



FULL LENGTH ARTICLE

The relationship between personality traits and organizational citizenship behavior on athletes

Hoorye Mosalaei^{*1}, Reza Nikbakhsh², Farshad Tojari

1. Department of Sport Management, Faculty of Physical Education and Sport Sciences, Islamic Azad University, South Tehran Branch, Tehran, Iran
2. Department of Sport Management, Faculty of Physical Education and Sport Sciences, South Tehran Branch, Islamic Azad University, Tehran, Iran
3. Department of Physical Education, Central Tehran Branch, Islamic Azad University, Tehran, Iran

Corresponding author email: Nymph.Sali@yahoo.com

ABSTRACT

Organizational citizenship behavior is according to Organ an "individual behavior that is discretionary, not directly. Personality has been defined as "psychological qualities that contribute to an individual's enduring and distinctive patterns of feeling, thinking and behaving". The main purpose of this study was to investigate the relationship between personality traits and organizational citizenship behavior on athletes. The result indicates that there was significant relationship between personality traits and OCB. There were positive significant relationship between Openness to experience ($P= 0.00$, $r= 0.17$), agreeableness ($P= 0.00$, $r= 0.21$), Conscientiousness ($P= 0.00$, $r= 0.19$) with OCB. Also, There was negative significant relationship between Neuroticism ($P= 0.02$, $r= - 0.14$) with OCB. Again, There wasn't significant relationship between Extraversion ($P= 0.07$, $r= - 0.11$) with OCB. By identify athletes personality traits coaches could develop their OCB.

Keywords: personality traits, organizational citizenship behavior, athletes

INTRODUCTION

Sport psychology researchers have been interested in how athletes' psychological and characteristics influence performance. From this point, it is clear that psychological characteristics differ between more and less effective athletes and teams. Moreover, the ability to mentally prepare is considered a key component of such differences [1].

The importance of personality as a predictor for behavior performance has been recognized in psychology [2]. Researchers have recently reported the significant effects of personality on sports [3]. When athletes participate in competitive sport, their underlying personality characteristics inevitably contribute to how they behave. Personality has been defined as "psychological qualities that contribute to an individual's enduring and distinctive patterns of feeling, thinking and behaving" [4].

A consensus has emerged among trait theorists regarding a five-factor model of personality [5, 6]. There are many personality tests in existence, but a commonly accepted empirical model in the social sciences is called the Big-Five, or equivalently the Five-Factor Model (FFM) [7]. Piedmont et al [8] found that the five-factor model of personality could be used to make predictions about the player's performance in sports. The five-factor model of personality is a very useful tool in assessing individual differences [9].

The dimensions of big five model include extroversion, agreeableness, conscientiousness, neuroticism, and openness to experience [10]. These dimensions of personality are associated with different aspects of an individual's personality traits such as being assertive, emotional stability, and a person's tendency to experience distress. The first of the big five, extraversion, deals with an individual's tendency toward being either extraverted or introverted and, therefore, whether a person is talkative, assertive, sociable, or not. The second dimension, neuroticism, reveals an individuals' emotional stability and their tendency to experience distress and to be able to effectively handle, emotionally, any such stressful situation. Anxiety, depression and worry are often associated with this dimension of personality. Extraversion and neuroticism are often referred to as the "big two." Third is conscientiousness, which deals with an individual's will to achieve goals and their dependability. This dimension can also be used to describe a

person as careful, responsible and thorough. The fourth of the big five is agreeableness. It describes a person's humanity, or, in other words, their emotional support or hostility, caring, and nurturance or a lack there of. Behaviorally, the fourth factor describes a person as being good-natured, courteous, soft-hearted, tolerant, or not. The last of the big five is openness, or, more specifically, openness to experiences. This is related to an individual's creativity and divergent thinking. It also describes whether or not a person is open to new feelings and ideas, flexible, or willing to use their imagination [9].

Organizational citizenship behavior is according to Organ [11, 12] an "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization. Referring to the definition, OCB promotes the "efficient and effective functioning of the organization" [11, 12]. This effect can only be visualized by examining a huge number of such behaviors. Usually a single occurrence of OCB is a small gesture of one person towards another one, such as helping a colleague, which is likely to remain unrecognized by others, especially by supervisors who may take it for granted. The triviality of a single occurrence is most probably the reason why it is not (or cannot) be recognized by formal reward systems [13]. A formal reward system can factually not take into consideration every single altruistic action or extra-effort of each co-worker. Nevertheless, it will not remain unrecognized if some employees engage in different OCBs again and again in an extended period of time. In this case OCB becomes part of one's behavior and can in the aggregate benefit the whole organization. So far the link to the relevance of OCB in organizational practice is obvious as OCB positively affects an organization's effectively and efficiency. The aggregation of individual OCB leads to increased performance of an organization, as proved by several studies [14]. Summing up the results of different empirical findings, Podsakoff and MacKenzie [14] found strong support for the hypothesis that OCB is related to organizational performance. Despite its positive influence on organizational performance OCB is, per definition, unrewarded in terms of physical return (but it might be rewarded with appreciation).

