

# ANTECEDENTS OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR ANALYSIS AND ITS IMPACT TOWARD ORGANIZATIONAL EFFECTIVENESS ON A FRUIT ICE CREAM MANUFACTURE

Annetta Gunawan; Natalia

Management Department, School of Business Management, Binus University  
Jl. K. H. Syahdan No. 9, Palmerah, Jakarta Barat 11480, Indonesia  
annetta\_gunawan@binus.ac.id

## ABSTRACT

*To achieve organizational effectiveness, every company needs not only qualified human resources, but also employees who perform organizational citizenship behavior (OCB), which is influenced by individual internal factor i.e. big five personality and its external factor i.e. job satisfaction and organizational commitment. PT Harapan Surya Lestari also needs employees with high OCB level to maintain the sustainability of the company. The purpose of this research is to analyse the effects of big five personality, job satisfaction, and organizational commitment of the employees to organizational citizenship behavior and its impact toward organizational effectiveness on PT Harapan Surya Lestari (HSL). The method used in the research is Path Analysis. The data is obtained from questionnaire disseminated to all the employees of PT HSL in order to measure the level of big five personality, job satisfaction, and organizational commitment of the employees and organizational effectiveness from the perception of each employee, using likert scale. Results from the data analysis obtained structural equations  $Y = 0,240 X_1 + 0,166 X_2 + 0,502 X_3 + 0,6671 \epsilon_1$  where simultaneously big five personality, job satisfaction, and organizational commitment contribute significantly to organizational citizenship behavior of 55,5% and  $Z = 0,461 X_2 + 0,374 Y + 0,6921 \epsilon_2$  where simultaneously job satisfaction and organizational commitment contribute significantly to organizational effectiveness of 52,1%.*

**Keywords:** big five personality, job satisfaction, organizational commitment, organizational citizenship behavior, organizational effectiveness

## ABSTRAK

*Untuk mencapai efektivitas organisasi, setiap perusahaan tidak hanya membutuhkan sumber daya manusia yang berkualitas, tetapi juga karyawan yang melakukan perilaku warga organisasi (PWO), yang dipengaruhi oleh faktor internal individu yaitu kepribadian lima besar dan eksternal faktor tersebut yaitu kepuasan kerja dan komitmen organisasi. PT Harapan Surya Lestari juga membutuhkan karyawan dengan tingkat PWO tinggi untuk mempertahankan keberlanjutan perusahaan. Tujuan penelitian ini adalah untuk menganalisis efek dari lima besar kepribadian, kepuasan kerja, dan komitmen organisasi dari karyawan untuk perilaku kewarganegaraan organisasi serta dampaknya terhadap efektivitas organisasi pada PT Harapan Surya Lestari (HSL). Metode yang digunakan dalam penelitian ini adalah Path Analysis. Data diperoleh dari kuesioner yang disebarkan kepada semua karyawan PT HSL untuk mengukur tingkat komitmen lima kepribadian, kepuasan kerja, dan komitmen organisasi karyawan dan efektivitas organisasi dari persepsi masing-masing karyawan, menggunakan skala likert. Hasil dari analisis data diperoleh persamaan struktural  $Y = 0,240 X_1 + 0,166 X_2 + 0,502 X_3 + 0,6671 \epsilon_1$  di mana secara simultan kepribadian lima besar, kepuasan kerja, dan komitmen organisasi memberikan kontribusi yang signifikan terhadap perilaku warga organisasi sebanyak 55,5% dan  $Z = 0,461 X_2 + 0,374 Y + 0,6921 \epsilon_2$  di mana secara simultan kepuasan kerja dan komitmen organisasi memberikan kontribusi signifikan terhadap efektivitas organisasi sebanyak 52,1%.*

**Kata kunci:** lima besar kepribadian, kepuasan kerja, komitmen organisasi, perilaku warga organisasi, efektivitas organisasi

## INTRODUCTION

Every organization or company tends to find and obtain qualified and competitive human resources in order to fill organizational structure that has been set, so that the expected work results will be obtained. More than that, company also needs people who want to do things beyond their formal duties for organization without receiving more rewards in order to support the company to survive in competition and achieve success. This kind of employee behavior is called organizational citizenship behaviour (OCB). OCB is an extra role behavior that is appreciated when performed by employee, even though it's not described formally, as it increases the effectiveness and the sustainability of the organization. Employee behavior is the key to achieve effectiveness (Ivancevich et al., 2007).

Organizational effectivity is the extent to which an organization succeeded in utilizing the existing resources optimally as an effort to achieve its purpose or goal while avoiding tension among its members as much as possible. One way to achieve the organizational effectiveness is by employing people who perform OCB. According to Organ in Yen and Niehoff, a higher OCB level will result in higher effectiveness level for organization and will help bring new resources into the organization.

In investigating the causes of individual behavior, in this case is OCB, internal and external factors of the individual should be considered. One of the internal factors is personality variable that is viewed from big five factors (big five personality), while external factors include work attitudes that consists of job satisfaction and organizational commitment. It is also based on OCB theory that was developed from disposition/ personality and work attitude (Luthans, 2006, p251). Whereas, according to Robbins (2003), job satisfaction and organizational commitment are work attitudes that are considered in mostly organizational behavior research.

