Impact of Extroversion and Narcissism on in Role and Extra Role Performance: Moderating Role of Impression Management Motives

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Abstract

The main objective of this research is to highlight the impact of extroversion and narcissism on in-role & extra role performance. In addition, the study also aimed to investigate whether impression management motives would moderate the relationship between personality types (extroversion and narcissist) and performance (in-role & extra-role). For this purpose, this model was developed and empirically tested in the banking industry of Pakistan. The research used self rating and supervisor rating technique to investigate the relationships among study variables. The data was collected through survey from 229 employees of the banking sectors of officer grade-III and above and their ratings from their supervisors. The results multiple regression analysis provided support for all hypotheses. Extroversion was found to be positively related with organizational citizenship behavior-interpersonal (OCB-I), organizational citizenship behavior- organizational (OCB-O) and in-role performance whereas narcissism was found to be negatively associated with OCB-I, OCB-O and in-role performance in the absences of impression management motives. However, the results also suggest that the prediction of OCB-I, OCB-O and in-role performance was positively associated with narcissism when considering the moderating impact of impression management motives. The present study will help managers to understand the behaviors of employees to have positive impact on organizational performance.

Keywords*: extroversion, narcissism, impression management, in-role performance, OCB-I, OCB-O

1. Introduction

1.1 Background and Justification of Study

The contemporary organizations are overwhelmed with masses of people having a myriad of personality types. Some personalities are more sociable and self-confident over the others. While some personalities are more self-loved and self-admired. Each type of personality exercise different behaviors and performance in different context. Such as extrovert personality show more in-role and extra role performance compared with other personality types. Similarly, narcissist personality may or may not exercise more in role performance and organizational citizenship behavior. The theory of reasoned action (Fishbein & Ajzan, 1975) argues that these personalities exercise behaviors and performances based on their specific intentions and hidden motives. For example, narcissist exhibit negative relationship with extra role performance however due to impression management motive, they may exercise positive relationship with extra role behavior (Campbell et al., 2011).

Organizational citizenship behaviors are continuously receiving attention in conceptual, empirical and meta-analysis studies (Organ, Podsakoff, & MacKenzie, 2006). Organizational Citizenship Behavior (OCB) could be denoted as a discretionary extra role work behavior of the personnel -that is not associated with the formal reward or compensation system of an organization (Chaitanya & Tripathi, 2001). OCB has its two dimensions; OCB-Organizational and OCB-Interpersonal. OCB-O consist of behaviors that are in benefit of the overall organization (Podsakoff, MacKenzie, Paine, & Bachrach, 2000), organizational obedience (Graham, 1991a), abide by the rules, regulations and procedures of the organization (Borman & Motowidlo, 1993), civic Virtue, Courtesy, Conscientiousness, Sportsmanship (Chaitanya & Tripathi, 2001).

Similarly, OCB-I consists of behaviors that directly benefit particular individual or a group of individuals and through this means add value to the organization indirectly (William & Anderson, 1991) (for example, helping co-workers who are absent from job due to unavoidable reasons, taking your personal interest in other employees). It includes dimensions as helping coworkers (George & Jones, 1997; George & Breif 1992), Helping and Cooperating With Others (Borman & Motowidlo, 1993), Interpersonal Facilitation (Scotter & Motowidlo, 1996).

The present study aims at predicting extra role (OCB) & in-role performance and its antecedents through moderating impact of impression management. First, the earlier researchers have focused on finding out relationship of OCB through agreeableness and conscientiousness. However very low work has been done in predicting extroversion and OCB (Chiaburu et al., 2013).

Second, the present study also aims at finding out the relationship of narcissism with in-role and extra role performance. Narcissism is personality trait that very less discussed in researches while finding out its relationship with citizenship behavior (Google hits of Narcissism and OCB). Narcissism at a workplace may be healthy or unhealthy. Healthy narcissism includes helping the boss the interpersonal world, self-conscious as well as the sense of control and power (Yildiz & Öncer, 2012).

Healthy narcissism can be helpful in increasing the organizational performance (Godkin & Allcorn, 2009). Such people possesses intellectual giftedness combined with impressive fantasies and a high self-investment can exercise a successful academic,

professional or creative accomplishment. According to Godkin and Alcon (2009), talented narcissist can also interpret tasks and events as opportunities and demonstrate their superiority. They are often highly successful in business; such situations reward those who can manipulate others (Yildiz & Öncer, 2012). Then, according to Theory of Planned Behavior, positive behaviors result in positive outcomes such as extrovert exercise more OCB and in role performance. But this research also focuses that negative behavior (narcissist) may also exercise positive behaviors for impression management purposes.

Then, reviewing literature and research on OCB gives me the opportunity to work on this construct- and to link psychological and human resource view into one phenomenon.

So, present study will take narcissism and extrovert as an independent variable for concluding the research and will strive to find out its relationship with in-role and extra role performance through moderating impact of impression management.

1.2 Problem Statement

Different personalities exercise in-role and extra role (OCB-I & OCB-O) behavior but the motive behind is different. As extroverts by temperament are usually social so they exercise such behaviors usually by their innate qualities. However, some such as narcissist have hidden agendas of exercising such behaviors as in role & extra role behavior. In reality, they usually do not exercise these behaviors, but due to some of their motives, such as impression management, they may exercise it. So, the present study tends to address this issue by highlighting the moderating role of impression management in the relationship of different personality types and role performance.

2. Literature Review

2.1 Extra-Role Performance-Organizational Citizenship Behaviors (OCBs)

Extra-role performance is also known as organizational citizenship behavior (Chaitanya & Tripathi, 2001). The literature on Organizational Citizenship behavior has used earlier in a variety of ways for describing the employees' mentality preferences, i.e. extra-role behavior, (Dyne, Graham, & Dienesch, 1994), and support for combined interests over the individual & self interests (Graham, 1991b). However, later these concepts were accumulated and crystallized in term of OCB for organizational effectiveness based on employee's proactive and benevolent behaviors (Jung & Hong, 2008). Organizational citizenship behavior is going on to get attention in primary studies, meta-analyses and conceptual work from the last two decades (Chiaburu et. al. 2013).

