The Influence of Character Strengths and Person-Organisation Fit on Prosocial Behaviour at Work

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ABSTRACT

Among several outcomes of establishing positive psychology is the character strengths construct, and the emerging literature offers much support for its usefulness in the workplace. This study investigated the association between prosocial behaviour at work (PSBW) and person-organisation fit (POF), as well as the impact of character strengths (CS) and POF on PSBW. The study was cross-sectional and quantitative, using self-report measures. Two hundred forty-six employees in public and private organisations provided the data that was gathered. With an average age of 34.95 (SD = 10.10), the participants were 51.2% men and 63.4% married. The regression analysis adopted for hypothesis testing showed that CS and POF are significant predictors of PSBW and that the interaction of CS and POF does not occur in PSBW. It was concluded that while CS and POF can improve PSWB, the character traits of CS do not need a match between the person and the organisation to impact PSBW positively. Therefore, HRM practitioners should promote CS and POF to improve PSBW, which has much potential for effective organisational functioning. The relationship between prosocial behaviour and the emerging CS personality model in conjunction with POF was first empirically investigated in this study.

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INTRODUCTION

Personality is widely conceptualised as a way of thinking, feeling, and acting of an individual that is stable and enduring. Personality is a concept that is central in the field of psychology. One perspective on understanding personality is the theory of traits. Trait theorists view personality traits as the main aspect that characterises and influences a person's personality; thus, trait-based personality theories centre on detecting and assessing the attributes that can predict and shape an individual's feelings, reactions, and behaviour in a particular situation. The personality trait is the fundamental unit that describes an individual's consistent thoughts, emotions, and behaviours across situations and times (Roberts & Yoon, 2022). Traits help organise and describe characteristics and examine individual differences by comparing people (Mcdonald & Letzring, 2017). Several models of personality traits, including the Big Five, the 16 Factors, and the character strengths, have been suggested and extensively empirically tested for their applicability and validity in a range of human endeavours. The workplace is a sphere in which personality trait models have been applied, with substantial information recorded on organisational processes and functioning (Kang & Malvaso, 2023; Soomro et al., 2022).

This study was established by two relatively recent and related literature reviews on the character strengths (CS) model of personality traits in the workplace (Freidlin & Littman-Ovadia, 2020; Miglianico et al., 2020). According to Stahlmann et al. (2024), CS is the term used to describe the individual differences that lead to personal fulfilment, happiness, and satisfaction and are reflected in particular emotions, thoughts, and behaviours. It also refers to the ability to elevate people who observe these differences and inspire admiration rather than caution. The strengths review elaborated on the value of CS in the workplace. The reviews reported that CS has an organisationally desirable relationship with several attitudes and behaviours. Despite the positive result of CS in the workplace, Miglianico et al. (2020) noted that the percentage of studies on the use of CS in organisations is still modest. The current CS nomological literature is not comprehensive, as CS has only been investigated with a few other organisational variables, such as job performance. Reviewers recommend further studies on CS in the workplace. The study by F Freidlin and Littman-Ovadia (2020) focused on the need for increased research on CS in the workplace and CS's influence on prosocial behaviour at work (PSBW), which is copiously lacking in the literature. The review also stated that despite the theoretical moral foundation of CS, it had not been scientifically and thoroughly investigated as a precursor of PSWB or had not been examined and adopted as a mechanism to improve PSWB. Behaviour that advances or defends the interests of people, groups, or organisations is prosocial behaviour. It encompasses

various voluntary actions that benefit others and are considered valuable in society (Yuan et al., 2023). Thus, all examples of prosocial activity in the workplace are assisting new people, covering for absentees, showing a personal interest in other staff members, sharing job knowledge, and assisting colleagues in achieving a work-life balance.

F Freidlin and Littman-Ovadia (2020) stimulated a deeper understanding and application of CS in the workplace, as it raises information about the relationship between CS and PSWB, considering the emerging understanding of the value of the CS model. According to Mcgrath et al. (2020) and Niemiec et al. (2020), CS offers incremental validity and significantly contributes to favourable outcomes that the Big Five model cannot explain. The current assessment of the existing literature shows that the gaps identified in the review by Miglianico et al. (2020) have not been substantially addressed. Ditto, the gap identified in the work of F Freidlin and Littman-Ovadia (2020) has not received enough research focus. This current research aims to contribute to filling the gaps identified in reviews. Miglianico et al. (2020) and F Freidlin and Littman-Ovadia (2020) have called for further research on the connection between CS and prosocial behaviour in the workplace, and this study will help meet these demands. Thus, this study aimed to ascertain if person-organisation fit mediated the link between CS and PSBW and investigate the impact of CS and person-organisation fit on PSBW.

