THE RELATIONSHIP BETWEEN PERSONALITY TRAITS OF EMPLOYEES AND WORKPLACE SOCIAL COURAGE BEHAVIOR⁎

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Abstract

Workplace social courage behavior is studied as a current concept in the academic field. Workplace social courage behavior refers to actions performed for a purpose. One of the factors affecting workplace social courage behavior is employee personality traits. The primary purpose of this research is to examine the relationship between employee personality traits and workplace social courage behavior. Within the scope of the purpose of the investigation, the universe of the study consists of the employees in the hotel enterprises in Antalya. The study sample consists of employees working in 5-star hotel businesses in Antalya. The questionnaire was applied using the judicial sampling technique between 1 August and 20 October 2022. Four hundred four questionnaires were taken into consideration. As a result of the analyses, it was concluded that the personality traits of extraversion, openness to experience, and neuroticism did not significantly affect workplace social courage behavior. Agreeableness and responsibility personality traits were found to affect workplace social courage behavior. In addition, workplace social courage behavior does not significantly differ according to the gender variable.

Keywords: Workplace social courage behavior, personality traits, employees, tourism.
JEL Kodları: M12, J21

İŞGÖRENLERİN KİŞİLİK ÖZELLİKLERİ VE İŞYERİ SOSYAL CESARET DAVRANIŞI İLİŞKİSİ

Öz

İşyeri sosyal cesaret davranışı akademik alanda güncel bir kavram olarak çalışılmaktadır. İşyeri sosyal cesaret davranışı bir amaca yönelik olarak gerçekleştirilen eylemleri ifade etmektedir. İşyeri sosyal cesaret davranışına etki eden faktörlerden bir tanesi işgören kişilik özellikleridir. Bu araştırmanın temel amacı işgören kişilik özellikleri ile iş yeri sosyal cesaret davranışı arasındaki ilişkiyi incelemektedir. Araştırmanın amacı kapsamında çalışmanın evrenini Antalya'daki otel işletmelerindeki işgörenler oluşturmaktadır. Çalışmanın örneklemini ise Antalya'daki 5 yıldızlı otel işletmelerinde çalışan işgörenler oluşturmaktadır. Anket formu Antalya'da 5 yıldızlı otel işletmelerindeki işgörenlerine yargısal örnekleme tekniğiyle 1 Ağustos-20 Ekim 2022 tarihleri arasında uygulanmıştır. 404 anket değerlendirmeye alınmıştır. Gerçekleştirilen analizler sonucunda dışadönüklük, deneyime açıklık, nevrotiklik kişilik özelliklerinin işyeri sosyal cesaret davranışını anlamlı etkilemediği sonucuna ulaşılmıştır. Uyumluluk ve sorumluluk kişilik özelliklerinin ise işyeri sosyal cesaret davranışı üzerinde bir etkisi olduğu belirlenmiştir. Ayrıca cinsiyet değişkenine göre işyeri sosyal cesaret davranışı anlamlı bir farklılık göstermemektedir.

Anahtar Kelimeler: İşyeri sosyal cesaret davranışı, kişilik özellikleri, işgörenler, turizm.
JEL Codes: M12, J21

Introduction

People experience negative situations, uncertain periods, and painful experiences that take time to forget. Decision-making and implementation are not easy in these moments. Because confusion prevails, fear and anxiety are felt. For a person to act, there must be an incentive force. This strength is courage (Magnano, Faraci, Santisi, Zammitti, Zarbo & Howard, 2022: 119). Courage is a purposeful behavior (Rate, Clarke, Lindsay & Sternberg, 2007: 81). Courage is one of the most universally appreciated behavior patterns (Peterson & Seligman, 2004: 197). Courage is also a personal trait. Courageous behavior can be shown, and a brave or bold person is depicted (Howard, 2019: 735).

Courage increases resistance to problems and creates a desire to do something. For this reason, it is thought to positively contribute to people (Osswald, Greitemeyer, Fischer & Frey, 2010: 1078). Courage behavior has many uses in social life or fields such as psychology. Only recently has courage been discussed in businesses (Detert & Bruno, 2017: 593). Courage in this area is the behavior shown against any problem (Rate & Sternberg, 2007: 3). A courageous behavior towards a problem or injustice in the business contributes to long-term free thinking without exposure to a climate of fear (Woodard & Pury, 2007: 135). Thus, the successful conclusion of the problems of the enterprise is realized (Schilpzand, Hekman & Mitchell, 2015: 53). But workplace social courage behavior also has negative consequences. It is risky for the employees to continue their work; their friendship relations are deteriorating, and their reputations are weakening (Ibarra & Barbulescu, 2010: 136). Howard (2019) states that workplace social courage has positive consequences, such as organizational citizenship behaviors, employee voice, and well-being, as well as negative consequences, such as unproductive work behaviors, depression, anxiety, and stress.

