
Analysis of The Influence of Organizational Citizenship Behavior in Mediating Personality, Organizational Culture, and Organizational Commitment on Employee Performance of Human Capital Management System (HCMS) 46 of PT. PLN (Persero) Aceh Regional Main Unit

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Abstract

This research aims to test the Organizational Citizenship Behavior (OCB) in Mediating Personality, Organizational Culture, and Organizational Commitment effect on Employee Performance. In this study, the population was all Human Capital Management System (HCMS) 46 employees at PT. PLN Aceh Regional Main Unit (PLN Aceh), with a total of 199 employees. Data were tested thru Structural Modeling (SEM) technique. The result concludes that in the HCMS 46-unit employees of PLN Aceh, Personality affects OCB, Culture affects OCB, commitment affects OCB, Personality affects Performance, Culture affects Performance, Commitment affects Performance, OCB affects Performance, Personality affects Performance Thru OCB, Culture affects Performance Thru OCB, and Commitment affects Performance Thru OCB. The findings in the model test also prove that OCB is verified as a partial mediator, especially for the H8, H9, and H10 models. So, these findings explain that the model for increasing employee performance in HCMS 46 of PLN Aceh is a function of improving Personality to make it better, adjusting culture, strengthening commitment, and implementing OCB well.

Keywords: Organizational Citizenship Behavior, Personality, Organizational Culture, Organizational Commitment, Employee Performance

1. Introduction

The performance and services of the Indonesia State Electricity Company (PLN) are proof that the state has not succeeded in bringing prosperity to the people. The constant blackouts are a misery for the people of an independent country, especially Indonesian Muslims who are fasting during the holy month of Ramadan amid the Covid-19 pandemic emergency (Hayati, 2020). The level of performance achievement is a major concern within the company. The better the ability to achieve performance targets, the higher the performance of the Unit/organization. In other words, the performance score is an indicator of achieving the unit's level of success. Referring to the achievement of PT PLN (Persero) Aceh Regional Main Unit (PLN Aceh) performance, the branch of PLN located in Aceh Province, in recent years it has still not shown maximum results.

Performance of PLN Aceh in recent years has shown inconsistent figures. Performance of PLN Aceh for the 2017-2021 period experienced fluctuations whereas in 2021 performance decreased by -3.42 percent from 2020. Performance in 2019 was better than in 2020. Following is the performance of PLN Aceh for the 2017-2020 period. PLN's performance, which is still not optimal. The better the performance of a person in the company, the more profits the company will receive (Mangkunegara, 2010) ; (Wibowo, 2015). However, the effectiveness of human resources is largely determined by the conditions of the internal and external environment of the organization, including organizational culture.

Based on the preliminary observation that has been made by researchers, shows a lack of role models from leaders in the Human Capital Management System (HCMS) 46, as a unit in PLN Aceh, in terms of arriving and leaving work on time so this becomes a culture or becomes a tradition among employees so that many employees who come and go home are also not on time. Many employees who do not come on time cause less than optimal employee performance. This will lead to inefficiency in one's work and further reduce performance. The following is the performance of HCMS 46 employees.

Table 1. HCMS 46 Employee Performance

Talents	2018		2019		2020		2021	
	SMT1	SMT2	SMT1	SMT2	SMT1	SMT2	SMT1	SMT2
SPO	4.50	2.50	1.00	1.00	1.00	3.00	1.00	0.50
OPT	20.00	15.00	12.50	23.00	3.00	6.00	4.50	4.50
POT	75.50	82.50	83.00	76.00	96.00	90.50	94.00	94.00
KPO	0.00	0.00	0.00	0.00	0.00	0.50	0.00	1.00
PPS	0.00	0.00	3.50	0.00	0.00	0.00	0.50	0.00
PPE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Source: PLN Aceh

