



The Influence of Personality on Employee Performance through Organizational Citizenship Behavior

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Abstract:

This study is aimed to determine the variables that affect the employee's performance. This study used a quantitative approach, in which the personality is independent variable, employee's performance is dependent variable, and OCB is intervening variable. The research object is BPR Gianyar Bali with the 105 respondents who are employees not the leader of BPR in Gianyar Bali. The data analysis technique used SEM analysis. The results show that the employee's personality influences the employee performance through OCB.

Keywords: Personality, OCB, and employee performance

1. Background of Knowledge

Responding to increasingly intense competition in the banking sector, triggered by positive economic growth at national and regional levels as well as the globalization in various dimensions of life, the BPR as one of the types of businesses that develop banking sector in Indonesia is necessary emphasizes the role of the employee. Employees as one of the strategic resources BPR, a determining factor in the banking industry are prioritizing services for financial services.

The success and sustainability of an organization, including in it a BPR in Bali, will be determined by the willingness of employees to behave not only do their basic tasks, but also have the desire to be a 'good employee' (good citizen) in the organization they (Markoczy & Xin, 2004 Stephen, 2006).

Meanwhile, in Indonesia, several studies have been conducted to determine the role of OCB and the driving factors in determining the performance of the organization. Purba and Seniati (2004) found the trait personality and commitment to the organization has a significant influence on OCB-I and OCB-O with the examined company. The results of Syahril and Widyarini (2007) verify that personality has a significant influence on OCB. Ahmadi (2010) also stated that all dimensions of personality (Extraversion, Agreeableness, Conscientiousness Emotional Stability and Openness to Experience) have a positive and significant influence on OCB.

In improving the employee performance, companies need to improve the welfare and quality of employee's capabilities, another factor can also increase the performance of employees, that is OCB. This was stated by Chien (2003) which states that several studies have shown that OCB is positively related to the individual performance, unit, and organizational performance. So the application of OCB by employees in the workplace can have an impact on the improvement of employee performance, performance in the unit / area where the employee is located and overall company performance. Every company certainly wants employees will do things beyond what is listed in the job description, and proved that the company has an edge over other companies (Hui et al., 2000).

The relationship between personality with OCB, leads the researchers interested in further to elucidate the effect of personality variables toward the employee performance. Based on the background of the research, the formulation of the research problem is whether the employee's personality has an influence toward employee performance through OCB of all of BPR in Gianyar Bali.

2. Theoretical Review

2.1. Personality

Personality comes from the Latin, *personality* (English) is also derived from the word *persona* (Latin) which means to describe the behavior, character, or a private person. This is done because there are distinctive characteristics that are only possessed by someone. Alwi et al. (2003) explained that the meaning of personality is reflected in the very nature of the attitude of a person or a nation that distinguishes from other people or nation. While personality according to Allport (Hall and Lindzey, 2005) is a dynamic organization within the individual as a psycho-physical systems that determine the unique way in adapting to the environment.

Personality is a description of the individual's self image that influence a person's behavior uniquely and dynamically, it is because the behavior may change through the process of learning or through experience, education, and so on. This opinion clarifies the opinion by Setiadi (2003) that personality is the dynamic organization of the system that determines the individual psikofisis that determines his adjustment to the environment uniquely "

2.2. Organizational Citizenship Behavior

Organizational Citizenship Behavior (OCB) is a term used to identify employee behaviors, OCB refers to the construct of extra-role behavior (ERB), which is defined as behaviors that benefit the organization and or intend to benefit an organization that directly leads to the expectation roles. Dyne (1995) (in Chien, 2004) defines OCB is a functional behavior, extra-role, which is a pro-social activity that directs individuals, groups and or organizations. OCB by Organ (1988), as the free behavior of individuals (discretionary), which is not directly or explicitly honored by the formal reward system, and overall encourages the effectiveness of organizational functions. OCB can influence organizational performance, Citizenship behavior, improves group performance because it helps people to work together. Employees who help each other do not have to ask the boss to ask for help, allowing the tops are free of duties more important (Podsakoff et al., 2000). OCB is also often defined as behavior that exceeds the formal obligations (extra-role) that are not directly related to compensation. That is, someone who has a high OCB will not be paid in the form of money or a certain bonus, but OCB rather on the social behavior of each individual to work beyond what is expected.

