

# The Moderating Effect of Personality on Organizational Citizenship Behavior: the Case of University Lecturers

Henry Aspan, Ety Sri Wahyuni, Sjahril Effendy, Syaiful Bahri, Muis Fauzi Rambe, Febrian Bodro Saksono

**Abstract:** *The focus of this research was to investigate the moderating impacts of personality on organizational commitment, organizational culture, and job satisfaction to organizational citizenship behavior (OCB) of lecturers at the university. This study took the case that occurred at the Universitas Pembangunan Panca Budi, Indonesia. Data was collected based on a questionnaire distributed to 75 lecturers at the university and was processed with a tool named, Statistical Package for Social Science (SPSS) version 23. In this, the advance of the regression analysis model was used to analyze the data, namely, Moderated Regression Analyze (MRA). The outcomes of the analysis prove that organizational satisfaction and commitment have an important effect on the OCB of the lecturers, while the organizational culture does not significantly influence the OCB. Furthermore, personality only strengthens the impact of organizational commitment on the OCB of the lecturers but does not strengthen the influence of job satisfaction and organizational culture on the OCB.*

**Key Words** Lecturer; Organizational Culture; Personality; Organizational Citizenship Behavior; Job Satisfaction

## I. INTRODUCTION

Problems that are often faced in carrying out a series of organizational tasks are individual members, where the role of individual members in the organization is the executor. The assessment of an individual member depends on the personality he has. The better the personality possessed by members, the simpler it will be for the organization to direct its goals.

Personality categories as one of the factors that also influence Organizational Citizenship Behavior (Pervin, Cervone, & John, 2015). The big five personalities are chosen because this personality approach is most often used in research on organizational behavior Lestari, 2010). The

**Revised Manuscript Received on June 9, 2019.**

**Henry Aspan**, Department of Mangement, Universitas Pembangunan Panca Budi, Medan, North Sumatera, Indonesia. [henryaspan@yahoo.com](mailto:henryaspan@yahoo.com)

**Ety Sri Wahyuni**, Department of Management, Universitas Sumatera Utara, Medan, North Sumatera, Indonesia.

**Sjahril Effendy**, Department of Management, Universitas Muhammadiyah Sumatera Utara, Medan, North Sumatera, Indonesia.

**Syaiful Bahri**, Department of Management, Universitas Muhammadiyah Sumatera Utara, Medan, North Sumatera, Indonesia

**Muis Fauzi Rambe**, Department of Management, Universitas Muhammadiyah Sumatera Utara, Medan, North Sumatera, Indonesia.

**Febrian Bodro Saksono**, Department of Management, Universitas Tjut Nyak Dhien, Medan, North Sumatera, Indonesia.

big five personality shows the existence of five dimensions of the main personality in individuals. Personality itself is something that is inherent in individuals and is difficult to

change so that it has a more stable and lasting influence on OCB.

The higher the frankness to experience, extraversion, agreeableness, neuroticism trait, and conscientiousness (the big five personality) that are displayed in the form of calm, easy to get along and active, imaginative, willing to help, creative, responsible, diligent, and success oriented, then the members of the organization are more emotionally bound to their organization, and they will increasingly tend to help their co-workers and superiors in completing tasks, prevent problems in work, encourage and strengthen, and help the organization as a whole by tolerating less ideal situations in work, care about the survival of the organization, and obey the rules and regulations of the company. The concept of OCB itself can be applied to various types of organizations (both profit and non-profit), including at university as an education institution.

## II. THE LITERATURE REVIEW

### A. Description of Theory

#### 1) Organizational Citizenship Behavior (OCB)

It is a discrete voluntary behavior (in this case lecturers) that is not directly connected to the compensation system but contributes to the effectiveness of the organization (Organ, Podsakoff, & Kenzie, 2006). It is behavior on its own will, which is not part of the demands of formal work but encourages the effectiveness of organizational functions (Robbins & Judge, 2013). The OCB dimensions are Altruism, Sportsmanship, Courtesy, Cheerleading, Conscientiousness, Civic Virtue, and Peacemaking.

#### 2) Job Satisfaction

Job satisfaction is a common perspective towards someone's work that displays the difference between the amount of appreciation someone receives and their expected amount (Wibowo, 2014). It is an emotional response to different features of work, and it is not a single concept, on the contrary, someone can be relatively pleased with a feature of his work and not content with one or more further features (Kreitner & Kinicki, 2014).