Based on Table 1, It is known that there has been a decline in the performance of OMO talent where in 2018 it was obtained by 20 percent, down to 4.5 percent in 2021. Decreasing performance will have an unfavorable impact on organizational development so organizations must be able to overcome problems that occur so that employees can improve performance in achieving the goals determined by the organization, and employees must be able to work together well in trying to achieve what the organization wants. in addition, employees of PLN Aceh in carrying out their work also often talk about matters outside of work or that are not related to work, and that has become a culture/tradition for them so that they can reduce their working time. A preliminary survey regarding Employee Performance resulted in the employee performance being perceived by respondents as still relatively low because a mean value of 3.39 is obtained where the average value is in the unfavorable category ($3.39 < 3.41$). This shows that the employee's performance has not been maximized. The previous phenomenon

showed that the decline in Employee Performance of PLN Aceh was caused by the low level of Organizational Citizenship Behavior (OCB) of employees. Other factors that can affect Employee Performance are Personality (Sya'baniah, Saryono, & Herlina, 2019), Organizational Culture (Wardani, Mukzam, & Mayowan, 2016), and human resource development (Lestari, Akbar, & Maulana, 2021). All employees are expected not only to rely on or stick to existing systems but also to continue to explore knowledge and raise awareness. and leadership aspects continue to improve. Where this is possible, every employee is expected to be able to help and play a role in improving the overall performance of the organization. Each employee must focus on their core responsibilities and functions within the organization, thus requiring an organizational effort to improve employee performance to achieve organizational goals. The behavior required of today's organizations is not just role behavior or work in line with job duties,

In theory, an organization is said to be a place where each member (individual) can realize their needs through their work (Mohammad, Habib, & Alias, 2011). If this can be achieved, a high-progress organization will be born. The above knowledge and unity encourage employees to perform at their best and demonstrate commitment even beyond the obligations and demands of their assigned tasks. Employees who commit themselves beyond the requirements of their task's member behavior and attitudes are theoretically related to OCB. Behavior as an organizational citizen is an additional behavior that is not part of an employee's formal job function but that helps them effectively support their organization (Robbins & Judge, 2017). (Podsakoff, MacKenzie, & Podsakoff, 2012), the benefits that OCB brings to an organization are to increase the productivity of colleagues, increase the efficiency of using the organization's human resources for productive purposes, and increase the effectiveness of coordination. to serve as a means of activities among service staff and working groups. The concept of OCB has a great impact on organizational development. A research found that organized citizenship behavior in Germany did not show the greatest enthusiasm.

Preliminary survey of this study also shows some respondents noted that they were increasingly taking on additional roles both inside and outside of work to enable them to work more effectively to meet company goals, but many employees were not. This is not possible because there are still some people who behave resignedly/lowly motivated to do so, and ignore responsibility. The preliminary survey proved a mean of 3.40, which falls in the unfavorable category ($3.40 < 3.41$), which could explain the relatively low perception of organizational citizenship by respondents. This shows that we are not maximizing our behavior as organizational citizens. The low importance of OCB to employees has a negative impact on company performance. Better OCB of employees is required to achieve the goals set. An OCB can be created through personality (Haritha & Subrahmanyam, 2013). Personality is the best factor used to predict employee performance. This variable does not technically support employee performance but can be used to predict employee performance based on context. This is in line with the opinion of (Wibowo, 2015) who says that personality creates a reputation for people's solutions, and how they are perceived by employees, family, co-workers, and supervisors. in other words, stating what someone is like, what people are like. The following opinion states that personality is a collection of many traits. Traits or characteristics are regular repetitions or tendencies in people's responses to their environment. Personality traits are a

function of both heredity and environment. One element of the environment is culture. The pre-survey result of this study reveals the personality perceived by respondents is still relatively low because a mean value of 3.37 is obtained where the average value is in the unfavorable category ($3.37 < 3.41$). This shows that the Personality of Employees is not maximized.

