

# **The influence of Personality Type and Organizational Culture on Performance moderated by Organizational Citizenship Behavior (OCB) at the company PT Surveyor Carbon Consulting Indonesia (SCCI)**

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## **Abstract**

*This research aims to analyze the influence of Personality Type and Organizational Culture moderated by Organizational Citizenship Behavior (OCB) on Employee Performance. This research used a sample of 130 respondents from PT. SCCI East Kalimantan. This research uses the Partial Least Square (PLS) method. The results of this research found that personality type and organizational culture have a significant positive influence on performance. Then, the influence of personality type and organizational culture moderated by Organizational Citizenship Behavior (OCB) has a significant positive influence on performance. The results indicate that personality type, organizational power and Organizational Citizenship Behavior (OCB) have a very vital role in improving employee performance.*

**Keywords:** *Personality Type, Organizational Culture, Organizational Citizenship Behavior (OCB), Performance, PT. SCCI*

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## **I. Introduction**

The success of an organization can be seen from the high performance of its individual members and the performance of the organization itself. Individual involvement in the organization can improve the skills and talents required in work. In the context of increasingly fierce business competition, especially in the mining services sector, organizations are required to be more effective, creative, and innovative in providing high quality products or services. The quality is not only supported by infrastructure and technology, but also by qualified and highperforming human resources. Human resources are very important for organizations because they are the foundation pillars of all activities and achievements of the organization (Cortini et al., 2019).

The importance of individual performance in relation to organizational achievement is also highlighted, who points out that regular and quality individual performance can contribute to the achievement of organizational sustainably performance. In this case, employees are expected to show good performance to support the company's goals and objectives. According to Rivai&Basri (2005) Performance is the result or overall success rate of a person during a certain period in the implementation of responsibilities compared to various options such as job standards, goals, and intentions or criteria that have been agreed before.

Individual performance is not only influenced by external factors such as competitive demands or organizational infrastructure, but also by internal variables such as employee personality. Personality is a set of ways in which an individual acts and interacts with others (Robbins & Judge, 2013). This personality affects each individual's ability to adapt, and ultimately affects their performance in the workplace. Personality differences between individuals can lead to differences in adaptability and performance. In addition, Moeljono (2015) stated that in the context of human resource management, organizations need to set standards or benchmarks to create professional and highly honest staff through a good organizational culture. Organizational culture includes the work ethic and values embraced by every member of the organization since its inception, which continues to be maintained and strengthened until it becomes part of an established culture. According to Siagian (2013) an organization cannot develop forward without a strong cultural foundation. This culture has a significant impact on the strategies implemented to achieve the goals set by the organization.

To achieve optimal employee performance, it is necessary to pay attention to various variables that influence it, such as the type of behavior and organizational culture that can be accepted and adapted by all employees in the organization or company, according to Fossen &Vredenburg (2014). In addition to these variables, aspects of Organizational Citizenship Behavior (OCB) can also be used as a supporting factor to improve employee performance.

Until now, there are still differences in research related to the impact of personality on employee performance. Fajrina et al. (2020) found that personality has no significant effect on employee performance, while another study by Youshan& Hasan (2015) showed that personality has a positive and significant impact on employee performance. Other research conducted on organizational culture by Syauta et al. (2012) found that organizational culture has no significant effect on employee performance. This indicates that a high organizational culture cannot increase or improve employee performance. However, different results were found in research conducted by Susetyo et al. (2014) at PT Bank Muamalat Indonesia consumer division Surabaya branch area found that organizational culture has a significant influence and affects employee performance.

The example of PT SCCISamarinda mentioned illustrates the business challenges in the surveyor services industry that require companies to improve employee performance to remain competitive and maintain customer trust in the mids of increasingly fierce competition. The following is the number of independent quantity & quality surveyor service companies registered with the Directorate General of Mineral and Coal in 2020/2021

**Table 1.1 SurveyorCompany Officer**

No.	Year 2020	No.	Year 2021
1	PT. Sucofindo	1	PT. Sucofindo
2	PT. Surveyor Indonesia	2	PT. Surveyor Indonesia
3	PT. Geoservice	3	PT. Geoservice
4	PT. Carsurin	4	PT. Carsurin
5	PT. Anindya WiraputraKonsult	5	PT. Anindya WiraputraKonsult
6	PT. Surveyor Carbon Consulting Indonesia	6	PT. Surveyor Carbon Consulting Indonesia
7	PT. Jasa Mutu Mineral Indonesia	7	PT. Jasa Mutu Mineral Indonesia
		8	PT. AsiatrustTechnovima Quality
		9	PT. TribhaktiInspektama

Source: DirektoratJenderal Mineral dan Batubara

Based on the table above, it is found that there are additional companies which means that business competition in quantity & quality surveyor service companies will become tighter. In line with this, performance data for 3 years obtained from HRD has not shown the expectations from management, it can be seen from the performance appraisal which is carried out directly involving all employees concerned, direct supervisors, coworkers, and subordinates. An assessment in the form of a daily work value and measured annually is called the Individual Work Value (NKI). NKI is a statement of an employee's performance within a certain period of time which is expressed in terms of achievement value. The following is the NKI data for PT Surveyor Carbon Consulting Indonesia (SCCI) employees:

