

## INFLUENCE OF ORGANIZATIONAL CULTURE, LEADERSHIP, PERSONALITY AND MOTIVATION ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR OF ESSELON III EMPLOYEES

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### Abstract

*The purpose of this study was to determine the effect of organizational culture, leadership, personality and motivation toward organizational citizenship behavior of the personnel echelon III the government Palangka Raya municipality. This research tried to answer problems about organizational culture with evidence of increasing service of the personnel echelon III. The research was conducted on organizational citizenship behavior personnel echelon III the government Palangka Raya, involving of 125 personnel echelon III that had been selected from the target populations of 156 personnel echelon III by using quantitative approach with path analysis methods. the research of hypothesis testing showed: (1) organizational culture had a positive direct effect on OCB; (2) personality had a positive direct effect on OCB; (3) motivation had a positive direct effect on OCB; (4) organizational culture had a positive direct effect on motivation; (5) leadership had a positive direct effect on motivation; (6) personality had a positive direct effect on motivation. So improve the OCB personnel echelon III the government Palangka Raya, need to increase organizational culture, leadership, personality and motivation.*

**Keyword:** *Organizational Culture, Leadership, Personality, Motivation and Organizational Citizenship Behavior (OCB)*

One of the factors that can shape organizational citizenship behavior (OCB) from internal, namely personality is a translation of English "personality". "personality is a whole way an individual reacts and interacts with individuals other. Personality is a characteristic of every human being that can distinguish one individual from another. It is necessary to know that someone who has a good personality will make it easier to collaborate with his co-workers and make it easier for him to complete his work and have positive values in front of his leadership. With a good personality will arise a trust. Trust is another factor to see the extent to which an individual is committed to an organization. Robbins, Timothy A. Judge, 2015:35

Effective managerial head of SKPD, employees will show OCB behavior . As stated by Robert Kreitner, Angelo Kinicki, "*managerial behavior significantly influences an employee's willingness to exhibit citizenship behavior*". This means that managerial behavior has a significant effect on the willingness of employees to show civic behavior. In addition, the head of the SKPD must also be able to find ways to build employee loyalty and trust, motivate employees, and coordinate work in the organization. Kerfoot also supports the idea that trust is an important factor in organizational success. He argues that social collaboration and professionalism are important factors to bring about positive results in organizations, this success can occur if there is trust that involves several parties.

The Palangka Raya City Government is very serious about studying and even adopting the nationally known e-performance application. The Palangka Raya City Government has 6,000 civil servants. With this application, it can reduce the number of civil servants in the Palangka Raya city government in order to achieve optimal service and performance. The e performance application is very necessary and

must be immediately implemented in the Pangkaraya city government as an effort to measure and evaluate the performance of the SKPD in its ranks. With these conditions, the research problem can be formulated: Is there a direct influence of organizational culture on the *OCB* of echelon III employees? Is there a direct influence of personality on the *OCB* of echelon III employees? Is there a direct influence of motivation on the *OCB* of echelon III employees? Is there a direct influence of organizational culture on the motivation of echelon III employees? Is there a direct influence of leadership on the motivation of echelon III employees? Is there a direct influence of personality on the motivation of echelon III employees?

