



Effect of citizenship factors behavioral affecting on dimensions of managers' personality in organizational entrepreneurship

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Abstract. Entrepreneur manager respond to chaos, unrest and environmental uncertainty and try to create a strong strategy even it has natural short period. Furthermore, they provide lack of environmental uncertainty by their innovation in other organizations and they create new opportunity by destruction available opportunities. They are trying to achieve new opportunities sooner than competitors do. This research, studied citizenship factors behavioral affecting on dimensions of managers' personality in organizational entrepreneurship. This research applied and descriptive and sample study included 315 people like managers and workforces of Gahad Keshavarzi Khorans Razvi province, after random sampling 174 people used as sample study. We used questionnaire in order to collect data (gender, age, education) and statistical analysis. Result of research indicated that significant relationship exist between characteristics of managers for entrepreneurship and behavioral citizenship organizations.

Keywords: Behavioral citizenship organizations, Characteristics, Organizational entrepreneurship, Dimensions of managers' personality

1. INTRODUCTION

One area of research that may help researchers to make ways to develop high commitment and higher performance in temporary workers is studying organizational citizenship behavior (OCB) performance. OCBs are extra-role behaviors that are discretionary, not directly recognized by the organizational reward system, yet, in the aggregate; promote the effective functioning of the organization (Organ, 1988) Ahearne, and Mac- Kenzie (1997) on the effects of OCB performance on work group effectiveness supports the idea that OCBs help units work more efficiently and effectively.

In other words, employees perform OCB to reciprocate a history of positive treatment by the organization. Thus, since temporary employees are hired on a short-term, more contractually defined basis, the factors influencing OCB performance may be weaker. Temporary employees may see little reason to seek or expect a long-term, mutually committed relationship with an organization, and thus might only define their relationship with the client organization as one of economic exchange. Thus, we might conclude that temporary employees may provide the benefit of flexibility but at the cost of lower OCB performance.

Organizations without willingness of people for working are not able to develop self-efficacy, and there's significant difference between spontaneous and mandatory cooperation. In mandatory condition, people do their duties following the state's mandatory laws and standards set in compliance with the requirements of the organization. Whilst, in spontaneous contribution do conscious effort, energy and insight of their ability to flourish for making benefit for the organization. OCB is ideal for any organization, since important organizational variables such as job satisfaction, maintenance and operation is related to organizational productivity. Results

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of studies show create or improve the organizational citizenship behavior can foster a positive work environment rather than resort to force the selection and recruitment process or the community relying on their ability to create these behaviors (Moghimi, 2005).

2. IMPORTANCE OF RESEARCH

Ketza (1964) on the importance of voluntary and spontaneous behavior is referred to beyond requirements and obvious needs; however, they are effective and important for organizational effectiveness. Smith (1983), introduced behaviors as individual behavior that is discretionary and directly or clearly known by the formal reward system, meanwhile improves the overall effectiveness. In the same time, Tzu and *et al* 2004 discovered that performance of interior role and function of ultra-role of persons in the organization can improve performance and effectiveness of the organization. Therefore, researchers distinguish difference between performance of interior and ultra-role. Studies of Zampetakis and Moustakis 2007 showed that innovation and entrepreneurship at all levels of the organization including executive levels (managers and employees) in senior and middle and supportive behaviors are usually seen in senior levels. Moreover, these findings not only in the economic organizations but less intense can be seen in the public organizations.

Entrepreneur Leaders react to riots, unrest and environmental uncertainty and struggling to create a situation that make a strong strategic position and may it has a temporary nature. They are also actively engaged in initiatives causes of uncertainty in other organizations and with destruction of existing positions; create opportunities. Consequently, in this study, researchers sought to answer the question of "whether or not the relationship exist between organizational citizenship behavior and characteristics personality of entrepreneurs?"

2.1. Features of OCB

OCB combines the following features:

Arbitrary-length messages + minimal-length ciphertexts: Any string can be encrypted; in particular, $|M|$ need not be a multiple of the block length n . What is more, the resulting ciphertexts are as short as possible; plaintexts are *not* padded to a multiple of n bits.

