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**The Association Between the Six HEXACO Personality Traits and  
Motives of Organizational Citizenship Behaviour: An Omani study on  
Employees from the Public Sector**

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### **Abstract**

This research endeavoured to examine the relationships between the six HEXACO personality traits (Honesty-Humility, Emotionality, Extraversion, Agreeableness, Conscientiousness and Openness to Experience) and the three motives of organizational citizenship behaviour (Impression Management, Prosocial Values and Organizational Concern) within an Omani context. The Omani context was chosen to provide an insight into the relationship between the two variables of interest from an Arabic perspective, and eventually contribute to the literature of the organizational citizenship behaviour and the HEXACO personality model. The research, specifically, aimed to find out which of the three motives were most strongly associated with each personality trait. Participants were 278 employees from various work fields of the Omani public sector. Their data were obtained through a self-report survey that included items from the HEXACO-60 and OCB Motives scales. Statistically, a Spearman rho correlation was used to analyse the data that appeared to be non-normally distributed and were measured on ordinal scales. Expectedly, the research's findings showed that the Honesty-Humility dimension was the strongest predictor of the impression management motive, while the Conscientiousness and Extraversion dimensions were the strongest predictors of the organizational concern motive. Conscientiousness also predicted positively and strongly the prosocial value motive. While the personality traits of Agreeableness and Openness to Experience had small and positive relationships with prosocial values and organizational concern motives, Emotionality did not relate significantly to any of the OCB motives. These main results have applicable implications within the organization, specifically, to the human resource procedures of recruitment and selection.

*Keywords:* organizational citizenship behaviour (OCB), impression management (IM), prosocial value (PV), organizational concern (OC).

Organizational Citizenship Behaviour (OCB) is widely investigated topic in Industrial/Organizational (IO) psychology. Essentially, it is the extent to which employees perform discretionary behaviours and actions that benefit the organization as well as their fellow employees (Organ, 1988). The definition implies that organizational citizenship behaviour is voluntary and a personal choice, so the employee cannot be punished for its exclusion in the workplace (Bateman & Organ, 1983). OCB, like many workplace behaviours, has attracted the attention of organizational behaviour researchers owing to its importance and benefits to both the organization and employee. Evidence from the literature has found that OCB plays a key role in employee and organization effectiveness (Yen & Niehoff, 2004; Koys, 2001), organizational success (Podsakoff & MacKenzie, 1994), leads to low levels of turnover and employee absenteeism (Podsakoff, Whiting, Podsakoff & Blume, 2009) and is related to ethical workplace behaviour (Turnipseed, 2002).

In recognition of the significance of OCB, the number of studies that have been conducted in relation to OCB has increased dramatically in the last two decades (Podsakoff, Mackenzie, Paine & Bachrach, 2000). One area that has recently attracted researchers' attention and contributed greatly to the literature of OCB is the association between OCB motives (i.e. prosocial values, organizational concern and impression management) and personality traits using specifically the HEXACO, which consists of six traits: Honesty-Humility, Emotionality, Extraversion, Agreeableness, Conscientiousness and Openness to Experience. This association is based on the assumption that OCBs are driven by positive dispositions and attitudinal motives rooted in social exchange theory, which posits that employees engage in organizational citizenship behaviours in return to what the organization has offered them (Organ & Ryan, 1995). A better understanding of the association between personality traits and OCB motives may help organizations to deliver more effective, human resources procedures and professional development strategies. Moreover,

organizations in Oman, particularly from the public sector may be interested in considering the HEXACO as an additional tool supporting their assessment and recruitment procedures and decisions.

The contributions that have been made to the literature of OCB in relation to the study of the relationship between OCB motives and personality traits centre around two main aspects. First, as OCB differs cross-culturally (Rego & Cunha, 2010), research that has investigated the relationship in question in different cultural contexts has made empirical contributions to the literature of OCB. These researches presented variances in perceptions and meanings of OCB and what it means to be a "good citizen" (Gautam, Van Dick, Wagner, Upadhyay, & Davis, 2005). For example, Becton and Field (2009) looked at the perceptual differences of OCB between Chinese and American workers. Although Chinese and American workers exhibited similar levels of personal support and conscientious initiative in their organization, Chinese workers reported higher levels of organizational support than American workers, possibly due to the influence of Chinese collectivist culture that values success at the organizational level over the personal level. Second, existing research that examined the association between OCB motives and personality traits has used the HEXACO-Personality Inventory-Revised (HEXACO-PI-R), which is the most recently developed scale of personality and a viable alternative to the Five Factor Model (FFM) (Pletzer, Bentvelzen, Oostrom & De Vries, 2019). A more recent and only study to date that has examined the relationship between personality traits and motives of OCB using the HEXACO model of personality is a study by Bourdage, Lee, Lee, and Shin (2012). Bourdage et al. (2012) recruited 262 participants from two Korean organizations and used the Korean version of the HEXACO-PI-R. Their study provided a comprehensive look at the personality traits underlying each of the OCB motives and contributed to

the understanding of OCB motives from a non-Western and non-English-spoken culture (Bourdage et al., 2012).

In light of Bourdage et al's. (2012) contribution, the current study also endeavours to provide insights into the association between the OCB motives and the personality traits using the HEXACO in an Arabic context, Oman. Oman is an Arab and Muslim country occupying the south-eastern corner of the Arabian Peninsula that relies heavily on oil revenues as a source of income (Al-Hamadi, Budhwar, & Shipton, 2007). According to Abdulali (1990), Islam has a great impact on the lives and practices of the Omani people, and Sharia law, which contains Quranic principles and teaching of prophet Mohammed, is the law of Oman. Culturally, Oman is more of a collectivist than to an individualist culture (Hofstede, 2001). The tribal structure and the family are central in the social lives of the Omani people, and the individual is largely determined by their tribal or familial affiliation, and seldom by their individual merits (Kazan, 1993). Due to their strong influences, both the tribe and the family represent the second top authorities after Islam in shaping the culture of Oman.

In the present study, I seek to answer the following two research questions:

- 1) What is the relationship between each of the six HEXACO personality traits and the three OCB motives in the Omani context?
- 2) Which of the three motives are most strongly associated with each personality trait?

This study is expected to be the first to date to examine the association between the six HEXACO personality traits and motives of OCB on Omani context targeting specifically employees from the public sector. According to the Omani National Centre for Statistics and Information (2018), the number of Omani workers in the government/public sector in 2018 was 201,913. Research about organizational citizenship behaviour in Oman is very limited and available research is confined to

the dimensions of OCB (i.e. altruism, conscientiousness, civic virtue, sportsmanship and courtesy) and has targeted only participants from the private sector (Kuehn & Al-Busaidi, 2002; Hans, Mubeen & Al-Badi, 2015). The most recent study was carried out by Muthuraman and Al-Haziazi (2017) to examine the relationship between OCB and its five components on a sample of 91 employees from various corporate sectors in Oman (Oil, Gas, Banking and Service). The study therefore makes two new empirical contributions, firstly through focusing on OCB motives among Omani public sector employees, and secondly through exploring the relationship between the HEXACO personality traits and OCB motives in an Arab context. What follows is an overview and background of OCB behaviours and motives, as well as a brief review of the HEXACO.

### **Components and Types of OCB**

Employees, according to Organ (1988, 1990, 1997) may demonstrate OCBs in five ways: (1) altruism, which refers to helping behaviour directed towards an individual with an organizationally relevant issue, (2) conscientiousness, which refers to impersonal behaviour directed to the organization and exceeds the minimum job's required expectations, (3) sportsmanship, which refers to tolerance of work related problems without complaints, (4) courtesy, which refers to behaviour that prevents organization's problems in advance through communication and consideration for others, and (5) civic virtue, which refers to active participation in the life and culture of the organization. These five dimensions of OCB were further grouped into organizational citizenship behaviour for individual (OCB-I) and for organization (OCB-O) based on the target and direction of behaviour.

Behaviour that is directed to benefit the individual, for instance, altruism and courtesy, is referred to as OCB-I, whereas behaviour that is directed to benefit the organization, for instance, conscientiousness, sportsmanship and civic virtue, is referred to as OCB-O (Williams & Anderson,

1991). In order to quantify OCB-I and OCB-O, Lee and Ashton (2002) developed a 16-point scale to operationalize OCB types. The scale contains statements about OCB-I and OCB-O and the task of participants is to indicate how often they perform the described behaviour. In addition to operationalizing the different components and types of OCB, researchers have also identified different motives for engaging in OCB. The main difference between the behaviour and motive of organizational citizenship is that the behaviour is observable while the motive is not. Moreover, while the observable behaviour of organizational citizenship is measurable during performance appraisal, the motive is difficult to be assessed (Rioux & Penner, 2001, Bourdage et al., 2012).

### **Motives of OCB**

Organizational behaviour researchers have stipulated that there are three motives for engaging in OCB; namely, prosocial values (PVs), organizational concern (OC) and impression management (IM). According to Rioux and Penner (2001), the PV motive refers to the desire to help others and build positive relationship with people. This includes, for example, helping a new colleague performs a particular task. The OC motive refers to the desire for the organization to succeed and to feel proud of and be committed to the organization. Such a desire for the organization is theorised to be grounded in social exchange theory in which an employee performs OCB in return to the organization that has secured them financially and treated them fairly. Talking positively about the organization to friends could be an example of OCB motivated by the OC motive. Lastly, the motive of IM refers to the desire to build a positive image of oneself and avoid being perceived negatively in order to obtain personal gains. One example of behaviour motivated by IM is an employee coming in to work early and leaving late so her employer builds an impression of her as a hardworking employee. Both PVs and OC motives represent the traditional motivations behind OCB and sometimes are referred to as 'good soldier', whereas IM represents an instrumental purpose and is



referred to as 'good actor' (Rioux & Penner, 2001). Examples of instrumental purposes include a desire to obtain increased salary, promotions and other benefits associated with being viewed as a good organizational citizen (Allen & Rush, 1998; Bolino, 1999; Rioux & Penner, 2001).

Interestingly, OCB motives were further investigated in relation to personality inventories, such as the FFM and HEXACO-PI, in an attempt to explore the association between OCB motives and people's underlying personality traits. Researchers were interested in this association based on the assumption that OCBs are driven by positive dispositions and attitudinal motives rooted in social exchange theory, which posits that employees engage in organizational citizenship behaviours in return to what the organization has offered them (Organ & Ryan, 1995). The following parts shed light on the development of FFM and HEXACO-PI, similarities and differences between both scales and strengths of HEXACO-PI.

### **Personality Inventories: FFM and HEXACO Models**

Personality is defined as "the set of psychological traits and mechanisms within the individual that are organized and relatively enduring and that influence his or her interactions with, and adaptations to, the intrapsychic, physical, and social environment" (Larsen & Buss, 2005, p. 4). Put simply, personality traits are relatively stable patterns of thoughts, feelings and behaviours that personality researchers use to provide description and classification of individuals' dispositional traits for the sake of elucidating and predicting various phenomena of interests (Costa & McCrae, 1995). The commonly used approach to study the structure of personality is the lexical approach, which suggests that human personality differences are labelled in single terms using dictionaries of various languages (Goldberg, 1982, 1990). Initially, this led to a consensus among personality researchers that there are five distinct factors that account for most of the variance in individuals' personality, commonly modelled as the Five Factors Model, or FFM (Costa & McCrae, 1992) which

consists of Openness to Experience, Conscientiousness, Extraversion, Agreeableness and Neuroticism. These factors, sometimes referred to as the “Big Five” are easily remembered using the acronym (OCEAN).

The Big Five model remained the most widely accepted descriptive model of personality until analyses of lexical data from a dozen languages (English, Dutch, French, Korean, Polish, Italian, German, Hungarian, Turkish, Croatian, Filipino & Greek) offered support for six cross-culturally replicable factors of personality (Lee & Ashton, 2008). These factors are known by the HEXACO acronym: Honesty-Humility, Emotionality, eXtraversion, Agreeableness, Conscientiousness, and Openness to Experience. The HEXACO factors are ‘broad’ personality traits and each factor contain four ‘narrow’ traits or facets. Honesty-Humility is represented by the facets of sincerity, fairness, greed avoidance and modesty. Emotionality is represented by the facets of fearfulness, anxiety, dependence and sentimentality. Extraversion is represented by the facets of social self-esteem, social boldness, sociability and liveliness. Agreeableness is represented by the facets of forgiveness, gentleness, flexibility and patience. Conscientiousness is represented by the facets of organization, diligence, perfectionism and prudence. Lastly, Openness to Experience is represented by the facets of aesthetic appreciation, inquisitiveness, creativity and unconventionality (Ashton, Lee & De Vries, 2014). It is worth mentioning that HEXACO shares some similarities with the FFM, although redefines Emotionality and Agreeableness, and notably adds the distinct trait of Honesty-Humility (Ashton et al., 2014). Next, I outline the strengths of HEXACO.

