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## **EXPLANATION OF THE RELATIONSHIP BETWEEN PERSONALITY DIMENSIONS AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR AMONG NURSES OF THE HOSPITALS OF TORBAT-E HEYDARIEH CITY**

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### **ABSTRACT**

The purpose of this study is to review the relationship between personality dimensions and organizational citizenship behavior. Statistical population of the research includes the hospital nurses of Torbat Heydarieh city. Among the mentioned statistical population, according to the available sampling method, 122 of the employees were chosen as the research sample and filled out the personality dimensions and citizenship behavior questionnaire of Podscoff and McKenzie. Durability of the questionnaires has been calculated by using the Cronbach alpha method. Analysis of the extracted data was done through inferential statistics method. Data was analyzed by using the Pearson correlation coefficient and multivariable regression and all of the analyses were done in the frame of SPSS software. The findings show that there is a positive correlation between extraversion, conscientiousness, agreeableness and neuroticism with organizational citizenship behavior.

**Keywords:** *Personality, Five Dimensions of Personality and Organizational Citizenship Behavior*

### **INTRODUCTION**

Human force is considered as one of the most valuable organizational capitals, the most important competitive advantage and the rarest source in today's knowledge-oriented economy. This valuable capital, due to its wonderful impact on the efficiency of organization, has overcome other organizational capitals in terms of significance. It is according to this that today, organizations and managers attempt to attract the best and most skilled human force by applying various methods and solutions (Balckort *et al.*, 2008: quoted by Zeyn, 2008). Production of knowledge is a source which lies in the mind of man and its creation and publication is an impalpable activity and it is not realized with obligation and it requires voluntary cooperation of individuals. Organizations, without voluntary tendency of individuals to cooperate, are not able to develop the effectiveness of their collective wisdom; thus the difference of voluntary and involuntary cooperation is crucially significant. When it is involuntary, the individual does his responsibility in the respect of accepted standards and laws and requirements of an organization and he only does it to consider the necessities. But in voluntary cooperation, this issue is beyond responsibility and individuals put their efforts, energy and insight to flourish their abilities in favor of the organization. In this case, individuals usually don't focus on their own personal interest and give priority to conscientiousness in the respect on others' interests (Tabarsa *et al.*, 2009).

That is how the path to achieving the goals of the organization is facilitated and trust and commitment are highly important in this case. In addition to the necessity of this behavior in the current evolving world, voluntary cooperation is a key factor in the effective implementation of strategic decisions. Implantation of the goals of strategic decisions requires creativity and simultaneous attempt of individuals and both of them require the spirit of voluntary cooperation; thus one of the main challenges of strategic management is how this cooperation is attracted (Tabarsa *et al.*, 2009). Therefore, the most important purpose of any organization is achieving the highest possible level of productivity or optimum productivity, which can be one of the important factors in growth, development and productivity of organization and population,

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human force and personality characteristics and behavioral characteristics including their organizational citizenship behavior. Reviewing the relationship between these factors alongside one another is crucially important. Therefore, in total by considering the issues which were mentioned, the present research is seeking to review the relationship between personality dimensions and organizational citizenship behavior among hospital nurses of Torbat Heydarieh city.

## **Research Literature**

### *Concept of Personality*

Personality is a combination of physical and mental characteristics and it is indicative of how an individual sees, thinks, behaves and feels. Sometimes it has been attempted to measure personality through certain tests or questionnaires. Perception of individuals' personality helps their perception of organizational behavior and in the sense that each individual wishes to behave in particular ways depending on their own personality, interaction between the three main determinatives affects formation and growth of personality. These determinatives are: physiological heritage of the person, groups on which he depends, and the culture which he is a member of (Alavi *et al.*, 2008). Salvator Madi defines personality as follows; personality is a series of relatively sustainable characteristics and tendencies which specifies individuals' similarities, differences in mental behavior (thoughts, feelings and attempts) which have temporal durability and they might not be easily understood as the single consequences of social and biological pressures at the moment (Moghim, 2007). In a general sense, personality is internal and external unique and relatively sustainable aspects of the person's character, which affect his behavior in various situations. Disagreement of psychologists about the nature of personality has led to several disagreements about the word personality (Karimi, 2005). Several studies have shown that the personality of individuals affects the selection of the employees' performances, absences and employment and so on to a large extent. Personality variables include behavioral patterns which can be classified in certain classes. And when the behavioral patterns are recognized, behaviors will be predictable. Therefore, some of the theories of personality are provided according to this (Alavi *et al.*, 2008).

