THE INTERNATIONAL JOURNAL OF HUMANITIES & SOCIAL STUDIES

Different OCB Reactions against the Structural Career Plateau According to Employees Personality Profiles

Min Woo Lee
Ph.D. Student, Organization Citizenship Behavior, Corporate Social Responsibility, Counterwork Behavior, Kyungpook National University, South Korea
Gi Ryung Song
Ph.D. Student, Organization Citizenship Behavior, Job Satisfaction, Kyungpook National University, South Korea
Kyoung Seok Kim
Professor, Organization Citizenship Behavior, Corporate Social Responsibility, Counterwork Behavior, Business Ethics, Kyungpook National University, South Korea

Abstract:
This study investigates diversity of the employees' OCB reactions against job stress according to clustering by Big 5 personality traits. We using the structural career plateau as independent variable representing job stresses and only two dimensions of OCB, which are altruism and sportsmanship, are used as dependent variables. In addition, we divided respondents into four types of personality profiles, and performed the polynomial regression analyses on the each of groups. The samples are composed of 214 respondents, which are collected from the corporations of Korea. The results showed that the employees have different reactions according to their personality traits even under the same job stress.

Keywords: *Structural career plateau, organizational citizenship behavior, altruism, sportsmanship, big 5 model, cluster analysis, personality profiles*

1. Introduction

Under the heavy job stress, how do you react? If you feel that your career stop here, and there are no ways to resolve it, then how will you do from now? Generally, in the work place, the employees have many choices involving complying with their situation, breaking through it by themselves, resisting it via Whistle-Blowing or notifying the problem to their supporters for example the labor union, and sometimes they are avoiding it or quit. The imaginary company could have no problems in managing the human resources; however, in the real world the job stress is inevitable because the company is eager to keep the return of investment sufficiently high through making the best use of employees' labor. On the other hand, in the organizational structure, the positions and benefits that employees want to get is limited so that they compete with their colleagues. Sometimes they succeed to achieve a goal but sometimes they fall behind in the competition.

This study is concentrating on the employees' various reactions against special job stress such as structural career plateau according to the personality traits of them. Ference, Stoner and Warren (1977) argued that employees under the low likelihood of future promotion show two kinds of response to the stress. Some employees, whose current performance is rated as high, are likely to be *Solid Citizen* who keeps their performance high even in the little chance to future advancement. Except them, the others whose current performance has fallen to an unsatisfactory level are likely to be *Dead Wood*. Although, the classification of Ference et al. (1977) is on the criterion of the level of current performance, they show that the employees' forms could be different even under the same stress of career plateau. Elsass and Ralson (1989) also found that the employees have various reactions to career plateau involving negative responses and even positive responses. The negative responses have examples that are turnover, absenteeism, poor work performance and psychological withdrawal from the job. On the contrary, the positive responses include the reactions of learning new job skills, participating in task force, acting as mentor to younger employees etc. They divided the reactions by two dimensions of positive-negative and transition-reappraisal-defense dimensions. The findings of Elsass and Ralson (1989) give the implications same as above.

However, unlike advanced studies, we suspect that the factor making employees' reactions different is about the personality traits. It could be said that employees who have different personality are also differently responding to even the same stress. To test our study question, we use the polynomial regression analysis and cluster analysis, and we take structural career plateau as independent variable and two dimensions of OCB, which are altruism and sportsmanship, as dependent variables. As criterion of cluster analysis, Big 5 personality traits are used. However, the results of this study, we could get the implications about whether there is the curvilinear relationship between structural career plateau and two dimensions of OCB and employees' reactions to career stress are different according to personality traits of Big 5.

2. Theory and Hypotheses

2.1. Structural Career Plateau and OCB

Career plateau refers to the situation that employees feel their job and rank are fossilized and there is no possibility to be promoted or developed and even moved (Milliman, 1992). This career stress is necessitous with the feature of current organization having pyramid structure (Bardwick, 1983). It has been constantly proved that career plateau corrupts the employees' job attitudes. For example, Milliman (1992) showed that career plateau adversely affect organizational commitment and job satisfaction, and Allen, Russel, Poteetand Dobbins (1999) have argued about the negative effect of career plateau. On the other hand, career plateau has its dimensions composed of structural and content career plateau. The early literatures concentrated about the structural factor of organization such as promotion, pay and increase in responsibility. However, after that, as many studies of career plateau had been conducted (e.g. Hackman & Oldham, 1980, Derr, 1986; Driver, 1985; Hall & Richter, 1990; Schein, 1978), researchers could have known that employees also consider their job content as important factor about career plateau. Bardwick (1986) had defined this dimension as the situation that employee does not have no more challenges, interests and motivations. He names this as content career plateau. In this study, we employed only structural career plateau in this study, because structural concept is less likely to be influenced by diversity of job characteristics than content concept.

Organizational citizenship behavior (OCB), which is independent variable of this study, is the concept representing employees' non-task performances having positive effects to their organization. Organ (1997) redefined the definition of his that had been announced on his study of 1988 as "contributions to the maintenance and enhancement of the social and psychological context that supports task performance". This behavior is involving five dimensions classified by content of the behavior. *Altruism*, the first dimension, is about helping others. For examples, employee helps other who has been absent or have heavy workloads or orients new employees even though it is not required. Second dimension is *conscientiousness*, which is defined as exemplarily engaging in the job and doing more than the required, so it is involving the behavior that obeying the rules of organization even when no one is watching. The third is *courtesy* that employees treat their behaviors before the problems take place in the work, for example, employees inform colleagues of their absence and they always consider the effects of their behavior on others. *Sportsmanship* is the fourth, which is defined as tolerating the inconveniences of work without complaining. Employees who perform sportsmanship more than others are more likely to endure what is wrong and to concentrate on the positive things of their organization. The last dimension is *civic virtue*, which is about participating meetings that is not required, keeping up with announcements and information of organization and attending activities that are not required but make better organization's images (Organ, Podsakoff &MacKenzie, 2006). OCB is also divided into two dimensions at the macro level and *altruism* and *generalized compliance* are those. *Altruism* is matching with the above thing of five dimensions, but *generalized compliance* is meaning that employees perform the behaviors having target to organization, not to other people. *Generalized compliance* is involving four dimensions of *conscientiousness*, *courtesy*, *sportsmanship* and *civic virtue* except *altruism* (Organ, 1988). In this study, we use only two dimensions of OCB, which are *altruism* and *sportsmanship*, because *sportsmanship* could represent the dimension of *generalized compliance.*

2.2. Curvilinear Relationship of Structural Career Plateau and OCB

Lam, Liang, Ashfold, & Lee (2015) discovered the U-shape curvilinear relationship between employees' job insecurity and OCB under the condition of low psychological capital and *guanxi*. Their curved graphs were meaning that the level of employees' OCB is decreasing with increasing of job insecurity from bottom level of job insecurity to special point that generally is on middle level of job insecurity. However, after the special point, the level of OCB is adversely increasing with job insecurity. The researchers demonstrated that if employees receive the heavy stress, they become to hope to control it so that they change their stance from passive to proactive and they start to perform special behaviors. They believe the behaviors could resolve this situation. In the Lam et al. (2015) study, employees whose psychological capital and *guanxi* are low perform the OCB to break through the situation under the heavy job insecurity stress. U-shape curvilinear relationship like that generally is shown at the situation that employees have two motivations to the behavior.

