	0.36***	-0.10**	-0.05	0.03	0.10**	0.43***	0.41***	-0.01	-

*p<0.05; **p<0.01, ***p<0.001; sex (0=male, 1=female), age (numeric), level of study (numeric)

The results for the hierarchical multiple regression analysis are presented in Table 3. At Step 1 of the model, sex (β= -0.15, $p < 0.01$) and age (β = 0.17, $p < 0.001$) were significantly related to likelihood of OCB; but level of study was not significantly related to it. The result on sex suggests that men were more likely to engage in OCB than women. The finding on age implies that older students were more likely to engage in OCB than younger students. Put together, the demographic variables account for a significant amount of the variance in likelihood of OCB (F (3, 1008) = 13.40, $p < 0.001$, adjusted $R^2 = 0.04$). When entered at Step 2 of the model, the personality factors accounted for an additional 21% of the explained variance in the likelihood of OCB (ΔR^2= 0.21, p< 0.001). Of the personality factors, with exception of extraversion (β= 0.12, p>0.05) which was not significantly associated with likelihood of OCB, agreeableness (β= 0.45, p>0.001), conscientiousness

(β= 0.18, p<0.001), emotional stability (β= 0.11, p<0.01) and intellect (β= 0.33, p<0.001) were positively related to likelihood of OCB. The overall model was significant and accounted for 25% of the variance in likelihood of OCB (F (8, 1008) = 41.87, p< 0.001, adjusted R^2 = 0.25,). Given these results, the study's hypothesis that personality would be significantly associated with the likelihood of OCB received significant support; with only extraversion not significantly related to the likelihood of OCB. Overall, personality traits explained 21% of the variance in the likelihood of OCB. This overall impact could be described as strong and significant; hence, the conclusion is that personality traits predicted the likelihood of OCB among university students. With regard to a better predictor, agreeableness was better, followed by intellect, conscientiousness and then, intellect.

Table 3: Summary of hierarchical multiple regression analysis on correlates of Likelihood of OCB

	Step 1	Step 2
Control variables		
Sex	-0.15**	-0.20***
Level of study	0.02	0.01
Age	0.17***	0.10*
Personality factors		
Extraversion		0.02
Agreeableness		0.45***
Conscientiousness		0.18***
Emotional stability		0.11**
Intellect		0.33***
ΔR^2		0.21
F for ΔR^2		56.73***
R^2	0.04	0.25
Adjusted R^2	0.04	0.25
F	13.40	41.87***

* $p<0.05$
** $p<0.01$
*** $p<0.001$

Discussion and Conclusion

The study examined the degree to which personality traits influence likelihood of engaging in OCB among university students in Ghana. The findings generally demonstrate that with the exception of extraversion, the remaining personality traits (i.e., agreeableness, conscientiousness, emotional stability and intellect) had a strong influence on OCB. The non-significant relationship between extraversion and OCB implies that extraversion did not influence OCB. This is contrary to some findings (Chiaburu et al., 2011; Helle et al., 2018; Indarti et al., 2017; Leephaijaroen, 2016; Mahdiuon et al., 2010; Organ, 2018). Unlike most of these studies which reported a positive association between extraversion and OCB, a few indicated a significant negative correlation (e.g., Mahdiuon et al., 2010) while some found no significant relationship (e.g., Borman et al., 2001). The logic for the numerous findings linking extraversion to OCB is grounded in the conceptualisation of extraversion.

Generally, individuals high on extraversion are highly motivated, experience increased positive affect and have good interpersonal skills. While these attributes may be associated with extraversion, Dietl and Kombeiz (2021) argue that they may not be adequate to guarantee successful job performance and display of OCB. They further hypothesized that there may be other situational variables that research was yet to uncover that may interact with extraversion to influence OCB. Mahdiuon et al. (2010) observe that findings on extraversion have produced the most controversy among the Big-Five factors and calls for more accurate research in this aspect. Chiaburu et al's (2011) view of extraversion and intellect as being a broad category associated with an individual's proclivity to be dynamic and get ahead of others or their desire for power and status-seeking tendencies could explain this current finding. To them, extraversion and intellect reflect attributes of self-interest and self-actualisation.

