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THE THEORETICAL ROLE OF PERSONALITY TRAITS AND PROJECT CITIZENSHIP BEHAVIOR RELATIONSHIP IN PROJECT-BASED BUSINESS SUCCESS

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ABSTRACT

One of the important factors for project-based organizational success may be the Project Citizenship Behaviors (PCBs) displayed by the employees according to their Personality Traits (PTs), because "PTs of Big-Five relate significantly to the performance of the task. Therefore, this paper aims to examine the dynamics of PCB, and PTs in terms of project-based organizational success. In this context, a literature review study with a bibliometric analysis method was applied to summarize and synthesize the findings of existing literature on research. In line with our analysis, it can theoretically be argued that conscientious *(taking initiative to solve problems)* and extroverted *(more prone to cooperation and communication)* employees are more prone to project-specific helping behavior. Besides, the project-specific helping behavior may partially predict PS on the theoretical ground. On the other hand 'result orientation' and 'problem-solving ability' come to the fore among the qualities that effective project managers should have, which correspond to the conscientious personality trait. Besides, these features also conceptually overlap with project-specific helping behavior and project compliance behavior. In conclusion, revealing the role of personality traits and PCB in project-based organizational success may provide much-needed integration in the literature. Therefore, this theoretical study will make a meaningful contribution to the literature by filling this gap in the discipline of organizational behavior.

Keywords: Personality traits, five-factor model of personality, project success, project citizenship behavior, Bibliometric analysis

PROJE BAZLI İŞ BAŞARISINDA KİŞİLİK ÖZELLİKLERİ VE PROJE VATANDAŞLIK DAVRANIŞI İLİŞKİSİNİN TEORİK ROLÜ

ÖZ

Proje bazlı organizasyonel başarının önemli faktörlerinden biri, çalışanların Kişilik Özelliklerine göre sergiledikleri Proje Vatandaşlık Davranışları (PVD) olabilir, çünkü kişilik özellikleri görev performansıyla önemli ölçüde ilişkilidir. Bu nedenle, bu makale PVD ve kişilik özellikleri dinamiklerini proje bazlı organizasyonel başarı açısından incelemeyi amaçlamaktadır. Bu bağlamda, araştırmaya ilişkin mevcut literatürün bulgularını özetlemek ve sentezlemek amacıyla bibliyometrik analiz yöntemiyle literatür taraması çalışması uygulanmıştır. Analizimiz doğrultusunda teorik olarak vicdanlı *(sorunları çözmek için inisiyatif alan)* ve dışa dönük *(iş birliğine ve iletişime daha yatkın)* çalışanların projeye özgü yardım davranışına daha yatkın olduğu ileri sürülebilir. Ayrıca projeye özgü yardım davranışı teorik zeminde proje başarısını da kısmen açıklayabilir. Öte yandan, etkili proje yöneticilerinin sahip olması gereken nitelikler arasında "vicdanlılık" kişilik özelliğine karşılık gelen 'sonuç odaklılık' ve 'problem çözme yeteneği' öne çıkmaktadır. Ayrıca, bu özellikler kavramsal olarak projeye özgü yardım davranışı ve projeye uyum davranışıyla da örtüşmektedir. Sonuç olarak, kişilik özelliklerinin ve PVD'nın proje bazlı organizasyonel

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başarı açısından rolünün ortaya konulması, literatürde çok ihtiyaç duyulan entegrasyonu sağlayabilir. Dolayısıyla bu teorik çalışma örgütsel davranış disiplinindeki bu boşluğu doldurarak literatüre anlamlı bir katkı sağlayacaktır.

***Anahtar Kelimeler**:* Kişilik özellikleri, beş faktör kişilik modeli, proje başarısı, proje vatandaşlık davranışı, Bibliyometrik analiz

1. INTRODUCTION

Personality has been the variable that plays an influential role, from the individuals leading the first hunter-gatherer groups to the modern humans leading billion-dollar corporations. In today's ongoing project-based works, revealing the effects of Personality Traits (PTs) and the behavioral patterns towards which these PTs are directed is an important instrument that organizations will use to strengthen their competitive structures because it is known that PTs affect the phenomenon of citizenship behavior (e.g., Ilies et al., 2009; Roberge et al., 2012). On the other hand, "Project Citizenship Behavior" (PCB) is defined as proactive and discretionary acts performed by project team members beyond their formal job requirements but are beneficial for the overall success of the project and the organization. It encompasses actions such as voluntarily helping others, sharing knowledge and resources, showing commitment, and displaying positive attitudes toward project goals (Korkmazyurek, 2022). This definition clarifies the behaviors that go beyond the basic contractual obligations and contribute to the collective success of the project team (Wang et al., 2023). In this context, improving our understanding of which dominant personality traits can lead to Project Citizenship Behavior (PCB) would undoubtedly make a meaningful contribution to project-based organizations' future prosperity as well as increase the awareness of the project managers during the project.

Although other classification patterns are available in the literature, the Five Factor Model (FFM) has emerged as the dominant framework in personality science (John et al., 2008; Noor et al., 2020). According to Salvatore Maddi, personality is a stable set of traits and tendencies that form the basis of people's psychological behaviors *(thoughts, emotions, and actions)* and determine their commonalities and differences (Golafshani & Rahro, 2013, p. 274). On the other hand, "several meta-analyses have demonstrated that personality is an important predictor of citizenship behaviors" (Pletzer et al., 2021, p. 126). When we consider this decisive role of personality in the context of project employees, it is seen that it has an important role in the successful realization of project deliveries (Hussain, Jamil, Farooq, et al., 2021). In this respect, the concept of PCB, which includes the notions of cooperation, loyalty, harmony, and proactive behavior (Braun et al., 2012; 2013), can also play an important role in the timely and successful realization of projects (Korkmazyurek, 2022). Besides, PCBs that employees will display can also be shaped according to their personalities (Dwivedula et al., 2016). Thus, it can be said that PTs and PCBs are strong predictors of Project Success (PS).