2.3. Employee Performance

Some experts agree that performance refers to the degree of success in implementing the tasks and the ability to achieve the intended purpose, among others, by the Hakim (2006) who defines that the performance of the employee is as a result of work accomplished by individuals that are tailored to the individual's role or task within a company at a particular time period, which is associated with a particular standard size or value of the company in which the individual works. According to Singh and Billingsley (1996) that the performance is the result of work performed by employees in accordance with the objectives to be achieved in the work performed.

Gomes (2003) quoted Bernandin and Russellwho stated that performance is as an expression of information for the evaluation of work success rate in achieving goals. Opinion of Kirkpatrick and Locke (1996) stated that the achievement is a term that relates to the quality and productivity of the results (output) of a person or people group work so as to improve the person or group performance is an important part of all management levels. Performance implementation of a person to achieve company goals must be accompanied by adequate capabilities and supported in a strong self-motivation. While according to Hersey and Blanchard (1992) that the performance is a function of motivation and ability. To complete the task or job, one must have a degree of willingness and a certain level of ability.

2.4. The Frame of Mind

Based on the theoretical foundation, the frame of this research is:

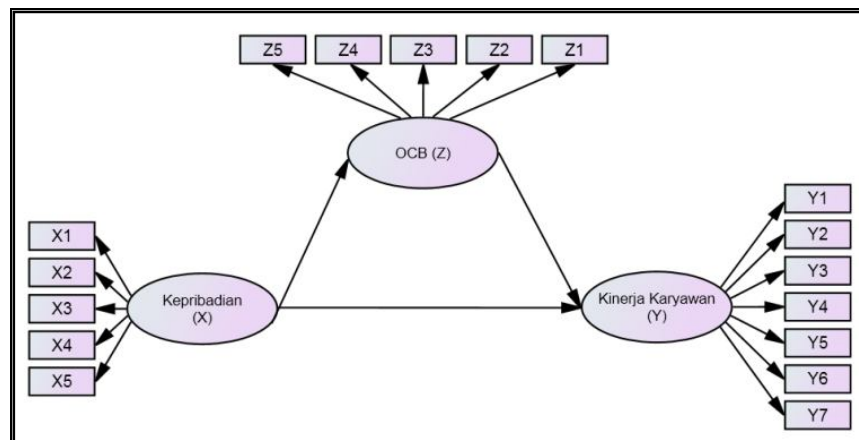


Figure 1: Conceptual Framework

2.5. Hypothesis

Based on the relationship among the variables, then compiled the following research hypothesis:

- H1: There is the influence of personality on OCB of BPR employees.
- H2: There is the influence of OCB on the employee performance on BPR employees.
- H3: There is the influence of personality on the performance of employees at BPR
- H4: There is the influence of personality on employee performance through organizational citizen behavior of BPR employees.

3. Research Methodology

This study used a quantitative approach to test hypotheses and is causal or due to examine the influence of the independent variable (X) on the dependent variable (Y), and through the intervening variable (Z). Research approach is started with making analysis model and the next step is making a hypothesis, identifying variables, making operational definitions, collecting data based on population and sample and performing analyzes.

Study population as the unit of analysis is the individual employee as non leader BPR Gianyar Bali, which have a service life of at least 3 years with a total of 437 people, consisting of parts operations (Accounting, admin, customer service, electronic data processing, internal audit, IT, HR and general, collectors, and the teller) and marketing (account officer, savings, time deposits) spread over 30 offices BPR in Gianyar Bali. The sample size of 105 respondents is due to the size of a representative sample for SEM analysis techniques ranging from 100-200 respondents (Hair, 1995) emerged size 105 from minimum sample calculations are five observations for each parameter to be estimated and the estimated parameters were 21. Sampling technique is *probability sampling* using *proportional simple random sampling*.

Data collection methods used in this study are questionnaires, the questionnaire is a list of questions that are based on the indicators of study variables that must be addressed by the respondents.