PT Harapan Surya Lestari (HSL) is a manufacturing company of instant drinks with different variants of taste. The company that was started to operate in 2001 and officially became a limited company (PT) in 2007, employs 113 permanent employees and 400 freelance labors. PT Harapan Surya Lestari needs qualified employees with high OCB level so that the sustainability of the company can be maintained in order to face its competitors and unforeseen market condition.

In fact, it is difficult to grow OCB within the employees. Indisipliner actions that often happen are some evidences of the low quality work of the employees, especially about employees' personality and mentality problems. Generally, employees do not have self-initiative to work well; they have to be pushed by their superiors to be able to work better. From an observation, it is known that many employees come late and go home earlier. The targets of the duties frequently can not be achieved or finished on time. Beside that, on working hours, they often do non job-related activities (playing games, playing Facebook, smoking, chatting about topics not related to the work, etc). They do not feel responsible for office facilities, and there are still conflicts happened among the employees. Moreover, fraud acted by employees ever happened for several times, that bring disadvantages material for the company, such as not giving the payment collected from distributors to the company and falsifying payment bills.

The problem arising lately is less optimally employees' work attitudes. This is mainly effected by the decreasing sales that causes the company to do retrenchment and cut unnecessary costs that affects the employees' attitudes in working, where their work spirit drop and they no longer give optimal effort to the company. Many employees become lazy, they even complain the management about the rewards and facilities they receive which are not as good as before. In addition, the company condition which is not convenient also makes managers and supervisors depressed. It influences their attitudes to become not as nice as usual to the employees, and finally it also impacts on the declining job satisfaction of the employees.

Nevertheless, the employees of PT HSL are expected to still have commitment to their organization. Until now, the level of employees loyalty is high enough, proven by the low turnover level. But, there were still about 6% of the employees who resigned, although they were in good position when they resigned. And of course, it made the company lose human resources who actually contributed quite significantly for the company.

From the explanation above, there are two purposes from this research. The first purpose is to know and to analyse how much big five personality, job satisfaction, and organizational commitment of the employees influence organizational citizenship behavior on PT HSL individually and simultaneously, while the second purpose is to identify and to analyse how much big five personality, job satisfaction, organizational commitment, and organizational citizenship behavior of the employees influence organizational effectiveness on PT HSL individually and simultaneously.

## **Big Five Personality**

Personality is how people influence others and how they understand and see themselves, also how their measuring patterns of inner character and outer character measure trait and interaction between human-situation (Luthans, 2006). Meanwhile, according to Ewen (2003), personality refers to important and relatively stable aspects of behavior. In this research, personality is viewed based on the big five personality that was developed by Costa and McCrae (1992, 1998). Greenberg dan Baron (2003) defined big five as five basic dimensions of personality that are assumed to underlie many specific traits (Robbins, 2003) as follows: (1) extraversion. This dimension includes someone's interest level to relationships. Extravert people tend to like to be incorporated in groups, be assertive, and be able to socialize. Introvert people tend to be quiet, shy, and calm; (2) agreeableness. This dimension refers to an individual tendency to obey others. People who have high level of agreeableness are cooperative, warm, and easy to trust others. People with low rank in agreeableness are cool, not able to agree, and antagonistic; (3) conscientiousness. This dimension is a measure of reliability. People who are really sensitive to conscience, reliable, organized, credible, and persistent. They who have low rank in this dimension tend to be easily confused, not organized, and not reliable; (4) neuroticism. This dimension opens ways for the ability of an individual to survive from stress. People with positive emotional stability tend to be relaxed, confident, and safe. They who have highly negative score tend to be nervous, anxious, depressed, and unsafe; (4) openness to experience. This final dimension proposes a range of an individual interest and admiration towards new things. Extremely extrovert people are creative, curious, and artistically sensitive. Introvert people are conventional and find comfort in familiarity.

## **Attitude**

Personality and attitude are complex cognitive processes. Their difference lies in the fact that personality is thought as a whole human, while trait and attitude are thought as the shapers of personality (Luthans, 2006, p236). Work attitude is feeling, belief, and behavior tendency which are relatively stable to the various aspects of the job itself. Most of organizational behavior researches concern about three work attitudes, i.e.: job satisfaction, job involvement, and organizational commitment (Robbins, 2003). In this research, we only discuss about job satisfaction and organizational commitment.

Job satisfaction is the individual level of satisfaction that they receive appropriate rewards of various aspects of job situation from the organizations where they work (Tangkilisan, 2005). Some job satisfaction factors are as follows: (1) the job itself. Based on the job diagnostic survey, it is known that five characteristics related to job satisfaction for various jobs are skill diversity, task identity, essential duty, autonomy, and feedback giving; (2) fair salary or reward. By using fair theory of Adams, people who receive salary too small or too big feel distressed; (3) promotion opportunity.

