

THE EFFECT OF BIG FIVE PERSONALITY AND ORGANIZATIONAL COMMITMENT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN PT. ARKONINE

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Article Info

Article history:

Received: 8 Agustus 2021

Accepted:

Published: 18 Desember 2021

Keywords:

Abstract

This study aims to determine the effect of big five personality and organizational commitment on organizational citizenship behavior in PT Arkonin employees. The research was conducted at PT Arkonin for 4 months from April to August 2021. The method used in this study was a quantitative method, collecting data using a questionnaire conducted on 124 employees of PT Arkonin. The data analysis technique used is multiple regression analysis which is processed with the SmartPLS 3.0 program. The first research hypothesis is the influence of big five personality on organizational citizenship behavior has a positive and significant effect with the results of t-statistics showing $6.444 > 1.96$ and p-values $0.000 < 0.005$ then H_0 is rejected and H_a is accepted, the second hypothesis is the effect of organizational commitment on organizational citizenship behavior has a positive and significant effect with t-statistic results showing $3.818 > 1.96$ and p-values $0.000 < 0.005$ then H_0 is rejected and H_a is accepted, and the third hypothesis is the influence of big five personality organizational commitment on organizational citizenship behavior with the F test, namely F count $>$ F table that is $78.901 > 3.920$ then H_0 is rejected and H_a is accepted.

Abstrak

Penelitian ini bertujuan untuk mengetahui pengaruh *big five personality* dan komitmen organisasi terhadap *organizational citizenship behavior* pada karyawan PT Arkonin. Penelitian yang dilakukan di PT Arkonin selama 4 bulan dari bulan April sampai bulan Agustus 2021. Metode yang digunakan pada penelitian ini adalah metode kuantitatif, pengumpulan data menggunakan kuesioner yang dilakukan terhadap 124 orang karyawan PT Arkonin. Teknik analisis data yang digunakan yakni analisis regresi berganda yang diolah dengan program SmartPLS 3.0. Hipotesis penelitian pertama yaitu pengaruh *big five personality* terhadap *organizational citizenship behavior* berpengaruh positif dan signifikan dengan hasil t-statistik menunjukkan $6,444 > 1,96$ dan nilai p-values $0,000 < 0,005$ maka H_0 ditolak dan H_a diterima, hipotesis kedua yaitu pengaruh komitmen organisasi terhadap *organizational citizenship behavior* berpengaruh positif dan signifikan dengan hasil t-statistik menunjukkan $3,818 > 1,96$ dan p-values $0,000 < 0,005$ maka H_0 ditolak dan H_a diterima, dan hipotesis ketiga adalah pengaruh *big five personality* komitmen organisasi terhadap *organizational citizenship behavior* dengan Uji F yakni F hitung $>$ F tabel yakni $78,901 > 3,920$ maka H_0 ditolak dan H_a diterima.

How To Cite :

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ISSN

2302-2663 (online)

DOI: doi.org/10.21009/JPEPA.007

INTRODUCTION

The field of architectural consulting is one of the business fields of the construction industry. Architecture is the art and science of building design. At the macro level, architecture is also related to urban planning (town planning, to transportation planning, urban/rural planning), landscape planning and urban design. For the micro scale, from interior planning to buildings, including exteriors and gardens. Then the architectural consultant is the party trusted by the project owner to carry out the design process. An architectural consultant can incorporate the project owner's ideas or concepts into calculations or estimates for working drawings that occur during the design phase.

Quoted from DetikFinance (2020), to deal with uncertain conditions like this, during the corona-virus pandemic, then one way is to adjust or present a more creative spatial architectural design and integrate new patterns in architectural planning in buildings. So the impact of this adjustment is that the organization's performance is balanced with the performance of its human resources who are required to be able to work more or outside their main job.

Then reinforced by Life of an Architect (2021), that architects voluntarily want to do activities or activities that are outside their job descriptions, as well as a commitment to work hard and proactively create opportunities for themselves. Examples such as doing work after completing a given task, and looking for ways to improve a situation. With the hope of getting promotions, recognition, and salary increases, this is associated with one dimension of organizational commitment, namely continuance commitment.

In their book, Collins and Hansen (2011) state that companies can still develop even in the uncertainty of the future. One of them is productive paranoia, where every member of the organization is moved to contribute optimally, not just carrying out their duties. But the contribution in question is innovative and spontaneous behavior in carrying out tasks outside the assigned work. This behavior is called extra-role, or known as organizational citizenship behavior.