**Table 1.2 Assessment Code**

VALUE RANGE (%)	CODE	DESCRIPTION
≥100	Q1	Excellent
≥92 s.d<100	Q2	Very Good
≥85 s.d<92	Q3	Good
≥80 s.d<85	Q4	Less
≥75 s.d<80	Q5	Very Less

**Tabel 1.3 Assessment Result**

Code	2019 (%)	2020 (%)	2021 (%)
Q1	6.70	4.90	7.72
Q2	14.50	12.80	15.70
Q3	75.20	77.80	72.40
Q4	2.90	3.10	3.18
Q5	0.70	1.40	1.00

Source: NKIemployees of PT Surveyor Carbon Consulting Indonesia (SCCI) (2022)

Table 1.3 shows the percentage value of employee performance in general, it can be seen that the performance of PT SCCI employees from 2019-2021 has fluctuated. This can be seen from the performance of categories Q2 and Q1 (very good& excellent) which decreased in 2020 and increased again in 2021, but in category Q4 (less) there was an increase. This shows that the company's employee performance is not optimal due to the mismatch of organizational culture with employee attitudes and commitment.

Performance measurement is very important to assess the extent of the role and contribution of human resources in achieving organizational success. One concept that is closely related to organizational performance

is Organizational Citizenship Behavior (OCB), which includes employee behavior that can help organizational effectiveness, such as having the social capacity to maintain work groups.

The application of Organizational Citizenship Behavior (OCB) in companies is important to improve performance. In this context, the supporting factors for the formation of OCB are based on individual behavior or employee personality and corporate organizational culture. In addition, the role of organizational culture is highly expected in creating OCB behavior that can improve employee performance in achieving organizational goals.

## **II. Literature review**

### **2.3.1. Personality Type on Employee Performance**

Personality, which is also popular in psychology and later developed for use in many other sciences, has long been a model of "Big Five Personality" and attracts many researchers who sometimes continue to develop the categorization of basic human characteristics (Amir, 2017).

The Big Five Personality describes personality traits based on the individual himself in his or her daily life. The results of research by Ayu et al. (2015) entitled "Pengaruh Kepribadian Model Lima Besar (*Big Five Personality*) pada kinerja auditor kantor Akuntan Publik provinsi Bali" stated that the Big Five Personality, namely the Extraversion had a positive effect on the performance of the Public Accountant auditor in the province of Bali. Agreeableness positively affects the performance of KAP auditors in Bali Province. Conscientiousness has no effect on the performance of KAP auditors in Bali province. Emotional Stability has no effect on the performance of KAP Auditors in Bali Province. And Openness to Experience has no effect on the performance of KAP Auditor in Bali Province.

The result of research by Suhandiah et al. (2018) entitled about "Pengaruh Kepribadian Terhadap Kinerja Individu: pendekatan *Big Five personality Theory*" stated that: 1) factors in personality, namely, Extraversion, Agreeableness, Neuroticism, and Openness to Experience have no influence on performance. Personality factors that affect performance are the Conscientiousness factor (Suhandiah et al., 2018), so the hypothesis is as follows:

H<sub>1</sub>: There is an influence of personality type on the performance of PT SCCI employees.

### **2.3.2. Personality Type towards Organizational Citizenship Behavior**

Organizational Citizenship Behavior (OCB) according to Romaiha et al. (2019) is determined by conscientiousness and altruism. Altruism, which can be interpreted as individuals who cares about the welfare of others, is important for employees when they want to advance the organization. Likewise, people with conscientiousness are responsible and can be trusted to complete hard work. This is in line with the opinion of (Moorhead & Griffin, 2013). Employees with individual characteristics of conscientiousness and altruism will determine the intensity of OCB. This is beneficial because individual characteristics are inherent in employees and are more difficult to change or relatively stable.

Individuals who want to advance their village with causes due to work relationships and already have social relationships are a form of affective attachment. Benjamin (2012) supports this understanding, that affective commitment is a supporter of the creation of OCB.

OCB behavior needs to be tested whether it appears by itself only because a person has the characteristics of a worker's nature and because they had affective commitment or needs mediating variables. Research by Romaiha et al. (2019) found that individual character is an antecedent of OCB, further stated that intrinsic motivation is the strongest determinant. Likewise with Kholisah et al. (2020) in their field study which confirms the positive influence of self-character on OCB.

H<sub>2</sub>: There is an influence of personality type on organizational citizenship behavior of PT SCCI employees.

### **2.3.3. Organizational Culture towards Employee Performance**

Research by Awadh & Alyahya (2013) explains that culture and performance have been interrelated with each other based on the perfect relationship between business processes. In addition, in this study it was concluded that organizational culture has a positive influence on employee performance, which means that if the level of organizational culture is high, employee performance is also high.

The results of research conducted by Kuo & Tsai (2017) and Isa & Ugheoke (2016) found that organizational culture has a positive influence on performance. Robbins & Coutler (2016) explain that understanding organizational culture and how it is created, maintained, and learned will improve the ability to explain and predict organizational behavior, thus helping management to improve performance. In addition, the results of this study also prove that organizational culture has a significant positive effect on employee performance.

H<sub>3</sub>: There is an influence of organizational culture on the performance of PT SCCI employees.

