

Constructing causal model of organizational citizenship behaviors by personality factors with mediating of job involvement, job self-efficacy, subjective well-being, and organizational commitment among Aluminum Iran Corporation

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Abstract

Purpose: A descriptive study was conducted at Aluminum Corporation in Iran in order to construct a causal model of organizational citizenship behavior based on personality factors with mediation of job involvement, job self-efficacy, factual well-being and organizational commitment.

Material and method: The research sample consisted of 360 employees of the mentioned company selected by stratified random sampling method. Organizational citizenship behavior, personality, job involvement, job self-efficacy, occupational well-being, and organizational commitment questionnaire was used to collect data. **Findings:** The research analysis was performed using correlation, structural equations. Finally, the findings of the research showed that between personality factors and organizational citizenship behavior is significant relation. Job self-efficacy factors and organizational commitment have a direct and indirect effect on organizational citizenship behavior. **Discussion:** However, the factor of well-being of the subject only had a direct effect on organizational citizenship behavior. Also, the factor of job involvement only indirectly influences organizational citizenship behavior.

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1. Introduction

Manpower is very important among the organizational resources and facilities. Paying attention to this important source helps the organization and society to achieve their goals. Therefore, it is the officials and professionals duty who work on maintaining and developing employees and committing them to the organization. A major indicator of the superiority of an organization to other organizations is the manpower committed to the goals and values of the organization. Therefore, this important index will increase the effectiveness and efficiency of the organization and will lead to the progress and advancement of society. Staff selection is an important issue that significantly affects the competitiveness and performance of the organization (Agarwal, 2013; quoted by Safari et al., 2015). The manpower sees its commitment to the organization, the goals of the organization and tries to achieve its goals, affiliated with the organization, and identifies itself with it, which, in addition to its upliftment, towards the organization progress and thus the organization is closer to its mission and philosophy of existence. (Chow et al., 2015).

2. Research Background

Manpower is the most important capital of organizations, and if this capital is of a desirable and higher quality, the success, survival and promotion of the organization will increase (Emami, 2008). Given the fact that whatever members of the organization will accept the values of the organization more and more, belonging to the organization and bound to try to achieve its goals, the organization's success will be greater. Organizational citizenship behavior provides the organization with more resources and reduces the need for costly mechanisms. In general, organizational citizenship behavior is individual and voluntary behavior that is not directly designed by formal reward systems in the organization, but nevertheless increases the effectiveness and efficiency of the organization (Azimzadeh & Bai, 2015).

Various variables are related to organizational citizenship behavior. One of these important variables is character. The concept of personality is important for management science, which most managers consider to have a significant role in perceives, evaluates, and responds to the environment. The concept of personality is important for management science, which most managers consider to have a significant role in how one perceives, evaluates, and responds to the environment. The concept of psychology of interaction is directly related to this claim. In psychology of interaction, the behavior of a person is a function of his permanent relationship and position. Each feature of a person represents his personality. These attributes affect many factors and mutually affect the same factors. Hence, personality is the most promising factor in various job rates, especially in studies that relate the personality to organizational citizenship behavior (Bormann et al., 2001; Duff, 2008; Ellis et al., 2009; LePine et al., 2002). ; Padsakoff et al., 2006; Chiaburu et al., 2011; Lin and Ho; 2010; Suresh and Venkatanmal; 2010).

Industrial psychologists continue to seek out those personality traits that have an impact on job success (Ilies et al., 2009). One of the intermediate variables in the relationship between personality factors and organizational behavior is occupational conflict. Work engagement is related to job resources, including social support from colleagues and supervisors, performance feedback, leadership, job control, job diversity, learning opportunities and growth, and educational facilities. In addition, employees are more concerned with high job engagement (Hafer and Martin, 2006). On the other hand, Bandura states that self-efficacy is a prerequisite for changing behavior (Bandura and Adamz, 2002). The joy and the well-being of the subject is important because happy people also have other desirable features. Subjective well-being refers to the emotional and cognitive assessment of individuals from their lives, including experiencing pleasant excitement, high life satisfaction, and low levels of negative mood. Research has shown that personality is one of the strongest and most stable variables in determining the subject's well-being (Agababaei et al., 2015; Steel, Schmidt and Shultz, 2008).