Almost three decades earlier, Organ first introduced the concept of Organization Citizenship Behavior (Podsakoff, MacKenzie, Paine & Bachrach, 2000). Organ's concept of OCB was based on Chester Barnard's idea (Barnard, 1938) of "willingness to co-operate" as well as also influenced by prosocial behavior & social exchange theory (Chaitanya & Tripathi, 2001). Organ (1988) defined organizational citizenship behavior is "An individual behavior that is discretionary, not explicitly or directly recognized by the formal reward system". Organ was of the view that such behaviors enhance the effective execution of the organizational function. He further explained that OCB is a non-enforceable requirement of specific job description rather it is a matter of person's choice. Organ's definition of OCB stresses on 3 main features (Bogler & Somech, 2005): (a) must be discretionary or voluntary; neither the role-prescribed nor the part of formal

duties. (b), must benefits the organization from the organizational perspective (Dyne, Cummings, & Parks, 1995). (3) OCB is observed in a multidimensional nature in organizations.

Besides helping others, the concept of OCB also include as involving yourself in the work that goes beyond the general work requirements. It consists of a list of employee behaviors that, though needed and appreciated, cannot be demanded from the employees by the managers (Chaitanya & Tripathi, 2001).

OCBs are actions that enhance the organizations interest however such actions are not the formal part of any employee's documented job requirements (Wagner & Hollenbeck, 2010). Such actions include behaviors as voluntarily offer yourself for assignments as well as going out of one's way for welcoming new employees, helping others who need assistance, staying late to finish a task, or voicing one's opinion on critical organizational issues (Wagner & Hollenbeck, 2010).

Organizational citizenship behavior exceeds formal job duties and is often necessary for the organization's survival, including its image and acceptance. Examples of organizational citizenship behavior include helping coworkers solve problems, making constructive suggestions, and volunteering to perform community service work (e.g., blood drives, and charity work). They are employee behaviors that go above and beyond their job requirements. Although not formally required by employers, these behaviors are important in all organizations (Hellriegel & Slocum, 2008).

Organ (1988) divide organizational citizenship behaviors into five categories. These dimensions are

i.   Altruism: Behavior that is directly and intentionally aimed at helping a specific individual or group of individuals;

ii. Civic Virtue: Behavior that is designed to increase one's participation in and support of the organization as a whole;

iii. Courtesy: Taking action to prevent problems from occurring by respecting others' needs;

iv. Conscientiousness: Carrying out the role behaviors well beyond the minimum required level,

v.   Sportsman ship : Behaviors which are involved when a person accepts minor frustrations without complaint.

Some other researchers also divide OCB into further dimensions; however, the main concept remains the same. Such as conceptual and empirical work of William and Anderson (1991) in the area of OCB suggests 2 major dimensions of OCB): (1) OCB-I, are behaviors that directly benefit particular individuals in the organization & ultimately contribute positively to the benefit of organization indirectly. For example, staying after office hours to help you colleague in his learning and improved working, helping him when he has a heavy workload. (2) OCB-O includes behaviors that are in benefit of the organization as a whole. It includes volunteering for unpaid tasks as well as making inventive suggestions to increase the organizational performance. The difference between the two dimensions of OCB is vital because various researchers have suggested that these two dimensions of OCB might have different antecedents.

2.1.1 Organizational Citizenship Behaviors-Interpersonal (OCB-I)

OCB-I, also referred as individual-oriented OCB (Jiang & Law, 2013), are behaviors that directly benefit particular individuals immediately in the organization and ultimately indirectly contribute positively to the benefit of organization. It includes helping your colleagues who are absent, helping him during heavy workload, taking personal interest in other employee etc. Organ's dimensions of OCB described earlier in this chapter naming "Courtesy" and "Altruism" is conceptually fit in the OCB-I (Jiang & Law, 2013).

OCB-I is aimed at helping a particular individual in face-to-face situations directly and intentionally (for example, assisting you colleague during heavy workload & introducing new people in the organization). It also includes actions that help another person with a work problem voluntary – helping your colleague who is tied up with a backlog of work, coaching a new employee for using equipment. It may include willingness to give time to help your colleagues in work related issues, helping them when they are absent, sharing personal resources with others to help them in their work, showing courtesy and concern towards others in business and personal issues, adjusting your schedules to accommodate your colleagues and welcoming new employees in the organization(Newland, 2012).

2.1.2 Organizational Citizenship Behaviors-Organizational (OCB-O)

Organizational-level behavior is directed towards the benefit of the organization. Conscientiousness, civic virtue, and sportsmanship are included in this category. Organizational-level behavior was found to be related to employee efficiency, organizational turnover, and productivity among employees (Newland, 2012). It may include presenting pride on the organization while talking with public, expressing your loyalty towards the organization, defending your organization in front of others when they criticize it, keeping up developments in organization, taking right actions the protect the organization from upcoming or sudden losses, demonstrating your concern about the image of the organization (Lee & Allen, 2002). OCB-O also include behaviors as taking concern about the goodwill of the organization, attending optional functions on behalf of the organization and offering ideas for improvements in the organization.

2.2 In-Role Performance

In-role behaviors are the necessary or the expected performance dimension for the execution of the basic job duties or core take behavior (Zhu, 2013). Similarly, Katz and Kahn (1978) defined in-role performance as behaviors that are defined and prescribed as the part of employee's job as well as also recognized by the firm's formal compensation system.