Workplace social courage behavior is essential for companies and employees because positive and negative results are studied with different variables. When these studies are examined, workplace social courage behavior is job satisfaction (Tkachenko, Quast, Song & Jang, 2020), organizational justice (Mert, Sen & Alzghoul, 2021), voice (Howard & Holmes, 2020), quality of life (Mert et al., 2021), scale development (Howard, Farr, Grandey & Gutworth, 2017; Magnano et al., 2022), positive outcomes of social courage (Howard, 2019) were investigated as part of adaptation to scale (Uysal & Bayramoğlu, 2022; Mert & Köksal, 2022). In the Turkish literature, there are two scale adaptation studies on workplace social courage and a quality of life survey. The most recent study partially examining the relationship between workplace social courage and personality traits was conducted by Howard (2019). This study discussed only the personality traits of responsibility and neuroticism. As additional information, there is no research examining employees' workplace social courage behavior in hotel businesses. In this context, the primary purpose of this research is to investigate the effect of employee personality traits on workplace social courage behavior. Considering the studies in the literature, this research will provide a unique value to the literature for workplace social courage behavior studies.

1. Workplace Social Courage Behavior

Courage is a concept that has been discussed and defined since ancient times (Uysal & Bayramoğlu, 2022: 56). Socrates evaluates courage as responding without fear in a war situation (Platon, 2010: 346). On the other hand, Aristotle assesses courage between cowardice and tyranny (Aristotle, 2020: 32). Today, courage is examined under three different dimensions. These are physical, moral, and social courage (Howard & Holmes, 2020: 56). Physical courage is the behavior of the individual in situations where it is possible to be physically harmed (Rate, 2007: 80). Moral courage is the reflection of what is morally right in his behavior (Comer & Sekerka, 2018: 117). Social courage is the action of an individual against an unfair situation (Woodard & Pury, 2007: 135). While social courage in the workplace has a negative impact on the employee,

it is a purposeful behavior (Detert & Bruno, 2017: 593). An employee with social courage takes risks, and adverse effects may be experienced due to the behavior (Schilpzand et al., 2015: 53). Employees can become angry when they notice a problem caused by others. Employees can show social courage in addressing the issue. This behavior can make it easier to solve or prevent a recurrence. However, it can damage the trust between employees and adversely affect the image of the employee who engages in social courage behavior in the eyes of other employees (Koerner, 2014: 63). Negative outcomes are not only for the employee involved in social courage behavior. This can lead the employee causing the problem in the business to feel inadequate and think they are ignorant (Howard et al., 2017: 674).

Social courage is not to comply with the wishes of others when there is an injustice in behavior or the wrong situation, not to approve of the problem (Howard & Holmes, 2020: 54). It's also about speaking truthfully and doing the right thing to do. If there are no negative consequences due to behaving in this way, other employees may show workplace social courage behavior. Even if adverse effects occur, the employee who exhibits social courage behavior experiences some risks (Mert et al., 2021: 2216). For this reason, not every employee may exhibit social courage behavior. The employees' personality traits, position in the business, and socio-economic conditions can prevent them from exhibiting social courage behavior. Different events can also be effective in realizing workplace social courage behavior. These situations are misusing the power of the person holding the authority in the business, doing something wrong about the job, or an employee. In this situation, uncertainty prevails, and an employee needs help with the assistance. When an employee witnesses a matter, they express a desire to respond. This request results in brave behavior (Schilpzand et al., 2015: 53; Mert, 2021: 61).