There are many reasons why an organization should increase the level of organizational commitment of its members. (Shiuan, Yu and Relley, 2003). In expressing these reasons, organizational commitment is a new concept and is generally different from dependency and job satisfaction. Secondly, research has shown that organizational commitment with consequences such as job satisfaction (Org et al., 2008; Mayer et al., 2010), organizational citizenship behavior (Brook et al. 2004; Rostami et al., 2015; Isma'ili et al., 2011). Sabzipour et al., (2014) and occupational performance (Feldman, 2009; Motowildo, 2003). The positive relationship with the desire to leave the job (Kristof et al., 2005) has a negative relationship. The study and scientific explanation of such phenomena as organizational citizenship behavior, personality, job involvement, job self-efficacy, factual well-being, and organizational commitment can provide a profound understanding of the effects of the environment on controlling the behavior of individuals and organizations that want to increase their impact on performance, to help minimize the potential of the workforce to the maximum and waste their resources. Considering that increasing productivity and effectiveness is always one of the most important issues and concerns of managers of internal organizations, the recognition of the dimensions of organizational citizenship behaviors, personality factors and variables that play a mediating role, as well as providing an environment can enhance effective behaviors and prevent ineffective behaviors, can be a useful and effective step in this regard. Accordingly, the present study aimed to develop a suitable model for organizational citizenship behavior based on personality factors among different occupational levels and, in general, designed according to two hypotheses: HEXACO personality factors have a direct effect on organizational citizenship behavior through job engagement, job self-efficacy, subject-matter well-being, and organizational commitment.

3. Methodology

This is a descriptive survey. According to the conceptual model of the research, six personality factors of Hexa-co as predictive variable, dimensions of predictable variable organizational citizenship behavior, job involvement, job self-efficacy, subject-matter well-being, organizational commitment, intermediary variables of the research were studied. The statistical population consisted of 525 employees of Aluminum Company of Iran. 360 employees were selected as sample size using stratified random sampling. Of these, 113 were women and 247 were men.

3.1. Measurement Tools

The organization's organizational citizenship behavior information was collected using the standard Organ and Connexion Questionnaire designed in 1996. The questionnaire contains 15 questions that are self-assessing and using the Likert spectrum (I fully agree, agree, do not have any comments, I disagree, completely disagree) was completed by the staff. In the research of Mohammad Tabar (2011), the Cronbach's alpha of this questionnaire was 0.72. To measure six Hexa-co factors, a 60-item version of the Hexa-co self-report questionnaire (Eesth and Lee, 2009) were used. The internal consistency of honesty-humility, emotionality, extroversion, agreeableness, conscientiousness, and openness to experience has been reported by Cronbach's Alpha method in a sample of students ranging from 0.77 to 0.80. (Ashton and Lee, 2009). In Iran, Pala hang et al. (2009) confirmed the six-factor structure of the Persian version of Hexaq-60 and the internal consistency of the questionnaire was obtained from 0.60 to 0.75.

To measure occupational levels a questionnaire of occupational conflict was used by Kanungo (1982). The questionnaire contains 10 items and the responder answers them based on Likert scale. Kanungo (1982) reported the internal consistency coefficient and retest of this scale as 0.78 and 0.85, respectively. Also, Mirhashemi (2007) reported the Cronbach's alpha coefficient of this questionnaire 0.72. The Scherer Self-Efficacy Scale has 17 questions based on Likert scale from the entirely

disagreeable extent to fully agreeable. So the maximum score that a person can get from this scale is a score of 85 and a minimum score of 17. This scale was translated and validated by Barati (1996). The Cronbach's alpha coefficient of the whole scale is 0.83 and the coefficient of the first to third factors is calculated respectively to be 0.76, 0.68, and 0.56. In order to study Maliki's validity, the internal correlation of this scale with the Rutter control source scale (1966) was calculated. The partial correlation between Scherr's self-efficacy scale and Rater's internal containment $r = 0.33$ and Pearson correlation between these scales were obtained in the study of Schreer et al. (1982), -0.28.