In achieving the strategic objectives determined for the project in the macro framework, the common prominent critical PS factors are time, cost, quality, scope, and team (Creasy & Anantatmula, 2013). More specifically, the success of a project depends on the characteristics of the project, the support of the top management, the group dynamics, the hierarchical structure of the organization, the external environment, and most importantly the behavior and attitudes of the employees. Although behaviors and attitudes are affected by the situation (e.g., progress of projects), personality trait is also a determinant variable in PS (Hussain et al., 2021). Thus, when

organizations decide to successfully manage projects through people, they need to understand the personalities of their employees (Dwivedula et al., 2016). In this respect, researchers and management professionals continue to find and apply the key factors that influence PS. As a result, being able to raise awareness about which PTs are predisposed to exhibit PCBs is an important source of information for project-based organizations.

The Big-Five PT has a significant impact on PS (Sulehri et al., 2021), however, it is a complex phenomenon that any single personality trait or PCB cannot possess sufficient explanatory power. Besides, it is difficult to say that the role of PCB in project success has been adequately researched. Concordantly, "to improve the literature on the project's success, it is of utmost significance to study and know the role of "Big-Five personality traits" (Ameer et al., 2021, p. 2) in estimating the PS. In this context, managers should also be aware of their personality traits (Gehring, 2007) as well as their management styles and approach styles that should be exhibited based on project types (Dvir et al., 2006) for the success of the project. In addition, project workers and psychosocial factors are prominent factors when evaluating poor project performance (Maqbool et al., 2017; Unterhitzenberger & Bryde, 2019). In conclusion, PCB's approaches such as cooperation, commitment, and problem-solving will undoubtedly have positive effects on the psychosocial environment that will eventually pave the way for the success of the project.

PTs refer to permanent patterns of thought, emotion, and behavior that are unlikely to change over time and explain people's behavior in different situations (Costa & McCrae, 2008; Goldberg, 1992). On the other hand, "personality differences affect how the employee responds to conditions in the work environment" (Udin & Yuniawan, 2020, p. 781; Ward et al., 2017). In this context, employees can also give different reactions to the events that occur in project-based work, depending on their personalities. For example, an emotionally stable employee may be more inclined to offer assistance to another employee to complete the job compared to other PTs (Najari et al., 2011). Besides, employees who have conscientiousness, which is one of these characteristics, are diligent and dynamic and tend to display citizenship behaviors (Raja et al., 2004). When the relevant literature is examined, studies dealing with citizenship behaviors and personality, personality, and PS variables are encountered. However, no study has been found on the effect of the newly conceptualized PCB phenomenon on the success of the project, based on its possible theoretical connection with PTs. Therefore, this study also contributes to this gap in the literature in the context of PS factors by addressing the role of personality and PCB variables. In conclusion, this theoretical exploratory study focuses on the problem of which PTs are more likely to exhibit PCBs and the possible effects of PCB on PS, by establishing theoretical connections between relevant research variables discussed in the literature, based on the social interpretivistic paradigm.

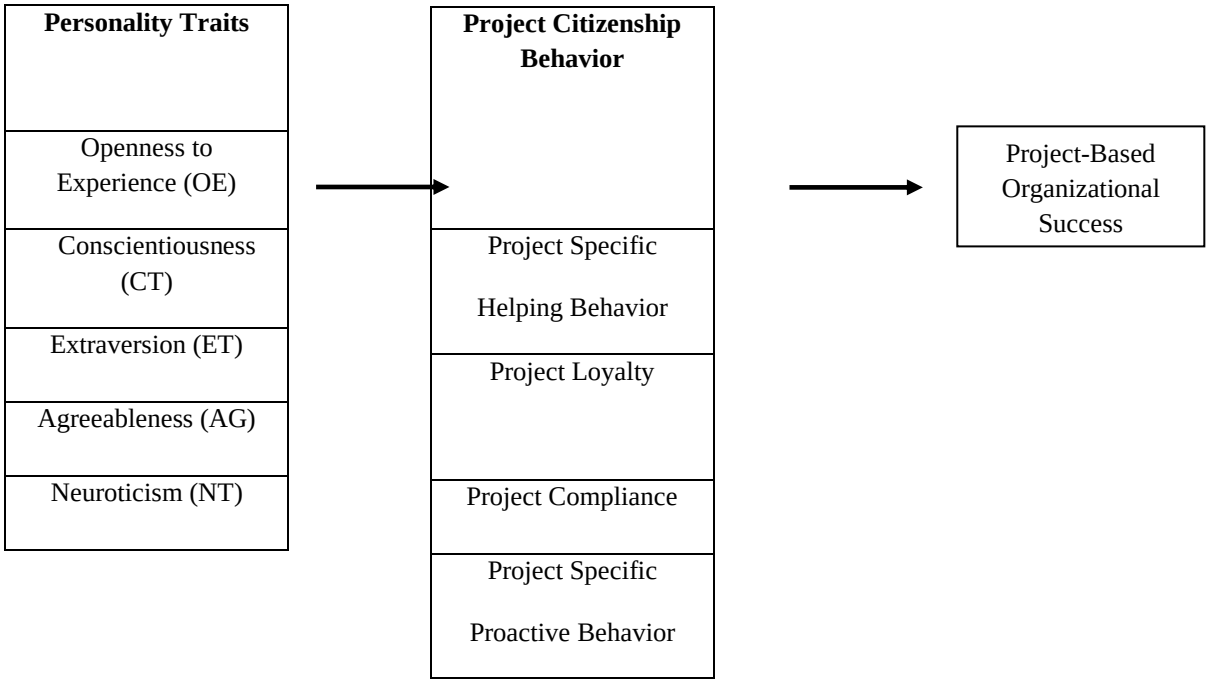
In line with the theoretical discussions mentioned above, since the theoretical origins of PCB are based on citizenship behaviors, it is conceptually plausible that PCB will be affected by PTs that determine behavior and thus PCB will play an important role in PS.

2. METHODOLOGY

This research was conducted between April 20, 2023, and June 29, 2024. We intend to examine the dynamics between the Big-Five model of personality and PCB and its influence on PS. Thus, a literature review study with a bibliometric analysis method was applied to summarize

and synthesize the findings of existing literature on research. In addition, the main keywords of the research were graphed in the "Web of Science" (WOS) database using the "Vos Viewer" software. Writing a good literature review is crucial to any good research. In this context, WOS is one of the important multidisciplinary databases used in the scientific research community, providing a way to search various databases simultaneously such as "Science Citation Index Expanded – SCI-Exp", "Social Sciences Citation Index – SSCI", and "Conference Proceedings Citation Index". The research also aims to confirm its propositions with the findings in the relevant literature. Therefore, the nature of the research is confirmatory.

