

# The Effect of Motivation, Personality and Organizational Culture on Organizational Citizenship Behavior (OCB)

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**Abstract:** This paper aims to investigate the impact of Inspiration, Identity and Organizational Culture on Organizational Citizenship Behavior (OCB). Information collection was carried out employing a survey strategy. This investigation employs a Non-Probability inspecting strategy. The information examination strategy utilized in this inquiry is measurements, specifically smartPLS V.4.0. SEM-PLS investigation is carried out in two stages, to be specific testing the internal show and external show, to demonstrate the legitimacy and unwavering quality of all markers on each variable and the theories already set. The results showed that inspiration had a positive and critical impact on Organizational Citizenship Behavior, Identity had a positive and critical impact on Organizational Citizenship Behavior and Organizational Culture had no impact on Organizational Citizenship Behavior. The more an individual has great inspiration and behavior, the more someone will need to assist others, such as the lessons within the Hypothesis of Contemplated Action which states that a person's purposeful to do something behavior is the most indicator of whether they really do it, this hypothesis stipulates that there's a coordinate relationship between demeanors and results, so in the event that an individual accepts that a specific behavior will lead to a wanted or favorable result.

**Keywords:** Motivation; Personality; Organizational Culture; Citizenship Behavior

## INTRODUCTION

Employees are an asset of the company and the most important factor in achieving success. Employee contribution to increase company productivity is needed to improve the performance of employees. The contribution of employees to the organization will be higher if the organization can provide what employees want. Organizational Citizenship Behavior (OCB) is the 'lubricant' for the social engine within an organization and thus can improve organizational performance. The presence of OCB behavior facilitates social interaction between members of the organization, reduces conflicts and increases efficiency. Organizational Citizenship Behavior (OCB) enables employees to be more productive, both themselves and the organization. Employees with low OCB scores are more likely to leave than those with high OCB scores.

Organizational Citizenship Behavior (OCB) is not only part of an employee's formal job, but can properly support organizational activities. Organizational Citizenship Behavior (OCB) is the contribution of an employee who exceeds the demands at work and is rewarded for his achievements. (Patiwael, 2021).

The Expectancy Theory put forward by Victor Vroom (1964), states that a person will behave or act in a certain way because of a motivation in his mind of his own will. This motivation has a very important role for the lives of all people in the world, as well as for workers and employees. People certainly have things that they can use on the basis of motivation to get through the day at work (Ghozali, 2020: 24). Motivation can not only be obtained from oneself, of course motivation can be obtained through praise from other people, motivators and other media. Motivation occurs because there is a psychological process within ourselves that can provide persistence as well as direction and purpose in doing all work that has a specific purpose.

Organizational Citizenship Behavior (OCB) is also influenced by personality, because every individual is born with a different personality. Personality shows patterns of behavior and ways of thinking that determines a person's character. Thus, the willingness and ability to help others are influenced by personality and mood (Tutugo & Solichin, 2020). In this context, there is a significant relationship between a person's personality and individual performance in the organization.

Personality is related to the personal character shown by the individual because of the lowest genetic factors, social environmental factors and cultural factors from a person, (Batilmurik, 2021)(Santoso & Aprillianto, 2019) Other factors such as personality clashes. Personality clashes at work should be avoided. Personality clashes arise because of the incompatibility of one individual with another. This personality clash can lead to distrust and no respect for fellow co-workers. Of course this is a very significant problem. A good personality will shape good behavior. Hypothesis of Contemplated Activity (TRA) An individual's purposeful to perform a behavior is the foremost imperative indicator of whether they will really perform the behavior. Agreeing to hypothesis, the purposeful to perform a specific activity goes before the real activity (Ghozali, 2020: 103).

Apart from internal factors, such as motivation and personality, there are also external components that can influence Organizational Citizenship Behavior (OCB), to be specific Organizational Culture. Organizational Culture is a factor that influences employee performance. (Triwandani & Wahyuni, 2022) Stating that organizational culture could be a shared recognition held by members of the organization and may be a framework of shared periodic meaning. These habits can be seen from the habit of working hard or relaxing, working together or togetherness, and discipline(Agustin Hari et al., 2021).

