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## The Effect of Organizational Culture, Personality and Employee Engagement on Employee Organizational Citizenship Behavior in The Cooperative Revolving Fund Management Institution, Micro, Small and Medium Enterprises (LPDB-KUMKM)

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### ABSTRACT:

Organizational Citizenship Behavior is believed to be able to increase organizational success in improving the quality of human resources, productivity and competitive advantage. This study aims to examine, analyze, and find the direct effect of Organizational Culture, Personality and Employee Engagement on Organizational Citizenship Behavior and the indirect effect of Organizational Culture and Personality on Organizational Citizenship Behavior through Employee Engagement. This research is a quantitative research that is explanatory through hypothesis testing to examine the nature of the relationship and influence between variables. The statistical analysis used is Structural Equation Modeling (SEM) analysis, both measurement models and structural models. The results of the study show that 1) Organizational Culture has a positive effect on Organizational Citizenship Behavior; 2) Personality has a positive effect on Organizational Citizenship Behavior; 3) Employee Engagement has a positive effect on Organizational Citizenship Behavior; 4) Organizational Culture has a positive effect on Employee Engagement 5) Personality has a positive effect on Employee Engagement; 6) Organizational Culture has an indirect effect on Organizational Citizenship Behavior through Employee Engagement. 7) Personality has an indirect effect on Organizational Citizenship Behavior through Employee Engagement employee.

**Keywords:** *Organizational Citizenship Behavior, Organizational Culture, Personality, Employee Engagement*

## INTRODUCTION

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To overcome the problem of lack of access to funding for Cooperatives and MSMEs in Indonesia, the Ministry of Cooperatives and MSMEs in 2006 established the Cooperative Revolving Fund Management Agency for Micro, Small and Medium Enterprises (LPDB-KUMKM). LPDB-KUMKM has the task of carrying out revolving fund management for Cooperative and MSME financing (KUMKM) in the form of loans and other financing according to the needs of KUMKM. LPDB-KUMKM was formed by Decree of the Minister of Cooperatives and UMKM of the Republic of Indonesia Number 19.4/Per/M.KUMKM/VIII/2006 dated 18 August 2006. LPDB-KUMKM's vision is to become a reliable institution in providing loan/financing services to KUMKM, as well as able to become an integrator and accelerate the development of the microfinance industry in the region.

The performance of LPDB KUMKM is still not optimal as can be seen from the three main performance indicators, namely the value of NPL, the level of settlement of non-performing debts, and the level of distribution of funds that cannot reach the annual target. The non-optimal performance of the LPDB-KUMKM can be caused by the low involvement of employees in extra-role behavior or organizational citizenship behavior (OCB). Employees with high OCB

will be able to increase the productivity of colleagues and managers by facilitating collaboration between work groups and helping the organization to better adapt to changing environments (Podsakoff et al., 2000).

The low OCB of LPDB-KUMKM employees is indicated by the level of attendance. The data shows that, from 2016 to 2020, the number of employees who attend and leave according to working hours is at most only 70% in May 2020. In other months, employees who attend and go home according to working hours are less than 70% employees. Even in June 2016, only 26.92% of employees attended and went home according to working hours. Based on the OCB theory by Organ (1994), employees who have high OCB will show high levels of attendance, punctuality, and adherence to rules. Employees will always try to be on time, both in terms of attendance, work, working time, and even being willing to work overtime (Gupta et al., 2017; Shaheen et al., 2016)

Employees with high engagement will generate positive feedback and work climate in terms of relationships with superiors and co-workers (Bakker & Demerouti, 2014). Thus, employee engagement can be a factor that influences employee OCB. This has been proven by previous studies, that employee engagement can have a significant effect on

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increasing OCB (M. Arifin et al., 2019; Gupta et al., 2017; Na-Nan et al., 2021). Employees engaged with the organization will put extra effort and demonstrate extra role behavior (OCB) to improve overall individual and organizational performance (Sridhar & Thiruvankadam, 2014).

Organizational culture is knowledge, habits, behavior, values, and attitudes that are created by the organization to be obeyed and carried out by all members of the organization in achieving organizational goals (Hasan *et al.*, 2021). According to Pepra-Mensah dan Kyeremeh (2018), high employee engagement can be the result of an effective organizational culture which can translate into high productivity. Ipijei (2021) findings show that organizational culture plays an important role in building employee morale, fostering loyalty, and increasing employee involvement in OCB.