Figure 1: Theoretical Research Model



The number of studies focusing on measuring PS or determining the critical success factors of projects with different characteristics continues to increase (Bilir & Yafez, 2021). In this context, personality traits and PCB, which theoretically affect the success of the project in Figure 1, appear as antecedent variables.

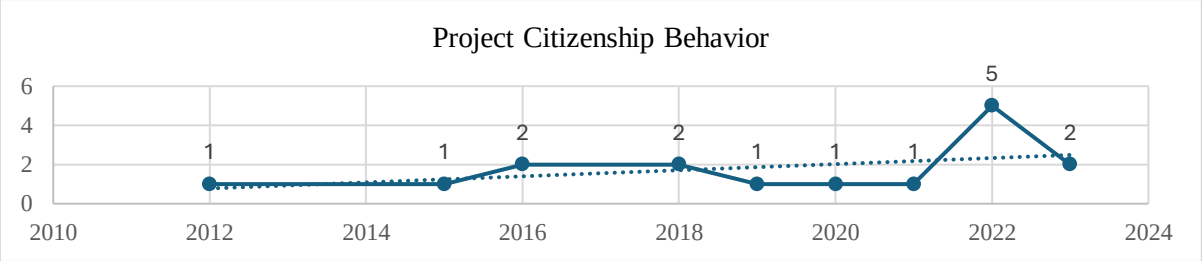
2.1. Bibliometric Analyses

Bibliometric analysis is a research approach that methodically reviews literature on a research topic, involving the utilization of qualitative and multidisciplinary applied research techniques. (Abdullah et al., 2023). In this context, Bibliometric approaches can be utilized to identify how, when, and to what extent new scientific insights were developed, and applied, and how they disseminated into practical applications (Mukherjee et al., 2022). Besides, "bibliometric analysis is a rigorous quantitative technique to scrutinize large volumes of scientific data to uncover underlying patterns, relationships and intellectual structures of a given research domain" (Kumar et al., 2022, p. 172; Donthu, et al., 2021). Concordantly, by selecting all fields with the keywords "personality traits" and "project success" in the WOS, 16 basic studies emerge. On the

other hand when we searched with the keywords “citizenship behavior” and “personality traits”, 185 studies were found, and this number was reduced to 144 by selecting the fields of management, business, psychology social, and psychology multidisciplinary topics. In the second stage, articles published in the fields of management (n = 76, 44.9%), applied psychology (n = 59, 34.9), and business administration (n = 30, 17.7%) were classified and examined according to “relevance”.

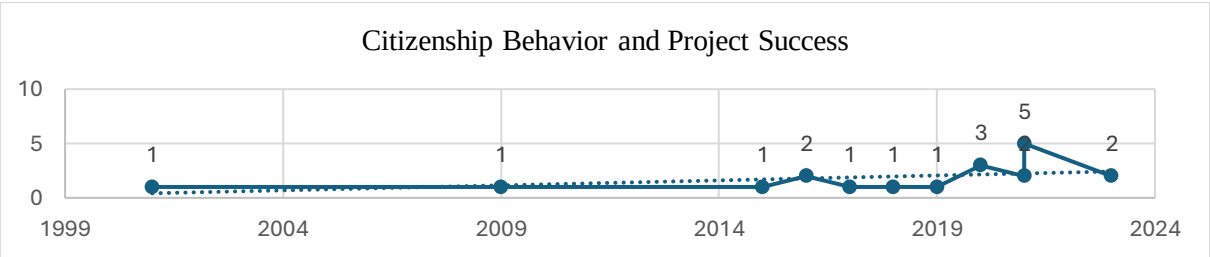
The bibliometric research can also be successfully utilized to identify any patterns of publication and citation, explanatory knowledge for determining these patterns, as well as understanding the broader variables’ impact on publication and citation in a specific field, in a specific country, or across the world (Islam & Widen, 2023). In this context, publications that met the “relatedness to the subject” criterion, which is the most basic criterion for inclusion in this study, were included in the research. Accordingly, studies in the list that were directly related to the subject and included in journals with a high impact factor such as “Project Management Journal”, and “Journal of Personality” were included in the research.

Figure 2: Distribution of previous research on “Project Citizenship Behaviors” between 2012 and 2023 on Web of Science



“Science mapping aims to reveal the structure and dynamics of scientific fields” (Zupic & Čater, 2015, p.7). However, although it is obvious that the literature on PCBs is very limited, according to Figure 2, it is also possible to talk about an increasing trend in studies on PCBs.

Figure 3. Distribution of previous research on “citizenship behavior” and “project success” between 2003 and 2023 on Web of Science.



When we analyze WOS in terms of PCB and project success, only 3 studies (Shafi et al., 2021; Yang et al., 2022; Zhao et al., 2023) that were published last three years emerge. This result reveals the need for further studies on the newly conceptualized PCB phenomenon in terms of PS.

3. CONCEPTUAL FRAMEWORK

This section is divided into five sections, titled: Five-Factor Model, Project Citizenship Behavior, Project Success, Project Failures, and Project Success in terms of the Five-Factor Model and Project Citizenship Behavior.

3.1. Five-Factor Model

First developed in 1949, the Five Factor Model (FFM), or the Big Five personality traits, is a theory established by D. W. Fiske. Today, studies on the subject continue and this theory continues to develop and be interpreted (e.g., Norman, 1967). In this context, Migliore (2011) also argues that the Big Five are among the strongest models theoretically supported in trait psychology (Noor et al., 2020). On the other hand, personality studies examine individual differences in behavior to understand complex human nature and use these findings to make behavioral predictions. (Yun, 2020). "The PTs are the individual variables, the personality itself, the psychological complex regulating experience/action, and the "personal model" called the Five Factor Theory (FFT)" (Noor et al., 2020, p. 236; McCrae & Costa Jr., 2008). In other words, The 'Big Five' model proposes that personality consists of five relatively independent dimensions that provide an entirely meaningful classification for the study of individual differences. These dimensions, namely Openness to Experience (intellectual curiosity vs. preference for routine), Extraversion (sociable vs. introverted), Agreeableness (cooperative vs. competitive), Conscientiousness (organized and planful vs. unorganized and careless), and Neuroticism (Costa & McCrae, 1989).

