



Mediation of organizational commitment the effect of personality traits and teamwork competencies on organizational citizenship behavior

Fitri Wulandari¹, Fariqoh Zumrotul Mila²

^{1,2}Raden Mas Said State Islamic University of Surakarta, Sukoharjo, Indonesia

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ABSTRACT

This study purposes to analyze the role of personality traits and teamwork competencies on organizational citizenship behavior (OCB) by mediating organizational commitment to employees of PT. Investama Komando Security. Analyzing what factors influence extra role behavior is very urgent for organizations because it has an impact on organizational performance in the long term. Using quantitative research methods, data was collected using a questionnaire. The analytical tool used in this study was multiple regression with IBM SPSS Version 23 software. This study applied a purposive sampling technique, 124 employees of PT. Investama Komando Security. The results of this study indicate that personality traits have no significant effect on OCB, but have a significant effect on organizational commitment. Teamwork competencies have a significant effect on OCB and also have a significant effect on organizational commitment. Organizational commitment influences OCB. The result of mediating organizational commitment on the influence of personality traits on OCB is full mediation. Mediation of organizational commitment on the effect of teamwork competencies on OCB is partial mediation. The effect of teamwork competencies on organizational commitment indicates the biggest influence. The findings of this study provide a conceptual framework regarding the factors that influence organizational citizenship behavior. The best strategy in increasing Organizational citizenship behavior is to increase the role of teamwork competencies and organizational commitment.

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Corresponding Author:

Fitri Wulandari
Raden Mas Said State Islamic
University of Surakarta, Sukoharjo, Indonesia
Jl. Pandawa Pucangan Kartasura Sukoharjo Indonesia
Email: fitri.wulandari@staff.uinsaid.ac.id

INTRODUCTION

Possessing superior resources is the most important thing for an organization. Superior human resources who are competent, capable, and have the knowledge needed by the organization will help the organization achieve progress (Satria et al., 2020). However, the current era of globalization tends to give rise to new businesses with an increasingly fierce level of competition. Superior Human Resources (HR) is an organization's answer in winning the competition. The need for organizations

to pay attention to human resources is to increase effectiveness, quality of work, and reliability, so that organizational human resources can meet job demands (Wilkanandya & Sudarma, 2020), because having incompetent employees is actually a burden to the organization (Siregar et al., 2020).

For an organization, having competent and reliable employees is not sufficient. Several studies show that besides employees having expertise, superior capabilities and competence, organizations also need to encourage organizational citizenship behavior or often called extra role behavior or Organizational Citizenship Behaviors (OCB). OCB is an extra employee role behavior that is beneficial to the organization (Choong et al., 2019; Wilkanandya & Sudarma, 2020). In line with the view of Kholisah et al. (2020) OCB is the attitude of an employee who has different initiatives in the organizational system, but can directly lead to a more effective organization. A study by Rafiei, (2017) adds that OCB behavior is very useful in increasing organizational effectiveness, because employees do extra/voluntary work which is often not an official part of their job, however, OCB behavior is often ignored by the organization.

So far, many organizations have focused on measuring core performance and rarely refer to contextual performance, various activities that are not related to the technical core but support organizational performance in the long term (Wulandari & Putriyanti, 2020). One example of contextual performance is OCB. OCB is extra-role behavior that often carries out tasks beneficial to the organization but are not rewarded by direct rewards (D. W. Organ & Ryan, 1995). Managers care about this behavior because companies where employees perform these behaviors have a higher level of organizational performance (Podsakoff et al., 2009). Studies developed by D. W. Organ & Ryan, (1995) that OCB was developed from social exchange theory. The view of Nakonezny & Denton (2008) is that social exchange theory is based on the assumption that people will share knowledge with those who are willing to share knowledge. Exchange theory provides that exchange occurs when there is a belief that exchange provides greater utility/benefits and someone will continue to make social exchanges on the basis of mutual benefit (Zafirovski 2005). D. W. Organ & Ryan, (1995) reinforce the view that OCB is driven by the individual's desire to participate in social exchange. Employees do extra role work to be part of the way employees expect benefits/rewards as part of the exchange benefits (D. Organ, 1997). In organizations, extra role behavior, even though it cannot be paid directly in compensation/salary, employees with high OCB on average have a good performance rating, or it is easier to get a raise and a higher promotion (Podsakoff et al., 2009). Therefore, a high level of trust in the organization, by continuing to contribute to positive things, so that the growth of mutual trust will be offset by mutually beneficial exchanges (D. W. Organ, 1994).

