

THE ROLE OF MODERATING ORGANIZATIONAL CULTURE BETWEEN MOTIVATION AND PERSONALITY TOWARDS CITIZENSHIP BEHAVIOR ORGANIZATION

Sri Hermuningsih¹, Desi Nur Hayati²

Magister Manajemen, Fakultas Ekonomi
Universitas Sarjanawiyata Tamansiswa Yogyakarta
Email: hermun_feust@yahoo.co.id

Abstract

Human resource is the most important asset for the sustainability of an organization. In this study organizational culture is used as a moderation between motivation and personality in influencing OCB besides being a factor that influences OCB directly. The research sample is all personnel in Srandakan Sub-District Office which serves as the route to the new airport of New Yogyakarta International Airport (NYIA) in Kulon Progo which affects public service needs. In order to conduct inferential analysis of this study, the analytical tool employed is Partial Least Square (PLS), which is a variance-based SEM, with SmartPLS 3.2.7 software. The results showed no significant effect of motivation on the organizational citizenship behavior; there was a significant effect of personality on organizational citizenship behavior there was no effect of motivation on organizational citizenship behavior after being moderated by organizational culture; there was no personality influence on organizational citizenship behavior after being moderated by organizational culture; there was significant effect of Organizational Culture on Organizational Citizenship Behavior.

Key words: Motivation, Personality, Organizational Culture and *Organizational Citizenship Behavior*

INTRODUCTION

Humans become a source of control in maintaining and developing organizations to deal with various demands of the time. To achieve success, organizations need a goal. Organizational goals will be achieved if the company increases the potential of good HR. In the era of globalization, HR is required to carry out work in a swift and precise manner with the support of a digital system.

Behavior that is always highlighted in the company today is not only behavior which is in accordance with its role (in-role), but it is hoped that more behavioral extra-roles or Organizational Citizenship Behavior (OCB) can be generated. With the existence of extra-role behaviors in employees, they will be able to increase effectiveness. Organizational Citizenship Behavior (OCB) is needed in organizations. The Organizational Citizenship Behavior is an (extra-role behavior) action which is not in the employee's job description but it is done with

pleasure, such as volunteering in work, helping each other to do work without being asked and any expectation.

Today, the government is intensively developing and improving infrastructures, one of which is in the transportation sector. The Special Province of Yogyakarta as one of the regional governments continues to experience an increase in the number of visits both domestically and internationally. In an effort to improve the service, Yogyakarta Government is currently building a new airport called New Yogyakarta International Airport (NYIA). The new Yogyakarta airport built in the Kulon Progo area has an impact on the surrounding environment. In addition, airport construction has an impact on the crossing area. One of them is Srandakan Subdistrict, which is the main link between Yogyakarta and the Airport.

Increased development and infrastructure in Srandakan region will affect the economic activities of the community. More community activity increases the need for administrative services. With such increase, Srandakan sub-district as an authorized government institution must improve service quality. Service quality is influenced by the quality of employees. Sub-district employees as government employees have compensation and career development with minimal change. This can lead to low OCB without any good motivation and personality in themselves other than the presence of external influences such as organizational culture. Motivation can affect OCB. It is believed that basically every human being has a motivation for work. Motivation lies in humans which gives energy; it activates and moves to the behavior in achieving certain goals. (Barnes in Rivai, 2015).

Personality is something inherited in itself and more difficult to change so that it has a stable and lasting influence on OCB. A good personality will form good behavior. Thus, it is expected that the sub-district officials of Srandakan will form OCB as an effort to improve HR. In addition to internal factors such as motivation and personality there are external factors that influence OCB, namely organizational culture. Organizational culture is a system that is used to carry out programs or work in an organization to achieve maximum organizational goals. Then the organizational culture can indirectly influence the formation of OCB behavior in sub-district organizations.

THEORETICAL FRAMEWORK

Organizational Culture

Organizational culture or corporate culture is often interpreted as values, symbols which are understood and obeyed together, are owned by an organization so that members of the organization feel as being one family and create a condition that members of the organization feel different from other organizations. Meanwhile, according to Andrew Brown (Wirawan, 2015) patterns of trust, values, and learned ways to deal with experiences have been developed throughout the history of the organization which manifest in material arrangements and behavior of the members of the organization.