#### 3) Personality

Fromm stated that "Personality is the overall

psychic quality of someone who inherits it and makes that person become unique and different from others (Alma, 2011). Personality is unique and consistent so that it can be used to distinguish between one individual and another. This uniqueness makes personality a variable that is often used to describe individuals who are different from other individuals. A successful entrepreneur has special personality characteristics that distinguish him from others

4) Organizational Culture

Organizational culture is a set of systems of values (values), beliefs (assumptions), assumptions (assumptions), and norms that have long been valid, agreed upon, and followed by members of an organization as a guide to behavior and solving the organizational problems (Sutrisno, 2011). Hence, it is a pattern of basic expectations that were created, discovered, or built by an organization in the learning process to cover the problem of external adaptation and internal incorporation, and has been proven to run quite well so that it is believed effective and must be trained to new comers as a way the right to look at and consider about the problems that exist (Kusdi, 2011).

5) Organizational Commitment

It is a condition when a member of an organization sided with the organization and its objectives and intends to continue its membership (Robbins & Judge, 2013). In other words, it is also related to the high expectation of members of the organization to share and sacrifice for the company. Buchanan emphasized that it is a kind of faith that connects the values of the organization and its goals with the feelings and goals of the individual members.

B. Conceptual Framework and Hypothesis

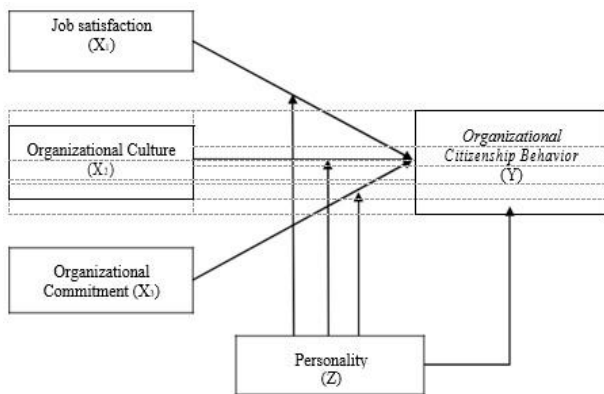


Fig 1. Research Framework

- Job satisfaction has an important consequence of organizational citizenship behavior.
- Organizational culture has a major effect on organizational citizenship behavior.
- Organizational commitment has a significant consequence on OCB.
- Personality strengthens the impact of job satisfaction on OCB.
- Personality strengthens the impact of organizational culture on OCB.
- Personality strengthens the impact of organizational commitment on organizational citizenship behavior

III. METHODOLOGY

This research utilizes a quantitative associative method.

The sampling method is done by proportional random sampling technique as many as 75 people who are permanent lecturers at the Panca Budi Development University in Medan in 2017. The analysis tool uses SPSS version 16 with path analysis techniques using the Moderated Regression Analyze (MRA) approach.

IV. RESULTS AND FINDINGS

A. Descriptive Statistics

Descriptive statistical results of the data in this research are as follows:

Table 1. Descriptive Statistics

	N	Lowest value	Highest value	Mean	Std. Dev.
OCB	75	23	35	31.17	2.738
Job Satisfaction	75	13	28	22.24	3.291
Organizational Culture	75	24	50	39.17	5.463
Organizational Commitment	75	8	15	12.28	1.640
Personality	75	15	25	20.87	2.457
Valid N (listwise)	75				

Based on results mentioned above, it is known that the importance of OCB has the lowest value of 23 and a highest of 35, a mean value of 31.17 and a standard deviation of 2.738. The value of job satisfaction has the lowest value of 13 and the highest of 28, a mean value of 22.24 and a standard deviation of 3.291. Organizational cultural values have the lowest value of 24 and the highest of 50, a mean value of 39.17 and a standard deviation of 5.463. The value of organizational commitment has the lowest value of 8 and the highest of 15, the mean value is 12.28 and the standard deviation is 1.640. Personality values have the lowest value of 15 and a highest of 25, the mean value is 20.87, and the standard deviation is 2.457.