The theory of personality traits Allport, (1961) and Bleidorn et al., (2019) is defined as a persistent pattern of thoughts, feelings, and behavior that distinguishes individuals from one another. Refers to general personality traits that are inherent in a person such as having shyness, ambition, aggressiveness, fear or loyalty and so on in different situations. Personality theory Allport, (1961) states that personality is a strong organization in a person's psychophysiological system that determines how a person adapts in a unique way to his environment. The more these personality traits appear, the more they will determine a person's identity. Personality is often referred to as a person's character or disposition and tends to be permanent. Robbins and Judge (2017) define personality as the way a person interacts with other people. Character can be unique or even common to a group of people or character owned by each individual, but character has a different pattern for each individual (Ali, 2019). So even though they have similar personalities, each individual tends to have a unique personality that distinguishes him from other individuals. Character is a person's unique qualities which include attributes, such as temperament, physique and intelligence. So that personality is unique, dynamic and is a person's way of responding to problems, as a result of physical/genetic interaction, emotional, cognition, environment, as well as showing how individuals manage time, or style in making decisions (rationale style, intuitive style, dependent style, spontaneous style, avoidant style (Othman et al., 2020; Sambung & Iring, 2014).

There are many factors that can foster OCB attitudes such as self-efficacy and trust in the organization (Choong et al., 2019), and other research is influenced by career success and proactive personality (Zhang et al., 2019). Research from Manocha et al., (2022) adds that personality traits have a stronger influence on encouraging OCB compared to work performance, because generally structured performance indicators are formed by procedures and systems. Personality traits are a person's behavior that is characterized, such as shyness, obedience, laziness, aggressiveness, ambition, fear and loyalty, in different situations. The more these characteristics appear, the more they determine a person's identity (Robbins & Judge, 2008). Personality has a relatively stable impact on OCB, because personality is inherent in each individual and is difficult to change (Kholisah et al., 2020). It is important for organizations to create an atmosphere conducive to mutual trust to grow and develop. Another reason is that personality traits are generally enduring. A large number of longitudinal studies have shown that traits assessed in the early stages of recruitment predict important outcomes in the future (Bleidorn et al., 2019). The views of Wilkanandya and Sudarma (2020) and Sambung & Iring, (2014) explain that OCB behavior influences company effectiveness because extra-role behavior is more related to intrinsic rewards, for example by helping others without coercion, or fully supporting organizational functions to run effectively.

The purpose of this research is to analyze the role of personality traits and teamwork competencies on OCB by mediating organizational commitment. Among of them: OCB increases the productivity of co-workers. OCB can also increase managerial productivity. OCB encourages effective team activities, improves employee skills, creates a conducive work environment and gives the impression that the organization is an attractive/best place to work. Unlike previous research, this study tries to examine the important role of teamwork competencies in increasing organizational commitment and OCB. Marcano (2020) explains teamwork competencies related to group roles. Thus the success of the team depends on how well these roles are recognized and assumed. Teamwork competencies according to Marcano (2020) are personal skills possessed by group members, which will affect success. Teamwork competencies are linked to group roles, so team success depends on how well these roles are performed by the work group. Tang (2020) concluded that there are three important competencies for teamwork, encompass knowledge, skills and attitudes. Organizational commitment is a mediating variable that bridges the influence of personality traits and teamwork competencies on OCB. According to Isyah and Palupingdyah (2020) organizational commitment is an important predictor that influences OCB. Grego-Planer (2019) commitment is the feeling of employees who are in line with organizational values, have an attachment to the organization and enjoy being part of the organization. Isyah and Palupingdyah (2020) reinforce that employees who are committed to doing everything for the continuity of the organization (loyalty) and have a positive attitude towards the organization.

