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## The Impact of Personality on Employee Performance Improvement: The Role of Mediation by Organizational Citizenship Behavior

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**Abstract:** The quality of human resources is a crucial element in driving economic recovery and a key determinant of long-term competitiveness and productivity. Amid the advancement of technology and the complexity of modern organizations, companies demand optimal employee performance, which is partly influenced by the strength of personality character. This study aims to analyze the influence of personality on employee performance by considering the mediating role of organizational citizenship behavior (OCB). The research method used is quantitative, by distributing questionnaires to 100 randomly selected respondents. The research results show that (1) personality has a positive and significant impact on employee performance; (2) temperament also positively and significantly affects the increase in OCB; (3) OCB significantly improves employee performance; and (4) OCB proves to be a significant mediator in the relationship between personality and employee performance. These findings emphasize the value of strengthening personality traits and positive organizational behavior as strategies for performance improvement in the workplace.

**Keywords :** Personality, Organization Citizenship Behavior, Employee Performance

### INTRODUCTION

Amid the era of globalization and increasingly fierce industrial competition, the quality of human resources (HR) becomes a strategic factor that determines the competitiveness of organizations. Unfortunately, the competitiveness of Indonesia's human resources (HR) is still lagging globally, as reported by Minister of National Development Planning Suharso in the Indonesia Occupational Employment Outlook (2020), which ranked Indonesia 50th out of 141 countries in the HR competitiveness index (Yuniar, 2021). The current situation demands that organizations maximize employee performance through more integrated strategies, particularly by paying attention to personality dimensions and positive work behaviors.

The relationship between personality, Organizational Citizenship Behavior (OCB), and employee performance has become a hot theoretical debate in the increasingly competitive industrial world. Several recent studies indicate that personality dimensions such as

conscientiousness, extraversion, and agreeableness play an important role in influencing performance both directly and through extra-role work behavior, or OCB. Hariwati et al. (2024) emphasize that personality and OCB simultaneously influence the motivation and performance of public sector employees, demonstrating that these two variables complement each other in creating optimal performance. In line with that, Andrade (2022) shows in the context of healthcare workers that the Big Five Personality Traits have a significant impact on performance through the enhancement of OCB, reinforcing the argument that OCB acts as a bridge between personal character and tangible work outcomes.

However, most studies find that personality does not always have a direct impact on employee performance. Indarti et al. (2017) and Batilmurik et al. (2020) show that personality has a significant impact on performance when mediated by OCB, especially in job contexts that require high solidarity and collective orientation, such as policing. This view is further strengthened when considering the findings of Saeedy & Rastgar (2015), which highlight that the influence of personality on OCB is greatly affected by cultural context and work norms. In overly bureaucratic or individualistic work environments, the contribution of personality to prosocial behaviors such as OCB can become suboptimal, necessitating a more adaptive managerial approach.

Overall, these studies suggest that OCB is a crucial mediator in explaining how employee personality can contribute to performance in an industrial context. Although there is evidence supporting the direct influence of personality on performance, most literature points to the importance of fostering OCB as a prerequisite for positive employee characteristics to be manifested in the form of excellent work performance. Thus, companies in the industrial sector should rely on personality-based recruitment and actively cultivate a work culture that fosters the growth of OCB, such as a sense of voluntary responsibility, a spirit of helping others, and loyalty to the work team.

Previous research has shown varied results regarding the influence of personality on performance. Several studies confirm that certain personality dimensions, such as extraversion, conscientiousness, and openness to experience, have a positive contribution to employee performance and prosocial behavior (Rondo et al., 2018; Yusnita et al., 2021). However, other studies, such as those by Tursanurohmad (2017) and Santosa & Indrawati (2018), reveal that personality does not always have a direct impact on performance but rather needs to be mediated by organizational citizenship behavior (OCB), especially in the context of certain organizational cultures.

