# Employee Personality in Improving Organizational Citizenship Behavior (OCB) with Its Impact on Employee Performance

**Salsa Faradilla RS** ✉**, Sry Rosita & Fitri Chairunnisa**
Faculty of Economics and Business, Jambi University, Jambi, Indonesia
✉Corresponding Author: **E-mail:** salsafaradilla@gmail.com

**Abstract**
This study aims to determine the influence of Employee Personality in increasing Organizational Citizenship Behavior (OCB) with its impact on Employee Performance at the Regional Research and Development Agency Office of Jambi Province. This type of research is Quantitative Research with a population of 56 people from all employees of the Balitbangda Office. This data was collected by distributing questionnaires. Data analysis techniques are descriptive analysis and SEM analysis. Based on calculations using SMARTPLS version 4.0, the results show that Employee Personality has a positive and significant influence on OCB. Employee Personality has a positive and significant influence on Employee Performance.
**Keywords:** employee personality; organizational citizenship behavior (ocb); employee performance

## Introduction

In an organization the role of human resources is very important, where the success of an organization is determined by the role played by each human resource. Where the role of human resources is to contribute and plan in implementing tasks and responsibilities to achieve organizational goals. Every organization has employees who have an important role in an organization, because the success of an organization is greatly influenced by employee performance. According toDavid (2021)Employee performance has an important role in achieving the success of an organization, because organizational success is determined by employee performance. Good employees are employees who have individual skills, can help fellow colleagues in completing tasks, and can complete their work on time. Performance achievement at the Balitbangda Service can be seen from the activities that have been realized by employees, where each employee has duties and responsibilities that must be completed to assist the organization in realizing all planned activities. The following are the results of performance achievements at the Balitbangda service in Jambi province.

**Table 1. Data on Achievement of the Performance of the Jambi Province Balitbangda for 2020-2022**

| Performance Indicators | Unit | 2020 | | % | Year 2021 | | % | Year 2022 | | % |
|---|---|---|---|---|---|---|---|---|---|---|
| | | Target | Realization | | Target | Realization | | Target | Realization | |
| AKIP value | (BB Predicted AKIP Value) | 61 | 71.01 | 116.41 | 62 | 70.18 | 113.19 | 63 | 70.27 | 111.54 |
| Percentage of recommendations/academic texts/models applied by regional officials or other parties | percentage | 50% | 12.5% | 25% | 50% | 100% | 200% | 60% | 100% | 166.67% |

*Source: Balitbangda 2022*

In the Table 1. it can be said that the performance at Balitabngda can be said to be very good, where the targets that have been prepared can be realized in accordance with the plans that have been made. However, from the survey that was carried out at the Balitbangda Office, there were still several employees who did not appear to be carrying out their duties well, there were still several employees who did not understand their duties and responsibilities, this could possibly be caused by the influence of personality, where personality is a factor that can affects employee performance. When employees have a good personality, they will be able to produce better performance and vice versa(Rum2019). According to Novrianto (2019)An important factor for an agency to see employee performance is to look at their personality, because personality is the background of an employee's behavior by showing how he interacts, thinks and acts. Management is also responsible for managing the organization by understanding the personality of each employee so that the tasks and

responsibilities given are in accordance with the nature, characteristics and competencies of the employee. Employees who have a good personality will be responsible for the tasks given and obey all existing rules within the organization. Balitbangda implements rules that must be obeyed by all employees, not apart from employees who are civil servants or honorary employees. The following is the employee data that committed the violation.

**Table 2. Data on Employee Violations at Balitbangda Jambi Province in 2022**

| Month | Type of Violation | | |
|---|---|---|---|
| | Not Using Attributes | Not attending ceremonies or apples | Hurry home |
| January | 3 | 2 | 1 |
| February | 1 | 2 | 0 |
| March | 2 | 3 | 4 |
| April | 0 | 1 | 1 |
| May | 0 | 3 | 1 |
| June | 2 | 2 | 2 |
| July | 1 | 0 | 3 |
| August | 2 | 1 | 0 |
| September | 2 | 3 | 4 |
| Amount | **13** | **17** | **16** |

Source: Balitbangda 2022

In Table 2, it turns out that there are still several employees who have not disciplined themselves in obeying all the rules that have been made by Balitbangda Jambi Province. It appears that there are still several employees who commit violations every month. Employees are currently not only required to have in-role behavior, but employees are also required to have extra-role behavior. According to Rosita (2018)The behavior of an employee who voluntarily helps the organization develop further by carrying out tasks outside of their obligations is a form of OCB,With the presence of OCB in employees, it is hoped that employees can work more than what is assigned, always be ready to accept additional work, obey existing rules, and be able to help fellow employees. OCB behavior among employees at Balitbnagda can be seen from their attitude of complying with existing regulations, helping co-workers, and being responsible for existing tasks and time.