#### **2.3.4. Organizational Culture towards Organizational Citizenship Behavior**

OCB is more concerned with describing a person (employee) than a social creature. OCB is a form of voluntary activity of organizational members that supports organizational functions so that this behavior is expressed in a rather altruistic (beneficial) manner in the form of actions that promote selflessness and interest in the welfare of others. OCB as individual behavior that is voluntary, not directly or explicitly related to the reward system and can improve the effective functioning of the organization. According to Kholisah et al. (2020) states OCB is employee behavior in the form of willingness to do tasks beyond their main tasks. Employees have the freedom to act and do not receive rewards, in the context of the formal reward structure of the organization, for their behavior.

Organizational culture is a system of beliefs and values that develops in an organization and regulates the behavior of its members. In business, this system is always considered the corporate culture. No two individuals are the same, no organizational cultures is the same. Experts and counselors believe that cultural differences have a major impact on organizational performance and the quality of work life of organizational members.

H<sub>4</sub>: There is an influence of organizational culture on organizational citizenship behavior of PT SCCI employees.

#### **2.3.5. Organizational Citizenship Behavior towards Employee Performance**

Employees as strategic resources are the backbone of the organization, so that in carrying out their duties they will affect their performance. According to Fauth et al. (2009) The success of the organization depends on input that comes from ideas, innovation and creativity of employees. Employee performance is reflected in the quality of work, the degree of work continuity, the degree of attendance, the cooperation of colleagues, the degree of concern for work safety, responsibility for the results of their work and creativity.

The success and sustainability of the organization is determined mainly by the willingness of employees not only to behave in carrying out their main duties, but also have the desire to be a good employee for the organization. Over the past three decades, academics and practitioners have focused on further exploring the idea of Organizational Citizenship Behaviour (OCB), especially in the field of organizational ethics (Takeuchi et al., 2015).

In the organizational ethics literature it is said that OCB is an important management tool for organizations, providing a positive impact on the performance of individual, group and organizational, even those that are managed (Chiaburu et al., 2011).

OCB as an employee's willingness to take a role (role) that exceeds its main role in an organization, so it is referred to as extra-role behavior. The success of an organization if its members not only do their main tasks, but also want to do extra tasks, such as the willingness to cooperate, help each other, provide input, play an active role, provide extra services, and want to use their work time effectively (Robbins & Judge, 2013).

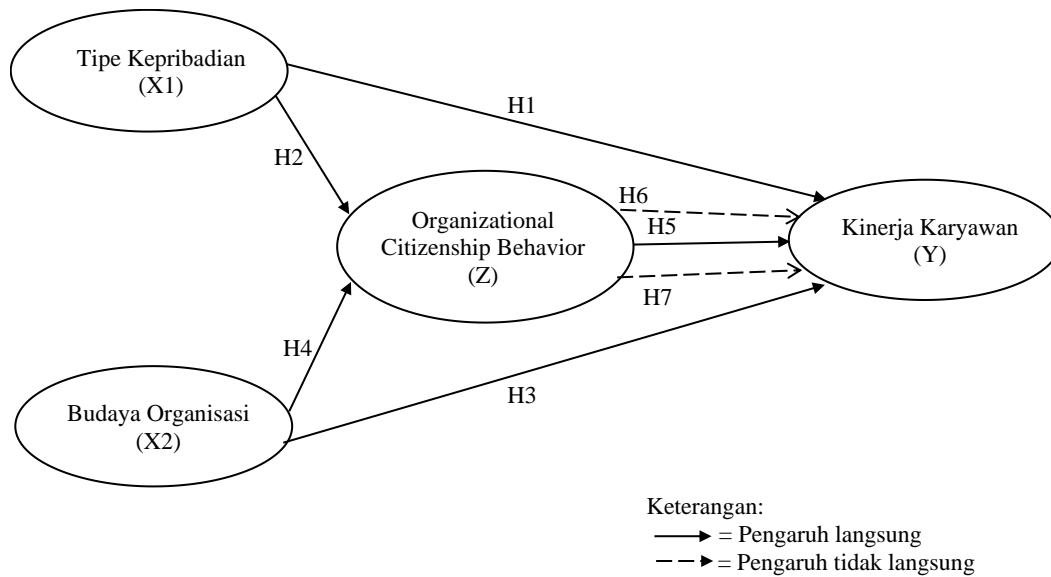
Furthermore, Kholisah et al. (2020) revealed that OCB is an extra behavior of a person that is beneficial to the organization. OCB is also a unique aspect of individual activities at work and is a habit or behavior that is done voluntarily, is not part of formal work, and is indirectly recognized by the reward system. Therefore, OCB is known to increase the effectiveness, efficiency, and performance of an organization.

H<sub>5</sub>: There is an effect of Organizational Citizenship Behavior on the performance of PT SCCI employees.

H<sub>6</sub>: Organizational Citizenship Behavior mediates the effect of personality type on the performance of PT SCCI employees.

H<sub>7</sub>: Organizational Citizenship Behavior mediates the effect of organizational culture on the performance of PT SCCI employees.

Based on the hypothesis development carried out, the research model proposed by the author is as shown in Figure 2.1 below:



Picture 2.2 Conceptual Framework

### III. Method and Variable

#### 3.2.1 Independent Variable

Exogenous variables are variables that affect the value of other variables (Sekaran and Bougie, 2016). The exogenous variables in this study are Personality Type (X1) and Organizational Culture (X2). Personality Type (X1) in this study consists of 5 indicators, namely: Agreeableness, Conscientiousness, Negative Emotionality, Extraversion, and Openness. Then, Organizational Culture (X2) in this study consists of 5 indicators, namely: Learning, Sharing, Transgeneration, Perception of influence, Adaptation.

