Personality Characteristics and Managers' Citizenship Behaviour

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Abstract

This study aims to investigate the effects of personality characteristics on mangers' citizenship behaviour. The research model was designed using personality characteristics as a dependent variable and managers' citizenship behaviour as an independent variable. In this article, the data were gathered through questionnaire instruments via a survey method. The population of the study is made up of 155 operational mangers of Abadan refinery. Drawing on the Morgan technique, a sample of 108 mangers was chosen from the aforementioned population. The sampling technique was a probability technique. In order to fit the research model with structural equation pattern, the data were analyzed by the Lisrel software program. The results obtained from the analysis of the effects of the five-factor personality model on the managers' citizenship behaviour showed that the two factors, emotional stability and introversion, have no effects on the mangers' citizenship behaviour. However, the three factors, empiricism, compatibility and being conscientious, had no effects on the managers' citizenship behaviour.

Keywords: managers' citizenship behaviour, emotional stability, extraversion, empiricism, being conscientious.
1. Introduction

The human force which is called human capital nowadays is one of the most important capitals that each organization holds and its quality has a pivotal role in the development and promotion of the organization. Based on its complexities, different debates concerning the dimensions of the behavior are now emerging and of which in recent years mentions could be made of organizational citizenship behavior. Organizational citizenship behavior is a new subject in the organizational behaviour. In fact, it is the emergence of voluntary and extra-role behavior which has not been generated by the organization but its emergence could improve its effectiveness and efficiency.

In the academic and professional literature on management, considerable attention has been devoted to the understating of the organizational citizenship behaviour as an extra-role behaviour. The organizational citizenship behaviour changes the attitudes and capability of the managers for their empowerment and flexibility towards the objectives of the organization and in different contexts. Therefore, faithfulness and trustworthiness are created in the managers which are considered as a factor to guarantee the health of the organization and its existence in a competitive field (Abili, 2008).

According to the significance of this issue and that much research which has been conducted in the scope of clerks' citizenship behavior, such studies suffer from sufficient attention to the managers' citizenship behaviour as one of the major dimensions of each organization affected the productivity of the organization. Moreover, according to this fact that the high level of citizenship behaviour in an organization causes this organization to become an amusing place for work and activities; thus, the organizations in which the managers hold a high level of citizenship behaviour with attracting more efficient forces and decreasing the level of leaving, they would have a better performance.

Pascaf et al. classified the reasons of citizenship behaviour into two groups: attitudes and personality. The attitudes which had a significant relation with citizenship behaviour were as follows: job satisfaction, organizational faithfulness, understanding justice and equity, understanding the support of the head or the organization and internal and external job attitudes. In the class of personality, there are some variables like emotion, compatibility and being conscientious (Soumech, 2007).

After investigating various papers in the scope of citizenship behaviour it was found that one of the variables which had effects on the citizenship behaviour among the managers of the organization and has received little attention is personality characteristics. The characteristics of the individual are a collection of manners by which one reacts to others or interact with them (Zareh, 2010).

In other words, alike patterns in behaviors, emotions and thoughts are called personality characteristics. Five factors recognize personality namely; neuroticism, extraversion, generosity,
compatibility, responsibility, they introduced these five factors as “based orientations which have biological ground” (Abbasi, 2008).
Thus, examining personality characteristics in management occupations requires a careful investigation. And the current research seeks to examine and address this question: What effects do the managers' personality characteristics have on the citizenship behaviour?

Theoretical Foundations and Literature Review

Much research has been conducted with regard to desirable behaviour in organizations but at same time they are non-official. Such definitions are named as social work, punctuality, helping others, novelty, behavioral works, citizenship behaviour or syndrome of soldier (Organ, 1988). Also, behaviour like helping others include faithfulness and helping an organization are included (Podskaf, 2000; Sivasakthi & Selvarani, 2015). Organizational citizenship behaviour was initially introduced and studied in the United States (Organ, 1988; Padscaf et. al., 1990; Smith et. al., 1983; Tambe & Shanker, 2014). It was based on vulnerary and also no emergence of the undesirable behaviors such as complaint, argument, and criticizing others (Organ, 1990).
According to the definition by Katz in 1964, the organizational citizenship behaviour is novel and spontaneous which is opposed to performing compelling roles (Yulianti, 2014; Harper, 2015). The organizational citizenship behaviour is done in relation with job but it is not related to awards, and such a behaviour could enhance the efficiency of the organization. Also, the managers and leaders of the unions claimed that there are reasons that lead to the emergence of extra-role negative and positive behaviors which affect the productivity of the organization (Katzell & Yankelovich, 1975). The literature review shows that in defining the organizational citizenship behaviour, there are two approaches. Organ and other researchers in this field of study have considered this behaviour as extra-role behaviour as the helps of others in the working place are more than the role necessities haven chosen for them, and directly and clearly are not appreciated through the organization's formal system of awarding (Castro et al., 2000).
Other researchers like Graham state that the organizational citizenship behaviour should be separately considered from the work performance. Thus, there would be no problem regarding differentiating work performance and extra-rolling. In this perspective, the organizational citizenship behaviour should be considered as a universal concept which involves all the positive behaviors of the individuals in the organization. According to such complexities, the initial definition of Organ from the organizational citizenship behaviour is regarded as an extra-role behaviour (Castro et al., 2004).

