
Personality, Relation to Job Satisfaction and Organizational Citizenship Behavior

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Abstract:

Organizational citizenship behavior is an important construct because of its effect on organizational service performance.

Personality aspects can support individual job satisfaction that will improve positive behavior such as organizational citizenship behavior.

This research aims to examine and analyze the effect of personality on job satisfaction and organizational citizenship behavior of nurses in Mulya Hospital Tangerang.

Data was collected using questionnaires given to 124 respondents, selected using the random sampling technique. Data was analyzed with structural equation model and processed with AMOS software.

The results showed that personality significantly affected job satisfaction, and job satisfaction significantly affected organizational citizenship behaviors.

Keywords: *Job satisfaction, organizational commitment, personality, OCB.*

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1. Introduction

The study of Organizational Citizenship Behavior (OCB) is very interesting and challenging. It is related to individuals and groups of people working together in teams. The study of organizational behavior relates to the expected behavior of an individual in the organization. As Organ (1988) argues, Organization Citizenship Behavior (OCB) is one of the organizational factors. There are five dimensions of OCB: (1) altruism, (2) courtesy, (3) sportsmanship, (4) civic virtue, and (5) conscientiousness.

Nurses are front-line employees who always interact with patients in the hospital, so the performance of nurses plays an important role in the success of a hospital in providing quality and satisfactory service for patients. The organization's success in achieving its goals is not only determined by employee behavior but also in the job's role assignment (in role behavior). Employee behavior outside of its job description (extra role behavior) also supports the functioning of an organization. Behavior at work which is outside the task listed in the job description is called OCB. OCB is reflected through the behavior of helping others and volunteering for extra tasks. Cooperation, cohesiveness, mutual supportive behavior with others are necessary for good hospital service delivery.

According to Hofstede (1991), Indonesia is one country where group interest is above individual interest, thus a working team system would grow well in Indonesia. Some characteristics of the Indonesian people that are highly valued are togetherness and helping each other, along with high rank of Indonesia collectivism dimension, has brought the belief that Indonesia would be able to show high OCB. This is contrary to what preliminary surveys on hospital nurses indicated. These surveys showed that 58 percent of nurses are reluctant to help their co-workers that have difficulty in work. Besides, there are indications that the nurses do not have job satisfaction.

Personnel selection and assessment are very important in human resource management practices, and one decision which an organization needs to make is on employee personality. The majority of the research in this field has concentrated on the personality dispositions of positive and negative affectivity. Positive affectivity is seen in high levels of energy, excitement, and enthusiasm; individuals scoring high in positive affectivity are more active and view their environments more positively. Personality and mood have an effect on the emergence of OCB, either individually or in groups (Organ, 1990). This is also supported by Luthans (2006) who claims that personality is about how an individual character understands and views themselves and influences others.

This research aims to analyze the influences of personality on job satisfaction and organizational citizenship behavior. Results of this research can contribute to the selection process in human resource management.

2. Literature Review

2.1 Personality

Pervin *et al.* (2005) stated that personality is the product of social interaction in group life. In society, persons has different types of personalities because individuals are not alike. It refers to the habits, attitudes as well as physical traits of a person which are not the same but can vary from group to group and from society to society. Everyone has a personality, which may be good or bad, impressive or unimpressive. It develops during the process of socialization in a culture of a specific group or society.

2.2 Job Satisfaction

Job satisfaction is basically something that is individual. Everyone has a different level of satisfaction - different according to the value system that applies to him. The higher the consideration of the perceived activity in accordance with the wishes of the individual, the higher his satisfaction with the activity will be. Job satisfaction is the expression of employee satisfaction about how their work can benefit the organization, which means that what is gained in work meets what is considered important (Luthans, 2012). Thus, satisfaction is an evaluation that describes a person for feeling his attitude happy or not happy, satisfied or not satisfied in work.