According to Kristof-Brown et al. (2023), POF refers to the compatibility between an individual and the organisations where they operate since the two entities' fundamental qualities complement one another well. In the literature, POF has been vigorously examined as a predictor and moderator of employee behaviour. POF has been examined as a direct influencer of employee performance (Jufrizen et al., 2023), innovative work behaviour (M. F. W. Rahman et al., 2022), as moderator of the link between talent management and flourishing at work and workers' voice behaviour (Sugiono et al., 2023). The current study investigated POF as a mediator between CS and PSWB, adhering to the research tradition on POF and workplace behaviour.

The following is the study's organisational structure. The introduction is given in Section 1 and identifies the gaps that motivate the study's goal. The theoretical and conceptual framework and the tested hypotheses are presented in Section 2. The design, sample, measures, statistical tool, common method variance, and control variables are all covered in Section 3's explanation of the study methodology. The findings of the validity and reliability of the scales employed and the testing of the hypotheses are shown in Section 4. The ramifications for theory and practice are covered in Section 5. This final part also discusses the limitations and offers suggestions for additional research.

THEORETICAL BACKGROUND

The links between POF and PSWB are explained by social exchange theory (Blau, 1964), while the moderating effect of POF in the interactions between CS and PSWB is explained by trait activation theory (Kritzler & Luhmann, 2021; Tett & Guterman, 2000). Social exchange describes interactions between one or more parties, like coworkers and their employers. Future compensation is the anticipated benefit for a productive contribution; future obligations are not determined by the reciprocal resource exchange process (Kim & Park, 2017). The reciprocity criterion, which calls for people to respond favourably to the just transactions of other entities, is the cornerstone of social exchange theory (SET). According to the tenet of social exchange theory, a congruence of personality, values, and goals (POF) between the employees and the organisation in which they work would place reciprocal demand on the employees to act in manners (such as pro-sociality) that would benefit the organisation. Therefore, according to social exchange theory, more POF would reflect more PSWB. Studies have tested and confirmed the validity of SET-in accounting for employees' behaviour in reciprocity to their organisation. For instance, Chou (2016) found that attitudes toward introducing information systems are positively influenced by leader-member interexchange and perceived organisational support through affective organisational commitment. Additionally, Meira and Hancer (2021) found that psychological empowerment, work engagement, and service-oriented organisational citizenship activity were significantly correlated with perceived organisational support.

Trait activation theory (TAT) (Kritzler & Luhmann, 2021; Tett & Guterman, 2000) serves as the foundation for the claim that POF can mitigate the effects of CS on PSWB. Trait activation describes how individuals express their traits when presented with important attribute-specific contextual indicators (Nadjath et al., 2021). The principle of promoting traits captures the basic concepts of personality traits: Repressed tendencies to behave in particular ways manifest in response to situational signals that are significant to the attribute and expressed through intrinsic satisfaction. The TAT proposes that trait-relevant situations require the expression of personality traits. A person behaves in a trait-like manner only in conditions appropriate to the specified characteristic (Liu et al., 2020; Nadjath et al., 2021). The POF represents a congruent situation between employees' values, goals, and needs and those of the organisations. For TAT, though CS has some potential to initiate a specific behaviour, in this case, PSWB, optimising such potential would come from the interaction between CS and POF. Therefore, how much CS influences PSWB would function as the degree of POF. It is plausible that a POF would provide a relevant situation for CS to manifest. TAT has been confirmed by a few previous research (Nadjath et al., 2021; Shi

et al., 2022). This research confirmed that characteristics are displayed to the degree that the circumstances allow expression.

CONCEPTUAL FRAMEWORK AND DEVELOPMENT OF HYPOTHESES

Character strengths and prosocial behaviour at work

CS are fundamentally good personality qualities that are advantageous to oneself and produce results that benefit society. They are considered to be ubiquitous across cultures and religions (Bratty & Dennis, 2024). CS reflects the continuous positive ability of individuals to feel, think, and act to allow individuals and organisations to grow and prosper (Freidlin & Littman-Ovadia, 2020). P Peterson and Seligman (2004) identified 24 CSs in the history of world culture as classified into six values (wisdom, courage, humanity, justice, temperance, and transcendence). Knowledge and its application are cognitive characteristics that comprise wisdom (e.g., curiosity and enthusiasm for learning). The integrity of courage comprises emotional strengths to achieve goals despite hostility (for example, bravery and persistence). Concurrently, human virtue includes interpersonal strengths, such as compassion and kindness toward others. Integrity in justice is the citizenry's strength and the foundation of healthy community life (such as leadership and justice). The virtue of temperance involves strengths that guard against excesses (e.g., modesty and self-control). Transcendence involves a series of forces that connect individuals with the larger universe and give them meaning (such as hope and religiousness).