B. Moderated Regression Analysis (MRA)

1) Regression

Table 2. Dependent Variable of OCB

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.	Tolerance	VIF
1 (Constant)	17.321		8.357	.000		
Job Satisfaction	.397	.478	3.776	.000	.495	2.018
Organizational Culture	-.002	-.004	-.032	.974	.587	1.704
Organizational Commitment	.414	.248	2.091	.040	.563	1.777

The multiple regression equation in this study is as follows:

$$Y = 17,321 + 0,397 X1 - 0,002 X2 + 0,414 X3$$

Table 3. Coefficients



Model	Unstandardized		Standardized		Sig.
	Coefficients		Coefficients	t	
	B	Std. Error	Beta		
(Constant)	-28.610	11.058		-2.587	.012
Job Satisfaction	.989	.753	1.189	1.313	.194
Organizational Culture	-.336	.439	-.671	-.767	.446
Organizational Commitment	3.053	1.279	1.829	2.387	.020
Personality	2.725	.552	2.446	4.938	.000
X1*Z	-.037	.037	-1.515	-1.018	.312
X2*Z	.011	.020	.751	.533	.596
X3*Z	-.134	.059	-2.846	-2.263	.027

a. Dependent Variable: Organizational Citizenship Behavior

The Moderate Regression Analysis equation in this study is as follows:

$$Y = 0,989 X1 - 0,336 X2 + 3,053 X3 + 2,725 Z - 0,037 X1Z + 0,011 X2Z - 0,134 X3Z$$

2) Classical Assumptions Test

a) Normality Test

Table 4. One Sample Kolmogorov Smirnov Test Unstandardized Residual

N		75
Normal Parameters	Mean	.0000000
	Std. Deviation	2.05467777
Most Extreme Differences	Absolute	.074
	Positive	.074
	Negative	-.035
Kolmogorov-Smirnov Z		.644
Asymp. Sig. (2-tailed)		.801

Test distribution is Normal.

The value of asymp. Sig. (2-tailed) is above 0.05, and then the data distribution is stated to meet the assumption of normality.

b) Multicollinearity Test

Based on Table 2. The coefficient of the Variance Inflation Factor (VIF) magnitude of every variable does not have a value more than 10, so it can be noticed that there are no indicators of multicollinearity between exogenous variables greater than 0.1 and smaller VIF values.

c) Heteroscedasticity Test

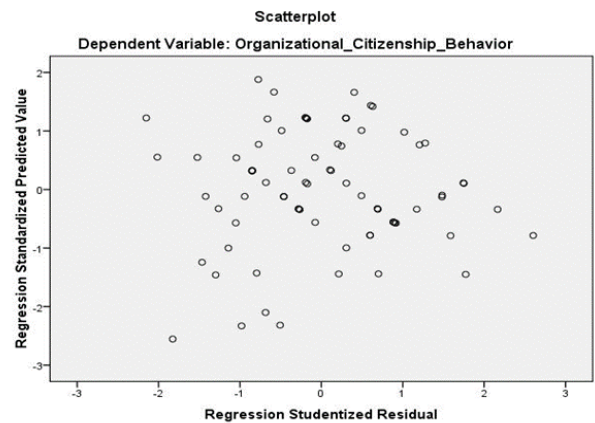


Fig 2. Heteroscedasticity

The data of the regression model of this study are free from heteroscedasticity problems so that a decent regression model is used to predict the variable organizational citizenship behavior based on independent variables.

C. Hypothesis

1) T-Test

The partial test results (t-test) are as follows:

- Job satisfaction has a positive and important influence on OCB.
- Organizational culture has a negative and insignificant effect on OCB.
- Organizational commitment has a positive and important influence on organizational citizenship behavior.

2) Determination Test

Table 5. Model Summary

Model	R	R Square	Adjusted Square	Std. Error of the Estimate
1	.661 <sup>a</sup>	.437	.413	2.098

a. Predictors: (Constant), Organizational Commitment, Organizational Culture, Job Satisfaction

b. Dependent Variable: Organizational Citizenship Behavior

The results of the study 41.3% variable organizational citizenship behavior are explained by variables of job satisfaction, organizational culture, and organizational commitment. The rest (100% - 41.3% = 58.7%) is explained by other variables outside the variables examined in this study.