Openness to Experience (OE). Openness to experience can be defined as the number and depth of one's interests (Kumar et al., 2009). Behavioral dispositions typically associated with OE include being cultured, curious, original, broad-minded, and intelligent (Digman, 1990) and a tendency towards diversity, aesthetic sensibility, and non-traditional values (McCrae & John, 1992). Besides, OE and extraversion, as predictors of OCB (Patki & Abhyankar, 2016).

Extraversion (ET). Barrick et al. (2005) defined extraversion as the main dispositional determinant of social behavior. ET refers to the level of sensory stimulation with which one is comfortable. On the other hand, the behavioral tendencies used to measure this factor include being sociable, talkative, and active (Barrick & Mount, 1991).

Agreeableness (AG). Agreeableness refers to the number of sources from which one takes one's norms for right behavior (Kumar *et al.,* 2009). Behavioral tendencies typically associated with AG include being kind, trusting, compassionate, cooperative, anxious to support others, and tolerant (Barrick & Mount, 1991; Costa & McCrae, 2008). AG employees in the work environment collaborate effectively when joint action is required (Mount et al., 1998). In addition, AG is one of the best indicators of performance in jobs that require teamwork (Sulehri et al., 2021, p. 45).

Conscientiousness (CT). **"**Conscientiousness is a measure of industriousness and orderliness. "Individuals who score high on CT are dutiful and detail-oriented" (Yun, 2020, p. 7). This factor is also related to dependability and volition and the typical behaviors associated with it include being hard-working, achievement-oriented, persevering, careful, and responsible (Barrick & Mount, 1991). Conscientious individuals can perform their duties with minimal supervision (Morgeson et al., 2005). Therefore, CT may be considered the primary determinant of project success (Thal & Bedingfield, 2010).

Neuroticism (NT) / Emotional Stability. "Neuroticism is a measure of volatility and withdrawal. – Individuals who score high on NT tend to be sensitive to negative emotions" (Yun, 2020, p. 7). Besides, individuals with neurotic personality traits tendencies are discouraged, stressed, irritable, and upset more often (Qamar & Malik, 2020).

3.2. Project Citizenship Behavior

The theoretical origins of PCB are based on Organizational Citizenship Behavior (OCB) studies (Wang et al., 2021). OCB contributes to the organization's functioning by exhibiting behaviors beyond job descriptions, without being under any order or obligation (Bolino, 1999; Podsakoff et al., 2000). In this context, "PCB is the cooperative behavior of project staff beyond the contractual requirements in a specific project" (Yang et al., 2022). Since PCB behaviors are also difficult to measure objectively like OCB, the effects of organizations on this phenomenon are limited. Therefore, it is premature to say that there is enough work to explore the contextual and dispositional factors responsible for the emergence of PCB.

Table 1: Dimensions and Definitions of PCB

PCB Dimensions	Project-Specific Helping Behavior	Project Loyalty	Project Compliance	Project-Specific Proactive Behavior
Definitions of Dimensions	-Bridging contractual gaps - Behavior that is aimed at helping colleagues to solve existing problems in a temporary organization. -Coping with unforeseeable situations -Pragmatic solutions to problems -Reciprocal support	-Cooperative behavior / pursuing joint project goals -Showing full commitment to temporary organization, sometimes without obligation, disregarding the interests of the individual's organization for the benefit of the project. -The individual's willingness to help in the form of willingly sharing. -Responsibility towards the	-Easy orientation of the individual to the processes, rules, and policies of the temporary organization. - Following the rules in projects increases reliability. -Meeting the expectations of the project employees without the need for an additional audit. -Following rules of engagement/ cooperation	-The employee's fulfillment of her duties in the temporary organization with creative and innovative efforts that go beyond his / her contract. -Attracting the project leader's attention to potential improvement opportunities.

		project *(within blurred organization boundaries)*		

Source: Adopted from (Braun et al., 2012; Braun et al., 2013).

"Projects are often characterized by a high degree of uncertainty" (Shafi, 2021, p. 10). Therefore, PCBs are important to decrease these uncertainties, especially via loyalty and compliance behaviors. The personality traits of Big-Five and OCB are significantly related (Podsakoff et al., 2000), and employee personality has been the most prominently researched predictor of OCB (Patki & Abhyankar, 2016, p. 137). Therefore, the theoretical assumptions made regarding OCB can be applied to PCB to some extent. Because, as we mentioned before, the theoretical foundations of PCB are based on OCB.

3.3. Project Success

Projects are temporary endeavors to generate a unique product, service, or result (Project Management Institute, 2017). On the other hand, **"**the idea of project success is not well-defined in project management literature" (Ameer, 2022, p. 6). Since project success is a complex structure that changes throughout the project's life cycle and is affected by many factors, both inside and outside the project, it is not a concept that can be defined with certain lines. In this context, success criteria may differ between projects depending on various factors (Ojiako et al., 2007). Project success is now recognized as a multidimensional construct (Marnewick et al., 2017). For example, the success rate decreases as the project size increases (Bilir & Yafez, 2021).

"Researchers and practitioners continue to explore important factors that impact project success" (Gemino et al., 2021, p. 161). Any discussion of PS often includes critical success factors (CSFs) that evolve depending on the nature of the projects. In this respect, CSFs are a few key factors that are considered essential to achieving goals (Rockart, 1982). Based on CFSs today PS is generally evaluated through the iron triangle of cost, time, and quality (Pollack et al., 2018). On the other hand, the PT of the project worker has been the subject of various studies as another important parameter for the success of the project (e.g., Noor et al., 2022; Thal & Bedingfield, 2010). Thus, the PS phenomenon is a very complex term to understand, as the fixed standards that PS must achieve vary widely (Rehman, 2020).