In terms of resources or personal characteristics, practitioners view personality as a type of non-cognitive skill that has important consequences for the decisions they make and the results they will achieve (Cobb-Clark & Schurer, 2012). Employee personality has also been proven to be a basic component of the workforce and determines the performance and survival of the organization.

Based on the phenomenon of the importance of MSMEs to the Indonesian economy, not optimal performance of LPDB-KUMKM, previous research, literature review, and empirical findings that have

been discussed, the authors feel it is important to examine and analyze in depth the influence of organizational culture and personality on employee engagement and employee OCB. LPDB-KUMKM. This study will also examine the role of employee engagement in mediating the relationship between organizational culture and personality on OCB.

Organizational behavior is the study of human behavior in organizational settings, the relationship of individuals directly within the organizational context, as well as with the organization itself (Saravanakumar, 2020). Meanwhile, Akpor-Robaro dan Oginni (2018) revealed that organizational behavior is a science taken from various dimensions of social systems and social fields related to human behavior in organizations. Luthans (2019) adds organizational behavior related to understanding, implementing, and controlling organizational structural data and activities for organizational effectiveness.

Human resource management is a process that is carried out for employees, from getting to giving rewards, as well as paying attention to work relations, health, interests, and providing fair treatment at work (Dessler, 2013). Beardwell and Thompson (2017) explained that there is no universally agreed definition of human resources management, however, this definition can refer to individual management activities in a very broad sense,

or in a special sense, management has a high commitment or a strategic approach in human resource management.

The theory of motivation says that employee behavior is determined by motivation which is the force in generating energy, directing and maintaining behavior (Armstrong dan Taylor, 2014). Employees who have motivation are characterized by employees who are willing to give their time and do more work voluntarily solely to get the job done. Robbins *et al.*, (2020) mentioned the X-Y theory put forward by McGregore stating that theory Y assumes employees who like their work, will create creative behavior, provide a sense of responsibility, and be able to direct themselves. Kahn (1992) states that job engagement can be seen from the motivation shown by employees through their investment in physical, emotional, and cognitive energy.

### **Organizational Citizenship Behavior (OCB)**

OCB is formally defined as “independent individual behavior, not directly or explicitly recognized by a formal reward system, and as a whole promoting the efficient and effective functioning of the organization” (Organ, 1988, hal 4). Colquitt dan Wessons (2015), further state that OCB is an employee activity voluntarily contributing to the company by improving overall quality without asking for rewards as expected. Recent research from Tufan dan Wendt (2020) explains that OCB shows the extent to which employees are willing to

contribute to the organization beyond the performance requirements given to them.

OCB is the behavior of employees by showing extra roles or active participation beyond the work roles given (outside of obligations) that are able to increase or optimize resources, innovation, and adaptability in the company. OCB is measured using five indicators developed by Konovsky dan Organ (1996). The five indicators are: as follows: (1) altruism; (2) courtesy; (3) sportsmanship; (4) conscientiousness; and (5) civic virtue.

### **Employee Engagement**

Kahn (1990) defines employee engagement as the self-utilization of individual employees with a given work role and shows that the more employees align themselves with their work roles, the more they will be motivated to achieve performance excellence. This means that employees who are enthusiastic about their work will choose to be more involved because they get motivated. Engagement becomes a strong bond that is built between oneself and individual job responsibilities, where the individual is able to fully express physically, cognitively, and emotionally at work (Wildermuth dan Pauken, 2008). Balakrishnan *et al.* (2013) in his research found that, employee engagement depends on how well employees are connected and committed to the perceived organization. Engagement is a persistent and positive affective state, in which the motivational needs of employees have been met,

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characterized by vigor, dedication, and absorption (Schaufeli dan Bakker, 2004).

Christian *et al.* (2011) defines job engagement as a relatively enduring state of mind referring to the simultaneous investment of personal energy in work experience or performance. Employee engagement can be summed up as a bond that is built between oneself and their job responsibilities, where the individual is willing and able to connect and be committed to an organization that can be seen by others in the form of behavior. Employee engagement is measured through three indicators, namely: (1) vigor; (2) dedication; and (3) absorption.