Williams and Anderson (1991) defined the in-role behavior as the behaviors that are associated with the completion of the responsible work. It is the behavior that is associated with formal reward system of the organization. It may include dimensions as effectively completing the assigned tasks, fulfilling the core responsibilities mentioned in job description, performing the tasks expected from employee, engaging in activities the affects performance evaluation and meeting the required performance for particular job. Performance criterion of measuring in-role performance are generally grouped into four major categories: quantity measures, quality measures, ratings, and document handling, such as records concerning safety, tardiness or absenc es (Ghiselli & Brown, 1955).

2.3 Impression Management

People attempt to have a positive and favorable image of their (Rosenfeld, Giacalone, & Riordan, 1995) on other people, within the organization and outside. Impression Management can be defined "a conscious or unconscious atempt to control images projected in real or imagined social interactions" (Schlenker, 1980). It involves the employee working to build a positive image for their own personal gain and to avoid being perceived negatively. Bowler and Brass (2006) indicated that employees of lower status tend to direct their helping behavior toward those employees of higher status within the organization because they want their actions to be visible to the decision makers within the organization. Jones and Pittman (1982) defined impression management as tactics. People use such tactics in order to develop their positive images at others at work. Theorists of impression management propose it as a basic human motive, outside and inside both of organizations, to be viewed by others in a positive light and to avoid being considered as negative (Rosenfeld et al., 1995).

2.4 Extraverts

Extraverts are the personality type that are sociable and outgoing (Barrick & Mount, 1991). They love making fun and are talkative and have affection for others (McCrae & Costa, 1987). They are full of energy and generate a lot of enthusiasm. They have tendency to be talkative, outgoing and high warmth for others. Extroverts have a lot of friends and they actively look for social contacts. They are assertive, energetic, vigorous, risk taker and optimists (Paul T. Costa & Widiger). They have a tendency of showing positive emotions as happiness, joy and excitement. Extraversion, according to the Five Factor Model (P. T. Costa & McCrae, 1992) consists of warmth, gregariousness, assertiveness, activity and excitement seeking (Miller & Campbell, 2008). Buchanan (1998) identified to following dimensions of extraversion:

- Warmth
- Gregariousness
- Assertiveness
- Excitement-Seeking
- Positive Emotions
- Activity

Littlepage et al. (1995) found that extraverts had higher levels of participation in groups than less extraverted individuals. Other studies have also suggested high levels of extraversion predict versatility and success at interpersonal relationships (Costa, 1992; Piedmont & Weinstein, 1994). It may be that individuals with high levels of extraversion, because they prefer working with others, will benefit from jobs designed within highly interdependent work.

2.5 Narcissist

Narcissism is broadly defined as an extreme love of self. The American Psychiatric Association (2000) defines Narcissism as "a pervasive pattern of grandiosity, need for admiration, and lack of empathy". Specifically, according to DSM-IV-TR, narcissism is characterized by: 1) a sense of grandiosity, 2) preoccupation with success/power, 3) a sense of entitlement, 4) belief that one is special, 5) need for admiration, 6) lack of

empathy, 7) jealousness or belief that others are jealous of him/her, 8) arrogance, and 9) interpersonal exploitation. Narcissists provide an overly favorable self-presentation for agentic traits such as intelligence and extraversion (Campbell et al., 2002) as well as attractiveness (Gabriel, Critelli, & Ee, 1994). Narcissism in organizational context can be in two forms: (i) healthy narcissism and (ii) unhealthy narcissism. Ronningstam (2005) identified that the healthy narcissism have

➢ Tendency to Tolerate Loneliness and Guilt

➢ Balanced Feeling of Superiority and Separateness

➢ Ability to Bear Rejections and Criticisms

➢ Ability to Praise and Approval of Fantasies that Impact Motivating for Achievements

➢ Ability to Face Feelings of Conscious Emotions Such as Pride, Shame and Inferiority.

➢ Fair Sense of Mutuality and Commitment

According to Godkin and Alcorn, (2009), healthy narcissism have positive impact in improving the organizational performance. Talented narcissistic individuals can have successful academic as well as sustainable creative and professional accomplishment. They are able to interpret difficult events and tasks and take it as an opportunity to show their superiority over the others. (Godkin & Alcorn, 2009).

However, Unhealthy narcissistic individuals may have negative outcomes. Such as they may feel uncomfortable while interacting with their co-workers or they may have problems while communicating with line workers or lower -level. This behavior of narcissistic employees may result the failure of the organization to achieve its desired objectives and goal. Ronningstam's (2005) descriptors of unhealthy narcissism are summarized as Shame, feel of anger strongly, envy, mood variations such as depression, elation, irritability), excessive self-preoccupation and haughty attitude, extreme self-preoccupation, panic of failure and extreme shame reactions. According to Maccoby (2003), narcissistic individuals damage the systems and organizational climate. So, it could be argued that, in a longer run, consistent narcissistic behaviors lead towards the failure to create a climate that is vital for achieving a sustainable performance (Higgs, 2009).

Organizations that appoint unhealthy narcissistic employees are totally self-absorbed, not reality based and are out of touch (Gregory, 1999). Narcissist individuals believe their work-place to be an extraordinarily, unique and special (Stein, 2003).

2.6 Hypothesis Generation

Extraversion and Extra Role Performance & In-Role Performance

Extraverts are defined as outgoing, sociable, talkative, affectionate and fun loving (McCrae & Costa, 1987; Barrick & Mount, 1991). Such characteristics make them engage socially to a greater level than introverts (Ashton & Lee, 2001; Asendorpf & Wilpers, 1998). From the social context, extrovert engages in Oragnization citizenship behavior to a greater extent because of their social contact (Organ et al., 2006). Similarly, Singh & Singh (2009) also found that extraversion was significantly and positively related to all the dimensions of OCB. Emmerik and Euwema (2007) also

conducted research on school teacher to find out the antecedents of OCB. They argued that extrovert engaged more towards Organizational citizenship behavior then introvert. Then, research findings of Barrick, et al. (2005) have also confirmed extraversion as an important antecedent of OCB.