Research on workplace social courage behavior is up-to-date. When these studies are examined, Tkachenko et al. (2020) found a positive relationship between workplace social courage behavior and job satisfaction. It has also been determined that gender has a moderator role in this relationship. In addition, it has been concluded that high-status employees have higher workplace social courage behaviors. Howard et al. (2017) and Magnano et al. (2022) developed a scale to measure workplace social courage behavior. Howard (2019) states that people who exhibit social courage will have more positive results. Mert et al. (2021) found that the perception of organizational justice is a cause of workplace social courage. The same study determined that the relationships between organizational justice perception and happiness, organizational justice perception, and life satisfaction have a mediating role in workplace social courage behavior. Howard and Holmes (2020) found a positive relationship between social courage and prosocial voice and silence and a negative relationship between accepting silence and social courage.

2.Personality Traits

Personality is a structure that exists from birth and does not change easily (Goldberg, 1992: 26). Personality is the consistent characteristics of a person (Cüceloğlu, 1991: 119). Personality traits, on the other hand, are the differences that distinguish a person from other people around him and shape the behavior of a person (McCrae & Costa, 2003: 2). The approach adopted in the measurement of personality traits and frequently used in research is the Five Factor Personality Model. The basis of this model is the feature approach. In this approach, the qualities accepted to represent individuals are utilized (Doğan, 2013: 57). The five-factor personality model comprises five subdimensions. These dimensions and their features (Costa & McCrae, 1995: 21; Komarraju, Karau, Schmeck & Avdic, 2011: 473; Schoen & Schumann, 2007: 472) are as follows:

Extroversion: People who are more sociable in their social relationships like to speak and have a social aspect. They have a good sense of what they are facing. They have easy access to people around them. They look forward to working together. Individuals with low extroversion are

described as calm, distant from their outer world, appreciating being alone, and having poor communication skills (Khalid & Sekiguchi, 2019).

Agreeableness: They are more compassionate, benevolent, and respectful people. They are trusted individuals because of their high level of honesty. The practical and indulgent aspects have increased. They can exhibit a flexible approach to events. The unpleasant people are those who are untrustworthy, act for their interests, and have humble attitudes of respect (John, Naumann & Soto, 2008: 114).

Responsibility: They have a focus on success. They make no compromises on order or discipline. They focus on tasks. They are doing their jobs in a planned fashion. They are compassionate people. They like to think before they begin to work or take action. People who are not responsible are far from acting in groups, irregular and unplanned, and lacking attention (Arthur & Graziano, 1996: 594).

Neuroticism: Their lack of concern and confidence is in the foreground. They are raising concerns. The neural level is elevated. Their emotional status is constantly evolving. They are too pessimist. People with low emotional instability are more confident, have lower anxiety levels, are quieter, and are far from dismal (Gosling, Rentflow & Swann, 2003: 505).

Openness to experience: They are inquisitive and independent individuals ready to innovate with audacity. They have a great imagination. They're interested in new thinking. They like to think about art. Those less open to experience are perceived as more traditional, dissatisfied with innovation, and less creative (Costa & McCrae, 1995).

3. Development of Hypotheses

The traits approach states that personality traits are why people's behaviors differ (McCrae, Jang, Livesley, Riemann & Angleitner 2001: 511). According to trait activation theory, some factors trigger courage behavior. These are duty responsibilities and moral belief levels. Personality traits are a factor that increases the effective level of social courage. (Tett & Guterman, 2000: 398). Howard (2019) states that a positive relationship exists between workplace social courage and responsibility personality trait and a negative association with neuroticism personality traits. Howard (2017) explains that social courage results from personality traits. While female employees can react more moderately and passively to a bad situation in the business, male employees can respond more harshly and actively (Howard & Fox, 2020). Based on this information, research hypotheses were developed. The research model is shown in Figure 1. research hypotheses;

H1: Agreeableness personality trait significantly affects workplace social courage behavior.

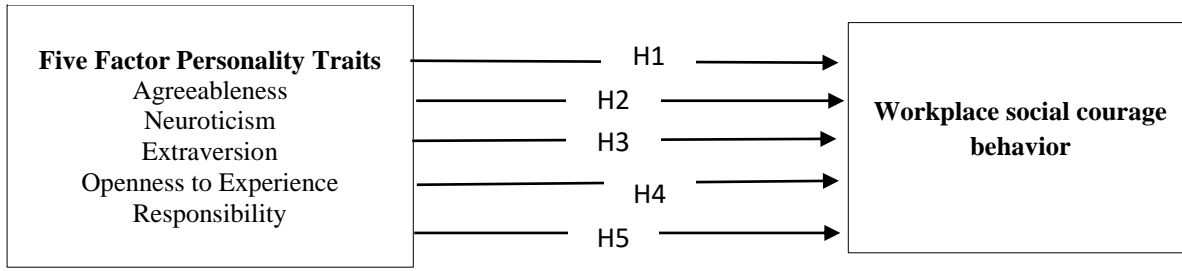H2: Neuroticism personality trait significantly affects workplace social courage behavior.