This phenomenon is also reflected in the empirical context at PT HL Cirebon, a multinational automotive manufacturing company, where there are still discrepancies in achieving delivery targets. Interview and observation results indicate that while OCB behaviors occur informally, such as teamwork across different departments during busy periods, the willingness to help and care for one another is not functioning as effectively as it should. Low attention to individual personality profiles, which underlie OCB behavior, may cause this disparity. Therefore, a more profound understanding of the mediation mechanism of OCB in the relationship between personality and performance is needed, as is a more integrative approach in the company's HR management. Considering the gaps in previous studies and organizational realities, it is important to empirically investigate how employee personality contributes to performance through the mediating role of OCB. This study will not only enrich the theoretical literature but also provide practical implications for character-based and prosocial work behavior and organizational performance enhancement strategies.

### The Influence of Organizational Citizenship Behavior is a Mediator between Personality and Employee Performance.

Organizational Citizenship Behavior (OCB) not only serves as an independent variable in influencing employee performance but can also act as a mediating variable that connects personality traits with individual work outcomes. According to Hsiao and Jia Wang (2020), OCB shows a partial mediating effect between proactive personality and employee performance. These findings indicate that positive personality traits, such as openness, conscientiousness, and emotional stability, tend to encourage the formation of OCB behavior, which ultimately impacts the improvement of individual performance within the organization.

Theoretically, individuals with a healthy and adaptive personality will find it easier to develop extra-role behaviors such as helping coworkers, showing concern for the organization, and maintaining a positive attitude even in challenging work conditions. OCB behavior is the bridge in the process of enhancing employee contributions to organizational goals (Batilmurik et al., 2020). Therefore, we can conclude that organizational citizenship behavior significantly mediates the relationship between personality and employee performance. A strong and positive personality will encourage higher OCB, which in turn will enhance overall employee performance (Hariwati et al., 2024).

H4. Organizational Citizenship Behavior positively mediates the relationship between personality and employee performance.

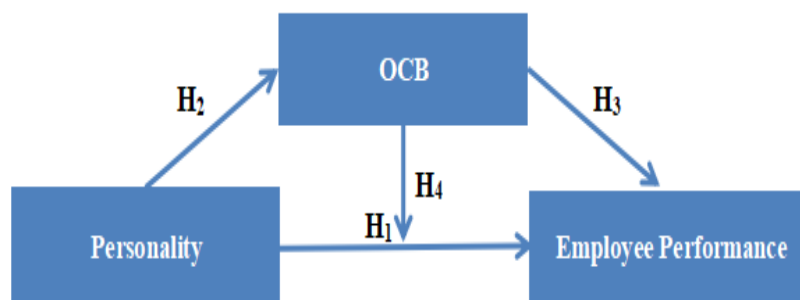


Figure 1. Framework Model

### METHOD

This research method employs a quantitative approach. We analyze the quantitative approach using objective theory. The quantitative method is a type of research based on positivist philosophy that looks at a specific group of people or sample, gathers data using research tools, and analyzes that data numerically or statistically to describe and test a set hypothesis (Sugiyono, 2017). Sugiyono (2017) states that the population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by the researcher to be studied and then concluded. The population in this study is the employees of PT HL Cirebon. Based on the company profile, the number of employees at PT HL Cirebon was 703 in 2022. Sugiyono (2017) states that a sample is a subset of the population that shares similar characteristics. The sample in this study uses the random sampling technique, which is a sampling method that gives each member of the selected population an equal chance. The sample in this study consists of employees of PT HL Cirebon. We used the Slovin formula to select a sample of 100 employees.

For secondary or supporting data, the researcher conducted library research by collecting information related to the study conducted through PT. The researcher used HL Cirebon, documents, reference books, articles/journals, and other sources as a basis for research activities about the established problem boundaries. The researcher analyzed the study by making sure the information was correct and consistent, using simple and multiple linear regression, checking if the data followed a normal distribution, looking for uneven spread,

examining related variables, finding straight-line relationships, identifying repeated patterns, conducting t-tests, measuring how much one variable affects another, and using the Sobel test.