Nearly optimal number of block-cipher calls: OCB uses $\lceil |M|/n \rceil + 2$ block-cipher invocations (Excluding a block-cipher call assumed to be made during key setup). (It is possible to make do with $\lceil |M|/n \rceil + 1$ calls, but such alternatives seem to be more complex or require a random IV.)

Keeping low the number of block-cipher calls is especially important when messages are short.

In many domains, short messages dominate.

Minimal requirements on nonces: Like other encryption modes, OCB requires a nonce. The entity that encrypts chooses a new nonce for every message with the only restriction that no nonce is used twice. Schemes that require non-repeating nonces are less likely to be misused, and often more efficient, than those requiring random IVs.

Efficient offset calculations: As with [15, 21], we require a sequence of *offsets*. We generate these in a particularly cheap way, each offset requiring just a few machine cycles. We avoid the use of extended-precision addition, which would introduce endian dependency and might make the scheme less attractive for dedicated hardware.

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Single underlying key: The key used for OCB is a single block-cipher key, and all block-cipher invocations are keyed by this one key, saving space and key-setup time.

2.2. Organizational citizenship behavior

Organ and Konovsky defined five types of citizenship behavior:

_Altruism: voluntary actions that help another person with a work-related problem;

_Conscientiousness: going well beyond the required levels of attendance, punctuality, housekeeping, conservation of resources, and matters of internal maintenance;

_Civic virtue: responsible, constructive involvement in the political process of an organization, including expressing opinions, attending meetings, and keeping abreast of issues that involve the organization;

_Sportsmanship: tolerating the inevitable inconveniences and impositions of work without complaining;

_Courtesy: gestures that help others avoid a problem, such as checking prior to committing to an action that will affect them (providing advance notice to people who need such information).

In a virtual context, sharing knowledge with others without expectation of return is altruistic behavior. When they share knowledge, they are acting conscientiously, as a team member (with civic virtue), tolerating the risk of no return (i.e. sportsmanship), and giving information to help others solving problems (i.e. courtesy). Thus contributing knowledge can be regarded as a typical OCB. Several authors have suggested that group cohesiveness and leadership are the major predictors of effective OCB. Others have discussed the effects of personal traits, such as attitudes or dispositions, on affection similarity.

3. LITERATURE REVIEW

Literature review provides a field for researcher to identify the components of scientific issue, and by inspiring of similar studies and also by designing of tools' research, the scientific basis for creating solutions and suggestions. Therefore, while this paper is based on an overview of the concepts like organizational entrepreneurship, personality, differences between director and entrepreneur, characteristics managerial entrepreneur and organizational citizenship behavior. What is more evaluate the relationship between these two components or similar component.

3.1. Organizational Citizenship Behavior

Batmn and Oregon (1983) were the first persons used the term of organizational citizenship behavior, and they know it is beneficial behaviors that they do not mention in the job description of the employee however employee for helping to other show it obviously. Organ and colleagues introduced OCB as part of current research project and they tried to create moderate relationship between attitude of employee and performance of job (Brayfield and Crockett 1995). Batmn and colleagues stated that organizational citizenship behavior as the basic structure of the psychology and management in recent decades and has attracted much attention to it. There are approximately 30 different forms of organizational citizenship behavior. These behaviors and social structures of the organization express as "lubrication" and provide the flexibility needed for the activities provided by unforeseen events (Foote and Tong, 2008).

3.2. Factors on organizational citizenship behavior

Several factors have an impact on organizational citizenship behavior, the most important of these are:

- Structural factors
- Leadership role
- The role of cultural factors
- The role of personality factors
- The moral value (Zarei Matin, 2009).