Basically, organizational culture is very closely related to workplace behavior or in this case Organizational Citizenship Behavior (OCB). Organizational culture can indirectly influence the formation of OCB behavior in a company. Organizational culture is also the basis of standards, values, ways of working and propensities that lead to the quality of an organization's execution(Sanosra et al., 2022). Moreover, in this era full of competition, companies are required to have amazing execution so that they are not second rate to the improvement of the times. The foremost successful technique to be able to adjust to the advancement of the times is to build a predominant organizational culture(Agustin Hari et al., 2021). With a prevalent and suitable organizational culture, companies will have adequate capital to compete in this dubious time(Qomariah et al., 2022). Weak organizational culture and unclear rules within the company can result in employees acting arbitrarily without rules. This action is an indication that employees have an disciplinary attitude. Conversely, if a company has a good organizational culture, good habits will also be formed by employees. This habit will affect the attitude and behavior of the perpetrators and make the employee accustomed to working according to the rules(Nursaid et al., 2021).

Preliminary interviews conducted by the authors of 30 employees of PT. MI concluded that the Organizational Citizenship Behavior (OCB) of workers of PT. MI is still not maximal, this can be seen from the fact that there are still employees who are not willing to help friends who are having trouble, because they think that everyone has their own responsibilities and job desks. Most answered not willing to help colleagues, participate for the benefit of the organization, improve work quality beyond standards, and solve problems outside of their duties because the level of motivation of employees only wants to work if they get a reward. The interviews also showed that employees were not willing to replace the job position of their co-workers who were unable to attend even though the character of their work was the same.

Previous research conducted (Yulianto, 2022) stated that in his research motivation did There was no direct impact on organizational citizenship behavior (OCB) due to differences in pay distribution systems and marital statu (Priyandini et al., 2020) states that motivation contains a positive and critical impact on Organizational Citizenship Behavior (OCB). (Batilmurik, 2021) states that Personality directly influences Organizational Citizenship Behavior (OCB) positively and significantly. (Ratna Dewi Santosa, 2018) states that there is no personality influence on Organizational Citizenship Behavior OCB. (Wira Saputra & Supartha, 2019) Stating Organizational culture encompasses a noteworthy positive affect on organizational citizenship behavior (OCB). (Algadri et al., 2020) expressed that organizational culture factors have a non-significant negative affect on organizational citizenship behavior (OCB).

## METHOD

The research approach that the authors use is descriptive and associative inquire about with a quantitative approach. The strategy utilized in this research is to use the survey method, where the author distributes questionnaires for data collection. Then the writer also uses a Likert Scale. The inspecting procedure in this think about was the Non-Probability Testing Procedure with soaked testing. The information investigation procedure used is the inner model and outer model using the SmartPLS 4 tool. Thus, the object of this investigate is all warehouse employees at PT. MI numbered 90 people.

Research variable	Research Indicators
<i>Organizational Citizenship Behavior (OCB)</i>	<ol style="list-style-type: none"> <li>1. <i>Conscientiousness</i></li> <li>2. <i>Altruism</i></li> <li>3. <i>Civic Virtue</i></li> <li>4. <i>Sportsmanship</i></li> <li>5. <i>Courtesy</i></li> </ol>
Motivation X1	<ol style="list-style-type: none"> <li>1. Physiological or Physical Needs</li> <li>2. Security</li> <li>3. Social</li> <li>4. Awards</li> <li>5. self-actualization</li> </ol>
Personality X2	<ol style="list-style-type: none"> <li>1. <i>Agreeableness</i></li> <li>2. <i>Conscientiousness</i></li> <li>3. <i>Neuroticism</i></li> <li>4. <i>Openess</i></li> <li>5. <i>Extraversion</i></li> </ol>
Organizational culture X3	<ol style="list-style-type: none"> <li>1. <i>Advancement and chance taking</i></li> <li>2. <i>Consideration to detail</i></li> <li>3. <i>Result introduction</i></li> <li>4. <i>Individuals introduction</i></li> <li>5. <i>Group orientatation</i></li> </ol>

