

# PERSONALITY-TASK INTERDEPENDENCE INTERACTION IN PREDICTING SALESPEOPLE'S ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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## INTRODUCTION

Organizational Citizenship Behavior (OCB) has become recognized as an important factor in effective sales performance. OCB is defined as worker behavior that is discretionary and that promotes the organization's interests (e.g., voluntarily helping others, actively participating in meetings etc.). Personality traits such as conscientiousness can be important predictors of OCB, and there is some evidence that personality interacts with situational factors. For example, in comparing jobs with and without promotion opportunities, it has been shown that ambition positively predicts OCB in jobs where the OCB can lead to promotions, but conscientiousness predicts OCB in jobs without promotion opportunities. We reasoned that the same kind of finding would hold for a different situational variable, task interdependence. When interdependence is high, ambitious people will be motivated to engage in OCB because it will indirectly benefit them, while conscientious people will be more motivated in less interdependent situations.

## METHOD

Participants included 105 salespeople from a variety of organizations and industries including financial services, manufacturing, and retail. All measures were self-reported by the salespeople using anonymous mailed surveys. Ambition and Conscientiousness were measured with the Hogan Personality Inventory Short Form. We used a 20-item OCB measure based on existing instruments and a 10-item task interdependence scale. Our response rate was 22%.

## RESULTS/DISCUSSION

We tested our hypotheses using moderated multiple regression with OCB score as the outcome variable. The first regression analysis included ambition, task interdependence, and their product term as predictors; the second regression analysis paralleled the first but with conscientiousness substituted for ambition.

Results provided some support for the ambition-task interdependence interaction: the regression weight for the product term approached the .05 level of significance ( $p = .059$ ) with  $R^2 = .14$ . This result was fairly supportive of our hypothesis. The second regression showed no support for the predicted conscientiousness- task interdependence interaction.

The main practical implication is that organizations should consider organizing salespeople into interdependent teams in order to promote OCB. Theoretically, our results provide further support for the idea that personality interacts with situations in determining OCB.

References Available on Request