Researches also show that several problems of organizations might be related to personality factors. It means that these personality characteristics make people behave in several ways in different situations (Khosravi, 2002). In recent years, emphasis on the main five personality factors has wonderfully increased in organizational studies and much attention has been paid to the potential relationship between characteristics associated with moods of the employees of organizations and work and organizational consequences. Preliminary evidences indicate that in the context of "emotional revolution" created in management researches, excitement and personality characteristics can be an important predictor for some of the organizational consequences such as absence, leaving service, loyalty and organizational commitment (Rezaeeyan and Naeichi, 2009). Also by identifying the relationship between personality dimensions and organizational citizenship behavior in organizational productivity, efficiency and effectiveness, these factors can be developed through scientific selection of employees in governmental and private enterprises and the steps of organizations can be taken towards quicker excellence and growth. Among those who have done wide researches about the personality characteristics or features, there are Robert McCarrie and Paul Casta in the "Gerontology research center of the National Institute of Health in Baltimore, Maryland". They have specified the five main personality factors (Sholts, 2005). Casta and McCarrie (1999) have mentioned the most important personality characteristics in patterns as the five great factors which are: emotional distress (neuroticism), extraversion, openness to experiences, agreement and conscientiousness (Seyed Mohammadi, 2006).

### *Personality Dimensions*

McCarrie and Casta, by using the factor analysis, came to this conclusion that we can consider five main dimensions between five individual differences in personality characteristics; which are neuroticism (N), extraversion (E), openness (O), agreeableness (A) and conscientiousness (C).

1) Neuroticism: (N) disagreement or the most effective realm of personality comparisons is contradictory to agreement or emotional stability or neuroticism. In this dimension, we specify the various types of distresses such as emotional distress, social distress, depression, anxiety in individuals.

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2) Extraversion: it includes some characteristics which are associated what individuals do with and for one another.

3) Openness (O): active imagination, feeling of liking a lot, attentive to inner emotions, variety seeking, curiosity, mental flexibility and reasoning in judgment.

4) Agreeableness (A): it is a dimension of interpersonal interactions and he is basically a person who has friendly characteristics and empathizes with others and he is passionate to help others. Those who are at a high level of agreeableness are practically friendly, wit, contributive, commitment, polite and reliable and those employees who are in agreeableness have shown high levels of interpersonal qualification and they have effective cooperation at the time of mutual attempts (Acilandra *et al.*, 2009). Therefore, individuals with high agreeableness are more likely to have high organizational citizenship performance and have positive relationship with organizational citizenship behavior.

5) Conscientiousness (C): it means self-control and such an individual can organize with a very high planning power and do the responsibility which has been given to him desirability (Sholts, 1998; quoted by Seyed, 2005).

6) Specified characteristics of these factors are:

1. Neuroticism (concerned, unsafe, angry, very anxious);
2. Extraversion (sociable, talkative, seeker, kind);
3. Openness (inventive, independent, creative and brave);
4. Agreeableness (kind-hearted, compassionate, naïve and polite);
5. Conscientiousness (careful, reliable, hard working and disciplined) (Hagh, 2006).

In a more general way, these factors are:

Neuroticism (N) refers to the person's tendency to experience anxiety, tension, seeking sympathy, anger, impulsivity, depression and self-esteem; whereas, extraversion (E) refers to person's tendency to be positive, ambitious, energetic and friendly. Openness (O) refers to person's tendency towards curiosity, love for art, artistry, flexibility and wisdom; whereas, agreeableness (A) is together with person's tendency towards compassion, kindness, generosity, empathy and same thinking, altruism and trusting others. Ultimately, conscientiousness (C) refers to person's tendency towards being regularity, efficiency, reliability and dependability, self-regulation, being improvement-oriented, being logical and calmness (Jafar *et al.*, 2004).

Generally in the recent years, emphasis on the main five personality factors has wonderfully increased in the organizational studies. Usually, researchers agree on the importance of five-class classification, because it is one of the most stable divisions of personality characteristics. Also our research indicates that the model of five factors is able to predict working behaviors in various times, environments and cultures. Thus, the five-factor classification lets the personality researchers to picture various scales of personality and to combine the collective outcomes of their researches systematically and significantly. Several studies show that situations can indicate to what extent personal behavior of a man or a woman depends on his or her personality which is an indication of the wide impact of personality characteristics on organizational citizenship behavior (Akhilandra *et al.*, 2009).

