



Relationship between Proactive Personality, Conscientiousness, Perceived Supervisor Support and Proactive Behavior of the Bid Boland Gas Refinery Workers

Behnam Mohammadi, Kiumars Beshlideh, Esmaeil Shaikhshabani and Abdolzahara Naami
ShahidChamran University, Ahvaz, Iran

* Corresponding author's Email: Mohhammadibehnam19@chmail.ir

ABSTRACT: The purpose of this study was to examine the relationship between proactive personalities, organizational culture, Conscientious, management supports with proactive behavior. The sample of this study was 260 Bid Boland gas refinery workers that selected by simple random manner. To assess the variables proactive behavior scale. The results of regression analysis showed that proactive personality, Conscientious, Perceived Supervisor Support played a major role in predicting proactive behavior ($F= 77.879$, $P< 0.00$). The results of Regression analysis showed that predictive variables determine around 63 percent of criterion variable.

Key words: Proactive Personality, Organizational Culture, Conscientious, Perceived Supervisor Support, Proactive Behavior, Gas Refinery Workers.

Received 10 Jul. 2013
Accepted 15 Aug. 2013

ORIGINAL ARTICLE

INTRODUCTION

Nowadays having rapid changes in organizations, communities, occupational trends, and technological development are all based on the management of staffs in their occupational and environmental changes (Ashford and Black, 1996).

The viewpoint of proactive behaviors has focused on this important point that staffs should have creativity in the changing and unstable conditions and also they should have some changes in their occupational trends pave the ground in increasing creativity and efficiency. With the development of technology and competitive pressures in occupational environment that is increasing in an unstable manner, the organizations need to the staffs that adapt themselves with the ongoing changes and react appropriately to the occupational needs and furthermore can identify promising opportunities (Ilgen and Hollenbeck, 1991).

In the recent years, the viewpoint of proactive behaviors has attracted researchers to this issue and it has achieved to a remarkable status in the research. Since the definition about proactive behavior is various and also has different interpretation approaches, researchers are not unanimous about the concept of proactive behaviors (Crant, 2000).

The most complete and comprehensive definition about the concept of proactive behavior is presented in the oxford dictionary. In the dictionary of oxford (2008), being proactive has been defined as "providing or controlling a situation by using creativity and prediction of problems and future events instead of

dealing with the problems after occurrence. Bateman and Crant (2000) have defined proactive characters as the ones who are not limited by the situational forces and are the ones that gain victory over environmental changes. Classification of proactive behavior that has been proposed by Ashford and Black (1996) has the following parts: 1) Information seeking which is used in decreasing uncertainty. 2) Feedback seeking that is based on raising direct questions or deducing information according to the conditions of working place. 3) Job-change negotiating which focuses on the correction of duties and the expectation of others. 4) Positive framing refers to optimistic views about the affairs. 5) General socializing consists of cooperation in social events. 6) Building a relationship. 7) Networking which refers to the reinforcement of the relationship with the colleagues and others. The combinations of the mentioned dimensions are the base of proactive behavior framework. A large body of investigations has been dealt with proactive behaviors concept.

These studies consist the following ones. The investigation about the role, conscientiousness (Costa and Mac Crae, 1992), proactive personality and supervisor support (Parker and Williams, 2006), role fairness and efficiency (McAllister et al. 2007), individual skills and knowledge (Fay and Frese, 2001), organizational culture (Crant and Batman, 2000). The similarities of the mentioned studies refer to the selection of action. Based on this view, the staffs who have an active trend toward their careers have more

creativity in different situations and can create a better condition.

The mentioned situation is different for the staffs that have a proactive trend toward their careers. Batman and Crant (2000) deduce that the people who have active trends toward their careers can manage the environmental changes actively and also they can direct their charges toward the benefits of themselves and their company. It should be mentioned that the staffs that are not active and proactive, enjoy proactive trends.

Parker et al. (2006) have suggested that proactive personality can be considered as the best predictive of proactive behaviors. The researchers have proved that proactive characters tend to have a proactive role in their working place such as active and ongoing research about feedback, and also they try to have control over their social environment and themselves (Morrison, 1993). Thus they can have a role in the development process and can be in charge people in their working place.

Supervisor support has been defined as the level that staffs feel the supervisor has valued their welfare and totally their measures have been supportive. The supervisors that are supportive are successful in the management of their staff's problems. It has been shown that the supervisor support can be effective on the clerks in several ways. In a similar way, Hatton and Emerson (1998) concluded that supervisor support is related to the efficiency.

Investigation about conscientiousness refers to the management and control of the plans. As a result, people who are more interested in controlling and management can access to more information and also can make a type of communication network with others, and they can negotiate about occupational changes (Ashford and Black, 1996). The research has shown that following conscientiousness can be directly influential on the efficiency (Miller et al. 1999). In addition, other researcher have shown that there is a positive relationship between the success of staffs their job efficiency (Frese et al. 2007), their job proficiency, and their performance motivation (Judge, et al. 2002).

