THE STUDY OF THE RELATIONSHIP BETWEEN PERSONALITY FACTORS AND POLITICAL BEHAVIORS IN THE SUPREME AUDIT COURT OF IRAN

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ABSTRACT

This study was performed to identify the relationship between personality factors and political behaviors in the supreme audit court of Iran. The research method is applied in terms of purpose and is descriptive in terms of data collection method. Correlation analysis was used among the variables and since data were collected at a special and particular section study is considered a cross-sectional study. The statistical population includes 1800 employees of the supreme audit court of Iran with the sample size of 317 subjects. Cochran's formula and stratified sampling method and also standard questionnaire in accordance with population size were used for data collection. The measure the basic concepts of the study, Mc Care and Casta's personality factors questionnaire was used. And AJ Dubrin's questionnaire was used to measure political behaviors. The questionnaire's reliability was calculated as 0/91 and 0/93 for the two variables by Cronbach method. The validity of the test was confirmed by the two methods of content validity and confirmatory factor analysis. The final results of the study showed that there is a positive significant relationship between personality factors (extraversion, obsessive compulsive disorder, openness to experience, desirability and sense of duty) and political behaviors in the supreme audit court of Iran. The highest correlation was between extraversion and political behaviors and the lowest correlation was between desirability and political behaviors.

Keywords: Political Behaviors, Personality Factors, the Supreme Audit Court of Iran

INTRODUCTION

In systemic approach, organization as a total system interacts with different sub-systems and any change in these sub-systems affects the other sub-system and finally the total system. Meanwhile in modern organizations, human has a fundamental role in organization and acts according to his special attitude and motivation in organization.

Personality factors have been used since 1920 to select people for working in organizations and industries. The research results until 1990 show that personality factors are good predictors for organizational and industrial criteria including job satisfaction, efficacy, professionalism and many other criteria. In this regard, it is important to pay attention to the role of personality factors in different activities of organization including the political behavior studied in the present study.

Political behavior cannot be destroyed but political maneuvers can and should be controlled to be in a logical and constructive range. If humans focus more on political behaviors, less mind and emotional energy will remain to deal with real issues.

Thus, managers should consider the methods which minimize political behaviors and apply some methods to manage the decrease of their negative effects. These behaviors will be more important when they are studied in the context of personality characters.

Thus, the present study has examined the relationship between personality factors and political behaviors to find a solution.

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Problem Statement

Political behavior more than usual can be non-functional and decrease the morale and spirit of employees. When political factors are more important than competence, competent employees will become discouraged and resentful. Also, people may pay much attention to plan for attacking others instead of doing their tasks in organization. Managers should consider the ways which minimize these political behaviors. The lack of the management of political behaviors and using them to gain power align with personal benefits can cause problems in organization (Baron quoted by NasrIsfahani, 1997). Some political behaviors are legitimate and some others are illegitimate. If conflicts and contrasts in organizations are legal and legitimate, thus complaints from organizations by employees are called legitimate political behavior. But not all political behaviors are legitimate. On the other hand, they violate the organizational rules and regulations and cause disorder in activities. These behaviors are sabotage, protest, riot, ignorance, irresponsibility, and behaviors like these which occur or increase in conditions of uncertainty which are called illegitimate political behaviors. The control and guidance of illegitimate political behaviors and their management in accordance with the goals of organization are important; otherwise the occurrence of political behaviors causes problems in organization such as weakening the spirit of employees and also using benefits and power in line with personal goals (Dahl, quoted by Dargahi, 2012).

The study identifies personal and organizational factors that form political behavior in organization such as: power freedom, security and authority (Robbins, 2007).

Theoretical Foundations

The Concept of Personality

The concept of personality in psychology is a common and very complex context. The folk and vulgar function of personality has declined to a desired concept in personal attitude while its scientific concept is generally under discussion. Today, these are not a single definition of personality to be agreed by everyone and the range of current definitions varies from the internal processes of organism to obvious behaviors due to people's interaction (Khanifar, 2009).

Definition of Personality

According to Funder (2001), personality is the personality patterns of a person that include his/her thought, feeling and behavior and also his/her hidden psychological mechanism. (Funder, quoted by Moazen Jamshidi *et al.,* 2004)

Personality is a relatively stable pattern of attributes, tendencies, or features that sustain people's behavior to some extent. (Fist, quoted by Rostami *et al.,* 2004) and determine the compatibility of person with the environment (Atkinson *et al.,* 2004).

Personality includes a set of human features and attributes that explains the relatively stable patterns of his /her response to situations (Morfio, quoted by Salari, 2014)

Theories of Personality

Aizang Theory

Aizang discusses two general issues of personality, one is describing personality that does not deal with the causes of behavior and the other is examining the causal factors in which the infrastructural causes of personality and difference between personality are analyzed and different mental features like: attributes, habits, difficulties and etc. are considered. Aizang specifies 3 dimensions in personality psychosis-impulse control disorder, extraversion-introversion and obsessive compulsive disorder-emotional stability (Pervin and John, 2012).