Someone can feel a large possibility to be promoted. This also can influence his job satisfaction; (4) supervision. Functional relationship shows how much supervisor helps employee to satisfy their important job values. Aggregation relationship is based on attractiveness interpersonal that has same basic attitudes and values. High job satisfaction level will be created if the two relationships are positive; (5) co-workers. Job satisfaction will be created if there were appropriate amount of workers in one workspace, so that they can talk to one another (their social needs can be fulfilled). Generally, cooperative co-workers or team members is the most simple source of an employee's satisfaction. A good working team makes job fun, so that results in job satisfaction; (6) working environment condition. Companies need to provide bright and cool workspace, with equipments which are comfort to be used. In that condition, fulfilled physical needs will satisfy the employees.

According to Porter, Steers, Mowday, dan Boulian (Rabin, 2003), organizational commitment is the relative strength of an individual's identification with and involvement in a particular organization. If job satisfaction shows an employee's satisfaction to the job he does, then organizational commitment shows his satisfaction to the organization where he works. There are three dimensions of organizational commitment components according to Mayer and Allen: (1) affective commitment, which is an employee's emotional attachment, identification, and involvement in an organization. This emotional attachment is formed because he agrees with basic purposes and values of the organization, and understands for what the organization stands. People with high degree of affective commitment will choose to still stay in their organizations in order to support the organizations in achieving their missions; (2) continuance commitment, which is the commitment based on losses that might be occurred if the employee resign from the organization. The longer an employee stays in an organization, the more unwilling he loses what he has already 'invested' in the organization for years, such as seniority, promotion opportunity, pension planning, and friendship with co-workers. People with high degree of continuance commitment will choose to still stay in their organization because they just do not want to take risks by losing those kinds of things; (3) normative commitment, which is the feeling about obliged to stay in the organization because it must be so; it is the right thing to do. The obligation to stay in the organization is caused by pressure from others. People with high degree of normative commitment really care about what others think if they resign from their organizations. That kind of employees feel hesitate to dissapoint their employers and afraid of being thought as irresponsible people if they resign.

## **Organizational Citizenship Behaviour**

Organizational Citizenship Behaviour has been very famous in organizational behavior since it was firstly introduced 20 years ago, with theoretical basis disposition/ personality and work attitude. The personality basic for OCB reflects an employee's predisposition trait which is cooperative, helpful, care, and earnest. While the attitude basic indicates that an employee is involved in OCB in order to repay the organization (Luthans, 2006).

According to Organ, organizational citizenship behaviour is discretionary behavior that is not included in an employee's formal job requirements, even so it promotes effective functioning to the organization (Robbins, 2003). Van Dyne et all proposed a construction of extra role behavior (ERB), which is behavior that attempts to benefit the organization and that goes beyond existing role expectations (Organ, 2005).

OCB consists of five dimensions according to Organ (Purba dan Seniati, 2004): (1) altruism, which is helping behavior to alleviate other's work in an organization, for example help an unhealthy co-worker to do his work; (2) courtesy, such as helping co-workers to avoid problems related to their works by giving them consultation and information and appreciate their needs, or understanding and empathizing even when be criticized; (3) sportsmanship, which is tollerating a situation that less than ideal in the workplace without complaining, such as participating in bearing the failure of a team

project that might be succeed by listening to members' advice; (4) civic virtue, by participating in the organizational activities and caring about the existence of the organization, such as willing to represent the company for joint program; (5) conscientiousness, by doing things which give advantage to the organization, such as obeying rules of the organization and willing to work overtime to finish a project.

It is proven that organizations which have employees with high level of OCB perform better than others which are not. So, organizational behavior is related to OCB as a dependent variable (Robbins, 2003). Therefore, present managers will be very wise to try to increase not only their employees' job satisfaction and organizational commitment, but also OCB (Luthans, 2006).

## **Organizational Effectiveness**

Georgopualos and Tannebaum in Tangkilisan (2005) defines organizational effectiveness as the extent to which an organization as a social system, given certain resources and mean, fulfill it's objective without incapacitating it's means and resources and without placing strain upon it's members. Effective function of an organization depends on an employee's OCB. It is proven that an employee who performs OCB has better performance and receive higher performance evaluation. OCB is also related to performance and effectiveness of a group and an organization (Luthans, 2006). Moreover, Organ also stated that higher OCB level will result in higher effectiveness for the organization and help bring new resources into the organization.

Organizational effectivity can be evaluated by considering about two factors including goal achievement and implementation process of the organization, which are reflected in the organizational behavior (Hutapea and Thoha, 2008). It is in line with Tangkilisan's opinion (2005) that the concept about organizational effectiveness involves two aspects, which are the goal of the organization and functional implementation or ways to achieve the goal. Moreover, in Hutapea and Thoha (2008), Ivancevich and Matteson also used the similar approach to measure organizational effectiveness, i.e. goal approach and system theory approach. Goal Approach focuses on the extent to which an organization achieve its goal (Griffin, 2004). Those who agree with this approach argued that an organization is established in order to achieve its goal, so that to measure effectiveness level of the organizational implementation, they connect it directly to goal achievement of the organization. According to Gibson in Tangkilisan (2005), the clarity of the goal to be accomplished is indeed one of the measurement indicators of organizational effectiveness. Meanwhile, system theory approach does not see organizational effectiveness based on the goal to be accomplished, but organizational behavior description at the time of interaction internally at the organization and the behavior of the organization when adapting with its environment (Hutapea dan Thoha, 2008). In other words, there are two roles to be implemented by an organization, which are internal role and external role. In this research, it is only used internally process approach, because the measurement of organizational effectiveness in this case is conducted from the employees point of view. Internally process approach is related to the internal mechanism of the organization and focuses on minimalizing tension, integrating individual and organization, and implementing operation smoothly and efficiently (Griffin, 2004). Meanwhile, Gibson mentioned supervision and control system as organizational effectiveness measure. Smooth vertical and horizontal communication in an organization and the presence of work spirit and member loyalty are also included in the criteria of system theory approach (Departemen Teknik Industri FTI-ITB, 2003).