Organ (2002:205) *Organizational citizenship behavior* is the behavior of company employees aimed at increasing the effectiveness of company performance without ignoring the goals of individual employee productivity. Jason A. Colquitt, Jeffrey A. Lepine, Michael J Wesson *Citizenship Behavior* (2015:39) are; *Citizenship behavior* is defined as employee voluntary activities that may or may not be rewarded, but contribute to improving the overall quality of the organization by the setting in which work takes place. John R. Schermerhorn, Richard N. Osborn, Mary Uhl-Bein, James G. Hunt (2012:9) say, "*Organizational culture is a shared set of beliefs and values within an organization*". Organizational culture is a shared set of beliefs and values within an organization. Furthermore, Steven McShane, Mara Olekalns, Tony Travaglione (2013:448) said, "*Organizational culture is a shared set of beliefs and values within an organization*". Organizational culture is a shared set of beliefs and values within an organization. Gary Yulk (2010:6) defines leadership as follows; Leadership is the process of influencing others to understand and agree on what needs to be done and how to do it, and the process of facilitating individual and collective efforts to achieve common goals. Robert Kreitner, Angelo Kiniciki (2011: 133), personality as a combination of stable physical and mental characteristics which gives it its individual identity. These characteristics or traits including how a person looks, thinks, acts and feels are the product of the interaction of genetics and environmental influences. Jason A. Colquitt, Jeffery A. Lepine, Michael J. Wesson. Motivation (2015: 168), Motivation is defined as a set of energetic forces originating both inside and outside the employee, starting work-related businesses and determining direction, intensity and persistence. Fred Luthans (2011: 157) says, Motivation is a process that begins with a physiological or psychological deficiency or need that activates behavior aimed at goals or incentives. Donald C. Mosley Jr., Donald C. Mosley Sr., Paul H. Pietri (2011: 195), Motivation is the willingness to work to achieve organizational goals.

## METHOD

This study uses a quantitative approach with a survey method. The population is 156 employees. The sample is 125 employees who are taken at simple random. Data was collected using a questionnaire and analyzed by path analysis. The population is all echelon III officials in the government of Palangkaraya City, Central Kalimantan Province. The sampling technique used is *simple random sampling* with the assumption that the population has relatively the same characteristics (homogeneous).

## RESULTS

The path coefficients analyzed according to the research hypothesis  $\beta_{y1}$ ,  $\beta_{y3}$ ,  $\beta_{y4}$ ,  $\beta_{41}$ ,  $\beta_{42}$ ,  $\beta_{43}$ . The calculation of the first substructure path coefficient for the influence of leadership ( $X_2$ ), personality ( $X_3$ ), motivation ( $X_4$ ) on *OCB* ( $Y$ ). The second substructure to influence organizational culture ( $X_1$ ), leadership ( $X_2$ ), personality ( $X_3$ ) to motivation ( $X_4$ ). The path coefficient of the *exogenous* variable of the *endogenous* variable *OCB*, namely organizational culture is 0.220; personality of 0.243; and motivation of 0.238. The structural equation formed in the first sub-structure model is:  $Y = \beta_{y1}X_1 + \beta_{y3}X_3 + \beta_{y4}X_4 +$

$\epsilon_1$ . With a large  $R^2_{y(134)} = 0.2581$  so that  $r_1 = 0.861$ . So the form of the structural equation in the first sub-structure model:  $Y = 0.220X_1 + 0.243X_3 + 0.238X_4 + 0.861$ .

The path coefficient of the *exogenous* variable of the *endogenous* variable of motivation, namely organizational culture, is 0.180; leadership of 0.195; and personality of 0.218. The structural equation formed in the second sub-structure model is:  $X_4 = 0.180X_1 + 0.195X_2 + 0.218X_3 + 0.905$ . With a large  $R^2_{4(123)} = 0.1809$  so that  $r_2 = 0.905$ . So the form of the structural equation in the second sub-structure model:  $X_4 = 0.180X_1 + 0.195X_2 + 0.218X_3 + 0.905$ .