RESEARCH METHOD

Population, sample, and technique of sampling

The research population was employees of PT. Investama Komando Security, which has a total of 150 employees. The research sample was taken using the Slovin formula approach, formulated with $n = \frac{N}{1 + Ne^2}$, and use a 5% error rate. So, the results obtained that the sample was the employee of PT. Investama Komando Security consisting of 124 employees. The probability sampling method using simple random sampling method was chosen as the sampling method.

Measurement of Research Variable

OCB in research is measured by altruism, conscientiousness, sportsmanship, courtesy, and civic virtue (Obedgiu et al., 2017; D. Organ, 1997; D. W. Organ, 1994). The theories of personality traits (Allport, 1961; Bleidorn et al., 2019) explains that personality traits can be defined as continuous patterns of thoughts, feelings, and behaviors that differentiate individuals from one another. According to this model, individual personality can be described by five dimensions, namely:

extraversion, emotional stability, agreeableness, conscientiousness, and openness to experience. Hasbiyadi (2017) define skills as the main characteristics of individuals associated with high performance and/or are truly in accordance with the specifications in a particular job or situation. Teamwork competencies consist of commitment, communication, standards, focus, and KSA (Knowledge, Skill, Ability). Meyer & Allen, (1991) describe three kinds of commitment, encompassing affective commitment, continuance commitment, and normative commitment. Explaining research chronological, including research design, research procedure (in the form of algorithms, Pseudocode or other), how to test and data acquisition (Cronje, 2020). The description of the course of research should be supported references, so the explanation can be accepted scientifically (Fryer & Dinsmore, 2020).

RESULTS AND DISCUSSIONS

Respondent Characteristics

The characteristics of the respondents were seen based on gender, age, education, work experience, position and employee income. In general, it can be explained that in terms of gender 97.6% are male, based on age 70% are employees under the age of 45, in terms of education 98.6% are High School/equivalent and in terms of income 67.7% is equivalent to the regional minimum wage (UMR). In detail the description of the respondents is presented in table 1 to table 6 as follows;

Table 1. Number of respondents based on gender

No.	Gender	Total	Percentage
1.	Male	121	97.6%
2.	Female	3	2.4%
Total		124	100%

According to table 1 above, it can be concluded that PT. Investama Komando Security is dominated by male employees consisted of 121 employees or 97.6%, while for female respondents are 3 employees or 2.4%.

Table 2. Number of respondents based on age

No.	Age	Total	Percentage
1.	18-25 years old	23	18.5%
2.	26-35 years old	38	30.6%
3.	36-45 years old	47	37.9%
4.	46-55 years old	13	10.5%
5.	>56	3	2.4%
Total		124	100%

According to table 2 above, it can be seen that the respondents with the lowest number are respondents aged > 56 years; 3 employees or 2.4%, then respondents aged 46-55 years are 13 employees or 10.5%, respondents with ages 18-25 years, namely 23 employees or 18.5%, then respondents aged 26-35 years; 38 employees or 30.6%, the last respondent with the highest number is respondents aged 36-45 years as many as 47 employees or 37.9%.

Table 1. Number of respondents based on educational background

No.	Education	Total	Percentage
1.	High School/equivalent	122	98.4%
2.	Diploma	2	1.6%
3.	Bachelor Degree	0	0%
Total		124	100%

Based on table 3, it is concluded that the majority of employees at PT. Investama Komando Security is dominated by employees with high school/equivalent educational background totaling

122 employees or 98.4%, and respondents who have Diploma education are only 2 employees or 1.6%.