Extrovert may be attracted slightly more toward citizenship (Organ, 1990; Organ et al., 2006), behaviors associated with positive reputation, rewards, and good relationships with colleagues (Borman & Motowidlo, 1993; Ozer, 2011). Further, Kumar at al (2009) also indicated that Extrovert is positively associated with OCB. So, on the basis of above discussion, following hypotheses have been formulated:

➢ **H$_{1 (a)}$**: There is positive relationship between extrovert and OCB-I.

➢ **H$_{1 (b)}$**: There is positive relationship between extrovert and In-Role Performance.

➢ **H$_{1(c)}$**: There is positive relationship between extrovert and OCB-O.

However, empirical and theoretical basis for the association between extroversion and OCB-I, OCB-O and in-role performance are weak, and hence the relationship between extraversion and OCB and in-role performance may be improved by the existence of a strengthening aspects, such as impression management (Chiaburu et al., 2013). Based on the above discussion, following hypothesis has been formulated:

➢ **H$_{2 (a)}$**: Impression management moderates the relationship between extrovert and OCB-I.

➢ **H$_{2 (b)}$**: Impression management moderates the relationship between extrovert and OCB-O.

➢ **H$_{2(c)}$**: Impression management moderates the relationship between extrovert and In-Role Performance.

2.6.1 Narcissism and Extra Role Performance & In-Role Performance

Psychological research in Socio-personality context shows that narcissist are associated negatively with agreeableness, the willingness to change self-enhancing behaviors among close relationships and commitment, yet related positively to interpersonal exploitativeness, (Cam.pbell et al., 2006) — that can be logical that narcissism would be associated negatively with OCB. In order to support these hypothesis, Judge et al. (2006) argued that narcissist significantly and negatively related to OCB under supervisor's ratings. However, this relationship was found positive with OCB when self rating technique was used. In addition to the Judge et al. (2006) findings, Blair et al. (2008) also found negative relationship between narcissism and relationships-oriented behavior of the employees so indirectly supporting these relationships found by earlier researchers, given that interpersonal facilitation is often include as a dimension of citizen ship behavior. Therefore, It can be predicted that:

➢ **H$_{3 (a)}$:** There is a relationship between narcissist and OCB-I.

➢ **H$_{3 (b)}$:** There is a relationship between narcissist and OCB-O.

➢ **H$_{3 (c)}$:** There is a relationship between narcissist and In-Role Performance.

However, recent research has also focused the importance of considering a stimulating factor for employees to engage in organizational citizenship behaviors such as impression management as a key determinant of how OCBs will be evaluated and whether

organizational citizenship behaviors will consistently be performed (Bolino, 1999). In contrast to Judge's findings, employees lower on the personality trait humility were motivated to engage in OCBs as a form of impression management (Bourdage et al., 2009). In other words, although narcissists may display behaviors indicative of OCBs, they may only do so as a means to manage others' impressions. Consequently, it is possible that those engaging in OCB for these reasons will be less likely to consistently engage in OCB or that they will only engage in OCB when it suits their needs. Regarding moderating effect of Impression management between narcissist and in-role performance, Wallace and Baumeister (2002) indicated that narcissism forecasted increased performance on tasks. They concluded that narcissists will perform at their best when there is an opportunity for "glory."

So, on the basis of the above discussion, following hypotheses have been formulated as:

- $H_{4(a)}$: Impression management moderates the relationship between narcissist and OCB-I.

- $H_{4(b)}$: Impression management moderates the relationship between narcissist and OCB-O.

- $H_{4(c)}$: Impression management moderates the relationship between narcissist and In-Role Performance.
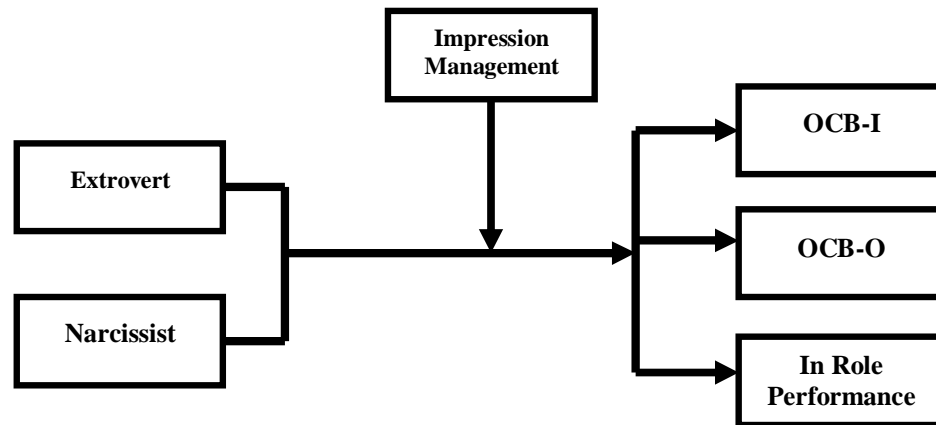
2.7 Hypothesized Framework

Figure 1: Hypothesized Framework

3. Research Methodology

3.1 Research Design

The research aimed at finding out the relationship between personality types and employee performance in which quantitative method has been used in carrying out the study and data was collected once in time i.e. it is a cross sectional study. The causal method of research was used for this study. The study was conducted in non-contrived setting with low interference of the researcher and the data collection was done using field survey. Population units for the current study used for analysis, were individuals who are full time employee of the commercial banking organizations (including

conventional & Islamic banking). Data w as collected in o ne go during a per.iod of almost six months starting from m June, 2013 to December, 2013.