In an article published by The EA Cookbook (2016), it is stated that the relationship between employees is lacking due to communication related to task direction from superiors who only directs to the closest people and not to others. Coupled with employees who have no sense to help direct colleagues who do not understand the explanation. This will be detrimental to the company because it is considered to run independently, it can be said that this is a problem related to personality, namely the five big personalities, especially agreeableness or friendliness.

Then for PT Arkonin's turnover data in the last three years, it shows that many employees choose to leave the company. It can be said that in 2020 out of 96 people who decided to leave as many as 93 people or 97%, in 2019 out of a total of 47 people who decided to resign as many as 32 people or 68%, died 0 or 0%, retired 1 person or 2%, and 14 people or 30% who have finished their work. Then in 2018 of the 35 people who left who submitted their resignation as many as 19 people or around 54%, then there were 0 people or 0% who died, 3 people retired or 9%, and 13 people who had finished their work or 37% . This shows that the employee's organizational commitment to the company is quite low, and from the data on absenteeism for the last three years, there are several months where the attendance rate exceeds 5% also coupled with the uncertain condition of the COVID-19 pandemic resulting in a change in the format of the attendance system. As in May and June 2020, it was not recorded in the attendance system because it was declared 100% work from home (WFH). If it is associated with

the dimensions of organizational citizenship behavior with the absent level, one of the dimensions is conscientiousness. This dimension relates to the behavior of employees who show business behavior that exceeds what the company expects, such as efficient use of time.

Then a pre-study was carried out to determine the factor that was thought to be the most dominant influencing employee's OCB behavior was the big five personality which was shown by 18 respondents who answered no, then the next variable that was thought to influence OCB behavior was organizational commitment as many as 17 people who answered no, then job satisfaction and organizational culture is a factor that does not affect because it has been going well. Then from the results of the open statement pre-research, it can be indicated that the low level of OCB is due to a lack of volunteerism in doing something. Thus, the factors that are thought to be dominant in influencing the behavior of Employee OCB is a big five personality which is shown by 18 respondents who answered no, then the variables that are thought to influence OCB behavior next are organizational commitment as many as 17 people who answered no, then job satisfaction and organizational culture are factors that do not affect because it has been going well. Then from the results of the open statement pre-research, it can be indicated that the low level of OCB is due to a lack of volunteerism in doing something. Thus, the factors that are thought to be dominant in influencing OCB behavior are the big five personality and organizational commitment.

Organizational Citizenship Behavior is the behavior of employees who perform good services voluntarily, happily without having to be ordered by the company (Aulina & Nurasih, 2017; Organ et al., 2006). Then it is stated that Organizational Citizenship Behavior is all that is positive and constructive by employees voluntarily, which supports colleagues and has an impact on the company (Chib, 2016). In a study conducted by Organ (1988) concluded "Organizational citizenship habits are work-related tasks performed by workers that are not directly or expressly identified by the scope of job descriptions, contractual sanctions, or formal reward systems, and that facilitate the efficient and effective functioning of the organization as a whole".

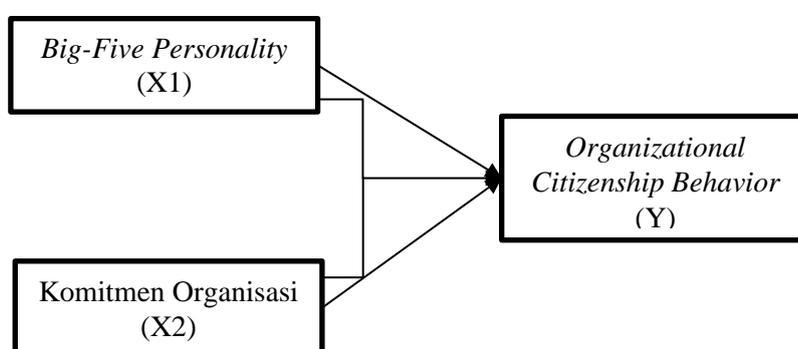
Personality is defined as a collection of traits, attitudes, emotions, and behaviors that a person consistently has (Boyd & Pennebaker, 2017). Just like the opinion of Feist et al., (2018), Personality is a pattern of certain traits and characteristics, which are relatively permanent and provide both consistency and individuality to a person's behavior. Then personality is formed due to development and internal factors, one of which is traits, traits are the entire style or way of adjustment and attachment of each individual to his social world which is related to the individual's way of getting things done, individual characteristics in thinking and individual characteristics in feeling things differently. complex (McAdams & Pals, 2006). The importance of personality as a predictor and guide to job suitability requires an accurate personality model. Big Five Personality or Five Factor Model is one approach to see and assess individual personality.