### **Strengths of HEXACO**

In light of the distinct features of HEXACO, particularly, the addition of Honesty-Humility trait, personality researchers have presented HEXACO as a viable alternative to the Big Five model (Pletzer et al., 2019). HEXACO has been found to be a strong predictor of significant workplace

matters, such as counterproductive behaviors (Jonason & O' Connor, 2017; De Vries & Van Gelder, 2015; Lee, Ashton, & De Vries, 2005; Louw, Dunlop, Yeo, & Griffin, 2016; Marcus, Lee, & Ashton, 2007; Oh, Lee, Ashton, & De Vries, 2011; Zettler & Hilbig, 2010). Furthermore, the popularity of HEXACO is on the rise and there are many studies that have examined the psychometric properties of HEXACO and have validated the scale in a variety of languages, such as Portuguese (Sousa, 2018), Brazilian-Portuguese (Costa, Jesuíno, Lima, & Shu, 2019), Serbian (Međedović, Čolović, Dinić, & Smederevac, 2019), Hindi, Indonesian, Arabic, Romanian and Thai (Ion, Lliescus, Aldhafri, Rana, Ratanadilok, Widyanti & Nedelcea, 2017), and Japanese (Wakabayashi, 2014). In addition, Anglim and O'Connor (2019) found in their comprehensive meta-analytic review of 65 studies that used major personality taxonomies that the HEXACO personality model is best to use if the targeted outcomes involve morally relevant behaviours. Examples of moral behaviours include fairness, truthfulness, honesty and integrity, which will be examined in the current study. In spite of the distinct features of the scale, HEXACO has been susceptible to criticisms. It has been criticised for the choice of Honesty-Humility and how different this factor is from the Agreeableness factor of the FFM and whether it is one of many constructs that are independent of the Big Five (Saucier, 2002).

In the present study, and considering the fact that HEXACO may be more representative of personality across the world, and thus may be useful in the Omani context to more fully capture personality, I use the HEXACO to examine the relationship between OCB motives and personality traits. Next, I outline the relevant extant literature examining links between HEXACO and OCB, and develop the study's hypotheses accordingly.

### **HEXACO Personality Traits and OCB Motives**

HEXACO is an acronym for Honesty-Humility, Emotionality, eXtraversion, Agreeableness, Conscientiousness and Openness to Experience. The current study aims to examine how these personality traits relate to each motive of OCB; prosocial values (PV), organizational concern (OC) and impression management (IM; Rioux & Penner, 2001). Next, hypotheses are developed based on existing relevant literature bearing in mind that research that has investigated the association between the two variables of interest have used predominantly the FFM, and few have used the HEXACO-PI due to its recency.

### **Honesty-Humility**

HEXACO is known for the addition of the Honesty-Humility trait. This trait represents dispositional tendencies along a continuum, such as being sincere, fair, ungreedy, modest versus sly, manipulative, greedy and deceitful (Lee & Ashton, 2012). Interestingly, most research that has measured Honesty-Humility has found it to be a strong predictor of variables that relate typically to the impression management (IM) motive; a motive that refers to the desire to build a positive image of oneself and avoid being perceived negatively in order to obtain personal gains (Rioux & Penner, 2001). IM-motivated behaviours may include an employee using flattery to get what they want from their employer or colleague (Lee & Ashton, 2008). Note that it is a negative relationship, whereby IM-motivated behaviours best describe individuals with low Honesty-Humility.

Research has found that low Honesty-Humility individuals tend to score low on an integrity test (Marcus et al., 2007) and engage in greater risk taking (Ashton & Lee, 2007), increased counterproductive behaviours and unethical business decisions (Forsyth, Banks & McDaniel, 2012; Oh et al., 2011; Zettler & Hilbig, 2010; Lee, Ashton, Morrison, Cordery & Dunlop, 2008; Lee et al., 2005), cheating (Hilbig & Zettler, 2015) and stealing from the workplace (De Vries & Van Gelder, 2015). Lee and Ashton (2005) also found a negative correlation between antisocial behaviours

toward the organization and co-workers (workplace vandalism, absenteeism, and alcohol abuse at work) and the Honesty-Humility trait. In line with Lee and Ashton's (2005) finding, Bourdage et al. (2012) reported a significant negative correlation between Honesty-Humility and OCB behaviours driven by IM motives. Another support for the existing relationship between Honesty-Humility and IM motives comes from the work of Bourdage, Wiltshire and Lee (2015) who found a negative correlation between Honesty-Humility and five workplace IM tactics identified by Jones and Pittman (1982). These tactics include ingratiation (seeking likability by doing favours and flattery), self-promotion (exaggerating one's achievements to be seen competent by others), exemplification (going beyond expectations to be seen dedicated by others), intimidation (signalling intentions to harm to be seen dangerous by others) and supplication (advertising one's weaknesses to be seen needy by others) (Jones & Pittman, 1982). In light of the findings of aforementioned studies, it is predicted that Honesty-Humility will relate negatively to OCB motivated by IM motives (H1).

With respect to the relationships between Honesty-Humility trait and the prosocial values (PVs) motive, an overwhelming amount of research shows that Honesty-Humility strongly and positively relates to prosociality and active cooperation (Zhao & Smillie, 2015; Hilbig, Glockner, Zettler, 2014; Hilbig, Zettler, Leist & Heydasch, 2013). This strong and positive relationship reflects the tendency of Honesty-Humility to demonstrate fairness and genuineness in social interactions and to cooperate with others (Ashton & Lee, 2007). However, this relationship was found to be very small in Bourdage et al's., (2012) study. For the present study, I hypothesize that Honesty-Humility will relate positively to the PV motive among Omani employees (H2).

There is very limited research that has examined the relationship between Honesty-Humility and OCB motivated by OC and this is perhaps due to the observation that the facets of Honesty-Humility (sincerity, fairness, greed avoidance and modesty) are not directly related to OC motive. In support

of this point, Bourdage et al. (2012) did not find any link between the two variables. Therefore, no formal hypothesis is tested surrounding the relationship between Honesty-Humility and the OC motive.

### **Emotionality**

The Emotionality factor represents a continuum of dispositional tendencies such as being fearful, anxious, dependent of others and emotional versus being brave, unstressed, self-assured and in control of personal emotions (Lee & Ashton, 2012). Research that has explored the relationships between Emotionality and OCB motives has reported small or no relationship between this personality and OCB motives. With respect to PVs motive, within the Korean context, Bourdage et al. (2012) reported a small and positive association between Emotionality and PVs motives. Furthermore, since Emotionality contains sentimentality and emotional attachment to others, which are more inclined to OCB motivated by PVs, it is, therefore, predicted that Emotionality will be positively related to OCB motivated by PVs motive (H3).

Regarding the motive of OC, evidence for a link between Emotionality and OC is often negligible in the literature because the remaining contents of Emotionality (harm avoidance and dependence) do not relate directly to OCB motivated by OC, and as such I put forth no formal hypothesis surrounding the relationship between Emotionality and OC motive.

As to the IM motive, research concerning the association between Emotionality and IM motive yields mixed results. For instance, Bourdage et al. (2015) found a positive relationship between Emotionality and IM ingratiation, which is a tactic in which an employee seeks to be liked by colleagues or supervisors by doing them favours or complimenting them. An explanation for such an association is that employees with high Emotionality tend to rely on others and are concerned about how to establish strong bonds with people in order to feel liked (Lee & Ashton, 2004).

Conversely, Bourdage et al. (2012) did not find a significant relationship between Emotionality and the IM motive. Consequently, these two variables will be included in the present study for exploratory purposes.

### **Extraversion**

The Extraversion trait represents a continuum of dispositional tendencies such as being worthy, confident, outgoing, enthusiastic versus worthless, shy, introverted and dull (Lee & Ashton, 2012). Theoretically, individuals with a high level of extraversion tend to perceive life positively and have optimistic perceptions of people as demonstrated by the facet of liveliness. Moreover, extraverted individuals have a tendency to express their abilities by helping others (Ashton & Lee, 2010; Najari, Ahmadi & Habibitabar, 2011). With respect to OCB motivated by PV, existing research links Extraversion with cooperation (Hirsh & Peterson, 2009) and volunteering (Carlo, Okun, Knight and De Guzman, 2005). Bourdage et al. (2012) also supported the existence of a positive, albeit small relationship between Extraversion and behaviours motivated by PV. Regarding the motive of OC, available research has found a positive correlation between Extraversion and OC motive because extraverts who have high levels of the facet social boldness are more likely to display civic virtue and defend the organization (Singh & Singh, 2009; Chiaburu, Oh, Berry, Li & Gardner 2011; Najari et al., 2011; Bourdage et al., 2012). Taken together, it is predicted that Extraversion will be positively related to OCB behaviours motivated by both (a) PV and (b) OC (H4).

With respect to the motive of IM, some research has found that Extraversion positively relates to IM ingratiation directed to supervisors because ingratiation implies seeking likability from others and this intersects with the social acceptance characteristic of extraverts (Cable & Judge, 2003). On the other hand, Bourdage et al. (2012) reported a small and negative correlation between Extraversion and OCB motivated by IM. Considering the mixed findings, the association between

Extraversion and OCB-motivated by IM will be included in the present study for exploratory purposes.

### **Agreeableness**

The Agreeableness traits represents dispositional tendencies such as being forgiving, gentle, flexible, patient versus resentful, intolerant, stubborn and irritable (Lee & Ashton, 2012). Research that has examined personality traits and OCB consistently finds a positive relationship between Agreeableness and OCB but this relationship varies in strength (Organ & Rayan, 1995; Konovsky & Organ, 1996; Elanain, 2007; Chiaburu et al., 2011; Najari et al., 2011; Bourdage et al., 2012). As for the relationship between Agreeableness and PV motive, Carlo et al. (2005) reported a moderate positive relationship between Agreeableness and prosocial values motivation to volunteer. Bourdage et al. (2012), however, did not find a positive correlation between the two variables and they attributed this unexpected finding to the mismatch between HEXACO Agreeableness and FFM Agreeableness. Despite these findings, and since Agreeableness contains facets related to prosocial values such as gentleness, patience and accommodation of others (Lee & Ashton, 2012; Bourdage et al., 2012), and since the current study uses a sample of Arab employees that values altruism and volunteering culturally and religiously, it is expected that Agreeableness will correlate positively to OCB motivated by PV. Regarding the relationship between Agreeableness and OC motive, empirical evidence exists indicating a positive relationship between the two variables (Chiaburu et al., 2011; Najari et al., 2011; Bourdage et al., 2012). Thus, it is hypothesized that Agreeableness will correlate positively to OCB motivated by both PV and OC (H5).

As to the relationship between Agreeableness and IM motive, limited research has explored this relationship, and within the Korean context, Bourdage et al. (2012) did not find that Agreeableness



predict OCB motivated by IM. As such, I put no formal hypothesis surrounding the relationship between the two variables.

### **Conscientiousness**

Conscientiousness is considered a strong predictor for engaging in OCB (Organ & Ryan, 1995). This trait represents a continuum of dispositional tendencies such as being organized, diligent, detail-oriented, cautious versus sloppy, lazy, indifferent and impulsive (Lee & Ashton, 2012). Available literature indicates there may be a link between Conscientiousness and the motives of PV and OC. In relation to the PV motive, Elanain (2007), Chiaburu et al. (2011) and Bourdage et al. (2012) found a positive relationship between Conscientiousness and PV motive. In line with this, Carlo et al. (2005) found a positive relationship between Conscientiousness and volunteering. As to the OC motive, a positive relationship was also found between this personality trait and the OC motive by Bourdage et al. (2012). Furthermore, Erdheim, Wang and Zickar (2006) found that conscientious individuals tend to form affective commitment to their organization. Considering these findings, it is hypothesized that Conscientiousness will relate positively to OCB motivated by both (a) PV motive and (b) OC motive (H6).

With respect to the relationship between Conscientiousness and IM motive, a moderate positive relationship was found between the two variables (Bourdage et al., 2012). This was a surprising result because Conscientiousness has typically been found to relate negatively to counterproductive behaviours (Berry, Ones & Sackett, 2007; Bowling, 2010; Jonason & O'Connor, 2017) and positively to integrity test scores (Marcus et al., 2007). An interpretation for this unexpected finding suggests that since IM include the desire to get ahead and achieve goals, it is likely for conscientious individuals to engage in IM behaviours to achieve their personal goals. The relationship between

the two variables of interest will be further explored in this study in order to enhance our understanding.

### **Openness to Experience**

The Openness to Experience trait represents a continuum of dispositional tendencies such as aesthetic, inquisitive, imaginative and unconventional versus unaesthetic, incurious, uncreative and conventional (Lee & Ashton, 2012). This personality trait has been found to have a positive and significant relationship with aggregated OCB. With respect to the motives of OCB, namely, PV and OC, Elanain (2007), Chiaburu et al. (2011) and Bourdage et al. (2012) found that Openness to Experience reported positively to both motives. It is worth mentioning, nonetheless, that the relationships were much stronger to PVs motive than to OC motive. Consequently, it is hypothesized that Openness to Experience will be positively related to OCB motivated by PV (H7).

Regarding the IM motive, the facets of Openness to Experience trait including aesthetic appreciation, inquisitiveness, creativity and unconventionality do not relate directly to IM motives (Lee & Ashton, 2012; Ashton et al., 2014). This justifies why Bourdage et al. (2012) did not find a significant difference between IM motive and Openness to Experience trait. Subsequently, I put forth no formal hypothesis that links Openness to Experience to IM motive.

In summary, the following hypotheses will be examined in this study:

H1: Honesty-Humility will be negatively related to OCB- IM motive.

H2: Honesty-Humility will be positively related to OCB-PV motive.

H3: Emotionality will be positively related to OCB-PV motive.