#### Dependent Variable

The Dependent Variable in this study consists of the Performance variable which consists of 5 indicators, namely: Quantity of work, Quality of work, Knowledge of work, Opinions or statements submitted, Planning Activities.

#### Mediating Variable (Z)

The mediating variable in this study consists of the Organizational citizenship behavior (OCB) variable which consists of 5 indicators, namely Altruism, Conscientiousness, Civic virtue and Courtesy.

#### Data and Sampling

In this study, the sample is a number of populations totaling 130 employees at PT Surveyor Carbon Consulting Indonesia (SCCI). The data collection uses a Likert scale as below:

Table 3.1 Likert Scale Score

Code	Description	Score
SS	Strongly Agree	5
ST	Agree	4
N	Neutral	3
TS	Disagree	2
STS	Strongly Disagree	1

#### Analysis

This study uses a quantitative research approach. According to Sekaran & Bougie (2016) states that quantitative research is research that requires a lot of numbers, starting from data collection, interpretation of the data, and the appearance of the results. The aim of this study was to test hypotheses regarding the Pengaruh Tipe Kepribadian dan Budaya Organisasi Terhadap Kinerja karyawan Melalui Organizational Citizenship Behavior pada PT Surveyor Carbon Consulting Indonesia di Kalimantan Timur. Retrieval of data with a questionnaire which was then conducted by statistical analysis using the Structural Equal Modeling -Partial Least Square (SEM-PLS) method.

**IV. Result and Discussion**

The following table 5.1 shows the results of the questionnaire conducted based on the characteristics that have a total of 130 respondents, each of which consists of the following:

No.	Characteristic	Gender	Total	Percentage
1	Gender	Woman	39	30%
		Man	91	70%
		Total	130	100%
2	Age	17-25	27	21%
		26-35	61	47%
		36-40	27	21%
		>40	15	12%
		Total	130	100%
3	Education	SMA	38	29%
		DIPLOMA	44	34%
		S1	48	37%
		Total	130	100%
4	Work Experience	1-2 Year	44	34%
		3-4 Year	52	40%
		>4 Year	34	26%
		Total	130	100%

Source: Author Calculation (2023)

**5.1.1 Inferential Analysis of Measurement Model Test or Outer Model**

The measurement model test, or external model test, is testing the measurement of each latent variable or the measurement of the indicators of each variable. The purpose of this testing activity is to analyze the reliability and validity of the data by using a measurement model that connects indicators to existing latent variables. For the outer model, the tests carried out are: 1) validity test which includes: Convergent Validity, Average Variance Extracted (AVE), Discriminant Validity; and 2) reliability test in the form of: Composite Reliability, and Cronbach Alpha.

**5.1.1.1 Convergent Validity**

Convergent validity is a measurement model that uses observed reflexive indicators to correlate the factor or indicator value with the construct value in it (Sekaran and Bougie, 2016). A factor loading value of more than 0.5 is considered to have strong validation to explain latent constructs. The outer loading value on the personality test variables, organizational culture, employee performance and organizational citizenship behavior can be seen in the following table:

**Table 5.10**  
**Outer Loadings**

	X1	X2	Y	Z
X1.1	0.890			
X1.2	0.895			
X1.3	0.882			
X1.4	0.898			
X1.5	0.885			
X2.1		0.889		
X2.2		0.882		
X2.3		0.880		
X2.4		0.896		
X2.5		0.897		
Y.1				0.958
Y.2				0.954
Y.3				0.953
Y.4				0.956
Y.5				0.948
Z.1				0.902
Z.2				0.906
Z.3				0.913
Z.4				0.901
Z.5				0.910

Source: research result 2022

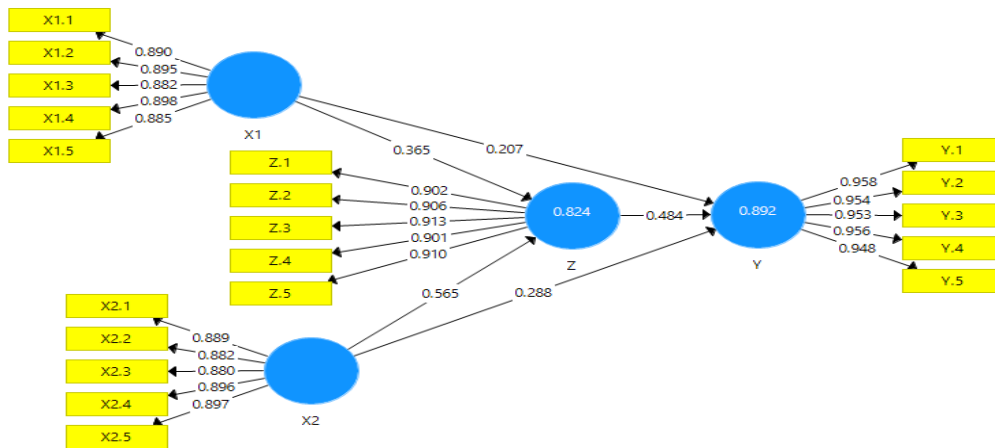


Based on table 5.10, the indicators per variable with the highest value can be explained as follows:

- 1 The dominant indicator that influences the personality type variable is indicator X1.4 with a value of 0.898, namely: employees at PT Surveyor Carbon Consulting Indonesia are able to revive a boring atmosphere.
- 2 The dominant indicator that influences the organizational culture variable is indicator X2.5 with a value of 0.897, namely: employees at PT Surveyor Carbon Consulting Indonesia are able to prioritize the company's vision and mission compared personal interests.
- 3 The dominant indicator that influences the employee performance variable is indicator Y1 with a value of 0.958, namely: employees at PT Surveyor Carbon Consulting Indonesia are able to plan the work received so that they can complete it on time.
- 4 The dominant indicator that influences the Organizational Citizenship Behavior variable is indicator Z3 with a value of 0.913, namely: employees at PT Surveyor Carbon Consulting Indonesia are willing to take the time to help other employees when they are unable to carry out their duties.

Based on the loading factor value described above, the loading factor diagram with the variables that have been studied and the influence (R<sup>2</sup>) of the independent variables on the dependent research can be described by Figure 5.1 as follows:

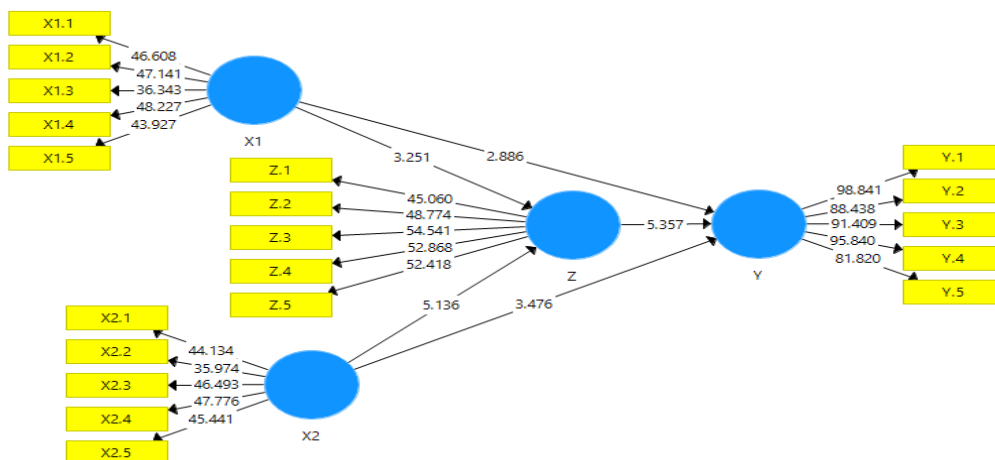
**Picture 5.1**  
*Loading Factor Partial Least Square*



source: research result 2022

Based on Figure 5.2 shows the loading factor bootstrap SmartPLS output by producing the original sample value and t-statistic with the following path analysis:

**Picture 5.2**  
*Loading Factor Bootstrap*



Source: research result 2022

**5.1.1.2 Discriminant Validity**

The discriminant correlation test is conducted to identify the correlation between constructs and other constructs. If the square root value of AVE for each construct is greater than the correlation value of 0.5 then between the construct and other constructs in the model, it can be concluded that the level of construct validity is good. Then the results of the study can be seen in the table as follows:

**Table 5.11**  
*Average Variance Extracted (AVE)*

Variable	(AVE)	Description
Personality Type (X1)	0.792	Valid
Organizational Culture (X2)	0.790	Valid
Employee Performance (Y)	0.910	Valid
Organizational Citizenship Behavior (Z)	0.822	Valid

Source: research result, 2022

Based on table 5.11, the square root AVE value for each outer loading variable for this study shows a value exceeding 0.5 for each construct, so it can be concluded that all latent variables in the calculation of discriminant validity based on average variance extracted are valid.

**5.1.1.3 Composite Reliability**

Composite Reliability is a calculation with measurements from the construct to assess the composite reliability of the indicator block by showing a reliability value of more than 0.7. Then the results of the study can be seen in the table as follows:

**Table 5.12**  
*Composite Reliability*

Variable	Composite Reliability	Description
Personality Type (X1)	0.950	Reliabel
Organizational Culture (X2)	0.950	Reliabel
Employee Performance (Y)	0.981	Reliabel
Organizational Citizenship Behavior (Z)	0.958	Reliabel

Source: research result, 2022

Based on table 5.12 above, it can be seen that all variables have met the requirements because they have shown a composite reliability value above 0.7. So it can be concluded that the indicators used in the research variables are said to be reliable.

**5.1.1.4 Cronbach's Alpha**

Cronbach's Alpha is a calculation with measurements from the construct to assess the Cronbach's Alpha value at the lower limit of the indicator block by showing a value of more than 0.7 even though the value is 0.6 which is still acceptable. Then the results of the study can be seen in the table as follows:

**Table 5.13**  
*Cronbach's Alpha*

Variable	Cronbach's Alpha
Personality Type (X1)	0.934
Organizational Culture (X2)	0.934
Employee Performance (Y)	0.975
Organizational Citizenship Behavior (Z)	0.946

Source: research result, 2022

Based on Table 5.13, the Cronbach's alpha value has met the requirements because it shows a value exceeding 0.70 so that it can be concluded that all variables have reached the Cronbach's alpha level of excellent reliability.