Alport Theory

Accoridng to Alport, personality is the dynamic organization and arrangement of mental-physiological systems inside the person that determine his/her main behavior and thoughts, although he belies that personality is always growing and changing, this growth is known to be organized. Alport knew personality discrete and discontinuous. Not only a person is separate and discrete from all other people, but also each person is separate from his/her own past. There is not personality between childhood and

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adulthood. Primary desires and feedbacks motivate the behavior of child while an adult works at a different level. In fact, there are two personalities: one for childhood and one for adulthood (Libert and Libert, 2005).

Factors related to personality (the causative factors of personality)

Since personality can be considered as a set of physical, mental and behavioral features in people, thus the factors creating these features are made by heredity and its other part is social or environmental factors. Heredity refers to some factors which are present at the formation of embryo. The physical shape of human, face attraction, behavior, muscle composition, energy and physical health are among the features affected by parents.

In addition to the role of heredity in the formation of personality, the last justification on this issue is that personality is the molecular structure of genes that are in chromosome. The second factor that affects the formation of personality is environmental factors such as: the factors related to family, job, associations, the press, radio and television that are the Media (Robbins 2007).

Five Big Factors of Personality

Many psychologists believe that the main structure of human personality is shown by five main attributes. Fiske in 2014 could achieve five personality factors by using 21bipolar scales (Tarkhan, quoted by Moazen Jamshidi *et al.,* 2014). Five-factor personality model is considered to study character or what Atkinson and Hilgard call it personal differences, in other words the features that distinguish individuals from each other (Coke, quoted by Seyed Asgari, *et al.,* 2011).

To explain extraversion, Catsa and Mc Care consider their collectivism, certainty (predomination), activity, thrill-seeking, and positive emotions. Desirability is specified by self-sacrifice. The people with this feature are modest, warm and sympathetic and benevolent and are flexible while facing life events. The task oriented person is efficient, neat and responsible, has a lot of order and discipline in doing things, is reliable and makes his best effort in doing the tasks that are assigned to him.

The person with obsessive compulsive disorder is sad, has negative mood and is prone to depression. Obsessive compulsive disorder is associated with anger, anxiety and depression and the factor of openness to experience is associated with wisdom, openness to new thoughts, cultural tendencies, educational feedback and related creativity.

The person with this feature is curious with the inside and outside world. His life is rich in experience and has a tendency to accept new ideas and uncommon values (Howard and Howard, quoted by Hosseini Lotfian, 2009).

Political Behaviors

The Concept of Political Behavior

In existing references, there are different definitions of political behavior. Some researchers have addressed it from the positive perspective and some others studied it from negative perspective. The members of organizations are involved with organizational policies in which attempt to achieve an advantage by informal tactics to achieve personal power and authority. This advantage is a kind of gaining power (Robbins, 2007).

Political behavior is a behavior rather than (out of) job regulations. This behavior needs efforts to use personal power. Also, political behavior pays attention to efforts to achieve goals, criteria or used processes for decision-making (Zarei Matin, 2002).

Unknown goals: The more uncertain and complex is the goal, the more will be its political problems.

- Uncertainty in functional standards: The perfect performance of employees needs clear functional standards in terms of quantity, quality and time.

- Uncertainty of decision-making processes: uncertain decisions or decisions which do not include public agreement or long-term and uncertain decisions lead to more political behaviors. New personal or team competition: In personal or team communications, cooperation is preferred to competition because competition causes politics.

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-        Rare and vital resources: there is a direct relationship between political behavior and achieving vital and rare resources. Political behavior is also encouraged while injecting new references that had no special demand before it.

Technology and external environment: In general, the more complex is the internal technology of organization, the more will be its political problems. And more dynamic is the external environment of organization; the more will be the political behaviors.

Changes (Transformations)

The renewal of organizational structure or the program of organizational improvement or even imposed unplanned change due to external pressures will intensify political maneuvers (Beemand and Shrky quoted by Rezaieiyan, 2013)