**Table 3. Balitbangda Jambi Province Employee Presence Data for 2022**

| Month | Number of employees | Working days | Number of days | Present (Day) | Permission (days) | Sick (day) | Leave (days) | Service (day) | Alpha | TM (Day) | CP (day) |
|---|---|---|---|---|---|---|---|---|---|---|---|
| January | 57 | 22 | 1,254 | 1.176 | 10 | 13 | 7 | 47 | 0 | 0 | 1 |
| February | 57 | 19 | 1,083 | 986 | 7 | 9 | 18 | 61 | 0 | 2 | 0 |
| March | 57 | 21 | 1,197 | 929 | 12 | 12 | 10 | 222 | 0 | 8 | 4 |
| April | 57 | 21 | 1,197 | 785 | 6 | 10 | 20 | 372 | 0 | 4 | 0 |
| May | 56 | 11 | 616 | 481 | 30 | 20 | 7 | 77 | 0 | 0 | 1 |
| June | 56 | 22 | 1,232 | 863 | 9 | 9 | 12 | 337 | 0 | 0 | 2 |
| July | 56 | 20 | 1,120 | 762 | 18 | 18 | 10 | 307 | 0 | 2 | 3 |
| August | 56 | 21 | 1.176 | 807 | 5 | 15 | 7 | 341 | 0 | 1 | 0 |
| September | 56 | 19 | 1,064 | 805 | 20 | 3 | 0 | 225 | 0 | 7 | 4 |
| Amount | | | | | 117 | 109 | 91 | 1,989 | 0 | 24 | 15 |

*Source: Balitbangda 2022*
**Information:**

| TM: late entry |
|---|
| CP: hurry in |

Based on the presence table above, there are still some employees who have not used their working time optimally, for example, it can be seen from August to September there was an increase in the number of employees who returned quickly from initially 0 to 4 employees. The hope is that when employees have a good personality, extra behavior or OCB will arise in employees, where this behavior appears without coercion from other people. On research(Andriani et al., 2021)said that OCB has a positive and significant influence on employee performance because through OCB it can lead to prosocial behavior thereby increasing individual performance. Meanwhile, employee personality through OCB on employee performance has a positive influence, where it is said that the influence of personality on performance is smaller than the influence of personality on OCB, because one of the factors forming OCB is personality that is directly beneficial to the organization. So with this phenomenon and several references from previous research, the main focus of this research is analyzing employee personality, organizational citizenship behavior (OCB) and performance, so my research is entitled "Employee Personality in Improving Organizational Citizenship Behavior (OCB) with its Impact on Employee Performance (Case Study of the Jambi Province Regional Research and Development Agency)"

## Literature Review

An employee's ability can be reflected in performance, good performance is performance that is carried out effectively and efficiently. According to Muslims(2020)performance is defined as a result that shows the level of success of the organization's performance in realizing the vision, mission and goals of the organization through employees who are in charge of carrying out work programs that have been planned by the organization. Meanwhile, according to

Saputra(2022)Performance is work achievement and the overall result of a person's work which is measured through the quality and quantity of work carried out. According to Podsakoff, Whiting & Blume (2009) OCB was first introduced by Organ in 1990 as a form of free behavior. Behavior that indirectly gets appreciation from the organization and can encourage organizational progress. This behavior is free and voluntary because it is not required in various aspects but from the individual himself. According to(Rosita et al., 2020)OCB is the free and voluntary behavior of an individual in carrying out an extra role that exceeds his or her responsibilities in providing a better contribution to support the organization's functioning more effectively. In an organization, to achieve organizational goals is determined by the individual himself, in this case personality is an important factor within the individual that can determine the sustainability of the organization, because personality can influence a person's thoughts, feelings, behavior, and responses in certain circumstances. According to Fatmala(2019)Personality is the most important determinant for an individual. This is because personality determines how a person thinks, acts, and feels in various different situations and environments. According to Desmaryani,(2018)personality is one of the factors that support employee performance, therefore organizations must pay attention to each employee's personality as a strategy to improve organizational performance.