Prosocial behaviour refers to voluntary and intentional acts a person or group performs with the implication of benefiting others as individuals, groups, or society (Pfattheicher et al., 2022). B Brief and Motowidlo (1986) defined PSWB as those behaviours that an organisation member expresses toward an individual, group, or organisation with which they interact. PSBW is widely represented in the literature as organisational citizenship behaviour (OCB) (e.g., (R. Hart, 2024; Wan et al., 2022). Bolino and Grant (2016) consider OCB to be a prototype of PSBW, but it is not representative, as OCB is a component of PSWB. Their research offered an inclusive model for PSBW, which is adopted in this study. T. A. Hart et al. (2016) model covers affinitive OCB (helping, sportsmanship, organisational loyalty, compliance, individual initiative and civic virtue-self-development) and challenging OCB (voice, taking charge, and civic virtue).

OCB has several models and multitudes of different scales. OCB models and scales fully represent PSWB, as explained in the Bolino and Grant (2016) model. Several available OCB scales reflect each factor the Bolino-Grant model covers. For example, the OCB initiative was included in almost all models and scales,

including the W Williams and Anderson (1991) scale, which had elements related to information-sharing and mentorship. The Moorman and Blakely (1995) scale included a challenging OCB dimension. The Fox and Spector (2013) scale had mentoring, information-sharing, compassion, and brokering introduction items. Therefore, a model of OCB and its associated scale do not adequately represent PSWB.

It is hypothesised that CS encourages prosocial activity based on related traits and the body of empirical research. The constituents of CS include love, kindness, social intelligence, fairness, teamwork, humility, and spirituality, and theoretically, all these variables are likely elements of pro-sociality. Indeed, pro-sociality is likely an outcome of love, humility, and spirituality. Empirical results also confirm the positive influence of these characteristics on pro-sociality. For example, religiosity and empathy predicted prosocial behaviour (Ghanam & A, 2024), emotional intelligence yielded a reliable predictive explanation of prosocial behaviour (Martí-Vilar et al., 2022), belief in a just world (fairness) is positively associated with prosocial behaviour (Guo et al., 2022), and honesty-humanity positively predicted prosocial behaviour (Columbus, 2021).

There are no specific studies on the relationship between CS and PSWB. However, the few studies that relate specific components of CS to the OCB model mirror the relationships between CS and PSBW, and the emerging findings of the studies are organisationally desirable. For example, vitality (Spanouli & Hofmans, 2021), workplace spirituality (Rao et al., 2024), fairness (Das & Mohanty, 2023) and social intelligence (Solomon & Igweh, 2023) predicted OCB. Based on the preceding, it is hypothesised that:

Hypothesis 1: Character strengths will positively predict prosocial behaviour at work.

Person-organisation fit and prosocial behaviour at work

The person-environment fit theory proposes that some individuals are more compatible with specific work environments than others. It denotes the degree of consistency, match and similarity between people and aspects of the environment in which they do their work (Kühner et al., 2024). Many adaptation models are included in the literature, such as person-occupation, person-job, POF, person-group, and person-supervisor (Wacker et al., 2021; Xiao et al., 2020). POF refers to the organisation's values, needs, abilities, personalities, and goals consistent with those of the employees. People's and organisational characteristics are compatible (Tang et al., 2021; Wulandari & Mubarak, 2021) with supplementary and complementary aspects. When the person and the organisation have common traits or complement each other,

there is a stronger fit. Complementary features simultaneously point to a scenario where resources controlled by the company or its personnel can satisfy one another's needs K. Wang and Wang (1980) . In several presentations, the complementary fit has been classified into demand-abilities and needs-supplies fits. The first considers the employee's fit to meet the organisational requirements, while the second considers the approach appropriate to meet the organisational requirements.