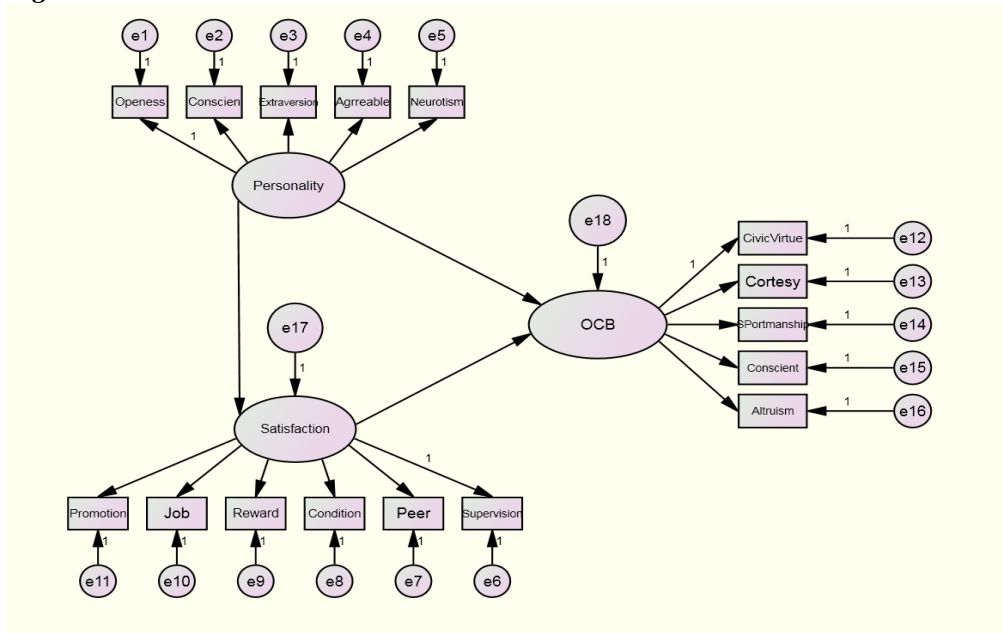
2.3 Organizational Citizenship Behavior (OCB)

Organ (1988) also defined OCB as organizational beneficial behavior and attitudes that could not be grown with formal role duty, nor with contract or re-compensation. OCB is viewed as a factor that contributes in the overall organization of work. Organ (1988) mention five aspects of OCB, that are: (a) conscientiousness, meaning that employees have an in-role behavior that fulfils above the minimum level requirement standard; (b) altruism, which is the willingness to give help to others; (c) civic virtue, which is the active participation of employees in thinking about organization life, such as: always looking for latest information that supports the organization's advancement; (d) sportsmanship, which emphasizes the positive aspects in organizations over the negative ones, indicating an attitude of not-protesting, not complaining and not exaggerating small matters, (e) courtesy, which means doing good deeds and respecting others, such as helping someone to prevent problems from occurring, or taking steps to reduce the emergence of a problem.

3. Research Framework and Hypotheses

Based on the literature review and some research results as described above, the authors developed a research framework as indicated in Figure 1.

Figure 1. Research Framework



Hypotheses:

1. Personality significantly affects organizational citizenship behavior;
2. Personality significantly affects job satisfaction;
3. Job satisfaction significantly affects organizational citizenship behavior.

4. Research Methodology

This research uses causal research design to find out the influence of personality on job satisfaction and citizenship behavior of nurses in Mulya Hospital Tangerang Banten. There are three variables in this research, the first of which is personality which is an independent variable measured on a Likert scale 1 to 5, with 5 dimensions: a) openness to experience, b) conscientiousness, c) extraversion, d) agreeableness, and e) neuroticism. The second variable is job satisfaction as intervening variable, measured on a Likert scale 1 to 5, for 6 dimensions: a) supervision, b) peer or coworker, c) working condition, d) reward, e) job itself, and f) promotion. The third variable is organizational citizenship behavior considered as a dependent variable, measured on Likert scale 1 to 5, for 5 dimensions: a) civic virtue, b) courtesy, c) sportsmanship, d) conscientiousness, and e) altruism.

In this study the population used is all nurses in Mulya Hospital Tangerang Banten with a total of 230 people. The samples is based on Hair *et al.* (2010) suggestion, that the minimum sample size is as much as 5 to 10 observations for each parameter estimated, so the total sample is 134 nurses as respondents. The study used the primary data obtained by questionnaires in the form of a closed statement answered

by the respondents in by rating the statements on a Likert Scale. The authors used a 5 point Likert scale to measure their research variables. Respondents rated the statements by choosing an answer from 5 alternative answers, namely Strongly Agree (SS), Agree (ST), Neutral (N), Disagree (TS), and Strongly Disagree (STS).

The analytical technique used in this research is the Structural Equation Model (SEM) which is operated through the AMOS 22 program. The reason for using SEM is because SEM is a set of statistical techniques that allows the measurement of a relatively complex set of relationships simultaneously. According to Ferdinand (2006), research modeling through SEM enables a researcher to answer research questions that are both regressive and dimensional (i.e. Measure the dimensions of a concept). According to Ferdinand (2006), the steps consist of: 1) Development of Theoretical Model, 2) Development of flow diagram (path diagram), 3) Convert flow diagram into equation. 4) Selecting Input Matrix and Model Estimation, 5) Assessing Problem Identification, 6) Evaluation of Goodness-Of-fit Criteria, and 7) Interpretation and Modification of Model.