## Research Methods

The method used in this research is quantitative research with a descriptive approach. The location of this research is at the Jambi Province Regional Research and Development Agency (Balitbangda) Office, Jl. RM Nur Atmadibrata No.01 A Telanaipura, with the population in the study being all 56 Balitbangda employees. The sample used is a saturated sample where the sample is taken not using randomization but using the entire existing population. Data collection techniques by distributing questionnaires. Questionnaires are used by giving a number of statements to respondents.

**Table 4. Operational Measurement Variables**

| Variable | Definition | Dimensions | Indicator |
|---|---|---|---|
| Personality | Personality is an important factor for a person because personality is a reflection of a person's behavior in everyday life, especially at work. Personality can be a benchmark in determining a job or position. (Simanullang, 2021) | Extraversion (Extravision) | -Self-confident |
|  |  |  | -Able to socialize |
|  |  |  | -Expression |
|  |  | Friendliness (Agreeableness) | -Relates well with the Environment |
|  |  |  | -Easy to trust |
|  |  | Prudence (Conscientiousnes) | -Be gentle |
|  |  |  | -Avoid Trouble |
|  |  | Neuroticism (Neuroticism) | -Cooperate |
|  |  |  | -Think before making a decision |
|  |  | Openness to Experience (Open To Experience) | -Competent |
|  |  |  | -Responsible |
|  |  |  | -effective and efficient |
|  |  |  | -No low self-confidence |
|  |  |  | -Easy to Change Mind |
|  |  |  | -Easy Depression |
|  |  |  | -Creative |
|  |  |  | -High curiosity |
|  |  |  | -Value Experience |
| Organizational Citizenship Behavior (OCB) | OCB is the behavior of an employee who voluntarily helps the organization develop further by carrying out tasks outside of their obligations. (Rosita, 2018) | Altruism | -Mutual help |
|  |  |  | -Putting other people's interests before oneself |
|  |  | Conscientiousness | -Improve performance for organizational progress |
|  |  | Sportsmanship | -follow the changes that occur |
|  |  |  | - Appreciation of circumstances |
|  |  | Politeness | -Tolerance |
|  |  |  | -Prevent problems from occurring |
|  |  | Civic Virtue | - Obey the rules of the organization |
|  |  |  | -participate in problem solving |
|  |  |  | -Responsible for solving problems |

| Employee performance | Performance is an assessment of the work results of an employee in an organization with their duties and responsibilities in order to achieve organizational goals. (Zikri, 2019) | Work result<br><br><br>Job Knowledge<br><br>Initiative<br><br><br><br>Mental Dexterity<br><br>Attitude<br><br>Punctuality and attendance | -Quantity of work<br>-Quality of work results<br>-Know the duties and responsibilities<br>- Understand the task given<br>-Recognize mistakes and fix immediately<br>-Doing work without waiting for orders<br>-Ability to understand the instructions given<br>-Speed in responding to instructions given<br>-Enthusiasm at work<br>- do positive things<br>-On time<br>-Attendance rate |

## Results and Discussions

### Characteristics of Respondents

The majority of respondents' characteristics based on gender were 35 women with a percentage of 62.5%, and 21 men with a percentage of 37.5%. Characteristics of respondents based on age with the majority being 31-40 years with a percentage of 22 people, 41-50 years with a percentage of 18 people with a percentage of 32%, 21-30 years with a percentage of 18%, 51-60 years with a percentage of 6 people with a percentage of 11 % and 60 years and over do not exist. Characteristics of respondents based on their latest education, with the majority 28 people with a bachelor's degree with a percentage of 50%, 11 people with a high school percentage with a percentage of 20%, 10 people with a master's degree with a percentage of 18%, 5 people with a diploma with a percentage of 9% and 2 people with a doctoral degree with a percentage of 3. %.