Motivation

Motivation is something in humans which gives energy, activates and moves toward behavior to achieve certain goals. Motivation is important as someone's encouragement in producing a work both for themselves and for the company. Therefore, motivation refers to the good impulse from inside or outside someone which encourages the desire of the individuals to carry out activities to achieve goals.

Personality

Personality is one source of individual affect, individual affect will affect behavior in the workplace. This personality is a strong influence in the interaction of individuals with other individuals, as well as the adaptation to the individual's work environment. Business Dictionary defines personality as an individual's mental and emotional characteristics which are quite stable, consistent and unique, which can be seen at their own time and at the time of the individual interacting with other individuals and the environment. Whereas personality according to Allport (in Alwisol, 2012) is a dynamic organization in a psycho-physiological system of someone who determines a unique model of adaptation to his environment. In addition, personality is a non-intellectual indicator, psychological characteristics which provide information on individuals and are very helpful in describing differences of one individual with another individual (Sinamo, 2013). This personality is a strong influence in the interaction of individuals with other individuals, and adaptation to the individual work environment. There are 4 personality types; namely, the choleric, sanguine, phlegmatic, and melancholic personality types.

Organizational Citizenship Behavior

Organizational citizenship behavior is behavior and attitude bringing about an organization which cannot be grown on the basis of formal role obligations or contractual forms. Luthans (2011) defines Organizational Citizenship Behavior behavior as a discretionary, indirect or explicit behavior recognized by the normal requirements of the job, but in aggregate way, it can improve the effective functioning of the organization. OCB's behavior is very important for two reasons. First, when an individual behaves in OCB, it makes the employee possible to create a positive impression about himself among his coworkers. Second, the more employees behaving in OCB, it will have a positive effect on the results obtained by the organization. The behavior of organizational citizenship behavior illustrates how an individual has high initiative and is very sensitive to the state of the organization. This makes the organization highly appreciate employees who behave in organizational citizenship behavior because organizational citizenship behavior shows how serious an employee is serving his organization. The key to organizational success lies in the members of the organization, how these members contribute to the planning and implementation of tasks in achieving organizational goals. A simple example of the behavior of organizational citizenship behavior is when an employee helps colleagues in completing office tasks. With the help, the tasks can be completed more quickly. Indirectly the

employee gets a reward from his co-worker in the form of praise or something else and maybe even the manager will appreciate the contribution provided by the employee.

RESEARCH METHOD

The research population is all personnel of the Srandakan District Office. The research employs census method because the total population is 49 employees working in the sub-district office, UPK, PLKB, Village Counselors, PKH Counselors, IUMK Counselors, and TSKK Counselors.

The types of data in the study are primary data with Likert-type scale techniques scoring 1-5 and the data collection technique is questionnaire. In this research the analysis was carried out using descriptive analysis methods and inferential analysis methods. In order to conduct inferential analysis of this research, the analytical tool used was Partial Least Square (PLS), which is variance-based SEM, with SmartPLS 3.2.7 software. Path analysis was done by calculating the direct effect, indirect effect, and total effect. In the hypothesis testing employing Weights Regression, the conclusions of acceptance and rejection of the hypothesis employed t- count (Critical Ratio or C.R) > t table (± 1.96) and the significance level <0.05.

RESEARCH RESULT AND DISCUSSION

The general description of the respondents in this research includes age, gender, education level, marital status, and length of employment of the respondents. Furthermore, the general description of the profile of respondents in this research is showed in Table 1 below:

Profile	Character	Number	Percentage
Age	No answer	1	2,44%
	20-35	16	39,02%
	36-45	11	26,83%
	46-55	9	21,95%
	>56	4	9,76%
	Total	41	100,00%
Gender	No answer	0	0%
	Male	21	51,22%
	Female	20	48,78%
	Total	41	100,00%
Education Level	No answer	0	0%
	Junior High	0	0%
	Senior High	8	19,51%
	DIPLOMA	7	17,07%

