

Improving Education through Linking Personality to Organisational Citizenship Behaviour in Balkans Universities

Nereida Hadziahmetovic¹ & Anesa Jabucar² & Mirdin Zilic³

^{1,2,3} International Burch University, Ilidža, Bosnia and Herzegovina

Correspondence: Anesa Jabucar, International Burch University, Ilidža, Bosnia and Herzegovina

Email: anesa.jabucar@ibu.edu.ba

Doi: 10.23918/ijsses.v10i3p65

Abstract: Personality can explain people's adjustment to the environment, prestige, esteem and respect by society, friends, family, co-workers, and supervisors. The five-factor personality model describes a common understanding of personality formation in the five major profiles, commonly referred to as Extroversion, Conscientiousness, Neuroticism, Agreeableness, and Openness to Experience. This research explored the effect of Big five personality profiles on Organizational Citizenship Behaviour to determine whether a personality can be a predictor of the existence of Organizational Citizenship Behaviour particularly toward university personnel. Baseline data for this research was collected from public and private universities in Bosnia and Herzegovina, Serbia, and Montenegro. A total of 560 surveys were collected from 26 private and public universities. Findings show that Extraversion has an impact on Organizational Citizenship Behaviour. On the other side, Neuroticism has a negative impact on Organizational Citizenship Behaviour, while Openness to experience has no impact on Organizational Citizenship Behaviour.

Keywords: Big-Five, Personality, Organizational Citizenship Behaviour, Bosnia and Herzegovina, Serbia, and Montenegro

1. Introduction

1.1 The Big Five Personality

A person's personality is a set of deeply embedded characteristics based on which the person is identified and recognized. It is an inborn trait, just a person's temperament, that can be a source of joy or a source of anguish, but extant evidence implies that it extends far off to influence other important matters, such as organizational behaviours. In the context of the organization, personality variety influences how people flourish at work, behave in specific scenarios, respond to certain events, and interact with others. As a result, it impacts how employees act in an organizational context, which has an impact on the organization (Phipps, Prieto & Deis, 2015). Employee behavior is essential to an organization's growth, therefore it's critical to understand not just how to increase effort or discover and mold untapped potential, but also how to extract maximum performance, commitment and organizational citizenship. Several models have been developed to understand unique personality profiles involving Allport's trait theory, Eysenck's Giant Tree,

Received: March 31, 2023

Accepted: May 19, 2023

Hadziahmetovic, N., Jabucar, A., & Zilic, M. (2023). Improving Education through Linking Personality to Organisational Citizenship Behaviour in Balkans Universities. *International Journal of Social Sciences and Educational Studies*, 10(3), 65-81.

Cattell's 16 Factor Model, and Myers-Briggs Type Indicator (MBTI).

The Five-Factor model is the most widely known trait model e-Factor Model (Matz, Chan, & Kosinski, 2016). The Big Five model was created by Fiske D.W. (1949) and later extended by other researchers involving Norman (1967), Smith (1967), Goldberg (1981), and McCrae & Costa (1987). The model categorizes individuals by measuring their personality traits using five broad dimensions. Numerous adjectives are used as the alternatives of five extensive measurements or features, summing peoples' personalities.

Extraversion is commonly regarded as a type of sociability. It is characterized by adjectives such as talkativeness, activity, assertiveness, excitement seeking, and being easily bored or distracted (Tuten & Bosnjak, 2001). Also, extraversion is characterized by sociability, dominance, ambition, positive emotionality, and a desire for excitement (Barrick & Mount, 2001). Since the existence of personality psychology, extraversion has been the subject of scientific study, represented in almost all broad personality models. Extraversion is a personality trait that involves social participation, self-confidence, and a desire for external stimulation (Lucas & Diener, 2001).

Extroverted individuals will adapt by creating strong interpersonal relationships with other employees and generating energy and cohesion. They also value social engagement, especially when it comes to negotiating or manipulating people to gain status and power (Da'as, Schechter & Qadach, 2019).

Agreeableness is inextricably linked to one's interpersonal relationships. Altruistic, friendly, sensitive, and willing to help others are characteristics of people who score high on Agreeableness. Agreeable people are usually charitable and collaborative, expecting others to reciprocate. They prefer an encouraging environment where they will be accepted and supported. Social acts that reflect interpersonal connection and pleasant effect should be linked to agreeableness. Smiling, laughing, and maintaining eye contact are all examples of acceptable behaviours (Cuperman and Ickes, 2009).

Agreeableness reflects qualities such as kindness, gentleness, trust, honesty, altruism, and warmth. Agreeable individuals are concerned with the maintenance of sociological relationships, and they are described as caring, altruistic, emphatic, and concerned about the well-being of others (Kalshoven, Den Hartog & De Hoogh, 2011).

Individuals with a high level of agreeableness have the desire to belong to a group, so they are interested in helping the group and are more inclined to participate in additional activities (Phipps, Prieto & Deis, 2015).

Conscientiousness is the quality of being cautious or vigilant, with a desire to do a good job and take the responsibility seriously. Conscientious people are structured and efficient, with a tendency to be self-disciplined, diligent, goal-oriented, and typically trustworthy. They are tidy and systematic in their attitude to themselves and others, as well as careful, thoughtful, and intentional in their approach to others. Conscientious individuals are usually diligent, dependable, and conformist. They can become overachievers, controlling, and obsessive in their behaviour if pursued to its logical extreme.