H4: Extraversion will be positively related to OCB-PV motive and OCB-OC motive

H5: Agreeableness will be positively related to OCB-PV motive and OCB-OC motive.

H6: Conscientiousness will be positively related to OCB-PV motive and OCB-OC motive.

H7: Openness to Experience will be positively related to OCB-PV motive.

A quantitative approach will be adopted to measure the association between the six HEXACO personality traits and three motives of OCB. In terms of data collection, a survey including the validated and standardised questionnaires to assess HEXACO (Ashton & Lee, 2009, 2012) and OCB motives (Rioux and Penner, 2001; Bourdage et al., 2012) will be used to capture the associations between the two variables of interest.

## **Method**

### **Participants**

A total of 328 responses were collected for this study. Fifty participants, however, had to be removed from the analysis because they either failed to meet the study's recruitment criteria or had problematic responses. There were two main criteria for participating in the study. First, participants should be 18 years of age or older. Second, they should work in any working fields in the Omani public sector. Amongst those whose data were removed, 33 indicated working in the private sector, 6 did not specify their work sector, 6 did not specify their gender and 5 did not complete the surveys in which the majority of their statements (a threshold of more than 5 missing values was selected for this study) had not been answered.

The final sample consisted of 278 participants, 176 men ( $Mean = 37.35$ ,  $SD = 6.77$ ) and 102 women ( $Mean = 34.74$ ,  $SD = 5.66$ ). The majority of the participants were between the ages of 30 and 35 and almost half of them (52%) hold a bachelor degree and (42%) live in the capital city of Oman, Muscat. The three top work fields of the public sector represented in the sample were education (41%), health (9%) and military (8%). The participants were not compensated for taking part in the study and were informed that their responses would be confidential and anonymous.

### **Measures**

### **Personality**

The six personality traits were assessed using the self-reported HEXACO-60 (HEXACO-60; Ashton & Lee, 2009, 2012) which is a shorter version of the longer HEXACO-100 (HEXACO-PI-R; Ashton & Lee, 2008; Lee & Ashton, 2004, 2006). In this inventory, each personality dimension is represented by 10 items, out of which at least four items are negatively-keyed. The four narrow traits within each personality dimension are represented by two to three items each. The 60 items are answered in a 5-point likert scale ranging from ‘strongly disagree’ (1) to ‘strongly agree’ (5). Sample items include ‘I wouldn't use flattery to get a raise or promotion at work, even if I thought it would succeed’ for Honesty-Humility, ‘I would feel afraid if I had to travel in bad weather conditions’ for Emotionality, ‘I feel reasonably satisfied with myself overall’ for Extraversion, ‘I rarely hold a grudge, even against people who have badly wronged me’ for Agreeableness, ‘I plan ahead and organize things, to avoid scrambling at the last minute’ for Conscientiousness and ‘I would be quite bored by a visit to an art gallery’ for Openness to Experience. Scores of each personality dimension were computed as means across all items in the personality dimension after re-coding of reverse-keyed items. Guidelines for interpreting the scores are provided by Lee and Ashton (2012) as follows:

- Well above average: all values more than or equal to 4.4
- Somewhat above average: values ranging between 3.6 and 4.3
- Average: values ranging between 2.8 and 3.5
- Somewhat below average: values ranging between 2.0 and 2.7
- Well below average: all values less than or equal to 1.9

In the present study, the mean scores of the six HEXACO traits are 3.7 for Honesty-Humility, 3.4 for Emotionality, 3.6 for Extraversion, 3.4 for Agreeableness, 3.6 for Conscientiousness and 3.5 for Openness to Experience.

The HEXACO-60 have internal consistency reliabilities of .76 for Honesty-Humility, .80 for Emotionality, .80 for Extraversion, .77 for Agreeableness, .76 for Conscientiousness and .78 for Openness to Experience (Ashton & Lee, 2009, 2012). This inventory has been used in multiple HEXACO-related studies carried out by Ashton and Lee (2005, 2007, 2008, 2009, 2010) Lee and Ashton (2012), Bourdage et al. (2012), Hilbig et al. (2014), Brink (2014) and Bourdage et al. (2015). It is worth mentioning that due to the shorter length of each narrow trait, the internal consistencies could not be expected to be high, so it is important to consider the alpha value of the whole personality dimension, and not its facets. Also, as the HEXACO-60 is characterised by brevity, Ashton and Lee (2009) recommended this measure to be used as an indicator of the HEXACO personality dimensions and in a research context where time constraint is a challenge for the researcher.

I used the Arabic version of the HEXACO-60, which I obtained from the HEXACO authors themselves. The same Arabic version but with 200 items has been previously validated in an Omani context (Ion et al., 2017). In their study, Ion et al. (2017) reported the following internal consistency reliabilities: .71 for Honesty-Humility, .71 for Emotionality, .70 for Extraversion, .67 for Agreeableness, .70 for Conscientiousness and .69 for Openness to Experience. Different opinions exist amongst researchers about the minimal acceptable level of scale's internal consistency reliability. A value of .70 is the widely cited acceptable level of Cronbach's alpha (Nunnally, 1978; Cortina, 1993; DeVon et al., 2007). However, values as low as .60 and .50 are also considered acceptable by some researchers for exploratory research (Nunnally, 1967; Hair, Black, Babin & Anderson, 2009). In the present study, the overall HEXACO-60 Cronbach's alpha was .73. The Cronbach's alpha for the HEXACO-60 dimensions were .61 for Honesty-Humility, .61 for Emotionality, .62 for Extraversion, .59 for Agreeableness, .61 for Conscientiousness and .59 for

Openness to Experience. The levels of Cronbach's alpha were below the widely cited acceptable level, therefore, interpretation of results should be considered with caution.

### **OCB Motives Scale**

The present research used the 10-item OCB Motives Scale developed by Bourdage et al. (2012) based on the Rioux and Penner's (2001) Citizenship Motives Scale. The participants answer the 10 items by indicating their agreement to the item on a 5-point likert scale, ranging from 1 'strongly disagree' to 5 'strongly agree'. In this scale, each item comprises a behaviour with a motive for this behaviour. In other words, the scale comprises on the issue of a double-barrelled item. Such a scale with this issue, however, has been commonly used, validated and found to be useful in various research (Harris, Kacmar, Zivnuska & Shaw, 2007; Kacmar, Harris & Nagy, 2007). To minimize the issue of double-barrelled item, Bourdage et al. (2012) adopted two ways. First, they instructed participants to approve the item only if they engage in that behaviour for that motive. Second, similar behaviours were presented for 'good soldier' and 'good actor' items, whereas the motives varied considerably. For instance, the second IM item asks 'I speak positively about the organization because this may help me get promoted.' The second OC item asks about the same behaviour but for a different motive: 'I say good things to others about my organization because I am proud to be its member.' In Bourdage et al.'s study, the internal consistency reliabilities for the OCB IM-motivated scale, OCB OC-motivated scale and OCB PV-motivated scale were .80, .83 and .62, respectively.

In the present study, I used the 10-item OCB Motives Scale to accommodate for time constraints and I followed the same instructions mentioned above to minimize the issue of double-barrelled item. The items, which are listed in Appendix 1, were translated from English into Arabic by an Omani translator who is bilingual in both languages. The internal consistency reliabilities of the

OCB motives scales were .65 for IM-motivated scale, .82 for OC-motivated scale and .69 for PV-motivated scale. The Cronbach's alpha for OCB-IM motive was relatively low; hence, interpretation of results related to this motive should be done with caution.

### **Research Design**

The present study adopted a quantitative research approach and used a correlational research method to test the associations between the six HEXACO personality traits and motives of OCB. The associations were quantified through a self-administered survey that contained items from the HEXACO-60 and OCB Motives Scale. Self-administered surveys allow the researcher to obtain data from participants directly and they are relatively cheap and efficient in obtaining data in an ethical manner. They are fairly free from researcher's bias and ensure confidentiality and anonymity of participants (Barker, Pistrang & Elliot, 2002). In the current study, these advantages outweighed the disadvantages of using surveys which may include self-reporting bias, incomplete surveys, low response rates and respondent error where participants misinterpret the questions or items (Barker et al., 2002). Despite these drawbacks that may occur and be considered as limitations, the accessibility of the popular scales, as well as the aforementioned benefits of these types of surveys, made it the best choice of method for the current study.

### **Analysis**

A Spearman's rank correlation coefficient was used to examine the associations between the six HEXACO personality traits and three motives of OCB. This type of analysis, also known for short as Spearman's rho is a non-parametric test used to examine whether a relationship exists between two ranked or ordinal variables (Howitt & Cramer, 2010; Steele, Andrews & Upton, 2012). The decision to use this particular method of analysis was reached based on the results of data normality checks as well as the type of data obtained. The normality checks included Shapiro-Wilk test,

measures of skewness and kurtosis and a histogram. As outlined in Appendix 2, data were non-normally distributed for HEXACO Extraversion and Agreeableness as well as for the three scales of OCB motives. Not to mention, the type of data obtained were ordinal since the variables of interest were measured on likert scales (Howitt & Cramer, 2010; Steele et al., 2012). These two assumptions (i.e. data non-normality and ordinal scale) applied to the assumptions of Spearman correlation. Next, I outline the procedure for data collection.

### **Procedure**

Data collection only began after receiving ethical approval from the Ethical Committee of the School of Education at the University of Glasgow. Data were collected online through the University of Glasgow's online survey tool, the recommended survey program that is General Data Protection Regulation (GDPR) compliant. The first step I did in data collection was running a pilot study in order to ensure that (a) the survey is accessible via phone and other electronic devices, (b) the participants clearly comprehend the survey and (c) to determine the amount of time it takes the participants to complete the survey. Sixteen participants took part in the pilot study and reported spending approximately 7 to 15 minutes to complete the survey. The survey takers reported familiarity with the survey formatting, for example, how to proceed to the next page and how to change their answers. However, as the online survey tool did not support Arabic format, some survey takers reported feeling confused in reading and responding to the survey's items because they appeared to them in the left side of the page, where they are supposed to appear in the right. Although this issue is beyond the researcher's capability, it was alleviated by increasing the font size of both the instructions and items. Another important issue reported by the survey takers concerned with the ambiguity of some of the translated Arabic personality traits in the study's plain language form, such as agreeableness and extraversion. I responded to this note by providing extra written explanation



of what each personality trait denotes in Arabic. Lastly, only one survey taker admitted that he responded to certain items in a way that he thought they sounded better. This refers to the issue of social desirability. I approached this issue by emphasizing the importance of voluntary participation and honest responses.

Once the survey was ready to disseminate, I distributed the survey link to participants through WhatsApp since it is a very fast communication tool and a great number of Omani employees use it. Participants who received the link were kindly asked to also send on the link to others who meet the study's recruitment criteria. Once the link is clicked, it directs the participant to the University of Glasgow's online survey tool. The participants were then instructed to read the information in the first page of the questionnaire which included information about the study, confidentiality, voluntary participation, data handling and storage and researcher's email address for answering queries and future contact. Participants who agreed to participate indicated their consent by ticking a box. The consent page also asked the participants to confirm they are at least 18 years of age.

The survey comprised 76 items in total. Six items related to demographical data, 60 items related to the HEXACO-60 scale and 10 items related to the OCB Motives scale. In both scales, the participants were instructed to indicate their agreement to the items ranging from (1) 'strongly disagree' to (5) 'strongly agree'.

The study involved low risk as it recruited adults who are competent to consent and used online standardized surveys developed to measure workplace behaviours and personality traits, neither of which is a sensitive subject. The only possible risks were either fatigue resulted from spending time completing the survey or psychological distress resulted from reporting less positive workplace behaviours. The following measures were taken to mitigate these risks. The online survey was voluntary and the participants were provided with details of the research project in advance so they

can understand what the survey asks them, allowing them to complete the online survey in their own pace and at a time and place convenient to them and allowing them to skip any questions they do not wish to answer. The participants were also notified that they can withdraw while taking the survey if they decided they no longer wish to participate. Furthermore, the participants were given the chance to contact the researcher and his supervisor in case they needed any further information or had any concerns or questions before or after participating. As to the issue of anonymity, the survey did not collect personally-identifying data, such as, names or contact information. For statistical purposes, however, the survey collected such demographical data as gender, age range, level of education, governorate of residency, work sector and work field, and even these collected data cannot be traceable back to participants and eventually do not put participants' jobs at risk. With respect to the issue of confidentiality, all data files were downloaded from the online survey tool and stored securely on the researcher's password-protected laptop with a backup on the University of Glasgow's OneDrive and access to these files throughout the study were only granted to the researcher and his supervisor.