The concept of organizational citizenship behaviour was initially presented to the world of science by Batman and Organ in the early 1980s (Danaifar, 2010).
The citizenship behaviour “A collection of voluntary behaviors which are not formally part of one's obligations; notwithstanding this, it is performed by him/her and promotes the efficiency of obligations and roles in the organization”. The organization assumes that the organizational citizenship behaviour is an individual and collective behaviour which has not directly been designed by the formal system of awarding; however, it promotes effectiveness and efficiency of the organization (Rajabbeigi et al., 2014; Saxena & Saxena, 2015).
Podsacf showed that almost 30 different types of the organizational citizenship behaviour have been identified (Podsacf, 2000). The dimensions which have most attracted the attention of the researchers are: type of friendship, work ethic, respect towards others, forgiveness, civil behaviour (Organ & Riyan, 1995; Podsacf, 2000; Wang, 2005; Net Mihr & Bolous, 1997; Sofia et al., 2014; Tziner & Sheruni, 2014).

This definition emphasizes on three major features of citizenship: firstly, the behaviour of these people is voluntary and arbitrary; in other words, it is a pre-determined obligation and not just part of the formal obligation. Secondly, the benefits of this behaviour have organizational aspect which means that this behaviour encourages the efficient function of organization, and the third feature is that it is not clearly and directly appreciated in the formal system of awarding (Lambert et al., 2008; Danish et al., 2015).

According to theory of Organ, the dimensions of organizational citizenship behavior include the followings:

1. Altruism: Altruism with voluntary helps to certain people in the workplace and in relation with an obligation or a related organizational issue.
2. Sense of duty: This includes behaviors which allow the individual to perform his/her duties more that it is expected.
3. Bravery: The manager's or clerk's tendency to endure the undesirable conditions without any complaints about the actual drawbacks. Bravery is associated with the performance of group work as the managers spend less time and energy on coordinating the members, and can devote much time and energy to design activities, planning, solving the issues, and organizational analysis.
4. Politeness and kindness: This contains behaviour which prohibits the occurrence of the problems, to give an example, averting the occurrence of a problem for the colleague and consultation before acting.
5. Civil virtue: This is a type of behaviour which shows, a clerk is sensitive to the life of the organization and contribute to it. Civil virtue is made up of constructive suggestions on how a group work can enhance the efficiency.

The study by Lionis et al. in Belgium in 2004 is one the studies in which the researchers examined the five factors associated with the organizational citizenship behaviour in the culture of Belgium which is already found in the United States. These five factors are: type of friendship, manliness, politeness and modesty, and citizenship rules. The obtained results showed that this factor which is effective in the United States can be also applied to the culture of Belgium for generating organizational citizenship behaviour, and less difference was found.

The performance of the individuals is affected by many factors. Of the major variables is personality of the individuals which influences on the individual's behaviour and on the whole provides a ground for the individual. Thus, the individuals' responses to the environment vary according to their personality. Personality is defined as a certain pattern of thought, excitement, and behaviour which determines the personality type of the individual in interaction with the ordinary and social environments (Hossam, 2007).

Digman (1990), Faisc (1959), and McCrae (1992) have followed a program by which they determined five well-known factors of personality known as five powerful and big factors namely: neuroticism, extroversion, compatibility, empiricism and responsibility (Costa & McCrae, 1986-1988).

The personality of the clerks can also be effective in the emergence of the organizational citizenship behaviour. In predicting the organizational citizenship behaviour, the dimension of personality can also act better than predicting the job performance. The conducted studies in this scope of personality and organizational citizenship behaviour showed that sense of duty has the most powerful relation with the emergence of organizational citizenship behaviors (Saeedinejad, 2008).

On the whole, the personality of an individual is a collection of manners by that he/she reacts to others and interacts with others (Zare et al., 2010).

Youman and Kikal (1998) in their research found that out of the five factors of personality, just two factors, that is, compatibility and responsibility are associated with organizational citizenship behavior. Iliaz (2009) also depicted that compatibility had a relation more with the individual dimension, and responsibility had more relations with the organizational dimension of organizational citizenship behaviour. Hazrati (2008) and Organ (1994) introduce responsibility and or being conscientious as the most powerful factors of personality behaviour predicting the organizational citizenship behaviour. According to the theory of five big factors of personality, the responsibility and being conscientious contain regular attempts for archiving the determined goals and also following the accepted rules (Roshan et al., 2006).