**RESULT AND DISCUSSION**

**Validity Test**

**Table 1. Validity Test**

Variable	Question	R <sub>account</sub>	R <sub>Table</sub>	Explanation
Personality	X1	0,508	0,1966	Valid
	X2	0,349		Valid
	X3	0,476		Valid
	X4	0,478		Valid
	X5	0,278		Valid
	X6	0,284		Valid
	X7	0,483		Valid
	X8	0,417		Valid
	X9	0,422		Valid
	X10	0,388		Valid
	X11	0,463		Valid
	X12	0,255		Valid
<i>Organization Citizenship Behavior</i>	M1	0,639	0,1966	Valid
	M2	0,505		Valid
	M3	0,739		Valid
	M4	0,582		Valid
	M5	0,713		Valid
	M6	0,694		Valid
	M7	0,584		Valid
	M8	0,415		Valid
	M9	0,486		Valid
	M10	0,289		Valid
	M11	0,238		Valid
	M12	0,321		Valid
Employee Performance	Y1	0,681	0,1966	Valid
	Y2	0,635		Valid
	Y3	0,639		Valid
	Y4	0,662		Valid
	Y5	0,761		Valid
	Y6	0,704		Valid
	Y7	0,729		Valid
	Y8	0,649		Valid
	Y9	0,305		Valid
	Y10	0,428		Valid

Based on the results of the validity test on the research instrument, it is known that all statement items in each variable have a correlation value (r count) greater than the r table value of 0.1966. In the personality variable, there are 12 statement items (X1–X12) with calculated r values ranging from 0.255 to 0.508. All these items meet the validity criteria, which means that each statement is capable of measuring aspects of personality well. The Organizational Citizenship Behavior (OCB) variable also consists of 12 statement items (M1–M12), with calculated r values ranging from 0.238 to 0.739. All items showed values above the table R; thus, they are declared valid and suitable for measuring employee OCB behavior. Similarly, on the employee performance variable, which consists of 10 items (Y1–Y10), all calculated r values are above the table r value, ranging from 0.305 to 0.761. This figure indicates that all statement items on the employee performance variable are also declared valid. Therefore, we can conclude that all statement items on the three variables personality, organizational citizenship behavior, and employee are excellent. The used instruments have successfully met

the feasibility requirements for measuring each construct, making them suitable for use in subsequent stage analyses. They are suitable for use in subsequent stage analyses.

**Reliability Test**

**Table 2. Reliability Test**

Variable	Alpha Cronbach's	Decision
Personality (X)	0,749	Tinggi
Organization Citizenship Behavior (M)	0,724	Tinggi
Employee Performance (Y)	0,806	Sangat Tinggi

Based on the reliability test results displayed in Table 2, it is known that all research variables have a Cronbach's Alpha value above the minimum standard of 0.60, indicating that the instruments used are reliable. The personality variable (X) obtained an alpha value of 0.749, which falls into the high category, indicating that the items used to measure personality have excellent internal consistency. Next, the Organizational Citizenship Behavior (OCB) (M) variable shows an alpha value of 0.724, which also falls into the high category. This indicates that the statement items used to measure OCB have met the reliability criteria and can be consistently used to measure employees' extra-role behavior. Meanwhile, the employee performance variable (Y) has the highest Cronbach's Alpha value, which is 0.806, categorized as very high. This indicates that the tool for measuring employee performance has a very good level of internal consistency and can be trusted for use in this research. Therefore, we can conclude that all research instruments are reliable and capable of consistently and accurately measuring each variable.