The theory about OCB motivations, *the social exchange theory*, could provide the explanation of those phenomena. Of the theory, there are two motivations of OCB, one is *obligation to reciprocate* and another is *expected reciprocity* (Korsgaard, Meglino, & Lester, 2010; Coyle-Shapiro. 2002; Cropanzano & Mitchell, 2005). If *obligation to reciprocate* is the response to the positive effects that are received from the organization, *expected reciprocity* is proactive behavior that is performed to achieve the goal of the performer. Of the U-shape curved relationship, the front part that the level of dependent variable is decreasing, it could be said that the motivation of *obligation to reciprocate* is dominating over the part. In the part, employees are performing their OCB as much as the positive effects that they are received from organization and they are reducing the level of OCB as much as the negative effects such as job stress. On the contrary, in the latter part that is right side of the U-shape curvilinear relationship, *expected reciprocity* is the main motivation to perform OCB so that employees are doing OCB for achieving their goals such as resolving the situation with stresses, not for reciprocating with organizations effects.

Based on the above theory, we postulate Hypothesis 1 that there is the curvilinear relationship between structural career plateau and two dimensions of OCB, altruism and sportsmanship.

- Hypothesis 1. Structural career plateau has U-shaped curvilinear relationship with altruism and sportsmanship.

2.3. Different Responses According to Big 5 Personality Traits

We presumed that there is the curvilinear relationship of career plateau and two dimensions of OCB. However, we raise the question about that the relationship is always remain even under the different personality traits. As the representative concept of the various personality models, Big 5 model has good efficaciousness to cover and classify personality traits and is one of the most widely used models of personality (Major, Turner and Fletcher, 2006). The model divides people's personalities into 5 dimensions of *extraversion, openness to experience, conscientiousness, agreeableness* and *neuroticism*. The dimension of *Extraversion* is measured the scale of people's relationship with others and the people having high extraversion is more sociable, talkative, active and confident. *Openness to experience* is about the stance to the external stimulus. The man who has high *Openness to experience* is more curious, imaginative and innovative. They are less likely to be afraid of changes or challenges. *Conscientiousness* is same concept as the dimensions of OCB which name is also same. It means that the people obey the rules and laws like a law-abiding people. Moreover, they also respect the property and resource of their organization or society. The fourth dimension is *agreeableness*, which is about the harmonious with others in the community. If one employee has high level of *agreeableness*, he or she is likely to get along amicably in their organization. In addition, they are thoughtful and accommodative. *Neuroticism* is solely negative term that it is more likely that unstable emotions such as sadness, anger and gloom are expressed. People having this factor high are hard to control their feelings and hard to be patient and calm.

Big 5 model has been used as study variable to demonstrate dependent variables or to be accounted by independent variables and sometimes it has used as secondary factor of study models. For examples, Barrick and Mount (2005) used Big 5 model to explore the relationship of personality and job performance and Major, Turner and Fletcher (2006) examined the relationship of Big 5 model and motivation to learn. Simone, Leon and Michael (2015) proposed the role of Big 5 personality traits in OCB. Based on the literatures arguing that Big 5 model influence to person's attitudes and behavior, we also postulate Hypothesis 2. Since all people have their own personality so that, of course, all employees have their own Big 5 personality type which is the combination of five dimensions of Big 5 model. Someone could have the combination composed of high level of neuroticism and conscientiousness bur low level of other dimensions, and others are could have different combinations of the dimensions. We assume that employees who have the different type of combination of Big 5 personality traits are also having different relationship of structural career plateau and two dimensions of OCB.

- Hypothesis 2a. Each of Groups according to Big 5 personality traits has different altruism reactions against structural career plateau.
- Hypothesis 2b. Each of Groups according to Big 5 personality traits has different sportsmanship reactions against structural career plateau.

3. Methods

3.1. Respondents and Procedures

The questionnaires were distributed to the companies in the various field and region in Korea to rule out the bias of respondents. In the 300 questionnaires, 160 questionnaires were distributed by mail, other 140 questionnaires were delivered directly, and each questionnaire was composed of four sections for demographics, career plateau, organizational citizenship behavior and the Big 5 model. Before the employees respond to the survey, we designated the survey manager in each of groups who controls the time to start, guarantees the anonymity and keeps the questionnaires after collecting it from respondents. The survey managers made connection with us and they informed us about the time of start and end, the missing value and that there is any problem during the survey. Excepting the demographic section, all questions were responded by 5 Likert and all procedure that is from distribution to collection takes about three months. Of the all distributed questionnaires, only 242 questionnaires were collected that is about 81% and 28 questionnaires of the collected were excluded because these are faithless or incomplete so that consequently 214 questionnaires were used to this study.

The 214 samples were composed of 116 male (54.2%) and 98 females (45.8%) and the age of samples ranged from 20s to 50s including 79 twenties (36.9%), 116 thirties (54.2%), 16 forties (7.5%), 3 fifties (1.4%). The positions most were ordinary employees, 127 (59.3%), 50 respondents were assistant manager (23.4%), 22 respondents were section chief (10.3%) and 15 were department head or deputy head (7.0%). Through this position distribution, we could see the pyramid structure of the organization that is the main reason of structural career plateau. Differently to position, tenure was distributed evenly that 49 respondents were under 2 years, 70 were from 3 to 5 years (22.9%), 66 were from 6 to 10 years (30.8%) and 29 employees had above 11 years' tenure (13.6%).

3.2. Control Variables

Because we had the model that structural career plateau explains employees' organizational citizenship behavior, external factors that could disturb the dependent and independent variables should be controlled so that the analysis could examine the result values exactly without any distortion. Preferentially, demographics were considered as control variable such as sex, age and education, which are addressed generally. In addition to those, we also used the position variable as what should be controlled, because there is tendency that the employee in the high position is likely to experience the more stress of career plateau. It originates from the organizational structure that the higher they are promoted, the more decreasing their tables of organization, so they should be in competition half-willingly and half not. Since this research's model is to find the different non-task reactions against job stress

according to the different type of dispositional characteristics, the position variable influencing structural career plateau was addressed as one of the control variables.

3.3. Measures

Structural career plateau. Tremblay, Roger, & Toulouse (1995) defined career plateau as situation that is considered as promotion, career movement or increasing of job responsibility is no more possible. The career plateau is divided into two dimensions according the type of its obstructive, structural dimension and content dimension. Structural career plateau is relatively the more official concept than content's, which means the situation that is impossible to be promoted of position or rank. On the other hand, content career plateau is about the employee's job and it means that they feel no more sense of accomplishment, challenges and possibility of development in the part of their job and work. Of the two dimension of the career plateau, only structural career plateau was used in this research, because it is more likely to represent employee's job stress regardless of field traits or job characteristics than content career plateau that is heavily influenced by what employee does. If a worker has repeatable and simple task in the organization, as time goes on he or she is more likely to feel stuffy and experience content career plateau about their job than others who work in the dynamic and challengeable job environment. To except the bias of job characteristics, we used only the structural thing. To measure structural career plateau, Milliman's (*Causes, Consequences, and Moderating Factors of Career Plateauing*, 1992, p. 91)statements were used, which are composed of 12 items of each 6 items of two dimensions, however we extracted and adapted only the 5 items of the statements that are considered as appropriate to the environment of the study. The sample of the items are "I'm reaching the limit position to be more promoted in my job now", "Based on the structure of my organization, there is little chance to promotion".

