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## Effect of Extraversion in Big Five Personality on Organizational Citizenship Behavior, Factory Employees in Indonesia Automotive Company

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**ABSTRACT:** The purpose of this study is to know the contribution of the extraversion in big five personality to organizational citizenship behavior factory employees in Indonesia automotive company. This research was conducted in one of the Indonesia automotive company (PT XYZ). The variables used in this study are Extraversion and Organizational Citizenship Behavior. This study used a quantitative approach with survey method from questionnaire and used data from 235 employees, where the data is retrieved by using a questionnaire distribute to factory employees of PT XYZ. A data analysis technique used is regression technique. The results of the study shown that extraversion in big five personality has a positive effect on organizational citizenship behaviour of 12.4%.

**KEYWORDS:** Extraversion, Organizational Citizenship Behaviour, Factory Employees, Automotive Company

### I. INTRODUCTION

The automotive industry in Indonesia has become the backbone of the government with a significant contribution to the Indonesian economy, with contributions to Gross Domestic Product (GDP) reaching 10.16% in 2017, as well as being able to absorb up to 350.000 direct workers and not directly at 1.2 million (Hartanto, 2018). The automotive industry is also one of the five leading industry sectors 4.0 in Indonesia, this is based on evaluation of economic impacts and implementation feasibility criteria which include the size of GDP, trade, potential impacts on other industries, investment size, and market penetration speed (Hartanto, 2018).

In order to achieve the desired goals, the company must provide the best performance. One of the factors to produce best performance is organizational citizenship behavior. Borman & Motowidlo (1993), stated that organizational citizenship behavior can improve organizational performance, because this behavior can facilitate the quality of social interaction in the organization, in other words, this behavior makes social interaction among members of the organization smooth, reduces disputes, and increases efficiency. George (1996), emphasizes the importance of organizational citizenship behavior in the success of an organization, because basically organizations cannot rely on formally stated job descriptions in anticipation of all organizational behavior. Podsakoff, MacKenzie, Paine, & Bachrach (2000), states contributions given by organizational citizenship behavior in organizations are enhancing coworker and managerial productivity, freeing up resources so they can be used for more productive purposes, reducing the need to devote scarce resources to purely maintenance functions, helping to coordinate activities both within and across work groups, strengthening the organization's ability to attract and retain the best employees, increasing the stability of the organization's performance, and enabling the organization to adapt more effectively to environmental changes.

Many studies have been done to explore the factors that promote and enhance the organizational citizenship behavior. Organ (1990) argued that individual differences play an important role in predicting whether an employee would exhibit organizational citizenship behavior, then it is believed that some people, because of who they are, would be more likely to show organizational citizenship behavior. Mahdiun, Ghahramani, and Sharif (2010), state the personality dimension as the basic input of human is one of the strongest predictors of organizational citizenship behavior. There are many studies that examine the relationship between personality and organizational citizenship behavior. This research will focus on extraversion as one of the big five personality as a predictor to organizational citizenship behavior.

Research that discusses the relationship between extraversion on the big five personalities on organizational citizenship behavior gives different results. Elanain (2007) in his research on service organizations in Dubai, showed that extraversion had no significant relationship to organizational citizenship behavior. Salwa & Wikansari (2017), in his research on employees of PT Amarta Karya (Construction Industry) also showed that

extraversion did not have a significant relationship to organizational citizenship behavior. While, Wardani & Suseno (2012), who examined tourism police in Yogyakarta, Indonesia, showed that there was a positive correlation between extraversion and organizational citizenship. Research conducted by Mahdiun, Ghahramani, and Sharif (2010) to staff of Tehran University, Iran, was also showed extraversion has positive relationship with organizational citizenship behavior, and stated extraversion is always has been challenging and requires more accurate researches.

Meanwhile, the literature that studies the relationship between extraversion and organizational citizenship behaviour for the factory employees in automotive industry is rarely to be found, especially in Indonesia as far as researchers are looking for it hasn't been found. With the assumptions characteristic of manufacturing employees who have job characteristics that tend to lead to low extraversion score, it will be interesting to examine the effects of extraversion in big five personality on organizational citizenship behavior. Based on the considerations described earlier, this research could contribute to the development of psychology science related to how much the effect of extraversion on big five personality towards organizational citizenship behavior for factory employees in the Indonesian automotive industry.