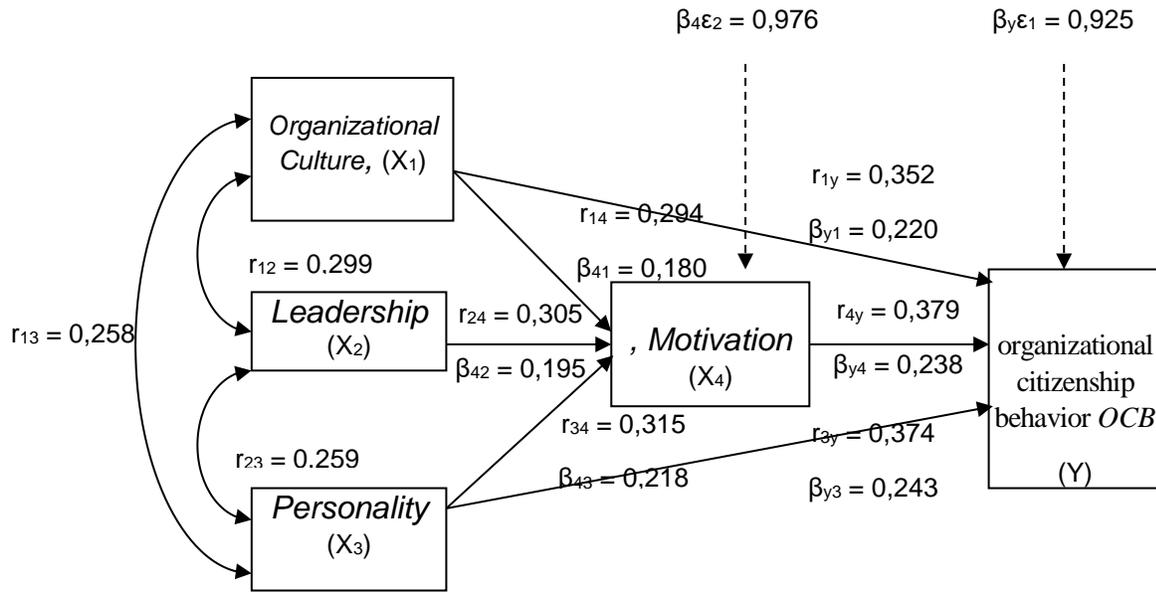


Figure 1. The Final Model of the Path Diagram

The results of the calculation of the path coefficient can be seen in the following table

Table 1. Direct Effects Between Variables

No.	Direct Influence	Path Coefficient	dk	t <sub>count</sub>	t <sub>table</sub>	
					= 0.05	= 0.01
1.	X <sub>1</sub> against Y	0.220	121	2.64 **	1.98	2.62
2.	X <sub>3</sub> against Y	0.243	121	2.90 **	1.98	2.62
3.	X <sub>4</sub> against Y	0.238	121	2.82 **	1.98	2.62
4.	X <sub>1</sub> against X <sub>4</sub>	0.180	121	2.05 *	1.98	2.62
5.	X <sub>2</sub> against X <sub>4</sub>	0.195	121	2.22 *	1.98	2.62
5.	X <sub>3</sub> against X <sub>4</sub>	0.218	121	2.52 *	1.98	2.62

\* = significant (t<sub>count</sub> > t<sub>table</sub> at = 0.05)

\*\* = very significant (t<sub>count</sub> > t<sub>table</sub> at = 0.01)

The results of this study indicate (1) Organizational culture has a direct positive effect on OCB. (2) Personality has a direct positive effect on OCB. (3) Motivation has a direct positive effect on OCB. (4)

Organizational culture has a direct positive effect on motivation. (5) Leadership has a direct positive effect on motivation. (6) Personality has a direct positive effect on motivation.

## DISCUSSION

Based on the results of the research conducted, the discussion of the research is stated as follows:

**First**, empirical results find that there is a direct positive influence of organizational culture on OCB. Sofiah Kadar Khan (2012) by stating, "*Carmeli stated there is a relationship between organization culture and withdrawal intentions and behavior. When an employee shows or has intentions of such behavior it will affect the functioning or productivity of the organization. The study concluded that employees withdrawal behavior and intentions are partly by products of organizational culture*". Carmeli states there is a relationship between organizational culture and withdrawal intentions and OCB behavior. When an employee shows or has the intention of such behavior will affect the functioning or productivity of the organization. This study concludes that employee withdrawal behavior and intentions are partly a product of organizational culture.

**Second**, empirical results found that there was a direct positive influence of personality on OCB. Robert Kreitner, Angelo Kinicki (2011) said, "*Organizational citizenship behavior consists of employee behaviors that are beyond the call of duty. example include, "such gestures as constructive statements about the department, the expression of a personal interest in the work of others, suggestions for housekeeping rules, care for organizational property and punctuality and attendance well beyond standard or enforceable levels"*". The behavior of citizenship organization composed of employee behavior that are beyond the call of duty. Examples include, "movements such as constructive statements about the department, expressions of self-interest in other's work, suggestions for housekeeping rules, caring for organizational property and punctuality and attendance well beyond standard or applicable levels.