In addition to SET accounting for the association between POF and PSWB, as noted earlier, several existing studies confirmed the positive effect of POF on PSWB, as represented in existing OCB measures. Congruence in values, personality, and work engagement, for instance, has a positive and noteworthy impact on OCB (Eromafuru et al., 2023); the suitability of employee values with work and organisation values improves OCB (Margaretha & Wicaksana, 2020). Positive attitudes towards work, such as job satisfaction (Stone et al., 2019), organisational commitment (Oyelakin et al., 2022), perceived organisational justice (Roczniewska et al., 2018), perceived organisational support (Akhtar et al., 2019), work engagement (Cao & Zhang, 2023), and organisation identification (Cinar, 2019), are produced by consistent values, goals, needs, and organisational values. These workplace attitudes have an organisationally desirable relationship with several components of the PSWB (Amadi et al., 2024; Naami et al., 2020; Tufan & Wendt, 2020). Thus, the hypothesis is that.

Hypothesis 2: prosocial behaviour at work will be positively predicted by POF.

The Relationship Between CS and PSWB and the Moderating Effect of POF

Furthermore, the nomological networks of CS, PSWB (as reflected in OCB), and POF suggest potential for the moderating role, supporting the TAT explanation for POF's role in mediating the link between CS and PSWB. For example, CS positively relates to the person-job fit (Moradi et al., 2021). Spirituality (Rao et al., 2024), fairness (Das & Mohanty, 2023), and social intelligence (Solomon & Igweh, 2023) predicted OCB. POF positively relates to OCB (Eromafuru et al., 2023), and the suitability of employee values with work and organisation values improves OCB (Margaretha & Wicaksana, 2020). The thesis is that the impact of CS on PSWB is a function of the degree of situational circumstances at work. Thus, the hypothesis is that.

Hypothesis 3: Prosocial behaviour at work will be positively impacted by character strengths, while POF will mitigate this effect. The outcome will be more decisive when the moderator is higher than low.

This study's conceptual framework, which outlines the relationships between CS, POF, and PSWB, is depicted in Figure 1. Since feedback impacts are not specified,
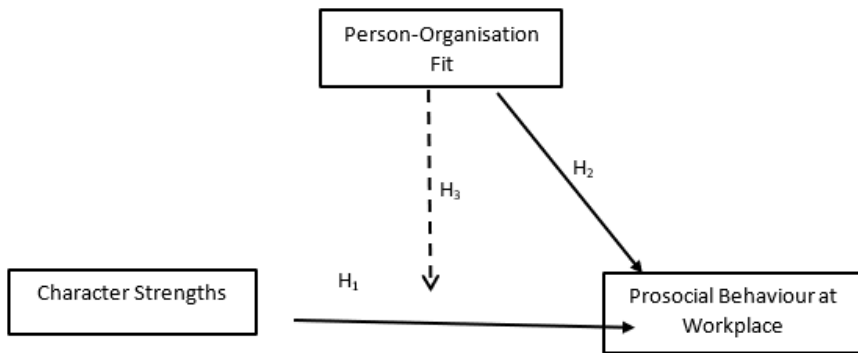
Figure 1: *Conceptual structure. Source: authors*

the model is causally recursive; CS and POF influence employees' PSWB but not in any other way. Additionally, POF is suggested by the framework as a moderating factor in the link between PSWB and CS.

RESEARCH METHODS

Design and Sample

There were 246 employees from public (64.2%) and private (35.6%) organisations in Delta State, Nigeria, making up the sample size. It is reasonable to combine personnel from the public and private sectors because there is currently insufficient data to determine if personality traits vary between public and private businesses or whether personality has a different impact on employment outcomes in each sector (Cooper, 2020). Moreover, the combination allows for generalising the research findings to the two categories of organisations. The participants comprise 51.2% men, 63.4% married couples, and a mean age of 34.95 (SD 10.10). Fifty-eight per cent of the participants have a first degree or its equivalent, 16% have a postgraduate certificate, and 26% have an educational certificate lower than a first degree. Participants received education regarding qualities appropriate for self-report measures that have been adopted. Due to their ease of access, junior and middle-level employees comprised most of the study sample.

The general rule found in the literature was chosen to determine the sample size for this investigation, adhering to the heuristic concept (Lakens, 2022). For instance, the sample size satisfied the 20-1 sample-to-variable ratio requirement

with three substantive variables (CS, POF, and PSWB) 246 Nwanzu and Babalola (2024b); (M. M. Rahman, 2023; Wu et al., 2023). Furthermore, the sample size employed was in line with the suggestion that a sample size suitable for getting a medium effect size is sufficient in situations where the effect size of the research population is unavailable. Thus, at a significance threshold of $p < 0.05$, the sample size 246 provides more than 80% power to identify any meaningful relationships within the data set (Althubaiti, 2023). Likewise, the sample size 246 falls within the sample size range of several related existing studies (Amadi et al., 2024; Mubashar & Harzer, 2023; Rao et al., 2024).