3) MODERATING TEST RESULTS

The outcomes of the moderating test are like this:

- Personality does not significantly strengthen the consequence of work satisfaction on OCB
- Personality does not significantly strengthen the influence of organizational culture on OCB
- Personality significantly strengthen

the influence of organizational commitment on OCB

#### D. Discussion

Professional satisfaction has a substantial impact on the variable OCB. Thus, the first hypothesis is accepted. Lecturer job satisfaction is an important factor for Panca Budi Development University because lecturer satisfaction can push the university in a better direction. A high level of job satisfaction makes lecturers feel comfortable while working, so they can do something more than expected. Job satisfaction given by an organization to its members can be in the form of supervision carried out by the head of the field by conducting guidance, the existence of mutual support partners, compensation (e.g. salary) that is adequate, the opportunity for promotion given to members to be able to develop, and the characteristics of the work itself which makes employees happy with the responsibilities given to them (Sena, 2011).

Organizational culture has a negative but not main effect on the variable OCB. Thus, the second hypothesis is rejected (Ebrahimpour, Zahed, & Moh, 2011). Organizational culture is related to internal individuals where the individual works. The extra-role behavior associated with OCB is more driven by affiliate motives, namely behavior to establish and maintain relationships with other people or organizations. Furthermore, it is said that the motive of affiliation is seen as a Commitment to service delivery. This motive tends to be owned by members of the organization who have a level of emotional intelligence and a sufficient level of education.

Organizational commitment has a significant effect on the variable organizational citizenship behavior; thus, the third hypothesis is accepted (Hamza, AkhmadNizamEr., 2015) (Widjojo, 2012) (Rashidi, Pour, Farhad, & Farokhi, 2014) (Purnama, 2013). Basically, organizational citizenship behavior cannot be separated from the commitment of organizational members to the organization, because after all the work performance that exceeds what is requested is largely determined by the strong commitment of organizational members to the organization (Abzari, 2011).

#### V. CONCLUSION

- Job satisfaction variable has an important effect on OCB variable.
- Organizational commitment variable has an important impact on OCB variable.
- Organizational culture variable did not have a considerable effect on the OCB variable.
- Personality variable did not significantly moderate the effect of organizational culture variable on OCB variable.
- Personality variable significantly but with a negative direction to moderate the effect of organizational commitment variable on OCB variable.
- Personality variable does not significantly moderate the effect of professional satisfaction variable, organizational culture variable, and organizational commitment variable simultaneously on OCB variable.