While the operational definitions of the variables of each study variable are as follows:

- Personality (X1): According to McCrae and Costa (in Rothmann and Coetzer, 2003), human personality consists of five factors: neuroticism, extraversion, openness to experience, agreeableness and conscientiousness. Among the five factors, people tend to have one personality factor as the dominant factor.
- Organizational Citizenship Behavior (OCB): OCB is defined as behavior that is beyond from the formal obligations (extra-role) that do not relate to direct compensation, to measure OCB used the five dimensions from Organ (1988), which was developed from research Podsakoff et al. (2000).
- Employee Performance (Y): Employee performance is the result of an employee works for a certain period, to measure the performance of employees used the seven dimensions of McNeese and Smith (1996).

Based on the operational definition of each variable, then compiled a summary table variable and indicators of research as follows:

- Personality variable (X): According to Rothmann S, and Coetzer E. P. (2003), personality variable can be measured by indicators of neuroticism, extraversion, openness to experience, agreeableness, conscientiousness, consistency, adaptability, and mission.
- OCB variable (Z): According to Podsakoff et al. (2000), OCB variable can be measured by indicators of altruism, courtesy, sportsmanship, civic virtue, and conscientiousness.
- Employee performance variable (Y): According to Mc Neese in Praptadi (2009), employee performance variable can be measured by indicators of quality of the work, tenacity and endurance work, discipline and attendance, cooperation among colleagues, concern for safety, and responsibility for the results of his work, and initiative / creativity possessed.

Research data will be analyzed with statistical analysis tools through the use of Structural Equation Modeling (SEM). SEM is structural equation modeling used to examine the effect of exogenous variables on endogenous variables or to test hypotheses 1 to 7. Software used, was AMOS program which is one of the most widely used program in Structural Equation Model Model (SEM).

4. Analysis and Discussion

4.1. Descriptive Analysis

The result of respondent description explains that most of the respondents who became the object of study is the respondents were aged between 36-45 years, as many as 39 people (37.1%), respondents with education level S1 as many as 57 people (54.3%), and respondents who are as chief of division as many as 15 people (14.3%).

Further analysis will be carried out the crosstab between respondent profile consisting of age, education, and division with variable, those are personality, OCB, and employee performance.

Respondent Profile	Personality				
	SR	R	N	T	ST
	%	%	%	%	%
Age					
< 25 Years	0,0	0,0	20,0	80,0	0,0
25-35 Years	0,0	0,0	18,4	65,8	15,8
36-45 Years	0,0	0,0	5,1	79,5	15,4
> 45 Years	0,0	0,0	0,0	92,3	7,7
Sig. chi-square = 0,161					
Education					
SMA	0,0	0,0	17,1	70,7	12,2
Diploma	0,0	0,0	0,0	100,0	0,0
S1	0,0	0,0	8,8	77,2	14,0
S2	0,0	0,0	0,0	100,0	0,0
Sig. chi-square = 0,680					
Division					
Accounting	0,0	0,0	14,3	85,7	0,0
Admin	0,0	0,0	18,2	72,7	9,1
AO	0,0	0,0	16,7	83,3	0,0
CS	0,0	0,0	20,0	60,0	20,0
Fund	0,0	0,0	0,0	100,0	0,0
Deposit	0,0	0,0	33,3	66,7	0,0
Auditor	0,0	0,0	0,0	100,0	0,0
IT	0,0	0,0	0,0	100,0	0,0
Chief	0,0	0,0	0,0	86,7	13,3
Collector	0,0	0,0	25,0	50,0	25,0
Credit	0,0	0,0	20,0	80,0	0,0
Marketing	0,0	0,0	12,5	50,0	37,5
Operation	0,0	0,0	0,0	60,0	40,0
Bookkeeping	0,0	0,0	0,0	100,0	0,0
HR	0,0	0,0	0,0	60,0	40,0
Saving loans	0,0	0,0	0,0	100,0	0,0
Teller	0,0	0,0	12,5	87,5	0,0
Sig. chi-square = 0,583					

Table 1: The crosstab of respondent profile and personality variable

The result of statistics, chi-square between the respondent profile and personality variable generated significance value which all of them are greater than 5 %, so it is concluded that there was no relationship between the ages, education, and division with the personality of respondents. Most of the respondents have high personality, in all ages, education level, and also position categories.