Conscientious people are punctual, dependable, determined, and have a strong desire to succeed (Tuten & Bosnjak, 2001). Conscientiousness is linked to goal setting, and planning (Barrick & Mount, 2001).

Impulse control and goal attainment are inextricably tied to conscientiousness. People with a high Conscientiousness score are dependable, orderly, self-disciplined, hardworking, and goal-oriented (Barrick, Mount & Gupta, 2003). Hard work, perseverance, and a sense of duty are all related to conscientiousness (Bozionelos, 2004).

Neuroticism is linked to anxiousness, hostility, depression, and personal insecurity (Barrick & Mount, 2001). Neurotic people have more often negative occurrences in life than other people, because of their inner negative concerns, low confidence, and pessimism (Judge, Heller & Mount, 2002). Individuals with high neuroticism should rarely develop attitudes that are positive toward the workplace because they tend to interpret experiences negatively (Bozionelos, 2004).

The number and intensity of stimuli required to evoke negative feelings in a person are referred to as neuroticism. Depressed, angry, emotional, worried, embarrassed, and insecure people tend to score high on this dimension (Kuldeep, Bakhshi & Ekta, 2009). Neuroticism should be favorably associated with perceptions of "forced, awkward, and strained" interactions and negatively associated with perceptions of "smooth, natural, and relaxed" interactions. Neuroticism should also be in positive correlation with self-consciousness ratings during the interaction (Cuperman & Ickes, 2009).

Neuroticism is characterized by a predominance of negative feelings such as melancholy, hastiness, and stress (Mahdioun, Ghahramani & Sharif, 2010). Neuroticism is connected with low self-esteem and lack of self-confidence in their skills making such individuals not capable of guiding others (Kalshoven, Den Hartog & De Hoogh, 2011).

Openness to experience is defined by intelligence, creativity, unconventionality, and broad-mindedness (Barrick & Mount, 2001). Openness to experience is linked to scientific and creative inventiveness, varied thinking, weak religiosity, and social liberalism (Judge, Heller, and Mount, 2002). Openness to Experience traits is intellectual curiosity, imagination, originality, and unconventionality (Barrick, Mount & Gupta, 2003). Openness includes a broad range of interests, openness to new ideas, mental flexibility, inventiveness, and a proclivity to cultivate utopian objectives and concepts (Bozionelos, 2004).

Openness to experience is determined by the number of interests pursued and the intensity with which those interests have been pursued (Kuldeep, Bakhshi & Ekta, 2009). An interest in debating intellectual and philosophical notions, including fiction and daydreams, is linked to openness to experience (Cuperman and Ickes, 2009).

Openness is defined by a great intellectual curiosity as well as a propensity for novelty and variety (Komarraju, Karau, Schmeck & Avdic, 2011).

1.2 Organizational Citizenship Behavior

Organ (1988) defined OCB as the volunteer action of individuals that have not been officially recognized or rewarded by the organization and this behaviour supports the organization's efficient operation. This

definition stresses the distinction between an employee's official position and OCB, which refers to activities undertaken voluntarily and without compensation outside of the traditional job definition to promote organizational effectiveness. The defining aspects of OCB are that it must be voluntary action and not legally recognized, and that lack of engagement in such activities is not publishable in the public (Organ, 1988). Extra hours worked, assisting and assisting others, voluntary work for special initiatives outside of one's classic job description, exceeding strictly enforced requirements, and playing an active role in company matters are all descriptions of OCB (Bolino et al., 2004). There are several classifications of these dimensions presented in the literature. One of the most extensively examined components is Organ's (1988) five-dimension model. These five components of OCB are altruism, courtesy, conscientiousness, civic virtue and sportsmanship.

Altruism refers to discretionary actions where members of the organization are helping colleagues with their workload or activities that are relevant to the organization (Podsakoff, MacKenzie, Moorman & Fetter, 1990).

Courtesy is described as behaviour that prevents problems from occurring in the future and takes the necessary efforts to reduce the repercussions of those difficulties. Courtesy also refers to members encouraging one another in their work (Swaminathan & Jawahar, 2013).

Conscientiousness is referring to excellent adherence to attendance, punctuality, time management at work, and respect for organizational property and resources, and as such it could be a factor in predicting the OCB (Organ & Konovsky, 1996).

Sportsmanship is described as refraining from behaviours that may produce undesirable tension at work and preserving a synergistic atmosphere inside the organization. This attitude can be demonstrated by avoiding troubles, refraining from work complaints, not blaming anyone at work, tolerating problems in the organization, avoiding conflicts, and respecting organization rules and relationships with coworkers. Sportsmanship also includes defending the organization's reputation against those who are not members (Polat, 2009).

Civic Virtue presents a significant degree of commitment and a strong level of interest in the organization. Some examples of this behaviour include active engagement in meetings, expressing interest in the company values, contributing significantly and delivering opinions for the organization's strategies, dealing with change initiatives, perceiving the working environment to avoid any hazards to the institution, reporting any unexpected occurrences, and being prepared for any risk (Organ, 1988; Polat, 2009).

2. Conceptual Framework and Hypothesis Development

Personality represents stable patterns of thought and behaviour that are consistent throughout time and across examined circumstances (Cattell, 1965; Bozionelos, 2004). Empirical studies have shown that personality can be determined by personal values, beliefs, and attitudes (Bozionelos, 2004). Personality traits are unique, long-lasting patterns of thinking, emotion, and behaviour that determine people's behaviour in a range of contexts (Barrick, Parks, and Mount, 2005).