Abd-allah (2016), found vigor, absorption, and dedication which are indicators of employee engagement being able to increase OCB. Ahad dan Khan (2020) also found named participation, recognition, management and leadership, and opportunity for growth to be strong predictors of employee engagement in increasing OCB. Then Amadi *et al.* (2017) suggesting that organizations can engage cognitively and emotionally with employees so they can improve OCB properly.

### **Organizational Culture**

According to Hatch dan Schultz (1997), organizational culture is a context that is symbolic in which the interpretation of identity is formed and the intention to influence the image of the organization begins to be formulated. Ortega-Parra dan

Sastre-Castillo (2013) and Hasan *et al.* (2020), define organizational culture as a set of beliefs, mindsets, habits, behaviors and values that make a difference in one organization to another and are obeyed and implemented by all members of the organization in achieving organizational goals. According to Paais dan Pattiruhu (2020), organizational culture in a deep sense refers to and directs the organization in creating a positive climate. An established organizational culture is able to create a good competitive advantage for a company in achieving its goals (Mohelska dan Sokolova, 2015).

Organizational culture can be formed through four things, namely (1) formed through organizational leaders; (2) formed when the organization can face critical incidents, where the organization is able to learn and understand the situation so that it succeeds in getting out of the critical incident; (3) formed from an organizational need in maintaining an effective working relationship among employees; (4) formed by the organizational environment (Robbins & Judge, 2013). Organizational culture is knowledge, ways of thinking, habits, values, norms and beliefs that are created by a group and are dynamic (able to create good competitive advantage) to be obeyed and implemented by all members of the organization so as to make employees have high motivation and dedication in achieving organizational goals. Organizational culture is measured through four indicators based

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on research by Chang dan Lee (2007) as follows: (1) mission culture; (2) adaptive culture; (3) clan culture; dan (4) bureaucratic culture.

Zeyada (2018) added, organizational culture is one of the factors that is considered important for influencing individual behavior in organizations. Individual behavior will create employee engagement which is needed by the organization in achieving its goals. Babu *et al.* (2020) in their research found openness, confrontation, trust, authenticity, proactiveness, autonomy, collaboration and experimentation to be good constructs in building an organizational culture to increase employee engagement.

Organizational culture is seen as knowledge, habits, values, attitudes, and behaviors which are then created to be obeyed and carried out by all members in the organization in order to achieve the goals expected by the organization (Hasan *et al.*, 2020). Other studies have found a significant positive relationship between organizational culture and OCB (Mohant dan Rath, 2012; Ibrahim *et al.*, 2021; Ipijei *et al.*, 2020; Laihad dan Retnowati, 2018; Lockhart *et al.*, 2020; Pham *et al.*, 2018). Arumi *et al.* (2019) added predictors of organizational culture such as the uniqueness of values, behavior, and psychology that are urgently needed for organizations to be able to increase OCB.

### **Personality**

*Personality or personality is a person's characteristics that explain consistent patterns of behavior* (Pervin, 1993). According to Funder (2001), personality is a pattern of individual characteristics that is reflected through thoughts, emotions, and behavior. A person's personality is a complex thing that can be a differentiator in relation to other people (Saeedy & Rastgar, 2015). Personality reflects how a person engages and interacts with their environment, personality is considered to be the strongest predictor of in-role performance and extra-role performance such as OCB (Gonzalez-Mulé *et al.*, 2014).

Among the various ways of classifying personality traits, the Big Five Personality model is the most widely used and widely known (Bhatti *et al.*, 2014; Chen *et al.*, 2021). The big five model consists of five main personality traits, namely openness to experience, awareness, extraversion, agreeableness, and neuroticism) (Costa & McCrae, 1992; McCrae & Costa, 1987). This study uses the big five model theory to explain personality.

According to Noermijati *et al.* (2021), generally employees who have a good personality will have a high level of engagement with work and the organization. Meskelis dan Whittington (2020) proved that the big five personalities have a positive and significant effect on employee engagement.