## **Results**

Table 1 reports the means, standard deviations, reliabilities and intercorrelation of the study variables. In order to address the two research questions, a series of Spearman's rho correlations were conducted between the six HEXACO personality traits and three motives of OCB. Table 1 shows several significant relationships as follows:

### **Honesty-Humility**

It was hypothesized that Honesty-Humility will be negatively related to OCB motivated by IM motive (H1). The results supported H1, as a moderate, significant and negative correlation was found between Honesty-Humility and OCB-IM motive,  $r_s(278) = -.38, p < .001$ . In other words,

Table 1

*Means, Standard Deviations, Reliabilities and intercorrelations between HEXACO Traits and OCB Motives*

	M	SD	Sex	Honesty- Humility	Emotionality	Extraversion	Agreeableness	Conscientiousness	Openness	IM OCB	OC OCB	PV OCB
Honesty-Humility	3.657	1.334	-.170**	(.61)								
Emotionality	3.435	1.138	-.299**	.014	(.61)							
Extraversion	3.380	1.104	-.094	.062	-.041	(.62)						
Agreeableness	3.567	1.200	.019	.270**	-.147*	.136*	(.59)					
Conscientiousness	3.455	1.157	-.125*	.290**	.037	.245**	.148*	(.61)				
Openness	3.579	1.098	-.058	.097	.001	.305**	.043	.333**	(.58)			
IM OCB	2.955	1.344	.130*	-.383**	.032	.090	-.145*	-.170**	-.120*	(.65)		
OC OCB	4.022	0.974	.005	.109	.001	.370**	.146*	.313**	.226**	.107	(.82)	
PV OCB	4.357	0.756	-.048	.248**	.028	.279**	.240**	.359**	.194**	.069	.500**	(.69)

*Note:*  $N = 278$ . Internal consistency reliabilities indicated in parentheses on diagonal. IM-OCB = OCB motivated by impression management; OC-OCB = OCB motivated by organizational concern; PV OCB = OCB motivated by prosocial values. \*\* $p < 0.01$ , \* $p < 0.05$

employees with low Honesty-Humility are more inclined to use flattery, break rules and manipulate others in the workplace in order to attain personal gains. Consistent with H2, a significant and positive, but relatively small correlation was found between Honesty-Humility and OCB-PV,  $r_s(278) = .25, p < .001$ . That is to say, employees who are sincere in their job and treat colleagues fairly are more likely to be helpful to their colleagues.

### **Emotionality**

Inconsistent with H3, no significant relationship was found between Emotionality and OCB-PV. The results also showed no significant relationship between Emotionality and motives of IM and OC.

### **Extraversion**

H4 hypothesized that Extraversion will be positively related to OCB-PV and OCB-OC. In support of this hypothesis, a small, significant and positive relationship was reported between Extraversion and OCB-PV,  $r_s(287) = .28, p < .001$ , and a moderate, significant and positive relationship was reported between Extraversion and OCB-OC,  $r_s(287) = .37, p < .001$ . In other words, employees who are socially active and outgoing tend to offer their assistance to whom they need it. They also show more commitment to their organization and, consequently, engage in more OCB.

### **Agreeableness**

H5 hypothesized that Agreeableness will relate positively to OCB-PV and OCB-OC. The results supported H5. Significant, positive, but small correlations were found between Agreeableness and OCB-PV motive and OCB-OC motive. The correlations were,  $r_s(278) = .24, p < .001$  and  $r_s(278) = .15, p = .015$ , respectively. These two correlations imply that agreeable employees who are forgiving, calm and patient not only help their colleagues and build positive relationships with them but also extend their altruistic behaviour to the organization they belong to. With respect to the

relationship between Agreeableness and OCB-IM, and despite no formal hypothesis was put forth in the current study, surprisingly, a small, significant and negative correlation was found between the two variables,  $r_s(278) = -.15, p = .01$ . A possible explanation for this relationship may denote that low Agreeableness individuals who tend to be argumentative and hostile sometimes may pose threat and danger to others to get what they want. This type of behaviour is an example of IM-tactic intimidation.

### **Conscientiousness**

It was hypothesized in H6 that Conscientiousness will be positively related to the OCB-PV motive and OCB-OC motive. As predicted, Conscientiousness correlated moderately and significantly with the OCB-PV motive ( $r_s(278) = .36, p < .001$ ) and the OCB-OC motive ( $r_s(278) = .31, p < .001$ ). In other words, employees who are self-disciplined, dedicated, organized and hard-working have a higher tendency to help their colleagues to perform their workplace tasks as well as to help their organization to succeed. Although not hypothesized, Conscientiousness was found significantly and negatively related to OCB-IM,  $r_s(278) = -.17, p = .004$ . Namely, low Conscientiousness employees with characteristics of low self-discipline, risky behaviours and indifference are likely to engage in OCB for impression management motives to achieve their personal goals in a way that is incompliant with the organization's regulations.

### **Openness to Experience**

Consistent with H7, the results found that Openness to Experience correlated significantly and positively with the OCB-PV motive,  $r_s(278) = .194, p < .001$ . Although it was not predicted in the current study, a small, significant and positive correlation was reported between Openness to Experience and OCB-OC,  $r_s(278) = .266, p < .001$ . That is to say, employees who are aesthetic,

inquisitive, imaginative and unconventional are likely to care more about the organization and ensure it prospers than to direct their attention to their co-workers.

### **Discussion**

The current study aimed to provide insight into the relationships between the six HEXACO personality traits and the three motives of organizational citizenship behaviour in an Omani context, a country that adopts Islamic faith and speak Arabic. The study endeavoured to find out which of the three OCB motives are most strongly related to each personality trait. What follows is a discussion of the findings and their possible implications at workplace with reference to the OCB motives.

#### **OCB-Impression Management Motive**

One of the most significant findings in the present research, as predicted, is the moderate and negative relationship between Honesty-Humility and the OCB impression management motive. That is to say, individuals with characteristics of dishonesty, greediness and manipulations may engage in OCB for the sake of appearing positive to others and to succeed in what they do in the workplace. Unsurprisingly, this finding is in agreement with Bourdage et al's. (2012) and Bourdage et al's. (2015) findings. The negative relationship between low Honesty-Humility and OCB-IM motive is highly important as it proposes that employees known as organizational citizen may well be low on Honesty-Humility, a personality trait that is consistently reported to be harmful to the organization, as well as to its members (Bourdage et al., 2012). For instance, individuals scoring low on Honesty-Humility scale were found to engage more in deviance workplace behaviours (Lee et al., 2005), make unethical business decisions (Lee et al., 2008) and to score lower on an integrity test (Marcus, et al., 2007). Moreover, the above relationship entails that employees who engage in OCB are not necessarily 'good citizens'; they do so, however, out of instrumental gains. This is well

documented in two studies that found employees who perceived OCB as instrumental values before performance appraisal reduced such behaviours after receiving the promotion (Hui, Lam & Law, 2000; Bolino, 1999).

Agreeableness and Conscientiousness also correlated negatively with OCB-IM motive. However, these correlations were relatively small. While the relationship between Agreeableness and OCB-IM motive was not expected, the relationship between Conscientiousness and OCB-IM motive was exploratory. With respect to Agreeableness, the finding of the current study matched the finding of Bourdage et al. (2012). Individuals with a low level of Agreeableness tend to be less naturally friendly and lack the meaning of social inclusion, so they compensate for this shortcoming by engaging in OCB in order to be liked by others. Such a behaviour is likely to be motivated by the IM-tactic of ingratiation (Jones & Pittman, 1982; Bolino, 1999). Within the Omani context, low Agreeableness individuals are likely to involve in IM-tactic of ingratiation in response to social pressure from the society that values social inclusion greatly.

The relationship between Conscientiousness and OCB-IM motive was included in the study for an exploratory purpose due to the extant mixed findings. The negative correlation between Conscientiousness and OCB-IM in the present study echoes previous studies that found Conscientiousness related negatively to counterproductive behaviours (Berry et al., 2007; Bowling, 2010; Jonason & O'Connor, 2017) and positively to an integrity test (Marcus et al., 2007). Inconsistent with Bourdage et al's. (2012) result, Conscientiousness did not relate positively to OCB-IM motive. The implication of 'getting ahead' did not seem to be as strong in the Omani sample as it was in the Korean sample to account for the positive relationship between Conscientiousness and the IM motive. This result may imply that Omani people, owing to the strong

influence of both religion and culture, are more collectivist and less motivated by instrumental gains than Korean people.

### **OCB-Prosocial Values Motive**

Conscientiousness was the only personality trait that correlated moderately and positively with OCB-PV motive, while the other personality traits, except Emotionality, had small correlations. The correlation between Conscientiousness and OCB-PV motive was as predicted and was in line with research that found a positive relationship between Conscientiousness and volunteering (Carlo et al., 2005) and prosocial values motive (Bourdage et al., 2012). The correlation was expected in the Omani sample because virtues of altruistic behaviours and volunteering are very religiously and culturally valued.

Honesty-Humility also related positively to the OCB-PV motive. This relationship matches previous studies that related Honesty-Humility to prosociality and active cooperation (Zhao & Smillie, 2015; Hilbig et al., 2014; Hilbi et al., 2013). Given that individuals with a high level of Honesty-Humility value fairness and genuineness in social interactions (Ashton & Lee, 2007), Omani employees demonstrated more inclinations to display a tendency to cooperate with others. Again, this relationship is likely to be strengthened by Islam and the Omani cultural values of altruism and volunteering.

Agreeableness and OCB-PV motive also correlated positively with each other. This relationship, as it was predicted, was consistent with the volunteering literature (Carlo et al., 2005) but inconsistent with the finding from Bourdage et al. (2012). As mentioned earlier, it was surprising for Bourdage et al. (2012) to find no relationship between Agreeableness and OCB-PV motive despite the fact that the study was conducted in a collectivist context (Korea). They attributed this unexpected outcome to the difference between the HEXACO and FFM Agreeableness. On the



contrary, as the facets of forgiveness, gentleness and patience are virtues of high standard in Islam, they are highly likely to be reflected in the actions of the Omani employees.

The positive small relationship between Extraversion and OCB-PV echoes similar findings reported by Bourdage et al. (2012) and is in line with research indicating positive relationship between Extraversion and cooperation (Hirsh & Peterson, 2009). An explanation of this finding indicates that employees with a high level of Extraversion tend to express their abilities by helping others, which in turn may result in a higher degree of altruism (Brink, 2014; Lee & Ashton, 2012). Furthermore, the positive small relationship between Openness to Experience and the motive of prosocial values is consistent with similar findings from previous studies (Elanain, 2007; Chiaburu et al., 2011; Bourdage et al., 2012).

Before closing this section, I would like to reiterate that the results of the relationships between all the personality dimensions, except for Emotionality, and the motive of prosocial values was not a big surprise in this study considering the strong influence of Islam and the collectivist culture in the Omani sample. I also reckon the reason that Emotionality did not relate significantly and positively to the OCB-PV motive is because the facets of Emotionality (fearfulness, anxiety, dependence and sentimentality) do not relate directly to the OCB-PV motive.

### **Organizational Concern Motive**

In line with the hypothesized relationships, both Extraversion and Conscientiousness correlated moderately and positively with OCB motivated by organizational concern. The relationship between Extraversion and OCB-OC is in line with an overwhelming number of research that supports such a relationship (Singh & Singh, 2009; Chiaburu et al., 2011; Najari et al., 2011). Within the Korean sample, this relationship was small, however. (Bourdage et al., 2012). Within the Omani context, given that employees were high in the facet of social boldness, they were expected to display more

civic virtue behaviour and defend their organization. Moreover, it was not surprising to find a strong correlation between Conscientiousness and OCB-OC, given that hardworking and dedicated employees tend to perform organizational citizenship behaviours because they feel committed toward their organization and wish for it to prosper. This is consistent with research demonstrating that conscientious individuals may form affective commitment toward the organization (Erdheim et al., 2006) and it is also consistent with the finding in the Korean sample (Bourdage et al., 2012).

A small and positive relationship was expectedly found between Agreeableness and OCB-OC. This finding suggests that Omani individuals high in Agreeableness would not only confine their altruistic behaviours to their colleagues but extend them to their organization. This is likely to be a result of the sample being from a collectivist culture (Oman) where the group is much favoured over the individual, which was the case also in the Korean sample (Bourdage et al., 2012). Although not hypothesized, Openness to Experience was found positively related to OCB motivated by organizational concern. This relationship, albeit small, is in line with the finding from Elanain (2007) who found a positive relationship between this trait and civic virtue, which refers to active participation in the life and culture of the organization (Organ, 1988).

### **Significance and Implications**

The main significance of the current study is that it contributes to the literature by providing an insight into the relationship between the six HEXACO personality traits and the three motives of OCB within an Omani context. In addition, the study presents an example of research that uses a validated and standardised personality scales to possibly measure behaviours and motives of organizational citizenship. It is also worth emphasizing that this research could be of great interest to the Omani public sector organizations to consider employing such standardised personality scales in their human resources procedures. As far as I know, validated personality inventories are still not

greatly recognized for their benefits by many Omani public sector organizations. They are, nevertheless, better recognized in the private sector and are used as an essential component in the recruitment and assessment procedures. Reflecting on the aforementioned significant points of the study, the following implications are applicable with the Omani public sector organizations. It is highly recommended that organizations in the Omani public sector use and benefit from the predictive power of the HEXACO personality model, particularly the Honesty-Humility factor. As mentioned earlier, Honesty-Humility has shown remarkable evidence in predicting a number of significant variables related to integrity (Lee et al., 2008; Marcus et al. 2007). Another implication of the study's findings that ties strongly to the personality dimension of Honesty-Humility is that managers should try harder, through training and observation, to infer from the organizational citizenship observable behaviour the motive behind that behaviour, so they can distinguish 'good soldier' from 'good actor' organizational citizen. The reason for this distinction is because some research has found that some individuals engage in organizational citizenship behaviours for promotion before the performance appraisal and reduce such behaviours significantly after receiving the promotion (Bolino, 1999; Hui et al. 2000). In addition, since the present study focuses on the relationships between the personality traits and the OCB motives, intervention is best to be applicable during recruitment and selection. The study's results indicated that Honesty-Humility, Extraversion and Conscientiousness are core personalities that can help identify the OCB 'good soldier' and 'good actor' motives. Consequently, personality researchers and industrial psychologists need to adjust the traditional selection procedure and consider personality inventories as an additional assessment tool. (Brink, 2014). Furthermore, as organizational citizenship behaviour is voluntary, not recognised by the formal rewarding system and has been found to have a positive impact on employee and organization effectiveness (Yen & Niehoff, 2004; Koys, 2001)

and leads to organizational success (Podsakoff & MacKenzie, 1994), it is highly recommended that the organization provides a healthy working environment that encourages and reinforces such behaviour, and perhaps develops a rewarding system that recognizes OCB. Such an action will likely to lead to low level of employee's turnover and absenteeism (Podsakoff et al., 2009).