## II. LITERATURE REVIEW

### 2.1 Organizational Citizenship Behavior

Organ (1988) defined organizational citizenship behavior as individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization. By discretionary, the behavior is not an enforceable requirement of the role or the job description, that is, the clearly specifiable terms of the person's employment contract with the organization; the behavior is rather a matter of personal choice, such that its omission is not generally understood as punishable. Organizational citizenship behavior is related and have a positive relationship to any factors in organization, like job performance, productivity, efficiency, cost reduction, profitability, employee retention and customer satisfaction (Podsakoff, Whiting, Podsakoff, & Blume, 2009).

In another research (Podsakoff, MacKenzie, Paine, & Bachrach, 2000), organizational citizenship behavior give a contribution to company with the increasing of productivity coworkers, increasing of manager productivity, saving resources, helping to maintain group function, becoming very effective in coordinating activities work group activities, improve the organization's ability to attract and retain the best employee, improve organizational stability, improvement organization's ability to adapt with the environmental changes. In theory, there are many factors that influence organizational citizenship behavior, such as job satisfaction (Zeinabadi, 2010), organizational commitment (Becker, 1992), interpersonal trust (Podsakoff, MacKenzie, Moorman, & Fetter, 1990), and employee moods (Williams & Wong, 1999), which include personality. Both individually and in groups, personality and mood influence the level of organizational citizenship behavior (Organ, 1990). Williams and Anderson (1991) divide OCB to become two category, organizational and individual, organizational citizenship behavior-organization is behavior that give a benefit to organization generally like attendance at work more than prevailing norms and adheres to existing information regulations to maintain the situation orderly, while the organizational citizenship behavior-individual is the behavior that directly give the benefits to another individual and indirectly provide the contribution to organization, such as helping colleagues who are sick or not at work and have a personal attention to other employees

According to Organ, Podsakoff, and Mackenzie (2006), the dimensions of organizational citizenship behavior are altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Altruism is discretionary behaviors on the part of employees that have the effect of helping a specific other with an organizationally relevant problem. Conscientiousness is discretionary behaviors on the part of the employee that go well beyond the minimum role requirements of the organization in the areas of attendance, obeying rules and regulations, taking breaks, and so forth. Sportsmanship is the willingness of the employee to tolerate less than ideal circumstances without complaining- to "avoid complaining, petty grievances, railing against real or imagined slights, and making federal cases out of small potatoes" (Organ, 1988). Courtesy is the discretionary behavior on the part of an individual aimed at preventing work-related problems with others from occurring. Civic virtue is the behavior on the part of an individual that indicates that he/she responsibly participates in, is involved in, or is concerned about the life of the company (Podsakoff et al. 1990).

### 2.2 Big Five Personality

One model that is often used to explain the character or dimensions of one's personality is big five personality. The big five theory was first introduced by Lewis R. Goldberg in 1981. Ramdhani (2012), states that big five personality is a personality taxonomy arranged based on a lexical approach, namely grouping words or languages used in everyday life to describe individual characteristics that distinguish it from other individuals. The choice of the big five name does not mean that personality has only five characteristics, but the grouping of thousands of features into five large sets which is called the personality dimension. In general,

according to Costa & McCrae (1995), the use of the term Big Five is used to describe an individual's personality which includes: Extraversion, Agreeableness, Conscientiousness, Neuroticism, and Openness to Experience. Everyone can be described by the five big five dimensions, but some people are characterized by extreme values on one of these dimensions, in other words among the five factors, humans tend to have one of the dominant factors (Pervin, Cervone, & John, 2010).

### 2.3 Extraversion

Fundamentally, extraversion (Costa & McCrae, 1989) is defined by the intersection of the affective plane with the interpersonal plane and in narrow sense to mean outgoing and sociable. Individuals with extraversion personality types that stand out are those who tend to be dominant in the environment, have high enthusiasm, are interested in many things (Costa & McCrae, 1992). Extraversion itself is characterized by individual tendency to be active, assertive, sociable, energetic, adventurous, and communicative (Barrick et al. 2002). In a study conducted by Costa and McCrae (1995), stated several characteristics that are more specific from the dimensions of extraversion personality, including warmth, gregariousness, assertiveness, activity, excitement seeking, and positive emotion. Their behavior patterns are more often shown in group dynamics, and are generally related to the lives of others. Individuals who have high extraversion prefer to be around other people, love to influence, and compete with them. While on the contrary, someone will prefer to work with themselves, relatively less interest in influencing and competing with others.

The existence of individuals with extraversion personality in organizations results in positive interactions and cooperative situations with colleagues in order to achieve work goals (LePine & Van Dyne, 2001). In relation to organizational citizenship behavior, a person who has dominant extraversion has a tendency to have a social spirit and likes to be involved with other people, which will create harmonious friendship which is characteristic of organizational citizenship behavior (Organ, Podsakoff, & MacKenzie, 2006). This is also similar to the results of previous studies (Safira, 2018), that stated extraversion has a significant positive role on organizational citizenship behavior with a contribution of 12.5%.