To measure the subject's well-being from two scales, one has a 4-item about happiness scale (Lyubomirsky & Lepper, 1999). The first two points of the respondent want their joy ranked independently and in comparison with their counterparts. Items three and four respectively describe, happy and sad people, and asks the respondent that how much they are correct about him. The Cronbach's alpha coefficient has been reported from 0.79 to 0.94. The retest test scale is obtained with a one-month interval of 90 (Lyubomirsky & Lepper, 1999). The Cronbach's alpha coefficient in the Persian version was 0.76 and its correlation with life satisfaction scale was 0.43 to 0.49. (Aghababaei, Farahani, Rahiminejad and Fazeli Mehrabadi, 2009). Satisfaction with Life Scale (SLS) (Diner et al., 1985), which has 5 items and one factor, is constructed for the purpose of measuring the functional well-being and is one of the most widely used tools for life satisfaction. Beyani et al. (2007) validated this scale. The researchers have reported the reliability of the scale with the Cronbach's alpha method of 0.83 and a test retest of 0.69. The Cronbach's alpha of this questionnaire was 0.80. The organizational commitment questionnaire was developed by Allen and Meier (1990) and measures three components of emotional commitment, normative commitment, and continuous commitment. The questionnaire is consisted of 24 items that are measured in terms of the Likert spectrum. The Cronbach's alpha coefficient has been reported in research by Rostami et al, as 0.87.

In order to investigate the relationship between variables, correlation and regression analysis were used to examine the fitting of the proposed model of relationship of variables to the structural equation model and to test the difference between variables, t-test was used. SPSS and Lisrel software were used to analyze the data.

4. Findings

Of the participants in the study, about 67 percent were male and 33 percent were women. Also, 63 percent of employees were married and 37 percent were single. 79% were permanent staff and 21% were contractors. About 75% of employees have a history of less than 20 years and 25% of them have more than 20 years of experience. 20% of the participants are under the age group 30, 48% to 40 years, and 32% over 40 years. 21% of them were managers, 34% were supervisors and 45% were experts. 51% of the sample group had a minimum undergraduate degree and 35% had a master's degree and 14% had a doctoral degree.

The acronyms of the variables for drawing the model are as follows:

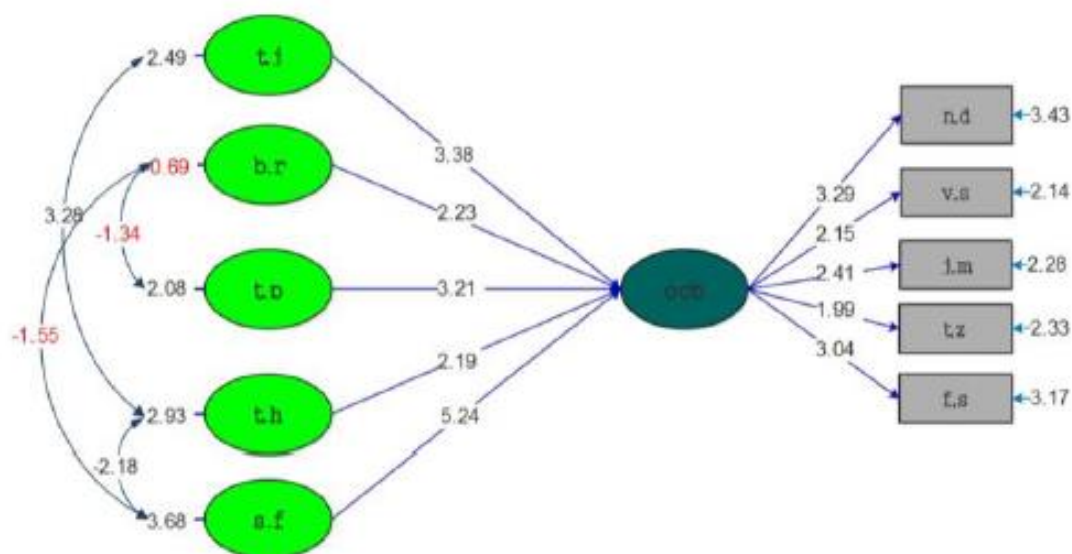
Table 1. Symbols used for software in the model