**Third**, empirical results found that there was a direct positive effect of motivation on OCB. Stephen P. Robbins, Timothy A. Judge (2014), "*in organizations that focus more on behaviors, following your motivation to be a good citizen can help to accomplish your career goals*". In a more behaviorally focused organization, following your motivations for being a good citizen can help to achieve your career goals. It is suspected that the results of Researcher Stephen P. Robbins, Timothy A. Judge say that motivation has an influence on *organizational citizen behavior*.

**Fourth**, empirical results find that there is a positive direct influence of organizational culture on motivation. Smrita Sinha, Ajay Kr. Singh, Nisha Gupta, Rajul Dutt, "*Organizational culture has received much attention in the last two decades due to its effects and potential impact on the organizational success. Thus, culture is defined in this paper as the dynamic set of assumptions, values and artifacts whose meanings are collectively shared in a given social unit at a particular point in time. Writers on management and organizations have suggested that aspects of organizational culture, particularly cultural values, have an impact on the motivational level of the employees*". Organizational culture has received a lot of attention in the last two decades because of its effects and potential impact on organizational success. Thus, culture is defined in this paper as a dynamic set of assumptions, values and artifacts whose meanings are collectively shared within a particular social unit at a given point in time. Authors on management and organizations have suggested that aspects of organizational culture, especially cultural values, have an impact on employee motivation levels.

**Fifth**, empirical results found that there was a direct positive influence of leadership on motivation. James L. Gibson (2012), "*an attempt to use influence to motivate individuals to accomplish some goal*". An activity to influence another person so that that person vigorously strives to achieve a goal. It is the human factor that unites the group into one and motivates the group towards its goals. Steven L.

McShane, Mary Ann Von Glinow defines leadership as follows, “ *leadership is about influencing, motivating, and enabling others to contribute toward the effectiveness and success of the organizations of which they are members*”. Leadership is the activity of influencing, motivating, and empowering others to contribute towards a successful and effective organization in which there are members. Leadership is important for the progress of the organization in influencing its members to avoid turnover.

**Sixth**, empirical results found that there was a positive direct influence of personality on motivation. Individual differences in a person's work will encourage social interaction and sometimes frustration. Robert (2006:26), “ *personality can be defined as the relatively enduring individual traits and dispositions that form a pattern distinguishing one person from all others* ”. Personality can be defined as the relatively enduring individual traits and dispositions that form patterns distinguishing one person from another.

Laura Parks, Russell P. Guay (2010), “ *values as principles, often termed individual or personal values, are guiding principles regarding how individuals ought to behave. For example, an individual who values achievement believes that all people ought to be honest, while an individual who values achievement believes that people ought to have many accomplishments that will be socially recognized. This manuscript focuses on personal values (values as principles), because research and theory suggest that they are more closely linked to motivation. That is, values as preferences are attitudinal, and should primarily impact attitudes, such as satisfaction. Personal values, however, should more directly impact motivation, because they are general beliefs that one ought to behave a certain way. In this paper, therefore, any reference to values will implicitly refer to personal values, which we define as learned beliefs that serve as guiding principles about how individuals ought to behave*”. Values as principles, often called individual or personal values, guide principles about how individuals should behave. For example, an individual who values honesty believes that everyone should be honest, while an individual who values achievement believes that people must have many achievements to be recognized socially. This paper focuses on personal values (values as principles), as research and theory suggest that they are more closely related to motivation. That is, preference values are attitudes, and especially should impact attitudes, such as satisfaction. Personal values, however, should have a more direct impact on motivation, because they are common beliefs that people should behave in certain ways. In this paper, therefore, any reference to values will implicitly refer to personal values, which we define as learning beliefs that serve as principles about how individuals should behave.

## CONCLUSION

Based on the results of this study, the following conclusions are presented: (1) Organizational Culture has a direct positive effect on *OCB* . (2) Personality has a direct positive effect on *OCB* . (3) Motivation has a direct positive effect on *OCB* . (4) Organizational culture has a direct positive effect on motivation. (5) Leadership has a direct positive effect on motivation. (6) Personality has a direct positive effect on motivation.

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