## METHOD

The nature of this research is associative research. The unit of analysis used in this research are all employees in PT HSL. There are 113 employees working at PT HSL which make up the population of this research. Researcher used census method by taking the whole population due to the relatively small population size. In order to collect data, questionnaire in likert scale was used to measure five research variables in which respondents giving weight to each question as follows:

- score 1 = strongly agree
- score 2 = agree
- score 3 = neither agree nor disagree
- score 4 = disagree
- score 5 = strongly disagree

Variables in this research can be operationalized in Table 1 below.

Table 1 *Operationalization of Variables*

Variables	Dimensions	Indicators	Scale
<b>big five personality (X<sub>1</sub>)</b>	<b>Extraversion</b>	Openness	Interval
		Sociability	Interval
		Ability to work in team	Interval
	<b>Agreeableness</b>	Cooperativeness	Interval
		Politeness	Interval
		Respect other people's interest	Interval
	<b>Conscientiousness</b>	Self-Discipline	Interval
		Reliability	Interval
		Hard working	Interval
	<b>Neuroticism</b>	Calmness	Interval
		Emotional Stability	Interval
		Having Self Confidence	Interval
	<b>Openness to experience</b>	Curiosity to new things	Interval
		Creative Thinking	Interval
		Flexibility in handling problems	Interval
<b>Job Satisfaction (X<sub>2</sub>)</b>	<b>The Job itself</b>	Employee likes the job	Interval
		Task significance	Interval
		The balance between employee's ability and the job itself	Interval
		Job feedback	Interval
	<b>Compensation</b>	The salary is appropriate to the job	Interval
		The salary is appropriate to the applied standard	Interval
		The salary is appropriate to employee's abilities and skills	Interval
	<b>Promotion opportunities Supervisor</b>	Promotion based on achievement	Interval
		Transparency of promotion process	Interval
		Presence of positive functional relationship	Interval
	<b>Colleague</b>	Presence of similar overall relationship	Interval
		Fulfillment of employees' social needs	Interval
		Cooperative colleagues	Interval
	<b>Working Condition</b>	Fellowship among colleagues in the work place	Interval
		Workroom condition	Interval
Office layout		Interval	
		Availability of working facilities	Interval

<b>Organizational Commitment (X<sub>3</sub>)</b>	<b>Affective</b>	Consent to organization's basic values or goals	Interval	
		Involvement in attaining organization's mission	Interval	
		Having emotional ties with organization	Interval	
	<b>Retention</b>	Anxiety of losing promotion opportunity if resign	Interval	
		Hopes to get more benefits by stay working for the organization	Interval	
		Unwillingness of losing relationship with colleagues if resigns	Interval	
		Unwillingness to look for other job due to convenience in the current job	Interval	
		Prefer to stay working for the organization to make employer undisappointed	Interval	
	<b>Normative</b>	Concern for what other people will say if resigns	Interval	
		Feeling that to stay in the organization is the right thing	Interval	
	<b>Organizational Citizenship Behavior (Y)</b>	<b>Altruism</b>	Helps colleagues to finish overload work	Interval
Helps customers and guests who need help			Interval	
Helps new colleagues to adapt to the workplace			Interval	
<b>Courtesy</b>		Giving colleagues informations related to work	Interval	
		Willingness to receive criticism	Interval	
		Keeping up with the organization's growth	Interval	
<b>Sportsmanship</b>		Tolerance to less ideal situation in the work place	Interval	
		Never blaming others for the failure of employee's own team	Interval	
		Involvement in organization's activities	Interval	
<b>Civic virtue</b>		Helps to maintain organization's image	Interval	
		Concern with organization's sustainability	Interval	
<b>Conscientiousness</b>		Obedience to organization's rules	Interval	
		Willingness to work more than minimum requirement	Interval	
		Willingness to work overtime	Interval	
		Maximize the use of working time	Interval	
<b>Organizational Effectiveness (Z)</b>		<b>Organizational Goals</b>	Setting goals as the benchmark for employees in doing their job	Interval
			Desire from the organization's members to achieve the goals	Interval
	Involving employees in the process of setting goals		Interval	
	Goals are attained due to organization's members contribution		Interval	

<b>Internal Process</b>		Interval
	Effective Control System	Interval
	Employees feel satisfied with the organization	Interval
	Good communication process in the organization	Interval
	Organization's members are free from pressure and stress	Interval
	Ability of the organization to minimize internal conflict	Interval
	Running the operational activities well and efficiently	Interval
	Spirit of cooperation and loyalty among organization's members	Interval
	Trust and good communication between upper and lower level employees	Interval