Some researches indicate that Conscientiousness has typically emerged as the most prominent predictor of engaging in OCB [15, 16]. Singh and Singh [17] found that conscientiousness and extraversion dimensions of personality have significantly positively correlated with all the five dimensions of OCB. Agreeableness dimension of personality was significantly positively correlated with all the five dimensions of OCB except civic virtue. Neuroticism dimension of personality was significantly negatively correlated with sportsmanship, courtesy and altruism dimensions of OCB. Mahdiun et al [18] indicate that OCB has positive relations with personality dimensions including: agreeableness, conscientiousness, openness, and extraversion; however, the relation between neuroticism and OCB seems negative. Hossain & Elanain [19] declare that openness can predict OCB; they believe the people who have high levels in this dimension perform high OCB. Johnson [20] also states conscientiousness has a positive and significant relation with OCB and its role is more important than other personality factors in its explanation. Duff [21] assumes in his research that OCB consists of two dimensions, organizational and individual, and personality factors (especially agreeableness) are the best predictors of OCBO and OCBI. Jay [22] has also come to this conclusion that there is a positive relation between personality and OCB. Elanain [23] also, reported a significant positive correlation between agreeableness and organizational citizenship behavior. Due to the inconsistencies of results and little research professional experience in athletes the current research the relationship between personality traits and organizational citizenship behavior on athletes.

MATERIALS AND METHODS

Participant

The population of the study consisted of 300 football and futsal players that at least have 3 year player experience. The sample size was equated with the population.

Measures

Personality was assessed using the NEO- Five Factor Inventory (NEO-FFI) [5]. This 60-item self-report measure assesses five personality dimensions of extraversion, neuroticism, openness, agreeableness, and conscientiousness. Participants were required to indicate, on a 5-point Likert scale (strongly disagree, disagree, neutral, agree, strongly agree), whether the statement was true of them. In this research, Cronbach's Alpha showed the values of 0.70 for Neuroticism, 0.71 for Extraversion, 0.70 for Openness to experience, 0.72 for Agreeableness and 0.71 for Conscientiousness.

Organizational Citizenship Behavior Scale (OCB): It was adopted from Podsakoff, Mackenzie, Moorman and Fetter [24]. This five dimension scale focuses on performance in areas that are not a part of the requirements specified in the job description as follows: (a) altruism (b) conscientiousness (c) civic virtue (d) courtesy and (e) sportsmanship. Items analysis was performed to check the appropriateness of the items for present study. Items total correlation for all 24 items was found satisfactory. Internal consistency reliability (Cronbach's Alpha) for whole scale was found to be 0.70.

Methods

The method of the study is descriptive correlational. The data was collected using questionnaires and through field study procedure. Descriptive statistics were used for describing and categorizing raw data and for measuring Mean, frequency, SD and table drawing. Multiple regression and Pearson correlation coefficient was used. For analyzing data the SPSS software was applied and 93% of confidence level was considered.

RESULTS

As table 1 indicates the highest percent for gender is related to men with 70.4 and the highest percent for playing history is belong to players with 1 to 8 year and 64.1% of samples have championship history.

Characteristics	Frequency	Percentage	
Gender	Men	190	70.4
	Women	74	27.4
Playing history	Between 1-8	174	64.4
	Between 9-16	72	26.7
	Between 17-24	16	5.9
	Between 25-32	1	0.4
	Yes	173	64.1
Championship history	No	78	28.9
	Total	270	100

According to table 2 there was significant relationship between personality traits and OCB. There were positive significant relationship between Openness to experience ($P= 0.00$, $r= 0.17$), agreeableness ($P= 0.00$, $r= 0.21$), Conscientiousness ($P= 0.00$, $r= 0.19$) with OCB. Also, There was negative significant relationship between Neuroticism ($P= 0.02$, $r= - 0.14$) with OCB. Again, There wasn't significant relationship between Extraversion ($P= 0.07$, $r= - 0.11$) with OCB.