Dimensions	Symbols
Altruism	n.d
Duty	v.s
Chivalry	j.m
Modesty	t.z
Citizenship virtue	f.s
Organizational Citizenship Behavior	Ocb
Hexa-Co character	s.h

Experiences	t.j
Extraversion	b.r
Consensus	t.p
Irritability	t.h
Honesty-Humility	s.f
Occupational conflict	d.s
Job self-efficacy	k.s
Subjective well-being	b.f
Organizational Commitment	t.s
Emotional commitment	t.a
Normative	Tha
Continuous commitment	t.m

The first model to investigate the first hypothesis of the research

The first model of research was obtained for the whole sample size to examine the relationship between HEXACO personality dimensions and organizational citizenship behavior as follows:



Chi-Square=732.28, df=246, P-value=0.00000, RMSEA=0.095

Figure 1: First-order research in a meaningful state

Fitting results of first model:

The model's fit indices indicate that the model is in good condition in terms of fit and fit indices; because the ratio of Qi-2 per degree of freedom (χ^2 / df) is 2.9767, which is less than the allowed value of 3, and the average error squared error (RMSEA) is 0.095, which is less than the permitted value of 0.1. Thus there is no need for reform. The value of P-value is also less than 0.05. The GFI value in this model is 0.93 (upper), 0.9 and the AGFI value is 0.84 (high) 0.8.

Table 2. Test results of the first hypothesis of the research

The Relationship of HEXACO personality aspects with organizational citizenship behavior	Intensity of relationship	T-statistics	Results of Hypothesis review
The Relationship between Experiences and Organizational Citizenship Behavior	0/75	3/38	Confirmation
The relationship between extraversion and organizational citizenship behavior	0/54	2/23	Confirmation
Relationship between consistency and organizational citizenship behavior	0/69	3/21	Confirmation
Relationship between agility and organizational citizenship behavior	0/58	2/19	Confirmation
The relationship between honesty-modesty and organizational citizenship behavior	0/73	5/24	Confirmation

According to the above table, since the magnitude of the t-limit is greater than 1/96, the first hypothesis of the research confirms the existence of a significant relationship between HEXACO personality factors and organizational citizenship behavior. The highest relationship is the relationship between Experiences and organizational citizenship behavior.

The second model to investigate the second hypothesis of the research

The research model was developed to examine the relationship between HEXACO Personality Dimensions and organizational citizenship behavior by mediating job involvement, job self-efficacy, factual well-being and organizational commitment as follows:

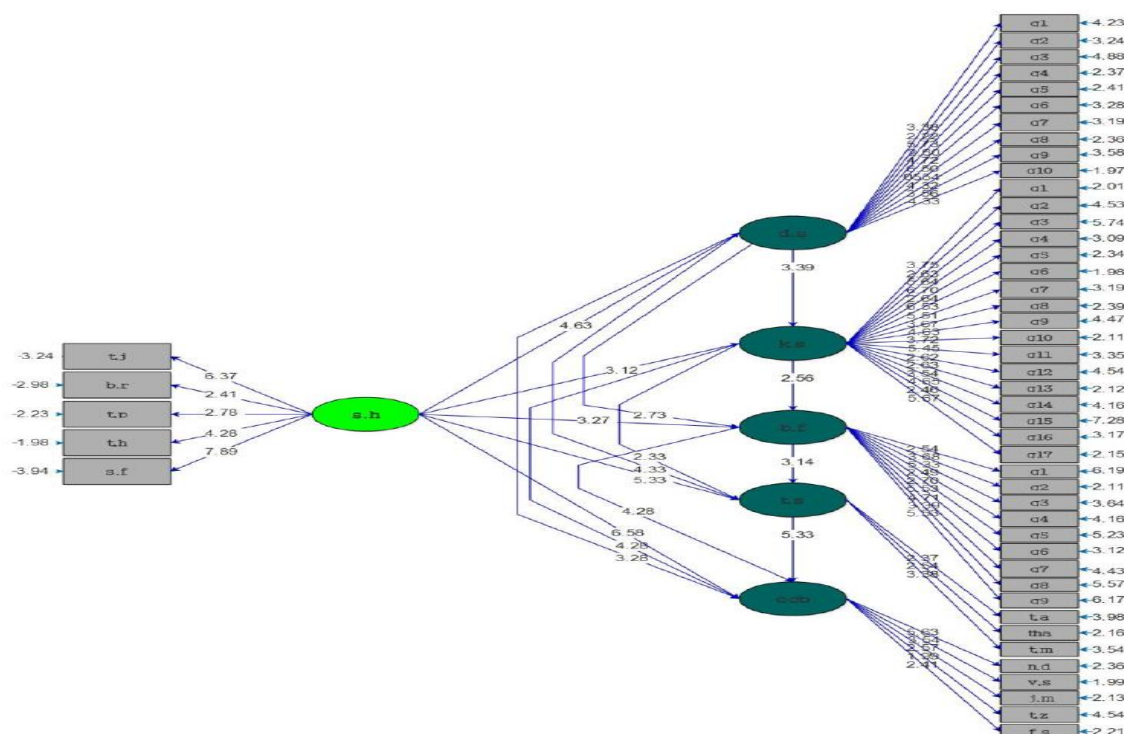


Figure 2- The second hypothesis model in a meaningful state

Table 3. Fitting results of the second model

Fitting index	Optimum amount	The obtained amount	Conclusion
NFI	Higher than 0.9	0/96	Appropriate
NNFI	Higher than 0.9	0/95	Appropriate
CFI	Higher than 0.9	0/98	Appropriate
RMSEA	Less than 0.1	0/082	Appropriate
GFI	Higher than 0.9	0/95	Appropriate
AGFI	Higher than 0.8	0/89	Appropriate
PMR	The smaller and close to zero	0/019	Appropriate
IFI	Higher than 0.9	0/98	Appropriate
	Smaller than 3	2/135	Appropriate

The correlation between variables and indexes can now be expressed:

Table 4. Correlation coefficients between research variables to examine the second hypothesis of the research

Row	Variable	personality aspects	Occupational conflict	Job self-efficacy	Subjective well-being	Organizational Commitment	Organizational Behavior
1	personality aspects	1					
2	Occupational conflict	0/05	1				
3	Job self-efficacy	0/46	0/63	1			
4	Subjective well-being	0/32	0/61	0/53	1		
5	Organizational Commitment	0/47	0/44	0/58	0/59	1	
6	Organizational Behavior	0/69	0/63	0/34	0/49	0/51	1

According to the table above and the model in a meaningful state, it can be said that the factors of HEXACO personality have a significant positive correlation with organizational behavior, job involvement, job self-efficacy, subject's well-being and organizational commitment. ($P < 0.05$)

Table -5 direct and indirect effects

From the variable	To the variable	Non-standard beta	standard beta	Critical ratio (C.R)	P
HexaCo character	Occupational conflict	0/043	0/352	8/49	0/001
	Job self-efficacy	0/019	0/448	10/70	0/001
HexaCo character	Subjective well-being	0/165	0/327	7/80	0/001
HexaCo character	Organizational Commitment	0/282	0/364	8/83	0/001
HexaCo character	Organizational Citizenship Behavior	0/023	0/048	1/03	0/001
Occupational conflict	Organizational Citizenship Behavior	0/005	0/013	0/219	0/001
	Organizational Citizenship Behavior	0/127	0/309	6/93	0/001
Subjective well-being	Organizational Citizenship Behavior	0/272	0/600	16/95	0/001

According to Table 5, the aspects of personality traits are significantly related to organizational citizenship behavior, job involvement, job self-efficacy, factual well-being and organizational commitment ($p < 0.05$). Also, the relationship between job engagement paths, job self-efficacy,

functional well-being and organizational commitment to organizational citizenship behavior is significant.