**Table 3. Normality Test  
One-Sample Kolmogorov-Smirnov Test**

		Standardized Residual
N		100
Normal Parameters <sup>a,b</sup>	Mean	,0000000
	Std. Deviation	,98984745
Most Extreme Differences	Absolute	,062
	Positive	,062
	Negative	-,050
Test Statistic		,062
Asymp. Sig. (2-tailed)		,200 <sup>c,d</sup>

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance

The analysis results using IBM SPSS 22 obtained an Asymp. Sig. (2-tailed) value of  $0.671 > \alpha = 0.05$  (5%). The result indicates a normal data distribution, meaning the normality assumption test in this analysis is met.

**Multicollinearity Test**

**Table 4**  
**Multicolinierity Test**  
**Coefficients<sup>a</sup>**

Model	Unstandardized		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1. (Constant)	20,509	3,997		5,131	,000		
Personality	,214	,093	,200	2,310	,023	,839	1,192
OCB	,642	,082	,679	7,849	,000	,839	1,192

a. Dependent Variable: Employee Performance

The tolerance value of 0.839 and VIF of 1.192 for both independent variables indicate the absence of multicollinearity among the variables in the regression model. A tolerance value close to 1 and a VIF below 10 indicate that there is no high correlation among the independent variables; thus, the regression model used can be considered feasible and valid.

**Heteroscedasticity Test**

**Table 5**  
**Heteroscedasticity Test**  
**Coefficients<sup>a</sup>**

Model	Unstandardized		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1. (Constant)	2,038	2,197		,928	,356
Personality	,044	,051	,094	,857	,394
OCB	,073	,045	,177	1,619	,109

a. Dependent Variable: ABRES

The heteroscedasticity test is conducted to determine whether there is a difference in the variance of residuals from one observation to another in the regression model. Based on the test results shown in the table, it was found that the personality variable has a significance value of 0.394, and the Organizational Citizenship Behavior (OCB) variable has a significance value of 0.109. Both values are greater than the significance threshold of 0.05 ( $\alpha = 5\%$ ). Therefore, we can conclude that the regression model shows no signs of heteroscedasticity, with all independent variables showing significance values above 0.05. In other words, the independent variables in the model do not cause non-constant residual variance. This regression model has met the classical assumption of homoscedasticity, making it suitable for use in analysis and conclusion.

**Autocorrelation Test**

**Tabel 6**  
**Autocorrelation Test**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,626 <sup>a</sup>	,392	,379	4,075	1,773

a. Predictors: (Constant), OCB, Kepribadian

b. Dependent Variable: Kinerja Karyawan

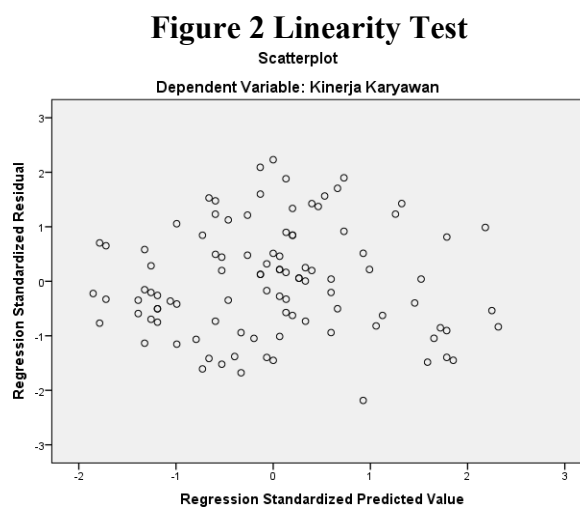
Based on the regression test output results in the Model Summary table, the Durbin-Watson value is 1.773. The Durbin-Watson test is used to detect the presence of autocorrelation (the relationship between residuals) in a linear regression model. The Durbin-Watson value ranges from 0 to 4, with the following interpretation:

1. A value around 2 indicates no autocorrelation.
2. A value < 1.5 indicates the possibility of positive autocorrelation.