**5.1.2 Inferential Analysis of Structural Model Test or Inner Model**

The purpose of estimating the Inner Model is to predict the relationship between latent variables based on the substantive theory of the analyzed structural model. Structural model testing can be processed to review the R-square value as a goodness-fit model test. The R square value can show the level of determination of exogenous variables on their endogenous. If the R square value is greater than the determination rate than the value becomes better. Then the research results will be presented as follows:

**Table 5.14**  
**R-Square Result**

Variable	R Square Adjusted
Employee Performance (Y)	0.889
Organizational Citizenship Behavior (Z)	0.821

Source: research result, 2022

Based on table 5.14 on the R-square results, it can be explained as follows:

- 1 The construct of the Employee Performance variable (Y) shows an R-Square value of 0.889, which means that the Personality Test (X1) and Organizational Culture (X2) are able to explain the variance in Employee Performance (Y) with a moderate score of 88.9%, while the remaining 11.1% is explained by other variables outside the research model.
- 2 The Organizational Citizenship Behavior (Z) construct shows an R-Square value of 0.821, which means that the personality test (X1) Organizational Culture (X2) and Employee Performance (Y) are able to explain the variance of Organizational Citizenship Behavior (Z) strongly by 82.1%, while the remaining 17.9% is explained by other variables outside the research model.
- 3

**5.1.3 Hypothesis Testing**

Hypothesis testing can be done after the research data has met the measurement requirements, where the calculation will continue with the bootstrapping method to determine the latent construct relationship. The simultaneous test used the t-statistic test which is intended to test the signification of the influence of the exogenous variables X as a whole on the endogenous variable Y. This test is carried out by comparing the T value resulting from the calculation of the t-statistic with a significant level less than 0.5 or the t-table exceeds the critical value. So to provide answers to the problem formulation that has been presented, the hypothesis test can be seen in the following table:

**Table 5.15**  
**Path Coefficients (Mean, STDEV, t-Values)**

	Original Sample (O)	T Statistics ((O/STDEV))	P Values	
Personality Test ->Employee Performance	0.207	2.412	0.017	Positive significant
TPersonality Test -> Organizational Citizenship Behavior	0.365	3.684	0.000	Positive significant
Organizational Culture ->Employee Performance	0.288	3.955	0.000	Positive significant
Organizational Culture -> Organizational Citizenship Behavior	0.565	5.658	0.000	Positive significant
Organizational Citizenship Behavior ->Employee Performance	0.484	5.729	0.000	Positive significant
Personality Test -> Organizational Citizenship Behavior ->Employee Performance	0.176	3.151	0.002	Positive significant
Organizational Culture -> Organizational Citizenship Behavior ->Employee Performance	0.273	4.178	0.000	Positive significant

Source: research result, 2022

Based on table 5.15 above, it is explained that hypothesis testing based on the calculation of the bootstrapping path coefficient on the research model, shows the results of the t-statistics test analysis of each construct influence on personality type variables (X1), organizational culture (X2) and employee performance (Y) as well as organizational citizenship behavior as a mediating variable, with research results that can be explained as follows:

- 1 The personality test has a positive influence on employee performance with an original sample value of 0.207. The results of the research above also show that personality type has a significant influence on employee

performance because it produces a t-statistic ( $2.412 > 1.96$ ) and p-values ( $0.017 < 0.05$ ), so the research that produces the hypothesis that personality type has an influence on employee performance is significantly positive, so **hypothesis 1 is accepted**.

2 Personality type has a positive influence on organizational citizenship behavior with an original sample value of 0.365. The results above also show that personality type has a significant effect on organizational citizenship behavior because it produces a t-statistic ( $3.684 > 1.96$ ) and p-values ( $0.000 < 0.05$ ), so that research that produces the hypothesis that personality type has an influence on organizational citizenship behavior with a significant positive, then **hypothesis 2 is accepted**.

3 Organizational culture has a positive influence on employee performance with an original sample value of 0.288. The results of the research above also show that organizational culture has a significant effect on employee performance because it produces a t-statistic ( $3.955 > 1.96$ ) and p-values ( $0.000 < 0.05$ ), so the research that produces the hypothesis that organizational culture has an influence on employee performance is significantly positive, so **hypothesis 3 is accepted**.

4 Organizational culture has a positive influence on organizational citizenship behavior with an original sample value of 0.565. The results above also show that organizational culture has a significant influence on organizational citizenship behavior because it produces a t-statistic ( $5.658 > 1.96$ ) and p-values ( $0.000 < 0.05$ ), so the research that produces the personality test hypothesis has an influence with organizational citizenship behavior with a significant positive, so **hypothesis 4 is accepted**.

5 Organizational citizenship behavior has a positive effect on employee performance with an original sample value of 0.484. The results above also show that organizational citizenship behavior has a significant effect on employee performance because it produces a t-statistic ( $5.729 > 1.96$ ) and p-values ( $0.000 < 0.05$ ), so that research that produces the hypothesis of organizational citizenship behavior has an influence on employee performance with a significant positive, then **hypothesis 5 is accepted**.

6 The results of the mediation test, with the results of the original sample value of 0.176 with a t-statistic value ( $3.151 > 1.96$ ) and p-values ( $0.002 < 0.05$ ). So, the results of this study indicate that personality type on employee performance has a positive and significant effect with organizational citizenship behavior as mediation. So that in this study, **hypothesis 6 is accepted**.