A crucial task for personality psychology is to determine the source of behavioural constancy or behavioural stability that is consistently noticed independent of the conditions. The initial stage in this process is to translate behavioural consistency patterns into larger qualities that can be used to describe them (Funder, 2006). The Five-Factor Model of Personality offered a well-defined measuring framework for personality research, which has sparked interest in personality in the domains of organizational psychology (Elanin, 2007).

The impact of the Big Five personality traits on OCB has been investigated extensively. Kumar et al. (2009) and Singh and Singh (2009) revealed that conscientiousness, extraversion, and agreeableness have a significant impact on organizational citizenship behaviour. According to Mahdiun et al. (2010), several of the big-five personality traits, such as conscientiousness, agreeableness, and openness to experience are predictors of organizational citizenship behaviour. Furthermore, Sjahrudin, et al. (2013) discovered that the big-five personality influences organizational citizenship behaviour.

Among the antecedents, personality was the most thoroughly studied predictor of OCB (Bateman & Organ, 1983; Smith et al., 1983). Conscientiousness was found to be the strongest indicator of OCB in meta-analyses undertaken by Podsakoff et al. (2000) and Borman et al. (2001). In three meta-analyses (Borman et al., 2001; Chiaburu et al., 2011; and Podsakoff, MacKenzie, Paine, & Bachrach, 2000) it is observed that agreeableness predicted OCB, while negative affectivity was poor but reliable predictor of OCB in some circumstances.

The most frequently studied predictor of OCB is employee personality (Patki & Abhyankar, 2016). Skills, values, interests, and personality traits are the four building blocks of successful career development (Kavirayani, 2018). If an employee completes his task within the time frame specified, it will contribute to the organization in achieving its goal (Gupta, 2020).

Extraversion, agreeableness, and openness to experience are reliable predictors of job performance, according to Barrick M.R. (2009). Extraversion, for example, has been connected to job success in occupations where engaging with people is a substantial component of the job, especially when the contact is geared at influencing others and gaining status and authority. Citizenship behaviours are less formally mandated than task-performance behaviours because they are considered discretionary. Employee personality qualities may be a better predictor of citizenship involvement than work performance (Chiaburu, Oh, Berry & Gardner, 2011).

Agreeableness is linked to the social type's occupational interests (Barrick, Mount & Gupta, 2003). Low agreeableness is associated with antagonism, impression management, and selfishness, whereas high agreeableness is linked to altruism, friendliness, and modesty (Bozionelos, 2004). Agreeable people are more capable of completing altruistic activities and working cooperatively with others. According to several studies, agreeableness and OCB have a favourable association (Kuldeep, Bakhshi & Ekta, 2009, Mete, 2020).

The quantity of goals on which one is focused is referred to as conscientiousness. It has to do with dependability and will, and typical characteristics connected with it include being diligent, goal-oriented, persistent, cautious, and responsible (Kuldeep, Bakhshi & Ekta, 2009). Conscientiousness is defined by

adjectives like neat, punctual, careful, self-disciplined, and dependable. Employees with high conscientiousness scores are more likely to create behaviours that go beyond what is expected for task performance. A strong relationship between conscientiousness and OCB could be expected since OCB is a type of behaviour that goes beyond expected task performance (Singh, 2009).

Conscientious individuals are usually diligent, organized, and goal-oriented. They are more likely to develop citizenship behaviours as they contribute to their subjective sense of accomplishment at work (Ilies, Fulmer, Spitzmuller & Johnson, 2009).

Based on the literature above, the following hypotheses are proposed:

- H1. Extraversion has a positive impact on OCB
- H2. Openness to experience has a positive impact on OCB
- H3. Neuroticism has a negative impact on OCB
- H4. Conscientiousness has a positive impact on OCB
- H5. Agreeableness has a positive impact on OCB

3. Research Method

3.1 Sample and Data Collection

The research used an online survey to collect data since there has been an increasing trend to apply online surveys. It appears to be less costly, faster and more reliable. Email addresses of the academic and administrative staff were collected from their university website. An approximate number of email addresses were collected from each country. The study researchers sent emails to academic and administrative staff. In each email, the purpose of the study was explained to encourage employees' voluntary participation and guarantee contributors' anonymity.

More than 1500 emails have been sent and 560 responses have been received. In addition, the sample includes 560 employees working at 26 private and public universities in Bosnia and Herzegovina, Serbia, and Montenegro. Out of those, 355 (63.6%) respondents are from Bosnia and Herzegovina, 143 (25.6%) are from Serbia, and 60 (10.8%) are from Montenegro. From public universities, there are 328 (58.9%) respondents and from private universities 229 (41.1%) respondents.

Moreover, among the participants, 297 were female respondents (53%) and 263 were male respondents (47%). Regarding the age of respondents, 21 respondents (3.8%) were from 18 to 25 years old, 137 respondents (24.5%) were from 26 to 35 years old, 272 respondents (48.6%) were from 36-50 years old, and 130 respondents (23.2%) were 50+ years old. The largest number of respondents have a PhD degree which is 408 respondents (72.9%), 121 respondents (21.6%) have a Master's degree and 29 respondents (5.2%) have a Bachelor's degree. Furthermore, 494 (88.7%) of respondents have more than 5 years of work experience, 13 (2.3%) of respondents have 4 years of work experience, 20 (3.6%) of respondents have 3 years of work experience, 22 (3.9%) of respondents have 2 years of work experience, 3 (0.5%) of

respondents have 1 year of work experience, and 5 (0.9%) of respondents have less than 1 year of work experience (Table 1.).

