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IJEMR Transactions, online available on 10th Jan 2025. Link

<https://ijiemr.org/downloads.php?vol=Volume-14&issue= Issue01>

DOI:10.48047/IJEMR/V14/ISSUE01/16

Title: " EFFECT OF PROACTIVE PERSONALITY ON OUT OF ROLE BEHAVIOUR"

Volume 14, ISSUE 01, Pages: 198 - 205

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EFFECT OF PROACTIVE PERSONALITY ON OUT OF ROLE BEHAVIOUR

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ABSTRACT

This research delves at the correlation between an out-of-role behaviors and proactive personality traits in the workplace. Organisational citizenship behaviours (OCBs), helping coworkers, and voluntary efforts that go beyond formal job responsibilities are all indicators of an individual with an active mentality, which is defined by self-driven and change-focused actions. This link was investigated using a quantitative method approach, which included survey questionnaires. A positive and significant relation between proactive personality and out-of-role conduct is shown by the data, indicating a direct influence. The correlation between proactive personality and out-of-role behavior is statistically significant ($p = 0.000$). We need to also examine other components and contextual implications, since these findings highlight the complexity of behavioural factors in organisational contexts. Understanding how individual traits and organisational settings interact to shape employees' discretionary work behaviours is enriched by this study.

Keywords: Proactive personality, out-of-role behaviors, Regression, Organization, Quantitative method

INTRODUCTION

Proactive personality is becoming more and more recognised as a critical predictor of different workplace outcomes, particularly out-of-role activities, in the field of organisational behaviour research. Rather of just reacting to events, people with proactive personalities seek for opportunities to make positive changes in the world around them. Proactive people actively seek out possibilities, anticipate difficulties, and take the initiative to make their work environment better. (Bateman & Crant, 1993). organisational citizenship behaviours (OCBs), helping coworkers, and volunteering for organisational benefit are all examples of out-of-role behaviours that need this quality to fully understand. (Organ, 1988).

Initiative, perseverance, and a focus on the future are hallmarks of a proactive mentality. (Parker, Williams, & Turner, 2006). A proactive personality is one that actively seeks to influence their environment via goal-oriented actions Crant (2000). When individuals are proactive, they are likely to go above and beyond their duty to improve processes, alter undesirable situations, and seek out opportunities for growth. In the workplace, "out-of-role behaviour" is going above and beyond what is expected of employees. Organisational citizenship behaviour (OCB) is closely related to this concept; it entails employees' voluntary efforts to enhance the firm's overall welfare. (Organ, 1988; Podsakoff et al., 2000).

Extra-role actions are strongly associated with proactive personalities, according to the research. People that are proactive have an innate drive to do things that boost the company's success, regardless of whether it's outside of their job description. (Bateman & Crant, 1993). According to studies, proactive individuals exhibit higher levels of Organisational Citizenship Behaviour (OCB), which includes helping coworkers, making helpful suggestions, and volunteering to improve the workplace. (Li, Fay, Frese, Harms, & Gao, 2014). Fostering a collaborative and resilient work environment relies heavily on individuals' problem-solving abilities.

Intrinsic motivation, in which individuals get personal fulfilment from acting independently and seeing the positive or negative impact of their actions on their immediate surroundings, is the primary factor that drives proactive conduct. (Grant & Ashford, 2008).

Research carried out by Bateman and Crant (2000) stressed that proactive workers are more likely to show voice actions, such offering suggestions for improvements and new ideas that boost the efficiency of the business. People who take the initiative are more inclined to assist out their coworkers and engage in other forms of organisational citizenship since they care deeply about the success of the business and its members. Empirical research supports this tendency by showing that proactive workers are more driven to go above and beyond statutory responsibilities because they feel greater responsibility for their work environment. (Li et al., 2014).

Members of the team who take the initiative to do things outside of their job description have the potential to improve morale, decrease conflict, and enrich company culture. (Van Dyne & LePine, 1998). By influencing the mindsets and actions of their coworkers, proactive individuals have a significant impact on the workplace. (Parker & Collins, 2010). Their willingness to go above and beyond is a great asset to the team since they set a good example for others to follow and encourage them to do the same.