## III. METHODOLOGY

### 3.1 Data and sample

In this study, the type of data is retrieved by using a questionnaire distribute to factory employees of PT XYZ. The sampling technique used is purposive sampling, researcher choose respondents from a particular target group based on the criteria set by the researcher (Mulyanto & Wulandari, 2010). In this case, the criteria are the employee must be work in factory and have a job that are directly related to manufacturing. This research was conducted in one of the Indonesia automotive company (PT XYZ), the sample size was 235 respondents (employees) from total populations 569 employees, and working in technical & production division.

From 300 questionnaires, only 235 questionnaires are returned and completely filled in one month at PT XYZ and then analyzed using the regression techniques, data analysis using SPSS version 21 with validity and reliability test with measurement models using likert scale 1 to 5.

### 3.2 Variable measurement

The dependent variable used in this study is organizational citizenship behavior and the independent variable is extraversion in big five personality. The scale used to measure organizational citizenship behavior is a scale adopted from Satwika and Himam (2012) who modify from Organ et al. (2006) and the scale used to measure extraversion is a scale adopted from Ramdhani (2012) who modify from John (1990).

### 3.3 Research model

Regression technique is used to determine the direct contribution of extraversion to organizational citizenship behavior for factory employees in Indonesia automotive company. The following research model can be seen in Figure 1 below.

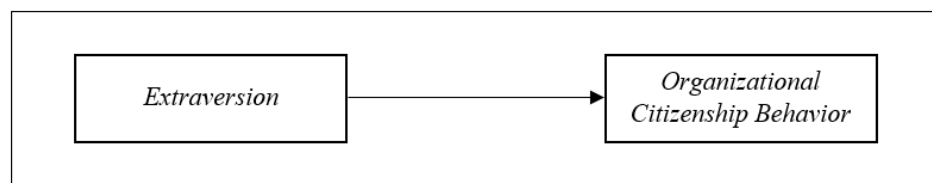


Figure 1. Research Model

Based on the research model, the hypothesis in this study is

Hypothesis 1: Extraversion has a positive effect on organizational citizenship behavior on factory employees in Indonesia automotive company.

### 3.4 Preliminary studies

The preliminary study was carried out to test statement items on each scale of the study to determine the feasibility of this research. The sample size was 30 respondents and using used trial method, which means respondent data used in the try out was used again to be analyzed, with consideration of the limited number of respondents and the availability of respondents' time, considering the majority of respondents from the population are employees who work in factories that are difficult to disturb when working, at rest, or after working hours.

In the Organizational Citizenship Behavior scale test, there are 18 items that are declared valid from the number of 19 items, with item correlation values ranging from 0.394 to 0.902 (more than r-table value for 30 respondents is 0.361) and reliability values (Cronbach's Alpha) of 0.897. Details of valid items are described in Table 3.1.

Table 3.1 Index item validity scale Organizational Citizenship Behavior results from try out

No	Aspects	Index Item Question		Validity Index	Total Item
		Favourable	Unfavourable		
1	<i>Altruism</i>	1,16	5,11	0.394 – 0.812	4
2	<i>Civic virtue</i>	2,17	6,12	0.390 – 0.766	4
3	<i>Conscientiousness</i>	3	7,13,19	0.735 – 0.902	4
4	<i>Courtesy</i>	4,18	8,14	0.437 – 0.866	4
5	<i>Sportmanship</i>		9,15	0.626 – 0.850	2
	<i>Total</i>	8	10		18

Source: Primary Data Processing (2019)

In the extraversion in big five personality scale test, there are 7 items that are declared valid from the number of 8 items, with item correlation values ranging from 0.609 to 0.72 (more than r-table value for 30 respondents is 0.361) and reliability values (Cronbach's Alpha) of 0.741. Details of valid items are described in Table 3.2.

Table 3.2 Index item validity scale Extraversion results from try out

No	Aspects	Index Item Question		Validity Index	Total Item
		Favourable	Unfavourable		
1	<i>Extraversion</i>	1,4,6,8	2,5,7	0.609 – 0.72	7
	<i>Total</i>	4	3		7

Source: Primary Data Processing (2019)

## IV. RESULT AND DISCUSSION

### 4.1 Characteristics of respondents

Respondents in this study were employees of PT XYZ as one of Indonesia automotive company who work in factory and have a job that are directly related to manufacturing, also answer questions in the form a questionnaire. Total respondents in this study was 235 employees, which has a characteristic based on gender, age, position, employee status, last education, and working periods. Details result of recapitulation data are described in table 4.1.