Table 4. Number of respondents based on length of work

No.	Length of Work	Total	Percentage
1.	0-5 years	65	52.4%
2.	6-10 years	31	25%
3.	> 10 years	28	22.6%
Total		124	100%

Based on table 4, it can be concluded that the respondents with the highest length of service or for more than 10 years are 28 employees or 22.6%, then respondents working for 6-10 years are 31 employees or 25%, and respondents working for 0-5 are 65 employees or 52.4%.

Table 2. Number of respondents based on division/position

No.	Division/Position	Total	Percentage
1.	Security	114	91.9%
2.	Cleaning Service	9	7.3%
3.	Receptionist	1	0.8%
Total		124	100%

Based on table 5, it shows that there are 114 respondents with a security position or 91.9%, then respondents with a cleaning service position are 9 respondents or 7.3%, and respondents with a receptionist position are 1 respondent or 0.8%.

Table 3. Number of respondents based on income

No.	Income	Total	Percentage
1.	< 2 millions	84	67.7%
2.	2-5 millions	40	32.3%
3.	> 5	0	0%
Total		124	100%

According to table 6, respondents having an income of more than 2 million are 84 employees or 67.7%, and employees having an income of 2-5 million are 40 employees or 32.3%, so there are no employees who has revenues of more than 5 million.

Test Results Instrument Data

Validity Test and Reliability Test

Table 4. Results of validity test

Variable	Items	r_{count}	r_{table}	Description
Personality Traits (X1)	X1.1	0.777	0.1764	Valid
	X1.2	0.834	0.1764	Valid
	X1.3	0.812	0.1764	Valid
	X1.4	0.802	0.1764	Valid
	X1.5	0.825	0.1764	Valid
	X1.6	0.815	0.1764	Valid
Teamwork Competencies (X2)	X2.1	0.833	0.1764	Valid
	X2.2	0.802	0.1764	Valid
	X2.3	0.838	0.1764	Valid
	X2.4	0.822	0.1764	Valid
	X2.5	0.862	0.1764	Valid
Organizational Citizenship Behavior (OCB) (Y)	Y1	0.838	0.1764	Valid
	Y2	0.856	0.1764	Valid
	Y3	0.692	0.1764	Valid
	Y4	0.296	0.1764	Valid

	Y5	0.543	0.1764	Valid
Organizational Commitment (Z)	Z1	0.855	0.1764	Valid
	Z2	0.817	0.1764	Valid
	Z3	0.852	0.1764	Valid
	Z4	0.843	0.1764	Valid

Based on the test in table.7, it shows that all statement items in the questionnaire all have $r_{count} > r_{table}$ (1.1764), so that all statements in the variables studied are declared valid.

Table 5. Results of reliability test

Variable	Reliability Coefficient	Cronbach Alpha	Description
Personality Traits	0.896	0.70	Reliable
Teamwork Competencies	0.888	0.70	Reliable
Organizational Citizenship Behavior	0.702	0.70	Reliable
Organizational Commitment	0.862	0.70	Reliable

Based on the results of Table 8, the reliability test shows that the four variables of personality traits, teamwork competencies, OCB, and organizational commitment tested are confirmed to be reliable because the Cronbach Alpha value is > 0.70 . So, the conclusion is that the variables in this study are all reliable.