On the process of confirmatory factor analysis (CFA), the researchers found that the one item is disharmonious with other items, which has a regression weight value under .50, thus that item was deleted from the measure. After that, Results of a confirmatory factor analysis (CFA) displayed adequate model fit values (GFI= .98, SRMR= .03, CFI= .98, NFI= .98; χ^2= 10.02 [*df*= 2]) and coefficient alpha for this measure was .84

*Organizational citizenship behavior (OCB).*Organizational citizenship behavior is defined as "support the social and psychological environment in which task performance takes place (Organ, 1997)". This concept has represented the part of non-task performance, which is the typical organizational behavior having positive effects to organization, colleagues and even a performer. OCB is viewed as more discretionary and is similar across jobs (Bergeron, Shipp, Rosen, & Furst, 2012). This research used OCB measure of Podsakoff, MacKenzie, Moorman, & Fetter(1990) originating from the classic five dimensions of Organ (1988) involving *altruism, conscientiousness, courtesy, civic virtue, sportsmanship* and the measure is developed for the higher validity than previous things based on the suggestions of Churchill (1979) and Schwab (1980). This measure is originally made up of 24 questions that four dimensions have 5 items each and only *courtesy* dimension has 4 items, which is used with translation and adaptation. Of the All five dimensions, we used only two dimensions of *altruism* and *sportsmanship*. OCB has five dimensions but it was also divided macroscopically into two dimensions that are interpreted as type of tendency to target of the behavior. One dimension is matching with *altruism*, which called also it and this dimension is about helping others and benefiting others. Another one dimension is covering the other four dimension except *altruism* and the behaviors of this second dimension have the feature that employees are complying with their organization and its rules or practices, which is called *generalized compliance*. The *sportsmanship* is the representing dimension of *generalized compliance* so that we examine the relationship of structural career plateau and sportsmanship as a representative. These two dimensions were measured as independent variables and they are having appropriate alpha values that *altruism* is .83 and *sportsmanship* is .76.

Altruism is about helping others for example "helps others who have heavy workloads" and *sportsmanship* has the example that "Consumes a lot of time complaining about trivial matters".

Big 5 of personality traits. The study employ the measure of Costa & McCrae (1992), however the original measure has too many items. Since we have research environment that all respondents are incumbent, they have no sufficient time to fill in the questionnaires with that many items, and even we only could control them through the survey manager not in immediately, we intentionally extract the twenty-five items that five dimensions composed of five items each. TheBig5 personality model has five dimensions including *extraversion*, *conscientiousness*, *openness to experience*, *agreeableness* and *neuroticism*. Extraversion means what is about activeness, talkativeness, sociality, excitement and headiness and conscientiousness is about reliability, orderliness, aim to success and ambitiousness. The Big 5 model also has openness to experience which is related to have esthetic, sensitivity and curiosity, and be attentive to feelings (Major, Turner, & Fletcher, 2006), and the Big 5 has agreeableness that assesses one's interpersonal orientation (Zhao and Seibert, 2006), which is about the tendency to trust others and to be considerate of others' feeling and situation. Final dimension of the Big 5 model is neuroticism, which has negative nuance meaning mental instability like gloom, acuteness, anxiety and bashfulness.

All of five dimensions have permissible coefficient alpha (extraversion= .91, conscientiousness= .89, openness= .86, agreeableness= .87, neuroticism= .85). The dimensions are measured by 5 Likert and for examples, "I'm active in everything (extraversion)", "I have a sense of responsibility (conscientiousness)", "I like adventure (openness)", "I'm likely to trust others (agreeableness)" and "I easily become depressed (neuroticism)".

3.4. Analytic Strategy

This study's core analysis methods are the polynomial regression analysis and k-mean clustering analysis. We have two steps of the study having the preliminary test to examine that altruism and sportsmanship are reacting similarly against structural career plateau

without clustering. After that, we analyzed that the results of preliminary test are still valid across all of personality groups of Big 5, the analysis is conducted with clustering according to the Big 5 personality traits. We presume that there is curvilinear relationship between dependent and independent variables so that we use polynomial regression analysis in all of equations of this study, *STEP 1* and *STEP 2*.

To put it concretely, on the *STEP 1*, first confirmatory factor analysis is conducted and, second, we establish the regression equation and perform the regression analysis and this is carried out with adapting altruism and sportsmanship, so that *STEP 1* makes a result involving two sets of regression analysis results. Using these results, we could get the information which to test hypothesis 1. At *STEP 2*, the main purpose of this step is that the employee's reactions are different according to their personality traits even in the same stress. Thus, preferentially, we divided the sample into the groups having each type of personality feature and we name the groups. The reactions of altruism and sportsmanship against structural career plateau are observed across the all type groups of the Big 5 personality traits. Finally, we could get the results whether there are differences among the groups of each Big 5 type for the relationship of OCB and structural career plateau.

4. Results

4.1. STEP 1

Before starting to test the hypotheses, we conducted CFA of the variables of this study's model. The model involving 3 variables that one is structural career plateau, and two are altruism and sportsmanship. Because of CFA, the model fit indexes are generally fine (χ^2= 73.54 [*df*= 51], GFI= .95, RMR= .04, RMSEA= .05, CFI= .98).

Since we check that this study's model and variables have sufficient validity to conduct the analysis, it is possible from now to establish the regression equations. To get the exact information about the relationship of dependent and independent variables, hierarchical regression analysis is used so that the control variables are inserted at the very first and next the dependent variable which is structural career plateau is put into the formula and finally the squared dependent variable are added. The following is *STEP 1*'s regression equation.

Model 1. $OCB = \beta 0 + \beta 1 \cdot CV + \varepsilon$

Model 2. $OCB = \beta 0 + \beta 1 \cdot CV + \beta 2 \cdot SCP + \varepsilon$

Model 3. $OCB = \beta 0 + \beta 1 \cdot CV + \beta 2 \cdot SCP + \beta 3 \cdot SCP^2 + \varepsilon$

OCB = altruism and sportsmanship, CV = Control variable, SCP = Structural career plateau

As the regression equation is demonstrated, we conduct the regression analysis two times. First, we examine the relationship between structural career plateau and altruism and the result of the regression analysis is on the table 1.

Variable	Model 1		Model 2		Model 3	
	β	t value	β	t value	β	t value
Sex	.24**	2.75	.28***	3.36	.24**	2.98
Age	.01	.14	.03	.26	.06	.67
Education	.23**	2.97	.19**	2.67	.19**	2.62
Position	.11	1.18	.08	.88	.05	.52
Career plateau			-.26***	-3.82	-.29***	-4.40
Career plateau^2					.26***	3.93
F	3.43**		5.84***		7.78***	
R^2	.06		.12		.18	
ΔR^2	.06**		.06***		.06***	

Table 1: The Result of Regression Analysis of Structural Career Plateau Predicting Altruism
*N = 214, *p < .05, **p < .01, ***p < .001, independent variable = altruism, two-tailed test*

Before reading the result values, it should be checked that VIF value and Durbin-Watson value are appropriate, and the values in the analysis are good (VIF= 1.06 ~ 2.34, Durbin-Watson = 1.89). At the all model test, it is shown as only two variables of the all control variables, which are sex, education, are having significant values. Because of model 3 having adequate F and squared R values (F= 7.78 p< .001, R^2= .18), the squared term of structural career plateau has significant regression coefficient (β= .26 p< .001, t= 3.93) which means the dependent variable and altruism variable has the curvilinear relationship. According to the fact that the regression coefficient is negative, it is shown that the curvilinear relationship is U-shape. In addition, if we conducted regression analysis as only just linear model and didn't presume the curvilinear relationship, we get the result of model 2 (F= 5.84 p< .001, R^2= .12) that structural career plateau just has the negative effect to altruism (β= -.26 p< .01, t= 3.82) and also get the lower R^2 (model 2 R^2= .12 →model 3 R^2= .18).