H3: Extraversion personality trait significantly affects workplace social courage behavior.

H4: Openness to experience personality traits significantly affects workplace social courage behavior.

H5: Responsibility personality trait significantly affects workplace social courage behavior.

H6: Workplace social courage behavior differs significantly according to the gender variable.

Figure 1: *Research Model*

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┌────────────────────────────┐                              ┌──────────────────────┐
│ Five Factor Personality    │────────────── H1 ──────────▶ │                      │
│ Traits                     │                              │ Workplace social     │
│   Agreeableness            │────────────── H2 ──────────▶ │ courage behavior     │
│   Neuroticism              │────────────── H3 ──────────▶ │                      │
│   Extraversion             │                              │                      │
│   Openness to Experience   │────────────── H4 ──────────▶ │                      │
│   Responsibility           │────────────── H5 ──────────▶ │                      │
└────────────────────────────┘                              └──────────────────────┘
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4. Method

The primary purpose of this research is to examine employees' personality traits' effect on workplace social courage behavior. In this context, the quantitative research method was adopted to determine the relationship and effect levels between the variables. A questionnaire technique was used to collect data. The research universe consists of hotel establishments in Antalya, but sampling was carried out since it is impossible to reach all of the employees in terms of time and money. The research sample consists of the employees of 5-star hotels in Antalya. Research data were obtained through a questionnaire form. The data were collected face-to-face using the judgmental sampling method. In judgmental sampling, participants suitable for the study are selected. In this study, employees in 5-star hotels in Antalya were selected. Data collection was carried out between 1 August and 20 October 2022. Between these dates, 430 questionnaire forms were reached, but the research analysis was made with 404 questionnaires.

The questionnaire used in the search is made up of three parts. The first section consists of six demographic issues. The second section consists of the workplace social courage behavior scale. The scale consists of 9 items and one dimension. This scale was developed by Howard et al. (2017) and adapted to the Turkish language by Uysal and Bayramoğlu (2022). The three section consists of a five-factor personality trait scale. John, Donahue, and Kentle (1991) have developed this scale. The scale consists of 44 items and 5 dimensions. Both scales are composed of a five-point Likert scale. The Scientific Research and Publication Ethics Committee of the University of Applied Sciences at Isparta approved the research, with the decision dated 18.04.2022 and numbered 101.

SPSS 22 statistical program was used in the analysis of the data. Frequency analysis was applied to determine the demographic characteristics of the participants. Explanatory factor analysis was performed to determine the validity of the scales, and correlation analysis was performed to explain the relationship between variables. Regression analysis was applied to determine the effect of employee personality traits on workplace social courage behavior. In addition, an independent t-test was conducted to determine whether workplace social courage differs significantly in gender variables.

5. Demographic Characteristics of Participants

The demographic characteristics of the participants are shown in Table 1. 57.2% (231 people) of the participants are women, 59.6% (241 people) are between the ages of 18-25, 91.3% (369 people) are single, 49.5% (200 people) at undergraduate education level, 34.7% (140 people) have 1-3 years of working experience, and 40.8% (165 people) work in the service-food-beverage department.

Table 1: *Demographic Characteristics of the Participants*

Gender	Frequency (N)	Ratio (%)
Male	173	42,8
Female	231	57,2
Total	404	100
Age		
18-25	241	59,6
26-33	96	23,8
34-41	26	6,4
42 and over	41	10,2
Total	404	100
Marital status		
Single	369	91,3
Married	35	8,7
Total	404	100
Education status		
Primary education	24	6
High school	43	10,6
Associate degree	122	30,2
Undergraduate	200	49,5
Postgraduate	15	3,7
Total	404	100
Working Time in the Sector		
Less than 1 Year	104	25,7
1-3 years	140	34,7
4-6 years	119	29,5
7-9 years	21	5,2
10 and above	20	4,9
Total	404	100
Worked department		
Service-food-beverage	165	40,8
Front office	71	17,6
Housekeeping	125	30,9
Other	43	10,7
Total	404	100