Results of Classical Assumption Test

The Normality test shows normal data because the Asymp value. Sig. (2-tailed) of $0.052 > 0.05$, it can be concluded that the data is normally distributed. The heteroscedasticity test can be seen if the significance value of the personality traits variable is 0.862. The teamwork competencies variable is 0.477 and organizational commitment is 0.104. These three variables do not experience heteroscedasticity because their value is more than 5% or 0.05. Based on the multicollinearity test the personality traits variable has a tolerance value of $0.291 \geq 0.10$ and VIF $3.435 \leq 10$. The teamwork competencies variable has a tolerance value of $0.235 \geq 0.10$ and VIF $4.262 \leq 10$. The organizational commitment variable has a tolerance value of $0.384 \geq 0.10$ and VIF $2.605 \leq 10$. There is no multicollinearity in these three variables because the tolerance value is ≥ 0.10 and the VIF value is ≤ 10 , so the requirements for the regression analysis are fulfilled.

Model Accuracy Test

Table 9. Hierarchical regression analysis of personality traits, teamwork competencies, organizational citizenship behavior, organizational commitment

Independent variables	Step 1 (OCB)		Step 2 (Organizational Commitment)	
	β	t	β	t
Personality Traits	-0.033	.597	.164	2.043*
Teamwork Competencies	0.169*	2.360	.549	5.858**
Organizational Commitment	0.227**	3.712		
	$R^2 = 0.616$		$R^2 = 0.442$	
	$\Delta R^2 = 0.610$		$\Delta R^2 = 0.408$	
	$F = 97.128^{**}$		$F = 29.250^{**}$	

Significance of 1% , 5%***

In equation 1, the value of the adjusted R square is 0.610. That is, the independent variables (personality traits and teamwork competencies) can affect the organizational commitment variable

by 61%. Meanwhile ($100\% - 61\% = 39\%$) 39% is explained by other factors outside the model. It is known that the value of F_{count} is 97.128 and F_{table} is 3.07. So that $F_{\text{count}} > F_{\text{table}}$ and a significance value of 0.000 is less than 0.05 (Hypothesis accepted). In equation 2, the adjusted R square value is 0.408. This means that the independent variables (personality traits and teamwork competencies) and intervening variables (organizational commitment) can affect Organizational Citizenship Behavior (OCB) variables by 40.8%. Meanwhile ($100\% - 40.8\% = 59.2\%$) 59.2% is explained by other factors outside the model. It is known that the value of F_{count} is 29.250 and F_{table} is 3.07. So that $F_{\text{count}} > F_{\text{table}}$ and a significance value of 0.000 is less than 0.05 (Hypothesis accepted).

From the results of the t test in table 9, it can be described as follows:

- H1: The significance value of the personality traits variable (X1) is 0.551. This means that the significance value is $0.551 > 0.05$, so it can be concluded that the personality traits variable (X1) has no effect on organizational citizenship behavior (OCB) variables (Y) (H1 rejected).
- H2: The significance value of the teamwork competencies variable (X2) is 0.020. This means that the significance value is $0.020 < 0.05$, so it can be concluded that the teamwork competencies variable (X2) has an influence on organizational citizenship behavior (OCB) variables (Y) (H2 accepted).
- H3: The significance value of the personality traits variable (X1) is 0.043. This means that the significance value is $0.043 < 0.05$, so it can be concluded that the personality traits variable (X1) has an influence on the organizational commitment variable (Z). (H3 accepted)
- H4: The significance value of the teamwork competencies variable (X2) is 0.000. This means that the significance value is $0.000 < 0.05$, so it can be concluded that the teamwork competencies variable (X2) influences the organizational commitment variable (Z) (H4 accepted).
- H5: The significance value of the organizational commitment variable (Y) is 0.000. This means that the significance value is $0.000 < 0.05$, so it can be concluded that the teamwork competencies variable (X2) has an influence on organizational citizenship behavior (OCB) variables (Y) (H5 accepted).

The direct effect of personality traits on OCB is -0.077, while the indirect effect of personality traits on OCB is 0.087. So it can be concluded that the direct effect of personality traits on OCB is less valuable than the indirect effect of personality traits on OCB through organizational commitment. That is because the indirect effect is greater than the direct effect, hypothesis 6 "the effect of personality traits on organizational citizenship behavior (OCB) by mediating organizational commitment" is proven.