Next, the polynomial regression analysis of structural career plateau and sportsmanship is conducted. Table 2 displays the result of the analysis. In the case of sportsmanship, the result is likely to similar to the altruism. Although, in the control variables, only education variable has the significant coefficient, structural career plateau and its squared term are also having the significant values same as preliminary analysis. At the model 3 (F= 8.95 p< .001, R^2= .21), β coefficient and t value of squared structural career plateau variable are significant (β=.17 p< .01, t= 2.51).

Variable	Model 1		Model 2		Model 3	
	β	t value	β	t value	β	t value
Sex	.02	.22	.09	1.06	.06	.76
Age	.06	.55	.07	.75	.10	1.03
Education	.18*	2.31	.14	1.89	.13	1.89
Position	.07	.73	.03	.28	.00	.03
Career plateau			-.37***	-5.68	-.39**	-6.02
Career plateau^2					.17**	2.51
F	2.95*		9.16***		8.95***	
R^2	.05		.18		.21	
ΔR^2	.05*		.13***		.03**	

Table 2: The Result of Regression Analysis of Structural Career Plateau Predicting Sportsmanship
*N = 214, *p < .05, **p < .01, ***p < .001, independent variable = sportsmanship, two-tailed test.*

At about the sportsmanship, structural career plateau also has the U-shape curvilinear relationship with the dependent variable that could be seen of the regression coefficient of squared structural career plateau term. Model 2 (F= 9.16 p< .001, R^2= .18) show that the structural career plateau has negative effect to the dependent when it is analyzed as based on the presuming of just linear relation. The index to test multicollinearity and autocorrelation is good in both (VIF= 1.10 ~ 2.35, Durbin-Watson= 1.78).
Figure 1 displays the graphics of the relationship of structural career plateau and altruism, and sportsmanship. At the both cases, from the low structural career plateau to the special point on the middle of it, OCBs that are altruism and sportsmanship are decreasing with the increasing of the career plateau. However, after the special point, OCBs are adversely increasing and it is shown as structural career plateau and OCBs have positive relationship that likes employee feel more stresses, they more perform good actions. Based on these results of *STEP 1*, Hypothesis 1 is supported.

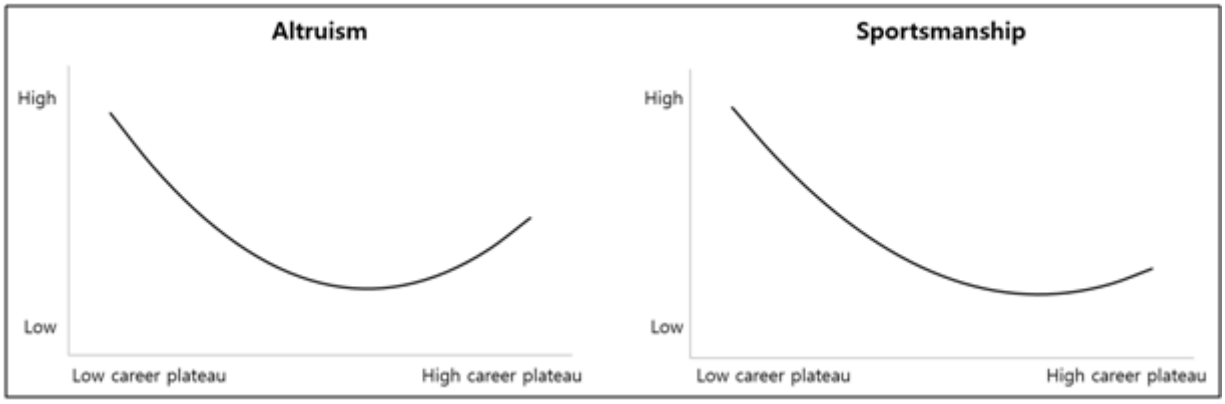

Figure 1: The Relationship of Structural Career Plateau and Two Dimensions of OCB

4.2. STEP 2
For examine the different among personality groups, we measured the Big 5 traits of the respondents. A main problem generally considered in cluster analysis is about the number of groups. In our study conditions, the way having too many groups is dangerous, because respondents are too small to be divided into many clusters, which is five or more. Thus, we considered the best suitable number of groups is between two and four. After testing each number of group, we found that the best number is four, because two or three groups did not cover the features of personality traits and their groups are too simple. Table 3 shows the result of clustering in four groups.

Criterion	F	Clusters			
		Group 1 (n=48)	Group 2 (n=49)	Group 2 (n=57)	Group 3 (n=60)
Extraversion	85.60***	-.91	.93	.55	-.55
Conscientiousness	62.80***	.84	-1.12	.30	-.04
Openness to experience	49.11***	-.70	.90	.37	-.53
Agreeableness	46.28***	-.64	.96	.26	-.52
Neuroticism	78.79***	1.19	-.83	.15	-.41

Table 3: The Result of Clustering Analysis of Four Groups
****p < .001*

The minimum number of respondents of the group is forty-eight, which is group 1. To perform a regression analysis, the sample has more than thirty, so that we could proceed the next analysis. Before conducting a regression analysis, we make a classification of the four groups and name the groups with their features. The four groups are classified by criteria of two dimensions, which one criterion is the level of conscientiousness and neuroticism and another criterion is the level of extraversion, openness and agreeableness. Following the criteria, the four groups are labeled as figure 2.

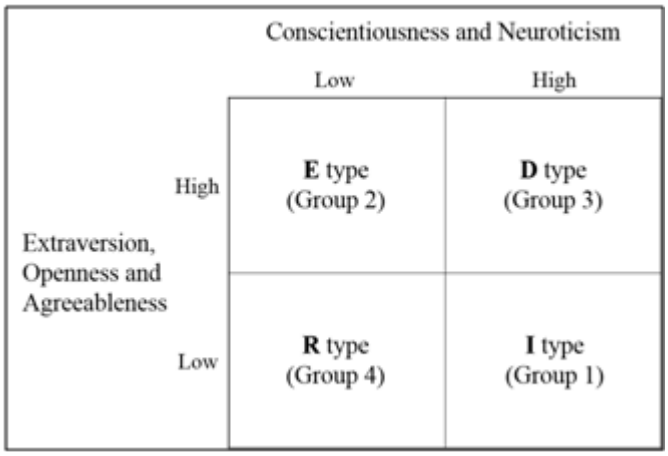

Figure 2: The Four Types of Big 5 Personality Traits

The group 1 is I type, because the group has high conscientiousness and neuroticism but low extraversion, openness and agreeableness. Since, I type group is represented by the personality feature of introversion, so we name the group using 'I' of introversion's initial. As the same way, since E type has high extraversion, openness and agreeableness but not in others, we name group 2 as E type. Other two categories have tendencies at large in each group. Type D is derived from 'dominance', which group has all positive values in the five dimensions. On the contrary, R type group has recessive feature that the all values of Big 5 dimensions are negative and it is named as the initial of 'recessive'.

After the clustering, the polynomial regression analyses are conducted to all types of the Big 5 personality traits and we examine whether the hypothesis 2 is supported or not. First, the relationship to altruism is analyzed. Table 4 displays the results of the regression analysis of the all personality types.

