Peran Mediasi OCB pada Pengaruh *the Big Five Personality* terhadap Kinerja Perawat

The Mediation Role of OCB on the Effect of the Big Five Personality on Nurse Performance

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ABSTRACT

OCB behavior has an important role in organizational effectiveness because OCB can improve organizational performance. The purpose of this study is to determine and examine the effect of the big five personalities on job performance with OCB as a mediating variable for nurses at RSUD dr. Soedirman, Kebumen. The sample in this study are 155 nurses. The analysis in this study uses the Partial Least Square Structural Equation Model (PLS-SEM) analysis. The results of the analysis show that the dimensions of the big five personalities, namely extraversion, agreeableness, conscientiousness, neuroticism, and openness to experience have a positive and significant effect on OCB; the dimensions of extraversion, conscientiousness, and openness to experience have a positive and significant effect on job performance, while the dimensions of agreeableness and neuroticism do not affect job performance; OCB has a positive and significant effect on job performance; and OCB is able to mediate the effect of agreeableness, conscientiousness, and openness to experience on job performance, and OCB can not mediate the effect of extraversion and neuroticism on job performance.

Keywords: Job performance, nurse, organizational citizenship behavior, the big five personalities.

ABSTRAK

Perilaku OCB memiliki peran penting dalam efektivitas organisasi karena pada dasarnya adanya sikap OCB mampu meningkatkan kinerja organisasi. Tujuan penelitian ini adalah untuk mengetahui dan menguji pengaruh *the big five personality* terhadap kinerja dengan OCB sebagai variabel mediasi pada perawat di RSUD dr.Soedirman Kebumen. Sampel dalam penelitian ini adalah 155 perawat. Analisis dalam penelitian ini menggunakan analisis *Partial Least Square Structural Eqution Model* (PLS-SEM). Hasil analisis menunjukkan bahwa dimensi *big five personality*, yaitu *extraversion, agreeableness, conscientiousness, neuroticism dan openness to experience* berpengaruh positif dan signifikan terhadap OCB; dimensi *ekstraversion*, *conscientiousness*adan *openness toaexperience* berpengaruh positif dan signifikan terhadap kinerja, sedangkan dimensi *agreeablenessj*dan *neuroticism* tidak berpengaruh terhadap kinerja; OCB berpengaruh positif dan signifikan terhadap kinerja; dan OCB mampu memediasi pengaruh *agreeableness, conscientiousness,* dan *openness toiexperience* terhadap kinerja, dan OCB tidak dapat memediasi pengaruh *extraversion* dan *neuroticism* terhadap kinerja.

Kata kunci: Job performance, nurse, organizational citizenship behavior, the big five personalities.

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INTRODUCTION

Organizational resources are complex and important function as determinant in achieving organizational goals efficiently. One important factor is human resources, which is an aspect of the effectiveness of an organization as a source of competitive advantage that has a role in organizational operational involvement. Human resources in this era are required to be enthusiastic and can reflect their organization, not only having basic skills and expertise. This also applies to an institution, especially a hospital. In hospitals, carrying out their duties to serve patients, human resources, especially nurses, are required to work optimally. Therefore, nurses are very important element in the sustainability of hospital performance. According with Wibowo and Adrianto (2018) the performance of nurses contributes approximately 40-60 percent of hospital services. Nursing services reflect hospital performance because patients will often have direct contact with nurses. The performance of nurses is also a thing that describes how the hospital is performing. Therefore, a nurse is required to be able to work well.

Organizational Citizenship Behavior (OCB) is one of the factors that are thought to affect the performance of nurses. According to Permatasari (2017) OCB is the behavior of individuals that can increase the effectiveness and efficiency of organizational functions, is free, and does not directly get an award or reward from the organization. Every hospital expects nurses who can contribute more in carrying out their performance, not just doing work according to their respective roles. Nurses are expected to have an OCB attitude in the form of their availability in carrying out tasks outside their responsibilities (job description). According to Akira and Jatmika (2016) to be able to carry out their duties properly and more optimally, nurses not only do work according to the job descriptions that have been set in the SOP but nurses also need OCB. OCB behavior is interesting to discuss while OCB also has a bad side. Excessive OCB behavior will hinder employee performance. Excessive OCB can cause employees to be less responsible for their work. Thus, it is important to control OCB behavior in an organization so that OCB behavior has a positive impact on the organization.