3.2 Sample and Data Collection Procedures

3.2.1 Sample

A field survey was conducted across various banking organization. In order to have greater generalizability in results and to have maxim um variance, the survey was done among officers in various commercial banks from four big cities (Karachi, Faisalabad, Lahore & Multan) of Pakistan. Data was collected from employees at their corporate as well as branch offices. Approximately, 500 questionnaires were distributed to employees (OG-III & above level) of the different branches & offices of the banking sector personally by the researcher. The researcher also gave brief instructions to respondents regarding the filling of questionnaires. Out of 500, 349 questionnaires were returned having response rate of 70%. After the initial scrutiny, 96 questionnaires were rejected due to incomplete information. So, 253 questionnaires were entered into SPSS for data analysis. However, after initial analysis, some outliers were found in data through BOXPlot diagram. These outlier responses were then removed to increase the accuracy and reliability of data to be analyzed further. After removing outliers, 229 responses were taken for further data analysis.

3.2.2 Sampling Technique

The study uses convenience sampling technique in which data was obtained on the basis of convenience.

3.2.3 Collection Procedure

Two types of collection techniques have been used in carrying out the research i.e. self-rating & Super Rating. Self-rating technique is most commonly used in business research while evaluating the behaviors and its impact on performance. However, supervisor rating techniques have been rarely used in business research due to its complexity in handling the data. In order to increase the integrity of responses as well as the fair judgment about the performance of employee (in role performance and extra role performance) supervisor rating technique is used in the research. The technique of supervisor rating has already been used by Chiaburu et al., (2013) in a study to find the relationship between extrovert and OCB. Then, supervisory ratings are considered the most reliable form of performance measurement, because of the fact that job performance evaluations remained important for rewards processes and for management related decision-making (Murphy & Cleveland, 1995)

Further, Narcissist individuals rate themselves high self-server, so showing biasness in responses (Campbell et al, 2000). Then, technique of self as well as supervisor's rating has already been used by Judge et al. (2006) and Blair et al. (2008) in conducting the research about narcissistic behavior and its impact on task performance and OCB. So, the technique of self-rating along with supervisor rating has been used by the researcher in carrying out the study in order to avoid method bias issues.

One questionnaire was composed of two parts. Part-1 is for Self Rating & Part-2 is for Supervisor Rating. Part-1 was given to the respondents who rate their personality i.e. extrovert & narcissist on a given scale. Part-1 also contained questions to measure the Impression management, OCB-I, OCB-O & in-role performance of the respondents.

Part-2 was given to the immediate supervisor of the respondent who rate their subordinate's performance i.e. OCB-I, OCB-O & in-role performance. After both part completed, they were punched to make a set of unit. In this way, the whole data collection procedure was completed.

3.3 Measures

The study variables have been measured on five point likert scales. In Part-1 of the questionnaire, the responses for extrovert and narcissist were taken on 5-point likert-scale with anchors ranging from 1 = strongly disagree, 2 = Disagree, 3 = neutral, 4 = Agree, to 5 = strongly agree, impression management on 5-point likert scale with anchors ranging from 1 = Not Important at all, 2 = Not Important, 3 = Neutral, 4 = Important to 5 = Very Important. Finally, OCB-I, OCB-O & In-role performance also measured on 5-point likert scale ranging from 1 = Never, 2 = Rarely, 3 = Often 4 = Mostly, 5 = Always. Higher scores obtained against a variable item shows higher level of construct. In addition, in part-1, the respondents were also asked to mention their name, gender, age (in years), experience (in years), and company name on the survey. However, in Part-2, supervisors were to ask to rate their subordinate's OCB-I, OCB-O & In-role performance on the scales, mentioned above.

3.3.1 Extrovert

Extraversion have been measured using an 8-item scale adopted from the Big Five inventory Mod el (John, Donahue, & Kent1e, 1991), that already has been used and validated in earlier researches (Flynn, Reagans, Amanatullah, & Ames, 2006; Judge, LePine, & Rich, 2006). The reported reliability of this scale was α = .80.

3.3.2 Narcissism

Narcissism is normally measured using narcissistic personality inventory (NPI) (Raskin & Terry, 1988) through 40-item forced choice measure. Whoever, this NPI-40 is relatively long and thus inefficient to administer. As a consequence, a 16-item version was used in the research that is earlier validated by researches (Ames, Rose, & Anderson, 2006).

3.3.3 Impression Management

The study used 10 items from the Citizenship Motives Scale (Rioux & Pener, 2001) to evaluate respondents' impress ion management motivation that has already been adopted in prior studies (Grant & Mayer, 2009). While measuring the respondents with several behavioral examples of interpersonal citizen ship and they will be asked to rate the importance of each motive when engaging in interpersonal citizenship. The reported reliability of this scale was α = .92.

3.3.4 Interpersonal Citizenship

The study will use 6 items, 5 point likert scale to evaluate respondents' interpersonal citizenship behavior through the scale that has been validate in earlier research (Williams & Anderson, 1991) .

3.3.5 Organizational Citizenship

The study will use 7 items, 5 point likert scale to evaluate respondents' organizational citizenship behavior through supervisor's ratings using the scale that has been validate in earlier research (Williams & Anderson, 1991) .

3.3.6 in-Role Performance

The study will use 7 items, 5 point likert scale to evaluate respondents' in-role performance through supervisor's ratings using the scale that has been validate in earlier research (Williams & Anderson, 1991).

3.4 Analysis Technique

The study uses correlation and regression technique (univariate and multivariate) to test the hypotheses. To test hypotheses 1 and 3, direct regression has been used. However, in order to test hypotheses 2 and 4, results of regression have been formulated through interaction between independent variables and moderator.

4. Empirical Results

4.1 Descriptive Statistics

The descriptive statistics (means and standard deviations), alpha reliabilities and inter-

Correlations among the stud y variables are shown in the tables. The sample included 74.2%% male and 25.8% female. 19.7% were employees of age below 25 years who were newly appointed at bank, 21.4% were between 26 to 30 years, 26.6% were from 31 to 35% of age group, 20.5% were between 36 to 40 years whereas age group above 40 years were only 11.8& of the total sample that was further processed for analysis. Then, the total sample was comprised of 17.5% employees having job experience of less than 3 years, 20.1% employees having 3 to 6 years experience, 14.8% employees having 7 years to 10 years of experience, 10 to 12 years experienced employee account for 11.8% of the total sample (See table 1).

