



**PREDICTION OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR ACCORDING
TO PERSONALITY TRAITS**

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ABSTRACT

Personality traits as one of the essential factors which affects on personnel attitudes, has related with organizational citizenship behavior. The purpose of this study was Prediction of organizational citizenship behavior according to personality traits of personnel in Youth and Sports Offices in Mazandaran province. Methodology of this research was descriptive correlative which was done by field study. The study population consists of all employees of the Physical Education Department (N=188) and among them 120 people (87 male and 33 female) were selected in a stratified random method. The data collection tool includes standard questionnaires of Organizational Citizenship Behavior (Mangok & Bell, 2002) and personality traits questionnaire (Big Five), respectively. Descriptive and inferential statistics (Pearson correlation coefficient and multiple regressions) was used for Data analysis. Results showed among the five dimensions of personality, there is a positive and significant relationship between extraversion, agreeableness, conscientiousness and openness to experience with organizational citizenship behavior, but there was not seen relationship between neuroticism characteristics with organizational citizenship behavior. The multiple regression analysis showed conscientiousness and extroversion are best predictor for the citizenship behavior of the Youth and Sports Organization Personnel. According to the findings of research it is recommended sport organizations considering personality traits of personnel, must provide such environment which encourage this behaviors.

**Keywords: Organizational Citizenship Behavior, Personality Traits, Personnel, Youth
and Sports Offices**

INTRODUCTION

In today's dynamic business world, organizations face the challenges to develop and are forced to seek new solutions. Successful organizations require those staffs who work more than their duties level. [1]. Organizational citizenship behavior (OCB) is a valuable feature of the staffs that has attracted much attention. This variable describes a staff whose performance is useful for better efficiency of organization [2]. Organizational citizenship behavior is desired organizational behavior, as it is useful for organizational change resources. It creates compatibility and Innovation, and increases efficiency [3]. According to Mackenzie and Padsakf, organizational citizenship behavior increases productivity of employee and even managers, free up resources for further exploitation purposes, reduce need to allocate scarce resources for careful conservation activities and increases the ability of organization to employ the best staffs, by creating attractive work place. It increases stability of organization performance. [4]. Generally, the effects of OCB are felt by people and organizations. It is necessary to consider the factors that may influence the occurrence of these behaviors [5]. In this regard, several studies indicate 2 primary drivers for rate of organizational

citizenship behavior, including attitudes of employees in the workplace, and personality features of staffs [6]. Although there is not an absolute definition of personality by specialists and psychologists, it is considered as light patterns of thoughts, feelings and behavior, is not likely to change over time, and explains the behavior of people in different situations [7]. Five Factor Model, developed by McCrea and to the Costa, is one of the best models of personality specifications that surrounded the early studies demonstrated the universality of its great cultural and characterization [5]. These five factors include neuroticism, extraversion, conscientiousness, openness to experience, and agreeableness [8]. Using this model, previous studies assessed communication and predicting personality for OCB. They reported there is a significant relationship between personality specifications and its dimensions with OCB [4, 5, 1, 9, 10, 11, 12, 13, 14]. On the other hand, some researchers have reported there is significant relationship between some specifications of personality and rate of OCB.

According to Petersen et al, there is significant relationship between extraversion and agreeableness and OCB. According to Mahdian Et.al, there is

significant relationship between conscientiousness, openness to experience, agreeableness and OCB. According to Akhilendra, there is significant relationship between extraversion and conscientiousness [15, 16, 17]. According to Van Emerick and Akinbode, Extraversion and openness to experience could predict rate of OCB significantly [17, 18]. According to Konovsky and Burman, there is significant relationship between conscientiousness and OCB [19, 20].

According to King, relationship between personality specifications and OCB is ambiguous [21]. According to Nikolaou and Robertson, there is no relationship between personality aspects and OCB [22]. In addition, there is a positive relationship between personality and job performance. According to John Holland theory of carrier choice, if there is compatibility between personality and job of a person, job satisfaction increases very much, and leaving work is decreased very much [23]. sports organizations, including sports and youth organizations in each province as government and services agencies, require effective and efficient staffs at different levels to develop public sports and champions sports, encouraging citizens to take exercise, building and developing athletic places as a wide, yet

complicated spaces. In order to achieve their corporate objectives, leaders of these organizations should pay attention to the personality characteristics for having positive results, such as the development of the effectiveness of organizational efficiency by proper planning on taking the job posts and the employing their employers and experts. In this regard, according to the above subjects and contradictory results of conducted researches, the present study aims to study organizational citizenship behavior according to personality traits of staffs in youth and sports organizations of Mazandaran province.

MATERIALS AND METHODS

Descriptive -correlation method was used in this study. Field methodology was used to gather data. Statistics population includes all staffs of sports organization of Mazandaran province including 188 people . Statistics sample was calculated as 127 people by Krejcie & Morgan table. They were selected randomly. 120 questionnaires were filled out by statistics samples. Standard Bell & Menguc questionnaire was used to evaluate OCB. This questionnaire included 20 questions in five sections as Human friendship, reverence and humility, magnanimity, work commitment, and citizenship behavior.

Great five factors model was used to study personality features, including 44 questions in 5 categories as neuroticism, extraversion, conscientiousness, openness to experience, agreeableness. Reliability of questionnaire was calculated by Cronbach alpha, respectively as 75% and 69%. Descriptive statistics and inferential statistics, Pearson correlation and multiple regression analysis were used in $\alpha \leq 0.05$.