### Variable Values and Means

Respondents' assessment of each research variable, where the Employee Personality variable (X) in all dimensions has a high value with an average of 244.5, then the Employee Performance variable (Y) with all dimensions has a high value with an average of 244.5. The average is 242, and the OCB (Z) variable in all dimensions has a fairly high value with an average of 228.7.
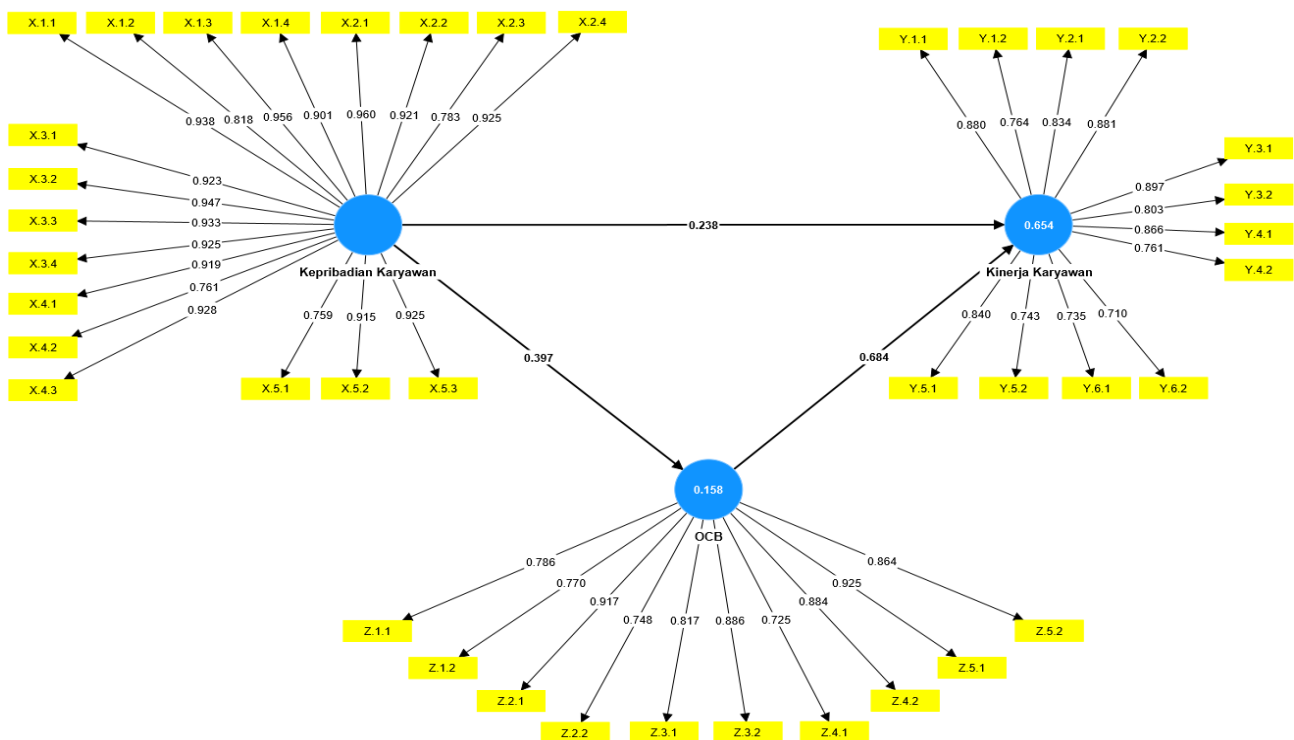
### Measurement Model (Outer Model)



**Figure 1. Outer Model Testing. Source Data processing with PLS(2023)**

According to Gozali and Latan (2015), the AVE value must be greater than 0.5 or in the initial stages of developing the measurement scale, a loading factor value of 0.5 - 0.6 is still considered sufficient. Based on the convergent validity test, the value of the outer loading factor or the correlation between constructs and variables is above 0.70. This shows that there is no construct that is eliminated from the model and latent variables have a high correlation with the construct.

**Table 5. Reliability Test Results and AVE Values**

|  | Cronbach's alpha | Composite reliability (rho_a) | Composite reliability (rho_c) | Average variance extracted (AVE) |
|---|---|---|---|---|
| Employee Personality | 0.986 | 0.994 | 0.987 | 0.808 |
| Employee performance | 0.952 | 0.959 | 0.958 | 0.659 |
| OCB | 0.951 | 0.959 | 0.958 | 0697 |

*Source: Data Processing With PLS, 2023*

The composite reliability value produced by each variable is >0.7. This shows that the proposed variables meet the reliability test.