Big Five Personality is obtained from the analysis process, and there are five influential dimensions which were later named the Big Five by Goldberg (Goldberg, 1981). "The Five-Factor Model of Personality (or Big-Five Personality) is one of the most common methods to analyze and describe a person's distinct personality" (Diller et al., 2020). Big Five Personality is a personality theory regarding the grouping of individual traits into five major traits (Issom & Sari, 2016). These five dimensions include extraversion, agreeableness, conscientiousness, neuroticism and openness. This personality type is used to describe personality structures in different organizations and

countries (Chan et al., 2017; Digman, 1990; Judge & Ilies, 2002; McCrae & John, 1992; M. A. Smith & Canger, 2004).

Organizational commitment is the ability of an employee to identify the values, rules, and goals of the organization or company, including elements of loyalty to the company, and attachment to work with himself (Masruhin & Kaukab, 2019). Cook and Wall (1980) define organizational commitment as an employee's inner attachment to the organization which can be seen from employee loyalty, motivation to combine organizational goals and commitment to the organization (Lengkong, 2018). Organizational commitment refers to the individual's feelings with the organization where he belongs, also interpreted as the strength of individuals in identifying themselves who are integrated into parts of the organization (Toban & Sjahrudin, 2016).

METHODELOGY



Description:

X1 : Big-Five Personality

X2 : Organizational Commitment

Y : Organizational Citizenship Behavior (OCB)

→: Relationship direction

The method used in this study is a quantitative method, data collection using a questionnaire conducted on 124 employees of PT Arkonin. The data analysis technique used is multiple regression analysis which is processed with the SmartPLS 3.0 program. Measuring instrument for OCB variable with 24 item scale that has been adapted from Podsakoff et al., (1990), big five personality variable with IPIP BFM 50 adaptation item scale from Goldberg (1992), and organizational commitment using 24 item scale adapted from Allen and Meyer (1990). The method used in this study is a quantitative method, data collection using a questionnaire conducted on 124 employees of PT Arkonin. The data analysis technique used is multiple regression analysis which is processed with the SmartPLS 3.0 program.

RESULTS AND DISCUSSION

1. Researchers categorize respondents based on gender, age, education level, and length of work. The respondent's characteristic data is presented in the form of a pie chart to obtain a description of the research object. The following is the data obtained by the researcher regarding the characteristics of the respondent:

- a. Characteristics of respondents based on gender showed that respondents with male sex were 63 people or 51% and respondents with female sex were 61 people or 49%
- b. Respondents aged 20-30 years as many as 61 people or 49%, 31-40 years as many as 27

people or 22%, 41-50 years as many as 17 people or 14%, and ages more than 50 years as many as 19 people or 15%.

c. It is known that the characteristics of respondents based on education level are SMA/SMK as many as 14 people or 11%, D3 as many as 15 people or 12%, then S1 as many as 83 people or 67%, and with education equivalent to S2 as many as 12 people or 10%. The proportion of PT Arkonin employees who have completed the equivalent of an undergraduate education, because employees with a bachelor's degree are considered capable of carrying out operational work and have special skills.

d. Characteristics based on years of work 1-5 years as many as 65 people or equivalent to 53%, 6-10 years 24 people or 19%, 11-15 years as many as 15 people or 12%, 15-20 years as many as 10 people or 8%, and more than 20 years as many as 10 people or 8%.

2. Results of Data Descriptive Analysis:

Table IV. 1 OCB Variable Frequency Distribution Table

Hasil Data	Batas Bawah	Batas Atas	Frekuensi Absolut	F Relatif
24-28	23.5	28.5	2	2%
29-33	28.5	33.5	0	0%
34-38	33.5	38.5	6	5%
39-43	38.5	43.5	22	18%
44-48	43.5	48.5	36	29%
49-53	48.5	53.5	31	25%
54-58	53.5	58.4	21	17%
59-63	58.5	63.5	6	5%
Jumlah			124	100%

Berdasarkan tabel tersebut data yang diperoleh dengan hasil tertinggi adalah 63 dan yang terendah adalah 24, jangkauan sebesar 36, dengan jumlah kelas 8, dan interval kelas 5. Tabel diatas dapat diketahui bahwa frekuensi kelas tinggi yakni pada kelas interval ke lima, 44-48 dengan frekuensi relatifnya 29%. Kemudian frekuensi rendah yakni interval kelas 1,2, dan 8 dengan frekuensi relatifnya sebesar 2%, 0%, dan 5%.