3.4. Project Failures

Reasons such as lack of commitment, poor communication practices, inappropriate recognition system/culture, and partial cooperation by employees are prominent project failure factors in Antony et al.'s (2019) study on 49 Brazilian producers. In this respect, it can be said that the concepts of commitment behavior, high level of communication, or cooperation desired by project organizations are also closely related to citizenship behaviors (Pletzer et al., 2021). On the other hand, project outcomes greatly depend upon the PTs of project employees (Hussain et al., 2021). For example, according to Hassan and his friends (2017) agreeableness, extraversion, and openness to experience PTs are directly linked with PS.

In the study of Zell and Lesick (2022), which combined meta-analyses *(k = 2028, N = 554,778),* conscientiousness came to the fore as the most determining PT in general

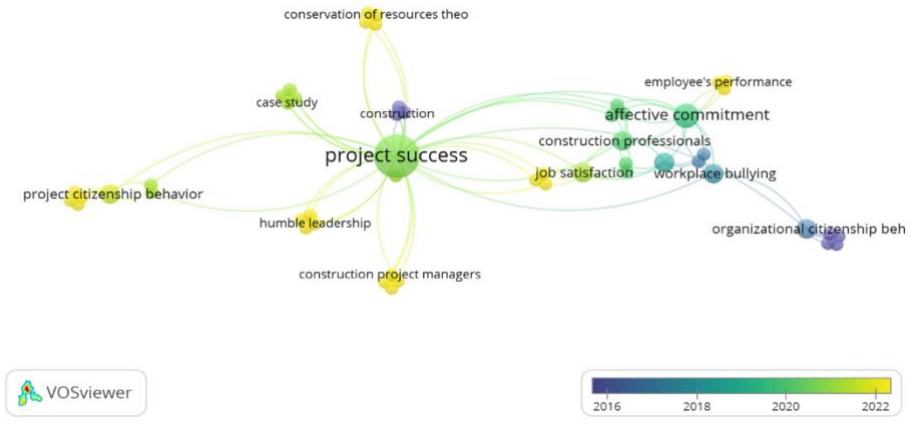
performance. On the other hand, according to Standish Group's Chaos Report, when the data of 320 projects with a budget of approximately 640 million USD are analyzed, it is seen that 48% of the projects were completed successfully, while 45% either exceeded the budget or were not fully completed on time. For this reason, the problems that cannot be fully clarified at the point of successful completion of the projects continue (Bilir & Yafez, 2021) and in this context, it is possible to say that personality structure has a role to be examined in this process, along with PCB.

3.5. Scientific Mapping of Research Variables

A Scientific Map (SM) is a powerful tool to support scientists in searching for scientific knowledge, and its application is in academic articles including literature reviews (Li et al., 2021). Besides, SM aids in spotting multiple opportunities for researchers and practitioners from disparate disciplines (Wani et al., 2023). Different mapping techniques have been designed to present the complexity and improve the quality and perception of academic literature and scientific knowledge. Based on the objectives of the research, scientific mapping can be either performed over a small set of articles or more extensively over a large pool (Li et al., 2021).

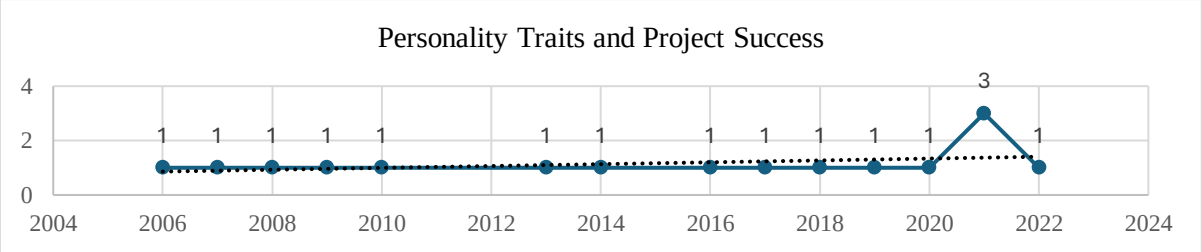
Quite often, scientific mapping is utilized to explore new knowledge and research concepts. These methods are generally used to find gaps in the existing knowledge base and to improve the process of knowledge generation (Kipper et al., 2021). On the other hand, several methods and techniques have been employed to undertake scientific mapping, such as bibliometrics, scientometrics, citation analysis, content analysis, and text mining. Currently, bibliometrics has gained wide popularity and is used as synonymous with the term scientific mapping (Yan & Zhiping, 2023) In this context, Figure 4 below shows the keywords of the researchers' studies on citizenship behavior and project success.

Figure 4: Distribution of keywords in The Relationship Between Citizenship Behavior and Project Success.



When the keywords specific to PS are examined, the concepts of PCB, effective commitment, and job satisfaction as well as the theory of conservation of resources come to the fore. In this context, we can argue that personality traits of Conscientiousness (CT) and Agreeableness (AG) are variables that can also predict effective commitment in theory.

Figure 5: Distribution of previous research on "personality traits" and "project success" between 2006 and 2022 on Web of Science.



The distribution of keywords in the relationship between PTs and project success can be seen in Figure 6 below. It can be seen in Figure 6 that the keyword organizational citizenship behavior stands out in the relationship between personality traits and project success. However, "relying just on keywords suffers from so-called "indexer effect" – where the validity of the map is dependent on whether the indexers captured all relevant aspects of the text" (Zupic & Čater, 2015, p.7). From this point of view, it is also necessary to establish possible theoretical connections of other words beyond OCB to the relationship between PCB and PT. In this context, since the theoretical foundations of PCB are based on OCB, the concept of PCB will also be a leading variable in project success. Besides, conscientiousness is another important feature in "project-specific helping behavior". On the other hand, the self-efficacy notion can also theoretically lead to project-specific proactive behavior.

Figure 6: Distribution of Keywords in The Relationship Between Personality Traits and Project Success.