6. Findings

The Kaiser-Meyer-Olkin and Bartlett Sphericity Test was applied to demonstrate the suitability of an explanatory factor analysis on the Workplace Social Courage Scale dataset. It was determined that the KMO value on the scale was 0.709 and that the Bartlett sphericity test (p=0.000) was significant. Following the factor analysis, an item in the ranking was removed from the scale because its factor load value was below 0.500. The item "Despite the risk of being ridiculed in front of people, I would still volunteer to make a business presentation" was removed from the scale. The other eight items were distributed under one factor, and the variance ratio (AVO) explained by these terms was 56%. These factors are called "Workplace Social Courage Behavior," as expressed in a study by Uysal and Bayramoğlu (2022). The overall reliability ratio of the scale (global α) is 0.876. Table 2 shows the result of the analysis of the explanatory factors for the Workplace Social Courage Behavior Scale.

Table 2: *Workplace Social Courage Behavior Scale Factor Analysis Results*

Factor	Number of Expressions	Eigenvalue	Variance (%)
Workplace Social Courage Behavior	8	4,483	56

General α=,876; KMO=,709; Barttlett's Testi=2480,897; AVO= 56,03

The Kaiser-Meyer-Olkin and Bartlett Sphericity Test were applied to demonstrate the suitability of an explanatory factor analysis on the Five Factor Personality Trait dataset. It was determined that the KMO value on the scale was 0.840 and that the Bartlett sphericity test (p=0.000) was significant. Following the factor analysis, some items were removed from the ranking due to distribution under more than one factor, disrupting the statistical structure, and needing to be more suitable for the research, factor load value was below 0.500. The other 27 items were distributed under five factors, and the variance ratio (AVO) explained by these terms was 53.9%. The overall reliability ratio of the scale (overall α) is 0.750. These factors are Neuroticism, Extraversion, Agreeableness, Openness to Experience, and Responsibility. In the Neuroticism factor, the item "I am a well-balanced person who is not easily spoiled" was removed from the scale. In the Extraversion factor, the items "I can be shy sometimes" and "I am a tight-lipped person" were removed from the scale. In the Agreeableness factor, the items "I look for fault in others," "I argue with others" and "I can be cold and careless" were excluded from the scale. In the factor of Openness to Experience, the items "I have a high imagination", "I prefer to do routine tasks", "I am a deep thinker", "I am creative" and "I am curious about many things" are not included in the scale. Has been removed. In the Responsibility factor, "I am easily distracted", "I make plans and follow them", "I am trustworthy", "I tend to be lazy sometimes", "I sometimes act carelessly" and "I am a messy person" were excluded from the scale. Table 3 shows the result of the analysis of the explanatory factors for the Five Factor Personality Trait Scale.

Table 3: *Five Factor Personality Trait Scale Factor Analysis Results*

Factors	Number of Expressions	Cronbach's Alpha	Eigenvalue	Variance (%)
Neuroticism	7	,778	5,445	20,166
Extraversion	6	,801	3,327	12,321
Agreeableness	6	,746	2,220	8,224
Openness to Experience	5	,766	1,960	7,258
Responsibility	3	,619	1,616	5,986

General α=,750; KMO=,840; Barttlett's Testi=3528,476; AVO= 53,95

Table 4 presents the findings of the correlation analysis for the study variables. As a result of the applied correlation analysis, there are a positive and low-level relationship between agreeableness (r=.089), extraversion (r=.038), responsibility personality traits (r=.029), and workplace social courage behavior. A negative and low-level relationship exists between openness to experience (r=-.067) and neuroticism (r=-.010) personality traits and workplace social courage behavior.

Individuals with agreeable personality traits can support their friends in case of injustice or mistake because they are more helpful and understanding. In the extroverted personality trait, the individual can show a positive attitude towards events and errors. In the responsibility personality trait, the individual can react to any situation that hinders the performance of a job. For these reasons, a positive relationship may exist between workplace social courage behavior and personality traits of agreeableness, responsibility, and extraversion. A neurotic individual may not act courageously because of anxiety and insecurity. Individuals who are innovation-oriented in their openness to experience may not react to negativities in standard task functioning. These

individuals are not interested in routine negativities. For these reasons, a negative relationship may exist between workplace social courage behavior, openness to experience, and neuroticism personality traits.