Variable	M	SD	1	2	3	4	5	6
Neuroticism	34.83	5.16	1					
Extraversion	38.63	6.18	- 0.15*	1				
Openness	37.62	4.23	- 0.08	0.49**	1			
Agreeableness	38.27	5.34	- 0.40**	0.31**	0.25**	1		
Conscientiousness	40.77	7.27	- 0.10	0.69**	0.61**	0.40**	1	
OCB	70.49	7.79	- 0.14*	0.11	0.17**	0.21**	0.19**	1

**. $P < 0/01$ *. $P < 0/05$

As table 3 indicates personality traits could predict 7% OCB changes. But, none of the personality traits could predict OCB.

	R	R2	Adjusted R2	F (df)	NEO-FFI	B	β	t	Sig
OCB	0.26	0.07	0.05	3.90(5.263)	N	59.46		8.47	0.00
					N	- 0.12	- 0.08	- 1.21	0.23
					E	- 0.09	- 0.07	- 0.88	0.38
					O	0.16	0.09	1.17	0.24

					A	0.18	0.12	1.76	0.08
					C	0.14	0.13	1.38	0.17
*.P<0/05									

DISCUSSION AND CONCLUSION

The main purpose of this study was to investigate the relationship between personality traits and organizational citizenship behavior on athletes. There were positive significant relationship between Openness to experience ($P= 0.00$, $r= 0.17$), agreeableness ($P= 0.00$, $r= 0.21$), Conscientiousness ($P= 0.00$, $r= 0.19$) with OCB. Openness to experiences is related to an individual's creativity and divergent thinking. It also describes whether or not a person is open to new feelings and ideas, flexible, or willing to use their imagination, therefore it seems that athletes with high desire to experience new feelings and peoples have high OCB. The finding of this study is consistent with the results of Mahdiuon et al [18], Hossam&Elanain[19]. Also, there was inconsistency between the findings of this study with the result of Borman et al [15], Singh and Singh [17]. It seems that differences between athletes and employees attitudes and also differences in population could be possible reasons.

People who are high in agreeableness are generally friendly, good natured, cooperative, helpful, courteous, and flexible [25, 26]. In work contexts, agreeable employees show higher levels of interpersonal competence [26] and collaborate effectively when joint action is needed. Thus, it is expected that persons high on agreeableness are more likely to engage in OCB. John &Srivastava[27], stated that agreeableness encompasses a 'prosocial and mutual orientation', which suggests that individuals who are high on agreeableness might be more likely to engage in helping behavior than individuals low on this trait. Elanain[23] also, reported a significant positive correlation between agreeableness and organizational citizenship behavior. Also, the finding of this study is consistent with the results of Duff [21], Mahdiuon et al [18], Singh and Singh [17].

Regarding the personality trait of conscientiousness, people who are high in conscientiousness generally perform better at work than those who are low in conscientiousness [25]. Conscientious individuals can perform their part of the work with a minimum of oversight [28]. Moreover, conscientious individuals are dependable, efficient, and hardworking. They are predisposed to take initiative in solving problems and are more methodical and thorough in their work [26]. It seems reasonable that this trait would result in higher OCB performance. The result of present study is consistent with previous studies which showed that conscientiousness is positively related to OCB [20, 18, 17].

Also, There was negative significant relationship between Neuroticism ($P= 0.02$, $r= - 0.14$) with OCB. This result is consistent with the Singh and Singh [17], Mahdiuon et al [18] findings. Also, There wasn't significant relationship between Extraversion ($P= 0.07$, $r= - 0.11$) with OCB.

Individuals high in extraversion are described by adjectives such as active, assertive, energetic, enthusiastic, and outgoing. Though there is some evidence that extraversion is characterized by surgency to a greater degree than sociability [29], individuals high in extraversion tends to be highly social, talkative, and affectionate [30] and commonly have numerous friendships and good social skills. Extraversion has been found to relate positively to job performance in occupations that necessitate social interactions [25]. Contrary to this expectation, it seems that this is due to contextual differences between sport and work place.