Elanain (2007) provides important findings that to assess how effectively

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employees are involved in OCB, it can be seen from their personality characteristics such as openness to experience, conscientiousness, and emotional stability. Other researchers have also confirmed that there is a significant effect of personality on OCB (Helle *et al.*, 2018; Indarti *et al.*, 2017; Sabahattin Mete, 2020). Saeedy dan Rastgar (2015) found a significant relationship between personality characteristics and overall OCB dimensions. Employees who have a friendly personality, are careful, and emotional stability will show more high levels of OCB (Saeedy & Rastgar, 2015)

Based on the discussion above, the hypotheses in this study include:

H1: Organizational culture has a positive and significant effect on Employer engagement

H2: Personality has a positive and significant effect on Employer engagement

H3: Employer engagement has a positive and significant effect on OCB

H4: Personality has a positive and significant effect on OCB

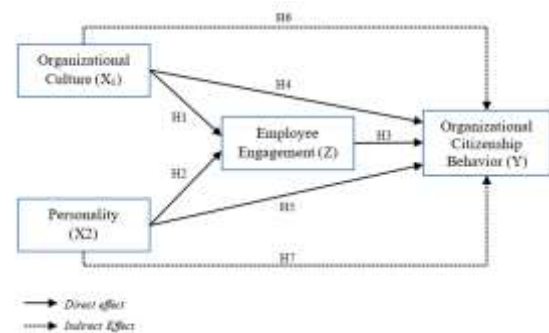
H5: Organizational culture has a positive and significant effect on OCB

H6: Employee engagement mediates the relationship between Organizational culture and OCB

H7: Employee engagement mediates the relationship between Personality and OCB

Referring to the development and formulation of the hypothesis, the research model is shown in Figure 1.

**Figure 1**  
**Research Model**



## RESEARCH METHODS

The population of this study are employees at the Cooperative Revolving Fund Management Institution, Micro, Small and Medium Enterprises (LPDB-KUMKM). The characteristics of the sample in this study are all employees who are permanent employees and serve as staff, the total staff at LPDB KUMKM is 297 people. This study used primary data by distributing questionnaires to LPDB KUMKM staff. The research data were obtained using instruments in the form of questionnaires or questionnaires for 297 respondents. The data analysis technique used in this study is the Structural Equation Model (SEM) method using AMOS software. The questionnaire consisted of structured research questions with a modified Likert type with a scale of 5 (1 = strongly disagree, 2-disagree, 3 = neutral, 4-agree, and 5 = strongly agree). In

general, the constructs and indicators used are presented as in Table 1.

**RESULTS AND DISCUSSION**

**Characteristics of Respondents**

**1. Gender**

The results of the analysis of the characteristics of research respondents based on gender are presented in table 1. These results indicate that the majority of respondents are female, namely 62%, while the remaining 38% are male. Therefore, it can be concluded that the majority of LPDB KUMKM employees are women.

**Table 1. Respondents by Gender**

No	Gender	Frequency	Percentage
1	Male	112	38%
2	Female	185	62%
Total		297	100%

Source: Results of data processing, 2023

**2. Age**

The results of the analysis of the characteristics of respondents based on age are shown in table 2. These results indicate that the majority of respondents are aged 30-40 years as much as 44%. Then the second largest age range is <30 years (42%). This shows that the majority of LPDB KUMKM employees are in the age range of 20 to 40 years. Very few employees are over

50 years old (1%) and the rest are employees aged 41-50 years (13%).

**Table 2. Respondents by Age**

No	Age	Frequency	Percentage
1	< 30 years	126	42%
2	30 - 40 years	130	44%
3	41 - 50 years	39	13%
4	> 50 years	2	1%
Total		297	100%

Source: Results of data processing, 2023

**3. Last Education**

Data on the characteristics of respondents based on their latest education is shown in table 3. The table shows that the majority of respondents have the last education level of Strata 1 (S1) as many as 211 people or 71.04%. Then, respondents with a Bachelor's degree (S2) and high school equivalent education had the same number, namely 37 people or 12.46% and respondents with at least a Diploma 3 (D3) education, namely 12 people or 4.04%. The results of this analysis indicate that the majority of LPDP KUMKM employees are undergraduate education (S1).