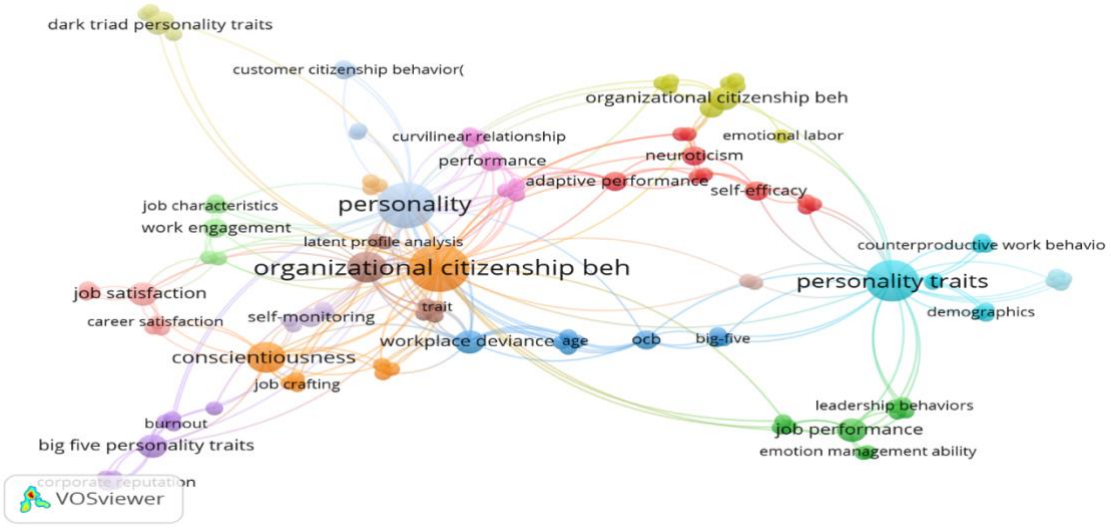
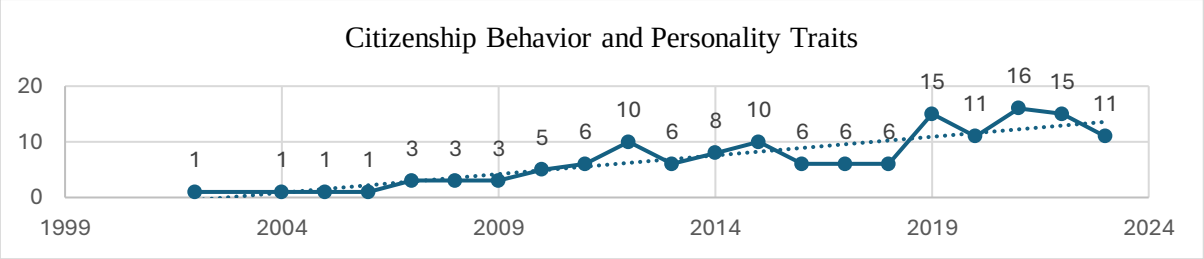


Figure 7: Distribution of research on "personality traits" and "project success" between 2006 and 2022 on Web of Science.



An increasing trend about the relationship between citizenship behavior and PTs can be mentioned. Most research on PTs and PS has been conducted in the USA (n=16, 37.5%). Besides, among the studies conducted on our research variables, the most significant increase was observed in the relationship between citizenship behaviors and PTs. Therefore, the need to investigate the role of PCB in project success from various perspectives is important to fill this gap in the literature.

3.6. Project Success in Terms of The Five-Factor Model and Project Citizenship Behavior

The study of personality traits concerning project citizenship behavior is crucial for several reasons. First, personality traits significantly impact individual behaviors (Iıies et al., 2009; Roberge et al., 2012), and by examining their influence on project citizenship behavior, we can uncover important insights into employee engagement, job satisfaction, and team performance. Second, understanding the role of Personality Traits (PTs) can aid in the selection and placement of individuals within project teams, leading to better team dynamics and project outcomes. Lastly, identifying specific personality traits that contribute to project citizenship behavior can inform targeted personality trait development programs, allowing organizations to enhance such behaviors within their project teams.

"Project citizenship behavior (PCB) has an important positive impact on project success" (Yang et al., 2022, p. 1). On the other hand, FFM also has a significant direct impact on OCB" (Mushraf et al., 2015; Debora, 2014; Mushraf et al., 2015, p. 96) except neuroticism (Kumar et al., 2009, p.73). Therefore, it can be said that there is a strong relationship between citizenship behavior and PTs (Mushraf et al., 2015). Additionally, in the literature, conscientiousness, extraversion, and agreeableness are considered antecedent variables for OCB. According to Bhatti and friends (2014), PTs have also a major impact on job performance, which is linked to PS. In this context, some PTs such as conscientiousness (Barrick & Mount, 1991), and proactive behavior (Bateman and Crant, 1993) were linked to better performance among the employees (Dwivedula et al., 2016). Moreover, "PCB encourages individuals to put in extra effort and be more effective and productive (Basu et al., 2017), which facilitates project success" (Shafi et al., 2021, p. 11). In conclusion, we can theoretically look deeper into the role of each PT in the relationship between PCB and PS, and make some theoretical propositions.

Openness to experience. This "personality trait happens when an individual is attracted by innovation and novelty and is inclined to be intellectual, imaginative, and sensitive" (Udin & Yuniawan, 2020, p. 783). Project workers with this trait often "think outside the box" (Bernama,

2019), seeking solutions to stakeholder expectations, creativity, imagination, and diversity in life (Noor et al., 2020). Moreover, "persons high on openness to experience are more likely to show OCB" (Kumar et al., 2009, p. 75). Therefore, it can be thought that the Openness to Experience (OE) personality trait will play an important role in "project-specific proactive behavior", which expresses the dimension of the employee fulfilling her duties in the temporary organization with creative and innovative efforts (Braun et al., 2013).

Extraversion. Highly extroverted people tend to be known as open and friendly. These features make them more collaborative and enable them to reach their goals by working in groups (Peterson et al., 2003). Besides, Extraversion (ET) increases group performance by laying the groundwork for effective teamwork and can make the project successful (Li et al., 2015) (McCrae & John, 1992). Thus, extraversion PT is a positive predictor of PS (Hussain et al., 2021). In this context, we can argue that project employees with a high level of ET can also exhibit the behavior of "Project compliance" by complying with the cooperation rules. Besides, "cooperation has a strong association with project success" (Noor et al., 2020, p. 237). On the other hand, extroverted employees are more likely to display "Project-specific helping behavior", which refers to behaviors aimed at helping each other and solving existing problems in temporary organizations (Braun et al., 2013). In conclusion, the ET trait can theoretically lead to "project-specific proactive behavior" by its active nature (Barrick & Mount, 1991).