#### **Organizational Citizenship Behavior**

Organizational citizenship behavior was firstly mentioned by Organ *et al* in 1983. Development of this concept has been originated from the writings of Barnard in 1983, about tendency towards cooperation; and Katz's studies about performance in 1966 and 1978, spontaneous and innovative behaviors in 1964. Since the organizational citizenship behavior is not a component of individuals' official role, thus it is considered as a behavioral index for responding to the relationships of cooperatives. Organizational citizenship behavior can be considered as those behaviors that are not a part of official responsibilities, but they impact the performance of the organization. This type of behavior is a kind of behavior which is beyond role which is contradictory to behaviors within role. Behaviors within the role are those groups of job behaviors of the employees which have been expressed in official roles of the organization and they are identified and rewarded through the official system of the organization. But behaviors beyond the role refer to job behaviors which are beyond official roles of the employees. These behaviors are voluntary

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and they aren't usually considered in the system of organization's official reward; thus they are behaviors beyond their usual responsibilities associated with their job. Among this type of behaviors, we can refer to unnecessary contrasts, helping colleagues in the work environment, tolerating the condition enforced on the organization and being involved in organizational activities (Tabarsa *et al.*, 2010). Despite the interest to research about organizational citizenship behavior, its dimensions haven't been completely recognized yet. A review of the literature of this concept has potentially identified about thirty different types of behavior (Tavakoli *et al.*, 2009).

In his book, with the title organizational citizenship behavior, Organ defines this phenomenon as follows: some features of a good soldier are his individual behaviors which are voluntary and with his knowledge and haven't been directly and explicitly identified through systems of organizational reward and systems of evaluation of organizational performance; but in total, they have a wonderful impact on organizational effectiveness. What is meant by being voluntary is that these types of behaviors are not a part of basic requirements of role and explanation of employees' job (Doayi *et al.*, 2009). In recent researches, several names such as organizational self-motivation, socialist organizational behaviors and beyond role behaviors, tendency to cooperate and "inventive and spontaneous behaviors", have been given to this organizational phenomenon (Barnard, 1983; quoted by Vares *et al.*, 2009). Organ believes organizational citizenship behavior is composed of individual and voluntary behaviors which haven't been directly and explicitly defined through the official system of organization's reward and they increase the efficiency of the organization in total. Voluntariness means that this behavior isn't a part of the explanation of job tasks or behaviors associated with role and it hasn't been placed in the employment commitments of the employees and neglecting in won't have consequences such as punishment (Tavakoli *et al.*, 2009). The researches which have been done in the area of organizational citizenship behavior are mainly of three types. A series of researches are focused on prediction and empirical test of the factors that create organizational citizenship behavior. In this field, some factors such as job satisfaction, organizational commitment, organizational identity, types of organizational justice, trust, types of leadership, relationship between leader and follower, have been mentioned as the factors which create organizational citizenship behavior. Another series of researches are focused on the consequences of organizational citizenship behavior. In this field, some factors including organizational performance, organizational effectiveness, and organizational success, satisfaction of customer, customer's loyalty and social capital have been mentioned and the third type also focuses on the concept of organizational citizenship itself (Tabarsa *et al.*, 2010).

Given the researches done, citizenship behavior in two individual and organizational dimensions affects the goals of organization. Purposes of citizenship behavior are the altruism, sportsmanship, generosity, agreeableness, politeness and courtesy, kindness and conscientiousness. Organ (1988) believe that in case of reinforcement of features mentioned in organizations, employees will be seeking to reform their performance during doing organizational activities and responsibilities and they will play their role well. It is assumed that if employees share organizational citizenship behaviors, and participate in its improvement, the working situation will be more effective and works will be done more smoothly.

#### **Seven applications of organizational citizenship behavior are:**

1. It leads to the enhancement of management cooperation and productivity.
2. It reduces the need to assignment of rare sources for protecting the sources of the organization and monitoring and controlling the implementation of the daily responsibilities.
3. It leads to the sources which are in the respect of realization of purposes.
4. It facilitates coordination of activities between team members and work groups.
5. It enables organizations to attract and to maintain employees with high quality by making the work environment more desirable.
6. It increases organizational performance by reducing the changeability in the performance of work units.
7. It increases the capability of the organization in complying with environmental change (Hoveyda and Naderi, 2009).