Theoretical Foundations

Theoretical foundation is a conceptual pattern based on the relationships between factors and variables affecting the subject of the study inspired by research literature. In this model, personality factors as independent variable and political behaviors as dependent variable are considered and are provided according to Mc Care and Paul Casta 1985 and AJ Dubrin 1978 as follows:
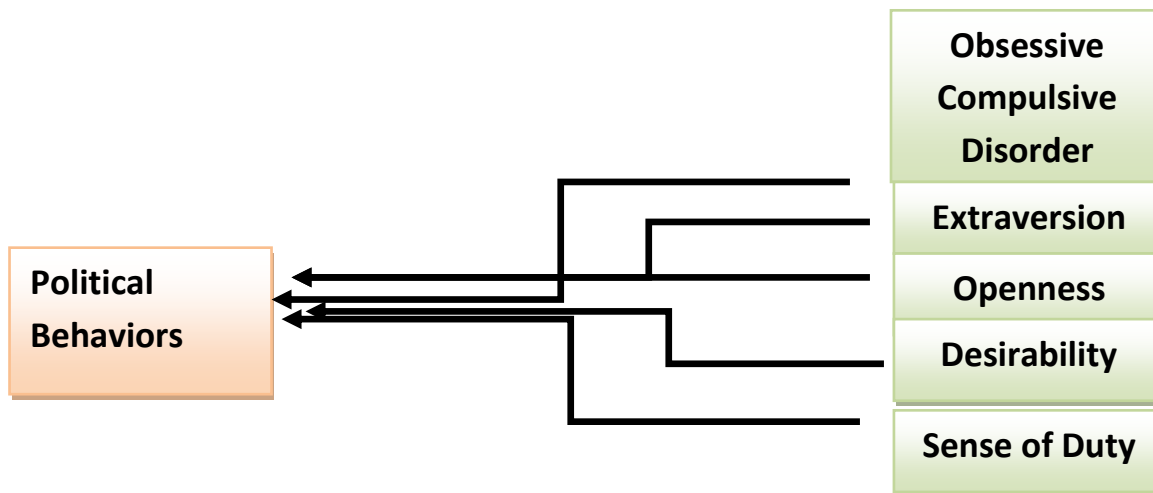

Figure: 1 Research Conceptual Model

(Source: Paul Casta and Mc Care 1985, AJ Dubrin 1978)

Research Hypotheses

Main Hypothesis

There is a relationship between personality factors and political behaviors.

Sub-Hypotheses

There is a relationship between obsessive compulsive disorder and political behaviors.

There is a relationship between extraversion and political behaviors.

There is a relationship between openness to experience and political behaviors.

There is a relationship between desirability and political behaviors.

There is a relationship between responsibility (sense of duty) and political behaviors.

MATERIALS AND METHODS

Research Methodology

The method used in this study is descriptive-co relational. It is applied in terms of purpose.

The statistical population of this study includes 1800 employees of the supreme audit court and the sample size is 317 subjects. Sampling method is stratified and fit to the population size and the

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approximate sample size is 317 subjects by using Cochran's formula at 0/05 error level. In this study, Cronbach's alpha coefficient method was used to estimate the reliability of the questionnaire. Cronbach's alpha is 0/935 for political behavior and 0/914 for personality factors which shows the internal consistency and stability of the questionnaire.

Data Analysis
Descriptive Statistics

In the desired sample, 84% are male and about 16% are female. Also, the highest frequency was related to the age group of 30-40 years with 44% and also 41-50 years with 37%. The work experience of people under 10 years with 28% had the highest frequency and the lowest work experience was related to the people with bachelor degree about 52% of frequency and also master degree with 40% frequency. The lowest education group in the sample was related to diploma and PhD with 3% frequency. About the organizational positions, the highest frequency was related to senior auditor with about 35% and group with the organizational position of senior auditor general with 8% and office (administrative) staffs with 9 % had the lowest frequency.

The Status of Personality Factors (Independent Variable)

To study the status of personality factors by using the opinions and perspectives of employees, the following results were obtained which show the status of each factor and their mean deviation.

Table: 1 The Statistical Indicators of Personality Factors (Source: Research Data)

Standard Deviation	Mean	Range	Maximum	Minimum	Number	Factor
0.617	3.220	4	5	1	317	Obsessive Compulsive Disorder
0.576	3.476	4	5	1	317	Extraversion
0.573	3.435	4	5	1	317	Flexibility
0.580	3.454	4	5	1	317	Desirability
0.533	3.347	4	5	1	317	Sense of Duty

As shown in the above table, among the constituents (dimensions) of personality factors, extraversion has the highest mean (3/47) and obsessive compulsive disorder has the lowest mean (3/220).

Table: 2 The Statistical Indicators of Personality Factors (Source: Research Data)

Standard Deviation	Mean	Range	Maximum	Minimum	Number	Factor
0.526	3.277	4	5.00	1.00	317	Personality Factors

In general, according to employees' opinions, personality factors assigned 3/277 out of 5 that shows the average status of personality factors.

Inferential Statistics
The Study of Normality of Main Factors

The normality assumption of main factors was studied by using Kolmogrov-Sminrnov test and its results are shown in the following table.