3. A value > 2.5 indicates the possibility of negative autocorrelation.

The Durbin-Watson value of 1.773 is close to 2 and within the tolerance limit, so there is no autocorrelation in this regression model. This means that the model has met one of the classical regression assumptions, namely the independence of residuals, so the model is suitable for further analysis. In the test results shown in the table, it was found that the personality variable has a significance value of 0.394, and the Organizational Citizenship Behavior (OCB) variable has a significance value of 0.109. Both values are greater than the significance threshold of 0.05 ( $\alpha = 5\%$ ). Therefore, we can conclude that the regression model shows no signs of heteroscedasticity, with all independent variables showing significance values above 0.05. In other words, the independent variables in the model do not cause non-constant residual variance. This regression model has met the classical assumption of homoscedasticity, making it suitable for use in analysis and conclusion.

**Linearity Test**



Based on the image above, it can be said to be linear because the plot of standardized residual regression with standardized predicted regression forms a random pattern, so a linear regression equation is used.

**t Test**

**Table 7**  
**t Test**  
**Coefficients<sup>a</sup>**

Model	Unstandardized		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	23,677	4,315		5,487	,000
Personality	,455	,105	,402	4,341	,000

a. Dependent Variable: Employee Performance

The results of the linear regression analysis show that the personality variable has a positive and significant effect on employee performance. This is indicated by a regression coefficient value of 0.455 with a t-value of 4.341 and a significance level of 0.000, which is below the significance level of 0.05. This means that every one-unit increase in personality will improve employee performance by 0.455 units, assuming other variables remain constant. The standardized coefficient value of 0.402 indicates that the influence of personality on employee performance is relatively strong compared to other predictor variables. Therefore, this model concludes that personality significantly predicts employee performance.

**Table 8**  
**t Test**  
**Coefficients<sup>a</sup>**

Model	Unstandardized		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	20,509	3,997		5,131	,000
Personality	,642	,082	,679	7,849	,000

a. Dependent Variable: OCB

Based on the results of the regression test in the Coefficients table, it can be explained that the personality variable has a positive and significant influence on organizational citizenship behavior. This conclusion is indicated by a regression coefficient value of 0.642 with a t-value of 7.849 and a significance value of 0.000, which is far below the threshold of 0.05. This means that the higher the level of positive personality traits possessed by employees, the greater their tendency to exhibit OCB behavior. In addition, the standardized beta coefficient value of 0.679 indicates that the influence of personality on OCB is relatively strong. Thus, it can be concluded that personality significantly affects OCB, so enhancing employees' personality aspects can encourage the emergence of voluntary behaviors that support organizational effectiveness.

**Table 9**  
**t Test**  
**Coefficients<sup>a</sup>**

Model	Unstandardized		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	20,209	4,087		5,487	,000
OCB	,642	,082	,402	4,341	,000

a. Dependent Variable: Employee Performance

Based on the results of the regression test in the Coefficients table, it can be explained that the organizational citizenship behavior variable has a positive and significant effect on employee performance. This is indicated by the regression coefficient value of 0.642 with a t-value of 4.341 and a significance level of 0.000, which is less than the significance threshold of 0.05. Thus, OCB statistically significantly affects the improvement of employee performance. The standardized beta coefficient value of 0.402 also indicates that the influence of OCB on employee performance is relatively strong. In other words, the higher the level of OCB behavior demonstrated by employees, such as helpfulness, politeness, sportsmanship, and participation in the organization, the better their performance in carrying out their tasks and responsibilities at work.