Below are the hypotheses for this research:

For Research Purpose 1

Ho = big five personality (X1), Job Satisfaction (x2), and Organizational Commitment (X3) simultaneously do not have significant contribution to OCB (Y) in PT HSL

Ha = big five personality (X1), Job Satisfaction (X2), and Organizational Commitment (X3) simultaneously have significant contribution to OCB (Y) in PT HSL

For Research Purpose 2

Ho = big five personality (X1), Job Satisfaction (X2), Organizational Commitment (X3), and OCB (Y) simultaneously do not have significant contribution to Organizational Effectiveness (Z) in PT HSL

Ha = big five personality (X1), Job Satisfaction (X2), Organizational Commitment (X3), and OCB (Y) simultaneously have significant contribution to Organizational Effectiveness (Z) in PT HSL

## **RESULTS AND DISCUSSION**

To analyze the data, several techniques are used in accordance with the research problems and procedures such as: transformation of ordinal into interval data, validity-reliability test, and normality test. After conducting the tests, researcher used path analysis method to answer the research purposes.

### **Validity-Reliability and Normality Test**

The result of validity test with 95% confidence interval shows that there are two invalid questions out of 15 questions that measure big five personality variable i.e. question number 5 and 12. There are five invalid questions out of 17 questions regarding *Job Satisfaction* i.e. question number 17, 19, 27, 28, and 32. For Organizational Commitment variable, from 10 questions, question number 37 and 40 are invalid. While 15 questions regarding OCB and 12 questions regarding Organizational Effectiveness are all valid. The result of reliability test by using SPSS shows that the data from each variable are reliable.



Based on computation in SPSS, all five variables in this research are normally distributed. Variable X1 has the value of Sig = 0,054 ( $\geq 0,05$ ) which indicates normality. Variable X2 has Sig value = 0,200 ( $\geq 0,05$ ) thus the data is normally distributed. Variable X3 has Sig value = 0,200 ( $\geq 0,05$ ) that indicates normality of distribution. Variable Y has Sig value = 0,200 ( $\geq 0,05$ ) so that it is normally distributed. Variable Z has Sig value = 0,200 ( $\geq 0,05$ ) that indicates normal distribution. Furthermore, variable X<sub>1</sub>, X<sub>2</sub>, X<sub>3</sub>, Y, and Z can be analyzed by using path analysis method.

## Path Analysis

The average scores of each dimension of research variables are shown in Table 2 below.

Table 2 *The Average of Variable X<sub>1</sub>, X<sub>2</sub>, X<sub>3</sub>, Y, and Z*

Variables	Dimensions	Average
<b>Big Five Personality</b>	Extraversion	3,3429
	Agreeableness	3,5715
	Conscientiousness	3,5066
	Neuroticism	3,4213
	Openness to experience	3,0685
	<b>Total Average</b>	<b>3,3822</b>
<b>Job Satisfaction</b>	The job itself	3,8097
	Compensation	3,1374
	Promotion opportunities	3,7867
	Supervisor	3,8486
	Colleagues	3,9016
	Working Condition	3,3983
	<b>Total Average</b>	<b>3,6471</b>
<b>Organizational Commitment</b>	Affective	3,6870
	Retention	3,5765
	Normative	3,4454
	<b>Total Average</b>	<b>3,5697</b>
<b>Organizational Citizenship Behavior</b>	Altruism	3,3879
	Courtesy	3,3556
	Sportsmanship	2,9396
	Civic Virtue	3,3791
	Conscientiousness	3,4124
	<b>Total Average</b>	<b>3,2950</b>
<b>Organizational Effectiveness</b>	Organizational goals	3,3167
	Internal Process	3,3763
	<b>Total Average</b>	<b>3,3465</b>

The results of bivariate correlation between variable X<sub>1</sub>, X<sub>2</sub>, X<sub>3</sub>, Y, and Z are summarized in Table 3 below.

Table 3 *The Nature of Relationship Between X<sub>1</sub>, X<sub>2</sub>, X<sub>3</sub>, Y, and Z*

Relationship between	Correlation	The Nature of Relationship
X <sub>1</sub> and Y	0,560	Moderate, Positive, and Significant
X <sub>2</sub> and Y	0,489	Moderate, Positive, and Significant
X <sub>3</sub> and Y	0,677	Strong, Positive, and Significant
X <sub>1</sub> and Z	0,499	Moderate, Positive, and Significant
X <sub>2</sub> and Z	0,644	Strong, Positive, and Significant
X <sub>3</sub> and Z	0,510	Moderate, Positive, and Significant
Y and Z	0,599	Moderate, Positive, and Significant

The result of path analysis for sub-structure 1 is summarized in Table 4.