Another factor that affects the performance of the employees themselves is Organizational Culture. The work environment must be following the needs of employees so that employees can be more optimal in completing tasks. (Liliweri, 2014) explains culture as deposits of knowledge, experiences, beliefs, values, attitudes, meanings, hierarchies, religions, time, roles, certain relationships, the concept of the universe, material objects, and thoughts. Recognized by a group of people, which was then passed down from generation to generation. Culture indicates the rules of the game that apply in a group or organization. Culture allows changes that result from adjusting the conditions of the existing rules of the game. The rules of the game are formulated in different ways and are passed on to the next generation when deemed appropriate. An organization with a strong culture influences employee behavior and performance. The employee's work performance is consistent with the culture adopted in the organization. In addition, the implementation of culture in the company shapes the personality of the employees in performing their tasks and achieving the goals of the company. The pre-survey also provides the result that Organizational Culture is perceived by respondents to be relatively low because a mean value of 3.39 is obtained where the average value is in the unfavorable category ($3.39 < 3.41$). This shows that the Organizational Culture is not running optimally.

In addition to the Organizational Culture factor, Organizational commitment factors influence behavior as organizational citizens and can also affect employee performance. The higher the organizational commitment to the organization, the greater the attachment to the organization, and the greater the sense of responsibility for the progress of the organization should be given priority to employees. Ensure the organization grows according to the vision and mission of the organization. This is consistent with McShane and (McShane & Glinow, 2010). This Commitment is influenced and or developed, if involvement in the organization proves to be a satisfying experience that can provide opportunities to do better work to gain valuable Personality, meaning that employees' organizational commitment to the organization affects their job satisfaction. The pre-survey of this study also explains the Organizational Commitment perceived by respondents is still relatively low because a mean value of 3.35 is obtained where the average value is in the unfavorable category ($3.35 < 3.41$). This shows that Organizational Commitment is not running optimally.

Based on the phenomena mentioned above, the authors are interested in conducting a study regarding the OCB, Organizational Culture, Commitment, and Employee Performance focusing on HCMS 46 employees at PLN Aceh". The selection of objects for HCMS employees is because they are non-structural executor employees so researchers are interested in knowing the relationship between research variables in HCMS employees of PLN Aceh.

2. Literature

Employee performance

Prawirosentono (2010) states that performance is the work result that can be achieved by a person or a group of people following their mandates and responsibilities, trying to achieve the goals of the organization in question legally without violating the law, morality and ethics. At the same time (Edison et al, 2016), performance is the result of a process that refers to predetermined conditions or agreements for the achievement of organizational goals and is measured against them over a while. In this research, employee performance is often referred to simply as "performance." According to (Robbins & Judge, 2017) performance indicators are a means of measuring the extent to which an employee's performance has been achieved. Here are some indicators to measure: 1. Work quality; 2. Quantity; 3. Punctuality; 4. effectiveness; 5. Service Orientation; 6. Integrity; 7. Organizational Commitment; 8. Discipline; 9. Cooperation; and 10. Leadership.

OCB

(Organ, 2015) and (Huang, Wang, & Xie, 2014) define OCB as behavior that benefits the organization or intends to benefit the organization, which directly leads to role expectations. OCB can be done anywhere, we don't have to wait in a big organization (Hendrawan, Sucahyawati, & Indriyani, 2017). This means that the behavior is not part of the employee's job requirements or job description, so if it is not displayed, no penalty is imposed. In this study, the indicators used to measure OCB among employees were developed by (Mowday et al, 1979). The indicators of OCB consist of (1) Employees always comply with the rules even though they are not supervised, (2) there is awareness of employees to always behave honestly at work, (3) Employees are always willing to help other employees when facing problems and difficulties, (4) Employees are always willing to assist people around them, (5) employees always pay attention to existing changes, (6) employees always play an active role in improving the organization, (7) employees don't like to complain at work, (8) employees always maintain relationships to avoid interpersonal problems, (9) employees always remind colleagues of their actions in preventing problems from arising.