**Table 10**  
**Coefficients<sup>a</sup>**

Model	Unstandardized		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	20,509	3,997		5,131	,000
Personality	,214	,093	,200	2,310	,023
OCB	,642	,082	,679	7,849	,000

a. Dependent Variable: Employee Performance

Based on the results of the regression analysis in the Coefficients table, it can be concluded that the variables Personality and Organizational Citizenship Behavior have a positive and significant effect on Employee Performance. The constant value of 20.509 indicates that if personality and OCB are valued at zero, then employee performance has an initial value of 20.509. The personality variable has a regression coefficient of 0.214 with a t-value of 2.310 and a significance level of 0.023. Because the significance value is less than 0.05, it can be concluded that personality significantly affects employee performance. The better the employee's personality, the higher their performance will be. Meanwhile, the OCB

variable shows a regression coefficient of 0.642 with a t-value of 7.849 and a significance level of 0.000. This indicates that OCB has a very significant impact on improving employee performance. Additionally, the standardized beta coefficient for OCB is 0.679, which is much higher than the standardized beta value for personality at 0.200. Thus, OCB is the most dominant variable in influencing employee performance. Overall, these results indicate that personality and OCB can simultaneously and significantly enhance employee performance, with the greatest contribution coming from positive organizational behavior (OCB).

**Sobel Test**

The Z value from the Sobel test cannot be directly obtained from the regression results but must be calculated manually using the Sobel test formula as follows:

$$Z = \frac{ab}{\sqrt{(b^2SE^2)+(a^2 SE^2)}}$$

$$Z = \frac{0.455 \times 0.642}{\sqrt{(0.642^2 \times 0.105^2) + (0.455^2 \times 0.082^2)}}$$

$$Z = \frac{0.2921}{\sqrt{0.0058}}$$

$$Z = \frac{0.2921}{0.0770}$$

$$Z = 3.793$$

The manual calculations using the Sobel test formula above yielded a Z value of 3.793. Because the Z value obtained is  $3.793 > 1.98$  with a significance level of  $0.000 < 0.05$  (5%), the result proves that the OCB variable is capable of mediating the relationship between personality and employee performance.

**Multiple Coefficient of Determination**

**Table 11**  
**Multiple Coefficient Of Determination**  
**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.626 <sup>a</sup>	.392	.379	4,075

a. Predictors: (Constant), OCB, Kepribadian

The Model Summary table shows that the correlation coefficient (R) is 0.626, which means there is a fairly strong link between the independent variables, personality and organizational citizenship behavior (OCB), and the dependent variable, employee performance. The R-square (R<sup>2</sup>) value of 0.392 indicates that 39.2% of the variation or change in employee performance can be explained by the personality and OCB variables together. Meanwhile, the remaining 60.8% is explained by factors outside this model. The adjusted R-squared value of 0.379 is used to adjust for the number of independent variables in the model, and it shows that after adjustment, the contribution of both variables remains quite significant in explaining the variation in employee performance. The standard error of the estimate value of 4.075 indicates the magnitude of the standard error of the prediction model. The smaller this value, the better the regression model is at predicting the dependent variable. Overall, these results indicate that

this regression model is quite suitable for explaining the influence of personality and OCB on employee performance.

### **The Influence of Personality on Employee Performance**

Personality is the characteristic or distinctive pattern of an individual in behavior, thinking, and feeling that can be influenced by others or the surrounding environment. At the same time, organizational citizenship behavior (OCB) refers to when a person willingly does more for their company than what their job requires, either on purpose or without thinking about it, and this helps the organization in various ways (Kristianti & Soliha, 2015). Such a good mindset and behavior are very beneficial to the organization because they can support employee work effectiveness. In this study, the hypothesis test results indicate that personality has a positive and significant effect on OCB. This means that the better a person's personality, the better their OCB behavior will be. The personality referred to in this study includes the dimension of Openness to Experience, which describes individuals who are creative and have a high level of curiosity, as well as Conscientiousness, which is a personality characteristic that shows responsibility, reliability, adherence to rules, and perseverance. Both of these dimensions contribute to encouraging the formation of OCB behavior in employees.

These findings are in line with Kristianti's (2015) research, which also shows that personality positively influences OCB. Employees with good personalities tend to exhibit behaviors such as showing sympathy to coworkers, adhering to existing regulations, and contributing beyond their formal roles and duties within the organization. Thus, strengthening positive personality traits in employees becomes an important factor in shaping and enhancing OCB behavior, which impacts the performance and progress of the organization.