7 The results of the mediation test, with the results of the original sample value of 0.273 with a t-statistic value ( $4.178 > 1.96$ ) and p-values ( $0.000 < 0.05$ ). So, the results of this study indicate that organizational culture on employee performance has a positive and significant effect with organizational citizenship behavior as mediation. So that in this study, **hypothesis 7 is accepted**.

## **5.2 Discussion of Research Result**

In testing the hypothesis that has been examined, it can show the significant value between variables, so that the detailed discussion will be explained as follows:

### **5.2.1 Personality Test towards Employee Performance**

The results of research on personality type variables on employee performance at PT. Surveyor Carbon Consulting Indonesia is a significant positive effect with the dominant indicator in the influential personality type is indicator x1.4 extraversion where extraversion on the questionnaire can wake up a boring atmosphere is an indicator contained in the Big Five Model where this indicator has an impact on employee performance, because someone with high extroversion can make friends faster than a person with low extroversion. An extroversionist is easily motivated by change, changes in life, challenges and is easily bored. At the same time, people with low extroversion are mostly quiet and withdraw from their environment, and it can be said that the more a person spends time with other colleagues, creating good and pleasant relationships to improve employee work.

Each individual has their own character traits in thoughts, feelings, and behavior. All of these things are closely related to ability and personality, which can be influenced by many factors, one of which is individual personality traits. The results of this study are supported by research conducted by Masharyono (2020) entitled *The Effect of Job Characteristics to Employee's Performance: A Case Study on Employees at Interior Industry* which states that if job characteristics are well understood, than employee performance will increase. The implications of the job characteristics model show that when the strength of growth needs meets the job characteristics, high performance and job satisfaction will be achieved. contribute optimally, complete the task well, and provide optimal good performance to achieve organizational goals in the company.

### **5.2.2 Personality Type towards Organizational Citizenship Behavior**

The results of research on personality type variables towards organizational citizenship behavior at PT Surveyor Carbon Consulting Indonesia are significantly positive. The dominant indicator in the personality type is the agreeableness indicator on the questionnaire by preferring to do activities with others rather than doing it

themselves. Agreeableness in a person forms a persistent behavior that determines a person's response to their environment. A good personality type is expected to produce good behavior towards the organization. People with these characteristics can more effectively deal with conflict situations that may arise in their work. Relatively conflict-free working conditions can make employees with this trait more comfortable at work. With a sense of security, they can exert all their talents, which in turn can increase their organizational citizenship behavior. These behaviors also directly contribute to positively impacting an organization in achieving its desired goals and success. Overall, it will be able to help employees to be able to master the work done so that it will have an impact on the effectiveness of the organization if carried out in aggregate in the organization.

The results of this study are supported by research conducted by Sambung (2014) entitled *PengaruhkebecincianTerhadapOrganizational Citizenship Behavior (OCB)denganKomitmenOrganisasionalSebagai Intervening* which states that the personality type towards organizational citizenship behavior where the better the employee's personality, the more it will increase the Organizational Citizenship Behavior (OCB) employees.

### **5.2.3 Organizational Culture towards Employee Performance**

The results of research on organizational culture variables towards employee performance at PT Surveyor Carbon Consulting Indonesia are significantly positive. The most influential indicator of organizational culture is the X2.5 indicator with a value of 0.897, namely employees at PT. Surveyor Carbon Consulting Indonesia are able to prioritize the company's vision and mission over personal interests.

Mandatory requirements for employees because they can be formalized in various company rules and regulations. Referring to the work culture as a reference to existing rules or regulations, managers and employees are indirectly interrelated to build good cooperation so as to create attitudes and behaviors that are in line with the vision and mission in order to socialize and respect each other's employees in building company strategies. The orientation process ultimately creates quality managers and employees with high integrity. The results of this study are supported by research conducted by Nyabuti et al. (2017) entitled *Influence of Organizational Culture on the Employee Performance in the Civil Service in Kenya* which states that organizational culture has a significant positive effect on employee performance because the results of the study inform the centrality of the concept of organizational culture in the performance of public institutions in developing countries such as Kenya. Thus, it is necessary to develop and implement an efficient and effective organizational culture that encourages and motivates good performance among employees in the public service.

### **5.2.4 Organizational Culture towards Organizational Citizenship Behavior**

The results of research on organizational culture variables towards organizational citizenship behavior at PT Surveyor Carbon Consulting Indonesia are significantly positive. Employees are more concerned with interests in public services compared to their own personal interests, which will be the main factor in shaping the individual behavior of employees in organizational culture because culture towards organizational citizenship behavior in this study shows a good culture that encourages employees to display organizational citizenship behavior. In the distribution of length of work in 3-4 years has a large percentage of 40%. In this case, the criterion for length of work is that the longer the work, the more engaged the employees are in terms of commitment. This is the distribution on education is S1 students with the highest percentage of 37%. Based on this, that if the level of education is higher, they also have a good culture and a committed. A strong and positive culture greatly affects the behavior and performance of the company. Therefore, it is possible to obtain good and effective results even with a good organizational culture in the implementation of work tasks.