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Several researchers including Chan, Heon, and Sego discovered the impact of organizational citizenship behavior on the success of organizations. Considering organizational citizenship behaviors has been important in organizations due to the fact that organizations are not able to expect a wide spectrum of required behaviors for the realization of goals through explanation of official job (Hoveyda and Naderi, 2009). As researchers have said, citizenship behavior ultimately promotes the efficiency and effectiveness of the tasks of the organization (Vares *et al.*, 2009). Thus, given the fact that increasing effectiveness is always one of the issues and concerns of the managers, recognizing organizational citizenship behavior and factors which affect it can be considered as an effective and useful step in this path (Tavakolli *et al.*, 2009).

### *Types of Citizenship Behavior in an Organization*

Graham believes that citizenship behavior shows itself in three different ways which includes organizational obedience, organizational loyalty and organizational participation which are briefly explained in this article one by one.

1- Organizational obedience: this word describe behaviors whose necessity and desirability has been recognized and they have been accepted in a logical structure of regulation and order. Organizational obedience is behaviors such as respecting organizational laws, doing tasks completely and doing responsibilities by considering organizational resources.

2- Organizational loyalty: this loyalty to organization is different from being loyal to one's self, other individuals and organizational sectors; and it is indicative of the rate of employees' sacrifice in the respect of organizational interests and supporting and defending the organization.

3- Organizational participation: this word gains meaning with the active participation of employees in administrating the affairs of the organization which is accomplished with being present in meetings, sharing his or her beliefs with others and being informed of the current issues of the organization (Bienstock, 2003; quoted by Ramin, 2009).

Dimensions of organizational citizenship behavior include the altruism, conscientiousness, politeness and courtesy, sportsmanship and civic virtue. These five dimensions were mentioned by Organ in 1988 and Podsakoff *et al.*, (1990), with the help of factor analysis method for each of these five dimensions, created a standard measurement scale which has been used by many researchers in the years later for measuring the organizational citizenship behavior.

a) Altruism: it is helping other members of the organization in association with relevant problems and tasks, such as employees who help newly employed persons or those who are less skilled (Vares *et al.*, 2009).

b) Conscientiousness: it refers to voluntary behaviors which go further than the minimum of role requirements, such as an individual who goes to work more than usual or an employee who doesn't spend much time to rest.

c) Politeness and courtesy: it is the effort of employees for preventing work problems and stresses in association with others.

d) Sportsmanship: it is showing tolerance in some of the conditions of organization which are not ideal without complaining. In this dimension, alongside with their sportsmanship, the employees reduce nagging, complaining, and fault-finding in the organization and they adjust most of their time for organizational activities and efforts. Sportsmanship or tolerability is a dimension of citizenship behaviors which refers to tolerance against desirable and proper situations without complaining, lack of satisfaction and nagging (Podsakoff *et al.*, 1991; quoted by Hoveyda and Naderi, 2009).

e) Civic virtue: it is the tendency to participate and to be responsible in organizational life and also presenting a proper image of the organization (Vares *et al.*, 2009). Behaviors which are indicative of the individual's active and responsible participation during the implementation of tasks and lead to the enhancement of organizational image are called civic virtue. Civic virtue includes behaviors such as being present in additional activities, especially when this presence is not required, supporting the presented changes and development by the managers of the organization and tendency to study the book, journals, and increasing public information and caring about hanging posters and warnings in the organization for

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informing others. According to this, Organ (1988) believes that not only a good organizational citizen shall be informed of the organization's daily issues, but he or she shall also comment on them and actively participate in solving them (Islami, 2007; quote by Hoveya and Naderi, 2009).

f) Courtesy: it includes polite behaviors which prevent the creation of problems and issues in the work environment. This dimension is indicative of the way they behave when facing colleagues, seniors and contacts of the organization. Individuals who interact with others in the organization with respect have promoted citizenship behavior (Poddskaff *et al.*, 1991; quoted by Hoveyda and Naderi, 2009). Anyway, the theory of organizational citizenship behavior has a positive impact on the organization and members (Bokhari, 2009).

## Research Hypotheses

### Primary Hypothesis

There is a relationship between personality dimensions and organizational citizenship behavior.

### Secondary Hypothesis

First hypothesis: there is a relationship between extraversion and organizational citizenship behavior.

Second hypothesis: there is a relationship between conscientiousness and organizational citizenship behavior.

Third hypothesis: there is a relationship between agreeableness and organizational citizenship behavior.