### **The Influence of Personality on Organizational Citizenship Behavior**

Organizational Citizenship Behavior (OCB) is a form of voluntary activity by an individual who supports the functions of the organization. This behavior reflects a selfless attitude and gives attention to others. Some theories state that OCB is closely related to employee performance in achieving organizational goals (Batilmurik et al., 2021). The results from the regression test show that personality has a strong and important effect on OCB, with a regression coefficient of 0.642, a t-value of 7.849, and a significance value of 0.000, which is much lower than the 0.05 limit. This means that the higher the level of positive personality traits possessed by employees, the greater their tendency to exhibit OCB behavior. Furthermore, the standardized beta coefficient value of 0.679 signifies a strong influence of personality on OCB.

This study also found that OCB has a positive and significant impact on employee performance, which means that the better the employee's OCB behavior, the better their performance. Employees form OCB behavior through responsibility and active participation towards the company, which positively impacts the improvement of employee performance. This conclusion can be seen from the highest mean item value on the indicator (M4), which shows that employees provide constructive suggestions to improve work effectiveness, as well as other indicators such as (M2) being willing to share expertise and (M7) taking preventive steps to address problems with coworkers. Many employees show participation and responsibility in carrying out their tasks. As stated by Arifin et al. (2019), OCB is an important necessity for the growth, effectiveness, and productivity of the organization. Extra-role performance, such as OCB, is crucial in enhancing organizational effectiveness and employee performance. These findings also support Sukma's (2020) research, which shows that the influence of OCB with conscientiousness indicators at the highest category indicates that employees have demonstrated work discipline and a high quality of work with full responsibility.

Therefore, we can conclude that personality significantly influences OCB behavior, which in turn positively impacts employee performance. Therefore, enhancing the aspects of employee personality can encourage the emergence of voluntary behaviors that support organizational effectiveness and improve overall individual performance.

### **The Influence of Organizational Citizenship Behavior on Employee Performance**

Organizational Citizenship Behavior (OCB) is a voluntary behavior of individuals that is not directly regulated by the formal organizational system but significantly contributes to the effectiveness and smooth functioning of the organization. This behavior reflects an altruistic attitude, where individuals prioritize collective interests over personal interests and show concern for their coworkers and the organizational environment. Some theories suggest a close relationship between OCB and employee performance in achieving organizational goals (Batilmurik et al., 2021). In this study, the hypothesis test results indicate that OCB has a positive and significant effect on employee performance, indicating that an increase in OCB behavior is directly proportional to an increase in employee performance. The OCB behavior that emerged in this study is characterized by high responsibility and active participation of employees towards the company, which positively impacts the improvement of individual performance.

This characteristic is reflected in the highest average score on indicator (M4), which shows the tendency of employees to provide constructive suggestions to improve work effectiveness. Additionally, other indicators such as (M2) and (M7) indicate a significant level of participation and responsibility in carrying out work tasks, with (M2) reflecting the willingness to share expertise with colleagues and (M7) showing proactive efforts to prevent potential problems among employees. According to the view of Arifin et al. (2019), OCB is described as a fundamental need for the growth, effectiveness, and productivity of the organization. This extra-role performance is crucial in supporting organizational effectiveness and overall employee performance improvement. These findings also reinforce Sukma's (2020) research, which states that the influence of OCB with the conscientiousness indicator falls into the highest category, indicating that employees have consistently applied work discipline with a high quality of task execution.

### **The Influence of Organizational Citizenship Behavior is a Mediator between Personality and Employee Performance**

The analysis results indicate that personality has a positive and significant impact on OCB, which in turn also positively affects employee performance. These findings indicate that personality is a fundamental factor that can encourage employees to engage in OCB behavior, which in turn impacts overall performance improvement. The positive effect of personality on OCB matches what personality psychology theory suggests, which is that people with traits like conscientiousness (being disciplined and responsible), agreeableness (being friendly and understanding), and emotional stability are more likely to take part in helpful behaviors for the organization. Employee OCB behavior is crucial for creating a harmonious and productive work environment in a cable manufacturing company, where teamwork and coordination are very important.