Table 1: Sample characteristics

Variable	Demographics	Number	Valid percentage
Gender	Male	263	47,00%
	Female	297	53,00%
Age	18-25	21	3.8 %
	26-35	137	24.5 %
	36-50	272	48.6 %
	50	130	23.2 %
Level of education	High School	2	0.4 %
	Bachelor's degree	29	5.2 %
	Master's degree	121	21.6 %
	PhD	408	72.9 %
Total work experience	Less than 1 year	5	0.9 %
	1 year	3	0.5 %
	2 years	22	3.9 %
	3 years	20	3.6 %
	4 years	13	2.3 %
	5+ years	494	88.7 %

3.2 Research Design and Instrumentation

All survey questions were gathered from the reviewed literature. The validity and quality of the selected questions were tested in various studies by different researchers. A 10-item short version of the Big Five Personality questionnaire was used: A Brief Version of the Big Five Personality Inventory- Big Five Inventory-10 (BFI-10)- adapted from Rammstedt, B. & John, O. P. (2007): "Measuring personality in one minute or less: A 10 item short version of the Big Five Inventory in English and German".

Rammstedt B. & John O. P. (2007) shortened the Big Five Inventory (BFI-44) to a 10-item form, the BFI-10, to provide a Big Five measure in situations where participant time is limited. To allow it to be used in cross-cultural studies, the BFI-10 was generated simultaneously in various samples in both English and German. According to the results, The BFI-10 scales have a high level of reliability and validity.

Organizational Citizenship Behavior was measured by a questionnaire, consisting of 24 items. The scale developed by Podsakoff et al. (1990) measures the five dimensions of OCB, namely altruism, conscientiousness, sportsmanship, courtesy, and civic virtue.

3.3 Data Analysis

In total five hundred and sixty (560) responders completed the 30-item survey questionnaires with demographic questions. Reverse questions included in the questionnaire have been reversed before doing

the analysis. In Table 2 a matrix of mean, standard deviation, and correlations was conducted among the variables. The data show that the consistency of responses throughout the questionnaire was consistent. The participants were first asked questions that determine their personality and afterwards questions that determine organizational citizenship behaviour. The participants were first asked questions that determine their personality and afterwards questions that determine organizational citizenship behaviour. Regarding personalities, Extraversion: (M=3,967, SD=.8537), Openness: (M=3,355, SD=.5993), Neuroticism: (M=2,333, SD=.8348), Conscientiousness: (M=4,407, SD=.6656), Agreeableness: (M=4,174, SD=.6383). For organizational citizenship behaviour dimensions, it was Altruism (M=4,408, SD=.5943), Courtesy: (M=4,484, SD=.4999), Sportsmanship: (M=1,887, SD=.6306), Conscientiousness: (M=4,026, SD=.5515), Civic virtue: (M=3,959, SD=.7873), which is presented in Table 2.

Table 2: Mean, standard deviation, and correlations between dependent variables and the Big Five

Variables	Mean	SD	1	2	3	4	5	6	7	8	9	10
Extraversion	3,967	.8537	1									
Openness	3,355	.5993	.075	1								
Neuroticism	2,333	.8348	-.297**	.034	1							
Conscientiousness	4,407	.6656	.173**	.021	-.218**	1						
Agreeableness	4,174	.6383	.260**	-.018	-.254**	.203**	1					
Altruism	4,408	.5943	.238**	.042	-.107**	.262**	.245**	1				
Courtesy	4,484	.4999	.157**	-.018	-.192**	.288**	.275**	.484**	1			
Sportsmanship	1,887	.6306	-.262**	.004	.407**	-.189**	-.392**	-.211**	-.236**	1		

Conscientiousness	4,026	.5515	.105*	.055	-.141**	.299**	.152**	.318**	.308**	-.148**	1	
Civic virtue	3,959	.7873	.161**	.011	-.182**	.270**	.170**	.416**	.447**	-.112**	.352**	1

In order to examine the construct validity of the scales which were used in this study Cronbach's alpha was used. Validity results are presented in table 3. for both independent variables (Big-five Personality) and dependent variables (Organizational Citizenship Behavior). All values of Cronbach's alpha are acceptable: *Extraversion: .614 (acceptable), *Openness: .625 (acceptable), *Neuroticism: .525 (acceptable), *Altruism: .849 (very good), *Courtesy: .755 (good), *Sportsmanship: .663 (acceptable), *Conscientiousness_OCB: .534 (acceptable), *Civic virtue: .783 (good), except independent variables Conscientiousness (Big-five personality dimension): .411 (unacceptable) and independent variable Agreeableness (Big-five personality dimension): .135 (unacceptable), so that, the following dimensions are excluded from the Big Five Personality variable in further analyzes and hypotheses regarding the mentioned variables will be excluded in the continuation of the analysis due to their poor validity.