Fourth hypothesis: there is a relationship between neuroticism and organizational citizenship behavior.

## MATERIALS AND METHODS

Statistical population of the research includes the hospital nurses of Torbat Heydarieh city. Among mentioned statistical population, according to the available sampling method, 122 of the employees were selected as the samples and filled out the personality dimensions and citizenship behavior questionnaire of Podscoff and McKenzie. Reliability of the questionnaires has been calculated by using the Cronbach alpha method. Reliability coefficient for the personality dimensions has been reported to be 0.86 and the reliability for each of the five dimensions of citizenship behavior was reported to be more than 0.8. Analysis of the extracted data was done with the inferential statistic method. Data was analyzed by using the Pearson correlation coefficient and multivariable regression and all of the analyses were done in the frame of SPSS software.

### Data Analysis

**H0:** there is not a relationship between extroversion and organizational citizenship behavior.

**H1:** there is a relationship between extroversion and organizational citizenship behavior.

**Table 1: Results of correlation test**

Statistical indexes	Variables	Pearson correlation coefficient	Significance level	Results
Extroversion and citizenship behavior	organizational	0.66	0.003	There is a significant relationship

Correlation coefficient between the two variables and the significance level in the two variables extroversion and organizational citizenship can be seen in table (1). Given the correlation coefficient (0.66) obtained from statistical data, it was specified that there is a good relationship between these two variables. And also the significance level (0.003), obtained from the two variables extroversion and organizational citizenship, specifies that there is a significant relationship between these two variables. Thus the first secondary hypothesis is significant at  $P < 0.05$  level and with 95% confidence, we can conclude that there is a significant relationship between the two variables extroversion and organizational citizenship.

### Second Secondary Hypothesis

**H0:** there is not a relationship between conscientiousness and organizational citizenship behavior.

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**H1:** there is a relationship between conscientiousness and organizational citizenship behavior.

**Table 2: Results of correlation test**

Statistical indexes	Variables	Pearson correlation coefficient	Significance level	Results
Extroversion and citizenship behavior	organizational citizenship behavior	0.76	0.002	There is a significant relationship

Correlation coefficient between the two variables and the significance level in the two variables conscientiousness and organizational citizenship can be seen in table (2). Given the correlation coefficient (0.76) obtained from statistical data, it was specified that there is a good relationship between these two variables. And also the significance level (0.002), obtained from the two variables conscientiousness and organizational citizenship, specifies that there is a significant relationship between these two variables. Thus the second secondary hypothesis is significant at  $P < 0.05$  level and with 95% confidence; we can conclude that there is a significant relationship between the two variables conscientiousness and organizational citizenship.

### Third Secondary Hypothesis

**H0:** there is not a relationship between agreeableness and organizational citizenship behavior.

**H1:** there is a relationship between agreeableness and organizational citizenship behavior.

**Table 3: Results of correlation test**

Statistical indexes	Variables	Pearson correlation coefficient	Significance level	Results
Extroversion and citizenship behavior	organizational citizenship behavior	0.84	0.004	There is a significant relationship

Correlation coefficient between the two variables and the significance level in the two variables agreeableness and organizational citizenship can be seen in table (3). Given the correlation coefficient (0.84) obtained from statistical data, it was specified that there is a good relationship between these two variables. And also the significance level (0.004), obtained from the two variables agreeableness and organizational citizenship, specifies that there is a significant relationship between these two variables. Thus the third secondary hypothesis is significant at  $P < 0.05$  level and with 95% confidence, we can conclude that there is a significant relationship between the two variables agreeableness and organizational citizenship.

### Fourth Secondary Hypothesis

**H0:** there is not a relationship between neuroticism and organizational citizenship behavior.

**H1:** there is a relationship between neuroticism and organizational citizenship behavior.

**Table 4: Results of correlation test**

Statistical indexes	variables	Pearson correlation coefficient	Significance level	Results
Extroversion and citizenship behavior	organizational citizenship behavior	0.94	0.03	There is a significant relationship

Correlation coefficient between the two variables and the significance level in the two variables neuroticism and organizational citizenship can be seen in table (4). Given the correlation coefficient (0.94) obtained from statistical data, it was specified that there is a good relationship between these two variables. And also the significance level (0.03), obtained from the two variables neuroticism and organizational citizenship, specifies that there is a significant relationship between these two variables. Thus the fourth secondary hypothesis is significant at  $P < 0.05$  level and with 95% confidence, we can

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conclude that there is a significant relationship between the two variables neuroticism and organizational citizenship.