### **Limitations of the study**

Generalizability of the study's findings to the entire population of the Omani public sector employees is one of the study's limitations. Despite the fact that the sample size of the present study (278) is fairly good, which slightly exceeds the recommended minimum sample size (250) for the HEXACO-60 (Ashton & Lee, 2009, 2012), the study's sample is unrepresentative of the working fields in the public sector and of the areas of residence. As mentioned earlier, the majority of the participants indicated they work in the educational field (41%) and reside in the capital city of Oman, Muscat (42%). Another limitation of the current study concerned with the biased responses and respondent errors that could have occurred as a result of using the self-report survey. In other words, participants may have responded to the survey's questions and items in a way that is socially desirable or responded to statements without comprehending their true meanings. A third limitation concerned with the reliabilities of the HEXACO-60 personality model and the OCB Motives scale, which were relatively low, probably due to the small number of scale's items and/or to respondent errors.

### **Future work**

The six HEXACO personality traits and the three motives of OCB were the central variables in the current study. Some relationships were expected while others were not or exploratory. The relationship between the personality trait of Conscientiousness and the impression management motive was exploratory. The finding showed that Conscientiousness related negatively to the OCB-

IM motive, contrary to the finding reported by Bourdage et al. (2012) within the Korean context. Therefore, future work may follow up this relationship to examine its consistency or test it in a different sample and context for better understanding. Moreover, other variables like age and gender were beyond the scope of this project. To extend this project further, future study may consider investigating the extent to which the age and gender variables may account for the variances in the study's results.

Reflecting on the study's limitations, future study may decide to recruit participants representative of a particular work field from the Omani public sector, for example education, health or military. These work fields in particular represented the majority of participants sampled in the present study. As it may seem difficult to avoid the drawbacks of a self-report survey, researchers may minimize the drawbacks by using observer reports along with the self-report survey. In addition, it is better for future research to use either the HEXACO-100 or -200 instead of the HEXACO-60 in order to measure the personality traits more precisely. The same applies to the OCB Motives scale. Furthermore, researchers should consider re-investigating the reliability and validity of the Arabic version of the HEXACO-200 personality scale because even the study that indicated that it has validated the HEXACO-200 in an Omani context reported the minimum acceptable level of Cronbach's alpha, namely, .70. (Ion et al., 2017).

### **Conclusion**

I examined in this research the relationships between the six HEXACO personality traits and the three motives of organizational citizenship behaviour. The research provided an insight into the relationships between the two variables of interest within an Omani context, a non-Western and an Arabic perspective. The findings from the HEXACO-60 personality inventory and OCB Motives scale demonstrated that the Honesty-Humility dimension was the strongest predictor of the OCB

impression management motive, while Conscientiousness and Extraversion were the strongest predictors of the organizational concern motive. Conscientiousness also predicted the prosocial value motive more significantly than any other personality dimensions. The study's findings offered various applicable implications for the Omani organizations in the public sector. On top of these implications is the recommendation of usage of the HEXACO and OCB Motives scale in the selection and recruitment procedures. Finally, this research opens the door for future directions to follow up the unexpected correlations and to conduct more research to better validate the measures used in this research.

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**Appendix 1****The HEXACO-60**

**Project title: The Association Between the HEXACO Personality Traits and Organizational Citizenship Behavior Motives: An Omani Study on Civil Employees**

**Questionnaire items:**

**Demographical items:**

- 1) **Gender:**     Male             Female             Prefer not to specify
- 2) **Age:**
- 18-23 years old
  - 24-29 years old
  - 30-35 years old
  - 36-41 years old
  - 42-47 years old
  - 48-53 years old
  - 54-60 years old
- 3) **Highest Level of Education:**
- Less than high school diploma
  - High school diploma
  - Diploma
  - Higher diploma
  - Bachelor's degree
  - Master's degree
  - Doctorate's degree
- 4) **Governorate**
- Muscat
  - Musandam
  - Dhofar
  - Burimy
  - Dhahra
  - Wasta
  - Dakhilya
  - Batinah South
  - Batinah North
  - Sharqiya South
  - Sharqiya North

5) Work sector: Please chose One Option Only:

- Public
- Private

6) Work field:

- Health
- Education
- Higher Education
- Military
- Law
- Aviation
- Tourism
- Agriculture & Fisheries
- Business
- Telecommunication
- Manufacturing
- Transport & logistics
- Energy
- Services

60-item HEXACO Personality Inventory- Revised						
No	Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I would be quite bored by a visit to an art gallery.	1	2	3	4	5
2	I plan ahead and organize things, to avoid scrambling at the last minute.	1	2	3	4	5
3	I rarely hold a grudge, even against people who have badly wronged me.	1	2	3	4	5
4	I feel reasonably satisfied with myself overall.	1	2	3	4	5
5	I would feel afraid if I had to travel in bad weather conditions.	1	2	3	4	5
6	I wouldn't use flattery to get a raise or promotion at work, even if I thought it would succeed.	1	2	3	4	5
7	I'm interested in learning about the history and politics of other countries.	1	2	3	4	5

## ASSOCIATIONS BETWEEN HEXACO PERSONALITY TRAITS AND OCB MOTIVES

8	I often push myself very hard when trying to achieve a goal.	1	2	3	4	5
9	People sometimes tell me that I am too critical of others.	1	2	3	4	5
10	I rarely express my opinions in group meetings.	1	2	3	4	5
11	I sometimes can't help worrying about little things.	1	2	3	4	5
12	If I knew that I could never get caught, I would be willing to steal a million dollars.	1	2	3	4	5
13	I would enjoy creating a work of art, such as a novel, a song, or a painting.	1	2	3	4	5
14	When working on something, I don't pay much attention to small details.	1	2	3	4	5
15	People sometimes tell me that I'm too stubborn.	1	2	3	4	5
16	I prefer jobs that involve active social interaction to those that involve working alone.	1	2	3	4	5
17	When I suffer from a painful experience, I need someone to make me feel comfortable.	1	2	3	4	5
18	Having a lot of money is not especially important to me.	1	2	3	4	5
19	I think that paying attention to radical ideas is a waste of time.	1	2	3	4	5
20	I make decisions based on the feeling of the moment rather than on careful thought.	1	2	3	4	5
21	People think of me as someone who has a quick temper.	1	2	3	4	5
22	On most days, I feel cheerful and optimistic.	1	2	3	4	5
23	I feel like crying when I see other people crying.	1	2	3	4	5
24	I think that I am entitled to more respect than the average person is.	1	2	3	4	5
25	If I had the opportunity, I would like to attend a classical music concert.	1	2	3	4	5

26	When working, I sometimes have difficulties due to being disorganized.	1	2	3	4	5
27	My attitude toward people who have treated me badly is "forgive and forget".	1	2	3	4	5
28	I feel that I am an unpopular person.	1	2	3	4	5
29	When it comes to physical danger, I am very fearful.	1	2	3	4	5
30	If I want something from someone, I will laugh at that person's worst jokes.	1	2	3	4	5
31	I've never really enjoyed looking through an encyclopedia.	1	2	3	4	5
32	I do only the minimum amount of work needed to get by.	1	2	3	4	5
33	I tend to be lenient in judging other people.	1	2	3	4	5
34	In social situations, I'm usually the one who makes the first move.	1	2	3	4	5
35	I worry a lot less than most people do.	1	2	3	4	5
36	I would never accept a bribe, even if it were very large.	1	2	3	4	5
37	People have often told me that I have a good imagination.	1	2	3	4	5
38	I always try to be accurate in my work, even at the expense of time.	1	2	3	4	5
39	I am usually quite flexible in my opinions when people disagree with me.	1	2	3	4	5
40	The first thing that I always do in a new place is to make friends.	1	2	3	4	5
41	I can handle difficult situations without needing emotional support from anyone else.	1	2	3	4	5
42	I would get a lot of pleasure from owning expensive luxury goods.	1	2	3	4	5

## ASSOCIATIONS BETWEEN HEXACO PERSONALITY TRAITS AND OCB MOTIVES

43	I like people who have unconventional views.	1	2	3	4	5
44	I make a lot of mistakes because I don't think before I act.	1	2	3	4	5
45	Most people tend to get angry more quickly than I do.	1	2	3	4	5
46	Most people are more upbeat and dynamic than I generally am.	1	2	3	4	5
47	I feel strong emotions when someone close to me is going away for a long time.	1	2	3	4	5
48	I want people to know that I am an important person of high status.	1	2	3	4	5
49	I don't think of myself as the artistic or creative type.	1	2	3	4	5
50	People often call me a perfectionist.	1	2	3	4	5
51	Even when people make a lot of mistakes, I rarely say anything negative.	1	2	3	4	5
52	I sometimes feel that I am a worthless person.	1	2	3	4	5
53	Even in an emergency I wouldn't feel like panicking.	1	2	3	4	5
54	I wouldn't pretend to like someone just to get that person to do favors for me.	1	2	3	4	5
55	I find it boring to discuss philosophy.	1	2	3	4	5
56	I prefer to do whatever comes to mind, rather than stick to a plan.	1	2	3	4	5
57	When people tell me that I'm wrong, my first reaction is to argue with them.	1	2	3	4	5
58	When I'm in a group of people, I'm often the one who speaks on behalf of the group.	1	2	3	4	5
59	I remain unemotional even in situations where most people get very sentimental.	1	2	3	4	5

60	I'd be tempted to use counterfeit money, if I were sure I could get away with it.	1	2	3	4	5
<b>Organizational Citizenship Behavior (OCB) Motives Scale</b>						
61	I voluntarily serve many extra functions mainly to impress my boss.	1	2	3	4	5
62	I speak positively about the organization because this may help me get promoted.	1	2	3	4	5
63	I often help out my coworkers because I believe such acts are instrumental in getting what I want.	1	2	3	4	5
64	I try to be agreeable at work because this helps eventually get ahead in this organization	1	2	3	4	5
65	I volunteer for extra organizational activities because I really care about this organization.	1	2	3	4	5
66	I say good things to others about my organization because I am proud to be its member.	1	2	3	4	5
67	I do many activities to improve the functioning of the organization because I really want my organization to excel.	1	2	3	4	5
68	I frequently help my coworkers because helping is an important part of who I am.	1	2	3	4	5
69	I give up time to help my coworkers because I feel it is important to help those in need.	1	2	3	4	5
70	I usually act nicely towards my coworkers because I care about other people's feelings.	1	2	3	4	5

عنوان البحث: العلاقة بين سمات الشخصية لمقياس (HEXACO) ودوافع سلوك الانتماء المؤسسي: دراسة تشمل العاملين في القطاع الحكومي بسلطنة عمان.