3.3. Organizational entrepreneurship

One of the most efficient ways to adapt changes in the growing environmental phenomena is the name (entrepreneurial). Today, most organizations are aware of the importance of the of entrepreneurial phenomenon to identify key factors influencing this phenomenon in order to the estimate amount of entrepreneurship of organization and then do necessary steps to improve the persons. In late 1980s and early 90s expressed entrepreneurial organization in literatures and aim of entrepreneurship for big organization was creating flexibility and innovation. Kanter (2000) defines organizational entrepreneurship as follow: entrepreneurs and entrepreneurial organizations always minimize their cost and they focus more on lack of knowledge instead of focus on knowledgeable. Thus, it is a sample of investing on R & D. They are not just pay attention to prior standards, of course they measure with view of the future and they do not allow past limit future (Shokri, 2010). Zmptakys and Mostakys introduce entrepreneurship as a multifaceted process that it is used in different places, different organizations and it has not looked at it purely from a profit point of view due to the fact that today the term entrepreneurship is used in the private sector while organizational entrepreneurship is a process in which individuals pursue opportunities independent of its resources within the organization and staff to engage in new tasks (Zmptakys and Mostakys, 2010).

3.4. Types of entrepreneurship

Entrepreneurship literature suggests three following schematic form entrepreneurship:

- A) In the form of free and non-affiliated individuals (private entrepreneurship - Independent entrepreneurship)
- B) Employees in the organization (organizational entrepreneurs - entrepreneurship within the organization)
- C) In the form of organization (entrepreneurial organization - Organizational entrepreneurship) (S. Gentleman, 2003)

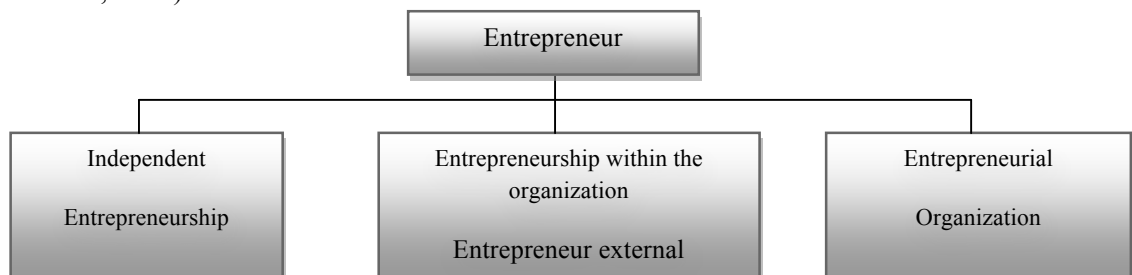


Figure 1. Types of Entrepreneurship.

3.5. Causes of personality

Due to character is a set Physical, psychological and moral descriptions of the people. Therefore, creating factors these features are the cause's characters. Some of these characteristics in particular feature like Physical, and other part are included inheritance and Social factors.

3.6. Specificity Personality of managers

Undoubtedly, managers have critical role in success of organizations. They guide organization and they have entrepreneurial characteristics, hence it can ensure organization. Belinda Luke (2006) believed that managers understand the concept of strategic entrepreneurship, they are conscious about the essential elements. The elements are opportunity, innovation, acceptance of risk, flexibility, mission and organizational growth would ultimately support elements such as strategy, coordination, confidence to others, Culture, increase efficiency, reduce costs and enable knowledge transfer (Luke, 2006).

Eric Winslow and George Solomon compared difference between traditional managers and entrepreneurial in the following comparison table:

Table 1. Comparison of Traditional Leaders and Entrepreneurs (Moghimi, 2005).

Entrepreneur Leaders	Traditional Leaders
1 - Rules are merely look as guideline	1 - Too much aware about the rules and limitations
2 - The next concept is based on the private subjective notion and personal failure threshold is low	2 - Sensitivity of the future and the desire to postpone rewards
3 - Two-way attitude control, success and responsibility, and they can persuade others to work	3 - The need for acceptance is too high
4 - They are not in theory and they are highly motivated.	4 - The ability to identify problem areas and work in any detailed program

3.7. Relationship between entrepreneurship and personality

Since the mid-twentieth century, psychologists, social psychologists and behavioral scientists to understand the role of entrepreneurs in the economy and to identify characteristics and behavioral patterns of entrepreneurs, the entrepreneurs have to be investigated in this section to view some of the definitions in these behavioral scientists studied forms.

