





# The Effect of Hexaco's Personality Model on Organizational Citizenship Behavior (OCB or Good Soldier Syndrome) With the Mediating Role of Protean Career Attitude

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## Abstract

The present research was conducted with the aim of determining the effect of HEXACO's personality model (HPM) on organizational citizenship behavior (OCB or good soldier syndrome) with the mediating role of protean career attitude (PCA). In terms of purpose, the research is applied, the implementation method is descriptive of the survey branch and of cross-sectional type. The statistical population of the research includes all the employees of the Imam Khomeini's<sup>(RA)</sup> Relief Committee of Kurdistan Province, totaling 401 people. The sampling method was stratified random and 310 employees were selected as a statistical sample based on the opinion of experts. A researcher-made questionnaire adapted from related standard questionnaires was used to collect data. The reliability of the measurement model using factor loadings, composite reliability and Cronbach's alpha, as well as convergent validity with the AVE criterion and divergent validity with the Fornell and Larcker matrix were checked and confirmed by Smart PLS software. The results of data analysis by structural equation model with PLS software showed that HPM has a direct effect as well as an indirect effect through PCA mediating variable on OCB. so that HPM explains about 56.2% of the changes in the OCB variable directly and 26% of it indirectly through the path of the PCA mediating variable. Also, the results of analysis of variance using SPSS software showed that there is a significant difference between the average opinions of respected respondents in terms of gender, experience and age variables. No difference was observed in other variables.

**Keywords:** HEXACO's Personality Model; Imam Khomeini's<sup>(RA)</sup> Relief Committee; Kurdistan; Organizational Citizenship Behavior; Protean Career Attitude.

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## Introduction

Charitable organizations should encourage a culture of organizational citizenship behavior, where voluntary performance of informal job roles is considered the norm (Brink, 2014). Organizational citizenship behavior is associated with many favorable outcomes for both employees and organizations. For example, organizational citizenship behavior is associated with increased performance (Peltzer et al., 2021). Compared to task performance, organizational citizenship behavior is voluntary and spontaneous. Therefore, organizational citizenship behavior is more predicted by personality characteristics instead of normal individual differences, so that the relationships between the six dimensions of the Hexaco personality model with organizational citizenship behavior are confirmed by researchers (Zettler et al., 2020). On the other hand, the review of previous studies shows that there is a positive relationship between job attitude and organizational commitment, and organizational citizenship behavior is the result of organizational commitment (Joshi, 2022). How to lead today's workforce with a protean professional attitude for the emergence of organizational citizenship behavior has become an important challenge for modern organizations. A protean attitude refers to a job that is driven by the person, not the organization. Despite the success of protean career perspectives in the academic world, there are few empirical studies to support the theoretical propositions surrounding them (Segers et al., 2008). However, in the field of dispositional or behavioral factors such as individual personality or work-related values affecting the new approach in job attitudes, more empirical studies should be conducted. Also, Hexaco's personality model and protean career attitude have been tested mostly in the United States or Western Europe (Briscoe and Hall, 2006). Therefore, it seems that these models should be investigated empirically in other cultures as well, including the Eastern culture.

## Hypothesis

H1: Hexaco's personality model has a significant effect on organizational citizenship behavior.

H2: Hexaco's personality model has a significant effect on protean's job attitude.

H3: Protean's job attitude has a significant effect on organizational citizenship behavior.

H: Protean's occupational attitude plays a mediating role in the relationship between Hexaco's personality model and organizational citizenship behavior among the employees of Imam Khomeini's<sup>(RA)</sup> relief committee in Kurdistan province.

## Background

Peltzer et al. (2022) in a research titled Hexaco personality model and organizational citizenship behavior showed that Hexaco personality model predicts organizational citizenship behavior.

Luguyare et al. (2022) in the research titled Does personality predict the probability of organizational citizenship behavior? showed that personality traits have a significant relationship with organizational citizenship behavior.

Gong et al. (2023) in the research titled "Protean Career Orientation and Job Search" showed that "Protean Career Orientation" is significantly related to career optimism and job search.

Joshi (2022) in his study titled the effect of protean's job attitude on organizational citizenship behavior showed that protean's job attitude has a significant effect on employees' organizational citizenship behavior.



## Methodology

The research is of a quantitative type, with an applied and descriptive purpose. The statistical population includes the employees of the Imam Khomeini Relief Committee (RA) of Kurdistan Province. 310 people were selected as a statistical sample by stratified random method. The data collection tool is a questionnaire. The reliability of the measurement model was checked and verified by factor loading coefficients, composite reliability and Cronbach's alpha using PLS software. For convergent and divergent validity, it was checked and confirmed by AVE criterion and Fornell and Larcker matrix, respectively.

## Findings

The results of the variance analysis of the demographic information of the respondents showed that there is a significant difference between the average opinions in terms of gender, experience and age variables, so that the professional attitude of the female employees is more than that of the male counterparts and it is proportional to the increase of work experience. The general level of organizational citizenship behavior of employees also increases. In addition, with the increase in experience, the two personality traits of politeness and conscientiousness of employees increase. Also, organizational citizenship behavior among employees in the age group of 41 to 50 years was more than other groups. Also, employees in the age group of 20-30 years had the highest job attitude of protein compared to other age groups. These results are consistent and similar to the findings of Joshi's study (2022). The results showed that the Hexaco personality model variable has a positive effect on the exogenous variable of organizational citizenship behavior (good soldier syndrome), both directly and through the mediating variable of protein job attitude, so that it accounts for 56.2% of the changes in the citizenship behavior variable. It explains the organization directly and 26% of it indirectly and through the mediating path of protein job attitude.

## Conclusion

If the personality and job attitudes of the protein are well managed and understood in the organization, they can have a significant effect on creating and observing organizational citizenship behavior and ultimately improving performance. Because the results of the studies show that organizational citizenship behavior is related to increased performance (Peltzer et al., 2021) and overall it promotes effective performance in the organization (Chraif, 2020); Therefore, considering that the two variables of Hexaco's personality model and protein's job attitude play an important role in improving the level of organizational citizenship behavior, so focusing on educational initiatives in this field can be very valuable for improving the organization (Udin, 2020). From a managerial point of view, organizations can strengthen their ability to develop extra-role behaviors by implementing open communication strategies between managers and employees.



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