Babar and Tahir (2020); Hyunh *et al*. (2020); Soepono (2016); Wibowo and Adrianto (2018); and Akhtar *et al*. (2019) proved that OCB has a significant effect on nurse performance, the better OCB level in nurses, will form positive behavior where this behavior can affect performance. An organization, especially a hospital, needs to know the psychological factors that exist in employees such as attitudes, personality, and employee motivation. According to Wibowo and Adrianto (2018), in organizations, personality is an important thing that affects work behavior. The choice of the big five personality variable is because this variable is an approach that is very often used in behavioral research within organizations related to employee performance and achievement (Purnomo & Lestari, 2010).

Personality can lead to nurse behavior. As stated through attitudes and the importance of behavior in organizations, employees or nurses in hospitals who have positive attitudes in their work tend to produce better performance than nurses who are neutral or have negative attitudes towards their work (Wibowo & Adrianto, 2018).There are several studies related to the influence of the big five personalities on OCB and performance. Research conducted by Zurina and Rahman (2020); Soepono (2016); Kurniyadi *et al*. (2020); and Pletzer *et al*. (2021) prove that the big five personalities have a significant positive effect on OCB. Soepono (2016) shows that personality has a significant effect on OCB and employee performance, OCB has a significant effect on performance, and OCB has a full mediation role on the influence of the big five personalities on nurse performance.

Regional General Hospital (RSUD) Dr. Sudirman Kebumen is one of the hospitals owned by the government of Kebumen Regency. This hospital is located on the southern ring road of Muktisari Village, Kebumen. As an organization tasked with serving public health and safety. As the main hospital in Kebumen Regency, of course, the activities at RSUD Dr. Sudirman are very dense, so human resources, especially nurses, are required to be able to work optimally. In this context, OCB behavior in nurses is needed to support hospital performance. Although based on observations, some nurses still do not show OCB attitudes, OCB attitudes in RSUD Dr.

Sudirman became a positive thing for the organization. In addition, the personality of the nurse also cannot be ruled out where personality is a factor that can affect the performance of nurses. The personality and behavior of nurses' OCB are important to explore and research to know whether they can affect the performance of nurses in RSUD Dr. Sudirman.

Literature Review

The dependent variable of this research is job performance (Y2). Performance is the result of an effort to achieve organizational goals based on legal, moral, and ethical provisions by the responsibilities of members within the organization (Afandi, 2018). The performance indicators used are achievement, discipline, creativity, cooperation, skills, and responsibility (Gunawan *et al.*, 2013 in Soepono, 2016).

The mediating variable in this study is OCB (Y1). OCB as the behavior of individuals who can increase the effectiveness and efficiency of organizational functions is free and does not directly get an award or reward from the organization (Permatasari, 2017). Fitrianasari *et al.* (2013) suggested that there are five dimensions of OCB, namely altruism, conscientiousness, courtesy, civic virtue, and sportsmanship.

The independent variable of this research is the big five personalities. Big five Personality is a personality that can predict and explain behavior (Feistai & Feist, 2009). According to McCrae & Costa (Cervone & Pervin, 2012), there are several terms to describe traits (traits), 1) Extraversion (X1), this dimension is an estimate of the quantity and intensity of interpersonal interaction, the level or level of activity, the need for stimulation and the ability to happy. The extraversion dimension consists of sub-dimensions which include warmth, assertiveness, activity level, positive emotions. 2) Agreeableness (X2), this dimension describes the quality of a person's interpersonal orientation on an ongoing basis from feeling touched to feeling opposed in thoughts, feelings, and actions. The agreeableness dimension consists of sub-dimensions which include trust, altruism, modesty, and tendermindedness. 3) Conscientiousness (X3), describes how behavior in carrying out tasks and direction of goals, knowing someone's expertise in an organization in terms of persistence and motivation, and socially requires impulse control. The conscientiousness dimension consists of sub-dimensions which include order, dutifulness, achievement-activating, self-discipline. 4) Neuroticism (X4), this dimension is related to how a person can adapt or not. The neuroticism dimension consists of sub-dimensions which include anxiety, depression, self-consciousness, and impulsiveness. 5) Openness to experience (X5), this dimension assesses how a person tries effectively and how a person values his experience for himself, as well as how a person looks for new and different things from usual. The openness to experience dimension consists of sub-dimensions that cover feelings, actions, ideas, and values.