In contrast to extraversion, intellect was found to significantly predict OCB in the current study. This implies that

though intellect may reflect individualistic attributes, its agentic qualities and its proactiveness tendency makes it more predictive of OCB. As defined, high intellect is associated with a preference for variety, grasp and performance of new ideas, and an intrinsic love for novelty which aligns with display of OCB. This finding is consistent with Chiaburu et al. (2011), Liguori et al. (2013) and Mahdiuon et al. (2010) who revealed that intellect positively correlated with OCB. One reason for this is that intellect as a proactive trait makes people more comfortable in looking for new and challenging experiences and less likely to tolerate the status quo (Liguori et al., 2013). In a similar vein, it appears the Ghanaian context tends to support this trait in the classrooms and workplaces. It is likely that teachers and employers would intentionally or unintentionally appreciate people with this personality trait which empowers them to become responsible citizens. This finding is, however, not consistent with Anglim et al. (2018), Golafshani and Rahro (2013), Helle et al. (2018) and Smith et al. (2020) who found a non-significant or association between intellect and OCB. One explanation given by Smith et al. (2020) and Chiaburu et al. (2011) is that intellect may be more related to organisational change-oriented citizenship than overall OCB since intellect is reflected in proactive behaviour than prosocial behaviour.

The relationship between the other personality traits of conscientiousness, agreeableness and emotional stability, on the one hand, and OCB on the other, was significantly positive. Thus, conscientiousness which refers to being intentional, determined, persistent among other things can include behaviours that go beyond the basic requirements of the job in terms of adhering to work rules, attendance and carrying out the work (Redman & Snape, 2005). Similarly, agreeableness is concerned with friendliness, empathy, interpersonal interaction with others and the passion to help others. Put together, these two traits are found to reflect prosocial behaviours and are strongly linked to OCB (Harvey et al., 2018; Mahdiuon et al., 2010; Organ, 2018).

Most studies have also reported similar results (Chiaburu et al., 2011; Indarti et al., 2017; Leephaijaroen, 2016; Mahdiuon et al., 2010). OCB is a prosocial behaviour so it is expected that people who have prosocial personality will more likely exhibit such behaviours. It is generally the nature of collectivist culturally-oriented people to be kind, hospitable, accommodating, friendly and empathetic which are prosocial behaviours. Thus, irrespective of their environment, these behaviours that are consistent with their personality, beliefs, values and perceptions will be displayed.

Finally, it was revealed that emotional stability was positively associated with OCB. As expected, high emotional stability is characterised by calmness and less quick-temperedness or feeling less tensed in emotionally charged situations. Thus, as a positive variable, it was expected to positively correlate with OCB; even though it was the least predictor compared to agreeableness, consciousness and intellect. Studies that measured its negative dimension (neuroticism) found a negative relationship with OCB (Indarti et al., 2017; Leephaijaroen, 2016; Mahdiuon et al., 2010). This finding supports existing evidence that people in good mood display positive behaviours and vice-versa (Glomb et al., 2011).

Limitations and Recommendation for Future research

The study is limited in some ways and understanding these limits determines the extent of generalisation of the results. One of them is the use of self-reported instruments to measure study variables. This does not assure complete elimination of the possibility of common method variance or response bias due to individuals' internal motives as well as the tendency to respond in ways that are expected of them. Thus, respondents' personal biases may have overinflated the results. Another limitation connected to this is the use of a single study design. The use of quantitative cross-sectional design makes it difficult to establish comprehensive clarity on the issue of personality's influence

on OCB. It is recommended that a mixed-methods approach is adopted to complement the findings from either of the approaches. Additionally, the study is limited to the University of Ghana which is one out of over 15 public universities in Ghana; hence, it is recommended that future studies expand their scope to cover all universities to make their findings more generalizable to all university students in Ghana.

Implication for Theory and Practice

The research sought to predict the likelihood of engaging in OCB based on University students' personality traits. The study found evidence supporting the fact that individual differences correlate with citizenship behaviours. Individual predispositions, personality traits, attitudes, among others determine behaviours people put up and this was confirmed in the findings, as the agreeableness, intellect, conscientiousness and emotional stability personality traits significantly predicted OCB. Thus, the findings of the current study reinforce the notion that an individual's personality plays a significant role in citizenship behaviours. The practical implication of this study can be observed in the employee selection process. The results show that conscientiousness, agreeableness, emotional stability and intellect are the most important personality traits to look out for in potential job applicants. Hence, the present study suggests that employee selection process should use personality tests that measure these aspects of job-relevant traits.

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