Table 4.1 Characteristics of respondents

No	Demographic Respondents		Total	%
1	Gender	Male	205	87.23
		Female	30	12.77
2	Age	<17	0	0
		17-21	62	26.38
		22-25	50	21.28
		26-30	52	22.13
		31-35	31	13.19
		36-40	10	4.26

No	Demographic Respondents	Total	%	
	41-45	11	4.68	
	46-50	13	5.53	
	>50	6	2.55	
3	Position	Operator	131	55.74
	Group Leader/Foreman	23	9.79	
	Admin	19	8.09	
	Analyst/Staff	33	14.04	
	Supervisor	22	9.36	
	Manager	5	2.13	
	Others	2	0.85	
4	Employee Status	Contract	84	35.74
	Permanent	149	63.40	
	Probation	2	0.85	
5	Last Education	Primary School	0	0
	Junior High School	2	0.85	
	Senior High School	153	65.11	
	Diploma	22	9.36	
	Bachelor	53	22.55	
	Magister	5	2.13	
	No School	0	0	
6	Working Period	0-2 years	94	40.00
	3-5 years	34	14.47	
	6-8 years	63	26.81	
	9-15 years	13	5.53	
	>15 years	31	13.19	

Source: Primary Data Processing (2019)

Based on table 4.1, it can be seen that the majority of respondents were male with 205 respondents (87.23%) and female with 30 respondents (12.77%). The majority of respondents aged 17-21 years with 62 respondents (26.38%), have positions as Operators with 131 respondents (55.74%), have permanent employee status with 149 respondents (63.4%), have the last education status Senior High School with 153 respondents (65.11%), and has a working period of 0-2 years with 94 respondents (40%).

#### 4.2 Descriptive statistic

To provide an overview of the data studied, descriptive statistical analysis results can be seen in the following table 4.3.

Table 4.3 Descriptive statistic result

Variabel	Hypothetic				Empirical			
	Min	Max	Mean	SD	Min	Max	Mean	SD
<i>Organizational Citizenship Behavior</i>	18	90	54,00	12,00	46	90	67,50	9,645
<i>Extraversion</i>	7	35	21,00	4,67	15	33	23,75	3,662

Source: Primary Data Processing (2019)

In table 4.3 it can be seen that empirically score of organizational citizenship behavior variable has the lowest value of 46 and the highest value of 90, with an average value of 67.5 and a standard deviation (data distribution rate) of 9,645. Extrovertness variable has the lowest value of 15 and the highest value is 33, with an average value of 23.75 and standard deviation (data distribution rate) of 3.662.

Based on the results of the descriptive analysis of the research subjects, it was found that subject had an organizational citizenship behavior that was in the high category ( $X > 66.00$ ) with an empirical mean value of 67.50 and a hypothetical mean value of 54.00. For Extrovertness variables entered in the medium category ( $16.33 < X \leq 25.67$ ) with an empirical mean value of 23.75 and a hypothetical mean value of 21.00.

#### 4.3 Validity and reliability test

Before to test the hypothesis, this study was used the validity and reliability test for each variables. Validity test is conducted to determine the ability of indicators measure what should be measured. To test the

validity, a significance test is carried out by comparing the score from the total item-correlated score with r-table score. The total item-correlated score of the organizational citizenship behaviour is greater than the r-table score (0.1286) with the lowest item score of 0.362 and the highest value is 0.802. The total item-correlated score of the extraversion is greater than the score of r-table (0.1286) with the lowest item score of 0.491 and the highest score is 0.691, so it can be concluded that all variables are valid. Whereas in the reliability test, the Cronbach's Alpha score for organizational citizenship behavior is 0.911 and extraversion is 0.709, all the variables have score more than 0.7 so it can be concluded that all variables are reliable.

Table 4.3 Validity and reliability score

Variable	Total Item	Cronbach's Alpha Score	Total Item Correlated Score Range	R-table Score
Organizational Citizenship Behavior	18	0.911	0.362-0.802	0.1286
Extraversion	8	0.709	0.491-0.691	0.1286

Source: Primary Data Processing (2019)

#### 4.4 Normality test

The normality test is used to find out whether the distribution is normal distribution or not. This test is carried out as a requirement for statistical analysis and hypothesis testing, this test uses the Kolmogorov-Smirnov normality test with the help of SPSS version 23. The criteria was used to decide the data is normally distributed, if the Asymp. Sig. (2-tailed) score > specified alpha level (5%). Based on the results from table 4.4, the Asymp. Sig. (2-tailed) score is 0.200 > 0.05. Thus it can be concluded that the data is normally distributed.