Table 4: *Correlation Analysis Results*

Variables	1	2	3	4	5	6
1- Workplace social courage behavior	1					
2- Neuroticism	-,010	1				
3- Extraversion	,038	-,077	1			
4- Agreeableness	,089	-,142**	,366**	1		
5- Openness to Experience	-,067	-,110*	,342**	,313**	1	
6- Responsibility	,029	-,276**	,367**	,651**	,356**	1

*p<0.05   **p<0.01

Regression analysis was performed to determine whether five-factor personality traits have an effect on workplace social courage behavior. Multiple regression analysis was applied to examine the effect of each dimension of the five-factor personality trait on workplace social courage behavior. Multiple regression analysis results are shown in Table 5. In this table, five factors of personality traits represent the independent variable, and workplace social courage behavior represents the dependent variable.

Table 5: *Regression Analysis Results*

Independent variables	Beta	T	P	Tolerance	VIF
Neuroticism	-,010	-,192	,648	,920	1,086
Extraversion	,039	,706	,481	,794	1,260
Agreeableness	,130	1,953	,042	,553	1,808
Openness to Experience	-,034	-,496	,620	,510	1,961
Responsibility	,110	1,998	,046	,817	1,224

Dependent Variable: Workplace social courage behavior

F=1,588   R=,140 R^2=,020 Adjusted R^2=,007

According to Table 5, it was concluded that agreeableness and responsibility personality traits had a positive and significant effect on workplace social courage behavior. However, neuroticism, extraversion, and openness to experience personality traits did not significantly affect workplace social courage behavior. It can be stated that when the agreeableness score increases by one unit, the workplace social courage behavior dimension score will increase by 0.130, and a one-unit increase in the responsibility score will increase the workplace social courage behavior dimension score level by 0.110. As a result of this information, the H1 and H5 hypotheses were accepted. Hypotheses H2, H3, and H4 were rejected.

Individuals with the agreeableness personality trait are more likely to display social courage behavior in the face of fear or injustice, along with the thought of helping and supporting. Therefore, the personality trait of agreeableness affects the behavior of social courage. In the responsibility personality trait, social courage behavior can be shown with a sense of duty and responsibility. Therefore, the responsibility personality trait affects social courage behavior (Hannah, Sweeney & Lester, 2007). Since the negative emotional state is high in the neuroticism feature, social courage behavior may be limited (Fredrickson, 2001). Individuals with positive personality traits such as openness to experience and extroversion may not act as courageous due to situational reasons. Because due to their situations, their attitudes toward displaying courageous behaviors are low (Kilmann, O'Hara & Strauss, 2010). Therefore, neuroticism, openness to experience, and extraversion personality traits do not affect social courage behavior.

An independent t-test was conducted to determine whether the workplace social courage behaviors of the participants differ according to the gender variable. The Kolmogorov-Smirnov test was applied for the assumption of normal distribution. The skewness (-1.325) and kurtosis values (1.579) were determined for the workplace social courage behavior scale. As a result of the independent t-test, no significant difference was found between female (Mean.=3.49; SD= .856) and male (Mean.=3.27; SD=1.032) employees in terms of workplace social courage behavior (t=-.1.406; p=.160). According to this outcome, hypothesis H6 was rejected. The findings of the hypotheses highlighted in the study are presented in Table 6.

Table 6: *Independent T-Test Results*

Factor	Gender	n	Mean	Std. deviation	t	df	p
Workplace social courage behavior	Female	231	3,49	,856	-1,406	402	,160
	Male	173	3,27	1,032			

Table 7: *Hypothesis Results*

Hypotheses	Result
H1: Agreeableness personality trait significantly influences workplace social courage behavior.	Accepted
H2: Neuroticism personality trait significantly affects workplace social courage behavior.	Rejected
H3: Extraversion personality trait significantly affects workplace social courage behavior.	Rejected
H4: Openness to experience personality traits significantly affects workplace social courage behavior.	Rejected
H5: Responsibility personality trait significantly affects workplace social courage behavior.	Accepted
H6: Workplace social courage behavior differs significantly according to the gender variable.	Rejected

7. Conclusion

It is known that the individual must have different characteristics to do a specific job and achieve a goal. One of these traits is courage. In other words, it is a social courage trait. Social courage is the courageous act of an individual. However, due to this behavior, the individual may face various negativities (Howard & Fox, 2020). Because of these negativities, social courage includes evaluating, thinking, and making decisions before exhibiting behavior (Schilpzand et al., 2015). The individual decides by assessing the social courage behavior and its consequences together. A behavior similar to social courage has become widespread in businesses. This behavior is workplace social courage behavior. Some factors affect workplace social courage behavior. The position of the employees in the business, their need for work, and economic conditions are these factors. The factors expressed are non-individual attributes. The factor that originates from and determines the individual's personality is the employee's personality traits.