Profile	Character	Number	Percentage
	Undergraduate	24	58,54%
	Master	2	4,88%
	Total	41	100,00%
Marital Status	No answer	0	0%
	Married	28	68,29%
	Not married	11	26,83%
	Widow/widower	2	4,88%
	Total	41	100,00%
Length of employment	No answer	4	9,76%
	0-5 years	17	41,46%
	6-10 years	4	9,76%
	11-15 years	0	0%
	16-20 years	7	17,07%
	>21 years	9	21,95%
	Total	41	100,00%

Resource : Data, processed in 2019

The instrument in a questionnaire form must measure actually and accurately what should be measured from the concept. The measurement of concepts is actually related to validity, and the measurement is as accurate as those related to reliability. All question items in the questionnaire for each variable in the study have a valid status, because the calculated value (Corrected Item-Total Correlation) $< r_{table}$ is 0.308. The reliability coefficient of motivation instrument is equal to $r_{ll} = 0.834$, the personality instrument is equal to $r_{ll} = 0.866$, the organizational culture instrument is equal to $r_{ll} = 0.924$ and the instrument of organizational citizenship behavior is $r_{ll} = 0.827$; it turns out that the Cronbach Alpha is greater than 0.600, which means that the four instruments are declared reliable or meeting the requirements.

Analysis of SEM models with the Smart PLS program consists of several stages. The theoretical model which has been built in the first stage is depicted in a SEM model diagram which makes it easier to see the causal relationships to be tested. In this diagram, the relationship between constructs is expressed through arrows. A straight arrow shows a causal relationship which is directly between one construct and another.

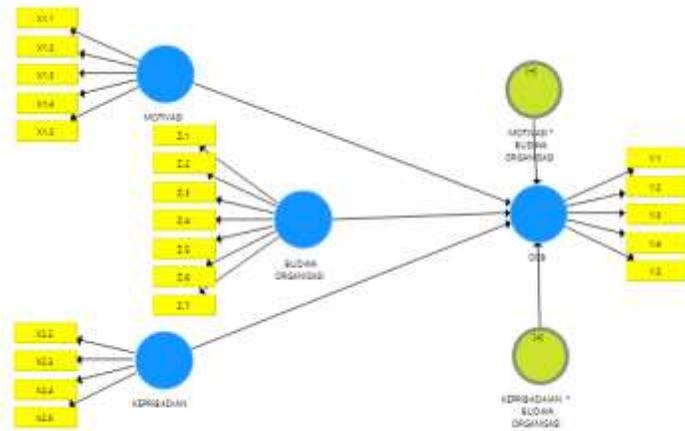


Diagram 1. Partial Least Square Model Scheme

After checking the outer model (measurement model) is met, the next step is an examination of the Inner Model (structural model). This examination includes the significance of the relationship between the path and the value of R Square (R²) to see the results of the structural model evaluation, specifically the significance of the moderating variable. R² value aims to find out how much the independent variable affects the dependent variable. Meanwhile, the contribution whether or not the variable is moderated towards the model can be seen from the effect.

Table 2. R Square Value

	R Square	R Square Adjus...
OCB	0.827	0.803

The value of R Square of 0.827 means that the construct variability of Organizational Citizenship Behavior is influenced by the construct of Motivation, Personality, Organizational Culture and its interaction as much as 82% while 18% is influenced by other variables which are not found in this study.

Based on the processed data, the results are used to answer the hypothesis in this research. Hypothesis testing in this research was conducted by considering the value of T-Statistics and the value of P-Values. The research hypothesis is acceptable if the P-Values value is <0.05. The following are the results of hypothesis testing obtained in this research through the inner model.

Tabel 4. Hypothesis testing based on T-Statistics and P-Values

Hypothesis	Variable Effect	T-Statistics	P-Values	Result
H1	Motivation towards Organizational Citizenship Behavior	1,058	0,291	Denied
H2	Personality towards Organizational Citizenship Behavior	3,573	0,000	Accepted
H3	Motivation moderated by Organizational Culture towards Organizational Citizenship Behavior	0,236	0,813	Denied
H4	Personality moderated by Organizational Culture towards Organizational Citizenship Behavior	1,431	0,153	Denied
H5	Organizational Culture of Organizational Citizenship Behavior	3,803	0,000	Accepted

Resource: Data processed in 2019

The data presented in Table 4 show that among the five hypotheses proposed in this research, two of them are accepted because each influence shown retains a P-Values value <0.05 . So, it is stated that the dependent independent variable has a significant effect. The three hypotheses in this study are rejected, because they retain $P\text{-Values} > 0.005$ which means that the dependent independent variable has no significant effect and there is no moderation relationship.