<Group of Type I>						
Variable	Model 1		Model 2		Model 3	
	β	t value	β	t value	β	t value
Sex	.42*	2.09	.44*	2.12	.44*	2.10
Age	-.10	-.44	-.13	-.57	-.14	-.59
Education	.33	1.81	.31	1.69	.31	1.67
Position	.23	1.12	.25	1.17	.25	1.17
Career plateau			-.09	-.52	-.07	-.33
Career plateau^2					-.03	-.17
F	1.93		1.57		1.28	
R^2	.15		.16		.16	
ΔR^2	.15		.01		.00	
<Group of Type E >						
Variable	Model 1		Model 2		Model 3	
	β	t value	β	t value	β	t value
Sex	.23	1.49	.25	1.55	.19	1.21
Age	.16	.61	.15	.56	.19	.75
Education	.02	.14	.05	.26	.06	.37
Position	.10	.41	.09	.36	-.01	-.02
Career plateau			-.09	-.56	-.04	-.29
Career plateau^2					.32*	2.18
F	.92		.78		2.61*	
R^2	.08		.08		.19	
ΔR^2	.08		.01		.11*	

<Group of Type D >						
Variable	Model 1		Model 2		Model 3	
	β	t value	β	t value	β	t value
Sex	.04	.21	.20	1.04	.21	1.08
Age	.22	1.03	.29	1.42	.32	1.50
Education	.10	.63	.09	.58	.09	.55
Position	-.01	-.05	-.04	-.22	-.04	-.20
Career plateau			-.34*	-2.43	-.35*	-2.43
Career plateau^2					.09	.68
F	.86		2.61*		2.35	
R^2	.06		.16		.17	
ΔR^2	.06		.10		.01	
<Group of Type R >						
Variable	Model 1		Model 2		Model 3	
	β	t value	β	t value	β	t value
Sex	.25	1.38	.24	1.35	.10	.57
Age	-.15	-.79	-.13	-.66	-.09	-.51
Education	.12	.84	.10	.71	.04	.29
Position	.06	.35	.04	.21	-.03	-.17
Career plateau			-.09	-.64	-.24	-1.85
Career plateau^2					.46***	3.63
F	1.29		1.10		3.32**	
R^2	.09		.09		.27	
ΔR^2	.09		.01		.18***	

Table 4: The Result of Regression Analysis of All Types of Big 5 Personality Traits against Altruism
*N = 214, *p < .05, **p < .01, ***p < .001, independent variable = altruism, two-tailed test.*

It is seen with half an eye that the four groups have different results of the relation of dependent and independent variables. On the case of type I, there is no significant regression coefficient and even model fit values. Because of the analysis of type E, the curvilinear relationship is same as the results without clustering. In this regression analysis, model 3 is only significant F and R values (F= 2.61 p< .05, R^2= .19), and coefficient of the squared term of structural career plateau is only satisfying the significance probability (β=.32 p< .05, t= 2.18). The group of type D has linear relation of career plateau and altruism. The squared term is not significant, but just the career plateau has meaning value that is negative (β=-.34 p< .05, t= 2.43). Finally, type R group is similar to the type E, which show the curvilinear relation and the squared term is significant (β=.46 p< .001, t= 3.63). On the cases of type E, R, the model 2 has no significant values and does not give the information of the relations. The shape of relation that is seen in the *STEP 1*appears at the only type E, R. The results are displayed figure 3 and, based on the results, Hypothesis 2a is supported.

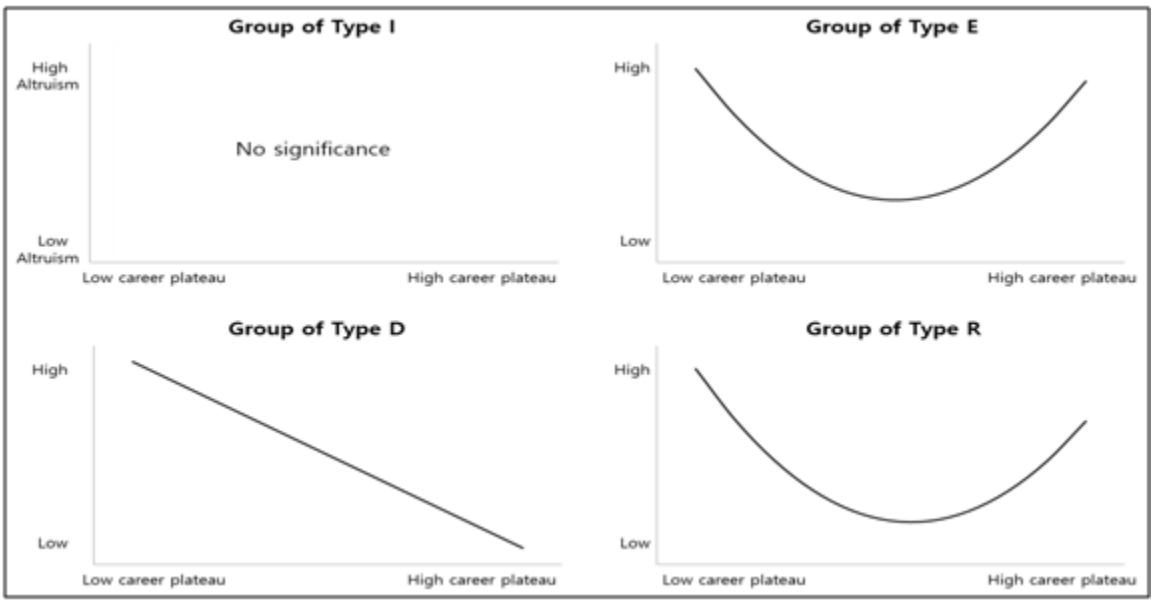

Figure 3: The Relationship of Structural Career Plateau and Altruism about All Types of Groups

Next, the regression analysis about sportsmanship is conducted. The way of analysis is same with the altruism. Table 5 has the information of the regression analysis. In general, the results are also similar to the altruisms except one group. First, group of type I have nothing to be concentrated, and not all values are significant. On the group of type E, model 2 (F= 2.79 p< .05, R^2= .18) has significant coefficient of career plateau (β= -.39 p< .05, t= -2.59) and it means that the variable has the negative linear relation with the sportsmanship. This result of type E is different to the result of altruism. There is another linear relationship, which is about the group of type D, regression coefficient of career plateau in the model 2 (F= 2.69 p< .05, R^2= .10) is also significant (β= -.30 p< .05, t= -2.06). There is only one group having the curvilinear relationship. Although, without clustering, structural career plateau has curved relationship against sportsmanship, only type R group really has that relation. The model 3 of type R (F= 5.77 p< .001, R^2= .40) has high R^2 and regression coefficient of squared term is also high (β= .53 p< .001, t= 4.52).

<Group of Type I>						
Variable	Model 1		Model 2		Model 3	
	β	t value	β	t value	β	t value
Sex	-.19	-.93	-.17	-.83	-.18	-.87
Age	.33	1.50	.28	1.21	.34	1.46
Education	.12	.65	.10	.52	.09	.50
Position	-.20	0.99	-.18	-.87	-.21	-1.02
Career plateau			-.12	-.71	-.24	-1.23
Career plateau^2					-.22	1.16
F	2.01		1.75		1.69	
R^2	.16		.17		.20	
ΔR^2	.16		.01		.03	
<Group of Type E >						
Variable	Model 1		Model 2		Model 3	
	β	t value	β	t value	β	t value
Sex	.07	.44	.14	.93	.13	.80
Age	.02	.08	-.04	-.14	-.02	-.09
Education	.07	.42	.16	1.03	.17	1.04
Position	.20	.81	.16	.67	.13	.55
Career plateau			-.39*	-2.59	-.37*	-2.47
Career plateau^2					.09	.58
F	.57		2.79*		2.10	
R^2	.05		.18		.20	
ΔR^2	.05		.13*		.02	
<Group of Type D >						
Variable	Model 1		Model 2		Model 3	
	β	t value	β	t value	β	t value
Sex	-.10	-.51	.04	.21	.02	.11
Age	.04	.18	.10	.48	.05	.25
Education	-.90	-.53	-.10	-.61	-.09	-.57
Position	.08	.42	.05	.29	.05	.25
Career plateau			-.30*	-2.06	-.30*	-2.04
Career plateau^2					-.20	-1.47
F	.31		2.69*		2.44	
R^2	.02		.10		.14	
ΔR^2	.02		.08*		.06	
<Group of Type R >						
Variable	Model 1		Model 2		Model 3	
	β	t value	β	t value	β	t value
Sex	.17	.97	.16	.92	-.01	-.06
Age	-.20	-1.09	-.14	-.74	-.09	-.59
Education	.31	2.23	.27	1.91	.19	1.60
Position	.17	.95	.10	.56	.02	.15
Career plateau			-.25	-1.96	-.42***	-3.62
Career plateau^2					.53***	4.52
F	1.57		2.08		5.77***	
R^2	.10		.16		.40	
ΔR^2	.10		.06		.23***	