Tabel IV. 1 Tabel Analisis Deskriptif Data Indikator OCB

Variabel	Indikator	Butir Soal	Total Skor	N	Mean	Persentase
OCB	Conscientiousness	1,2	877	2	439	13%
	Sportsmanship	3,4	954	2	477	14%
	Civic Virtue	5,6	1030	2	515	15%
	Courtesy	7,8,9,10	2161	4	1431	43%
	Altruism	11,12	933	2	466.5	14%
	Jumlah		5955	12	3327.5	100%

The arithmetic average in the table above shows that the highest indicator scores fall on items 7, 8, 9, and 10 with a total score of 2161, while the lowest indicator falls on items 1 and 2 of 877. So it can be concluded that employees reflect organizational behavior. citizenship behavior is quite good.

Table IV. 3 Big Five Personality Frequency Distribution Table

Hasil Data	Batas Bawah	Batas Atas	Frekuensi Absolut	F Relatif
32-34	31.5	34.5	2	2%
35-39	34.5	39.5	9	7%
40-44	39.5	44.5	26	21%
45-49	44.5	49.5	36	29%
50-54	49.5	54.5	27	22%
55-59	53.4	59.5	16	13%
60-64	59.5	64.5	6	5%
65-69	64.5	69.5	2	2%
Jumlah			124	100%

Based on the table, the data obtained with the highest result is 69 and the lowest is 32, the range is 33, with the number of class 8, and class interval 5. The table above can be seen that the high class frequency is in the fourth class interval, 45-49 with a relative frequency of 29%. Then the lowest data frequencies are class 1, 2, 7, and 8 intervals with relative frequencies of 2%, 7%, 5%, and 2%.

Table IV. 4 Table of Data Descriptive Analysis of Big Five Personality Indicators

Variabel	Indikator	Butir Soal	Total Skor	N	Mean	Persentase
Big Five Personality	Extraversion	1,2,3	1285	3	428	19%
	Agreeableness	4,5,6	1443	3	481	21%
	Conscientiousness	7,8,9	1572	3	524	23%
	Neuroticism	10,11	840	2	420	18%
	Openness	12,13	867	2	434	19%
Jumlah			6007	13	2287	100%

The arithmetic average in the table above shows that the highest indicator scores fall on items 7, 8, and 9 with a total score of 1572, while the lowest indicator falls on items 10 and 11 of 840. So it can be concluded that employees have a big five personality that pretty well applied

Table IV. 5 Organizational Commitment Frequency Distribution Table

Hasil Data	Batas Bawah	Batas Atas	Frekuensi Absolut	F Relatif
16-19	15.5	19.5	9	7%
20-23	19.5	23.5	14	11%
24-27	23.5	27.5	22	18%
28-31	27.5	31.5	27	22%
32-35	31.5	35.5	28	23%
36-39	35.5	39.5	16	13%
40-43	39.5	43.5	4	3%
44-47	43.5	47.5	4	3%
Jumlah			124	100%

Based on the table, the data obtained with the highest result is 47 and the lowest is 16, the range is 29, with a total of 8 classes, and 4 class intervals. The table above shows that the high class frequency is in the fifth class interval, 32-35. with a relative frequency of 23%. Then the lowest data frequencies are class 1, 7, and 8 intervals with relative frequencies of 7%, 3%, and 3%.

Table IV. 6 Calculation Table of Descriptive Analysis of Organizational Commitment Indicator Data

Variabel	Indikator	Butir Soal	Total Skor	N	Mean	Persentase
Komitmen Organisasi	Afektif	1,2,3	1372	3	457	37%
	Normatif	4,5,6,7	1639	4	410	33%
	Berkelanjutan	8,9	714	2	357	29%
Jumlah			3725	9	1224	100%

The average count in the table above shows that the highest indicator scores fall on items 4, 5, 6, and 7 with a total score of 1639, while the lowest indicator falls on items 8 and 9 of 714. So it can be concluded that PT Arkonin employees have have good organizational commitment.