Agreeableness is a valid predictor of PS because projects require frequent interaction with other team members, and individuals with high AG contribute to project success with their ability to interact easily (Sulehri et al., 2021). People with high AG believe in other people, are cooperative, easy to please, warm, and reliable (Leephaijaroen, 2016; Udin & Yuniawan, 2020). In this context, the reliability notion is also important in Project compliance behavior, which includes the fact that the project employees fulfill their duties without the need for additional supervision (Korkmazyurek, 2022). On the other hand, employees who are high in Agreeableness (AG) are also expected to be more likely to engage in helping behavior rather than counterproductive behavior (Judge & Zapata 2015). In addition, an agreeable personality has positive significant effects on conscientious behavior (Leephaijaroen, 2016) which may eventually lead to "project-specific helping behavior" via regard to emotional affiliation with others (Yun, 2020). Therefore, it can be stated that project employees high in AG are more inclined to exhibit cooperativeness and probably may exhibit "project compliance" behavior by its theoretical nature. The features mentioned in the AG personality structure are also seen in the "project compliance" dimension of PCB as the features that should be possessed by employees who can easily adapt to processes, rules, and policies in temporary organizations (Korkmazyurek, 2022). In conclusion, AG's behavioral tendency strongly paves the way for "project compliance behavior".

Conscientiousness (CT). Conscientious individuals are predisposed to take initiative in solving problems (Witt et al., 2002). In this context, conscientious behavior also overlaps with "project-specific helping behavior" one of the definitions of which is to produce solutions to problems. In this respect, it can be stated that "project-specific helping behavior", which aims to solve existing problems (Braun et al., 2013), shares a similar theoretical ground with conscientiousness behavior due to this feature. "Many researchers have investigated the effects of project employees' personality on project outcomes" (Creasy & Anantatmula, 2013, p. 45). For example, Thal and Bedingfield, (2010) have researched specific PTs such as

"conscientiousness" and "openness to experience" for PS. Similarly, Muhammad et al., (2017) have found that "openness to experience" is a major indicator of PS among the five main personality factors. On the other hand, Moore and Vucetic, (2014) also "state that among the prominent five PTs, conscientiousness is a necessary factor of success of a particular project. For example, "if conscientiousness is increased by 1 unit on average, then the project's success will be increased by 0.054 units" (Ameer, 2021, p. 15).

Neuroticism. According to previous studies, Neuroticism (NT) has a negative correlation with PS (Deinert et al., 2015; Lin et al., 2015). For example, in a study carried out by Muhammad and his friends (2017) NT personality trait (using the Big-Five model) did not show any predictive relationship with PS. The above result is consistent with the study conducted by John D. Bedingfield of the US Air Force Institute of Technology using the same tool to evaluate PTs.

"While communication between project team members is important in terms of its effects on Project Success (PS), employees develop a strong identity with their projects when communication is carried out correctly (Shafi, 2021). In this respect, Kerzner (1989) also argues that interpersonal skills and communication are important qualities of project workers, and these qualities eventually pave the way for "project-specific helping behavior". Therefore, it can be said that communication facilitated by the AG personality trait, which includes such PTs as gentle, reliable, and good-natured, also predicts the "project-specific helping behavior" along with OCB (Patki, 2016; Podsakoff et al., 2000). In addition, according to the findings of the literature, extroverted people tend to be more socially active, talkative, and person-oriented, and it is more convenient to solve problems through communication (Lee & Foo, 2022) thus, they likely contribute to PS due to exhibit "project compliance and helping behavior".

Employees' personalities show commitment to their profession and this commitment also leads to better performance of the project (Ameer et al., 2022). Hence, there is a need to understand an employee's personality to make the project successful (Dwivedula et al., 2016). Some studies have shown that the PTs of the Big Five have a significant effect on organizational commitment (Abdullah et al., 2013), and these findings can also be considered as the precursors of the concept of "project loyalty". Besides, PTs such as obeying the rules, loyalty, and compliance notions also play an important role in "project compliance" behavior which includes easy orientation of employees towards processes, rules, and policies of the temporary organization (Korkmazyurek, 2022).

In the context of a project, accomplishment orientation (Bell, 2007), success direction (Dainty et al., 2005), problem-solving skill", and "result orientation (Turner, 1999) are significant for effective managers of the project and these particular features are also theoretically overlap with PCB and conscientiousness personality type. For example, accomplishment orientation relates to the "project compliance" notion. On the other hand, problem-solving skills are important assets in "project-specific helping behavior" by bridging contractual gaps (Braun et al., 2012; 2013). Finally, when we consider project loyalty and project compliance as a conceptual whole, it leads us to be "result-oriented". In conclusion, all these personality traits and citizenship behaviors mentioned in the project processes may contribute to the success of the project.

4. CONCLUSION

Today, many factors lead to the success or failure of project-based businesses. Therefore, determining these factors will contribute to the success of future projects. In this context,

revealing the role of PCBs, a newly conceptualized phenomenon, in project success and their possible theoretical relations with personality structures will make meaningful contributions to this gap in the literature.

The importance of Project Citizenship Behavior lies in its ability to foster a positive work environment, enhance team collaboration, and improve overall project performance. When team members engage in citizenship behaviors, they contribute to a culture of mutual support, trust, and cooperation (Testa et al., 2020). This leads to increased knowledge sharing, problem-solving, and innovation within the team, ultimately boosting project success rates. Furthermore, project citizenship behavior positively impacts employee satisfaction, and motivation, and may also lead to higher productivity and retention rates. Recognizing and promoting the importance of these behaviors is crucial for achieving project success and creating a thriving workplace (Casmana et al., 2023).