Table 5: The Result of Regression Analysis of All Types of Big 5 Personality against Sportsmanship

*N = 214, *p < .05, **p < .01, ***p < .001, independent variable = sportsmanship, two-tailed test*

The results of regression analysis are pictorialized in the figure 4. The relation shape of the four groups is different. One is not significant, two are linear and only one is curvilinear. Thus, finally, Hypothesis 2b is supported.

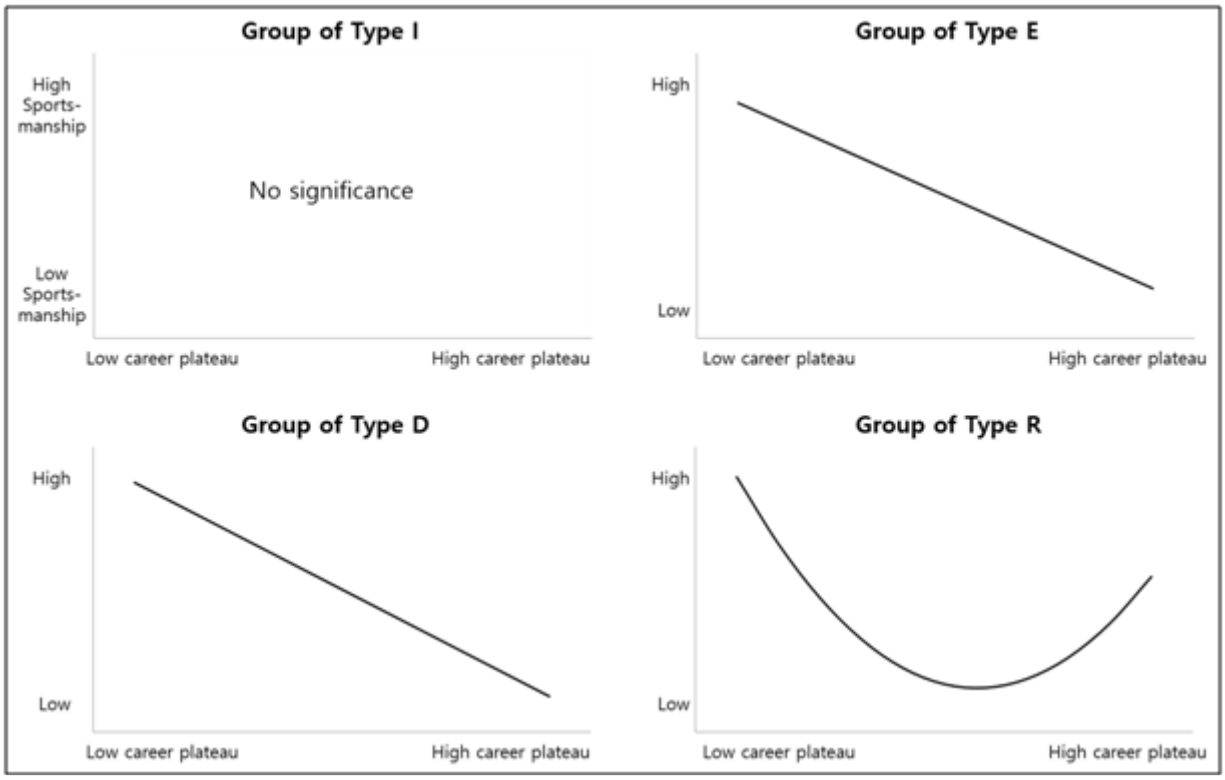

Figure 4: The Relationship of Structural Career Plateau and Sportsmanship about All Types of Groups

5. Discussion

This study is to search the answer of the question that "Under the same stress, are the all employees' reactions always same even in the different personalities?" To examine that, we performed the analyses involving regression analysis and cluster analysis. We conducted the polynomial regression analysis for the relationship of structural career plateau and two dimensions of OCB, which is altruism and sportsmanship. Career plateau is general stress factor that employees could experience in their work places and OCB is the representing concept on behalf of non-task performances.

This study is composed of two steps. *STEP 1*is for the simple regression analysis of career plateau and two variables of OCB. Through the *STEP 1* analysis, we could find that the dependent and independent variables have the curvilinear relationship between them. It means that under the stress such as career plateau employees' reactions are twofold. One reaction is general that the employees are reducing their non-task performance with increasing of stress, but this reaction is not always doing. This reaction is only expressed from the low career stress to the middle of it. After the middle point, adversely, employees' OCB performances are increasing with career plateau. This phenomenon means that above special degree of stress employees make an effort to resolve their bad situation. For example, one employee under the heavy stress of career plateau helps his or her colleagues to get a good image and the plus point at the employee performance evaluation. In addition to that, employees could reduce their bad behavior that is harmful to organization and their evaluation. Employees could protect their stability of jobs as they keep their sportsmanship in high. *STEP 1*'s results show that the employees are perform the OCB to not only express their good mind, but also solve their problems in the job. This phenomenon is supported by advanced research, which Lam, Liang,Ashfold, & Lee (2015) studied about the relationship between job insecurity and OCB. On the study, it was shown that the employees in the low psychological capital and *guanxi* are having U-shaped curvilinear relationship of job insecurity and OCB. The researchers argued that the employees who are under the heavy job stresses are having a desire for control their stresses and they change their stance to 'proactive'. As shown at the study of Lam et al. (2015), *STEP 1*'s results similarly demonstrate the relationship between job stresses and reaction of employees.

STEP 2 analysis is concretely searching for the employees' proactive performances. The analysis is focused on the employees' personality traits. It is the main question of this study that the proactive behavior is available regardless of the different personalities. To resolve the question, first, we measured Big 5 personality traits of employees and conducted cluster analysis to get the groups of each feature. After the clustering, we could get four groups having different personality traits.