Convenience sampling was used in the survey distribution for the study, which used a quantitative, cross-sectional design. Data were collected and evaluated concurrently. The design seemed acceptable, given that the investigation focuses on the connections between manifest constructs (Zaman et al., 2021). Data were gathered using self-report methods. Both convenience samples and self-administered measures are common approaches in organisational behaviour literature.

Statistical tool

Hypothesis testing was performed using regression analysis (in conjunction with PROCESS micro). Researchers have shown great appreciation and acceptance for the PROCESS macro, a promising method for evaluating mediation and moderation Nwanzu and Babalola (2024b) . The design and preliminary data analysis acknowledged and satisfied a number of the core assumptions of the regression analysis, including independent data, interval scaling, and linearity. For example, to meet the different response requirements. The participant's statistics were unrelated to one another. In order to comply with the interval-level measurement criterion, the questionnaire given to the participants was created using the Likert scaling style and anchored on a 5-point scale (Matthews, 2017). The data sets' scatter plots satisfied the linearity assumption, which revealed a linear relationship between the focal variables. Data analysis was performed using IBM-SPSS, Version 27.

Procedure

The participants received the surveys at their place of employment. In less than a month, 256 of the 285 questionnaires that were sent were returned. According to a physical inspection, ten returned survey copies had been handled incorrectly. As a result, 246 participants' responses were analysed, and the response rate was deemed good (Luiten et al., 2020). Individual data sets were gathered, and each participant's mean scores for each focal variable were examined. This method successfully reduced the impact of potential outliers on the data sets by dividing the total score for each measure mean score for each respondent by the total number of valid responses Nwanzu and Babalola (2024b) , (Babalola & Nwanzu, 2022).

Measures

Character strengths

The Seligman (2002) 48-item scale on CS was adopted. It was presented in Likert scaling format with five options ranging from (5 = much like me, 4 = like me, 3 = neutral, 2 = unlike me, 1 = much unlike me). The scale covers items on the six virtues of CS with two items for each 24-character strength. Two items measure each strength. The reliability and validity of the scale are adequate (Meibodi et al., 2021).

Person-organisation fit

POF was measured from the perspective of personality, value, and goal congruence, and two existing scales were combined to achieve the assessment. A 3-item scale developed by Cable and Judge (1996) assessed the congruence of values and personality. Supeli and Creed's (2014) six-item scale was adopted for goal congruence. Scales have satisfactory levels of reliability and validity (Sugiono et al., 2023).

Prosocial behaviour at work

Several researchers (e.g., (R. Hart, 2024; Wan et al., 2022) used OCB as a PSBW prototype. Each of these studies only adopted an OCB model and the associated scale. A literature review showed that no single model of OCB adequately represents PSBW. Related and unrelated items of the PSBW are included in every existing scale on the OCB. Consequently, this study used a compilation of 14 items from 3 existing scales representing three OCB models to measure PSBW. Two items that measure the OCB initiative, two on mentoring OCB and

one on information-sharing, were adopted from Williams and Anderson (1991) scale. Three items on challenging OCB and one on information-sharing were adopted from the Moorman and Blakely (1995) scale. Furthermore, two items on mentoring, two on information-sharing, one on compassion, and one on brokering introduction were adopted from the Fox and Spector (2013) scale.

Common-Method Variance

Data collection is conducted by self-reporting questionnaires and cross-sectional survey designs. This extensively documented methodology may have contributed to common-method variance (CMV) in the analysis of the data (Manata & Boster, 2024). The CMV effect shows over-inflated observed or deflated correlations among measures (Liang et al., 2021). Some recommended procedural remedies (Memon et al., 2023) were used during the design phase to address the CMV effect of the study. Control measures include the presentation of items in a clear and understandable language and format, the presentation of each substantial variable on different papers for the respondents, which ensured that the physical gap between the variables was not hindering the flow of the respondent's thoughts, and the guarantee of anonymity and confidentiality because identifying information such as staff names or numbers was not required in written or verbal form.   This approach encouraged participants to participate and respond honestly (Memon et al., 2023; Wu et al., 2023).