Personality

Personality comes from the Latin word *persona*, which means a mask that can be used in a drama or theatrical performance, which was used by ancient Roman actors in their roles. However, over time, personality is a relatively stable pattern of characteristics and has unique characteristics that continuously influence behavior (Pratama, Pali, & Nurcahyo, 2012). Another opinion was also expressed by (Derlega & Chaikin, 1977) who defined personality as a relatively stable system of internal individual characteristics that contribute to the consistency of thoughts, feelings and behavior. The Big Five is one of the approaches used to see a person's personality through traits organized into five personality dimensions formed by factor analysis. The five personality traits are extraversion, agreeableness, conscientiousness, neuroticism, and openness (Iskandar & Zulkarnain, 2013).

Organizational Culture

(Wibowo, 2015) argues that culture consists of a common mental program that requires an individual response to the environment. the definition includes the meaning that we see culture in everyday behavior, but it is driven by a deeply rooted mental program. At the same time,

according to (Maanen & Schein, 1978) and (Wibowo, 2015), organizational culture is a philosophy behind the politics of the organization, the rules of the game for living, and the feelings or climate resulting from the physical preparation of the organization. Organizational culture is referred to as "culture" in this study. (Sudarmanto, 2014) states five main characteristics collectively indicate the nature of culture, namely:

1. Innovation and Courage to take risks
2. Result Orientation
3. Team Orientation
4. Aggressiveness
5. Stability

Organizational Commitment

Mowday et al (2013) defined work organization commitment as the relative strength of an individual's identification with and participation in the work organization. Guay et al (2015) and Coryanata (2014) define organizational commitment as the internal motivation of an individual to do something to support the success of the organization according to its goals and to put the interests of the organization first before one's interests. Organizational commitment makes the organization more productive (Luthans, 2012) ; (Wibowo, 2015). Organizational commitment is also referred to as "commitment" in this study. The following indicators are used to assess the organization's commitment:

1. Sense of belonging to the organization, namely the desire to always advance the organization
2. Engagement to the organization, namely a sense of closeness with the organization
3. The meaning of the organization personally, namely the placement of the organization in life
4. Will not leave the organization, that is, the customer will not leave the organization
5. Proud of the organization, namely a sense of pride in the organization
6. Loyalty, namely a sense of loyalty to the organization.

Hypothesis

This study forms the hypothesis models as follows.

H1: Personality affects OCB

H2: Culture affects OCB

H3: Commitment affects OCB

H4: Personality affects Performance

H5: Culture affects Performance

H6: Commitment affects Performance

H7: OCB affects Performance

H8: Personality affects Performance Thru OCB

H9: Culture affects Performance Thru OCB

H10: Commitment affects Performance Thru OCB

3. Method

In this study, the population was all HCMS 46 employees at PLN Aceh, with a total of 199 employees. All population members were taken as respondents (census). The data collected were the primary data. Data were tested using Structural Modeling (SEM), thru measurement and structural test, to see the direct effect result. (Hair, Black, Babin, & Anderson, 2014) explained that SEM is a set of inferential statistical techniques that allows for testing a series of "complicated" relative relationships that are simultaneous. For the indirect effect test, this study used the Sobel calculator to calculate the numbers.

4. Result

After the measurement model test has passed, the structural test was done and provides in the table below.

Table 2. Standardized Regression

			Estimates	SE	CR	P
OCB	<---	Personality	0.322	0.055	2,451	0.014
OCB	<---	Culture	0.394	0.095	3,856	0.000
OCB	<---	Commitment	0.285	0.092	2,508	0.012
Performance	<---	Personality	0.297	0.124	2,375	0.018
Performance	<---	Culture	0.251	0.084	2,333	0.020
Performance	<---	Commitment	0.266	0.096	2,449	0.014
Performance	<---	OCB	0.181	0.062	2.166	0.044

Source: Primary Data Processed, (2022)

H1: Personality on OCB

Personality effect test on OCB obtained p 0.014, meaning Personality influences the increase in OCB. The effect magnitude of Personality on OCB is 0.322 or 32.2%. This means the better Personality the better the OCB. One of the factors forming OCB is personality (Personality), research conducted by (Firdayanti, 2022) found that personality influences OCB-O (behavior that provides direct benefits to organizations in general), but personality does not affect OCB-I (behavior of helping fellow individuals) with the sample being a lecturer at the University of Palangka Raya. (Organ, 2015) argues that individual differences are predictors that play an important role in an employee so that the employee will show their OCB.