3. Results of Statistical Analysis:

a. Outer Model Analysis (Measurement Model)

i. Convergent Validity Test

The value of convergent validity is the value of the latent variable loading factor with its indicators. This model is declared to meet the validity value if the loading factor value 0.6-0.7. This validity tests the ability of each indicator to explain the research variables under study. The following is a table in this study:

Table IV. 7 Outer Loading Values

No	Item	Nilai Minimum Outer Loading	Outer Loading	Keterangan
<i>Organizational Behavior</i>				
1	ALTR20	0.6	0.282	TIDAK VALID
2	ALTR21	0.6	0.537	TIDAK VALID
3	CON1	0.6	0.446	TIDAK VALID
4	CON2	0.6	0.551	TIDAK VALID
5	COU15	0.6	0.750	VALID
6	COU16	0.6	0.611	VALID
7	COU17	0.6	0.685	VALID
8	COU18	0.6	0.630	VALID
9	CV13	0.6	0.702	VALID
10	CV14	0.6	0.827	VALID
11	SPO6	0.6	0.537	TIDAK VALID
12	SPO7	0.6	0.307	TIDAK VALID
<i>Big Five Personality</i>				
13	AGR11	0.6	0.490	TIDAK VALID
14	AGR18	0.6	0.659	VALID
15	AGR19	0.6	0.645	VALID
16	CON27	0.6	0.658	VALID
17	CON29	0.6	0.629	VALID
18	CON30	0.6	0.598	TIDAK VALID
19	EX7	0.6	0.661	VALID
20	EX8	0.6	0.286	TIDAK VALID
21	EX9	0.6	0.324	TIDAK VALID
22	NEU37	0.6	0.406	TIDAK VALID
23	NEU38	0.6	0.423	TIDAK VALID
24	OPEN42	0.6	0.403	TIDAK VALID
25	OPEN43	0.6	0.536	TIDAK VALID
KOMITMEN ORGANISASI				
26	AFF1	0.6	0.784	VALID
27	AFF3	0.6	0.807	VALID
28	AFF5	0.6	0.496	TIDAK VALID
29	CONT10	0.6	0.660	VALID
30	CONT11	0.6	0.516	TIDAK VALID
31	CONT15	0.6	0.208	TIDAK VALID
32	CONT16	0.6	0.599	TIDAK VALID
33	NORM21	0.6	0.738	VALID
34	NORM23	0.6	0.694	VALID

Based on the table above, it can be stated that the indicators in the table are declared valid because they have a loading factor value above 0.6.

ii. Discriminant Validity Test (Discriminant Validity)

This validity test is a measurement based on the value of the cross loading factor which is useful for measuring the predicted uncorrelated constructs. The assessment with the value above is recommended to be more than 0.70.

Table IV. 8 Values of Cross Loading Factor

	OCB		BFP		OC
ALTR20	0.282	AGR11	0.490	AFF1	0.784
ALTR21	0.537	AGR18	0.659	AFF3	0.807
CON1	0.446	AGR19	0.645	AFF5	0.496
CON2	0.551	CON27	0.658	CONT10	0.660
COU15	0.750	CON29	0.629	CONT11	0.516
COU16	0.611	CON30	0.598	CONT15	0.208
COU17	0.685	EX7	0.661	CONT16	0.599
COU18	0.630	EX8	0.286	NORM21	0.738
CV13	0.702	EX9	0.324	NORM23	0.694
CV14	0.827	NEU37	0.406		
SPO6	0.537	NEU38	0.423		
SPO7	0.307	OPEN42	0.403		
		OPEN43	0.536		

Source: Data processed by researchers (2021)

From the table above, it is stated that the valid indicators in the discriminant validity test are values above 0.7 or those close to 0.7 rounding up, such as the Agreeableness indicators number 18 and 19, namely 0.659 and 0.645.

iii. Composite Reliability

The reliability test was conducted to prove the consistency and determination of the instrument in measuring the construct. The data possessed by composite reliability is suggested to be more than 0.7 to have high reliability, for confirmatory values from 0.6 to 0.7 are still acceptable.