Additionally, the current study included two statistical techniques (the correla-tion matrix and the Harman single factor test) to assess the presence of CMV in data sets (Manata & Boster, 2024; Podsakoff et al., 2024). Factors having an eigenvalue of one or above explained 76% of the variance in Harman's one-factor test. Nevertheless, the first component only accounted for 33% of the variance, or less than 50% of the total variance; as a result, the data set's CMV is insuffi-cient. The correlation matrix approach judged the observed correlations (0.42 to 0.44) between the study variables acceptable were determined by M Martínez-Córcoles and Zhu (2020) and Rodríguez-Ardura and Meseguer-Artola (2020).

Control variables

In the data analysis, age (years reported by the participant) and gender (men = 0, women = 1) were covariates. These demographic factors have been investigated as covariates in several relevant research (Kang & Malvaso, 2023).

Ethical Consideration

The Research Ethics Committee of the Faculty of Social Sciences at Delta State University in Nigeria provided ethical permission for this study. The cover note attached to the questionnaire adequately explained the study's goal and made it obvious that participation was voluntary because participants were told they might stop the activity at any time. Participants were also guaranteed privacy and secrecy because the cover note did not ask for or contain personal information such as a name or staff number. Participants were assured that their involvement in the study would not be a source of harm to their organisation or any other agent. To prevent the respondents' apprehensions of their responses being exposed to a third party, the researchers personally received the completed questionnaires from the participants.

RESULTS

DESCRIPTIVE STATISTICS

isplays the means, standard deviations, coefficient alpha, and intercorrelation statistics for the variable of interest. The mean statistics for the variables were considered moderate on a five-point Likert scale. Significant positive connections between the variables of interest were found using intercorrelation statistics. The correlation coefficients ranged between 0.42 and 0.44, indicating that the data lacked collinearity.

RELIABILITY AND VALIDITY

The reliability of the measure's internal consistency was assessed using the Cronbach's alpha technique. As also shown in Table 1, the obtained alphas are satisfactory (Hair et al., 2020). Furthermore, the study's Cronbach alpha statistics confirmed the measures' validity and convergence. Compared to cross-loading, the items in their construct were heavily loaded. The discriminant validity of the measures is supported by the item loading pattern (Chikazhe et al., 2021; Zaman et al., 2021). The Durbin-Watson test yielded autocorrelation values that fell between 1.94 and 2.01, which is a reasonable range.

** <. 001; Source: authors

Hypotheses Testing

Table 1.
Mean, standard deviation, alpha and the intercorrelation of research variables.

		x̄	SD	Number of items	α	1	2
1	Character strengths	3.82	0.53	48	0.87		
2	Person-Organisation fit	3.67	0.65	23	0.76	0.42**	
3	Prosocial behaviour at work	3.99	0.45	15	0.73	0.44**	0.42**

Direct effect test

's statistics validate Hypotheses 1 and 2. For Hypothesis 1 (second and third rows), CS strongly predicted PSWB (β = 0.52, 95% CI [0.39, 0.65], t = 7.75, p <0.001. The measured b-value indicates that PSWB rises in response to increased CS. According to the R^2 statistics, CS has a minor impact and explains around 20% of the variation in PSWB. A statistically significant regression is indicated by the ANOVA test (F (1; 242) = 60.15, p < 0.001), indicating that CS can predict PSWB. The 0.002 difference between R^2 (0.199) and adjusted R^2 (0.196) implies that cross-validation is effective. A study's model applies to further samples drawn from the same population if it has good cross-validation.

For Hypothesis 2, POF significantly predicted PSWB (t = 7.26, p < 0.001), Table 2, fourth and fifth rows. β = 0.35, 95% CI [0.25, - 0.44]. The observed b-value indicates that for every unit rise in POF, PSWB increases by 0.35 units. The statistical significance of the regression is demonstrated by the ANOVA test (F (1; 240) = 52.76, p < 0.001), which suggests that POF has a small influence and accounts for approximately 18% of the variation in PSWB, according to the R^2 value. It suggests that PSWB is predictably related to POF. The negligible difference between R^2 (0.18) and adjusted R^2 (0.17) is 0.01, implying that cross-validation performed effectively. A high degree of cross-validation suggests that the study's model applies to further samples drawn from the same population.

Table 2.
Table 2: PSBW prediction using simple regression with CS and POF

	B	Se	β	T	P	R^2	Adj R^2
Constant	1.72	0.27		6.36	0.001		
Character strengths	0.52	0.06	0.44	7.75	0.001	0.199	0.196
Constant	2.54	0.18		14.14	0.001		
Person-Organisation fit	0.35	0.04	0.42	7.26	0.001	0.18	0.17

Note: (PSBW) prosocial behaviour at work, (CS) character strengths, and (POF) person-organisation fit. (Source: authors)

The Moderation Effect Test

The moderation tests with CS as predictors, PSWB as the criterion, and POS as moderator are displayed in Table 3. The results indicate that there was a substantial positive indirect connection (β = 0.34, p < 0.001) between CS and PSWB and between POF and PSWB (β = 0.25, p < 0.001), similar to the direct correlations. Hypothesis 3 was not supported since the interaction between CS and POF in PSWB was not statistically significant (β = -0.08, p < 0.47).