Table 4 *Result Summary of Path Coefficient of Sub-structure 1*

Contribution of Variable	Path Coefficient (beta)	Sig Value	Result	Coefficient of Determination	Coefficient of other variables ( $\rho_y \epsilon_1$ )
X <sub>1</sub> to Y	0,240	0,003	Ho rejected	0,555 = 55,5%	0,6671
X <sub>2</sub> to Y	0,166	0,033	Ho rejected		
X <sub>3</sub> to Y	0,502	0,000	Ho rejected		

Structural equation obtained from sub-structure 1:

$$Y = \rho_{X_1Y}X_1 + \rho_{X_2Y}X_2 + \rho_{X_3Y}X_3 + \rho_y \epsilon_1$$

$$Y = 0,240 X_1 + 0,166 X_2 + 0,502 X_3 + 0,6671 \epsilon_1 \text{ where } R^2 = 0,555$$

The first hypothesis states that big five personality (X<sub>1</sub>), Job Satisfaction (X<sub>2</sub>), and Organizational Commitment (X<sub>3</sub>) simultaneously have significant contribution to OCB (Y) in PT HSL. The overall result shows significant contribution between variables as well as all the sub-variables which are individually accepted. The result of significance test of path coefficient of substructure 1 shows that the coefficients of variable X<sub>1</sub>, X<sub>2</sub>, and X<sub>3</sub> to Y are statistically significant. *Big five personality* has a contribution of  $0,240^2 \times 100\% = 5,76\%$  to OCB, Job Satisfaction contributes  $0,166^2 \times 100\% = 2,76\%$  of OCB, while Organizational Commitment contributes  $0,502^2 \times 100\% = 25,20\%$  of OCB. *Big five personality*, Job Satisfaction, and Organizational Commitment simultaneously contributes 55,5% of OCB and the remaining 44,5% are influenced by other variables.

Big five personality (X<sub>1</sub>) has moderate, positive, and significant contribution to *Organizational Citizenship Behavior* (Y). As shown in Table 3, big five personality correlates moderately strong with *Organizational Citizenship Behavior*. This means that the higher level of employee's big five personality leads to better *Organizational Citizenship Behavior*. Therefore, PT HSL has to put effort on increasing the aspects of big five personality of the employees so that their *Organizational Citizenship Behavior* will also be improved. As mentioned in Table 2, the lowest average score of the five dimensions belongs to *openness to experience*. This indicates that the employees are less opened to new experience as well as having less creativity to create new ideas. The reason is because the employees are too much focused on daily routine in their work. Hence, PT HSL needs to raise employees' openness to new experience by altering the current work system to be more challenging which can give rise to employees' creative thinking in problem solving. It is recommended to arrange recreation for employees which helps to stimulate their creativity. Otherwise the company can hold seminars or workshops regarding *creative thinking* and *openness to new experience* as well as conducting employee personality test to figure out which dimensions need to be improved for individual employee.

Job Satisfaction (X<sub>2</sub>) has moderate, positive, and significant contribution to *Organizational Citizenship Behavior* (Y). According to the result in Table 3, Job Satisfaction has moderately strong relationship with OCB. The higher level of Job Satisfaction leads to better *Organizational Citizenship Behavior* of employees. Thus PT HSL should put effort in order to increase employees' Job Satisfaction to improve OCB. According to Yuli (in Andan, 2007, p12), the model of Job Satisfaction will stimulate employees' behavior of doing more tasks than the required formal duty after passing a critical psychological condition.

Organizational Commitment ( $X_3$ ) has strong, positive, and significant contribution to *Organizational Citizenship Behavior* ( $Y$ ). The result in Table 3 shows that Organizational Commitment has strong relationship with OCB. Compared to big five personality and Job Satisfaction, Organizational Commitment has the biggest impact to employees' OCB, where Organizational Commitment variable has the largest beta coefficient. It aligns with the opinion stated by Siagian (2005) that an organization in which the employees are viewed and treated as members of a big family tends to stimulate strong employee motivation to increase their Organizational Commitment. In turn, high Organizational Commitment causes various positive attitude and behavior such as avoiding misconducts that potentially harmful to organization's reputation, loyalty to leaders, co-workers, and subordinates, high productivity, willingness to solve conflict through deliberations, etc. As shown in Table 2, the lowest average score belongs to normative dimension. While the other two dimensions i.e. affective and retention show moderately high total score. This reveals that the employees of PT HSL prefer to stay working in the company and have strong willingness to work for the organization due to emotional ties with PT HSL and unwillingness of losing certain benefits if resign from the company. The high level affective dimension is possibly caused by the majority of the employees who have been working since the establishment of PT HSL, meanwhile the high level of retention is affected by the convenience of the working place and fellowship among organization members. The result shows that employees tend to conduct better OCB due to organizational satisfaction instead of job satisfaction.

The result of path analysis of sub-structure 2 discovers that the path coefficients of big five personality ( $X_1$ ) variable and Organizational Commitment ( $X_3$ ) variable are not significant. Consequently, the model should be modified through *trimming* method by excluding variable  $X_1$  and  $X_3$  which are not significant. Then the model was reanalyzed and the result is summarized in the following Table 5.