Respondent profile	OCB				
	SR	R	N	T	ST
	%	%	%	%	%
Age					
< 25 Years	0,0	0,0	13,3	73,3	13,3
25-35 Years	0,0	0,0	7,9	76,3	15,8
36-45 Years	0,0	0,0	2,6	66,7	30,8
> 45 Years	0,0	0,0	0,0	61,5	38,5
Sig. chi-square = 0,288					
Education					
SMA	0,0	0,0	9,8	73,2	17,1
Diploma	0,0	0,0	0,0	66,7	33,3

	SR	R	N	T	ST
S1	0,0	0,0	3,5	68,4	28,1
S2	0,0	0,0	0,0	100,0	0,0
Sig. chi-square = 0,683					
Division					
Accounting	0,0	0,0	28,6	57,1	14,3
Admin	0,0	0,0	0,0	100,0	0,0
AO	0,0	0,0	16,7	66,7	16,7
CS	0,0	0,0	20,0	40,0	40,0
Fund	0,0	0,0	0,0	50,0	50,0
Deposit	0,0	0,0	0,0	100,0	0,0
Auditor	0,0	0,0	0,0	100,0	0,0
IT	0,0	0,0	0,0	0,0	100,0
Chief	0,0	0,0	0,0	60,0	40,0
Collector	0,0	0,0	12,5	50,0	37,5
Credit	0,0	0,0	10,0	70,0	20,0
Marketing	0,0	0,0	0,0	75,0	25,0
Operation	0,0	0,0	0,0	100,0	0,0
Bookkeeping	0,0	0,0	0,0	50,0	50,0
HR	0,0	0,0	0,0	40,0	60,0
Saving loans	0,0	0,0	0,0	100,0	0,0
Teller	0,0	0,0	0,0	100,0	0,0
Sig. chi-square = 0,153					

Table 2: The crosstab of respondent profile and OCB variable

The result of statistics, chi-square between respondent profile and OCB variable generated significance value which all of them are greater than 5 %, so it is concluded that there was no relationship between the ages, education, and division with OCB. Most of the respondents assess the OCB in the high category, either by categories of age, educational level, or position. (except division of IT and HR which assess OCB very high).

Respondent profile	Employee performance				
	SR	R	N	T	ST
	%	%	%	%	%
Age					
< 25 Years	0,0	0,0	0,0	86,7	13,3
25-35 Years	0,0	0,0	2,6	71,1	26,3
36-45 Years	0,0	0,0	0,0	56,4	43,6
> 45 Years	0,0	0,0	0,0	69,2	30,8
Sig. chi-square = 0,314					
Education					
SMA	0,0	0,0	0,0	70,7	29,3
Diploma	0,0	0,0	0,0	66,7	33,3
S1	0,0	0,0	1,8	64,9	33,3
S2	0,0	0,0	0,0	100,0	0,0
Sig. chi-square = 0,955					
Division					
Accounting	0,0	0,0	14,3	71,4	14,3
Admin	0,0	0,0	0,0	100,0	0,0
AO	0,0	0,0	0,0	66,7	33,3
CS	0,0	0,0	0,0	60,0	40,0
Fund	0,0	0,0	0,0	66,7	33,3
Deposit	0,0	0,0	0,0	100,0	0,0
Auditor	0,0	0,0	0,0	100,0	0,0

	SR	R	N	T	ST
IT	0,0	0,0	0,0	0,0	100,0
Chief	0,0	0,0	0,0	66,7	33,3
Collector	0,0	0,0	0,0	50,0	50,0
Credit	0,0	0,0	0,0	70,0	30,0
Marketing	0,0	0,0	0,0	62,5	37,5
Operation	0,0	0,0	0,0	20,0	80,0
Bookkeeping	0,0	0,0	0,0	50,0	50,0
HR	0,0	0,0	0,0	60,0	40,0
Saving loans	0,0	0,0	0,0	100,0	0,0
Teller	0,0	0,0	0,0	62,5	37,5
Sig. chi-square = 0,401					

Table 3: The crosstab of respondent profile and employee performance

The result of statistics chi-square between respondent profile and employee performance variable generated significance value, which all of them are greater than 5 %,so it is concluded that there was no relationship between the ages, education, and division with employee performance. Most of the respondents have very high performance, either based on the categories of age, educational level, or position.(except division of IT and Operationwhich have very high performance).

4.2. SEM Analysis

Structural equation model established to examine latent causal relationships between variables were tested by using SEM based on covariance with AMOS analysis tool. Here are the results of a structural equation model analysis of SEM in the study after passing the validity test, reliability test, outliers assumptions test, normality test and goodness of fit test.