RESEARCH METHOD

This study is quantitative because this population is in the form of numbers and analysis uses statistics to measure and obtain research results related to the variables of a new culture, digital leadership, organizational citizenship behavior, and performance through questionnaires. This study refers to previous research conducted by Fitriyani (2013); Ingarianti (2014); Widhiastuti (2014); Soepono (2016); Salwa and Wikansari (2017); Pangastuti (2018).

This study uses primary and secondary data. The data is obtained directly from the subjects studied, namely nurses at RSUD Dr. Sudirman Kebumen by giving a questionnaire or a list of statements to respondents regarding direct evidence about the dimensions of the big five personalities, organizational citizenship behavior, and job performance. Secondary the data is also obtained from library books and internet publications to obtain a theoretical basis related to the research variables. All nurses in RSUD Dr. Sudirman Kebumen are the population of this study. Determination of the number of representative samples according to Hair *et al.* (2017) is dependent on the number of indicators multiplied by 5 to 10. Thus, the sample in this study is the number of indicators (31) multiplied by 5, thus a sample of 155 is obtained.

Methods of collecting data through (1) Observation or direct observation of the object of research, (2) Interviews, or by asking and answering the nurses and staffing department of RSUD Dr. Sudirman Kebumen directly, and (3) Questionnaires. The research method is hypothesis testing and is quantitative research. Data were analyzed using the Smart PLS 3.0 program with Partial Least Square Structural Equation Model (PLS-SEM) analysis. Structural equation modelling is a multivariate statistical analysis technique that is used to analyze structural relationships (Hair *et al.*, 2017).

RESULT AND DISCUSSION

The following tables explain the respondent information based on age, gender, and work experience. Based on table 1, can be explained by respondents based on age 20-30 years were 72 people, aged 31-40 years were 54 people, aged above 40 years were 29 people. Based on Table 1 can be explained by respondents based on gender that respondents with male sex were 38 and respondents with female sex were 117. Based on table 1 can be explained by respondents based on work experience, that there were 97 respondents who had a working period of between 1-5 years, 23 respondents with a service period of 6-10 years and 35 respondents with a service period of more than 10 years.

Table 1. Description of Respondents

Description		Total	Percentage (%)
Respondents by Age	20 – 30 y.o	72	46,45 %
	31 – 40 y.o	54	34,84 %
	> 40 y.o	29	18,71 %
Respondents by Gender	Male	38	24,52 %
	Female	117	75,48 %
Respondents by Work Experience	1-5 years	97	62,58 %
	6-10 years	23	14,84 %
	>10 years	35	22,58 %