REFERENCES

1. Brewer, B.W (2009). Sport Psychology. Handbook of Sport Medicine and Science, Willy- Blackwell, UK.
2. Sternberg RJ (2000). Handbook of intelligence. New York: Cambridge University Press.
3. Aidman E, Schofield G, (2004). Personality and Individual Differences in Sport. (2ndedn), Sport psychology: theory, applications and issues Wiley, Milton, Australia.
4. Cervone, D., &Pervin, L. A (2010). Personality: Theory and research (11th edn.). New York: Wiley.
5. Costa PT, McCrae RR. (1992).The Revised NEO Personality Inventory (NEOPI-R). Odessa, FL: Psychological Assessment Resources.
6. McCrae RR, Costa PT Jr (2003). Personality in Adulthood: A Five-Factor Theory perspective, (2ndedn), Guilford Press, New York, USA.
7. Shrivastava1, P., &Gopal, R., & Singh, Y (2010). Journal of Exercise Science and Physiotherapy, , 1: 39-42.
8. Piedmont, R. L., Hill, D. C., & Blanco, S. (1999). Personality and Individual Differences, 27 (4) 769-777.
9. Singh, G., &Manoj, K. (2012). VSRD Technical & Non-Technical Journal, Vol. 3 (8).
10. Robbins, S., Judge, T. (2008). Organizational Behavior, Prentise Hall,.
11. Organ, D. W. (1988). Organizational Citizenship Behavior - The Good Soldier Syndrome. (1st ed.). Lexington, Massachusetts/Toronto: HD.C. Heath and CompanyH.
12. Podsakoff, P.M., Machenzie, S.,pain,J. &Bachrach, D. (2000). Organizational citizenship behaviors: A critical review of heretical and empirical literature and suggestion for future research, Journal of Management.26 (3).

13. Organ, Dennis W. / Podsakoff, Philip M. / MacKenzie, Scott B. (2006): Organizational Citizenship Behavior. It's nature, antecedents and consequences. Thousand Oaks, California: Sage.
14. Podsakoff, Philip M. / MacKenzie, Scott B. (1997): Impact of Organizational Citizenship Behavior on Organizational Performance: A review and suggestions for future research. In: Human Performance 10 (2), 133-151.
15. Borman, W. C., Penner, L.A, Allen, T.D & Motowidlo, S. J. (2001). Personality predictors of citizenship performance. International Journal of selection and Assessment, Vol. 9, pp: 52-69.
16. Organ, D.W. & Ryun, X. (1995). A meta analytic review of attitudinal and dispositional predictors of organizations citizenship behavior, Personal Psychology, vol. 48, pp. 775-802.
17. Singh, A. K. & Singh, A. P. (2009). Does Personality Predict Organisational Citizenship Behaviour among Managerial Personnel, Journal of the Indian Academy of Applied Psychology, Vol. 35, No. 2, 291-298.
18. Mahdiun, R., Ghahramani, M., Sharif, A. R. (2010). Explanation of organizational citizenship behavior with personality, Procedia Social and Behavioral Sciences 5 (2010) 178–184.
19. Hossam M & Abu Elanain (2008). An investigation of relationship of openness to experience and OCB. Journal of Academy of Business, vol 13.
20. Johnson, A. (2008). The influence of need achievement, need for affiliation, leadership support and organizational culture on organizational citizenship behavior. Dissertation of Marshal Gold with School Management Organizational Psychology Division.
21. Duff, Deborah, Brayon (2007). The relationship between organizational climate, personality factors and OCB in a university Extension, Dissertation of University of Illinois at Urbana – Champaign.
22. Jay .Steffensmeier (2008), Situation Constraints and Personality as Antecedents of OCB, Clemson University.
23. Elenain, Hossam A. (2007): Relationship between personality and organizational citizenship behavior: Does personality influence employee citizenship? In: international research of business research papers 3, 31-43.
24. Podsakoff, P.M., Mackenzie, S.B., Moorman, R. H., & Fetter, R. (1990). Transformational leader behaviors and their effects on followers trust in leader, satisfaction, and organizational citizenship behavior. Leadership Quarterly, 1:107- 142.
25. Barrick, M. R., Mount, M. K., & Strauss, J. P. (1992). The Big Five and ability predictors of citizenship, delinquency, and sales performance. Paper presented at Seventh Annual Conference of the Society of Industrial and Organizational Psychology, Montreal, Canada.
26. Witt, L. A., Burke, L. A., Barrick, M. R., & Mount, M. K. (2002). The interactive effects of conscientiousness and agreeableness on job performance. Journal of Applied Psychology, 87, 161-169.
27. John, O. P., & Srivastava, S. (1999). The Big Five trait taxonomy: History, measurement, and theoretical perspectives. In L. A. Pervin & O. P. John (Eds.), Handbook of personality (pp. 102-138). New York: Guilford Press.
28. Morgeson, F., Reider, M., & Campion, M. (2005). Selecting individuals in team settings: The importance of social skills, personality characteristics, and teamwork knowledge. Personnel Psychology, 58, 583-611.
29. Hogan, J., & Holland, B. (2003). Using theory to evaluate personality and job-performance relations: A socioanalytic perspective. Journal of Applied Psychology, 88, 100-112.
30. Schultz, D., & Schultz, S. E. (1994). Theories of personality. Pacific Grove, CA: Brooks/Cole Publishing Company.