Table 3.
Moderation effect of POF in the CS - PSBW relationship

	B	SE	T	P
Constant	3.79{3.47; 4.10}	0.16	23.64	0.001
CS	0.34{0.19; 0.49}	0.08	4.38	0.001
POF	0.25{0.14; 0.36}	0.05	4.63	0.001
CS $\times$ POF	-0.08{-0.30; 0.14}	0.11	1.52	0.47
Age	0.00{0.00; 0.01}	0.00	1.52	0.13
Gender	-0.07{-0.20; 0.05}	0.06	-1.11	0.27
	R = 0.50; R^2 = 0.25; F (5; 216), 14,13, p < 0.001			

Note: (PSBW) prosocial behaviour at work, (CS) character strengths, (POF) person-organisation fit. (Source: authors)

DISCUSSIONS

Character strengths are positive characteristics that can result in positive behaviour. This study looked at how CS and POF affected PSWB and if POF mitigated the impact of CS on PSWB. In total, three hypotheses were assessed. While Hypothesis 3 looked at the influence of moderation, Hypotheses 1 and 2 suggested that CS and POF had a beneficial effect on PSWB.

The mean statistics revealed that the degree of CS among the participants of this study is slightly modest. CSs are values that count positively for the individual and are well cherished by society. Therefore, a modest level of CS is needed in everyone, including employees of the organisations studied. Consequently, there is a need to improve the CS of the participants in this study. Similarly, the mean statistics on POF are moderate, which means that the congruence in value and goal between the participants and their organisation was not very good. Both groups observed a positive match between employees and their employers. Therefore, an optimal, not a moderate, degree of POF is needed in the organisation. Therefore, the organisations represented by the participants

have to enhance the congruence.

Additionally, the mean score on PSWB was moderate. This also implies that the expression of the participants' prosocial behaviour was not optimal, which is the desired outcome, considering the organisationally desirable outcomes of the behaviour. The zero-order correlation statistics show that the three focal variables are moderately, positively, and significantly related. The highest relationship was between CS and PSWB, and the lowest was between CS and POF.

Hypothesis 1: CS will positively predict PSWB.

Data analysis in Hypothesis 1 revealed that CS significantly and positively predicts PSWB, an increase in CS that improves PSWB. This observation aligned with expectations and related previous studies. For instance, the various aspects of CS, such as vitality, spirituality, fairness, and social intelligence, predicted OCB, which has been studied as a PSWB prototype (Das & Mohanty, 2023; Rao et al., 2024; Solomon & Igweh, 2023; Spanouli & Hofmans, 2021). Several traits of CS are also components of PSWB, which provides a reasonable explanation for CS's beneficial effects on PSWB. For example, CS embodies love, humility, and the expression of fairness, and PSWB manifests all these qualities. Another plausible explanation for the finding is that CS and PSWB positively impact the individual and are highly valued in society. So, the possibility of the two variables moving towards the same direction is likely.

Hypothesis 2: POF will positively predict PSWB.

Data analysis of hypothesis 2 revealed that POF significantly and positively predicts PSWB, an increase in POF that enhances PSWB. This observation was also aligned with the social exchange theory and previous related studies. For social exchange theory, PSWB is employees' voluntary behaviour when they perceive equity fairness in their relationship with the organisation they employ. For this study, since the organisation sets the goals and values, employees would view congruence as goodwill from the organisation, which they pay back in PSWB. In addition to the theory's account, the finding of this study supports existing empirical studies. For instance, work engagement, personality, and value congruence all have a positive and significant impact on organisational citizenship behaviour (Eromafuru et al., 2023); additionally, OCB is enhanced when employee values align with organisational and work values (Margaretha & Wicaksana, 2020; Purjani & Riana, 2019).

The explanation for the positive effect of POF on PSWB, as observed in this and related previous studies, is that congruence in goals and values between employees and their organisation would enhance job satisfaction and organisation identification among employees. Furthermore, studies have shown

that these attitudinal factors have organisationally desirable relationships with several components of the PSWB (Amadi et al., 2024; Naami et al., 2020; Tufan & Wendt, 2020).