According to the personality traits approach, personality traits are the main factor in shaping individual behavior. Personality traits make it possible for people to change their behavior. As a result, each individual develops originality through personality traits (McCrae & Costa, 1997). The primary purpose of this study is to examine the relationship between employee personality traits and workplace social courage behavior. In addition, the issue of whether social courage behavior in the workplace differs according to the gender variable was also examined. An Independent t-test has determined that. According to the analysis, there was no significant difference in social courage behavior in the workplace. Howard and Fox (2020) say there is a difference between men and women employees in social courage behavior in the workplace. The

female employees are more understanding and passive, while the men employees show a higher standard and a sudden reaction.

It has been determined that neuroticism, openness to experience, and extraversion from employee personality traits do not significantly affect workplace social courage behavior. It is necessary to look at the details that affect this result. Pessimism, anxiety, and depressive attitudes are at the forefront in employees with neuroticism personality traits. For this reason, it can be considered a typical situation where employees do not show social courage behavior in the workplace. Because due to the presence of emotions such as anxiety and pessimism in the neurotic personality trait, employees may feel insecure and cannot exhibit social courage behavior (Hannah et al., 2007). Negative emotional intensity distracts employees from social courage behavior (Fredrickson, 2001).

Employees with the personality trait of openness to experience are far from their routine social and work lives. These employees are individuals with high artistic aspects who are motivated to gain new knowledge. Therefore, these employees are expected to refrain from showing workplace social courage behavior. Because they need more interest in routine work practices and functioning. Employees with extroverted personality traits are sociable and talkative and activate other individuals in bilateral relations. Extroverted employees do not have the characteristics to show a high level of aggressive behavior towards another employee's mistake or uncertainty in the business. Positive emotions are at the forefront of both personality traits. However, having positive emotions may not be enough for social courage behavior. The conditions of the employees also affect their social courage behavior (Killmann et al., 2010). An employee with difficult socio-economic conditions may avoid social courage behavior even though he has positive emotions.

It has been determined that the agreeableness and responsibility of employee personality traits significantly impact workplace social courage behavior. Employees with agreeable personality traits have a helpful, caring, and trustworthy profile. Therefore, employees can show social courage if their friend is injured or needs help (Hannah et al., 2007). On the other hand, employees with disagreeable personality traits have an unreliable profile that is willing to find the faults of others and is involved in discussions. Employees with these characteristics can demonstrate severe and aggressive social courage toward the mistakes of other employees, unfair management behavior, or their work descriptions. Employees with responsible personality traits are disciplined people who try to do their work in a planned and comprehensive manner (Judge, Heller & Mount, 2002). They can react to errors and problems that prevent the job from being done on time. Simply put, they can demonstrate workplace social courage because they do not tolerate mistakes that prevent the job from getting done on time (Goud, 2005). Howard (2019) describes workplace social courage behavior and a responsible personality as having a positive relationship.

Since workplace social courage behavior is a concept whose development is up-to-date, the findings of this study contain essential information. Agreeableness and responsibility personality traits influence workplace social courage behavior. Neuroticism, openness to experience, and extraversion personality traits do not significantly affect workplace social courage behavior. This study has a unique value in examining workplace social courage behavior in hotel businesses in the tourism sector. This research will likely provide benefits to the literature.

In future research, it is essential to examine the workplace social courage behaviors of the employees with the qualitative research method. Because it is a requirement to determine the social courage behaviors exhibited by the employees in the workplace. It is essential to decide on social courage behaviors, especially in enterprises in the tourism sector, which are labor-intensive. In addition, examining the relationship between workplace social courage behavior and fear of managers, fear culture, leadership styles, and employee cooperation is recommended. The effects of employee demographics on workplace social courage behavior can be studied extensively. As

the main limitation of this research, it can be stated that the application part was made only in five-star hotels in Antalya. The realization of work in hotel businesses in different destinations can contribute by making a difference.

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