The personality characteristics of the individual affect their reaction to the environmental and organizational issues. People vary in many aspects even-though they might be the same in terms of biological aspects. But, two people are never similar to each other, and thinking, elaborating and the condition of the reaction towards the environment are peculiar to a certain individual. People are unique; put it differently, they hold features and qualities which form their existence. Those clerks who know how to deal with job stress are able to protect themselves from these damages. But for other clerks enduring the intense stress might be difficult and may not be able to cope with them. In such conditions, the person feels stress in his/her workplace (Rahimi, 2009).

The five-factor model of personality is one of the predominant and historical models of personality structure, and many psychologists stated that the five-actor model contains many personality variables. Five factors have been repeatedly mentioned in the literature are as follow: nervousness, extroversion, compatibility, being conscientious, and having tendency towards experiencing. According to Kuper and Robertosn, of the factors predicting the job success, the personality characteristics have dominance over other characteristics due to their development and stability (Kuper & Robertson). Many of the theories about job selection illustrate that the most notable effective factor in selection and success of job is personality. Super believes that people select jobs to show their personality (Notoun & Kinan, 1991). According to him, the
activities of the people in the workplace are the emergence of self-concept. Previous research has shown that personality characteristics can affect the job performance. Barik and Mont showed that responsibility and perseverance attempt to perform the duties and achieve the job objectives, and the dependency to the organization affects the job success (Super, 2000).

Bakhshi Vorani (2009) has an article entitled “The relation between the five dimensions of personality and organizational citizenship satisfaction” which was conducted among 197 doctors employed in the medical college in the northern India. The results showed that five dimensions of personality, that is, extraversion, being conscientious, responsibility and empiricism were positively associated with citizenship behaviour.

Hun Tan Vali Tan (2008) in his study investigated the role of personality, motivating factors, and contextual factors on the organizational citizenship behaviour. To this end, the researchers chose 341 persons who were working in the project groups. After collecting the data, they found that there was a positive relation between citizenship behaviour and extroversion.

3. The Development of Hypotheses and the Meaningful Pattern

In the current study, the effects of five-factor model of personality (emotional stability, extraversion, flexibility, compatibility, or being conscientious) (Hogan et al., 2003) on the citizenship behaviour were investigated.

Nervousness: The general tendency towards experiencing the negative emotions like fear, sadness, embarrassment, feeling guilty and hatred (in this study emotional stability is considered as opposed to nervousness.

Extroversion: the attitudes and individual tendencies which include being social, the group of friendship, and being active.

Experiencability is related to practical and imaginative creativity, various thoughts and freethinking (Hogan et al., 2003).

Compatibility: Some human features and attitudes like the type of friendship and emotional support … (Digman, 1992).

Being conscientious: It is related to the capability of trust and being determined. The behavioral tendencies which are associated with it are having perseverance and being responsible (Hogman et al., 2003).
Main hypothesis: Personality affects the citizenship behaviour.
Hypothesis 1: Emotional stability affects the citizenship behaviour.
Hypothesis 2: Extraversion affects the citizenship behaviour.
Hypothesis 3: Empiricism affects the citizenship behaviour.
Hypothesis 4: Compatibility affects the citizenship behaviour.
Hypothesis 5: Being conscientious affects the citizenship behaviour.

4. Methodology

Methodologically, this study is practical in terms of its aim, and is scientific in terms of data collection. In this study, the organizational citizenship behaviour is the dependent variable, and personality and its dimensions are independent variables. To collect the data, the two questionnaires, which are, organizational citizenship behaviour and personality, where utilized. The organizational citizenship behaviour questionnaire was designed based on the Morgan scale in 1995, it contained 15 items. To explore the personality and its dimensions the five-factor questionnaire by Nio (2004) was used which included 60 items. Both questionnaires make use of a Likert-Scale with five alternatives.
In order to assess the validity of the questionnaire, by conducting several interviews with the experts, the necessary changes and adjustments were applied as the questionnaire addresses all those notions that the experts mentioned to. Cronbach’s alpha was used to determine the reliability of the questionnaire which was .89 and .83 for organizational citizenship behaviour and personality, respectively. Since the Cronbach's alpha of both questionnaires were greater than .7, the reliability of both was appropriate.

The population of this study consists of all the managers in Abadan refinery who were 155 persons. The chosen sample was based on the Morgan formula who were 108 persons selected randomly using stratified sampling. The share of each manager was determined among the operational managers, then, the questionnaire was distributed among them, and the data were gathered. To test the hypotheses in the investigation of effects of personality (its dimensions) on the organizational citizenship behaviour, the structural equation pattern and Lisrel software program were utilized.