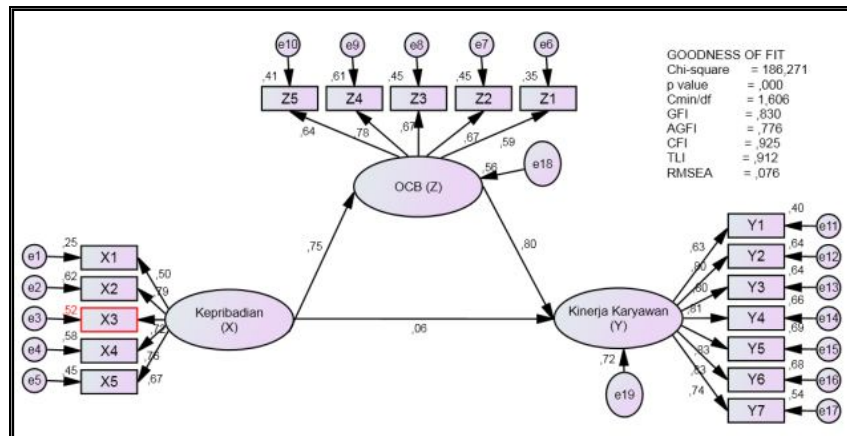


Figure 2: Structural Equation Model

The decision to answer the hypotheses about the influence among variables is done by taking into account the value of critical ratio (CR) of each lane. A variable is said to significantly affect other variables if the value of critical ratio (CR) on the line formed > t table (α = 5%). Hypothesis test results can be seen in table 4 as follows:

Strip Relations	CR
Personality → OCB	3,702 (s)
OCB → Employee performance	3,839 (s)
Personality → Employee performance	0,427 (ts)

Table 4: Hypothesis Test Results on Research Model

Sources: Primary data processed

Based on Table 4 above, the first hypothesis (H1) which states that employee personality influence work on OCB significantly, it can be inferred by observing the CR values of the path coefficients in this relationship was 3,702 greater than t-table. Hypothesis 2 (H2) on the effect of OCB toward employees’ performance, test results show the OCB has a significant effect on performance, indicated by the value of CR is 3.302.

Unlike the case with a significant influence on the performance of OCB, the hypothesis about the influence of personality on the performance is not acceptable considering the value of CR of the path coefficient is 0.427. Seen from this, the third hypothesis in this study cannot be proven empirically.

The influence of OCB mediating on the relationship between personality and employee performance of BPR in Gianyar district examined through Table 5 below:

Line	Type of influence		
	Direct	Mediasi	Total
Personality → OCB	0,745	-	0,745
OCB → Employee performance	0,801	-	0,801
Personality → Employee performance	0,062	0,597	0,659

Table 5: TheMediation Effect of Variable OCB

Sources: Primary data processed

Table 5 shows the influence of personality toward employee performance is 0.062, while the indirect influence through mediation OCB is 0.597, So that hypothesis 4 proven that there is an influence of personality on employee performance through organizational citizen behavior in employees of the BPR. In addition, it is known the direct influence on employee is not significantly. So it can be said that the OCB is fully mediated on the influence of personality toward employee performance.

5. Conclusion and Suggestion

5.1. Conclusion

The conclusions of the study based on the analysis, discussion are as follows:

- The influence of personality on OCB is positive and significant
- The influence of OCB on employee performance is positive and significant
- Personality has no significant influence on employee performance.
- The variable of OCB can fully mediate the influence of personality on employee performance and influence of organizational culture on employee performance.

5.2. Suggestion

Based on the analysis of the research and the conclusions reached, it can be given the following advices:

- The main focus of all of BPR in Gianyar in an effort to improve employee performance through the establishment of an employee's personality through establishment of employee's personality or behavior as part of the company which has a great commitment to jointly promote the company.
- This study has limitations on the respondent education level, the majority of respondents had a high school education and a Bachelor degree (S-1), so that there were differences in the understanding of some of the questions asked by the researcher. This is an obstacle for researchers during the data collection process, because the majority of respondents were high school graduates who often did not understand the purpose of the question. The limitations are expected to be able to be improved in future research.

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