RESULTS AND DISCUSSION

Descriptive statistics includes Individual characteristics, organizational citizenship behavior and personality traits. The most important results of personal specification of employers indicate 72.5% of samples were men, and 27.5% were female. Field of study of most of samples was not physical education (58.3%). The most abundance of age of the samples was 25-

34 years old. The minimum abundance of age (2.5%) was in 18-24 years old range. The most abundance of history of work (24.2%) was more than 20 years. The minimum abundance of history of work (16.7%) was 11-15 years.

Most of samples had history of taking exercise. Although, 30.8% of them did not have history of taking exercise at all. Descriptive results of variables of OCB and personality specifications statement of average of reverence and humility is the most as 6.04, but average of magnanimity is the less as 2.58. Additionally, work commitment as 3.90 of average obtained the most score, while neuroticism as 2.40 of average obtained the least score.

Table 1: Results of Pearson correlation coefficients between personality traits and its subscales with OCB

Variable	OCB	
	Pearson correlation coefficient	Sig
Personality characteristics	0.386	0.001
Extraversion	0.254	0.005
Agreeableness	0.205	0.024
Conscientiousness	0.295	0.001
Neuroticism	-0.106	0.251
Openness to experience	0.198	0.030

Correlations is significant in $p < 0.05$. According to table 3, there is a significant relationship between personality traits and organizational citizenship behavior of General Directorate of Youth and Sport organization of Mazandaran province ($p < 0.001, r=0.368$).

In addition, there is a significant relationship between extraversion ($p < 0.005, r=0.254$), Agreeableness ($p < 0.024, r= 0.205$), Conscientiousness ($p < 0.0001, r= 0.295$), Openness to experience ($p < 0.030, r= 0.198$) and organizational citizenship behavior. On the contrary,

there is not significant relationship between neuroticism and organizational citizenship behavior ($p < 0.006$, $r = -0.106$).

Table 2: Results of multiple regressions (stepwise) to predict the behavior of citizenship by components of the personality traits

Indices variables	model	Sum square	Freedom degree	Mean square	F	0
Conscientiousness	regression	2.44	1	2.44	11.25	0.001
	The remaining	25.63	118	0.21		
	Total amount	28.08	119			
	R= 0.29 , R Square= 0.087					
Conscientiousness and Extraversion	regression	3.84	2	1.92	9.28	0.001
	The remaining	24.23	117	0.20		
	Total amount	28.08	119			
	R= 0.37 , R Square= 0.137					

According to table 2, considering results of multiple regression analysis, conscientiousness ($F=11.25$, $P=0.001$), and extraversion ($F=9.27$, $P=0.001$) respectively are the best predictors of organizational citizenship behavior of General Directorate of Youth and Sport organization of Mazandaran province respectively.

DISCUSSION AND CONCLUSION

According to results of this research, there is a significant relationship between personality and organizational citizenship behavior (OCB). Results of this research is consistent with results of Oregon and Ryan; Duff, Suresh; Pudsakf, Azim-Zadeh; Peterson et al., Mahdiyan et al, Bennty Hosein, Tan and Tan; Aylyz et al., and Robbins.

According to Van Amrick and Eyoma, personality factors are important factors to explain organizational citizenship

behaviors. They determine variance of many organizational citizenship behaviors. In a study by Chen, Hue, and Segu, organizational citizenship behaviors were studied as predictors of real relocation of staffs. They concluded that leaving probability of staffs with lower organizational citizenship behaviors level is more than higher organizational citizenship behaviors level (5).

But results of this research is contrary to results of Nicola and Robertson. This inconsistency is due to lack of significant relationship between personality features and Organizational Citizenship Behavior (OCB). It results in lack of general relationship between personality features and Organizational Citizenship Behavior (OCB). In examining the relationship between personality aspects and organizational citizenship behavior, the results showed there is a significant

relationship between Extraversion, Agreeableness, conscientiousness, openness to experience and Organizational Citizenship Behavior (OCB).

Multiple-regression was used to determine level of their ability to predict for Organizational Citizenship Behavior (OCB). The results of this regression showed that conscientiousness, is a good predictor of OCB of staffs. These results are consistent with results of Peterson et al, Akhilendra, Mahdiyan et al, Ilz et al, Tan and Tan, and Organ. Conscientiousness in many situations of organization is important. It is a good criterion for predicting performance of a person, including Organizational Citizenship Behavior (OCB) in many businesses, because tendency of these people is more to obtain success. A highly committed person is an objective-oriented, conscientious, punctual, reliable one. Access to this finding was not unexpected due to such features. Maybe duty-orientation attitude is a tool results in relationship between citizenship behavior and conscientiousness. Considering specifications of a committed person, some activities such as delegating responsibilities that require accuracy and commitment, are useful to activate Organizational Citizenship Behavior

(OCB). also, extraversion and conscientiousness may predict Organizational Citizenship Behavior (OCB). there is consistency between these results and results of), Akhilendra et al, Peterson et al, Akinbord, Benti Hosein, Van Amrik, Doff, Tan and Tan, Soorsh et al.

Extroverted people are more successful in building relationships with others. They are generally sociable. When working, they have positive emotions and moods. They are more satisfied with their jobs and generally feel better about their environment and organization. So, relationship between this specification and Organizational Citizenship Behavior (OCB) was expected. Results of this research is not consistent with results of Azim Zadeh, Mahdiyan et al.

Probably, this lack of consistency is due to lack of expressing this specification by staffs in their research. Finally, according to relationship between personality and its aspects and Organizational Citizenship Behavior (OCB), obtained in this research, it is suggested that authorities of sports and youths organization consider personality specifications to make, keep and increasing Organizational Citizenship Behavior (OCB) to employ staffs in organization.

Also, officials are suggested to provide an environment to promote some behaviors, including delegating some duties require attention and commitment by people, to

increase efficiency and improving organization performance , to take some steps to reach goals of the organization.

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