While a proactive mindset might help with out-of-role actions, it can also bring about certain issues. Conflicts between roles and exhaustion could arise from an organization's goals being at odds with an individual's too proactive attitude. (Frese & Fay, 2001). In addition, rigid company cultures could not fully support proactive actions, which reduces employees' motivation to engage in non-role-related behaviours. (Parker et al., 2010). According to research, proactive employees may get irritated if their suggestions and work are not appreciated, which may lead to a decrease in their engagement in activities that are not directly related to their job (Grant & Ashford, 2008).

REVIEW OF LITERATURE

Li, N., Fay, D., Frese, M., Harms, P. D., & Gao, X. Y. (2014) examined the interconnected relationship between proactive character qualities and occupational characteristics. Studies have shown that people who have a preconditioning to make an impact on the world may show more out-of-role behaviours like voice behaviours and organisational citizenship behaviours

(OCBs). As this study highlighted that proactive employees shape their jobs and contribute discretionary effort.

Wu, C., Parker, S. K., & Bindl, U. K. (2017) looked at how the proactive personalities of employees influenced their engagement in out-of-job activities. Their research found that proactive employees who felt supported at work were more likely to engage in activities that were not part of the job description. When given the opportunity to have their independence and be creative, those who are initiative-takers are more likely to work over and beyond the requirements, they argued.

Fuller, B., Hester, K., & Cox, S. (2018) paper examined the relations between extra-role activities, job autonomy and proactive personalities. Proactive people tend to be more helpful out of role or offer to make adjustments as well these are both examples of out-of-role behavior. They emphasised the importance of organisational backing, as these proactive people could be deterred from taking such steps in a non-supportive workplace.

Kim, M., & Beehr, T. A. (2020) examined the influence of proactive personality on employees' extra-role activities, especially in high-pressure work environments. Their findings suggested that proactive persons were more likely to engage in out-of-role actions to address and face organisational challenges. They warned that severe pressure might result in role overload, diminishing proactive individuals' inclination to do extra, non-mandatory responsibilities.

RESEARCH METHODOLOGY

A quantitative method approach was adopted, involving survey questionnaires. This allows for both statistical analysis and a deeper understanding of employee experiences. A cross-sectional design was used, collecting data at a single point in time, though a longitudinal study could be proposed for future research to examine changes over time. Random purposive sampling for surveys to ensure generalizability. A structured questionnaire was used, containing validated scales for proactive personality and out-of-role behaviors. The gathered data was examined via statistical tools. Descriptive statistics include the demographic data, while correlation and regression analysis was used to evaluate the association between proactive personality and out-of-role behaviours.

DATA ANALYSIS

Table 1: Demographic Profile of Respondents

Age	Frequency	Percentage (%)
50 and above	38	25.33
Under 20	31	20.66
30-39	30	20.00

40-49	27	18.00
20-29	24	16.00
Gender		
Male	76	50.67
Female	74	49.33
Level of Education		
High School	26	17.33
Diploma	39	26.0
Bachelors	33	22.0
Masters	31	20.67
Doctorate	21	14.0
Marital Status		
Single	76	50.67
Married	74	49.33

The demographic analysis reveals diverse characteristics across various categories. In terms of age distribution, the largest proportion of individuals (25.33%) are aged 50 and above, followed by those under 20 years (20.66%). The age groups 30-39 and 40-49 each represent a comparable portion of the population (20.00% and 18.00%, respectively), with the smallest proportion in the 20-29 age group (16.00%).

Regarding gender, the sample is nearly evenly split, with 50.67% identifying as male and 49.33% as female, indicating a balanced representation of genders in the dataset.

The level of education showcases varied academic qualifications. The highest percentage of individuals (26.00%) hold an associate degree or diploma, followed by bachelor's degree holders at 22.00%. Master's degree holders make up 20.67%, while those with a high school education account for 17.33%. The smallest group consists of individuals with doctorate-level qualifications (14.00%).