معلومات ديموغرافية:

(1) الجنس :  ذكر  أنثى  أفضل عدم الاختيار

(2) الفئة العمرية:

18-23

29-24

35-30

41-36

47-42

53-48

60-54

(3) أعلى مستوى تعليمي:

شهادة أقل من دبلوم التعليم العام

دبلوم التعليم العام

دبلوم

دبلوم عال

بكالوريوس

ماجستير

دكتوراة

(4) قطاع العمل

الحكومي

الخاص

(5) مجال العمل: اختر واحداً من الخيارات التالية:

الصحة

التعليم

التعليم العالي

العسكرية

القانون

الطيران

السياحة

الزراعة والثروة السمكية

الأعمال

الاتصالات

- الصناعات التحويلية  
○ النقل واللوجستيات  
○ الطاقة  
○ الخدمات

مقياس HEXACO للسمات الشخصية الست (معدل)					
م	العبارات	معارض بشدة	معارض	محايد	موافق بشدة
1	أشعر بالملل كثيرا عند زيارة متحف فني.	1	2	3	4 5
2	أخطط مسبقا وأنظم الأمور، لتجنب تراكم الأعمال في اللحظة الأخيرة.	1	2	3	4 5
3	نادرا ما أحمل الحقد، حتى نحو الأشخاص الذين أساءوا لي بشدة.	1	2	3	4 5
4	أشعر بالرضى عن نفسي عموماً.	1	2	3	4 5
5	أشعر بالخوف إذا اضطررت إلى السفر في ظروف جوية سيئة.	1	2	3	4 5
6	لن أستخدم المجاملة للحصول على علاوة أو ترقية في العمل، حتى لو اعتقدت بأنها ستنجح.	1	2	3	4 5
7	أهتم بمعرفة ما يتعلق بتاريخ وسياسات الدول الأخرى.	1	2	3	4 5
8	أبذل قصارى جهدي عندما أحاول تحقيق هدفي.	1	2	3	4 5
9	يقول لي الناس أحيانا بأنني أنتقد الآخرين كثيرا.	1	2	3	4 5
10	نادرا ما أفصح عن آرائي في المجالس الاجتماعية.	1	2	3	4 5
11	أحيانا لا أستطيع تجنب القلق بشأن الأمور الصغيرة.	1	2	3	4 5
12	لدي استعداد لسرقة مليون ريال عماني، إذا تيقنت من استحالة القبض علي.	1	2	3	4 5
13	أستمتع بابتكار عمل فني ما، مثل رواية، أو نشيد، أو لوحة فنية.	1	2	3	4 5
14	عندما أقوم بعمل ما، لا أهتم كثيرا بالتفاصيل الصغيرة.	1	2	3	4 5
15	يقول لي الناس أحيانا أنني عنيد جدا.	1	2	3	4 5
16	أفضل الوظائف التي تتطلب تفاعلا اجتماعيا نشطا عن تلك التي تتطلب العمل وحيدا.	1	2	3	4 5
17	عندما أعاني من تجربة مؤلمة، أحتاج إلى شخص يشعرني بالراحة.	1	2	3	4 5
18	امتلاك أموال كثيرة ليس أمرا مهماً بالنسبة لي.	1	2	3	4 5
19	أرى أن الاهتمام بالأفكار غير المألوفة مضيعة للوقت.	1	2	3	4 5
20	أخذ قراراتي بناء على ما أشعر به لحظتها عوضا عن التفكير بتأن.	1	2	3	4 5



5	4	3	2	1	يظن الناس أنني شخص سريع الغضب.	21
5	4	3	2	1	أشعر بالبهجة والتفاؤل في معظم الأيام.	22
5	4	3	2	1	أشعر برغبة في البكاء عندما أرى أشخاصا آخرين يبكون.	23
5	4	3	2	1	أرى أنني أستحق احتراما أكبر من الشخص العادي	24
5	4	3	2	1	إذا أتحت لي الفرصة، أود أن أحضر حفلا للموسيقى الكلاسيكية.	25
5	4	3	2	1	أثناء العمل، أواجه صعوبات في بعض الأحيان لكوني غير منظم.	26
5	4	3	2	1	موقفي تجاه الأشخاص الذين عاملوني بشكل سيء هو "الصفح والنسيان".	27
5	4	3	2	1	أشعر بأنني شخص غير محبوب.	28
5	4	3	2	1	أشعر بالخوف الشديد عندما يتضمن العمل مخاطر جسدية.	29
5	4	3	2	1	إذا أردت شيئا من شخص ما، فسوف أضحك على أسخف نكتة تصدر منه.	30
5	4	3	2	1	لم يحدث أبدا أن استمتعت بالاطلاع في موسوعة ما.	31
5	4	3	2	1	أقوم فقط بالحد الأدنى من العمل المطلوب مني لأنتهي منه.	32
5	4	3	2	1	أميل إلى أن أكون لينا في الحكم على الآخرين.	33
5	4	3	2	1	عادة ما أكون الشخص المبادر أولا في المواقف الاجتماعية.	34
5	4	3	2	1	أقلق بدرجة أقل بكثير من معظم الناس.	35
5	4	3	2	1	لن أقبل رشوة أبدا، حتى لو كانت كبيرة جدا.	36
5	4	3	2	1	غالبا ما يقول لي الناس أن لدي خيالا جيدا.	37
5	4	3	2	1	أحاول دائما أن أكون دقيقا في عملي، حتى إن كان ذلك على حساب وقتي.	38
5	4	3	2	1	عادة أكون مرنا للغاية في آرائني عندما يختلف الناس معي.	39
5	4	3	2	1	أول ما أقوم به دائما في أي مكان جديد هو تكوين صداقات.	40
5	4	3	2	1	يمكنني التعامل مع المواقف الصعبة دون الحاجة إلى دعم نفسي من أي شخص آخر.	41

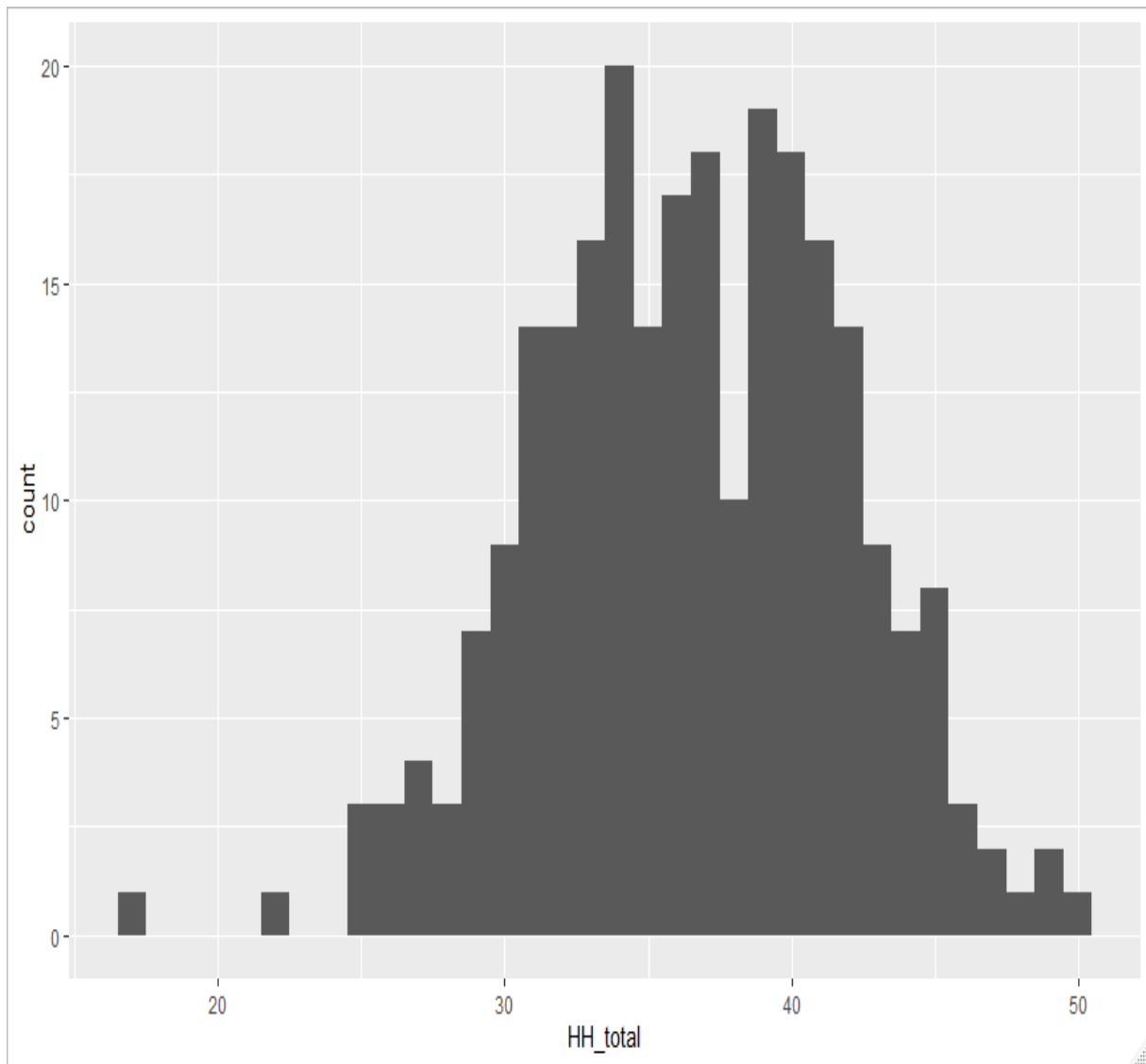
5	4	3	2	1	امتلاك مقتنيات فاخرة وثمانية يشعري بالسرور.	42
5	4	3	2	1	أحب الأشخاص الذين يمتلكون وجهات نظر غير تقليدية.	43
5	4	3	2	1	أرتكب الكثير من الأخطاء لأنني لا أفكر قبل أن أتصرف.	44
5	4	3	2	1	يغضب معظم الناس بسرعة أكبر مقارنة بي.	45
5	4	3	2	1	معظم الناس أكثر تفاؤلا وحيوية مني بشكل عام.	46
5	4	3	2	1	أناثر بشدة عندما يرحل بعيدا شخص مقرب مني لفترة طويلة.	47
5	4	3	2	1	أريد أن يعرف الناس أنني شخص مهم وذو مكانة عالية.	48
5	4	3	2	1	لا أعتبر نفسي من الشخصيات الفنية أو المبدعة.	49
5	4	3	2	1	غالبا ما يسميني الناس بالمهوس بالكمال.	50
5	4	3	2	1	نادرا ما أقول للناس أي شيء سيئ ، حتى عندما يرتكبون أخطاء كثيرة.	51
5	4	3	2	1	أشعر أحيانا بأنني شخص لا قيمة له.	52
5	4	3	2	1	لا أشعر بالهلع حتى في حالات الطوارئ.	53
5	4	3	2	1	لن أظهار بمودتي لشخص ما فقط من أجل أن يقدم لي خدمة.	54
5	4	3	2	1	أرى أن مناقشة القضايا الفلسفية أمرا مملا.	55
5	4	3	2	1	أفضل أن أفعل أي شيء يتبادر إلى ذهني، بدلا من التقييد بخطة معينة.	56
5	4	3	2	1	عندما يقول لي الناس أنني مخطئ، تكون ردة فعلي الأولى مجادلته.	57
5	4	3	2	1	عندما أكون ضمن مجموعة من الناس، أكون غالبا الشخص الذي يتحدث نيابة عن المجموعة.	58
5	4	3	2	1	أظل غير عاطفي حتى في الحالات التي يكون فيها معظم الناس عاطفيين جدا.	59
5	4	3	2	1	سيكون مغريا لي استخدام النقود المزيفة، في حال تأكدي من عدم اكتشاف الأمر.	60
مقياس دوافع سلوك الانتماء المؤسسي						
5	4	3	2	1	أتطوع للقيام بأعمال إضافية فقط من أجل إثارة إعجاب مسؤولي.	61

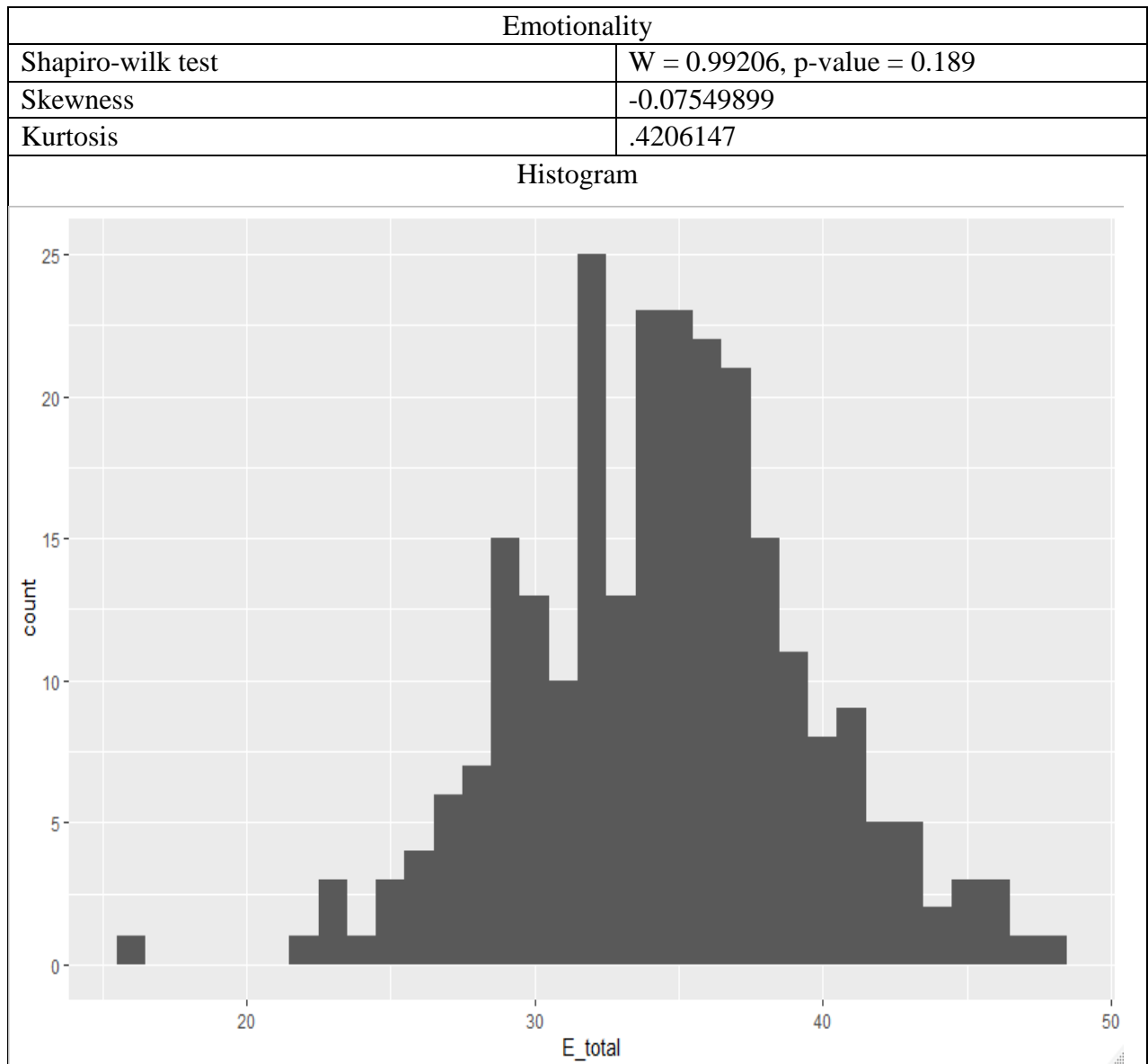
5	4	3	2	1	أتحدث بشكل إيجابي عن المؤسسة لأن هذا قد يساعد في ترفيتي.	62
5	4	3	2	1	غالبا ما أساعد زملائي في العمل لأنني أؤمن أن مثل هذا الأمر أساسي للحصول على ما أريد.	63
5	4	3	2	1	أحاول أن أكون منسجما مع الآخرين في العمل لأن هذا الأمر سيساعدني في النهاية على المضي قدما في هذه المؤسسة.	64
5	4	3	2	1	أتطوع للقيام بأعمال إضافية لأن هذه المؤسسة تهمني حقا.	65
5	4	3	2	1	أتحدث عن مؤسستي بشكل إيجابي أمام الآخرين لأنني أشعر بالفخر لانتماني لها.	66
5	4	3	2	1	أقوم بالعديد من الأعمال لتطوير مؤسستي لأنني أرغب حقا في أن تتقدم على غيرها.	67
5	4	3	2	1	غالبا ما أساعد زملائي في العمل لأن المساعدة هي جزء مهم من شخصيتي.	68
5	4	3	2	1	أخصص بعضا من وقتي لمساعدة زملائي في العمل لأنني أرى من المهم تقديم المساعدة لمن يحتاجها.	69
5	4	3	2	1	غالبا ما أتعامل بلطف مع زملاء العمل لأنني أهتم بمشاعر الآخرين.	70