**Table 3. Respondents Based on Last Education**

No	Last Education	Frequency	Percentage
1	SLTA equivalent	37	12,46%
2	D3	12	4,04%
3	S1	211	71,04%
4	S2 / S3	37	12,46%
Total		297	100%

Source: Results of data processing, 2023

#### 4. Working Period

Data on the characteristics of the respondents based on years of service obtained from distributing the questionnaires are shown in table 4. The table shows that the majority of respondents have worked for 1-5 years as many as 143 people or 48% of all respondents. Furthermore, respondents with 6-10 years of service were 84 people (28%), 11 = 15 years of service were 58 people (20%), and 16-20 years were 12 people (4%). There were no respondents who had worked for more than 20 years. The results of this analysis indicate that the majority of LPDB KUMKM employees have a recent working period of 1-5 years as many as 148 people or part of the total number of employees.

**Table 4. Respondents Based on Years of Service**

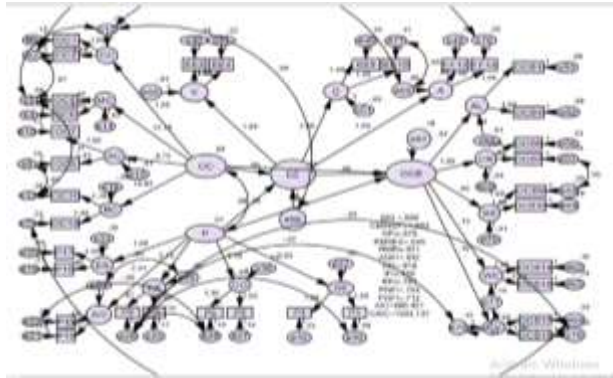
No	Working Period	Frequency	Percentage
1	1-5 Tahun	143	48%
2	6-10 Tahun	84	28%
3	11-15 Tahun	58	20%
4	16-20 Tahun	12	4%
5	>20 Tahun	0	0%
Total		297	100%

Source: Results of data processing, 2023

#### Data Testing Results

The results of the Structural Equation Model (SEM) on the structural equation are shown in Figure 2 below.

#### Figure 2. Structural Equation Model Testing Results



Source: Results of data processing, 2023

The following table presents the results of the Model Feasibility test and the overall analysis, both direct and indirect effects.

**Table 5. Structural Model Feasibility Index/Path**

Index	Cut-Off Value	Output	Explanation
<b>Absolute Measures</b>			
$\chi^2$ (chi-square)		705,542	
Df		481	
Probability	$\geq 0,05$	0,000	Unwell
Chi-square/df	$\leq 2$	1,467	Good Fit
GFI	$\geq 0,90$	0,918	Good Fit
RMSEA	$\leq 0,08$	0,040	Good Fit

<b>Incremental Fit Measures</b>			
NFI	$\geq 0,90$	0,913	Good Fit
CFI	$\geq 0,90$	0,937	Good Fit
TLI	$\geq 0,95$	0,957	Good Fit
<b>Parsimony Fit Measures</b>			
AGFI	$\geq 0,90$	0,904	Good Fit
PGFI	$\geq 0,60$	0,713	Good Fit

Source: Results of data processing, 2023

The results of the structural model feasibility test in table 5 show that the feasibility value of the structural model is not much different from the feasibility results of the CFA fit model. The structural model met the fit model criteria indicated by the Chi-square/df value of  $1.467 \leq 2$ , GFI  $0.918 \leq 0.90$ , and RMSEA  $0.040 \leq 0.08$  for absolute fit indices measurements. Then the value of NFI  $0.913 \geq 0.90$ , CFI  $0.937 \geq 0.90$ , and TLI  $0.957 \geq 0.95$  which represent incremental fit indices. Then parsimony fit indices are also fit as seen from the PGFI value of  $0.713 \geq 0.60$ .

### Hypothesis testing

The results of hypothesis testing 1 to 5 can be seen in the following table:

**Table 6. Hypothesis Test Results**

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Hipotesis		Direct Effect	C.R	P-Value	Explanation
H1	Organizational Culture → Employee Engagement	0,233	2,064	0,049	Supported
H2	Personality → Employee Engagement	0,364	2,494	0,021	Supported
H3	Employee Engagement → Organizational Citizenship Behavior	0,309	2,220	0,026	Supported
H4	Personality → Organizational Citizenship Behavior	0,279	2,002	0,039	Supported
H5	Organizational Culture →	0,243	2,133	0,044	Supported

Organizational Citizenship Behavior				

Source: Results of data processing, 2023

To test the influence of the mediation hypothesis, this study uses the bootstrapping method on the AMOS SEM. Many studies have used the Sobel test to test the significance of mediating effects, but there is evidence that using the Sobel test to examine mediating effects is inappropriate (Cheung & Lau, 2007). Recent research conducted by MacKinnon *et al.* (2004) proved that the bootstrap method produces the most accurate confidence interval in measuring the effect of mediation. Therefore, the researcher decided to use the bootstrap method to assess the mediating effect in this study.