Table 1: Demographics

Demographic Characteristics	Frequency	Percent	Cumulative Percent
Gender			
M ale	170	74.2	74.2
Fe male	59	25.8	100
Total	229	100	
A ge			
Below 25	45	19.7	19.7
26-30	49	21.4	41
31-35	61	26.6	67.7
36-40	47	20.5	88.2
Above 40	27	11.8	100
	229	100	
Experience			
Less than 3	40	17.5	17.5
3-6	46	20.1	37.6
7-9	34	14.8	52.4
10-12	27	11.8	64.2
13-15	41	17.9	82.1
More than 15	41	17.9	100
	229	100	

4.2 Correlations

Hypothesis 1(a) to 1(c) stated a positive relationship between extrovert, OCB-I, In-Role performance and OCB-O respectively. Table describes that extrovert is (i) positively related to OCB-I (r =.676, $p = < .01$), ii) positively related in-role performance (r =.589, $p = < .01$) and (iii) positively related to OCB-O and thus confirm the hypothesis.

Hypothesis 2(a) to 2(c) stated that impression management will moderate the relationship between extrovert, OCB-I, In-Role performance and OCB-O respectively. Table describes that impression management is significantly related to extrovert, OCB-I, In-Role performance and OCB-O. It can be seen that impression is (i) positively related to Extrovert (r =.697, $p = < .01$) (ii) positively related to OCB-I (r =.781, $p = < .01$), iii) positively related in-role performance (r =.574, $p = < .01$) and (iv) positively related to OCB-O (r =.558, $p = < .01$) and thus confirm the hypothesis 2a to 2c.

Hypothesis 3(a) to 3(c) stated that there is relationship between narcissist, OCB-I, In-Role performance and OCB-O respectively. In order to test this relationship, hypothesis 2 was tested through correlation. Table shows that narcissist is significantly related to,

OCB-I, In-Role performance and OCB-O. It can be seen that narcissist is (i) negatively related to OCB-I (r = -0.561, *p* = < .01) ii) negatively related in-role performance (r = -.457, *p* = < .01) and (iii) negatively related to OCB-O (r =.471, *p* = < .01) and thus confirm the hypothesis 3a to 3c.

Hypothesis 4(a) to 4(c) stated that impression management will moderate the relationship between narcissist, OCB-I, In-Role performance and OCB-O respectively. Table describes that impression management is significantly related to narcissist, OCB-I, In-Role performance and OCB-O. It can be seen that impression is (i) negatively related to narcissist (r =.800, *p* = < .01) (ii) positively related to OCB-I (r =.781, *p* = < .01), iii) positively related in-role performance (r =.574, *p* = < .01) and (iv) positively related to OCB-O (r =.558, *p* = < .01) and thus confirm the hypothesis 4a to 4c (See table 2).

Table 2: Correlation, Mean & Standard Deviation & Reliabilities among Variables

		Cronbach's Alpha	Mean	SD	1	2	3	4	5	6	7	8	9
1	Gender		1.26	0.44	1								
2	Age		2.83	1.29	-0.09	1							
3	Experience		3.46	1.77	0.07	-.168*	1						
4	Extrovert	.853	3.55	0.50	-0.13	0.08	0.06	1					
5	Narcissist	.920	2.51	0.71	0.09	0.03	0.01	-.468**	1				
6	Impression Management	.918	3.79	0.84	-0.11	-0.02	0.00	.697**	-.800**	1			
7	OCB-I	.849	3.53	0.74	-0.07	0.04	0.01	.676**	-.561**	.781**	1		
8	In-Role Performance	.789	3.82	0.64	-0.01	0.05	0.02	.589**	-.457**	.574*	.606**	1	
9	OCB-O	.707	3.76	0.47	0.00	0.04	0.02	.622**	-.471**	.558*	.467*	.487*	1

N=229; alpha reliabilities in parenthesis; ***p >0.001 (2-tailed) **p >.01 (2-tailed) level *p >.05 (2-tailed); Gender, (Coding, 1=Male, 2=Female) Age, (1=Below 25 Years, 2=26-30 years, 3=31-35 years, 4= 36-40 years, 5=above 40) Experience (1=0-1 yrs, 2=2-3 yrs, 3=4-7 yrs, 4=8-10 yrs, 5= 11- 15 yrs, 6=>15 yrs)

4.3 Reliability Analysis

Table 2 also shows the reliability of all the scales used in the study. Reliability of Extroversion is .853 which is satisfactory or acceptable. The scale of narcissist was found to be highly reliable reporting .92 value of Cronbach's Alpha. Similarly, moderating variable impression management was also highly reliable reporting .918 value of Cronbach's alpha. Similarly, scales of organizational citizenship behavior-interpersonal, in-role performance and organizational citizenship behavior-organizational were also reliable and reporting reliability of .849, .789 and .707 respectively (See table 2).

4.4 Regression Analysis

4.4.1 Test of Hypothesis 1

Table 3: Relationship between extrovert, OCB-I, in-role performance & OCB-O

Dep. variable	Independent variable	Std β	Adj.R²	t-Value	Significance
OCBI	Extroverts	.958	.403	12.424	0.000
In-role behavior	Extroverts	.744	.337	10.783	0.000
OCBO	Extroverts	.576	.364	11.446	0.000

In the first regression, interpersonal OCB was entered as dependent variable, while extrovert was taken as independent variables. Here, we hypothesized that OCBI depends on the extrovert personality type or there is positive relationship exists between extroversion and interpersonal OCB. Here, we also hypothesized that OCBI is a function of extrovert personality type. The impact of extroversion on OCBI has been tested with simple linear regression technique and the results are shown in Table 3. The overall model was highly significant (Adj $R^2 = 0.403$, $\beta = .958$, t = 12.424, p < .05).