MATERIALS AND METHODS

This research is a type of correlation study (regression analysis) and Conscientiousness, proactive personality, and supervisor support are considered as predictive variables and proactive behavior is regarded as the basic criterion. The participants of this study were Bid Boland gas refinery workers in the 1392. The all working forces were 795. The sample selection was based on a random manner and 260 personnel were selected as the final samples. The

personnel were two groups called formal and contractual ones and they were 182 and 72 respectively. Also they answered a questionnaire about proactive personality, Conscientiousness, supervisor support and proactive behavior. Out of 260 questionnaires, totally we collected 236 questionnaires and 220 questionnaires were usable.

The instruments of this research are the following ones: 1) proactive personality scale: this questionnaire is devised has 17 items. The answers were analyzed based on the likert scale with criteria such as 1 (strongly disagree) to 7 (strongly agree) and this scale had items such as "I am professional in the identification of chances".

2) Perceived supervisor support scale which is assessed and it has been adapted from the survey of perceived organizational support of Eisenberger et al. 1986).

3) Five-factor personality questionnaire (NEO): to assess Conscientiousness we used the mentioned questioner which had 12 items. This questionnaire had five parts of likert scale such as (strongly agree) and (strongly disagree). The reliability of the questionnaire in the survey of McCrae and Costa (2004) for the Conscientiousness dimension was 79% percent.

In this survey the reliabilities of this questionnaire by alpha and split-half methods were 60% and 76% percent respectively.

4) The scale of proactive behavior devised by Ashford and black (1996). It has 24 items and the answers of this scale are classified from 1 to 5. The reliability of this scale is 91% percent. In this research the reliabilities of this questionnaire based on alpha and split-half were 91% and 85% percent respectively.

RESULTS

In table 1, mean, standard deviation, and correlation between variable have been presented. As it is observable in table 1, there is a significant relationship between proactive personality ($R=0.70$, $P<0.00$), conscientiousness ($R=0.51$, $P<0.00$), perceived supervisor ($R=0.22$, $P<0.01$) and proactive behavior.

In this research proactive behavior is dependent variable and conscientiousness, proactive personality and perceived supervisor support are used as independent variables in regression analysis.

As it is observed in table 2, independent variables predict the variance of 52% for proactive behavior.

The results of regression analysis showed that all 3 variable such as proactive personality ($P<0.00$), conscientiousness ($P<0.028$), perceived supervisor support ($P<0.006$) were predictive of proactive behavior of the personnel ($F=77.789$, $P<0.00$).

In table 3, we can observe the significance levels based on the significance level of proactive personality which is lower than 0.05, the relationship between proactive personality and proactive behavior can be confirmed. Since the value of β is 0.062, the mentioned relationship is a type of direct one. So the people who have a proactive personality enjoy more proactive behavior.

The significance level of conscientiousness is 0.028 which its real significance level is lower than 0.05. Hence it can be concluded that there is a direct

relationship between conscientiousness and proactive behavior, and the value of β is 0.133. In another way, having a higher rate of conscientiousness will lead to a higher level of proactive behavior. The significance level of perceived supervisor support is 0.006 which its real significance level is lower than 0.01. So there is a direct relationship between perceived supervisor support and proactive behavior of personnel. Since the value of β is 0.133, it can be concluded that the personnel how are supported more by their supervisor have more proactive behavior.

Table 1. Mean, Standard Deviation, and Correlation between variables

Row	Survey variables	Mean	Standard Deviation	1	2	3
1	Proactive behavior	84.85	15.81			
2	conscientiousness	37.17	4.70	0.61**		
3	Perceived supervisor support	29.18	8.04	0.13*	0.04	
4	Proactive behavior	68.20	16.28	0.70**	0.51**	0.22**

*Significance level lowers than 0.05; **Significance level lowers than 0.01

Table 2. Regression Analysis of predictor sources of proactive behavior

Model	Sum of Squares	df	Mean Square	F	R ²	Significance Level
regression	29879.122	3	9959.707	77.896	0.52	0.00
Error	27106.186	212	127.857			
Total	56985.308	215				

Table 3. Results of multivariate regression

Model	Non-standardized Coefficients		standardized Coefficients	t	Significance Level
	B	Standard Deviation	β		
proactive personality	0.623	0.062	0.605	9.976	0.000
conscientiousness	0.461	0.208	0.133	2.215	0.028
Perceived Supervisor Support	0.269	0.097	0.133	2.771	0.006

Table 4: The summary of integrated examination of the research basic hypothesis (the banks and insurance companies) for the variable of distributed dividend rate (DIVINT)

Explanatory variables	Variable	Coefficients	t- statistic	Prob.
Insurance	C	61.74585	4.880322	0.0000
Mode	INSUR?	-1.927232	-1.121540	0.2640
Institutional ownership	MOD?	-7.175030	-3.939956	0.0001
Investment dependent owner's trust	INST?	-8.584140	-0.504371	0.6148
Growth	NIT?	-13.56200	-1.802023	0.0738
Size	GROTHW?	11.54372	1.608316	0.1101
Average	SIZE?	-5.314252	-1.395836	0.1651
Profitability	AVRG?	0.897799	0.800052	0.4251
Dummy variable	PRFT?	0.068087	1.633864	0.1046
R-squared	DUM?	18.30594	11.32684	0.0000
Adjusted R-squared		0.816747	*	*
F-statistic		0.757020	*	*
Prob (F-statistic)		13.67470	*	*
Durbin-Watson stat		0.000000	*	*
R-squared		2.025006	*	*

DISCUSSION

The present study was conducted to investigate the relationship between proactive personality,

conscientiousness, and perceived supervisor support. The result of this study revealed that there is a significant relationship between proactive personality,

conscientiousness, and perceived supervisor support to proactive personality. These variances can predict 52% of our dependent variance which is proactive behavior. The results of this study are the accordance with Parker et al. (2006), Morrison (1993), studies that have proved a positive relationship among these two variables.