Table 3: List of Items and Alpha Coefficient for Big 5 and OCB

Variables Items	Cronbach's Alpha
Extraversion	.614
Is reserved*	
Is outgoing, sociable	
Openness	.625
Has few artistic interests*	
Has an active imagination	
Neuroticism	.525
Is relaxed, handles stress well*	
Gets nervous easily	
Conscientiousness	.411
Tends to be lazy*	
Does a thorough job	
Agreeableness	.135
Is generally trusting	
Tends to find fault with others*	
Altruism	.849
Helps others who have been absent	
Helps others who have heavy workloads	
Helps orient new people even though it is not required	

Willingly helps others who have work-related problems	
Is always ready to lend a helping hand to those around him/her	
Courtesy	.755
Takes steps to try to prevent problems with other workers.	
Is mindful of how his/her behavior affects other people's jobs	
Does not abuse the rights of others	
Tries to avoid creating problems for coworkers	
Considers the impact of his/her actions on coworkers	
Sportsmanship	.663
Consumes a lot of time complaining about trivial matters*	
Always focuses on what's wrong, rather than the positive side*	
Tends to make "mountains out of molehills" *	
Always finds fault with what the organization is doing*	
Is the classic "squeaky wheel" that always needs greasing*	
Conscientiousness	.534
Attendance at work is above the norm	
Does not take extra breaks	
Obeys company rules and regulations even when no one is watching	
Is one of my most conscientious employees	
Believes in giving an honest day's work for an honest day's pay	
Civic virtue	.783
Attends meetings that are not mandatory, but are considered important	
Attends functions that are not required, but help the company image	
Keeps abreast of changes in the organization	
Reads and keeps up with organization announcements, memos, and so on	
<i>*Reverse-coded items</i>	

Hypotheses and sub-hypotheses have been tested using Pearson's r to see if there was a correlation between the variables. Cohen (1988) explained that the effect size for Pearson's r is as follows: small =.10 –.30; medium =.30 –.50; large =.50. (Note. N = 560. * p < .05; ** p < .01). Following that, linear regressions were used to determine the relationship between the sub-hypotheses, as shown in Table 4.

Table 4: Regression analysis

Predictors	β	t	p	F	df	p	R 2
Openness → Altruism	-.042	-0,998	.319	0,996	1	> ,005	.002
Openness → Courtesy	-.018	-0,433	.665	0,188	1	> ,005	0.00
Openness → Conscientiousness	.055	1,307	.192	1,709	1	> ,005	.003
Openness → Sportsmanship	.004	0,088	.930	0,008	1	> ,005	0.00
Openness → Civic virtue	.014	0,254	.800	0,064	1	> ,005	0.00
Neuroticism → Altruism	-.197	-4,742	.000	22,489	1	< ,005	.039
Neuroticism → Courtesy	-.192	-4,613	.000	21,282	1	< ,005	.037
Neuroticism → Conscientiousness	-.141	-3,361	.001	11,298	1	< ,005	.020
Neuroticism → Sportsmanship	.407	10,514	.000	110,550	1	< ,005	.165
Neuroticism → Civic Virtue	-.172	-4,376	.000	19,145	1	< ,005	.182
Extraversion → Altruism	.238	5,793	.000	33,553	1	< ,005	.055
Extraversion → Courtesy	.157	3,762	.000	14,149	1	< ,005	.025
Extraversion → Conscientiousness	.105	2,506	.012	6,280	1	< ,005	.011
Extraversion → Sportsmanship	-.262	-6,402	.000	15,212	1	< ,005	.068
Extraversion → Civic Virtue	.161	3,863	.000	14,925	1	< ,005	.026

4. Discussion

The main aim of this research was to determine the impact of Big Five personality profiles on Organizational Citizenship Behavior and to determine whether a personality can be a predictor of the existence of Organizational Citizenship Behavior. Accordingly, certain hypotheses have been tested and the results are shown in Table 5.

Table 5: Summary of hypotheses results

	Hypothesis	Status
H1a.	Extraversion has a positive impact on Altruism	CONFIRMED
H1b.	Extraversion has a positive impact on Courtesy	CONFIRMED
H1c.	Extraversion has a positive impact on Conscientiousness	CONFIRMED
H1d.	Extraversion has a positive impact on Sportsmanship	CONFIRMED
H1e.	Extraversion has a positive impact on Civic Virtue	CONFIRMED
H2a.	Openness to experience has a positive impact on Altruism	NOT CONFIRMED
H2b.	Openness to experience has a positive impact on Courtesy	NOT CONFIRMED
H2c.	Openness to experience has a positive impact on Conscientiousness	NOT CONFIRMED
H2d.	Openness to experience has a positive impact on Sportsmanship	NOT CONFIRMED
H2e.	Openness to experience has a positive impact on Civic Virtue	NOT CONFIRMED
H3a.	Neuroticism has a negative impact on Altruism	CONFIRMED
H3b.	Neuroticism has a negative impact on Courtesy	CONFIRMED
H3c.	Neuroticism has a negative impact on Conscientiousness	CONFIRMED
H3d.	Neuroticism has a negative impact on Sportsmanship	CONFIRMED
H3e.	Neuroticism has a negative impact on Civic Virtue	CONFIRMED

H1. and H3. both hypotheses and their sub-hypotheses are statistically significant ($p < .005$). Therefore, the null hypothesis was rejected by H1a, H1b, H1c, H1d, H1e, H3a, H3b, H3c, H3d, H3e. H2 hypothesis and sub-hypotheses (H2a, H2b, H2c, H2e, H2d) are not statistically significant ($p > .005$). Therefore, we failed to reject the null hypothesis.