In second regression, In-Role behavior was entered as dependent variable, while extroverts were entered as independent variable. Here, we proposed that a relationship exists between extroversion and In-role behavior. The importance and impact of extroversion on In-role behavior has been tested with simple linear regression technique and the results are shown in Table -. The overall model was significant (Adj $R^2 = 0.337$, $\beta = .744$, t = 10,783 p < .05). An R^2 value of 0.337 implies that 37.7 % of the variation in In-role behavior can be explained by the extroversion (See table 3).

Regression analysis was also used to test the relationship between OCBO and extroversion. We entered the OCBO as dependent and extroversion as independent variable. Here, we proposed that OCBO is a function of extroversion. Table shows that the overall model was significant (Adj $R^2 = 0.364$, $\beta = .576$, t = 11.446, p < .05). An R^2 value of 0.364 implies that 36.4 % of the variation in OCBO can be explained by the extroversion (See table 3).

4.4.1 Test of Hypothesis 2

In the next step, hypothesis 2 was tested. In hypothesis 2, it was it has been assumed that impression management will moderate the relationship between extroversion and OCB-I, In-role performance and OCB-O.

As shown in the table 5, (step 1) positive and significant relationship exists between extroverts and OCB-I ($R^2 = 0. .456$, $\beta=1$, p < .05), extroverts and OCB-O ($R^2 = 0.387$, $\beta=.580$, p < .05) and extroverts and In-role performance ($R^2 = 0.347$, $\beta=.752$, p < .05). However, in step 2, impression management has been taken as a moderator to strengthen the relationship between extroversion, OCB-I, in-role performance and OCB-O. We can see from the table (step 2) that it accounted for significant variance in OCB-I (R^2 change= .187, $\beta= .153$, *F change= 118.580), OCB-O* (R^2 change= .025, $\beta= .035$, *F change= 9.464)* and In-role performance (R^2 change= .039, $\beta= .060$, *F change=*

14.403*).* Thus result shows that impression management act as a mediator as is brings significance change in beta. R^2 change and F change is also significant (See table 5).

Table 5: The Moderating Effect of Impression Management on the Relationship of Extrovert and OCBI, OCBO and In-Role Performance.

Step	Variables	Dependent	R^2	R^2 Change	F Change	Beta	Sig.
		OCB-I	.456	.456	190.2	1	.000
Model 1	Extrovert	OCB-O	.387	.387	143.2	.580	.000
		In-Role Performance	.347	.347	120.6	.752	.000
		OCB-I	.643	.187	118.5	.153	.000
Model 2	Extrovert x Impression Management	OCB-O	.412	.025	9.4	.035	0.00
		In-Role Performance	.386	.039	14.4	.060	0.00

4.4.1 Test of Hypothesis 3

For testing hypothesis 3(a), interpersonal OCB was entered as dependent variable, while narcissist was taken as independent variables. Here, we hypothesized that there a relationship between narcissist and CBI, however this relationship was not clear whether it would be positive or negative. In order to find out the relationship, correlation & regression analysis was conducted. The correlation has been discussed earlier. The impact of narcissist on OCB-I has been tested with simple linear regression technique. The regression results show the narcissist exert negatively on OCB-I under supervisor rating. As shown in table 7, the overall model was highly significant (Adj R^2 = 0.290 , *β=- .567,* t = -9.622, p < .001).

Table 7: Relationship between Narcissists, OCB-I, in-Role Performance & OCB-O

Dep. Variable	Independent Variable	Std β	Adj.R^2	t-Value	Significance
OCBI	Narcissist	-.567	.290	-9.622	0.000
In-role behavior	Narcissist	-.408	.209	-7.741	0.000
OCBO	Narcissist	-.315	.203	-7.597	0.000

In second step, in-Role behavior was entered as dependent variable, while narcissist was entered as independent variable. Here, we proposed that a relationship exists between narcissist and In-role behavior. The importance and impact of narcissist on In-role behavior has been tested with simple linear regression technique and the results are shown in Table -. The overall model was significant (Adj R^2 = 0.209 , *β= .-.408,* t = -

7.741, p < .05). A , β value of -0.408 implies that 40.8% of the variation in In-role behavior can be explained by the narcissist (See table 7).

In third step, OCB-O behavior was entered as dependent variable, while narcissist was entered as independent variable. Here, we hypothesized that a relationship exists between narcissist and OCB-O. The importance and impact of narcissist on In-role behavior has been tested with simple linear regression technique and the results are shown in Table -. The overall model was significant (Adj R^2 = 0.203, β=-.*315,* t = -7.597, p < .05). A β value of -0.315 implies that 31.5% of the variation in OCB-O can be explained by the narcissist.

4.4.2 Test of Hypothesis 4

In order to test the hypothesis 4(a) to 4(c), regression analysis was conducted into two steps. Here we hypothesized that narcissist will be positively affect the OCB-I, OCB-O & in-role performance. The regression analysis was conducted into two steps. In first step, OCB-I was taken as dependent variable whereas narcissist was entered as independent variable. The results showed that narcissist was negatively associated with OCB-I (β=-.591, R^2=.298, p<.000). In the second step, interactive score of (narcissist and impression management was entered as independent variable whereas OCB-I was entered dependent variable. The results showed that narcissist was positively associated with OCB-I under the presence of moderator, impression management, (β =. 260, R^2 = .593, p<.000). A significant change in R^2 & F-value can be seen here (R^2 change=.259, F-change = 163.0).