"Hevshlitts" (1951) believe that if theorist's capitals have many differences; agree on one issue and one other problem is that with the growth of production in capitalist society. A bunch of new people that they "bourgeois" call trades people and entrepreneurs and followed uncertainty.

"Robert Lamb" (1952) believed that the role of the entrepreneur as a decision maker. He believed entrepreneurship is social decision which is made by the innovative economic and the main role of the entrepreneur is performing the extensive process of community, national and international and transform in international social and economic symbols.

"Joseph McGuire" (1962), the role of entrepreneurship in different communities must understand the difference in behavior factors such as:

- Social beliefs
- Norms
- Reward behavior
- Personal and national aspirations
- The religious schools
- Education

3.8. Behavior of entrepreneurial managers

In general, two types of managers tend to change in the future and they think, they have the ability to make changes within the organization successfully. Other categories of managers are looking for organizational stability and opposed to change in organizations. The first category is entrepreneurial and second team first considered Bureaucrats (Moghimi, 2005).

According to the entrepreneurial managers react to unrest, riots and environmental uncertainty, they are also trying order to create a strong strategic position even though they have temporarily nature. They are also actively engaged in their initiatives lead to create more uncertainty in the environment. They demolished the existing situation, creates new opportunities. They are also seeking opportunities to achieve prior to their competitors and the potential threats are awake and alert (Moghimi, 2005).

3.9. Skills of Management

However, Humantical, technical and perceptual skills are necessary but not sufficient condition for success of government managers because public managers (especially at higher level or institutional level) need other skills known as proficient skills of managers in two categories of skills and here describe as follow:

1 - The political skills

Governmental managers to achieve common goals need to be appeared as actors to be beyond the scope of his direct authority, with other references (Political supra, legislative, governmental servers such as the civil services, and program management, media, hemorrhage, interest groups and the courts). These skills are required in four major reasons for government managers:

- Duty to respond (Most common political management);
- To change the mission and operations of the organization and innovation;
- To achieve organizational cooperation between governmental agencies and other organizations;
- To mobilize resources and cooperation agencies and individuals;

2 - Entrepreneurial skills

Eugene Lewis in 1984 was a successful leader in the field of public administration (public entrepreneurs). He studied on the lives of successful organizational leaders in the public sector. Some of the important features of entrepreneur are as follow:

- Entrepreneurial managers in the public sector aware typically or most of the actual assumptions in one or more areas related to their expertise and knowledge with regard to their specialized knowledge overcome media law and justice can calculate, and overcome numerous meetings

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that are relevant to their areas of expertise, in such a situation they will be able to actively participate in some decision Of To participate in public policy.

-Entrepreneurial state managers potential effective public attention rather than as the non-governmental organization which gained the public services to be rendered ineffective and have narrow-minded and conservative personnel. It means that their understanding of the organization can have vital impact on the community.

-Another characteristic of entrepreneurial managers state that the people can impact on others and audiences can be affected by governmental entrepreneur. Besides, create the knowledge and the capacity to for long time which it seems that other factors in the political system do not seem to be able to create (Moghimi, 2005).