Table 5 Summary of Model 2: The Result of Path Coefficient of Sub-structure 2

Contribution of Variable	Path Coefficient (beta)	Sig Value	Result	Coefficient of Determination	Coefficient of other variables ( $\rho_z \varepsilon_2$ )
$X_2$ to $Z$	0,461	0,000	Ho rejected	0,521 = 52,1%	0,6921
$Y$ to $Z$	0,374	0,000	Ho rejected		

Structural equation obtained from Model 2 sub-structure 2:

$$Z = \rho_{zx2} X_2 + \rho_{zy} Y + \rho_z \varepsilon_2$$

$$Z = 0,461 X_2 + 0,374 Y + 0,6921 \varepsilon_2 \text{ where } R^2 = 0,521$$

The second hypothesis states that big five personality ( $X_1$ ), Job Satisfaction ( $X_2$ ), Organizational Commitment ( $X_3$ ), and OCB ( $Y$ ) simultaneously has significant contribution to Organizational Effectiveness ( $Z$ ) in PT HSL, refers to simultaneous significant contribution. In contrary, not all sub-variables are accepted individually because based on path analysis of sub-structure 2, the path coefficients of  $X_1$  to  $Z$  and  $X_3$  to  $Z$  are not significant while the coefficients of  $X_2$  to  $Z$  and  $Y$  to  $Z$  are significant. Job Satisfaction contributes  $0,461^2 \times 100\% = 21,25\%$  of Organizational effectiveness, while OCB contributes  $0,374^2 \times 100\% = 13,99\%$  of Organizational effectiveness. Job Satisfaction and OCB simultaneously contributes 52,1% of Organizational effectiveness and the remaining 47,9% is influenced by other variables not included in this research.

Big five personality ( $X_1$ ) has weak but positive and insignificant contribution to organizational effectiveness. According to the result in Table 3, big five personality has moderately strong relationship with organizational effectiveness. The higher level of employees' big five

personality leads to higher organizational effectiveness. Although big five personality has no significant contribution to organizational effectiveness, both variables correlate moderately strong with each other. Therefore, PT HSL needs to hire employees with high level of big five personality by requiring personality test for applicants to reveal their underlying personality in order to attain organizational effectiveness.

Job Satisfaction ( $X_2$ ) has strong, positive, and significant contribution to Organizational effectiveness ( $Z$ ). In Table 3, it is shown that Job Satisfaction correlates moderately strong with Organizational effectiveness. From the result we know that Job Satisfaction has the biggest influence to Organizational effectiveness compared to the other three independent variables, where Job Satisfaction has the largest beta coefficient. For that reason, Job Satisfaction becomes the main factor that PT HSL should pay attention to in achieving Organizational effectiveness. Table 2 shows that the lowest average scores among six dimensions of Job Satisfaction belong to compensation and working condition. This means that employees feel that the compensation given by the company and the current working condition is less sufficient. Hence PT HSL should consider salary increase based on education level and portion of work to each employee. Furthermore, the company needs to put attention to office layout, reparation of office facilities, etc. Office layout and facilities should be well organized to make employees feel convenient to work which leads to higher job satisfaction. Finally, employee will conduct behavior that support the attainment of organization's goals and in turn will affect the attainment of the higher level of Organizational effectiveness.

Organizational commitment ( $X_3$ ) has moderate, positive, and insignificant contribution to Organizational effectiveness ( $Z$ ). Table 3 shows that Organizational Commitment has moderately strong relationship with Organizational effectiveness. Higher level of employees' Organizational Commitment leads to higher Organizational effectiveness. Although Organizational Commitment contributes insignificantly to Organizational effectiveness, both variables have moderately strong relationship. This is evidenced with employees' good organizational commitment which aligns with the highest score of Organizational effectiveness variable in question 68 which states that respondent has the spirit to cooperate in teams and loyalty to the organization. There are 3 main aspects needed to develop Organizational Commitment i.e. : identification, involvement, and loyalty to organization (Kuntjoro, 2002). Identification involves building employees trust to the organization. This can be realized by modifying organization's objectives in order that it involves employees personal objectives or otherwise includes employees' needs and desire. Employees' participation in working activities is essential to be concerned because employees involvement is able to create their willingness to cooperate whether with leaders or co-workers. Employees loyalty to the organization is their willingness to maintain continuous relationship with the organization, even sacrificing their own personal interests for the organization.

Organizational citizenship behavior ( $Y$ ) has strong, positive, and significant contribution to organizational effectiveness ( $Z$ ). As shown in Table 3, OCB has a moderately strong relationship with organizational effectiveness, nearly categorized to be strong relationship due to the correlation coefficient of 0,599 which is the upper limit within the category. Higher level of employees' organizational citizenship behavior leads to higher Organizational effectiveness. This aligns with the opinion stated by Organ (Yen and Niehoff, year unknown) that the effective function of an organization depends on the surpassing effort of the employees beyond their required formal duty, which is called organizational citizenship behavior (OCB). Thus, PT HSL has to put efforts on improving employees' OCB for the purpose of improving Organizational effectiveness. According to the result in Table 2, we find that sportmanship dimension has the lowest average score compared with the other four dimensions. Two questions regarding sportmanship, which stated that respondent is tolerant to less ideal situation in the work place, and that respondent never blame others for the failure of his/her own team, have the lowest total scores which indicates internal conflicts including protests from employees to the management concerning unpleasure conditions for them. This aligns with question 65 (respondent is free from pressure and stress in the organization) and 66 (the company is

capable of minimizing internal conflicts) regarding organizational effectiveness which have the lowest scores compared to other questions. In addition, the highest total average score belongs to Altruism, in which employees are willing to help colleagues finishing their overload works, help customers and guests who need it, as well as helping new colleagues to adjust within the new working environment without instructions from leaders, which is in accordance with process dimension in organizational effectiveness which has the highest total average score contributed by the highest score in question 67 (The organization runs its operational activities well). Consequently, PT HSL should push and motivate the employees for the purpose of increasing their OCB to attain higher level of organizational effectiveness.