The path analysis in this research is carried out by calculating the direct effect, the total effect, as well as the moderating effect with the following formula:

Tabel 5. Path Coefficients

	T Statistics (O...	P Values
BUDAYA ORGANISASI -> OCB	3.518	0.000
KEPRIBADIAAN * BUDAYA ORGANISASI -> OCB	1.576	0.116
KEPRIBADIAAN -> OCB	3.542	0.000
MOTIVASI -> OCB	1.136	0.257
MOTIVASI * BUDAYA ORGANISASI -> OCB	0.243	0.808

a. Direct Influence

The path analysis test using PLS shows the results as in the table above. It is concluded that motivation does not have a direct effect on OCB; organizational culture and personality have a positive and strong influence on OCB.

b. Moderation Influence

In the moderation test there is no indirect influence. Because the moderating variable gives both weak and strong independent variables towards the dependent variable. The results of the path analysis test find that there is no moderating effect in this research. Motivational variables which are moderated by organizational culture on OCB have no effect and are not significant because T-statistics <2.0 and P Value> 0.05.

The personality variables moderated by organizational culture on OCB have no effect and are not significant because T-Statistics <2.0 and P Value> 0.05; so, it is concluded in this research that organizational culture is not moderating. It may be because personality and motivation are internal factors of OCB formation which exist in employees themselves while organizational culture is an external factor; automatically, good or poor organizational culture does not affect the strong personality and motivation of OCB. But in this research, it appears that motivation does not affect OCB. The results of the research is explained in the discussion of each variable.

1. The Effect of Motivation on Organizational Citizenship Behavior in Srandakan sub-District personnel

The hypothesis 1 test in this research showed that the construct of motivation did not affect the organizational citizenship behavior. The results of path analysis obtained T-Statistic <2.0 for 1.136 with a P value of 0.257> 0.05, indicating that H1 of the research was rejected and H0 was accepted. The results of the research were not in line with the research conducted by AA Ngurah and Niwayan (2016) who remark that motivation has a positive and significant effect on organizational citizenship behavior. Refusing the theory proposed by George and Jones (2012) that employees who have good behavior, want to try and work hard and not easily give up are characteristics of OCB behavior so that high work motivation greatly influences the emergence of OCB behavior in the company. Maslow, as quoted by Hasibuan (2012), explained that employee motivation is

influenced by physical needs, the need for security and safety, social needs, the need for self-esteem and self-actualization needs. Among the five indicators, there are indicators which are difficult to do at Srandakan sub-District Office. The indicators of motivational variables in this research were found to be poor answers. On the physical, needs there were two statements which had a poor answer, namely the statement on the recipient of benefits in accordance with the work charged and the acceptance of appropriate facilities with a percentage of 27% and 24%. On the security needs, indicators all statements had an unfavorable and neutral answer that is in the statement of obtaining a health facility, security for physical losses and get security for emotional losses with percentage of 7%, 22% and 5%. In the self-esteem indicator, there were two statements which had an disagreeing answer, namely the statement of the boss, giving praise for the work done and the long-serving service recognized by the boss with a percentage of 7% and 2%. Indicators of poor value indicated a lack of motivation for employees. This eventually led to the absence of the influence of motivation on behavior or in organizational citizenship behavior research carried out by employees Srandakan sub- district. From the description above it is concluded that the dimensions of the unmet motivation variables caused the motivation not influence the organizational citizenship behavior of employees in Srandakan Sub-district office.