Also there is a positive and significance relationship between conscientiousness and proactive behavior which is in accordance with the results and finding of Kanfer (2001), and Tidwell and Sias (2005). Furthermore there is a positive and significant relationship between perceived supervisor support and proactive behavior. Which is in accordance with the results and findings of Frese et al. (1999), Parker et al. (2006)? Based on parker at al. (2006) ideas, the ways of organizational support are effective on the increase of proactive behavior. The most important result of this research is that organizational and individual variable are effective on the activation of proactive behaviors.

The most important suggestion of this survey is the recognition of individual and organizational variables which are effective on the activation of proactive behavior. So we will not have in-service educational courses for the personnel about typical issues of working place. Because with paving the ground in a suitable way in the organizational and the selection of proactive personalities, the personnel will follow raising information and learning occupational issues. The mentioned issues are effective on the reduction of expenses and it is beneficial to organization.

REFERENCES

- Ashford, S.J. & Black, J.S. (1996). Proactivity during organizational entry: The role of desire for control. *Journal of Applied Psychology*, 81: 199-214.
- Costa, P.T. & McCrae, R.R. (1992). Multiple uses for longitudinal personality data. *European Journal of Personality*, 6, 85-102.
- Crant, J.M. & Bateman, T.S. (2000). Charismatic leadership viewed from above: The impact of proactive personality. *Journal of Organizational Behavior*, 21: 63-75.
- Crant, J.M. (2000). Proactive behavior in organizations. *Journal of Management*, 26, 435-462.
- Eisenberger, R., Huntington, R., Hutchison, S. & Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology*, 71: 500-507.
- f Business Communication, 42(1):51-77.
- Fay, D. & Frese, M. (2001). The concept of personal initiative: An overview of validity studies. *Human Performance*, 14: 97-124.
- Frese, M., Garst, H. & Fay, D. (2007). Making things happen: Reciprocal relationships between work characteristics and personal initiative in a four-wave longitudinal structural equation model. *Journal of Applied Psychology*, 92(4): 1084-1102.
- Frese, M., Teng, E. & Wijnjen, C.J.D. (1999). Helping to Improve Suggestion Systems: Predictors of Making Suggestions in Companies. *Journal of Organizational Behavior*, 20(7): 1139-1156.
- Hatton, C. & Emerson, E. (1998), "Brief report: organizational predictors of actual staff turnover in a service for people with multiple disabilities", *Journal of Applied Research in Intellectual Disabilities*, 11: 166-71.
- Ilgen, D. & Hollenbeck, J. (1991). The structure of work: Job design and roles. In M. D. Dunnette & L. M. Hough (Eds.), *Handbook of industrial and organizational psychology*, volume 2:165-208.
- Judge, T., Erez, A., Bono, J. & Thoresen, C. (2002). Are Measures of Self-Esteem, Neuroticism, Locus of Control, and Generalized Self-Efficacy Indicators of a Common Core Construct? *Journal of Personality and Social Psychology* 83(3):693-710.
- Kanfer, R. (2001). Aging, adult development, and work motivation. *Academy of Management Review*, 29: 440-458.
- McAllister, D.J., Kamdar, D. & Morrison, E.W. (2007). Disentangling role perceptions: How perceived role breadth, discretion, instrumentality, and efficacy relate to helping and taking charge. *Journal of Applied Psychology*, 92: 1200-1211.
- Miller, R.L., Griffin, M.A. & Hart, P.M. (1999) Personality and organizational health: The role of Conscientiousness. *Work and Stress*, 13: 7-19.
- Morrison, E.W. (1993). Longitudinal study of the effects of information seeking on newcomer socialization. *Journal of Applied Psychology*, 78(2): 173-183.
- Morrison, E.W. (1993). Newcomer information seeking: Exploring types, modes, sources, and outcomes. *Academy of Management Journal*, 36: 557-589.
- Oxford English Dictionary. (2008).
- Parker, S.K., Williams, H.M. & Turner, N. (2006). Modeling the Antecedents of Proactive Behavior at Work. *Journal of Applied Psychology*, 91(3):636-652.
- Perceived supervisor support: contributions to perceived organizational support and employee retention, *Journal of Applied Psychology*, 87, 565-73.
- Tidwell, M. & Sias, P. (2005). Personality and Information Seeking: Understanding How Traits Influence Information-Seeking Behaviors. *Journal of Business Communication*, Vol. 42(1):51-77.