It has been confirmed that Extraversion has a positive impact on OCB. The previous research also supported that there is a positive and significant relationship between extraversion and OCB (Kumar, Bakhshi, Rani, 2009; Singh et al., 2009, Mahdioun, Ghahramani, Sharif, 2010, Golafshani & Rahro, 2013; Mushraf, Al-Saqry, Obaid, 2015; Patki & Abhyankar, 2016; Aftab, Rashid & Ali Shah, 2018, et al.)

Results show that Neuroticism has no statistically significant impact on OCB. The previous research also supported that there is a negative significant relationship between Neuroticism and OCB (Kumar, Bakhshi, Rani, 2009; Mushraf, Al-Saqry, Obaid, 2015, et al.)

Openness to experience has no statistically significant impact on OCB. The previous research also supported that Openness to experience has no statistically significant impact on OCB (Golafshani &

Rahro, 2013). It can be mentioned that there is research that confirmed that Openness to experience has a statistically significant impact on OCB (Mahdioun, Ghahramani, Sharif, 2010).

Extraversion is a major predictor of job performance and organizational behaviour in specific occupations, according to a meta-analysis conducted by Barrick, Mount, and Judge (2001). People who score high on this dimension are outgoing and like social contacts, therefore it's no surprise that extraversion is linked to work performance in occupations that require interactions with others and the use of social skills. As a result, extroverts can expect higher results in a variety of educational and training programs, and this component is also appropriate for group performance and sustainability (Sokić, Martinčić & Bakić, 2019). With all of the aforementioned traits of Extroverts, as well as the confirmation of their positive impact on OCB, it can be concluded that extroverts are desirable to be selected staff at universities.

Neuroticism is also a very important variable for the prediction of work-related behaviours. Individuals with neuroticism are frequently indecisive about their occupations, preferring to work in less demanding jobs and displaying less work motivation when they get hired. Neuroticism interferes with both learning and success in training programs, so they are neurotic individuals less suitable for them. Neuroticism is particularly harmful to group performance, so weaker team performance can be expected in groups with higher averages on this dimension (Krapić, 2005).

5. Conclusions

The main aim of this research was to determine the impact of Big Five personality profiles on organizational citizenship behaviour at public and private universities in Bosnia and Herzegovina, Serbia, and Montenegro. Personality can be explained as changing the arrangement of structures within people that impact their cognitive processes, emotion, and behaviour based on which can be predicted the future development of organizational citizenship behaviour which represents discretionary individual action that supports the organization's effective functioning. Extraversion has been shown to have a positive impact on organizational citizenship behaviour. It is confirmed that Neuroticism has a negative impact on organizational citizenship behaviour. Openness has no significant impact on all OCB. The role of personality in determining organizational citizenship behaviour, specifically directed for university employees, was emphasized in this study. A university lecturer is a person who serves a significant function with responsibility for the university's major operations, so it is beneficial for the institution if the lecturer develops organizational citizenship behaviour. In addition, the results from this study have important practical implications in the employee selection process. It is suggested that the University management should place a priority on hiring individuals with personality traits that can have a positive influence on job outcomes like organizational citizenship behaviour.

References

- Aftab N., Rashid S., Shah A.S. (2018). Direct effect of extraversion and conscientiousness with interactive effect of positive psychological capital on organizational citizenship behavior among university teachers, <https://doi.org/10.1080/23311908.2018.1514961>
- Barrick M.R. (2009). Yes, Personality Matters: Moving on to More Important Matters, https://doi.org/10.1207/s15327043hup1804_3