**Structural Model (Inner Model)**

There are 2 components in structural model research, namely R-square testing and hypothesis testing. Test R-square by looking at the R-square value below:

**Table 6. R-Square Value Results**

|  | R-square | R-square adjusted |
|---|---|---|
| Employee performance | 0.654 | 0.641 |
| OCB | 0.158 | 0.142 |

*Source: Data Processed with SmartPLS, 2023*

Based on table 6, it can be seen that the R-Square of the employee performance variable is 0.654. The R-Square value of 0.654 means that the variability of employee performance constructs can be explained by employee personality and organizational citizenship behavior (OCB) variables of 65.4% while the remaining 34.6% is explained by variables outside the variables examined in this research. Furthermore, the R-Square value of the OCB variable is 0.158, meaning that 15.8% of the OCB construct can be explained by employee personality variables, while the remaining 84.2% is explained by other variables outside the variables studied in this research. The larger the R-Square shows that the greater the independent variable can be explained by the dependent variable, thus the better the structural equation. The results of testing the research hypothesis can be declared accepted if the results are in accordance with the rule of thumb, if the P-value <0.5 then the T-statistic > 1.96 by looking at the value of the result for inner weights in the table below:

**Table 7. Hypothesis testing**

|  | Original sample (O) | Sample mean (M) | Standard deviation (STDEV) | T statistics (|O/STDEV|) | P values |
|---|---|---|---|---|---|
| Employee Personality -> OCB | 0.397 | 0.438 | 0.101 | 3,948 | 0,000 |
| Employee Personality -> Employee Performance | 0.238 | 0.256 | 0.100 | 2,370 | 0.018 |
| OCB -> Employee Performance | 0.684 | 0.654 | 0.109 | 6,298 | 0,000 |
| Employee Personality -> OCB -> Employee Performance | 0.272 | 0.282 | 0.068 | 3,969 | 0,000 |

*Source: Data Processed with SmartPLS, 2023*

**H1: It is suspected that employee personality has a positive and significant influence on OCB**
The results of this research indicate that employee personality has a positive and significant influence on OCB (the hypothesis is accepted). So the better the employee's personality, the better the employee's OCB.
**H2: Allegedly Employee Personality has a positive and significant influence on Employee Performance**
Based on the results of the study found that employee personality on employee performance has a significant positive influence (hypothesis accepted). This means that the personality of employees can improve employee performance.
**H3: It is suspected that OCB has a positive and significant influence on employee performance**
Based on the research results, it shows that OCB has a positive and significant effect on employee performance (the hypothesis is accepted). So the higher the OCB in an employee, the more the employee's performance will be improved.
**H4: It is suspected that employee personality has a positive and significant influence on employee performance through OCB**
Based on the results of the study, it shows that OCB has a positive and significant influence in mediating between employee personality and employee performance (hypothesis accepted). So when the employee's personality is very good and the OCB is also very good, the employee's performance will be even better.

## Conclusions

Based on the research results, it can be concluded that the personality description of employees at the Jambi Province Balitbangda Office is in the very good category, the OCB description at the Jambi Province BALITBANGDA Office is already in the quite good category, and the employee performance description at the Jambi Province BALITBANGDA Office is already in the very good category. Employee Personality has a positive and significant influence on OCB, Employee Personality has a positive and significant influence on Employee Performance, OCB has a positive and significant influence on Employee Performance, Employee Personality has a positive and significant influence on Employee Performance through OCB.

**Suggestion**
1. From the aspect of employee personality, it is hoped that the Jambi provincial research and development agency office will hold an activity that can increase employee self-confidence, train employees' thinking skills so they don't change, maintain employee emotional stability so they don't get depressed easily because based on the results of this research it is known that These 3 things have very high scores, which means that employees agree with the 3 statements in the questionnaire on the neuroticism dimension.
2. From the OCB aspect, every Balitbangda employee is good enough to participate and be responsible for solving problems that occur, this must be maintained and needs to be improved by Balitbangda employees so that they are even better.
3. From the aspect of employee performance, every Balitbangda employee needs to complete work according to organizational targets and be able to complete the work before the specified time so that employee performance will be even better and continue to improve.
4. The hope is that future research can use this research as a reference and can develop this research using other variables.

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