Independent Variable	Personality Type I	Personality Type E	Personality Type D	Personality Type R
Altruism	No Sig.	 Curvilinear	 Linear	 Curvilinear
Sportsmanship	No Sig.	 Linear	 Linear	 Curvilinear

Table 6: The Integrated Framework of Structural Career Plateau on the Two Dimensions of OCB
I= Introversion, E= Extraversion, D= Dominance, R= Recessive

Table 6 displays the integrated results of the polynomial regression analysis of the relation between structural career plateau and two dimensions of OCB. All analysis is performed across four types of Big 5 personality traits. Although, without clustering, it was seen as all employees has the U-shaped curvilinear relation between the stresses and OCB reactions, there is not the curved relation in the personality group I and even linear too. If the employee who has a personality trait such as I type(introversion), he or she keep their performance of OCB regardless of the level of stress like structural career plateau. It is predicted that the employees who are introversion have their rule to perform OCB and the rule is inherent in their values which stresses are hard to influence, so that the employees could perform consistently their OCB even in the increasing of stresses. On the other hand, the rest groups have significant relationship, though they have various shape of relation. Personality type E has different reactions against altruism and sportsmanship. On the case of altruism, employees of type E show the U-shaped curvilinear relationship, but, on the sportsmanship, they have only linear relationship whose slope is negative. Type E employees proactively react to structural career plateau when they using the altruism to resolve the career stress. As to sportsmanship, they are only complying with their environment. It could be said that the person of personality type E performs the altruism to find a solution to their career problem. Type D group hold the upper degrees in all dimensions of Big 5 personality traits, which show the linear regression graph meaning that the man who has upper scores in all five dimensions of Big 5 is likely to reduce their altruism and sportsmanship according to the career stress becoming severe. Final group is of type R which has negative values in all of Big 5 personality traits, so it named by initial of 'recessive'. Employees of this group are most proactive. They could use their altruism and sportsmanship to destroy their obstacles when they feel that it is time to do that. Group of type R has the U-shaped curvilinear relationship between structural career plateau and two dimensions of OCB.
Based on the results of four personality types, it is likely that the employees having the low conscientiousness and neuroticism, type E and R, are more proactively than the others whose conscientiousness and neuroticism are high. Moreover, the groups of high extraversion, openness and agreeableness are likely to comply with their situation and they refrain from performing altruism or sportsmanship.

6. Limitations

Although, this study presents some interesting results that the different reactions of employees under the same stress, a few limitations still remain. First, we could not beg the question whether employees of some types of personality are really doing nothing under the job stress such as structural career plateau, because this study did not analyze the all dimensions of OCB or some behavior that we do not find. We analyzed only two dimensions of OCB as the behaviors responding to career stress, so that it is hard to determine that the four groups of Big 5 model will react along the same ways of altruism and sportsmanship in the cases of other dimensions of OCB. Second, sample size is deficient. This study had the sample of 214 respondents and it is not sufficient for cluster analysis. Although, still above forty-eight respondents that is much more than thirty that is criterion of minimum value needed to conduct the regression analysis are in the groups after clustering with four groups, we have limitation for trying to divide into more clusters. Moreover, considering that the small size sample is more likely to be influenced by outliers, it was advisable to get more respondents. Third limitation is about the method of determine the number of clusters. In this study, the researchers intentionally chose the number as four, but, in fact, there is a method recommended by Calinski and Harabasz (1974)that is using pseudo F value. However, because of small sample size and the harmonious with the study model, we could not use the way of Calinski and Harabasz (1974).

7. Conclusion

This study has two parts of implications. One part is about the methods of analysis in studying organizational behavior variables and another part is of pragmatic aspect. We employed polynomial regression analysis, which could find out the hidden relationship between variables that are not discovered when just linear regression analysis is used to it. As displayed on the results of *STEP 1*, if we conduct the analysis presuming the linear relationship of the variables, we only know that there is one-dimensional relation of negative slope. However, by using the polynomial regression analysis that is assuming there is two-dimensional relation, we could find the new relation that employees proactively react against structural career plateau. We also were using the cluster analysis. Sometimes cluster analysis is treated as the same with analysis of moderating variable, especially in the regression analysis. When there is one variable that is established as a criterion of clustering, it appears the variable do a same role of the moderating variable of regression analysis. However, exactly, it is wrong because the analysis for checking the moderating effect is assuming that the moderating variable has any

effect to the relation of dependent and independent variables continuously. On the contrary, cluster analysis assumes that the relationship of dependent and independent variables discontinuously exists in the each of groups so that the cluster analysis could find the inherent relation hiding in the one of groups. For example, in this study, we found that employees who have type I of the personality traits are having no significant relationship of structural career plateau and two dimensions of OCB even though preliminary regression analysis without clustering show that there is curvilinear relationship. Using this cluster analysis, we could identify that employees who have different personality are also differently reacting against structural career plateau. The results are linked to the pragmatic implication.

All employees are having their own personality profiles. Moreover, they are reacting against a stimulation in the manner of their own style. It is important issue that "how does the manager control employees' reactions?" This study contributes to give the implications to managers that human resource management should be made with considering of employees' personality traits.On the results of this study, employees who have the personality of type D did not present proactive behavior that makes the uprising regression graph. Managers whose organization has many employees of type D should pay attention to reducing of employees' OCB under the heavy structural career plateau. It could be a solution that managers recruit the people who has personality type I or R who are less likely to be influenced by stress or perform OCB to resolve their career stress. If the organization has the job characteristic that is likely to be exposed to structural career plateau, the solution is more advisable.

It is hard to discover the mechanism of human behavior. However, this being so, the researchers should explore the various concepts and methods. In this context, we pursue this study using the combination of polynomial regression analysis and cluster analysis. Westill have a long way to go, but we hope that this research will provide significant inspiration for other researchers and potential students of organizational behavior.

8. References

i. Ajzen, I. (1991). The theory of planned behavior. Organizational Behavior and Human Decision Processes, 50, 179-211.
ii. Akan, O. H., Allen, R. S., & White, C. S. (2009). Equity sensitivity and organizational citizenship behavior in a team environment. Small Group Research, 40(1): 94-112.
iii. Allen, T. D., Russel, J. A., Poteet, M. L., & Dobbins, G. H. (1999). Learning and development factors related to perceptions of job content and hierarchical plateauing. Journal of Organizational Behavior, 20: 1113-1137.
iv. Astakhova, M.N. (2014). The curvilinear relationship between work passion and organizational citizenship behavior. Journal of Business Ethics, In Press, 4.
v. Baer, M., & Oldham, G. R. (2006). The curvilinear relation between experienced creative time pressure and creativity: Moderating effects of openness to experience and support for creativity. Journal of Applied Psychology, 91(4): 963-970.
vi. Bardwick, J. M. (1983). Plateauing and Productivity. Sloan Management Review, 23(3): 67-73.
vii. Bardwick, J. M. (1986). The Plateauing Trap. New York: AMACOM.
viii. Barrick, M. R., & Mount, M. K. (2005). Yes, personality matters: Moving on to more important matters. Human Performance, 18(4): 359-372.
ix. Blau, G. (1964). Exchange and Power in Social Life. New Work: Wiley.
x. Bergeron, D. M., Shipp, A. J., Rosen, B., & Furst, S. A. (2012). Organizational citizenship behavior and career outcomes: The cost of being a good citizen. Journal of Management, 39(4): 958-984.
xi. Carter, N. T., Dalal, D. K., Boyce, A. S., O'Connell, M. S., Kung, M. –C., & Delgado, K. M. (2014). Uncovering curvilinear relationships between conscientiousness and job performance: How theoretically appropriate measurement makes an empirical difference. Journal of Applied Psychology, 99(4): 564-586.
xii. Calinski, R. B., & Harabasz, J. (1974). A dendrite method for cluster analysis. Communications in Statistics, 3, 1-27.
xiii. Champoux, J. E. (1981). The moderating effect of work context satisfactions on the curvilinear relationship between job scope and affective response. Human Relations, 34(6): 503-515.
xiv. Champoux, J. E. (1992). Multivariate analysis of curvilinear relationships among job scope, work context satisfactions, and affective outcomes. Human Relations, 45(1): 87-112.
xv. Cohen, J., Cohen, P., West, S. G., & Aiken, L. S. (2003). Applied Multiple Regression/Correlation Analysis for the Behavioral Sciences(3rd ed.). LEA.
xvi. Costa, P. T., Jr., & McCrae, R. R. (1992). Revised NEO Personality Inventory (NEO-PI-R) and NEO Five Factor Inventory (NEO-FFI) Professional Manual. Odessa, FL:PAR
xvii. Coyle-Shapiro, J. A-M. (2002). A psychological contract perspective on organizational citizenship behavior. Journal of Organizational Behavior, 23: 927-946.
xviii. Cropanzano, R., Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. Journal of Management, 31(6): 874-900.
xix. Derr, B. W. (1986). Managing the new careerists. San Francisco, CA: Jossey-Bass.
xx. Driver, M. J. (1985). Demographic and societal factors affecting the linear career crisis. Working paper, University of Southern California.
xxi. Elsass, P. M., & Ralston, D. A. (1989). Individual responses to the stress of career plateauing. Journal of Management, 15(1): 35-47.
xxii. Ference, T. P., Stoner, J. A. F., & Warren, E. K. (1977). Managing the career plateau. Academy of Management Review, 2(4): 602-612.
xxiii. George, J. M., & Brief, A. P. (1992). Feeling good-doing good: A conceptual analysis of the mood at work-organizational spontaneity. Psychological Bulletin, 112(2): 310-329.
xxiv. Graham, J. W. (1989). Organizational citizenship behavior: Construct redefinition, operationalization, and validation. Working