**Appendix 2**

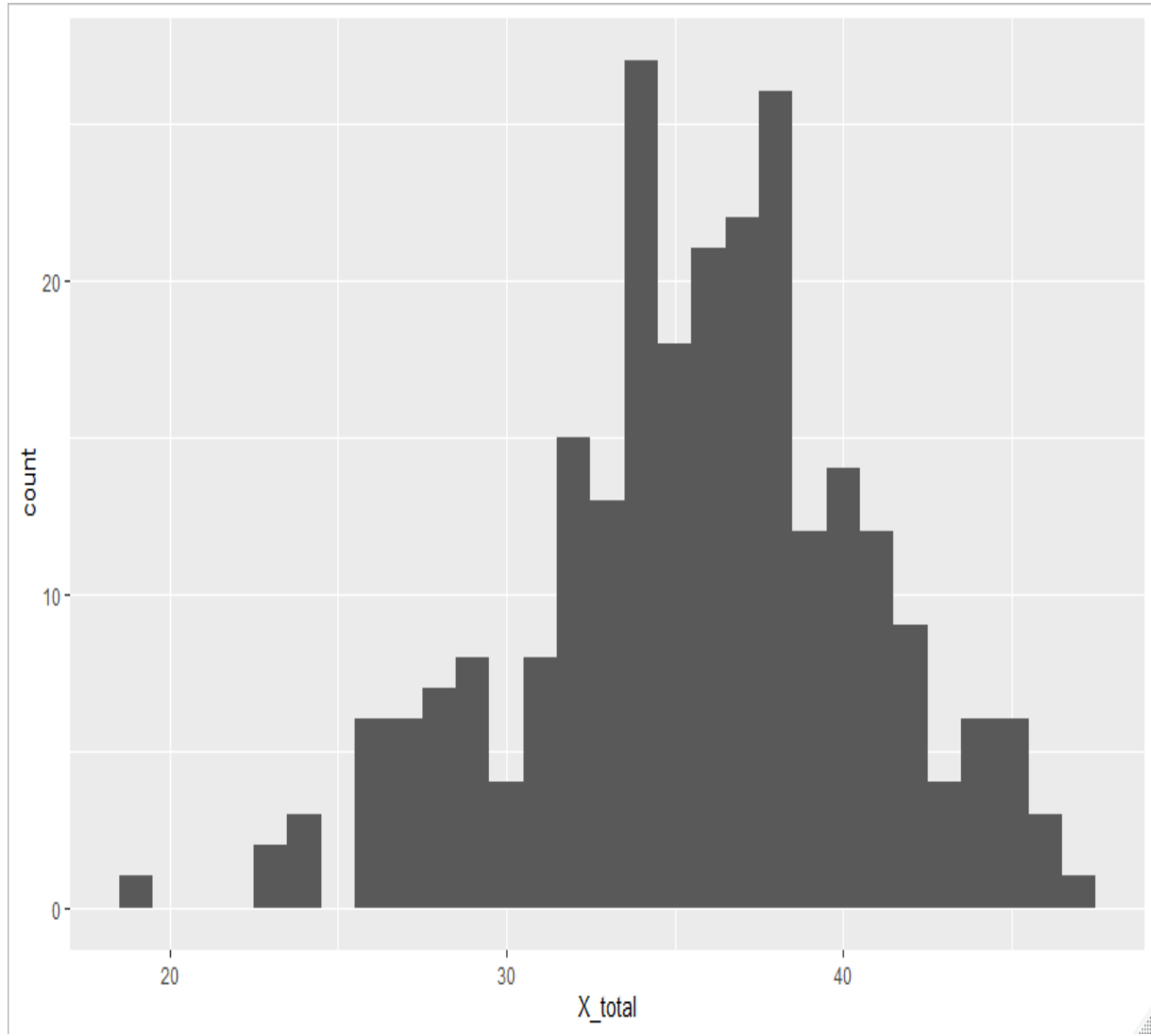
**Normality Checks**

Honesty-Humility	
Shapiro-Wilk test	W = 0.99185, p-value = 0.1731
Skewness	-0.1752183
Kurtosis	0.0283733

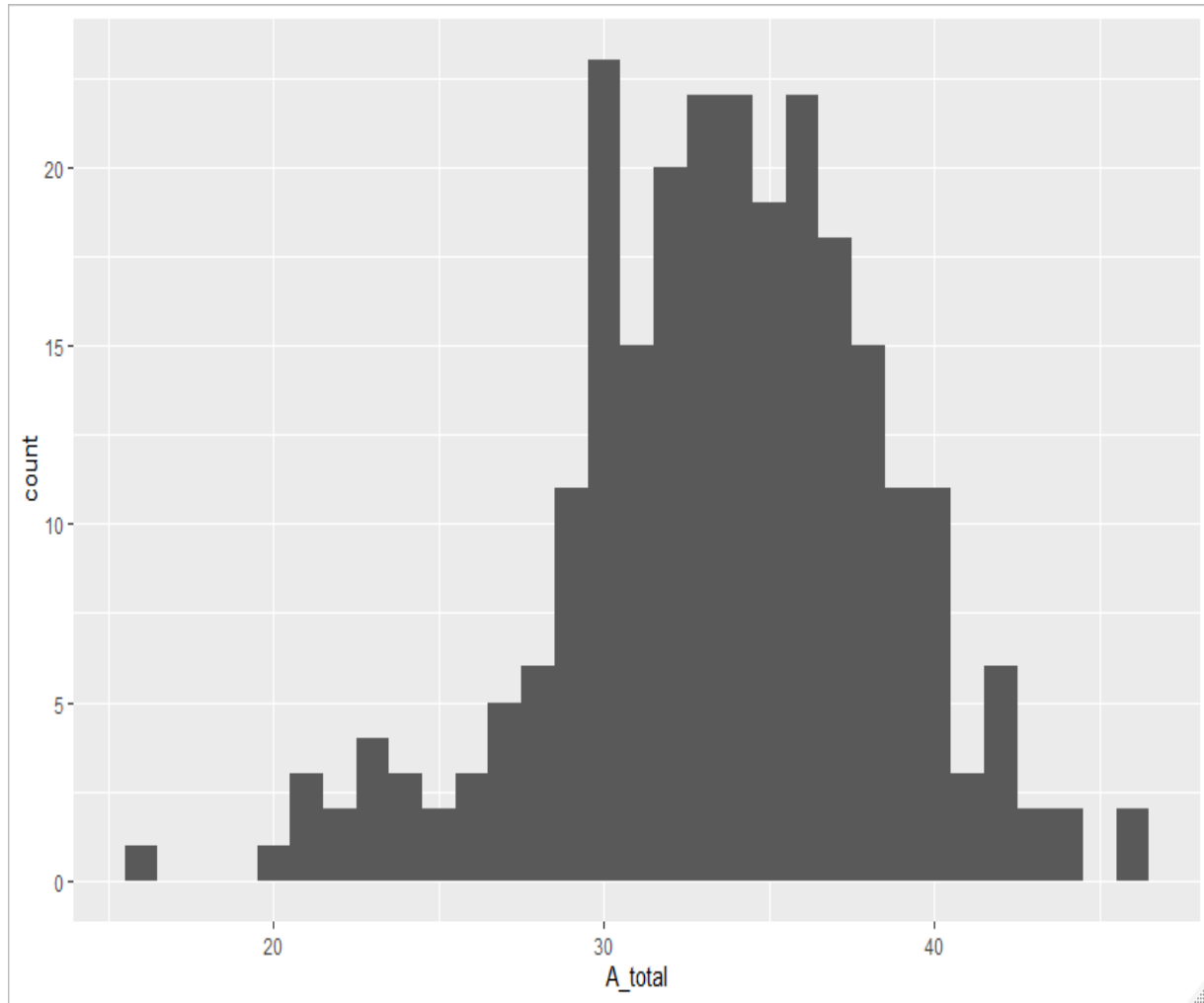




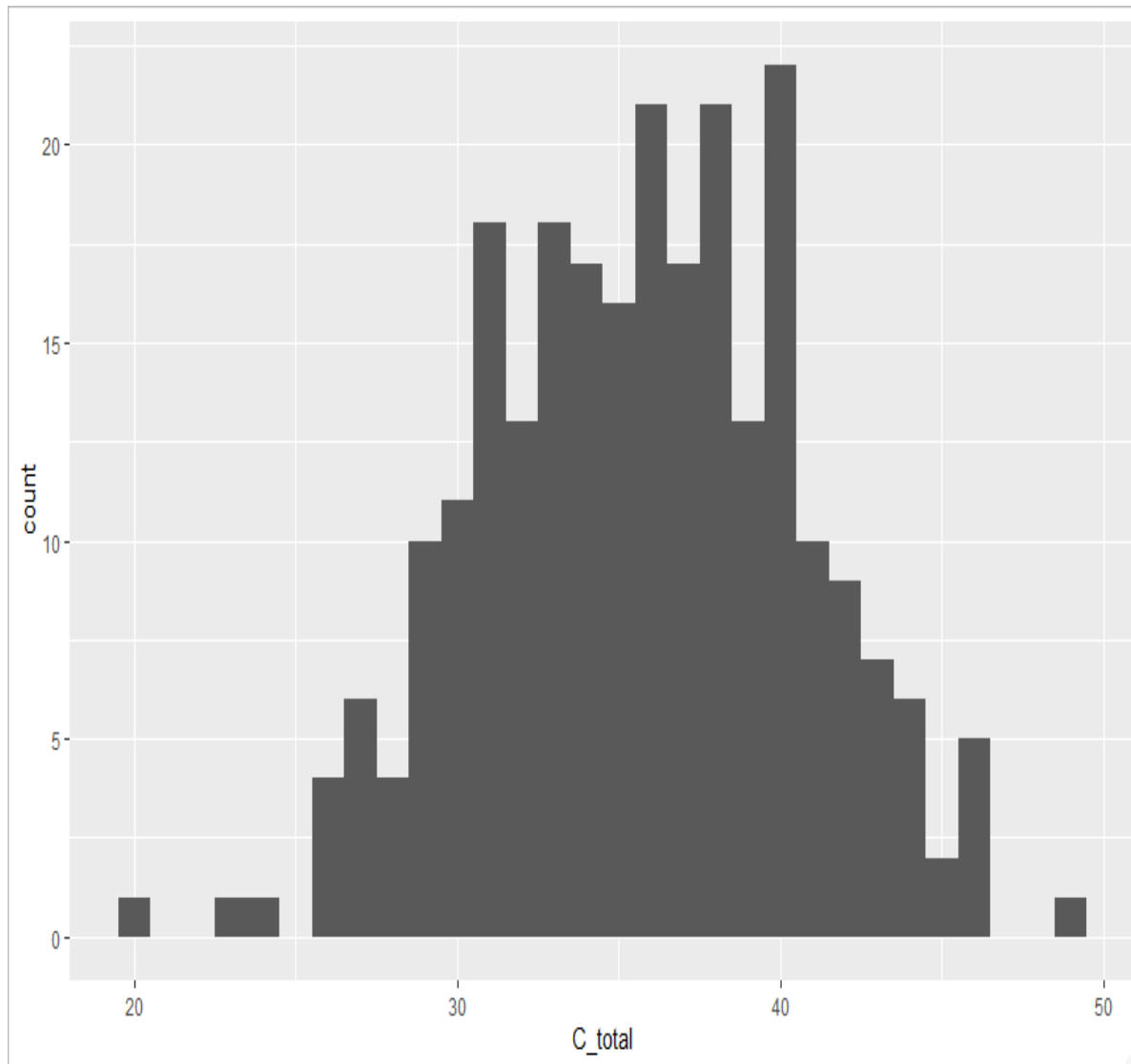
Extraversion	
Shapiro-Wilk test	W = 0.98647, p-value = 0.0169
Skewness	-0.3109826
Kurtosis	0.0833257
Histogram	