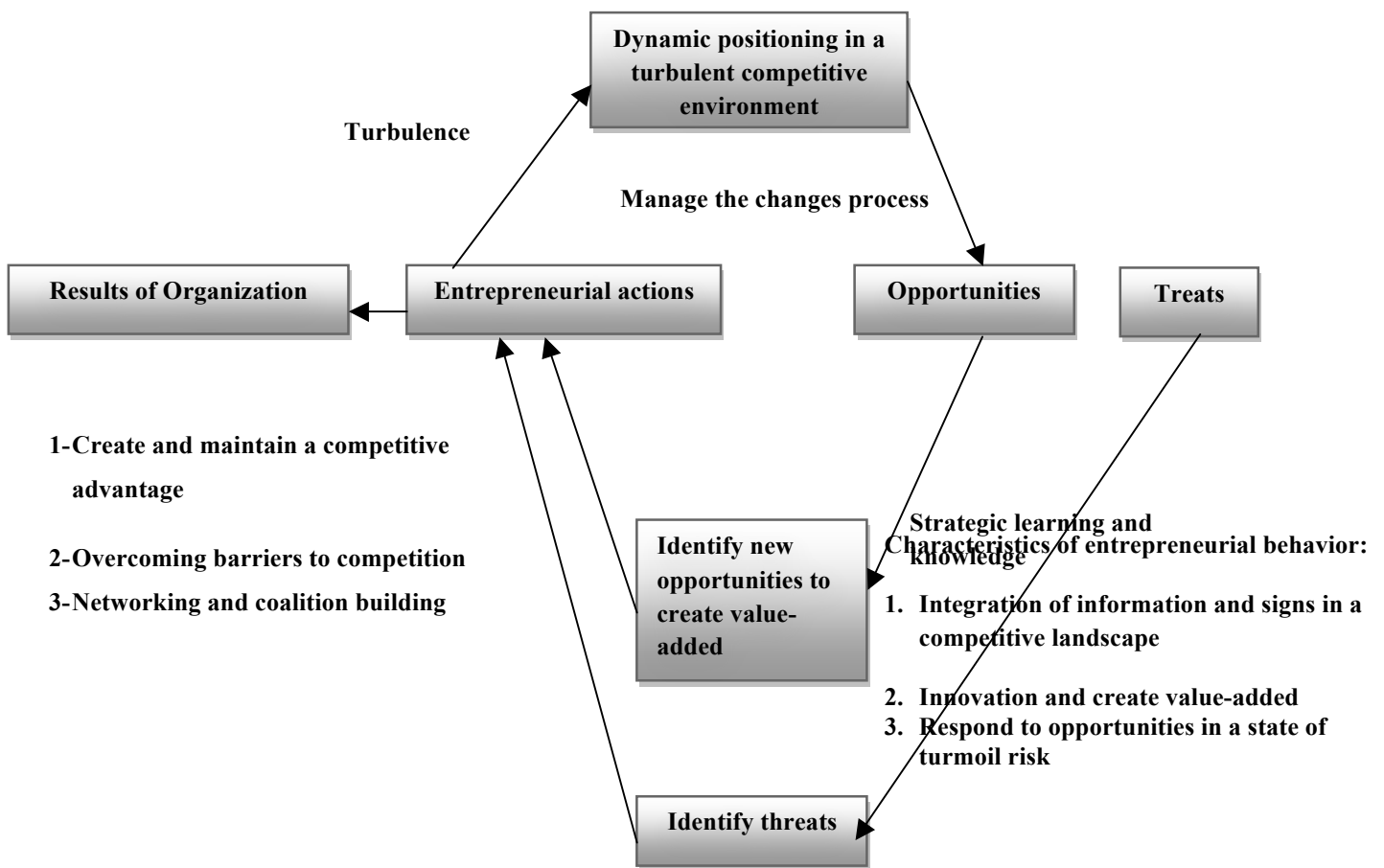


Figure 2. Model of entrepreneurial behavior, resource managers (Moghimi, 2005, Thompson, 2000)

3.10. The proposed model

This conceptual model and model-based research and scientific models provided by scientific models and scientific models is provided by the experts. Components of the conceptual model of organizational citizenship behavior are composed of "Oregon" and components used in the thesis of Dr. Zarea constitute the independent variables. And other parts of the conceptual model is personality of entrepreneurial managers which constitute the

dependent variable and classified by Dr. Moghimi. It is classified by combination of these two models were adjusted according to the hypothesis and this research has identified and tested.