2. The Effect of Personality on Organizational Citizenship Behavior performed by employees of Srandakan sub-district..

Hypothesis 2 test shows that personality construct influences the organizational citizenship behavior of Srandakan sub-District employees. With a statistical t value $> t$ table 2.0 of 3,573. The results of this study were in line with the results of Roby Sambung's research (2014) which stated that personality variables affect the organizational citizenship behavior at Palangka Raya University). Also the research conducted by Robbins (2017) there were five indicators of extroversion personality, ability to agree, ability to listen to conscience , emotional stability, as well as sensitivity and curiosity. The five indicators had a positive value to the employees of Srandakan sub-District. Answers with agreed categories and strongly agree had a value of 80% and 10%.

The research shows the recapitulation of answers that each statement of personality variable is obtained by the dominant value in the agreed response. Indicators that have the greatest value are easy to agree on statements like those working with colleagues. This shows that the employees of Srandakan Sub-district had good personalities in agreeing or in other words, the employees of Srandakan sub-district had good cooperation (high team work). The indicator of extroversion shows that all statements have high values on the agreed answers, meaning that the employees of Srandakan sub-district had good personalities in interacting with others, such as gathering and getting along easily. On the indicator of listening ability, all statements had the highest value on the agreed answer, meaning that the employees of the Srandakan Sub-district had good personalities, worked

carefully, completed the task thoroughly and always maintained the quality of work. On the indicator of emotional stability all statements had the highest value on the agreed answer, meaning employees of Srandakan Sub-district had good personality in managing their emotions, so they can always be calm, able to control themselves, and always be confident. In the indicators of new things all statements had the highest value on the agreed answers, meaning that the employees of Srandakan sub-District had good personality in accepting new rules, receiving new input and enjoying learning new knowledge. Based on the description above, it is concluded that the personality influences the Organizational Citizenship Behavior with the support of all the personality indicators above.

3. The Effect of Motivation on Organizational Citizenship Behavior by moderating Organizational Culture in the employees of Srandakan sub-District

The results of the hypothesis 3 test showed that there was no effect of motivation on the organizational citizenship behavior moderated by the organizational culture. The significance value of the interaction effect or moderation is indicated by the statistical value of $0.236 < 2.0$. Therefore, it is concluded that the organizational culture is not as a motivation moderator towards the organizational citizenship behavior.

In other words, the increase and decrease of organizational culture do not significantly influence the motivation on the organizational citizenship behavior. Although organizational culture is said to be an external factor of how OCB is formed, but if it is a moderating variable, organizational culture has no influence. In this research there was no moderate relationship between organizational culture and motivation towards the organizational citizenship behavior in Srandakan sub- District. This test rejects the third hypothesis which stated that there was an effect of motivation on the organizational citizenship behavior by organizational culture.

4. The Influence of Personality on Organizational Citizenship Behavior moderated by Organizational Culture on Employees of Srandakan sub-District

The results of hypothesis 4 test show that there was no influence of personality on the organizational citizenship behavior which was modified by the organizational culture. The significance value of the interaction effect or moderation was indicated by the statistical value of $1.431 < 2.0$. Therefore, it is concluded that the culture of the organization was not as the personality moderator towards the organizational citizenship behavior. In other words the increase and fall of organizational culture does not significantly influence the personality on organizational citizenship behavior.

The organizational culture is said to be an external factor in the formation of OCB but if it is a moderating variable the organizational culture has no

influence. In this research there was no moderating relationship between organizational culture and personality towards organizational citizenship behavior of Srandakan sub-District employees. So, this test rejects the 4th hypothesis which said that there was an influence of personality on the organizational citizenship behavior moderated by organizational culture.

5. The Influence of Organizational Culture on Organizational Citizenship Behavior of employees of Srandakan sub-District

The result of hypothesis 5 test shows that the organizational structure construct influenced the organizational citizenship behavior. With the statistical value $t > t_{table}$ (2.0) of 3.803, with H1 being accepted and H0 rejected. The results of this research was in line with Staya and Ayu (2018) research stating that partially the influence of organizational culture on OCB at the Denpasar City Regional Secretariat was positive and significant. Considering the overall organizational culture in Srandakan sub-District office, it had a good culture. Srandakan sub-district employees were ready to accept the risks of their work, thought creatively and innovative, worked on optimal work results, worked independently and solved all problems which arose in the sub-district environment, the superiors provided direction on work and complied with regulations and set up vision and mission. Based on the description, it is concluded that with all the supports these indicators organizational culture had an effect on organizational citizenship behavior of Srandakan sub-District employees..