While project success is probably the most discussed topic in the project management literature (Shafi et al., 2021), the discipline of project management has become more difficult as the majority of the work of organizations today has become project-based, as well as the difficulty of managing people (Ameer et al., 2021). Specifically, in project-oriented organizations where resources are limited and the nature of employment is temporary, contract, or project-specific, organizations need to identify Personality Traits (PTs) to motivate employees to deliver quality performance and ensure project continuity (Dwivedula et al., 2016). By determining PTs, organizations can also have foresight that employees will continue to stay in the project by showing project loyalty or that they will provide the desired behavior or performance with project compliance behavior via agreeableness PT. On the other hand, those working in a complex project environment also need to be more communicative (Ekrot et al., 2016; Rezvani et al., 2016) because communication between manager and employee can increase mutual support and affect motivation and performance (Fiľa et al., 2015; Chromjaková, 2016) and this relationship can eventually lead to or accelerate PCBs among workers. In this context, it can theoretically be argued that conscientious (taking initiative to solve problems) and extroverted (more prone to cooperation and communication) (Peterson et al., 2003) employees are more prone to project-specific helping behavior. As a result, we can say that the project-specific helping behavior also predicts PS on the theoretical ground.

A variety of meta-analytic research studies have found that conscientiousness, extraversion, and agreeableness are positively related to OCB and different aspects of contextual performance (e.g., Hurtz & Donovan, 2000; Hogan & Holland, 2003; Leephaijaroen, 2016). Additionally, OCB improves the quality of relationships between project employees (Cropanzano et al., 2017) by encouraging the social exchange of beneficial actions (Braun et al., 2013). OCB also paves the way for positive results from projects with the performance benefits (Emmerik et al., 2007) it provides (Ameer et al., 2021). In this context, PCB also initiates the fulfillment of the tasks and the achievement of the final goals of the projects with actions such as “project-specific proactive behavior” that are not included in the contractual arrangements (Braun et al., 2012). In conclusion, one of the important factors for project-based organizational success may be the PCBs displayed by the employees according to their PTs, because “personality traits of Big-Five relate significantly to the performance of task” (Udin & Yuniawan, 2020, p. 781), and the human aspect also plays a vital role in the success of the project (Dwivedula et al., 2016).

Pro-social behaviors are gaining importance for both employees and organizations (Casmana et al., 2023; Dwivedula et al., 2016). Reciprocal actions among project members enhance project success and projects frequently require people to work effectively as a team. On the other hand 'result orientation' and 'problem-solving ability' come to the fore among the qualities that effective project managers should have (Turner (1999), and these qualities correspond to the conscientious personality trait (Dwivedula et al., 2016). In addition, these features also conceptually overlap with project-specific helping behavior and project compliance behavior. On the other hand, displaying PCB also ensures that the project tasks are executed effectively (Shafi et al., 2021), which increases the chances of the project's success. In conclusion, we can strongly theorize that PCB can interact with personality constructs and may have an impact on project success. Thus, we posit the following propositions:

Proposition 1: *Personality traits except neuroticism will be positively related to PCB.*
Proposition 2: *PCB will be positively related to project success.*

5. DISCUSSION AND MANAGERIAL IMPLICATIONS

First of all, it is thought that the results of this study will contribute to the limited PCB literature. In addition, the theoretical patterns revealed by the research will pave the way for project managers to demonstrate more effective project management by increasing their awareness of the personalities of project employees and their possible consequences in the context of the project.

Situations that require contextual performance, such as Project Success (PS), require high levels of Openness to Experience, Conscientiousness, or Agreeableness, and these traits are also positively linked to PS. Therefore, it would be better to recruit employees with these personalities to develop Project Citizenship Behavior, which is one of the important factors that will contribute to the success of the project (Noor et al., 2020, p. 236). For instance, Moore and Vucetic (2014) found that conscientiousness is an important predictor of project success, and we already established the association of conscientious personality traits with certain PCBs as a predictor variable. Thus, based on the connection between PTs and PCB, it is theoretically plausible that PCB will also have an impact on project success. On the other hand, since the AG personality trait can be a feature that will form the basis of project compliance behavior, it will also facilitate the timely completion of the work, which is a dimension of project success. In this context, we can argue that project-specific proactive behaviors can also save time in projects by eliminating unnecessary bureaucratic transactions. In addition, the Agreeableness personality trait can increase "project compliance" behavior. As a result, these behaviors mentioned above will also positively affect team cohesion.

Behaviors exhibited depending on personality are not behaviors exhibited within the scope of any restrictions or job descriptions such as citizenship behaviors. Therefore, after identifying personality traits that have a positive impact on the development of OCB, it may be beneficial for project organizations to identify employees who have the potential to match these traits in the employment process (Golafshani & Rahro, 2013). In, from a practical point of view, the findings of the study suggest that organizations should adopt an approach and practices to identify the personalities of project workers who may be prone to exhibit citizenship behavior. Thus, the success of the project may also increase. Therefore, this theoretical study shows that

there is a need to understand the personality to increase their effectiveness and complete the project in project structures where the presence of the employee is temporary.

6. LIMITATIONS AND FUTURE RESEARCH DIRECTIONS

Many factors affect PS and within the scope of this study, project success is examined based on personality traits and PCB, and the theoretical implications of this study may present important pathways for professionals and researchers of project-based organizing. Project organizations differ substantially from permanent, functionally organized, and traditional organizations (Turner, 1997). Therefore, these structural differences of organizations should be taken into consideration. On the other hand, the PCB concept should also be considered "not culture free" (i.e., masculinity vs feminity, individualism, long-term orientation, short-term orientation). In addition, gender role theory also suggests that individuals internalize cultural expectations about their gender (Eagly et al., 1995). However, culture is beyond the analytic scope of this review study. Ultimately, when evaluating individual behavior that is strictly tied to their personality traits, the macro variable culture should always be considered. Thus, culture is an important variable that limits the generalizability of our findings.

As a new concept, the phenomenon of PCB has not yet reached theoretical maturity like OCB, and there are not enough conceptual and quantitative studies in the literature to discuss PCB in the context of project success. In the future, researchers may focus on organizational incentives and organizational culture, which are dimensions of organizational dynamics as a predictor of PCB. These organizational dynamics mentioned are also phenomena that have a significant impact on behavior. Proposals of this study are theoretically significant but would not provide definitive answers to the question of causality due to its structural nature. The model needs empirical validation by gauging project success and measuring the personality dimensions and PCB dimensions. Also, theoretical development is needed to acquire insights and clarify the PCB notion. In conclusion, the findings of this conceptual study will provide new contributions to the literature.

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