Review of the research hypotheses through regression equations has been provided in the following table.

**Table 5: Multivariable regression of organizational citizenship behavior on personality dimensions**

Variable	Beta	B	Sig.	R	R <sup>2</sup>
Extroversion	0.28	0.51	0.06	0.30	0.55
Conscientiousness	0.29	0.46	0		
Agreeableness	0.17	0.33	0.08		
Neuroticism	0.10	0.16	0.3		

Multivariable regression of organizational citizenship behavior on personality dimensions has been provided in table 5 in order to review the prediction power of personality dimensions on organizational citizenship behavior.

**Primary hypothesis:** there is a relationship between personality dimensions and organizational citizenship behavior.

As it is shown in the table above, the regression of organizational citizenship behavior on the dimensions extroversion and conscientiousness is positive and significant, thus these two are able to predict the organizational citizenship behavior (in a positive way). Also, the findings of this table indicate that the dimensions neuroticism, agreeableness, conscientiousness and extroversion, in total, are able to express 55% of the total variance of the organizational citizenship behavior.

## Conclusion

### First Secondary Hypothesis

By considering table 1, it is seen that correlation coefficient associated with the variable extroversion is equal to 0.66 with the significance level of  $\text{sig}=0.003<0.05$ ; therefore,  $H_0$  based on absence of relationship between the two variables can't be acceptable. Thus the researcher's claim is accepted and with 95% of confidence level, we can say that extroversion has a direct, positive and significant impact on organizational citizenship behavior.

### Second Secondary Hypothesis

By considering table 2, it is seen that correlation coefficient associated with the variable extroversion is equal to 0.76 with the significance level of  $\text{sig}=0.002<0.05$ ; therefore,  $H_0$  based on absence of relationship between the two variables can't be acceptable. Thus the researcher's claim is accepted and with 95% of confidence level, we can say that conscientiousness has a direct, positive and significant impact on organizational citizenship behavior.

### Third Secondary Hypothesis

By considering table 3, it is seen that correlation coefficient associated with the variable extroversion is equal to 0.76 with the significance level of  $\text{sig}=0.004<0.05$ ; therefore,  $H_0$  based on absence of relationship between the two variables can't be acceptable. Thus the researcher's claim is accepted and with 95% of confidence level, we can say that agreeableness has a direct, positive and significant impact on organizational citizenship behavior.

### Fourth Secondary Hypothesis

By considering table 4, it is seen that correlation coefficient associated with the variable extroversion is equal to 0.76 with the significance level of  $\text{sig}=0.03<0.05$ ; therefore,  $H_0$  based on absence of relationship between the two variables can't be acceptable. Thus the researcher's claim is accepted and with 95% of confidence level, we can say that neuroticism has a direct, positive and significant impact on organizational citizenship behavior.

### Primary Hypothesis

By considering table 5, it is seen that the regression of organizational citizenship behavior has a positive and significant impact on personality dimensions. And also, the findings of this table indicate that the



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dimensions neuroticism, agreeableness, conscientiousness and extroversion, in total, are able to express 55% of the total variance of the organizational citizenship behavior.

### Recommendations

Forming educational classes, in addition to serving in the field of recognition of organizational citizenship behaviors among employees in order to be familiar with strategies of improvement of goals;

Considering personality characteristics more in the field of hiring and choosing employees, because desirable personality characteristics, variables such as conscientiousness, individual creation, risking, proper communicative pattern and being responsible and on and also developing them among individuals within an organization.

Creating entertainment and special facilities in the work environment and outside of it can be a strong incentive for increasing organizational citizenship behavior; because employees can put some effort in work affairs with complete confidence and clear mindset and this facilitates achieving organizational purposes. In order to increase the organizational citizenship behavior, it is recommended that, in addition to organizational justice, organizational commitment, job satisfaction and leadership style which have a crucial impact on organizational citizenship behavior, personality variables shall also be considered because these factors have very important role in the organization's success.

Employees and managers shall promote their positive approaches towards their organization and colleagues which leads to the promotion of conscientiousness and loyalty of employees towards the organization and as a result promotion of the level of organizational citizenship behavior.

### ACKNOWLEDGEMENT

We are grateful to Islamic Azad University, Torbat-e Heydarieh branch authorities, for their useful collaboration.

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