To determine the effect of the big five dimensions on OCB and job performance, a study was conducted to test the validity and reliability of the instrument.
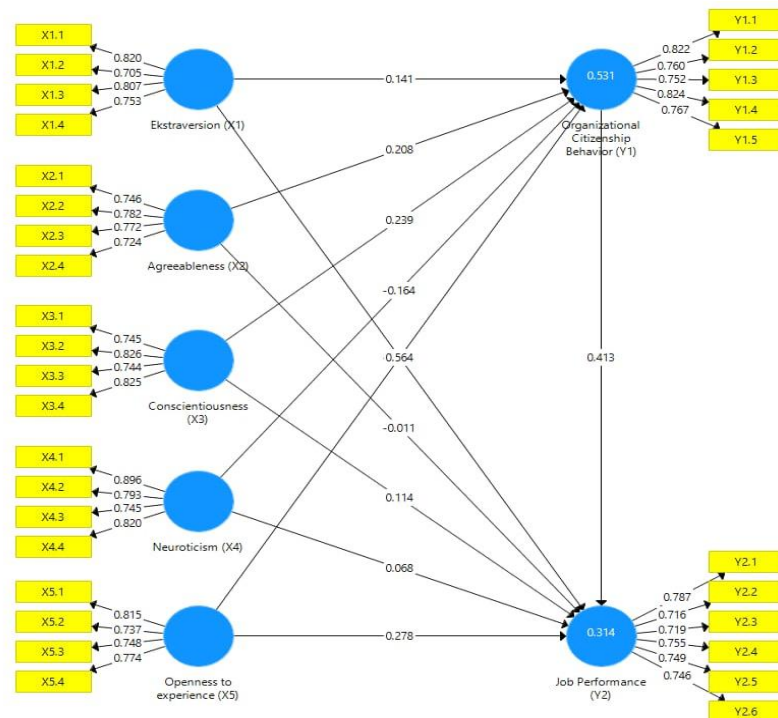

Figure 1. Validity Test

Table 2. Loading Factor and AVE

Variable	Indicator	Loading Factor	AVE
OCB (Y1)	Y1.1	0,822	0,617
	Y1.2	0,760	
	Y1.3	0,752	
	Y1.4	0,824	
	Y1.5	0,767	
Job Performance (Y2)	Y2.1	0,787	0,556
	Y2.2	0,716	
	Y2.3	0,719	
	Y2.4	0,755	
	Y2.5	0,749	
	Y2.6	0,746	
Extraversion (X1)	X1.1	0,820	0,597
	X1.2	0,705	
	X1.3	0,807	
	X1.4	0,753	
Agreeableness (X2)	X2.1	0,746	0,556
	X2.2	0,782	
	X2.3	0,772	
	X2.4	0,724	
Conscientiousness (X3)	X3.1	0,745	0,618
	X3.2	0,826	
	X3.3	0,744	
	X3.4	0,825	
Neuroticism (X4)	X4.1	0,896	0,665
	X4.2	0,793	
	X4.3	0,745	
	X4.4	0,820	
Openness to experience (X5)	X5.1	0,815	0,591
	X5.2	0,737	
	X5.3	0,748	
	X5.4	0,774	

Convergent validity shows the ability of a measure to be positively correlated with the same alternative construct size (Hair *et al*., 2017). The Average Variance Extracted (AVE) value describes the variant that items are capable of describing compared to the variant caused by the measurement error. The standard is that if the AVE value is above 0,5, it can be said that the construct has a good convergent validity. This means that the latent variable can explain the average of more than half of the variance of its indicators. Based on the results of the study in Table 2, all instruments in the study have an AVE value above 0,5, so it can be concluded that all instruments in this study are valid or have good convergent validity.

Table 3. Cronbach's Alpha dan Composite Reliability

Variable	Cronbach's Alpha	CompositeaReliability
X1	0,785	0,855
X2	0,755	0,842
X3	0,794	0,866
X4	0,846	0,888
X5	0,769	0,852
Y1	0,845	0,889
Y2	0,842	0,883

Internal consistency reliability test is carried out to assess homogeneity between items that compose a construct (Hair *et al*., 2017). The statistic used in composite reability is a composite reability value above 0,6 which indicates that the construct has a high reliability as a measuring tool. Based on Table 3 it can be explained that the Composite Reliability (CR) values

of all dimensions and constructs are above 0,6 and Cronbach's Alpha are above 0,6, so it is concluded that all research variables, dimensions and indicators on all variables are realible.

Table 4. R Square

	R Square	R Square Adjusted
OCB (Y1)	0,314	0,286
Job Performance(Y2)	0,531	0,515

Based on Table 4, the R Square value of the OCB variable has a value of 0,314 which means that the OCB variable can be explained by the dimension of the big five personality of 31,4 percent, while the remaining 68,6 percent can be explained by other variables outside this study (not discussed in this study). The R value of Square Job Performance is 0,531 which means that the Job Performance variable can be explained by the OCB variable and the big five personality dimension of 53,1 percent, while the remaining 46,9 percent can be explained by other variables outside this study.