**Table 7. Mediation Hypothesis Test Results**

Hypotesis	Direct Effect	Indirect Effect	Confidence Interval		P-Value	Exp.
			Low	High		
H6	OC → EE →	(0,233)	0,086	0,023	0,0116	Supported

	OC B	30 9)					
H 7	P → EE → OC B	(0, 36 4) (0, 30 9)	0,0 34	0, 01 5	0, 15 2	0, 03 8	Supp orte d

Source: Results of data processing, 2023

The results of testing the mediation hypothesis with the bootstrap method in table 7 show that both mediation hypotheses are supported. The sixth hypothesis regarding the indirect effect of Organizational Culture (OC) on Organizational Citizenship Behavior (OCB) through Employee Engagement (EE), has an indirect effect of 0.086 and a confidence interval ranging from 0.023 to 0.116 greater than 0. Then the p-value is 0.026 < 0.05 which means that the effect is significant. Therefore, this study supports the sixth hypothesis which states that Organizational Culture (OC) has a positive indirect effect on Organizational Citizenship Behavior (OCB) through Employee Engagement (EE) of LPDB KUMKM employees.

Furthermore, the seventh hypothesis regarding the indirect effect of Personality (P) on Organizational Citizenship Behavior (OCB) through Employee Engagement (EE), has an indirect effect of 0.034 and a confidence interval ranging from 0.015 to 0.152 greater than 0. Then the p-value is 0.038 < 0.05 which means that the effect is

significant. Therefore, this study supports the seventh hypothesis which states that Personality (P) has a positive indirect effect on Organizational Citizenship Behavior (OCB) through Employee Engagement (EE) of LPDB KUMKM employees.

### Organizational Culture and Employee Engagement

Testing the parameter estimation of the influence of organizational culture on employee engagement ( $\beta_1$ ), shows significant results with a standard estimate of  $\beta_1 = 0.233$ , and a critical ratio (CR) of 2.064 and p-value = 0.049. This value meets the requirements for accepting the hypothesis, namely the CR value > 1.96 at a significance level of 0.05, and a pvalue < 0.05, so there is no reason to reject hypothesis 1 (H1), meaning that the effect of organizational culture on employee engagement is proven significant. Based on the results of the statistical test on the first hypothesis which has been proven positive and significant, it can be concluded that the better the organizational culture, the higher the employee engagement of LPDB KUMKM employees. In other words, the elements forming organizational culture support employee engagement of LPDB KUMKM employees.

These results indicate that the existence of an organizational culture that is felt by respondents or employees has a positive impact on employee engagement. Empirically, this research is in line with the results of previous studies. Several previous

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studies have succeeded in proving that organizational culture is a strong predictor of influencing employee engagement (Ababneh, 2020; Al Shehri et al., 2017; Babu et al., 2020; Budiono et al., 2019; Hazriansyah et al., 2017; Jiony et al., 2015; Pepra-mensah and Kyeremeh, 2018; Saleem et al., 2020).

The results of this study illustrate that the perceptions of respondents, namely LPDB KUMKM employees, stated that there was an organizational culture atmosphere that had an impact on increasing employee engagement. In the context of facts on the ground, the results of this study confirm the influence of organizational culture on Employee Engagement which is shown in the form of active participation of employees in efforts to increase employee engagement through a sense of attachment to the organization in order to achieve organizational/institutional goals. Thus, based on theoretical references, comparison of the results of previous studies and field empirical facts, this study proves the hypothesis that there is a positive and significant effect of Organizational Culture on Employee Engagement.