Agreeableness	
Shapiro-Wilk test	W = 0.98325, p-value = 0.004403
skewness	-0.4084023
kurtosis	0.5697616
Histogram	

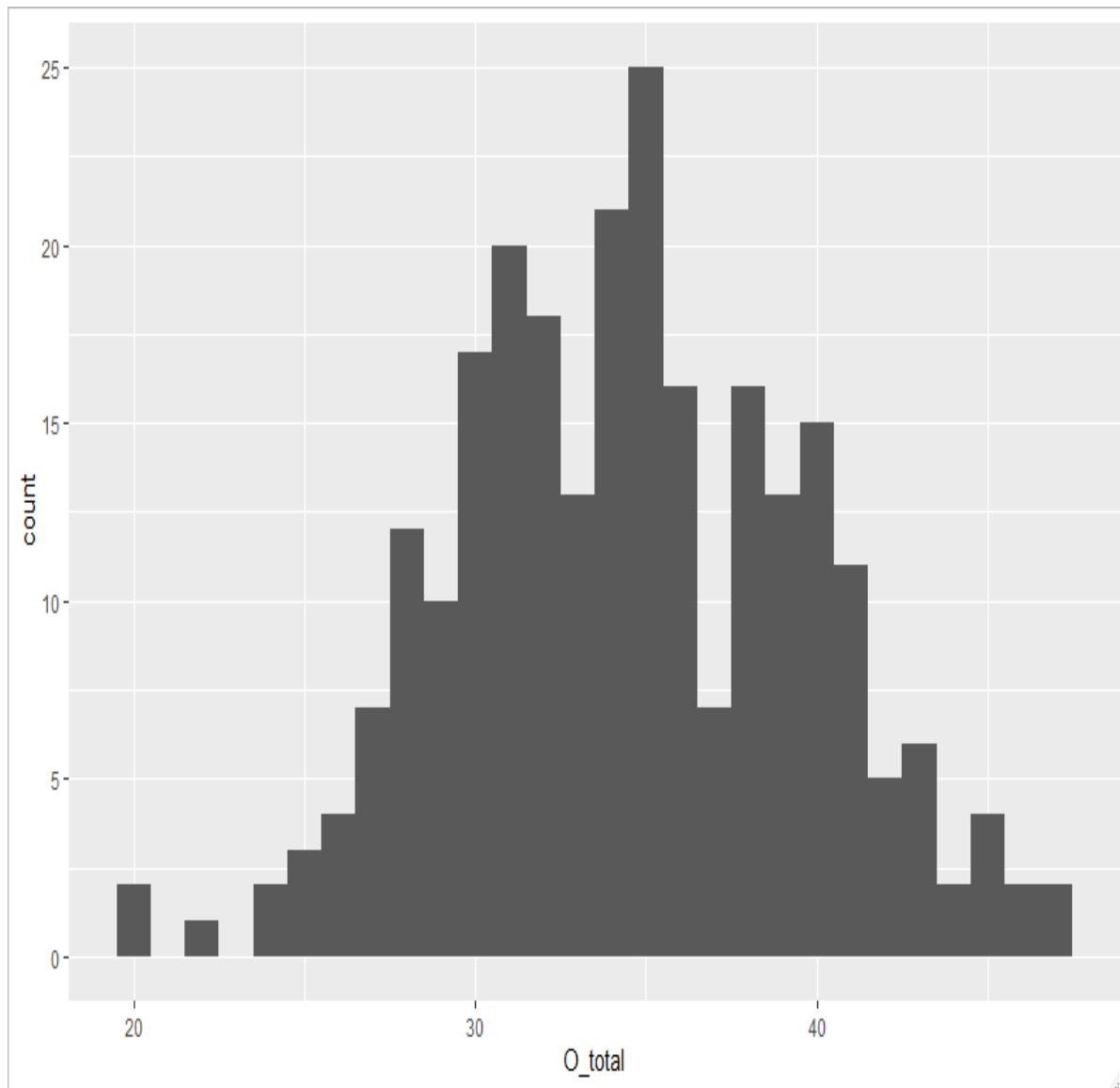


Conscientiousness	
Shapiro-Wilk test	W = 0.99329, p-value = 0.3123
Skewness	-0.09142706
kurtosis	-0.2317283
Histogram	

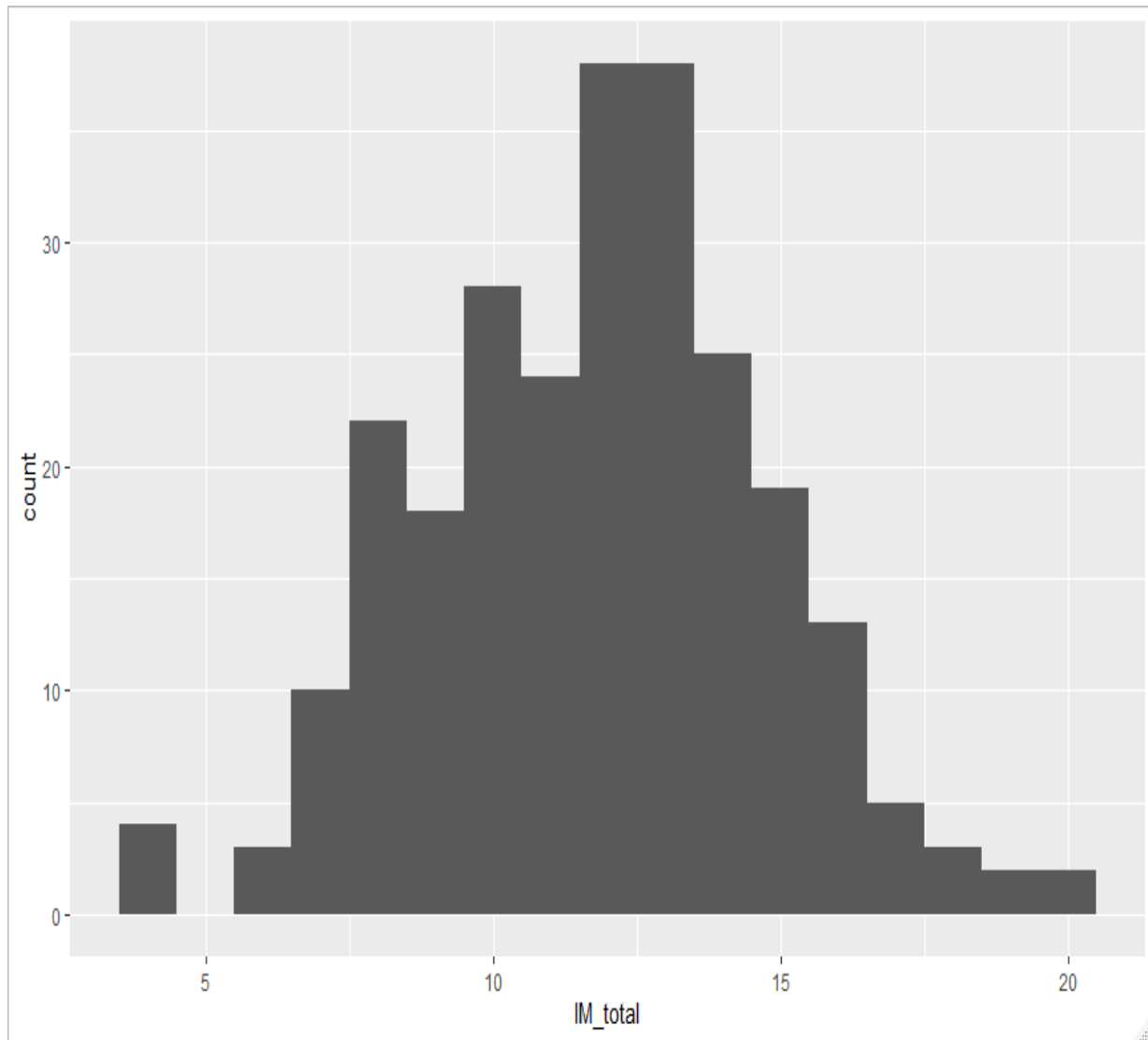




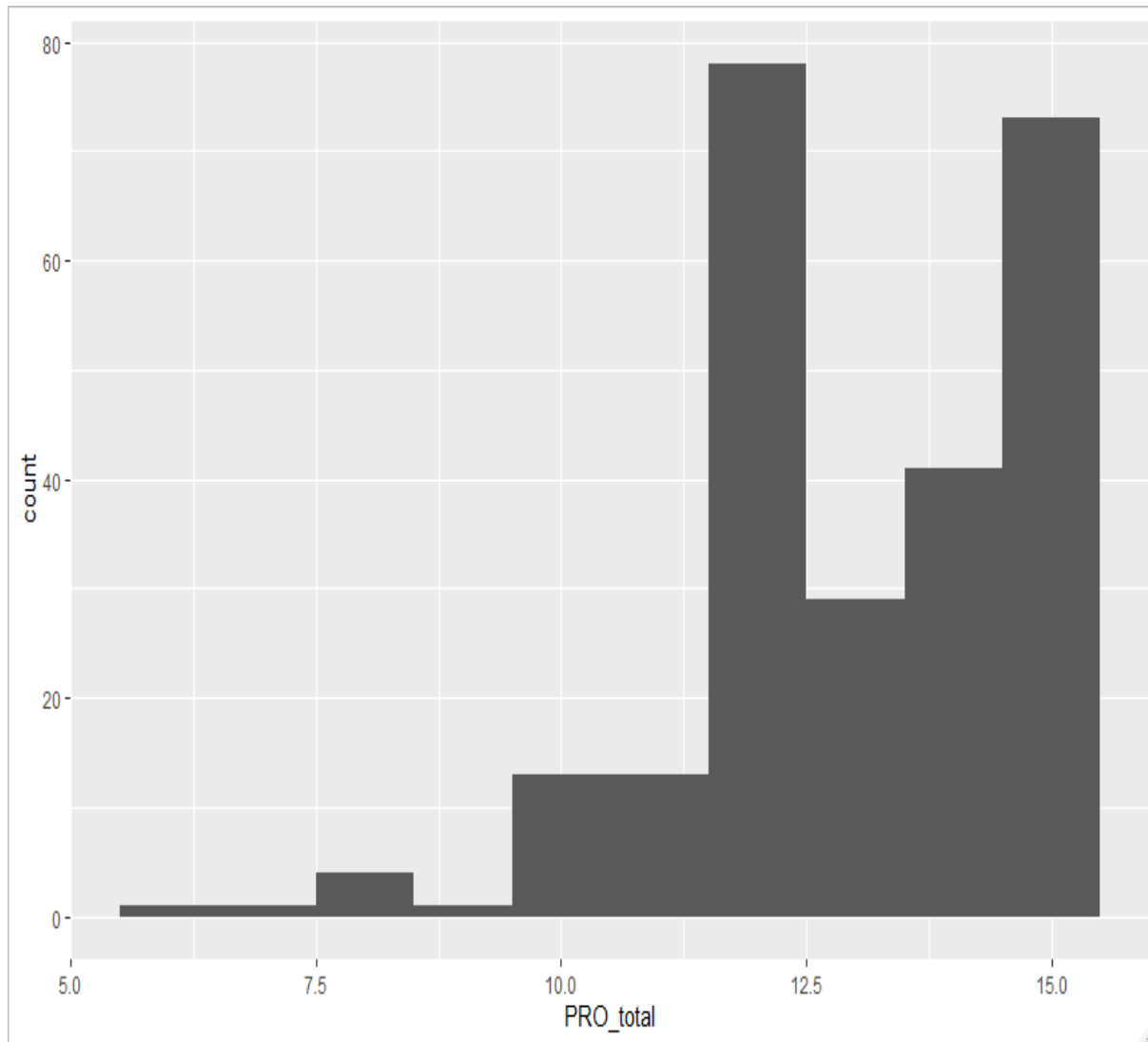
Openness to Experience	
Shapiro-Wilk test	W = 0.99145, p-value = 0.1458
skewness	0.04519539
kurtosis	-0.2424204
Histogram	



Impression management (IM)	
Shapiro-Wilk test	W = 0.98556, p-value = 0.01148
skewness	-0.02280365
kurtosis	0.0005399593
Histogram	



Prosocial Values (PRO)	
Shapiro-Wilk test	W = 0.87682, p-value = 1.858e-13
skewness	-0.8002718
kurtosis	0.798883
Histogram	



Organizational Concern (OC)	
Shapiro-Wilk test	W = 0.91182, p-value = 4.375e-11
skewness	-0.8143887
kurtosis	0.6583387
Histogram	