Furthermore, OCB has been proven to mediate the relationship between personality and employee performance. This indicates that personality influences performance not only directly but also indirectly by enhancing OCB behavior. In other words, employees with a positive personality tend to exhibit extra-role behaviors that support work effectiveness, such as helping colleagues, taking the initiative to solve problems, and adhering to organizational rules with full responsibility. These behaviors contribute to the improvement of work quality, efficiency of production processes, and the achievement of organizational targets. These findings also

reinforce previous research that emphasizes the importance of OCB in improving employee performance (Batilmurik et al., 2021; Sukma, 2020). In the manufacturing industry, where high levels of consistency and collaboration are essential, OCB can serve as a competitive advantage that enhances the overall performance of the organization.

Thus, cable manufacturing companies are advised to pay attention to personality aspects in the recruitment and human resource development processes, as well as to encourage the formation of a work culture that facilitates and appreciates OCB behavior. These efforts can be carried out through soft skills training, awarding extra contributions, and managing a supportive work environment. This strategy is expected to improve employee performance and support the achievement of organizational goals sustainably.

## CONCLUSION

Based on the research results, it can be concluded that personality has a positive and significant influence on organizational citizenship behavior (OCB), which in turn also has a positive and significant impact on employee performance. Additionally, OCB acts as a mediator in the relationship between personality and performance, so the influence of personality on performance is not only direct but also indirect through the enhancement of OCB behavior. Field findings indicate that employees with positive personalities, such as discipline, responsibility, and empathy, tend to exhibit high levels of OCB behavior, such as helping coworkers and taking the initiative in problem-solving. This OCB behavior also contributes to creating a supportive and harmonious work environment, which positively impacts the increase in productivity and work quality in cable manufacturing companies. Thus, OCB becomes an important pathway that connects employee personality with organizational performance improvement.

From a management perspective, this study emphasizes the need to take personality traits into account when hiring and training employees to encourage OCB behavior that enhances performance. We advise companies to conduct training that enhances soft skills like teamwork, communication, and social responsibility, thereby strengthening OCB among employees. Additionally, the implementation of a reward system that appreciates OCB behavior, such as incentives and recognition, is critical to motivate employees to show extra contributions to the organization. Building a supportive, open, and caring work culture among employees is also a key factor in encouraging OCB behavior, which can lead to sustainable performance improvement. With that strategy, cable manufacturing companies can maximize employee potential through the reinforcement of personality and OCB behavior to achieve a competitive advantage and optimal organizational goal attainment.

## Suggestion

Based on the results of this study, it is recommended that the development of theory in the field of human resource management pay more attention to the mediating role of organizational citizenship behavior (OCB) as a mechanism that connects personality and employee performance, particularly in the context of the manufacturing industry. In the future, theoretical models should integrate additional variables such as job satisfaction, organizational commitment, or work motivation to provide a more comprehensive picture of the psychological and social factors that influence performance. We also need to conduct further research in various industrial sectors and different cultures to strengthen the validity and generalization of the theory. We advise cable manufacturing companies to selectively recruit and develop employees who possess positive personality traits that support OCB behavior. The development of soft skills such as teamwork, communication, and social responsibility through training needs to be a priority. Additionally, companies should implement a reward system that motivates OCB behavior so that employees feel appreciated for their voluntary contributions.

Creating a supportive work environment and a collaborative organizational culture is also essential to maintain OCB behavior, which will ultimately enhance the company's performance and competitiveness sustainably. The implementation of these strategies can help the company achieve optimal organizational effectiveness amid the tight competition in the cable manufacturing industry.

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