The t-statistics test in the PLS model uses smart PLS 3.0 software performance with a direct effect test.
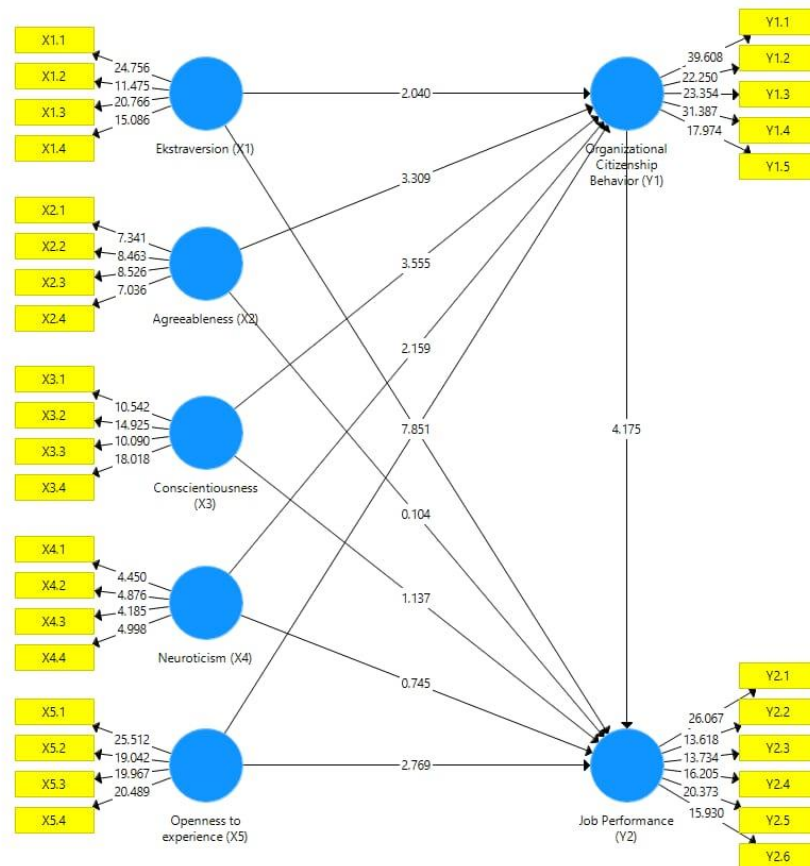

Figure 2. Hypothesis Test

Table 5. Contribution of Each Variable

PathaCoefficient	statistics (|O/STERR|)	P Values
X1 → Y1	2,040	0,042
X2 → Y1	3,309	0,001
X3 → Y1	3,555	0,000
X4 → Y1	2,159	0,031
X5 → Y1	7,851	0,000
X1 → Y2	3,420	0,001
X2 → Y2	0,759	0,448
X3 → Y2	2,151	0,032
X4 → Y2	0,004	0,997
X5 → Y2	6,685	0,000
Y1 → Y2	4,175	0,000
X1 → Y1 → Y2	1,875	0,061
X2 → Y1 → Y2	2,296	0,022
X3 → Y1 → Y2	3,074	0,002
X4 → Y1 → Y2	1,887	0,060
X5 → Y1 → Y2	3,671	0,000

Figure 2 and Table 5 shows the t-statistics and p-values indicating the influence between variables. The results of the PLS-SEM analysis, it can be explained that the personality dimensions, namely extraversion, agreeableness, conscientiousness, neuroticism, and openness to experience have a positive and significant effect on organizational citizenship behavior. Based on the t-statistic value greater than 1,960 and the p-value below 0,05, it can be concluded that the personality dimension has a positive and significant effect on OCB. Thus H1, H2, H3, H4, and H5 are accepted. The results of this study are by the research of Babar and Tahir (2020); Hyunh *et al*. (2020); Soepono (2016); Wibowo and Adrianto (2018); and Akhtar *et al*. (2019) that the dimensions of personality variables, namely extraversion, agreeableness, conscientiousness, and openness to experience have a positive and significant effect on OCB.