## CONCLUSION

The conclusion of this research can be summarized as follows. Firstly, big five personality, job satisfaction, and organizational commitment simultaneously have significant contribution to organizational citizenship behavior at 55,5%. Secondly, Job Satisfaction and organizational citizenship behavior simultaneously have significant contribution to Organizational effectiveness at 52,1%, while big five personality and organizational commitment contribute insignificantly to organizational effectiveness. The result shows that organizational commitment is the most significant factor that influence employees' OCB, so that it can be figured out that the main reason in which employees are willing to perform extra role is their emotional ties to PT HSL, which is developed by employees satisfaction to the organization. In short, Job Satisfaction is also the main factor influencing the attainment of organizational effectiveness in PT HSL.

There are several suggestions for the company resulting from this research. Firstly, employees' big five personality should be more concerned and improved by giving personality test through the big five inventory (BFI), then holding seminars or workshops regarding how to improve personality profile, especially in the workplace. Secondly, employees' Job Satisfaction should be the main concern of PT HSL, by continuously renewing good work system for the interest of the employees and the organization as well. Moreover, PT HSL has to maintain equal promotion opportunity through reward and punishment system, assigning work which is proper to the capacity of individual employees, providing leadership and motivation training to the superiors to ensure that they are able to control and maintain good relationship with their subordinates, fostering good fellowship within the company by periodically arranges employee gathering or recreation, considering salary increase, and improving needed office facilities. Thirdly, PT HSL is suggested to put efforts on increasing employees' organizational commitment by giving more understanding to employees about the values and objectives of the organization through orientation program to new employees, modifying organization's objectives to scope with employees' personal objectives, involving employees in every attempt to achieve organization's mission so that they have emotional ties with PT HSL, which can be accomplished through quality circle. Furthermore, PT HSL needs to analyze and develop other factors that influence organizational citizenship behavior and organizational effectiveness through human resource research.

## REFERENCES

- Departemen Teknik Industri FTI-ITB. (2003). Perancangan Organisasi Pendekatan Sasaran. Retrieved 27 Oktober 2009 from <http://dhimaskasep.files.wordpress.com>.
- Ewen, Robert B. (2003). *An Introduction to Theories of Personality* (6th edition). New Jersey: Lawrence Erlbaum Associates.
- Greenberg, Jerald & Baron, Robert A. (2003). *Behavior in Organization* (8th edition). New Jersey: Prentice Hall.
- Griffin, Ricky. (2004). *Manajemen* (edisi ketujuh). Jakarta: Erlangga.
- Hutapea, Perullian & Thoha, Nurianna. (2008). *Kompetensi Plus: Teori, Desain, Kasus dan Penerapan untuk HR serta Organisasi yang Dinamis*. Jakarta: Gramedia Pustaka Utama.
- Ivancevich, John M. Et al. (2007). *Perilaku dan Manajemen Organisasi*. Jakarta: Erlangga.
- Kuntjoro, Z. S. (2002), Komitmen Organisasi. Retrieved 15 Desember 2009 from <http://www.e-psikologi.com>.
- Luthans, Fred. (2006). *Perilaku Organisasi* (edisi sepuluh). Yogyakarta: ANDI.
- Organ, Dennis W et al. (2006). *Organizational Citizenship Behavior: Its Nature, Antecedents, and Consequences*. California: Sage Publication.
- Purba, Debora Eflina & Seniati, Ali Nina Liche. (2004). Pengaruh kepribadian dan komitmen organisasi terhadap organizational citizenship behavior. *Makara, Sosial Humaniora*, 8 (no. 3), 105 – 111.
- Rabin, Jack. (2003). *Encyclopedia of Public Administration and Public Policy* (volume 2). New York: Marcel Dekker.
- Robbins, Stephen P. (2003). *Perilaku Organisasi* (edisi 9). Jakarta: Indeks.
- Siagian, S. P. (2005). *Manajemen Sumber Daya Manusia* (cetakan XII). Jakarta: Bumi Aksara.
- Tangkilisan, Hessel Nogi S. (2005). *Manajemen Publik*. Jakarta: Grasindo.
- Yen, Hsiu Ju Rebecca dan Brian P. Niehoff. (Year unknown). Relationship between organizational citizenship behaviors, efficiency, and customer service perceptions in taiwanese banks, OCB and effectiveness, Midwest academy of MGMT. Retrieved 20 November 2009 from <http://www.cobacourses.creighton.edu>.