H2: Culture on OCB

Culture effect test on OCB obtained p 0.000, proving the Culture influences the OCB. The effect magnitude of Culture on OCB is 0.394 or 39.4%, meaning the more suitable the culture form will further increase OCB. A culture consists of two dimensions, namely behavioral factors and structural factors, and these two dimensions have a significant relationship to OCB (Ebrahimpour, Zahed, Khaleghkiah, & Sepehri, 2011). (Kim, 2014), in his research states that affective Commitment to OCB has a significant relationship, in line with Culture having a significant relationship to affective Commitment, while there is no

significant relationship between Culture to OCB, and Commitment Affective fully mediates between Culture and OCB. (Kustianto & Iskhak, 2015) found a significant relationship between culture and OCB.

H3: Commitment on OCB

Commitment effect test on OCB obtained p 0.012, revealing the Commitment affects OCB. The effect magnitude of Commitment on OCB is 0.285 or 28.5%, meaning the stronger Commitment will further increase OCB. The above is in line with Nugraha and Adnyani (2018) found a significant relationship between Commitment and OCB in Civil Servant of the Organizational and Employment Bureau of Central Java Province. The same thing is shown in the results of the study Diatmika and Suwandana (2016) show that Commitment significantly can affect OCB.

H4: Personality on Performance

Personality effect test on Performance obtained p 0.018, meaning personality influences performance. The effect magnitude of Personality on Performance is 0.297 or 29.7%. This reveals that a better Personality will further improve Performance. Measuring employee personality and performance will be carried out properly, inseparable from the honesty of employees as shown by self-reporting by employees. Honesty in the self-reporting of employees is the basis for measuring the personality and performance of employees in a company. Job involvement shows how far a person can identify himself psychologically towards work and work benefits. Someone who is involved in work is influenced by personal characteristics, situational characteristics, and work results. Personal characteristics include age, education, gender, and length of work. Situational characteristics include job and organizational characteristics, while work results describe job satisfaction obtained during work.

H5: Culture on Performance

Culture effect test on Performance obtained p 0.020, describing Culture affects Performance because the significance value obtained is <0.05 . (Robbins & Judge, 2017) found that employees in companies with strong cultures have a more organizational commitment to their companies than employees in companies with weak cultures. Companies with strong cultures will also use their recruiting efforts and outreach practices to build employee organizational commitment.

H6: Commitment on Performance

Commitment effect test on Performance obtained p 0.014, revealing Commitment influences Performance because the significance value obtained is <0.05 . Nugraha and Adnyani (2018) said the stronger the Commitment, the higher the Employee Performance. (Yanti, Musnadi, & Sofyan, 2019) revealed that organizations need to pay attention to the Commitment owned by employees, where Commitment has a significant influence on Employee Performance and has a positive impact on organizational sustainability

H7: OCB on Performance

OCB effect test on Performance obtained $p = 0.044$, explaining OCB affects Performance. The effect magnitude of OCB on Performance is 0.181 or 18.1%. This explains the higher the OCB will have a direct influence on Employee Performance. Studies generally argue that OCB is positive and has many benefits for both managers and organizations (Sadeghi et al, 2016). (Firdaus, Syafruddin, & Utami, 2019) concluded that Good OCB will influence improving Employee Performance.

H8: Personality on Performance through OCB

Testing the H8 model provides the result as follows.