The dimension of openness to experience has the greatest contribution to OCB compared to the dimensions of the other big five personalities. The development of the nurse's personality will have an impact on nursing services. This is because the services of nurses are closely related to the personality of the person himself. By doing personality development, it can encourage nurses to work more efficiently and appreciate their efforts for their own sake. In addition, the development of personality will encourage nurses to get something new in themselves in their work. Someone with high curiosity tends to be willing to do work outside of their responsibilities.

The big five personality dimensions, namely extraversion, conscientiousness, and openness to experience, have a t-statistic value greater than 1,960 and have p values below 0,05, so it can be concluded that the dimensions of extraversion conscientiousness and openness to experience have a positive and significant effect on job performance. Thus H6, H8, and H10 are accepted. Furthermore, the agreeableness and neuroticism dimensions have t-statistic values less than 1,960 and p-values above 0,05, so it can be concluded that the agreeableness and neuroticism dimensions do not affect job performance. Thus it can be concluded that H7 and H9 are rejected. These results are in line with the research of Babar and Tahir (2020); and Akhtar *et al*. (2019) which states that extraversion, agreeableness, and conscientiousness have a positive and significant effect on job performance. Other research was also conducted by Hyunh (2020); Wibowo and Ariyanto (2020) which state that extraversion, agreeableness, and conscientiousness have a positive and significant effect on job performance, while agreeableness and neuroticism do not affect job performance.

The OCB variable has a positive and significant effect on job performance. The t-statistic value is more than 1,960 and the p-value is 0,002, so H11 is accepted. A good OCB attitude will make the effectiveness of the nurse's performance better. OCB which is based on mutual help

without ignoring the responsibilities of each nurse, especially nurses, will improve the performance of the hospital itself. This is in line with Soepono's research (2016) which states that OCB has a positive and significant effect on job performance.

OCB can mediate the effect of agreeableness, conscientiousness, and openness to experience on job performance. Based on the results of the analysis, the t-statistical value is greater than 1,960 and the p-value is below 0,05, so H13, H14, and H16 are accepted. Furthermore, the results showed that OCB could not mediate the effect of the dimensions of extraversion and neuroticism on performance, so it can be concluded that H12 and H15 were rejected. These results are by Soepono's (2016) research which states that the OCB variable can mediate the influence of the big five personality dimensions on performance.

Personality is something that is closely related to the attitude that a person has. Having a good personality will encourage nurses to have an attitude of wanting to help nurses at RSUD Dr. Sudirman, Kebumen. It can be said that the occurrence of OCB behavior is due to a good personality, so nurses with personalities who have high characteristics in each personality dimension tend to have good OCB levels, but are still responsible for their role in the hospital. With such an OCB attitude, it will indirectly increase the effectiveness and function of the hospital as an institution that serves public health.

CONCLUSION

In the fifteen hypotheses proposed in this study, there are eleven accepted hypotheses and four rejected hypotheses. Based on the results of the study, it was proven that the dimensions of the big five personalities were able to positively and significantly affect the OCB level of nurses; The dimensions of extraversion, conscientiousness, and openness to experience have a positive and significant effect on job performance; and OCB has a positive and significant effect on job performance. Based on this description, to improve the performance of nurses, personality development is needed, especially for nurses who are felt to have less than optimal performance. Dr. Soedirman Hospital Kebumen needs to develop personality through education and training so that nurses have more abilities, expertise, and skills in carrying out the duties and responsibilities assigned by the organization. With personality development, nurses are expected to have more positive attitudes in the form of OCB and their performance is getting better. Furthermore, the results showed that OCB could mediate the effect of the dimensions agreeableness, conscientiousness, and openness to experience on job performance.This study has several limitations, including small sample size and a narrow research area. For future studies, it is expected to be able to expand and enlarge the research sample.

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