### **Personality and Employee Engagement**

Testing the parameter estimation of the effect of personality on employee engagement ( $\beta_2$ ), showed significant results with a standard estimate of  $\beta_1 = 0.364$ , and a critical ratio (CR) of 2.494 and p-value =

0.039. This value meets the requirements for accepting the hypothesis, namely the CR value  $> 1.96$  at a significance level of 0.05, and a pvalue  $< 0.05$ , so there is no reason to reject hypothesis 2 (H2), meaning that the effect of personality on employee engagement is proven significant. Based on the results of the statistical test on the first hypothesis which has been proven positive and significant, it can be concluded that the better the personality, the higher the employee engagement of LPDB KUMKM employees. In other words, personality forming elements support employee engagement of LPDB KUMKM employees.

This result implies that the personality characteristics of employees at LPDB KUMKM have a good influence on Employee Engagement. The results of this study are in line with the results of several previous studies, namely research conducted by Ansari (2020) found that four of the five personality characteristics of the big five models, namely extraversion, conscientiousness, neuroticism, and openness to experience have a direct positive effect on the level of employee engagement. Then the research is in line with previous empirical findings which show that personality factor is a valid predictor of employee engagement (Akhtar et al., 2015; Albrecht & Marty, 2020; Janssens et al., 2019; Mazzetti et al., 2020).

The results of this study illustrate that respondents' perceptions, namely LPDB

KUMKM employees, stated that they had a good personality and had an impact on increasing employee engagement. In the context of facts on the ground, the results of this study confirm the influence of personality on employee engagement as shown in the active participation of employees in efforts to increase employee engagement established by the institution. Thus, based on theoretical references, comparison of the results of previous studies and empirical facts in the field, the results of this study prove the hypothesis that personality has a direct positive and significant effect on employee engagement.

### **Employee Engagement and Organizational Citizenship Behaviour**

Testing the parameter estimation of the effect of employee engagement on OCB ( $\beta_3$ ), shows significant results with a standard estimate of  $\beta_3 = 0.309$ , and a critical ratio (CR) of 2.220 and p-value = 0.026. This value meets the requirements for accepting the hypothesis, namely the CR value  $> 1.96$  at a significance level of 0.05, and the p-value  $< 0.05$ , so there is no reason to reject hypothesis 3 (H3), meaning that there is an effect of employee engagement on OCB which has been proven. significant. Based on the results of the statistical test on the third hypothesis which has been proven positive and significant, it can be concluded that the better the employee engagement, the higher the OCB will be depicted. In other words, the building blocks of employee

engagement support the OCB of LPDB KUMKM employees.

The results of this hypothesis test are in line with the results of Singh dan Shukla (2012) which found that employees who were involved not only showed good performance, but also tried to support their organization to move forward. Na-Nan *et al.* (2021) employee engagement enables individuals to perform basic behaviors assigned by their organization, leading them to perform organizational citizenship behaviors without realizing it, such as being more conscientious and having a greater sense of civic virtue. This means that it is important for all organizations to create and oversee employee engagement for the sustainability of the organization. In addition, previous empirical findings also found employee engagement to be a strong predictor of influencing OCB (Amadi *et al.*, 2017; Kataria *et al.*, 2013; Sridhar dan Thiruvankadam, 2014; Ullah *et al.*, 2018; Vadivukarasi dan Sabarirajan, 2015). The results of the hypothesis test and all of the respondents' answers illustrate that LPDB KUMKM employees have good employee engagement and will increase the OCB of all employees.

### **Personality and Organizational Citizenship Behaviour**

Testing the parameter estimation of the effect of personality on OCB ( $\beta_4$ ), showed significant results with a standard estimate of  $\beta_4 = 0.279$ , and a critical ratio (CR) of 2.002 and p-value = 0.039. This value

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meets the requirements for accepting the hypothesis, namely the CR value  $> 1.96$  at a significance level of 0.05, and a p-value  $< 0.05$ , so there is no reason to reject hypothesis 4 (H4), meaning that there is a significant influence of personality on OCB. . Based on the results of the statistical test on the fourth hypothesis which has been proven positive and significant, it can be concluded that the better the personality, the higher the OCB depicted. In other words, personality forming elements support the OCB of LPDB KUMKM employees.