5. Results and Discussion

Descriptive statistics of respondents' answers are presented in Table 1. Personality variables has an average score of 3.9396 with the highest score on the dimensions of agreeableness with being 3.8557. Job satisfaction has an average score of 3.5920, with the highest score being that of 4.4888 on the promotion dimension. OCB has an average score of 3.8951 with the highest score being 4.2164 on the courtesy dimension.

Table 1. Descriptive Statistics, Loading Factor and Construct Reliability

	N	Mean	Loading Factor	Construct\Reliability
Personality				
Openess	134	3.7668	.721	
Conscien	134	3.1343	.546	
Extraversion	134	3.5317	.676	0.734
Aggreable	134	3.8557	.679	
Neurotism	134	3.5131	.841	
Job Satisfaction				
Supervision	134	3.9328	.564	
Peer	134	4.0112	.619	
Condition	134	4.1603	.692	
Reward	134	3.0896	.813	0.825
Job	134	3.9632	.710	
Promotion	134	4.4888	.564	
OCB				
CivicVirtue	134	4.1325	.889	
Cortesy	134	4.2164	.497	
SPortmanship	134	4.0709	.839	0.701
Conscient	134	4.1627	.867	

Altruism	134	4.0243	.899
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Source: Research Data Processed (2017).

5.1 Confirmatory Factor Analyses

Confirmatory factor analysis shows that all the variable dimensions are valid because all of the loading factors are greater than 0.5. Reliability tests of the measuring instrument were done based on construct reliability criteria. Based on the critical value 0.6, then it is concluded that all measurements of research variables are reliable so that it can be used for analysis of research data. The highest loading factor in personality is the neuroticism dimension, whereas in job satisfaction the highest loading factor is reward dimension. The value of loading factor for OCB is in the altruism dimension.

5.2 Normality Assumption and Goodness of Fit

Normality testing of the data was conducted using Mahalanobis index and skewness and kurtosis criteria. Test results show that the data met the assumption of normality. The research model meets the criteria of goodness of fit, which from the 5 criteria used there are 3 criteria that meet the good category.

5.3 Hypotheses Testing

Results of hypotheses tests provided at Table 2 indicated that all the hypotheses are accepted and supported by research data.

Table 2. Results of Hypotheses Test

		Estimate	S.E.	C.R.	P	Conclusion
KepKerja <---	Personality	.521	.101	5.142	***	Hypotheses accepted
OCBB <---	Personality	.573	.103	5.537	***	Hypotheses accepted
OCBB <---	KepKerja	.367	.115	3.183	.001	Hypotheses accepted

Source: Research Data Processed (2017).

5.4 Personality significantly affects Job Satisfaction

Results of hypothesis 1 support that personality significantly affects job satisfaction showed a CR of 5.142 at a significance level (P) equal to 0.000, so it can be concluded that personality has a significant effect on job satisfaction. The result of this study supports the results of previous studies. Based on the loading factor value of the confirmatory analysis, the highest loading factor score dimension of personality is the neuroticism dimension.

5.5 Personality significantly affects Organizational Citizenship Behavior

Results of hypothesis (2) supports that personality significantly affects OCB showed a CR of 3.183 at a significance level (P) equal to 0.001, so it can be concluded that job satisfaction has a significant effect on OCB. The result of this study supports the results of previous studies. Based on the loading factor value of the confirmatory analysis, the highest loading factor score dimension of personality is the neuroticism dimension.

5.6 Job satisfaction significantly affects organizational citizenship behavior

Results of hypothesis (3) supports that job satisfaction significantly affects OCB showed a CR of 5.537 at a significance level (P) equal to 0.000, so it can be concluded that personality has a significant effect on OCB. The result of this study supports the results of previous studies. Based on the loading factor value of the confirmatory analysis, the highest loading factor score dimension of job satisfaction is reward dimension.

6. Conclusion and Recommendation

Personality significantly affects organizational citizenship behavior, with the most powerful dimension being neuroticism. Personality significantly affects job satisfaction, with the most powerful dimension being neuroticism. Job satisfaction significantly affects organizational citizenship behavior, with the most powerful dimension being reward. To get good organizational behavior from employees and organizations should chooses employees who have a high level of neuroticism, because this has a good effect on job satisfaction and organizational citizenship behaviors.

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