CONCLUSION

1. Based on the results of the research, it is concluded that: 1. There is no significant effect of Motivation on Organizational Citizenship Behavior with a parameter coefficient of 0.120 and Pvalue of 0.299 (> 0.05). It is interpreted that the higher employee motivation, OCB will increase.
2. There is a significant effect of Personality on Organizational Citizenship Behavior with a parameter coefficient of 0.420 and P Value of 0.000 (< 0.005). It is interpreted that the higher the employee personality, the OCB will increase
3. There is no influence of Motivation on Organizational Citizenship Behavior after being moderated by Cultural Organization with a parameter coefficient of -0.043 and P Value of 0.792. It is interpreted that the higher the organizational culture, the positive influence between motivation towards OCB increases. Conversely the lower the organizational culture, the positive influence of motivation on OCB gets lower.
4. There is no influence of Personality on Organizational Citizenship Behavior after being moderated by Organizational Culture with a parameter coefficient of 0.317 and P Value of 0.132. It is interpreted that the higher the organizational culture, the positive influence between personality and OCB increases. Conversely the lower the organizational culture, the positive influence of personality on OCB gets lower.

5. There is a significant effect of Organizational Culture on Organizational Citizenship Behavior with a parameter coefficient of 0.387 and P Value of 0,000. It is interpreted that the higher the organizational culture, the stronger OCB is..

Suggestion

Based on the results of existing research, there are several suggestions which are provided by the researchers, namely:

1. Srandakan sub-district office has employees with good personalities and good OCB, but they must improve the ability to manage their emotional stability and to accept new things and achieve organizational goals in Srandakan sub-district office..
2. To improve that, a better organizational culture can be created. Organizational culture in the Srandakan Sub-district office is considered to have a fairly low value. Organizational culture includes the provision of easy understanding and appropriate socialization, so that employees are easy to accept the new regulations effective in Srandakan Sub-district Office..
3. Further researchers may use more OCB factors so that it shows which factors affect OCB.

BIBLIOGRAPHY

- AA Nugraha Bagus Danendra dan Ni Wayan Mujiati. (2016). Pengaruh Motivasi, Kompensasi Dan Komitmen Organisasional Terhadap Organizational Citizenship Behavior (Ocb). *E-Jornal Manajemen Unud*, Vol. 5 No. 10.
- Alwisol. (2014). Psikologi Kepribadian, Cetakan Keempat Belas. Malang: UMM Pres.
- George Jennifer & Gareth R Jones. (2012). *Understanding and Managing Organizational Behavior*. New Jersey: Pearson Education.
- Hasibuan, M. (2012). *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara.
- Luthans, F. (2011). *Organizational Behavior: An Evidence-Based Approach*. New York: Mcgraw-Hill.
- Nugraha Setya, Adnyani ayu,(2018). Pengaruh Budaya Organisasi, Komitmen Organisasi, Dan Kompetensi Terhadaporganizational Citizenship Behaviour Pada Setda Kota Denpasar. *E-Jurnal Manajemen Unud*, Vol. 7 No. 1.
- Rivai, V. (2015). *Manajemen Sumber Daya Manusia untuk Perusahaan : Dari teori Ke Praktik, Edisi Ketiga*. Jakarta: Rajawali Pers.
- Robbins, S. P. (2017). *Perilaku Organisasi Edisi ke-16*. Jakarta: Salemba Empat.
- Roby Sambung dan Iring. (2014). Pengaruh Kepribadian Terhadap Organizational Citizenship Behavior (Ocb) Dengan Komitmen Organisasional Sebagai Intervening. *Jurnal Manajemen dan Akuntansi*, Vol.3 No. 1, April 2014.

- Sinamo, I. P. (2013). Pengaruh Kepribadian Dan Kepuasan Kerja Terhadap Organizational Citizenship Behavior Guru Sekolah Mengah Atas Negeri Di Kecamatan Bekasi Utara, Bekasi.
- Wirawan. (2015). Manajemen Sumber Daya Manusia Indonesia. Jakarta: PT Raja Grafindo Pesada.