H0: Factor I has normal distribution
H1: Factor I does not have normal distribution

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Table: 3 The Results of Kolmogrov-Sminrnov Test of Personality Factors and Political Behaviors (Source: Research Data)

Conclusion	Confirmation of Hypothesis	Rate of Error	Significance Level (sig)	Standard Deviation	Mean	Factor	Row
Normal	H_0	0.05	0.084	0.617	3.220	Obsessive Compulsive Disorder	1
Normal	H_0	0.05	0.21	0.576	3.476	Extraversion	2
Normal	H_0	0.05	0.41	0.573	3.435	Flexibility	3
Normal	H_0	0.05	0.08	0.580	3.454	Desirability	4
Normal	H_0	0.05	0.09	0.533	3.347	Sense of Duty	5
Normal	H_0	0.05	0.12	0.864	2.823	Political Behaviors	6

Thus, there is no reason to reject hypothesis H1 and it was accepted at 95% confidence level and it can be stated that all factors have normal distribution.

RESULTS AND DISCUSSION
Testing Hypotheses
There is a relationship between personality factors and political behaviors.
Table: 5 Statistical Indicators Related to Correlation Between Personality Factors and Political Behaviors (Source= Research Data)

Sense of Duty	Desirability	Openness	Desirability	Obsessive Compulsive Disorder	Political Behaviors
0.341	0.325	0.371	0.385	0.342	Pearson Correlation Coefficient
0.000	0.000	0.000	0.000	0.000	Significance Level
317	317	317	317	317	Number

The main output of the regression test was shown in table below. Beta column in this table shows the effect of the dimensions of independent variable on dependent variable.

Table: 6 The Estimated Coefficients of the Model (Source=Research Data)

Significance Level	T	Standard Coefficients	Non-Standard Coefficients		Model
		Beta	Std.Error	B	
0.162	-1.401		0.110	-0.154	Fixed Value
0.000	6.703	0.259	0.033	0.220	Obsessive Compulsive Disorder
0.000	8.339	0.310	0.034	0.285	Extraversion
0.000	4.572	0.160	0.032	0.146	Openness to Experience
0.000	5.411	0.188	0.032	0.171	Desirability
0.000	5.991	0.196	0.032	0.193	Sense of Duty

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After the study of criteria or validity of the model, according to the null hypothesis of regression model, the regression model test was estimated. It can be predicted that extraversion with the coefficient of 0/310 has the highest effect on political behaviors.
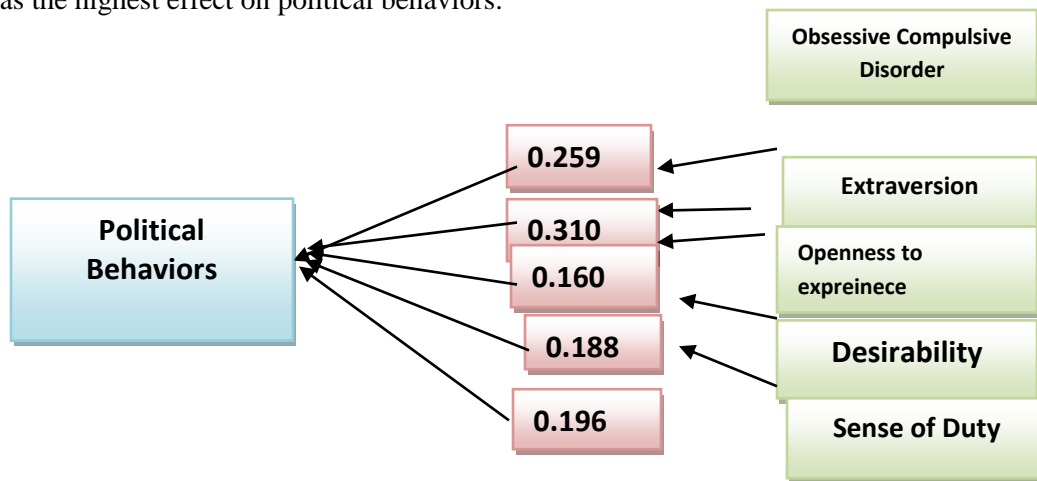

Figure: 2 Structural Equations Model Resulted from Testing Research Hypotheses

Conclusion
Since the main research problem is the study of the relationship between personality factors and political behaviors, the general results of testing main and sub-hypotheses of the study show the general confirmation of the relationship on research hypotheses. In other words, there were no evidences on the rejection of hypotheses based on the effect of personality factors and their dimensions (obsessive compulsive disorder, extraversion, openness to experience, desirability, and sense of duty) on political behavior.

Thus, political behaviors should be guided toward the duties of employees and organizations' goals and the personality factors of employees should be considered to manage political behaviors and achieve more efficiency in organization. Hiring and giving effective organizational positions to people with special personality characters, which are the sources (origin) of negative political behaviors should be prevented.

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