Hypothesis 3: POF will moderate the relationship between CS and PSWB

The third hypothesis investigated if POF mitigates the impact of CS on PSWB. Data analysis revealed that POF has no moderating effect on the relationship. That is, changes (low or high) in the level of POF do not significantly alter how CS relate to PSWB. This finding is unexpected and contrary to the related literature and the interactionist proposition of trait activation theory. Trait activation theory predicts that the situational variable that POF represents will impact how personality characteristics like CS relate to the action that PSWB symbolises. This finding also contradicted the potential moderation effect of POF in the CS and PSWB relationship embedded in the nomological network of the three variables.

The possible explanation for the finding that POF did not moderate the effect of CS on PSWB is that CS is a mixture of several values (wisdom, knowledge, courage, justice, temperance, transcendence, humanity, and love) that a specific experience as represented by POF would not be strong enough to sway or alter its relationship with a specific factor such as PSWB. Possibly, POF would be a moderator if a specific value was examined together with PSWB. Also, current research indicates that gender and age were not significantly related to PSWB. Personality (CS) significantly influences PSWB more than situation (POF). In other words, the CS personality traits do not need the help of the match between the person and the organisation to impact PSWB positively.

Theoretical implications

This investigation has multiple theoretical implications. It pioneered the investigation of the relationship between CS and PSWB. The existing literature is essentially an accumulation of studies on the specific variables of CS and PSWB. The standing CS and PSWB component traits do not represent the concepts. It has been suggested that gestalt principles verify that the total is distinct from the sum of its components (Lemon et al., 2007). CS and PSWB are higher-order concepts and should be investigated as such. Subsequently, this study was among the first to investigate singular CS, POF, and PSWB. This study is among the first to look at the connection between conduct (PSWB), attitude (POF), and personality (CS).

This study established a model in the literature on organisational behaviour that would influence future research. The postulated beneficial impact of POF on PSWB theory was grounded in social exchange theory. The findings were predictive. As a result, this study added to the body of studies (Z. Wang et al.,

2020), for example, that backed the notion of social exchange to explain the relationship between behaviour and attitudes. In all available studies, PSWB was assessed using items from one OCB model and the resulting scale. Since no single model or scale fully represents PSWB, some items drawn from existing scales on several models of OCB were used in this study. In this sense, this study has contributed to introducing a PSWB scale into the literature. The adopted instruments for CS and POF were created in contexts unrelated to the present investigation. This study improved the instrument's psychometric qualities and applicability to other developing environments following the establishment of validity and reliability testing in the Nigerian environment.

Practical implications

The study's conclusion has many real-world uses. First, direct effect testing showed that CS and POF positively impact PSWB. That is, CS and POF can separately trigger PSWB. Employee behaviour that promotes PSWB is highly valued since it enhances the efficient operation of the company. Since CS and POF are involved in improving PSWB, their presence should be maximised. For CS, it can be achieved through the recruitment and selection of employees. Several instruments of sound psychometric properties are available to identify candidates with the appropriate degree of personality traits.

In addition, strengths can be nurtured in the workplace through coaching, intervention, leadership style, and organisational support (Harzer, 2020). The literature abounds on the success of CS enhancement programmes (Bratty & Dennis, 2024). Several ways to manage the person-organisation fit include having meaningful work, hiring and selection, socialisation, intervention culture, training and development, and maintaining diversity (Sutarjo, 2011).

Limitations of the present study

The limitations of this study have ramifications for how future research is interpreted, applied, and conducted. It was decided to use a cross-sectional design that did not seek to establish or clarify causal linkages. As a result, more research should use longitudinal designs that permit this interpretation. In addition to POF, the person-environment fit framework should incorporate other fits (such as person-group and person-job fit). These other fits can potentially be relevant in the CS and PSWB literature. Therefore, subsequently, research efforts should be extended to such fits. Finally, the measure used for PSWB was a collection of items from several OCB scales. Although the items were from established scales, the collection was only subjected to a reliability and validity test. A single exercise of psychometric tests does not constitute

a scale. Therefore, researchers should work on the measure to confirm and improve its usefulness.

Conflict of Interest Statement:

Without reservation, the authors state that they have no financial or personal conflicts of interest that might affect the findings of this investigation. Furthermore, no funding or payment was obtained to conduct this study or write this paper. Furthermore, we attest to the absence of any direct financial or personal ties that would skew the findings or interpretations offered above.

APPENDIX

ADOPTED SCALES

CHARACTER STRENGTHS ITEMS (Seligman, 2002).

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