Based on calculations with the first sobel test, it shows a result of 2.4498 and the second sobel test with a value of 4.6643, the calculated t value is greater than the t table value of 1.980. Thus, it can be concluded that the organizational commitment variable is able to mediate the personality traits and teamwork competencies variables on organizational citizenship behavior.

The results of the study show that there is a direct influence of personality traits on organizational commitment, but personality traits have no effect on OCB. In line with research by Indarti et al., 2017, which shows organizational commitment has an effect on OCB, however the research results contradict the findings of Indarti et al., (2017) that personal traits have an effect on OCB. The results of this research also conflict with D. Organ, (1997) arguing that personality is one of the factors that shape OCB. In certain jobs, individual characteristics become dominant, because the choice of job is largely determined by the job description or role requirements. But often employees still accept jobs that may actually conflict with personality, even though at first there is compulsion due to differences in character, but in the end they become accustomed to the work they are currently doing. In line with the findings of Liguori et al., (2013) individuals with high proactive personalities relate to OCB at the organizational level, but the autonomy and meaningfulness of work actually moderates with low influence. Studies show that proactive work behavior is strongly associated with OCB when you are in a stressful job. However, in conditions of high work autonomy (jobs that have high flexibility) this relationship actually has no impact. Research results are reinforced by Doan et al., (2021) personality provides a special perspective for HRM on how

differences between employees (e.g. Personality: extraversion, conscientiousness, agreeableness, neuroticism and openness) will affect behavior differently. The results show that there is an influence of teamwork competencies on organizational citizenship behavior. In line with Suprapti & Rizal, (2022) competence has an influence on Organizational Citizenship Behavior (OCB). Teamwork competencies can be measured from the team's ability to generate innovative ideas, speed of learning in teamwork, teamwork capabilities, teamwork experience has an influence on team cohesiveness, increases synergy which will ultimately increase OCB behavior in the team.

The results show that teamwork competencies have a direct effect on organizational commitment, and also affect OCB. In line with Dasgupta (2022), team commitment manifested in acceptance of team goals and values, willingness to exert effort for team success, desire to maintain a solid team is an effort in forming teamwork competencies. Studies show that team commitment at work will increase positive exchanges between employees at work, tends to evoke emotion/energy thereby increasing cooperation and collaboration, effective team communication which will strengthen team commitment and influence extra-role behavior.

CONCLUSION

Personality traits have no effect on organizational citizenship behavior at PT. Investama Komando Security. Teamwork competencies have a significant effect on OCB. Personality traits significantly influence the organizational commitment of employees. Teamwork competencies have a significant effect on organizational commitment. Organizational commitment has a significant effect on OCB. Personality traits influence OCB through organizational commitment. Teamwork competencies influence OCB through organizational commitment. Personality traits do not directly affect OCB but the role of mediating organizational commitment is able to bridge the relationship. The practical implication is that the role of organizational commitment is very strategic in shaping employee OCB behavior. Managers are expected to continue to increase organizational commitment through the creation of a shared vision of the organization, encouraging employees to be aligned with the organization on goals, values, strong attachment to the organization. Views based on a management perspective, personality traits provide valuable information for managers/organizations related to what methods should be used to communicate, determine the appropriate type of work, as well as the most effective way to increase organizational commitment, employee competence, and finally ability to work in teamwork will improve employee performance (Ali, 2019). In this study, organizational commitment has a direct and indirect effect on increasing OCB. Theoretically, this research proves the role of social exchange theory as the basis for how OCB is built in organizations. Mutually beneficial exchange between employees and the organization is the best strategy for how the organization can have employees with high OCB. In the future, research can be developed with a broader object and more diverse variables that influence organizational citizenship behavior such as; perceived organizational support, person-job fit, organizational justice, working environment, high-performance work practices, workplace spirituality, and other variables that can encourage the creation of OCB in the workplace.

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