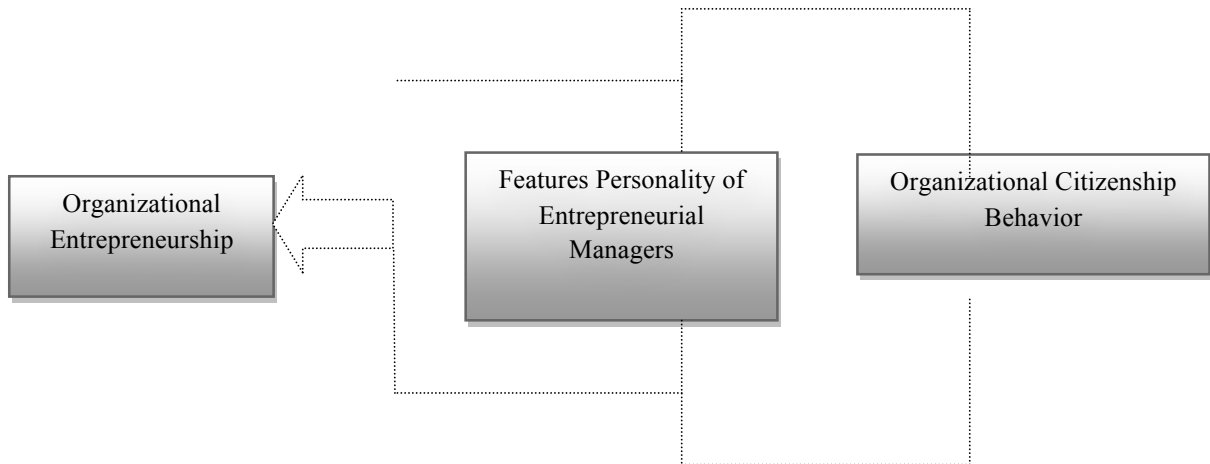


Figure 3. Conceptual Model

3.11. Hypotheses

3.11.1. The main hypothesis

Positive and significant relation exists between organizational citizenship behavior and characteristics of entrepreneurial leaders in Agriculture and the personality of Khorasan.

3.12. Secondary hypotheses

There is a significant and positive relationship between organizational citizenship behavior and the entrepreneurship in Agriculture Organization of Khorasan Razavi.

Significant and positive relationship exists between features of personality managers and forming entrepreneurship in Agriculture Organization of Khorasan Razavi.

There is a significant and positive relationship between organizational citizenship behavior and features of personality managers in Agriculture Organization of Khorasan Razavi.

4. MATERIALS AND METHODS

The aim of the present study is applicable and it has descriptive nature. The theoretical formulation used of library and internet. All managers and staff in sample are included of 315 persons in Khorasan Agriculture Organization. The sample test selected randomly and number of persons in the sample was 174 persons and a questionnaire was used to collect data. After defining indicators of each of the variables, the questionnaire was designed. The questionnaire was formulated based on both the first axis and the second axis is related to organizational citizenship behavior questionnaire of Personality of the entrepreneur managers. Alpha coefficient was used to determine the validity of the questionnaire. In according to the subject purpose and hypotheses, descriptive statistics (gender, age, educational level and organizational position) and statistical analysis (correlation test T One sample A) is used to analysis the study.

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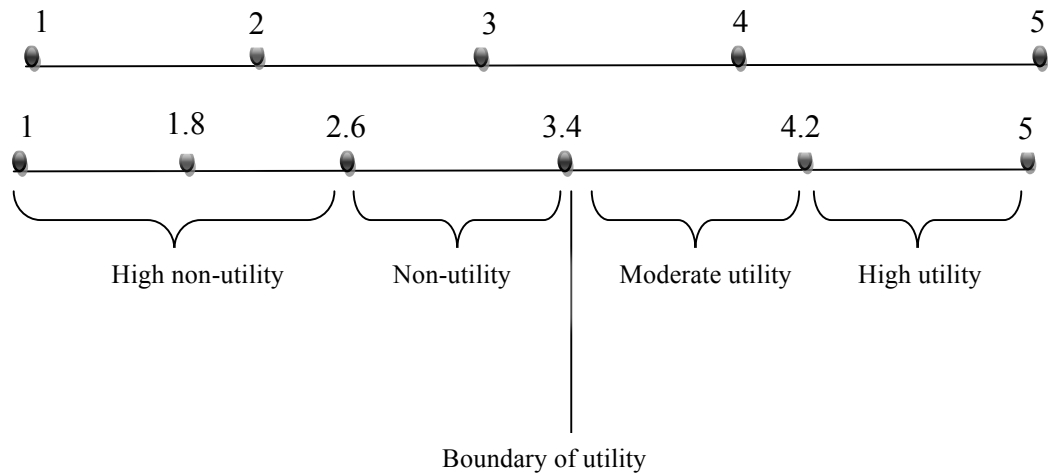


Figure 4. The line between utility and non-utility

Table 3. Overview of Testing.