- Barrick M.R., Parks L., Mount M.K. (2005). Self-monitoring as a moderator of the relationship between personality traits and performance, September 2005 *Personnel Psychology* 58(3):745 - 767, <https://doi.org/10.1111/j.1744-6570.2005.00716.x>
- Barrick M.R, Mount MK (2001). Personality and Performance at the Beginning of the New Millennium: What Do We Know and Where Do We Go Next? March 2001 *International Journal of Selection and Assessment* 9(1-2):9 - 30 <https://doi.org/10.1111/1468-2389.00160>
- Barrick, M.R., Mount, M. K., & Gupta, R. (2003). Meta-analysis of the relationship between the five-factor model of personality and Holland's occupational types. *Personnel Psychology*, 56, 45-74. doi: <https://doi.org/10.1111/j.1744-6570.2003.tb00143.x>
- Barrick, M.R., Mount, M. K., & Judge, T. A. (2001). Personality and performance at the beginning of the new millennium: What do we know and where do we go next? *International Journal of Selection and Assessment*, 9(1-2), 9–30. <https://doi.org/10.1111/1468-2389.00160>
- Bateman, T. S., & Organ, D. W. (1983). Job satisfaction and the good soldier: The relationship between affect and employee "citizenship." *Academy of Management Journal*, 26(4), 587–595. <https://doi.org/10.2307/255908>
- Bolino M.C., Turnley W.H. & Niehoff B.P. (2004). The other side of the story: Reexamining prevailing assumptions about organizational citizenship behavior; *Human Resource Management Review*, 14(2), 229–246. <https://doi.org/10.1016/j.hrmmr.2004.05.004>
- Bozionelos, N. (2004). The big five of personality and work involvement, *Journal of Managerial Psychology*, Vol. 19 No. 1, pp. 69-81. <https://doi.org/10.1108/02683940410520664>
- Cattell, R.B. (1965). *The Scientific Analysis of Personality*, Penguin, Baltimore, MD
- Chiaburu, D. S., Oh, I.-S., Berry, C. M., Li, N., & Gardner, R. G. (2011). The five-factor model of personality traits and organizational citizenship behaviors: A meta-analysis. *Journal of Applied Psychology*, 96(6), 1140–1166. <https://doi.org/10.1037/a0024004>
- Costa PT Jr, McCrae RR (1987). Validation of the Five-Factor Model of Personality Across Instruments and Observers, *J Pers Soc Psychol.* 1987 Jan;52(1):81-90. <https://doi.org/10.1037//0022-3514.52.1.81>
- Cuperman R., Ickes W. (2009). Big Five predictors of behavior and perceptions in initial dyadic interactions: Personality similarity helps extraverts and introverts, but hurts "disagreeables", October 2009 *Journal of Personality and Social Psychology* 97(4):667-84, <https://doi.org/10.1037/a0015741>
- Da'as R., Schechter C. & Qadach M. (2019). School Leaders' Cognitive Complexity: Impact on the Big 5 Model and Teachers' Organizational Citizenship Behavior; September 2020 *Journal of School Leadership* 30(5):398-423, <https://doi.org/10.1177/1052684619896535>
- Dan S. Chiaburu D.S., Li N., Gardner R.G. (2011). The Five-Factor Model of Personality Traits and Organizational Citizenship Behaviors: A Meta-Analysis. *Journal of Applied Psychology*, 96(6), 1140–1166. <https://doi.org/10.1037/a0024004>
- Dedic S., Hadziahmetovic N., Mujezinovic M. The Role of Leadership Styles in Organizational Citizenship Behavior (2022). Volume 8 issue 3, <https://dx.doi.org/10.20469/ijbas.8.10001-4>
- Dinc, M.S., Kuzey, C., Hadziahmetovic, N. (2022). Factors influencing organisational citizenship behaviour of nurses in healthcare services, *International Journal of Behavioural and Healthcare Research*

- Elanain, H. M. A. (2007). The Five-Factor Model of Personality and Organizational Citizenship Behavior in United Arab Emirates, *SAM Advanced Management Journal*, 72(3), 47.
- Elanain, H.M. A. (2007). Relationship between Personality and Organizational Citizenship Behavior: Does Personality Influence Employee Citizenship?
- Fiske, D. W. (1949). Consistency of the factorial structures of personality ratings from different sources. *The Journal of Abnormal and Social Psychology*, 44(3), 329–344.
<https://doi.org/10.1037/h0057198>
- Funder D.C. (2006). Towards a resolution of the personality triad: Persons, situations, and behaviors, <https://doi.org/10.1016/j.jrp.2005.08.003>
- Rammstedt, B., & John, O. P. (2007). Measuring personality in one minute or less: A 10-item short version of the Big Five Inventory in English and German. *Journal of Research in Personality*, 41(1), 203–212. <https://doi.org/10.1016/j.jrp.2006.02.001>
- Golafshani M., Rahro M. (2013). Identification of personality traits affecting on development of organizational citizenship behavior, January 2013 *Middle East Journal of Scientific Research* 16(2):274-281, <https://doi.org/10.5829/idosi.mejsr.2013.16.02.114811>
- Goldberg, L.R. (1981) Language and Individual Differences: The search for universals in personality lexicons. In L.Wheeler (Ed.), *Review of Personality and Social Psychology: Vol.2* (pp.141-165). Beverly Hills, CA: Sage
- Gupta N., Gupta A. (2020). Big Five Personality Traits and Their Impact on Job Performance of Managers in FMCG Sector, *International Journal of Recent Technology and Engineering (IJRTE)* ISSN: 2277-3878, Volume-8 Issue-5, January 2020
- Hadziahmetovic N. Hasanovic A. (2021). The Role of Personality in Employee Affective Commitment during the Covid-19 Crisis
- Hadziahmetovic N., Mujezinovic M. (2021). The Role of the Big Five Personality Profiles in Employee Affective Commitment and Engagement: Case of Small and Medium Enterprises, <https://dx.doi.org/10.20469/ijbas.7.10003-2>
- Ilies R., Fulmer I.S., Spitzmuller M., Johnson M.D. (2009). Personality and Citizenship Behavior: The Mediating Role of Job Satisfaction, August 2009 *Journal of Applied Psychology* 94(4):945-59, <https://doi.org/10.1037/a0013329>
- Judge T.A., Heller D., Mount M.K. (2002). Five-Factor Model of Personality and Job Satisfaction: A Meta-Analysis, *J Appl Psychol.*2002 Jun;87(3):530-41. <https://doi.org/10.1037/0021-9010.87.3.530>
- Kalshoven K., Den Hartog D. N., De Hoogh A. H. B. (2011). Ethical Leader Behavior and Big Five Factors of Personality, *Journal of Business Ethics*, 100:349–366 Springer 2010, <https://doi.org/10.1007/s10551-010-0685-9>
- Kavirayani K. (2018). Historical Perspectives on Personality – The Past and Current Concept: The Search is Not Yet Over, https://doi.org/10.4103/amhs.amhs_63_18
- Komarraju M., Karau S.J., Schmeck R.R., Avdic A. (2011). The Big Five personality traits, learning styles, and academic achievement, <https://doi.org/10.1016/j.paid.2011.04.019>
- Krapić N. (2005). Personality dimensions of the five-factor model and work behavior