Job engagement factors, job self-efficacy, occupational well-being, and organizational commitment in the relationship between HEXACO personality factors and organizational citizenship behaviors have a direct or indirect role. The direct, indirect, and general effects of HEXACO personality factors and intermediary variables on organizational citizenship behavior are as following:

Table 6. Calculating Direct, Indirect and HEXACO Personality Factors and Intermediary Variables on Organizational Citizenship Behavior of Organizational Citizenship Behavior

Variables	Organizational Citizenship Behavior		
	direct	indirect	total
Hexa-co Personality aspects	0/057	0/040	0/097
Job self-efficacy	0/019	0/023	0/042
Occupational conflict	0/05	-0/028	-0/028
Prosperous	0/007	0/0	0/007
Organizational Commitment	0/028	0/012	0/04

Among mediating variables, respectively, organizational commitment, occupational self-efficacy and well-being have the most direct effect on organizational citizenship behavior. Regarding indirect standard regression coefficients, among the variables of job involvement, job self-efficacy and organizational commitment are the most indirect effects on organizational citizenship behavior.

According to Table 6, the mediating variables of 0/117 influence on the relationship between HEXACO personality factors and organizational citizenship behavior. Also, the whole HEXACO personality factors affect 0.79 on organizational citizenship behavior. Job self-efficacy factors and organizational commitment have a direct and indirect effect on organizational citizenship behavior. However, the factor of well-being of the subject only has a direct effect on organizational citizenship behavior. Also, the factor of job involvement only indirectly influences organizational citizenship behavior.

5. Discussion

The results of this study showed that there is a significant relationship between HEXACO personality factors and organizational citizenship behavior. The results of the Lifiyaharvin (2016), 2016 (Lough) (2016) Ronald Brinck (2014) and Ashton and Lee (2001), which examined the relationship between HEXACO personality factors on organizational citizenship behavior, the effect of these factors on behavior Organizational citizenship is consistent with the results of the present study. The results also showed that the highest relationship was related to the relationship between Experiences and organizational citizenship behavior.

According to the results of the research, the factors of HEXACO personality have a significant positive correlation with organizational behavior, job involvement, job self-efficacy, occupational well-being and organizational commitment.

According to the results of the research, the factors of HEXACO personality have a significant positive correlation with organizational behavior, job involvement, job self-efficacy, occupational well-

being and organizational commitment. Mediating variables of 0/117 affect the relationship between HEXACO personality factors and organizational citizenship behavior. Also, HEXACO personality factors affect 0.79 on organizational citizenship behavior. Among the variables of job self-efficacy and organizational commitment factors, both directly and indirectly, have a significant effect on organizational citizenship behavior. However, the factor of well-being of the subject only has a direct effect on organizational citizenship behavior. Also, the factor of job involvement only indirectly influences organizational citizenship behavior. The results were consistent with of the research by Tarh Mohammed et al (2016), Dorothy (2014), Okanou and Carabatti (2013) and Iqbal (2014).

In today's competitive world, organizations need employees who go beyond the formal requirements of their jobs, because otherwise, organizations will not be able to develop effectiveness or improve performance. These behaviors are anecdotal and are not included in the official job descriptions, and if they are carried out or not performed, they are not encouraged or punished by the organization. Organizational Behavior will have positive outcomes in the organization, including increased productivity, higher performance, effectiveness, promotion of positive relationships among employees, greater efficiency in resource allocation, reduced maintenance costs, and the necessary flexibility to innovate and improve customer service can be noted.

According to the theory of equality, one can predict that despite the intrinsic or intrinsic interest of the individual regarding their work, if rewards and punishments in the workplace are based on fairness or meritocracy, the employee feels comfortable with his job. When the feeling of satisfaction is high, the wants to stay in the organization, and over time, finds an affective affinity toward the organization and is committed to continuing work there. Job satisfaction at work, lead them to they feel that they are more committed to the organization and make the staff at work organizations will play their part more and make their responsibilities more carefully. Employees will improve their performance to do better tasks, and certainly manager by empowering employees with supervisors, they can create this feeling in the staff which organizations pay more attention to their welfare issues, as well as a system for punishing and encouraging them. It uses employees and takes into account the appropriate relationships among people at the workplace. It provides employees with relative independency responsibilities and eliminates discrimination. Paying attention to these issues increases the level of commitment in the staff and, naturally, the context of growth, prosperity, job promotion, satisfaction, and collaboration among employees.