5. Data Analysis and Findings of the Research

\[ T-test \text{ results after adjusting the model} \]
6. Conclusions and Suggestions

This study, to some extent, confirms and compliments and is in line with previous research. The main objective of this research was to investigate the effects of the personality and its dimensions on organizational citizenship behaviour. The obtained results showed that three dimensions of personality (empiricism, compatibility, and being conscientious. Also, the personality, based on the proposed structural model, positively and significantly affected on the organizational citizenship behaviour.

The results of this study are in line with those the previous research in particular Hosseinitabar (2001) and Kumar et al. (2009) who showed that empiricism have positive effects on citizenship personality. According to hypothesis test, the presence of features like empiricism among the managers would lead to the organizational citizenship behavior. Put it differently, curiosity, being innovator, being imaginative, being open-minded, and smartness could affect the
organizational citizenship behaviour. In short, if the empiricism of people increases, the citizenship behaviour of the people promotes.

Youman and Kikal (1998) also found in their research that of the five factors of personality, just two factors, that is, compatibility and responsibility could affect the citizenship behaviors. This study; however, showed that compatibility among the managers does not bring about organizational citizenship behaviour. But, other factors like friendship, supporting others, interest towards others can affect the managers' organizational citizenship behaviour. On the whole, if compatibility increases in one person, the managers' citizenship behaviour also promotes. These results support the studies by Kumar et al (2009), Hazrati (2008) and Organ (1994) who showed that the most important factors of personality are responsibility and honesty. The responsible person tends to perform the task more neatly. Work ethic and tendency to work in the responsible person lead to altruistic behaviors which compose some parts of citizenship behaviors (Kamio, 2005).

Moreover, other results illustrated that being conscientious among the managers can result in the emergence of organizational citizenship behaviour. The responsible person tends to perform the task neatly. Work ethic and tendency to work in the responsible person lead to altruistic behaviors which compose some parts of citizenship behaviors (Kamio, 2005). It means it is associated with being conscientious, the capability of trust, being determined, and behavioral tendencies related to it such as having perseverance, being active, being responsible, and being successful could promote the managers' organizational citizenship behaviour.

The two other factors, that is, the emotional stability and extravasation, based on the proposed structural model had no effects on the organizational citizenship behaviour. These findings are in line with the results of study of Kumar et al (2009) while it does not support the studies by Habibitabar (2001). On the whole, in this study, the managers do not regard the emotional stability be effective in citizenship behaviour. According to hypothesis test, the presence of emotional stability among the managers does not make the organizational citizenship behaviour be generated. In simple English, the lack of general tendency towards experiencing negative emotions like sadness, fear, nervousness, embarrassment, and feel of guilt do not have any effects on the organizational citizenship behaviour. In brief, in this study the managers did not regard emotional stability be effective in the citizenship behaviour.

The negative effect of extraversion on the citizenship behaviour is not in line with the findings of the previous research like Kumar et al (2009); in other words, managers did not regard extraversion be effective in citizenship behaviour; it means that, they do not believe that if extraversion increases, the citizenship behaviour promotes. Based on the hypothesis test, the presence of the extraversion among the managers has no effects on the emergence of organizational citizenship behaviour. The presence of attitudes and behavioral tendencies involving being social, being active, the friendship group and being talkative cannot affect the mangers' organizational citizenship behaviour. On the whole, the managers do not regard
extraversion be effective in citizenship behaviour as they do not believe that if extraversion increases, the citizenship behaviors promotes.

According to the obtained results, the personality affects the organizational citizenship behaviour among the managers. The results of this study are in line with those of Yazdani (2005) as the findings showed that there was a positive and significant relationship between organizational citizenship behaviour and personality.

**Suggestions**

The mangers should enhance the organizational obligations in particular the emotional obligations through the process of socialization. 
The managers should generate trust in the workplace. The trust of bosses could create trust, cohesion, openness in relations, voluntary co-operation among the clerks and other mangers or in other words to develop citizenship behaviour. 
Since one of the notable factors of citizenship behavior is supportive co-operation; in other words, offering novel and new propositions for the promotion of the organization and administrative procedures, the system of propositions for the promotion of citizenship behaviour in organizations is vital. 
By considering this fact that being conscientious affects the mangers' citizenship behaviour; thus, managers should first choose the clear goals and attempt to achieve them. Bing faithful to the promises and obligations to achieve the goals is necessary. Creating advisory groups of the managers in different levels to institutionalize the organizational citizenship behaviour Correcting some bylaws and regulations based on respecting organizational citizenship behaviour.
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