- Kuldeep K., Bakhshi A., Ekta R. (2009). Linking the Big Five personality domains to Organizational citizenship behavior, *International Journal of Psychological Studies*,
<https://doi.org/10.5539/ijps.v1n2p73>
- Lucas, R. E., & Diener, E. (2001). Extraversion. *International Encyclopedia of the Social & Behavioral Sciences*, 5202–5205, <https://doi.org/10.1016/b0-08-043076-7/01770-8>
- Mahdiuon R., Ghahramani M., Sharif A.R. (2010). Explanation of organizational citizenship behavior with personality, *Procedia Social and Behavioral Sciences* 5 (2010) 178–184,
<https://doi.org/10.1016/j.sbspro.2010.07.069>
- Matz, S., Chan, Y. W. F., & Kosinski, M. (2016). Models of personality. In M. Tkalčič, B. De Carolis, M. de Gemmis, A. Odić, & A. Košir (Eds.), *Emotions and personality in personalized services: Models, evaluation and applications* (pp. 35–54). Springer International Publishing/Springer Nature. https://doi.org/10.1007/978-3-319-31413-6_3
- Mete E.S. (2020). The Personality Traits in the Defense Industry: The Mediating Role of Organizational Citizenship Behavior, <https://doi.org/10.1177/2158244020982289>
- Mushraf A.M., Al-Saqry R., Obaid H.J. (2015). The personality factor (neuroticisms) has a significant effect direct (negative) on organizational citizenship behavior,
<http://pub.unj.ac.id/index.php/jpepa/article/view/350>
- Norman, W. T. (1967). 2800 Personality Trait Descriptors: Normative Operating Characteristics for a University Population
- Organ D.W., Konovsky M.A. (1996). Dispositional and contextual determinants of organizational citizenship behavior; *Journal of Organizational Behavior*, 17,253-266.
[https://doi.org/10.1002/\(SICI\)1099-1379\(199605\)17:3<253::AID-JOB747>3.0.CO;2-Q](https://doi.org/10.1002/(SICI)1099-1379(199605)17:3<253::AID-JOB747>3.0.CO;2-Q)
- Organ, D.W. (1988). *Organizational Citizenship Behaviour: The Good Soldier Syndrome*. Lexington Books/ D. C. Heath and Com.
- Patki S.M., Abhyankar S.C. (2016). Big Five Personality Factors as Predictors of Organizational Citizenship Behavior: A Complex Interplay, March 2016 *The International Journal of Indian Psychology* 3(2):136-146, <https://doi.org/10.25215/0302.168>
- Phipps S.T.A., Prieto L.C., Deis M.H. (2015). The Role of Personality in Organizational Citizenship Behavior: Introducing Counterproductive Work Behavior and Integrating Impression Management as a Moderating Factor
- 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 behaviors; Volume 1, Issue 2, Summer 1990, Pages 107-142, [https://doi.org/10.1016/1048-9843\(90\)90009-7](https://doi.org/10.1016/1048-9843(90)90009-7)
- Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000). Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management*, 26(3), 513–563.
<https://doi.org/10.1177/014920630002600307>
- Polat S. (2009). Organizational citizenship behavior (OCB) display levels of the teachers at secondary schools according to the perceptions of the school administrators; December 2009 *Procedia - Social and Behavioral Sciences* 1(1):1591-1596, <https://doi.org/10.1016/j.sbspro.2009.01.280>

- Rammstedt, B., & John, O. P. (2007). Measuring personality in one minute or less: A 10-item short version of the Big Five Inventory in English and German. *Journal of Research in Personality*, 41(1), 203–212. <https://doi.org/10.1016/j.jrp.2006.02.001>
- Singh K.A., Singh P.A. (2009). Does Personality Predict Organisational Citizenship Behaviour among Managerial Personnel
- Sjahrudin H., Armanu, Sudiro A., Normijati (2013). Personality Effect on Organizational Citizenship Behavior (OCB): : Trust in Manager and Organizational Commitment Mediator of Organizational Justice in Makassar City Hospitals (Indonesia), *European Journal of Business and Management* ISSN 2222-1905 (Paper) ISSN 2222-2839, Vol.5, No.9, 2013
- Smith, C. A., Organ, D. W., & Near, J. P. (1983). Organizational Citizenship Behaviour: Its Nature and Antecedents. *Journal of Applied Psychology*, 68, 653-663.
<http://dx.doi.org/10.1037/0021-9010.68.4.653>
- Smith, G. M. (1967). Usefulness of Peer Ratings of Personality in Educational Research, Volume 27, Issue 4, <https://doi.org/10.1177/001316446702700>
- Sokić K., Martinčić G.S., Bakić M. (2019). The Role of Personality in Organizational Behavior
- Swaminathan S., Jawahar D.P. (2013). Job Satisfaction as a Predictor of Organizational Citizenship Behavior: An Empirical Study, *Global Journal of Business Research*, v. 7 (1)
- Tuten, T. L., & Bosnjak, M. (2001). Understanding differences in web usage: The role of need for cognition and the five factor model of personality. *Social Behavior and Personality: An International Journal*, 29(4), 391–398. <https://doi.org/10.2224/sbp.2001.29.4.391>