Table 3. H8 Test

Input:		Test statistic:	Std. Error:	p-value:
a	0.322	Sobel test: 2.61256215	0.02230837	0.00898664
b	0.181	Aroian test: 2.58256503	0.02256749	0.00980689
s _a	0.055	Goodman test: 2.64362942	0.02204621	0.00820224
s _b	0.062	Reset all	Calculate	

The result provides the Sobel value 2.612 with $p = 0.008$, meaning OCB functions as a mediator in the H8 model. So, because Personality also can affect Performance directly (H4 model), then the OCB role in mediating the Personality role in Performance is a partial mediator. Partial mediator means the Personality significantly can affect Employee Performance thru OCB or not. Bhaesajsanguan (2010) found that the technician's behavior depends on his personality. Personality has a positive relationship with Employee Performance through OCB. This agrees with Paramita (2018) which states her research main contribution relates to the path model which shows OCB not only has a direct relationship with Employee Personality and Performance but also mediates the relationship between Employee Personality and Performance

H9: Culture on Performance through OCB

Testing the H9 model resulted in the table below.

Table 4. H9 Test

Input:		Test statistic:	Std. Error:	p-value:
a	0.394	Sobel test: 2.38724054	0.02987298	0.01697538
b	0.181	Aroian test: 2.34214878	0.03044811	0.01917307
s _a	0.095	Goodman test: 2.43504115	0.02928657	0.0148901
s _b	0.062	Reset all	Calculate	

The result provides the Sobel value 2.387 with $p = 0.016$, meaning OCB functions as a mediator in the H9 model. So, because Culture also can affect Performance directly (H5 model), then the OCB role in mediating the Culture role in Performance is a partial mediator. Partial mediator means the Culture significantly can affect Employee Performance thru OCB or not. A strong culture supports company goals, whereas a weak or negative culture hinders or conflicts with company goals. Companies that have a strong culture, and shared values are usually deeply understood, embraced, and championed by the people in the company. Because, a strong and positive Culture greatly influences behavior, work patterns, the effectiveness of Employee Performance, and perceptions of company customers. Leaders must critically assess

to ensure appropriate cultural adoption. Culture becomes an important factor in building and strengthening knowledge management in organizations. Knowledge is a unique and very important resource for an organization to maintain its competitive advantage (Suppiah & Sandhu, 2011). The functions of Culture include being a differentiator from other organizations, bringing a sense of identity to cultural owners, and being able to increase Commitment and social stability. Culture is significantly related to business excellence.

H10: Commitment on Performance through OCB

Table 5. H10 test

Input:		Test statistic:	Std. Error:	p-value:
a	0.285	Sobel test: 2.12458885	0.02427999	0.03362094
b	0.181	Aroian test: 2.06828091	0.024941	0.03861362
s _a	0.092	Goodman test: 2.18576115	0.02360047	0.02883308
s _b	0.062	Reset all	Calculate	

The result provides the Sobel value 2.124 with p 0.033. meaning OCB functions as a mediator in the H10 model. So, because Commitment also can affect Performance directly (H6 model), then the OCB role in mediating the Commitment role in Performance is a partial mediator. Partial mediator means the Commitment significantly can affect Employee Performance thru OCB or not. Performance is a description of the level of achievement which is adjusted to the work standards that have been set for achieving organizational success. Employees can have OCB when employees already have a strong commitment within the employee. This is evidenced by the research conducted (Rahayu, 2017) which proves the direct effect or direct influence of Commitment to Employee Performance. This is also proven by (Subejo et al, 2013) who state that in an organization, to improve its performance, it needs Commitment. OCB has an important role and can mediate the Commitment effect on Employee Performance.

5. Conclusion

The result concludes that in the HCMS 46-unit employees of PLN Aceh, Personality affects OCB, Culture affects OCB, Commitment affects OCB, Personality affects Performance, Culture affects, commitment affects Performance, OCB affects Performance, Personality affects Performance Thru OCB, Culture affects Performance Thru OCB, and Commitment affects Performance Thru OCB. The findings in the model test also prove that OCB is verified as a partial mediator, especially for the H8, H9, and H10 models. So these findings explain that the model for increasing employee performance in HCMS 46 of PLN Aceh is a function of improving Personality to make it better, adjusting culture to make it more, strengthening commitment, and implementing OCB well. The evidence of this finding forms the basis for explaining the theory of employee performance models, and the premise can be utilized academically in theory development through further research by adding new variables such as workload, work stress, and work environment.

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