Table IV. 9 Composite Reliability Value

	Composite Reliability
BFP	0.829
OC	0.850
OCB	0.859

Source: Data processed by researchers (2021)

The table above shows that all variables have a composite reliability value above the value of 0.7, so it can be stated that all variables are reliable.

iv. Cronbach Alpha

The results of the cronbach's alpha test are declared reliable if the cronbach's alpha value is above 0.7. These values can be seen in the following table:

Table IV. 10 Cronbach's Alpha . Values

	Cronbach's Alpha
BFP	0.784
OC	0.817
OCB	0.816

Source: Data processed by researchers (2021)

Based on the table above, it can be said that the variables in this study, namely the big five personality traits, organizational commitment, and organizational citizenship behavior exceed 0.7 and it is stated that all variables are reliable.

b. Inner Model Analysis (Structural Model)

i. Coefficient of determination (R²)

The coefficient of determination or R Square is used to measure the influence of the independent variable on the dependent variable. If the value of R² 0.75 is stated to have a large or strong influence, then R² 0.50 can be interpreted as a moderate influence between variables, and a value of R² 0.25 means that the influence between independent variables on the dependent is weak or small.

Table IV. 11 Value of R Square

	R Square	R Square Adjusted
OCB	0.566	0.559

Source: Data processed by researchers (2021)

From the table it can be said that the effect of the independent variable on the dependent is moderate because R² 0.50 which is 0.566.

ii. F-Square (F²)

This test is used to assess the relative influence between the independent variables on the dependent variable. If the F² value of 0.02 is interpreted as having a weak or small effect, then the F² value of 0.15 is indicated there is a moderate effect, then the F² value of 0.35 is stated to have a large or good effect.

Table IV. 12 Value F Square

	BFP	OC	OCB
BFP			0.526
OC			0.223
OCB			

Source: Data processed by researchers (2021)

In the table above, it can be said that the influence between the independent variables on the dependent variable has a large or good effect.

iii. Variance Inflation Factor (VIF)

Collinearity testing is carried out with the aim of proving the influence between the variables studied is strong or not. if the VIF value > 5.00 then this research model has a collinearity problem, and the VIF value < 5.00 then this research model does not have a collinearity problem.

Table IV. 13 VIF value

	OCB		BFP		OC
ALTR20	1.501	AGR11	1.400	AFF1	1.948
ALTR21	1.718	AGR18	1.868	AFF3	1.965
CON1	1.468	AGR19	1.853	AFF5	1.221
CON2	1.544	CON27	1.939	CONT10	2.030
COU15	2.086	CON29	2.076	CONT11	2.389
COU16	1.504	CON30	1.559	CONT15	1.838
COU17	1.724	EX7	1.638	CONT16	1.765
COU18	1.744	EX8	1.174	NORM21	1.896
CV13	1.842	EX9	1.268	NORM23	1.608
CV14	2.368	NEU37	3.403		
SPO6	2.008	NEU38	3.564		
SPO7	1.695	OPEN42	1.335		
		OPEN43	1.633		

Source: Data processed by researchers (2021)

It can be seen from the table that this research model can be concluded that the variables used in this research model, namely big five personality, organizational commitment and organizational citizenship behavior do not have collinearity problems because they are less than 5.00.

4. Hypothesis Testing

Hypothesis testing is to use the statistical value and for the probability value or p-value using the 5% inaccuracy limit is less than 0.05 which produces a t-table value of 1.96. So if the p-value <0.005 and t-statistic >1.96 then H0 is rejected and Ha is accepted.

Table IV. 14 Hypothesis Testing Table

	Original Sample	Sample Mean	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
BFP -> OCB	0.532	0.540	0.083	6.444	0.000
OC -> OCB	0.347	0.348	0.091	3.818	0.000

Source: Data processed by researchers (2021)

H1: Big Five Personality has a positive and significant effect on Organizational Citizenship Behavior

The first hypothesis aims to examine the effect of the big five personality on organizational citizenship behavior. After the bootstrapping estimation as shown in the table above, the results show 0.532 (original sample), 6.444 (t-statistics) > 1.96 and p-values 0.000 <0.005. So it is said that the big five personality variable has a positive and significant effect on organizational citizenship behavior.

H2: Organizational Commitment has a positive influence on Organizational Citizenship Behavior

The second hypothesis aims to examine the effect of organizational commitment on organizational citizenship behavior. After the bootstrapping estimation as shown in the table above, the results show 0.347 (original sample), 3.818 (t-statistics) > 1.96 and p-values 0.000 <0.005. So it is said that organizational commitment variable has a positive and significant effect on organizational citizenship behavior.