paper, Loyola University of Chicago.
xxv. Hackman, J. R., & Oldham, G. R. (1980). Work redesign. Reading, MA: Addison –Wesley.
xxvi. Hall, D. T., & Richter, J. (1990). Career gridlock: Baby boomers hit the wall. Academy of Management Executive, 4: 7-22.
xxvii. Harris, K. J.; Kacmar, K. M., & Witt, L. A. (2005). An examination of the curvilinear relationship between leader-member exchange and intent to turnover. Journal of Organizational Behavior, 26(4): 363-378.
xxviii. Homans G. (1961). Social Behavior: Its elementary Forms. New York: Harcourt Brace.
xxix. Janssen, O. O. (2001). Fairness perceptions as a moderator in the curvilinear relationships between job demands, and job performance and job satisfaction. Academy of Management Journal, 44(5): 1039-1050.
xxx. Korsgaard, M. A., Meglino, B. M., Jeong, S. S., & Lester, S. W. (2010). Paying you back or paying me forward: Understanding rewarded and unrewarded organizational citizenship behavior. Journal of Applied Psychology, 95(2): 277-290.
xxxi. Lam, C. F., Liang, J.,Ashford, S. J.,& Lee, C. (2015). Job insecurity and organizational citizenship behavior: Exploring curvilinear and moderated relationships. Journal of Applied Psychology, 100(2): 499-510.
xxxii. Lam, C. F., Spreitzer, G., & Fritz, C., (2014). Too much of a good thing: Curvilinear effect of positive affect on proactive behaviors. Journal of Organizational Behavior, 35(4): 530-546.
xxxiii. Lapalme, Marie-Eve., Tremblay, M., & Simard, G. (2009). The relationship between career plateauing, employee commitment and psychological distress: the role of organizational and supervisor support. International Journal of Human Resource Management, 20(5): 1132-1145.
xxxiv. Major, D. A., Turner, J. E., & Fletcher, T. D. (2006). Linking proactive personality and the big five to motivation to learn and development activity. Journal of Applied Psychology, 91(4): 927-935.
xxxv. Milliman, J. F. (1992). Causes, consequences, and moderating factors of career plateauing. Unpublished doctoral dissertation, The University of Southern California.
xxxvi. Moorman, R. H., Niehoff, B. P., & Organ, D. W. (1993). Treating employees fairly and organizational citizenship behavior: Sorting the effects of job satisfaction, organizational commitment, and procedural justice. Employee Responsibilities and Rights Journal, 6: 209-225.
xxxvii. Munyon, T. P., Hochwarter, W. A., Perrewé, P. L., & Ferris, G. R. (2010). Optimism and the nonlinear citizenship behavior—Job satisfaction relationship in three studies. Journal of Management, 36(6): 1505-1528.
xxxviii. Nga,J. K. H., Shamuganathan, G. (2010). The influence of personality traits and demographic factors on social entrepreneurship start up intentions. Journal of Business Ethics, 95: 259-282.
xxxix. Organ, D. W. (1988). Organizational Citizenship Behavior: The Good Soldier Syndrome. Lexington, MA: Lexington Books.
xl. Organ, D. W., & Konovsky, M. (1989). Cognitive versus affective determinants of organizational citizenship behavior. Journal of Applied Psychology, 74(1): 157-164.
xli. Organ, D. W. (1990). The motivational basis of organizational citizenship behavior. Research in Organizational Behavior, 12: 43-72.
xlii. Organ, D. W. (1997). Organizational citizenship behavior: It's construct clean-up time. Human Performance, 10(2): 85-97.
xliii. Organ, D. W., Podsakoff, P. M., & MacKenzie, S. B. (2006). Organizational citizenship behavior: Its nature, antecedents, and consequences. Thousand Oaks, CA: Sage.
xliv. Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H., & Fetter, R. (1990). Transformational leader behaviors and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviors. Leadership Quarterly, 1: 107-142.
xlv. Rapp, A. A., Bachrach, D. G., & Rapp, T. L. (2013). The influence of time management skill on the curvilinear relationship between organizational citizenship behavior and task performance. Journal of Applied Psychology, 98(4): 668-677.
xlvi. Rapp, T. L., Bachrach, D. G., Rapp, A. A., & Mullins, R. (2014). The role of team goal monitoring in the curvilinear relationship between team efficacy and team performance. Journal of Applied Psychology, 99(5): 976-987.
xlvii. Restubog, S. L., Bordia, P., & Tang, R. L., (2007). Behavioral outcomes of psychological contract breach in a non-western culture: The moderating role of equity sensitivity. British Journal of Management, 18: 376-386.
xlviii. Saleh, S. D., & Hosek, J. (1976). Job involvement: Concepts and measurements. Academy of Management Journal, 19: 213-224.
xlix. Schein, E. H. (1978). Career dynamics: Matching individual and organizational needs. Reading, Mass: Addison-Wesley.
l. Simone, T. A., Leon, C. P., & Michael, H. D. (2015). The role of personality in organizational citizenship behavior: Introducing counterproductive work behavior and integrating impression management as a moderating factor. Journal of Organizational Culture, Communications and Conflict, 19(1): 176-196.
li. Sturman, M. C., Shao, L., & Katz, J. H. (2012). The effect of culture on the curvilinear relationship between performance and turnover. Journal of Applied Psychology, 97(1): 46-62.
lii. Williams, L. J., & Anderson, S. E. (1991). Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors. Journal of Management, 17: 601-617.
liii. Xiaomeng Z., & Bartol, K. M. (2010). The influence of creative process engagement on employee creative performance and overall job performance: A curvilinear assessment. Journal of Applied Psychology, 95 (5): 862-873.
liv. Zellars, K. L., & Tepper, B. J. (2003). Beyond social exchange: New directions for organizational citizenship behavior theory and research. Research in Personnel and Human Resources Management, 22: 395-424.
lv. Zhao, H., & Seibert, S. E. (2006). The big five personality dimensions and entrepreneurial status: A meta-analytical review. Journal of Applied Psychology, 91 (2): 259-271.
lvi. Zhao, H., Wayne, S. J., Glibkowski, B. C., & Bravo, J. (2007). The impact of psychological contract breach on work-related outcomes: A meta-analysis. Personnel Psychology, 60: 647-680.