## RESULTS AND DISCUSSION

### Result

#### Validity and Reliability Test

Variable	Indicator	loading factor	cut value loading factor	AVE	cut value AVE	validitas convergen
<b>Motivation</b>	M4	0.749	0.7			Valid
	M5	0.733	0.7			Valid
	M7	0.779	0.7			Valid
	M8	0.755	0.7			Valid
	M9	0.827	0.7	0.595	0.5	Valid
	M10	0.789	0.7			Valid
	M11	0.811	0.7			Valid
	M12	0.832	0.7			Valid
	M13	0.728	0.7			Valid
	M14	0.747	0.7			Valid
M15	0.727	0.7			Valid	
<b>Personality</b>	K3	0.745	0.7			Valid
	K4	0.767	0.7			Valid
	K14	0.73	0.7	0.543	0.5	Valid
	K15	0.704	0.7			Valid
<b>Culture Organization</b>	BO7	0.776	0.7			Valid
	BO8	0.743	0.7			Valid
	BO9	0.851	0.7	0.634	0.5	Valid
	BO10	0.855	0.7			Valid
	BO11	0.793	0.7			Valid
	BO12	0.841	0.7			Valid
	BO13	0.781	0.7			Valid
BO14	0.718	0.7			Valid	
<b>Organization</b>	Y8	0.727	0.7			Valid
	Y9	0.822	0.7			Valid
	Y10	0.836	0.7			Valid

Variable	Indicator	loading factor	cut value loading factor	AVE	cut value AVE	validitas convergen
al Citizenship Behavior	Y11	0.824	0.7	0.639	0.5	Valid
	Y12	0.808	0.7			Valid
	Y13	0.858	0.7			Valid
	Y14	0.708	0.7			Valid

The analysis results in the table over appear that the stack figure values for all pointers are above 0.7, the AVE values for all components are above 0.5, and all indicators for each component meet the requirements of the standard. It shows that it converges as expected. valid. It can be seen that the AVE esteem for Motivation is 0.595 greater than the AVE cut value value of 0.50 and the loading factor value is greater than the loading factor cut value value of 0.7, so it is declared valid. Personality has an AVE of 0.543 greater than the AVE cut value of 0.50 and the loading factor value is greater than the loading factor cut value of 0.7, so it is declared valid. Organizational Culture has an AVE of 0.634 greater than the cut value of AVE of 0.50 and the esteem of the stacking calculate is more prominent than the cut value of the loading factor of 0.7, so it is declared valid. Organizational Citizenship Behavior (OCB) has an AVE of 0.639 greater than the AVE cut value of 0.50 and the loading factor value is greater than the cut value loading factor of 0.7, so it is declared valid.

#### Composite Reliability and Cornbach Alpha

	Cronbach's alpha	Composite reliability (rho_a)
ORGANIZATION CULTURE (X3)	0.918	0.94
PERSONALITY (X2)	0.728	0.743
MOTIVATION (X1)	0.932	0.937
OCB (Y)	0.905	0.918

Based on the table over, it appears that the esteem of composite reliability and Cornbach alpha is greater than 0.70. thus it can be concluded that the questionnaire used is consistent and has good reliability.

#### Significant test results

variabel	Original Sample (O)	Sample mean (M)	Standar Deviation (STDEV)	T statistic (IO/STDEVI)	P Values
Motivation	0,349	0,359	0,130	2,688	0.007
Personality	0,321	0,327	0,087	3,688	0.000
Culture Organization	-0,012	0,019	0,137	0,086	0.932

From the above table, motivation contains a critical positive affect of 0.349 on Organizational Citizenship Behavior (OCB) by t-statistic (2.688) or p-value (0.007 1.96) or p-value (0.000) I understand this. <0.05) means the second hypothesis is accepted. Organizational culture does not affect organizational citizenship behavior by -0.012 (OCB) with a T statistic (0.086 <1.96) or p value (0.932 > 0.05) meaning that the third hypothesis is rejected.