Test	The correlation coefficient	Description	Hypotheses
Confirm the hypothesis	352/0	Between organizational citizenship behavior and characteristics Leaders of entrepreneurial personality (for the Of organizational entrepreneurship) and a significant positive relationship There are significant.	The main hypothesis
Confirm the hypothesis	571/0	Organizational citizenship behavior as Of corporate entrepreneurship is related.	The first sub-
Confirm the hypothesis	610/0	Specificity Managers with the personality of the entrepreneur Of corporate entrepreneurship are related.	The second sub-
Confirm the hypothesis	382/0	Citizen behavior in organizations characterized Relationship managers are entrepreneurial personality.	The third sub-

4.1. One sample of T test

To review the components, it is desirable to test one sample of T test. A questionnaire was used and where in the range of five options Likert (very low, low, medium, high and very high) is used for this option and score 1 to 5, respectively. The scores are intended to measure, ie intermediate between utility and non-utility utility for entrepreneurs, managers characteristics to shape Organizational entrepreneurship and organizational citizenship behavior is score 3.4. By dividing the number of scale of distance the number 8. Utility levels as a result of such an analysis in the form of (4) is shown to be obtained.

Test results t a single sample showed that organizational citizenship behavior in Khorasan Razavi Agricultural Organization is not in good condition and character to the formation of entrepreneurial enterprise manager's entrepreneur is desirable on the border of.

5. DISCUSSION

Today, there is increasing use of information technology, there are still gaps in the organization's performance and now firmly believe that the effectiveness of the organization largely depends on attempts of their employees beyond the requirements of their role. The organization must provide institutional conditions to maximize use of human and material resources to bring the strong relationship between the two components to form character behavior that can be said for entrepreneurial management requires strengthening organizational citizenship behavior of employees and managers in order to beyond of the rules and regulations and bureaucratic red tape and full of compassion and commitment to achieve challenging goals. Therefore, a close relationship between the components of organizational citizenship behavior (participation in work, community involvement, participation, support, initiative and innovation, and...) management features (embracing teamwork, creativity and innovation, and...). It can be concluded that there are elements of citizenship behavior among managers, entrepreneurs, executives are somewhat wave formation and interaction with managers of the organization can be said organizations with the characteristics lead to formation of organizational citizenship behavior in among managers.

6. SUGGESTIONS

Given the significant relationship between organizational citizenship behavior and characteristics of managers as one of the components, it can be proposed that the formation of entrepreneurial behavior, organizational behavior, organizational citizenship behavior in organizations, managers are supportive of entrepreneurship, if organization try to format of organizational citizenship behavior in organizations, managers are also required strengthening characteristics of entrepreneurship. If you are looking for shaping entrepreneurial organizations must organizational citizenship behavior and personality traits for entrepreneurial managers to follow several factors on organizational citizenship behavior (moral agents, salary and benefits, fairness,...) But the formation the factors in different organization depends on the employee and the organization is different, but considering the fact that justice and spirituality are two key factors for the formation of the present strategies following factors present:

1. One of the important factors affecting the formation of organizational citizenship behaviors, spirituality is the spiritual role model for staff and managers must adhere to the field staff to provide confidence that the staff of the directors of God devout. They become committed and loyal to their leaders and organizations that rise toward the underlying cause of better performance of employees.
2. Justify should be based on performance of employee, it means that requirement are the same things that people in the organization get different for different job types.
3. Strengthening certain components of organizational citizenship behavior, such as altruism, participation in work, community involvement, and a tendency for people to communicate, coordinate teamwork to be closely associated with the characteristics managers for entrepreneurs.

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