H3: Big Five Personality and Organizational Commitment have an influence on Organizational Citizenship Behavior

The third hypothesis aims to examine the effect of big five personality and organizational commitment on organizational citizenship behavior. While in testing this hypothesis using the F test, which if F count > F table then the hypothesis is accepted and vice versa if F count < F table then the hypothesis is not accepted.

$$F \text{ count} = (R^2 (n-k-1)) / (1-R^2) k$$

$$F \text{ count} = 0,566(124-2-1) / (1-0,566)^2$$

$$F \text{ count} = 68.486 / 0.868$$

$$F \text{ count} = 78,901$$

The result of calculated F is 78.901 > F table which is 3.920. Then it is stated that big five personality and organizational commitment have a positive effect on organizational citizenship behavior.

CONCLUSION AND SUGGESTION

CONCLUSION

After analyzing research data regarding the effect of big five personality and organizational commitment on organizational citizenship behavior. So the following conclusions can be drawn:

1. Big Five Personality has a positive and significant effect on Organizational Citizenship Behavior

The first hypothesis aims to examine the effect of the big five personality on organizational citizenship behavior. After bootstrapping estimation, the results show 0.532 (original sample), 6.444 (t-statistics) > 1.96 and p-values 0.000 < 0.005. This means that the higher the level of personality traits, agreeableness, conscientiousness, extraversion, and based on descriptive analysis, it is seen that the low level of neuroticism will have a positive influence on OCB, especially civic virtue and courtesy.

2. H2: Organizational Commitment has a positive influence on Organizational Citizenship Behavior

The second hypothesis aims to examine the effect of organizational commitment on organizational citizenship behavior. After the bootstrapping estimation as shown in the table above, the results show 0.347 (original sample), 3.818 (t-statistics) > 1.96 and p-values 0.000 < 0.005. So it is said that organizational commitment variable has a positive and significant effect on organizational citizenship behavior. It can be interpreted that if the level of affective, normative and sustainable commitment is high, the level of influence of OCB, especially civic virtue and courtesy behavior.

3. H3: Big Five Personality and Organizational Commitment have an influence on Organizational Citizenship Behavior

The third hypothesis aims to examine the effect of big five personality and organizational commitment on organizational citizenship behavior. The result of calculated F is 78.901 > F table which is 3.920. Then it is stated that big five personality and organizational commitment have a positive effect on organizational citizenship behavior. This means that if employees apply the extraversion, agreeableness, and conscientiousness traits that are high and low levels of neuroticism, and high levels of organizational commitment, it can affect the high level of OCB of PT Arkonin employees.

SUGGESTION

Based on the research results and conclusions, the theoretical and practical implications can be stated as follows:

1. Theoretical Implications

In the descriptive analysis of organizational citizenship behavior variables, the highest statement scores fall on items 7, 8, 9, and 10 with a total score of 2161, while the lowest indicator score on items 1 and 2 is 877. The statement item 7 is "Take steps to try to prevent the emergence of problems with other workers.", the statement of item 8 is "Realizing that his behavior affects the work of others.", the statement of item 9 is "Not abusing the rights of others.", and item 10 of the statement is "Trying to avoid the emergence of problems- problems with co-workers." Showing a high level of courtesy behavior reflects that employees consider their behavior in solving work-related problems in the company. While in item 1 "Attendance at work is everything.", and item

2. "Do not increase the hours of rest." Indicates a low level of conscientiousness due to lack of compliance with company regulations.

In the descriptive analysis of the big five personality variable, the results of the highest statement scores fall on items 7, 8, and 9 with a total score of 1572, while the lowest indicator score on items 10 and 11 is 840. The statement for item 7 is "Like regularity.", statement item 8 is "Doing activities according to a schedule or agenda.", and the statement item 9 is "Patience in doing tasks.", showing a high level of conscientiousness traits reflecting that employees are highly organized, and are able to delay gratification for long-term success. While in item 10 "Has a fluctuating feeling.", and item 11 "Has a mood that often changes." Indicates a low level of neuroticism because employees tend to have stable emotions and tend to be satisfied.

In the descriptive analysis of the organizational commitment variable, the highest statement scores fell on items 4, 5, 6, and 7 with a total score of 1639, while the lowest indicator score on items 8 and 9 was 714. The statement item 4 was "It is very difficult for me to leave my current organization, even if I wanted to.", the item 5 statement is "Too many things will interfere in my life if I want to leave my current organization.", the item 6 statement is "One of the serious consequences if I leave this organization is difficult to find other job alternatives.", and item 7 statement "One of the main reasons I stay with this organization is that

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