#### Coefficient of Determination (R Square)

	R-square	R-square adjusted
OCB (Y)	0.225	0.198

Based on the table above, the R Square Adjusted value is 0.198. So it can be concluded that the influence of motivation, personality and organizational culture is 19.8%. While the remaining 80.2% (100% - 19.8%) is influenced by other variables outside the regression model of this study.

## Discussion

### **Motivation has a positive effect on Organizational Citizenship Behavior (OCB)**

This inquire about was conducted on 90 respondents and resulted in an influence between Motivation (X1) and Organizational Citizenship Behavior (OCB) (Y) based on the value (R square) of 19.8%, the calculation of the t statistic hypothesis of  $2.688 > 1.96$  and the p value  $0.007 < 0.05$ , this indicates that X1 Motivation includes a positive impact on Organizational Citizenship Behavior (OCB). This recommends that the higher the employee's work inspiration,, the higher the employee's organizational citizenship behavior (OCB). With the highest answer lies in the item my co-workers always provide assistance when I'm having trouble and the item the company provides an Old Age Guarantee where employees feel calm about having a guarantee. Employees who have a high level of persistence, then the level of work motivation is also high and will provide maximum effort to achieve organizational goals, by achieving organizational goals, the company can achieve success.

### **Personality has a positive effect on Organizational Citizenship Behavior (OCB)**

This research was conducted on 90 respondents and resulted in an influence between Personality (X2) and Organizational Citizenship Behavior (OCB) (Y) based on the value (R square) of 19.8%, personality has a positive influence on the calculation of the hypothesis t statistic of  $3.688 > 1,96$  and p value  $0.000 < 0.05$ , this indicates that X2 Personality has a positive impact on Organizational Citizenship Behavior (OCB). This shows that the better the employee's personality, the higher the Organizational Citizenship Behavior (OCB).

This is consistent with the theory of rational behavior, which holds that a person's purposeful to perform an activity is the foremost critical indicator of whether he or she will really perform that activity. This is because attitude is one of the main determinants of behavioral intentions and refers to how people feel about a particular behavior. This hypothesis states that there's a coordinate relationship between demeanors and results. Therefore, when a person believes that a particular action will lead to a desired or favorable outcome, the person is more likely to have a positive state of intellect towards that action. This is consistent with research (Kailola, 2018) that stated that personality features a critical positive affect on organizational citizenship behavior (OCB).

### **Organizational Culture has no effect on Organizational Citizenship Behavior (OCB)**

This research was conducted on 90 respondents and there was no effect between Organizational Culture (X3) and Organizational Citizenship Behavior (OCB) (Y) based on the value (R square) of 19.8%, Organizational Culture had no effect and in a negative direction of  $-0.012$  on Organizational Citizenship Behavior (OCB) with T statistic ( $0.086 < 1.96$ ) or p value ( $0.932 > 0.05$ ). This shows that the comes about of this test are not the same as the research hypothesis that organizational culture features a critical impact on OCB. Organizational Culture encompasses a negative impact on OCB. This implies that the lower the level of organizational culture, the lower the OCB, and vice versa.

This is in line with Organizational Culture Theory, the more positive employees value the organizational culture involved in the organization, the more willing employees will be to work outside their job descriptions. The results of this study are in line with research conducted by (Wira Saputra & Supartha, 2019) stating that Organizational Culture contains a positive and critical impact on Organizational Citizenship Behavior (OCB). Meanwhile, in contrast to research conducted by (Algadri et al., 2020) states that there is an insignificant negative effect of the Organizational Culture variable on Organizational Citizenship Behavior (OCB).

## CONCLUSION

Based on the comes about of the tests performed, it can be concluded that this study resulted in the influence of motivation on organizational citizenship behavior (OCB). The features show that motivation has a significant positive effect on organizational citizenship behavior (OCB), and  $H_0$  is acknowledged and  $H_a$  is rejected, so there's no noteworthy halfway impact of the variable 'organizational culture' on organizational citizenship behavior. (OCB). This is not the same as the researchers' hypothesis that organizational culture has a significant impact on her OCB. Organizational culture negatively affects her OCB. This means that the lower the organizational culture level, the higher he has OCB, and vice versa.

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