The results of this study are supported by Bharata's research (2016) entitled *The Effect of Job Satisfaction and Organizational Culture on Organizational Citizenship behavior at PT PupukSriwidjaja Palembang (Case in Technology Division)*. Based on the results of data analysis and the findings of this study, it can be concluded that organizational culture within a certain framework can shape Organizational Citizenship behavior among employees because the task of culture is to foster a growing commitment to something broader than its own interests. Culture also acts as a stability of the social system and guides the formation of employee attitudes and behaviors. This is a special form of Organizational Citizenship behavior that can be requested by employees.

### **5.2.5 Organizational Citizenship Behavior towards Employee Performance**

The results of research on organizational citizenship behavior variables towards employee performance at PT Surveyor Carbon Consulting Indonesia are significantly positive. The indicator of organizational citizenship behavior is the availability of taking the time to help others with work problems which states that the role of colleagues in the organization greatly affects the level of achievement of each individual. The participation of colleagues in dealing with problems is certainly very beneficial in the work process, the use of time and the final result. The need for involvement between employees is carried out such as providing solutions, guidance, strategies in decision making. The role of good colleagues towards colleagues can certainly

increase the sense of solidarity in the organization, which is manifested by helping colleagues is an activity that is classified as free, not in accordance with the formal obligations set by the organization, is voluntary, not for its own benefit, not forced and activities that benefit other parties (colleagues, institutions or organizations), doing work without orders not directly related to formal compensation or reward systems due to the voluntary or involuntary nature of their behavior, maintaining cleanliness and comfort in the workplace.

The results of this study are supported by the research of Sadeghi et al. (2016) entitled *The Relationship Between Organizational Citizenship Behavior and Organizational Performance (Case Study: Agricultural Jihad Organization of Mazandaran Province)*. The results of this study indicate that there is a significant relationship between citizen organizing behavior and organizing performance. The tendency of increasing employee volunteerism or organizational citizenship behavior can improve organizational performance. In addition, an increase in voluntary or organizational citizenship behavior increases the employee satisfaction component more than other components of organizational effectiveness. This tendency improves the image of the organization.

### **5.2.6 Personality Type towards Work Performance with *Organizational Citizenship Behavior* as Mediation**

This study aims to determine the effect of personality type on work performance with organizational citizenship behavior as mediation, so that it will find answers to the formulation of problems that describe the hypothesis of organizational citizenship behavior as mediation in personality tests towards employee performance.

The results of research on personality type variables on work performance with organizational citizenship behavior as mediation at PT Surveyor Carbon Consulting Indonesia are significantly positive. Looking at the results of observations on the results of the research carried out shows that the personality test applied has an important meaning to be able to improve employee performance because the similarity owned by employees is a trait that has been possessed by a person to be able to do something mentally and physically between organizations. If employees have good traits in terms of completing work, these traits will support improving organizational citizenship behavior as mediation.

In employees of PT Surveyor Carbon Consulting Indonesia, the average respondent's answer to the distribution of personality type indicators has a good value of 4.05 because under the influence of personality factors, employees who are open to input and suggestions from colleagues, awareness of the work being done, mutual cooperation in terms of helping each other's work between employees will trigger success in completing work, both individually and in groups and can improve employee work efficiency. Another thing that is also noted is the existence of trust applied in terms of assistance to colleagues, voluntary behavior that exceeds the basic needs of workers such as helping colleagues and being polite to others, which benefits the organization and is not related to the reward system and a sense of security between colleagues about their abilities will improve work performance in employees so that it will make an organization in the company able to carry out work effectively and efficiently.

### **5.2.7 Organizational Culture towards Work Performance with *Organizational Citizenship Behavior* as Mediation**

This study aims to determine the effect of organizational culture towards work performance with organizational citizenship behavior as mediation, so that it will find answers to the formulation of problems that describe the hypothesis of organizational citizenship behavior as mediation in organizational culture towards employee performance.

The results of research on personality test variables on employee performance at PT Surveyor Carbon Consulting Indonesia are significantly positive. Organizational culture refers to each individual who has similarities but of course differences with others. Organizational citizenship behavior plays an important role in creating optimal performance such as employees who apply organizational culture well when the company treats them fairly and equally. Companies that have implemented the organizational culture expected by employees will cause organizational citizenship behavior by itself. In other words, they work earnestly without waiting for orders and help colleagues in difficulty so that it can affect the improvement of an employee's performance. Organizational culture is better realized so that organizational citizenship behavior is created with support to improve employee performance. Organizational citizenship behavior refers to the behavior of employees who are free and willing to work for the company.

## **Conclusion**

The results of this study on the personality type variable on employee performance at PT Surveyor Carbon Consulting Indonesia show a positive significant effect. Each individual has unique characteristics to influence their performance, which can be influenced by various factors. The implications of the work characteristics model show that when growth needs meet job characteristics, high performance and job



satisfaction will be achieved, as well as maximum contribution in achieving organizational goals. A good organizational culture also has a positive effect on employee performance and behavior, as seen in PT Surveyor Carbon Consulting Indonesia has successfully implemented an organizational culture that motivates performance and supports the behavior of company residents well. Perceptions of organizational culture play an important role in shaping employee behavior, including in supporting positive organizational citizen behavior. Organizational Citizenship Behavior is also proven to have a positive influence on employee performance, with active participation in solving problems and providing assistance to colleagues. Research shows that factors such as personality and organizational culture play an important role in shaping employee behavior, which in turn affects overall organizational performance.

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