Finally, the marital status data indicates that slightly more individuals are married (50.67%) compared to those who are single (49.33%), suggesting an almost equal distribution in this category.

The collected responses were subjected to statistical testing using PLS. Firstly, the construct reliability and validity were tested. The Cronbach alpha, value reported more than 0.6 score, confirming the acceptable level of reliability. More than 0.5 score of Average variance extracted established the convergent validity of constructs (Table 1).

Table 2: Construct Reliability & Validity

Variable	Cronbach's Alpha	Average Variance Extracted (AVE)
Proactive Personality	0.697	0.538
Out of Role Behavior	0.606	0.548

Hypothesis Testing

The inferential results reported a significant effect of proactive personality on Out-of-role behavior ($\beta=0.325$, $p=.000$), which is consistent with previous findings.

Table 3: Summary of Hypothesis Result

	Path Coefficient	T Statistics	P Values
Proactive Personality -> Out-of-role behavior	0.335	3.644	0.000

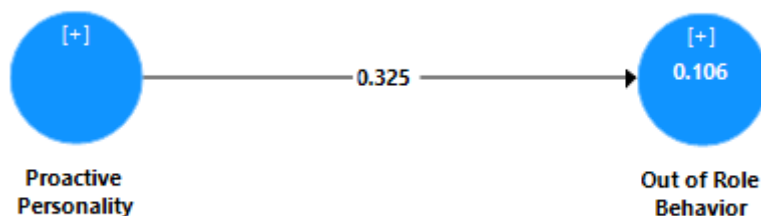


Figure1: Model with R square

The analysis of the constructs Proactive Personality and Out-of-Role Behavior reveals meaningful insights into participants' behavioral tendencies, with 10.6% variance explained by proactive personality on Out-of-role behaviors. The result indicated individuals demonstrate a moderate level of initiative and self-driven behavior, proactively endeavouring to affect their surroundings and instigate transformation.

The Out-of-Role Behaviour indicates a similar degree of involvement in discretionary activities outside official work duties. This conduct include actions such as assisting colleagues or enhancing the organisational environment outside their specified tasks. This indicates a possible connection; those with more proactive tendencies may be more predisposed to engage in out-of-role actions. This alignment highlights the interaction between individual initiative and volunteer contributions in organisational settings. Additional investigation may enhance our comprehension of this relationship, maybe investigating causative connections or mediating variables.

The link between Proactive Personality and Out-of-Role Behaviour signifying a tenuous and significant link between the two constructs. This suggests that those with heightened proactive personality traits have a greater tendency to engage in out-of-role actions, and the correlation is substantial.

Further investigation into other variables or circumstances may give further insights into what drives out-of-role behaviour. The correlation shows that other factors, outside proactive personality, may play a bigger role in driving this behaviour.

Proactive Personality was found to be a significant predictor of Out-of-Role Behaviour in this sample. The effect is small and have statistical significance with a positive coefficient. Along with Proactive Personality, this seems to imply that there are other factors or traits that contribute significantly more to explaining variance in Out-of-Role Behaviour. Future research may explore additional predictors or modifiers to better unravel what drives out-of-role conduct among event attendees.

CONCLUSION

This study looks at the complicated relationship between proactive traits and out of role actions at work. Although these traits are usually connected to things outside normal job duties, our results show that proactive personality does not have a meaningful influence in the data we looked at. The regression analysis shows a small positive link between proactive personalities and behaviours outside of their usual roles, but this is not enough to rule out other possible factors that may mediate or moderate this relationship.

The results highlight the key role of context and organization features like supportive environments, job autonomy, and alignment with company goals in promoting out-of-role activities. Individuals who are proactive usually show initiative and participate in activities outside of their primary roles.

These results have practical use and may assist organizations in boosting employee involvement beyond official work. Supportive structure design, open communication promotion, and proactive effort recognition may amplify the impact of individual personality traits on organisational outcomes. Future research should use longitudinal designs or include other components to delve further into the complex factors that influence out-of-role actions. This would provide additional context for the issue and guide initiatives to make workplaces more conducive to initiative and teamwork.

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