In this research, there was a positive and significant relationship between personality and organizational citizenship behavior. Theoretically, this connection can be justified, according to the organization's statements (1994), because the overall attitude of individuals affects the creation and enhancement of organizational citizenship behavior, and because individuals' personality affects their overall attitudes, It can be concluded that personality is the main factors influencing the attitudes of individuals with organizational citizenship behavior.

One of the indicators of the superiority of an organization is committed to another organization with human resources. The presence of committed employees will enhance the reputation of the organization in the community and provide the context for its growth and development. Contrary to the low commitment of human resources, not only does not move towards the goals of the organization, it is effective in creating a culture of indifference to the organization's problems. New ideas are not created or destroyed; if nobody is committed to it. So the real commitment is to use one's own or vital resources to cultivate a new idea. Organizational commitment of employees is an important competitive advantage for each organization, which can lead to job satisfaction, organizational innovation, organizational creativity, and organizational effectiveness.

Brown (2009) attributes organizational commitment to an individual's attitude that links the individual's identity to a particular organization and identifies the degree of individual participation in that organization. Organizational commitment is a kind of occupational attitude, and it is as if a member

of the organization represents the goals of the organization and wishes to remain in the organization, thus, and it makes all its efforts in order to achieve the goals of the organization.

Organizational consequences of organizational behavior are beyond its individual implications. At the individual level, the only sense of internal satisfaction and reward - if performance assessment is included - is for the individual; but the benefits of organizational behavior are more important, and more serious. Emotions and feelings affect our actions. Especially in the organizational environment, if emotions are handled effectively, they lead to comradeship and intimacy among members and increase the productivity of the organization. It is certain that the personality traits of a particular organization can lead to better organizational performance. In general, factors such as: working conditions, communication, leadership style, justice, a good and rich job, opportunities for the development and appropriate matching of occupations and occupational affairs, occupational well-being, job self-efficacy and organizational commitment can affect employees' job satisfaction and more organizational productivity. Since organizational citizenship behavior is influenced by basic factors such as personality traits, it is necessary to pay close attention to the process of absorption and training before and during the service of this variable. Hence, it is worthwhile for organizations to strive to work with an incentive system to create a culture of organizational behavior, by training and creating an appropriate work environment for more employees to work.

Therefore, according to the results of this study, managers need to provide the necessary conditions for the emergence and increase of job engagement, organizational commitment, occupational self-efficacy and the subject's well-being. By increasing the satisfaction of employees from the conditions in the organization, the areas necessary for the development of the citizenship of the organization and as a result the organization has dynamic and better performance. Also, based on the prediction made in this study, personality factors have a positive and significant relationship with organizational citizenship behavior. Therefore, it is suggested that the distribution and allocation of resources and returns be treated honestly. Managers of different departments should consider their requests and needs in making important decisions about employees, so that employees understand the importance of these decisions and, consequently, have more incentives and better performance. All employees should have the opportunity to comment on the organization and the staff upgrade should be in accordance with their performance, in this way, individuals will show personality traits proportional to the level of performance of the organization.

Considering the importance of the role of organizational citizenship behavior and its results, it is recommended that employees who show a higher level of organizational citizenship behavior be encouraged and introduced as a template and employees who help their colleagues in their job activities. They are supportive and respectful of the formal requirements. Finally, it is suggested that in the organization, departmental executives and staff be organized in the organization for organizational citizenship behavior. And in their selection of employees, their personalities, especially the dimension of honesty and modesty should be considered. It is also suggested that future research investigates personality factors through the HexaQo questionnaire in other organizations as well as other intermediary variables in the relationship between personality and organizational citizenship behavior.

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