Table 9: The Moderating Effect of Impression Management on the Relationship of Narcissist and OCBI, OCBO and in-Role Performance

Step	Variables	Dependent	R^2	R^2 Change	F Change	Beta	Sig.
Model 1	**Narcissist**	OCB-I	.298	.298	96.346	-.591	.000
		OCB-O	.203	.203	57.648	-.339	.000
		In-Role Performance	.196	.196	55.381	-.552	.000
Model 2	**Narcissist x Impression Management**	OCB-I	.593	.295	163.40	.260	.000
		OCB-O	.318	.116	38.355	.103	.000
		In-Role Performance	.336	.140	44.704	.154	.000

*** indicates P<.001; ** P<.01; * P<.05

In second step, OCB-O was taken as dependent variable whereas narcissist was entered as independent variable. The results showed that narcissist was negatively associated with OCB-O (β= -.339, R^2=.203, p<.000). In the second step, interactive score of

narcissist and impression management was entered as independent variable whereas OCB-O was entered dependent variable. The results showed that narcissist was positively associated with OCB-O under the presence of moderator, impression management, (β=.103, R^2=.318, p<.000). a significant change in R^2 & F-value can be seen here (R^2 change=.116, F-change=38.355) (See table 9).

In third step, in-role performance was taken as dependent variable where as narcissist was entered as independent variable. The results showed that narcissist was negatively associated with in-role performance (β= -.552, R^2=.196, p<.000). In the second step, interactive score of narcissist and impression management was entered as independent variable whereas in-role performance was entered dependent variable. The results showed that narcissist was positively associated with in-role performance under the presence of moderator, impression management, (β=.154, R^2=.336, p<.000). a significant change in R^2 & F-value can be seen here (R^2 change=.140, F-change=44.704)

5. Discussion, Conclusion, Limitations and Future Research

5. 1 Discussion & Conclusion

The results of the study are quit significant and in accordance with the earlier studies that have been done in different contexts. The results of the study show that the personality has significant impact on the in-role performance as well as organizational citizenship behaviors of the employee. As extrovert people are more talkative, sociable, have enthusiasm and full of energy, they show and tend to exert more citizenship behavior as well as in-role behavior. The study results are consistent with the meta-analysis of Organ and Ryan (1995), who found that extraversion, is an antecedent of job performance. Similarly, Mount and Barrick (1997) also found positive relationship between extroversion-performance. Further, in this context, collective research has also associated personality traits with job performance and OCB confirming the findings of earlier researches (Barrick, Mount, & Judge, 2001; Barrick, Stewart, & Piotrowski, 2002; Chiaburu et al., 2013). The reason behind this positive relationship between extrovert and OCB and in role performance, is that as extrovert are full of energy, sociable, ready to take risk and want to enjoy an adventurous life, they tend to behave positively with their colleagues voluntarily as well as contribute in organizational success.

However, sometime, in order to build a positive impression on others, extrovert behaves positively with their co-workers and with organization. This positive moderating relationship of impression management, between extrovert, OCB and in-role performance is also in consistent with earlier research and validate the model of this research (Bolino et al., 2006; Chiaburu et al., 2013).

The study results are also consistent with earlier research from the second study variable i.e. narcissist. As narcissist are individual who have self-love and self-views. They like excessive self-admiration and self-centeredness. The results of present study reveal that narcissist individual act negatively in OCB-O, OCB-I and in-role performance under supervisor rating. These findings are consistent with earlier research (Judge et al., 2006; Blair's et al., 2008) who found that narcissism was negatively associated with task performance under supervisor's rating. Further, Campbel et. al., (2006) also reported negative relationship between narcissism and job performance. Discussing the relationship of narcissism with OCB-I & OCB-O, the findings of present study are also confirm the result of previous researches (Judge et al., 2006; Campbel et. al., 2006).

Further, Yildiz and Öncer, (2012) also reported negative relationship between narcissism & organizational citizenship behavior. They argued that narcissism behavior of employee causes decrease in organizational citizenship behavior.

However, this relationship of narcissist with OCB-O, OCB-I and in-role performance was found quite significant and positive when moderated by impression management motive. These results imply that narcissist employees may show behaviors indicative of OCBs, they only do so as a way to manage their impression on others. Therefore, it is likely that those who engage in organizational citizenship behavior are for managing their impression on others will not engage in OCB consistently. They will engage in OCB only when it suits their needs. The study results confirm the findings of Bourdage, Lee, Lee, and Shin (2009) and Campbell et. al. (2011) who reported positive relationship between narcissism and OCB-I, OCB-O and in-role performance.

5.2 Limitations And Future Direction

Several limitations need to be acknowledged and addressed in this study.

- ➢ The present study include only banking sector. Future researches should include other sectors in sample to draw more representative results.

- ➢ Participants in this research were obtained through convenience sampling. Therefore there may be a potential bias in sample selection i.e. respondents may not be representative of all employees.

- ➢ In addition common method variance (CMV) may be another source of error in results. CMV refers to the amount of spurious covariance because of common method used in collecting data. Common method variance may influence hoe the respondents reply to questions, thereby resulting in method biases.

- ➢ Effort has been made to add some relevant variables but there could be other factors that might determine the employee's organizational citizenship behavior.

Following are the directions that can be considered and done for future research:
- ➢ Our study confirms the link between narcissism and extrovert as an independent variable to find out its relationship with in-role and extra role performance through moderating impact of impression management. More evidence is needed that links personality traits, in-role and extra role performance. Longitudinal data would be particularly useful in this regard, to explore causality in the relationships.

- ➢ In line with previous research, we found that personality traits are associated with in-role and extra role performance. More research is needed to investigate the factors other than extroverts and narcissism that can promote in-role and extra role performance.

5.3 Managerial Implications

This study is pioneer in its nature, with major extensions to previous research, this study adds in literature of human resource management in Pakistan's context. Obviously, the study poses significant implications for researchers and practitioners, especially for those who are working in human resource department. The result confirmed the existing positive relationship between extroverts and in-role and extra role performance. The relationship between extraversion and OCB and in-role performance may be improved by the existence of strengthening aspects, such as impression management.

The study provides managers guidelines that how to manage and coordinate different types of personalities effectively at work so that their in role and extra role performance could be maximized and that ultimately contribute towards the organizational success and achievement of common goal. Higher performance could be attained by the narcissist employees if they are engaged in social activities that leads their behavior from narcissist to extrovert.

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