Table 4.4 Kolmogorov Smirnov Test Score

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		235
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	9.02782779
Most Extreme Differences	Absolute	.042
	Positive	.027
	Negative	-.042
Test Statistic		.042
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.

Source: Primary data processing (2019)

#### 4.5 Hypothesis testing

To determine the effect of independent variable on the dependent variable, a linear regression test is carried out to answer the purpose of research. From the output model summary, it is known that the coefficient of determination score (R square) is 0.124. The determination coefficient (R Square) score is 0.124 and equal to 12.4%. This number means that extraversion has an effect on organizational citizenship behavior of 12.4%. While the rest (87.6%) is influenced by other variables outside of this regression model.

Table 4.5 Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.352 <sup>a</sup>	.124	.120	9.047

a. Predictors: (Constant), EXT\_Total

Source: Primary data processing (2019)

The t-test as one of the research hypothesis test in linear regression analysis was carried out to determine whether the independent variable affects the dependent variable. There are two references that can be used as decision making, first with a significance value (Sig) and comparing between the t-score result and t-



table score. Based on t-score result in table 4.5, the t-score result from extraversion against organizational citizenship behavior is 5.738, which is greater than t-table score (1.9702, t-score for df=233). The significance value (Sig.) result score is 0.000, which is less than 0.05. Thus it can be concluded that extraversion has a significant positive effect to organizational citizenship behavior.

Table 4.6 Coefficients Table

Model		Coefficients <sup>a</sup>			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	45.487	3.882		11.719	.000
	EXT_Total	.927	.162	.352	5.738	.000

a. Dependent Variable: OCB\_Total

Source: Primary data processing (2019)

Based on the results of the following test, it can be concluded that the first hypothesis which states extraversion has a positive effect on organizational citizenship behavior on factory employees in Indonesia automotive company is significantly supported. The results of this study reinforce several previous studies (Wardani and Suseno 2012, Mahdiun, Ghahramani, and Sharif 2010) that extraversion have a positive relationship to organizational citizenship behavior.

When reviewed further, extraversion score of the subject centered in the medium category ( $16.33 < X \leq 25.67$ ) with an empirical mean value of 23.75. This is caused by the majority of subjects in this study have positions as operators with 131 respondents (55.74%), with the job characteristics of the operators is to perform functions that are routinely repetitive in accordance with regular procedures and mechanisms that have been predetermined like painting and assembling. Job descriptions on this job do not require a lot of interaction with other people, but rather more interaction with the machines and goods produced. Meanwhile, score of organizational citizenship behavior that was in the high category ( $X > 66.00$ ) with an empirical mean value of 67.50. In accordance with the previous explanation from Organ (1988) that stated the organizational citizenship behavior is a behavior that is not an enforceable requirement of the role or the job description. It is suspected that the high organizational citizenship behavior score is influenced by situational factors with the culture of the company. Employee-focused corporate culture (Hofstede et al. 2010) describes as an organizational environment that is filled by workers who want the organization to be first to pay attention to the interests of employees before they are oriented to the work they do, such as organizational support for the welfare of employees, involved in making important decisions or policies on the organization, as well as attention to employee personal issues.

Where the subjects in this study have activities and policies that pay attention to employee welfare such as contributions to medical expenses for the family, donations of grief costs, permissions related to grief situations or permission support for those who are final examinations in education, as well as involving employees through communication with labor unions in the company. Thus, it is suspected that this will result in employees who feel valued by the company, more prosperous, and loyal to the company, so that attachments to the company and support in each activity are formed through participation in efforts to achieve organizational progress. However, this assumption needs to be examined more closely about its validity, so further studies are needed that examine culture as a moderating variable to organizational citizenship behavior.

## V. CONCLUSION

Based on the result of the analysis of the research at PT XYZ as one of the Indonesia automotive company, there is a significantly positive effect of extraversion on organizational citizenship behavior for factory employees Indonesia automotive company, with the contribution of extraversion has an effect on organizational citizenship behavior of 12.4%. While the rest (87.6%) is influenced by other variables outside of this study.

## VI. SUGGESTION

This research also has a limited subject, because it comes from the one of the Indonesia automotive company in, which cannot be generalized to all automotive company. To enrich the results of the research related about personality style and organizational citizenship behavior, further research can be carried out with subjects from another automotive company or manufacturing company and can be examined using a culture as a moderating variable to organizational citizenship behavior.

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