#### REFERENCES

- [1] Abzari, M. (2011). Examining the Impact of Internal Marketing on Organizational Citizenship Behavior. *International Journal of Marketing Studies*, 95-104.
- [2] Alma, B. (2011). *Kewirausahaan*. Bandung: Alfabeta.
- [3] Cherrington, D. J. (2010). *The Management Human Resources*. New Jersey: Prentice Hall Inc.
- [4] Davis, K., & NewStorm, J. W. (2010). *Human Behavior at Work: Organizational Behavior*. Singapore: Mc. Graw Hill Book Company.
- [5] Ebrahimpour, H., Zahed, A., & Moh, A. K. (2011). Ebrahimpour, Habib, et. al. (2011). Social and A survey relation between organizational culture and organizational citizenship behavior. *The Effect of Information Technology in the Entrepreneurship (A Case Study in Golestan Province IRAN)*. *Procedia - Social and Behavioral Sciences*, 1920-1925.
- [6] Ghozali, I. (2011). *Aplikasi Analisis Multivariate dengan Program SPSS*. Semarang: Badan Penerbit Universitas Diponegoro.
- [7] Greenberg, J., & R, A. B. (2009). *Greenberg, J. dan R.A Baron. 2009. Behavior in Organizations Understanding and Managig the Human Side of Work*. New Jersey: Prentice-Hall International.
- [8] Hamza, AkhmadNizamEr., A. N. (2015). *Pengaruh Komitmen Organisasi, Kepuasan Kerja Dan Budaya Organisasi Terhadap Organizational Citizenship Behavior (OCB) Studi Pada PT. Sinar Puspita Abadi Factory Banyuwangi, Batang*. *Jurnal Fakultas Ekonomi Dan Bisnis UDINUS*, 92-103.
- [9] Ivancevich, J. M., & Matesson. (2009). *Organizational Behavior and Management*. New York: McGraw-Hill International.
- [10] Kreitner, R., & Kinicki, A. (2014). *Perilaku Organisasi*. Jakarta: Salemba Empat.
- [11] Kusdi. (2011). *Budaya Organisasi*. Jakarta: Salemba Empat.
- [12] Lawrence, e. a. (2010). *Psikologi Kepribadian*. Jakarta: Kencana.
- [13] Mudrajat, K. (2009). *Metode Riset Untuk Bisnis dan Ekonomi*. Jakarta: Erlangga.
- [14] Organ, D., Podsakoff, P., & Kenzie, M. S. (2006). *Organizational Citizenship Behavior: Its Nature, Antecedents, and Consequences*. *Personnel Psychology*, 484-487.
- [15] Pervin, L. A., Cervone, D., & John, O. P. (2015). *Psikologi Kepribadian*. Jakarta: Kencana.
- [16] Purnama, C. (2013). *Influence Analysis of Organizational Culture Organizational Commitment Job and Satisfaction Organizational Citizenship Behavior (OCB) Toward Improved Organizational Performance*. *International Journal of Business, Humanities and Technology*, 234-241.
- [17] Purnomo, R., & Lestari, S. (2010). *Pengaruh Kepribadian, Self-Efficacy, dan Locus Of Control Terhadap Persepsi Kinerja Usaha Skala Kecil dan Menengah*. *Jurnal Bisnis dan Ekonomi (JBE) Vol 17, (2)*, 144-160.
- [18] Rashidi, R., Pour, G., Farhad, & Farokhi. (2014). *Explaining the Relationship Between Organizational Commitment, Job Involvement and Organizational Citizenship Behavior Among Employees Of Khuzestan Gas Company*. *Indian Journal of Fundamental and Applied Life Sciences*, 150-158.
- [19] Robbins, S. P., & Judge, T. A. (2013). *Organizational Behavior Edition 15*. New Jersey: Pearson Education.
- [20] Sena, T. F. (2011). *Variabel Antiseden Organizational Citizenship Behavior (OCB)*. *Jurnal Dinamika Manajemen*, 70-77.
- [21] Sutrisno, E. (2011). *Budaya Organisasi*. Jakarta: Kencana.
- [22] Wibowo. (2014). *Manajemen Kinerja*. Jakarta: Rajawali Pers.
- [23] Widjojo, D. K. (2012). *Analisis Pengaruh Budaya Organisasi, Komitmen Organisasi Dan Kepuasan Kerja Terhadap Organizational Citizenship Behaviour (Studi pada Karyawan Hotel Phoenix dan Hotel Grand Saraswati Semarang)*. *Jurnal Fakultas Ekonomi dan Bisnis UDINUS Semarang*, 88-97.



## AUTHORS PROFILE



**Henry Aspan.** Born in Medan on May 5, 1981. He completed his Ph.D. from the Universitas Islam Sultan Agung in Semarang (2017). Now he is the Head of the Quality Assurance Agency at the Universitas Batam.



**ETTY Sri Wahyuni.** Born in Lhokseumawe on June 15, 1989. She completed her Master of Science in Management from the Universitas Sumatera Utara in Medan (2019). Now she works as a research assistant at the Universitas Pembangunan Panca Budi in Medan.



**Sjahril Effendy.** Born in Padang Sidempuan on July 17, 1950. He completed his Ph.D. from the Universiti Tun Abdul Razak in Malaysia (2009). Now he is the Head of the Master of Management Program in the Universitas Muhammadiyah Sumatera Utara in Medan.



**Syaiful Bahri.** Born in Medan on June 21, 1958. He completed his Ph.D. from the Universitas Pendidikan Indonesian in Bandung (2013). Now he is the Director of the Postgraduate Program at the Universitas Muhammadiyah Sumatera Utara in Medan.



**Muis Fauzi Rambe.** Born in Asahan on March 15, 1957. He completed his Master of Management from Ganesha School of Economics in Jakarta (1997). Now he is the Chief Editor for "Managgio Journal of Management" at the Universitas Muhammadiyah Sumatera Utara in Medan.



**Febrian Bodro Saksono.** Born in Blitar on February 19, 1988. He completed his Master of Management from the Universitas UTIRA-IBEK in Jakarta (1997). Now he is the Secretary of the Vice Chancellor for Academic Affairs at the Universitas Batam.