The results of this hypothesis test are in line with the results of Elanain (2007) providing important findings that to assess how effectively employees are involved in OCB, it can be seen from their personality characteristics such as openness to experience, conscientiousness, and emotional stability. Other researchers have also confirmed that there is a significant effect of personality on OCB (Helle *et al.*, 2018; Indarti *et al.*, 2017; Sabahattin Mete, 2020). Saeedy dan Rastgar (2015) found a significant relationship between personality characteristics and overall OCB dimensions. Employees who have a friendly personality, are careful, and emotional stability will show more high levels of OCB (Saeedy & Rastgar, 2015).

From the answers of 297 respondents to 22 statement items on personality indicators, 79% of respondents considered personality to have been achieved in the work of LPDB KUMKM

employees. The results of the hypothesis test and all of the respondents' answers illustrate that LPDB KUMKM employees have supported the growth and development of personality in the workplace by increasing employee OCB.

### **Organizational Culture and Organizational Citizenship Behaviour**

Testing the parameter estimation of the influence of organizational culture on OCB ( $\beta_5$ ), shows significant results with a standard estimate of  $\beta_5 = 0.243$ , and a critical ratio (CR) of 2.133 and p-value = 0.044. This value meets the requirements for accepting the hypothesis, namely the CR value  $> 1.96$  at a significance level of 0.05, and the p-value  $< 0.05$ , so there is no reason to reject hypothesis 5 (H5), meaning that there is an influence of organizational culture on OCB which has been proven significant. Based on the results of the statistical test on the fifth hypothesis which has been proven positive and significant, it can be concluded that the better the organizational culture, the higher the OCB will be depicted. In other words, the elements that form organizational culture support the OCB of LPDB KUMKM employees.

The results of the hypothesis test support the opinion of Mohanty and Rath (2012) adding, the fact is that good OCB is shown in an organizational culture that can be felt well by its members. Previous research conducted by Chhokar *et al.* (2001)

found that a good organizational culture as a whole has an impact on employee OCB.

From the answers of 297 respondents to 13 statement items on organizational culture indicators, 76.18% of respondents considered organizational culture to have been achieved in the implementation of the work of LPDB KUMKM employees. The results of the hypothesis test and all of the respondents' answers illustrate that LPDB KUMKM employees have supported the growth of organizational culture in the workplace by increasing OCB

#### **Organizational Culture, Employee Engagement, and Organizational Citizenship Behavior**

Based on the results of the research conducted, the Employee Engagement variable is proven to be able to mediate the relationship between the Organizational Culture variable and Organizational Citizenship Behavior. The Employee Engagement variable partially mediates the relationship between Organizational Culture and Organizational Citizenship Behavior, because the Organizational Culture variable also has a direct and significant effect on Organizational Citizenship Behavior. The results of this study support previous research conducted by F. Arifin *et al.* (2014), Abbas (2017) and Abdullahi *et al.* (2021) who also found that Employee Engagement can mediate the relationship between Organizational Culture and Organizational Citizenship Behavior.

When the organizational culture built by LPDB KUMKM can provide a sense of security and increase enthusiasm at work, employees will have an attachment to the company or increase employee engagement. So that employees will show Organizational Citizenship Behavior as expected by the company. Hasan *et al.* (2021) in their research found that employees who feel they are in a culture that is able to provide support to them will increase their identification with the organization, so that employees will increase their involvement with the organization and reduce their intention to leave the company.

#### **Personality, Employee Engagement, and Organizational Citizenship Behavior**

Based on the results of research conducted, Employee Engagement is proven to be able to mediate the relationship between Personality and Organizational Citizenship Behavior variables. The Employee Engagement variable mediates partially because the Personality variable also has a direct and significant effect on the Organizational Citizenship Behavior variable. The results of this study are in line with previous research conducted by Gupta *et al.* (2017), Ansori & Wulansari (2021), Na-Nan *et al.* (2021) and Shams *et al.* (2020) who also found that Employee Engagement can mediate the relationship between Organizational Culture and Organizational Citizenship Behavior.

When LPDB KUMKM can form the Personality of each employee according to

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the characteristics of the institution, employees will have an emotional bond through Employee Engagement with their company so that it will increase Organizational Citizenship Behavior. This emotional attachment occurs because the company has succeeded in forming the Personality of its employees well so that it creates a sense of attachment by employees to the company and then employees will feel motivated to improve the Organizational Citizenship Behavior expected by their company (Shams *et al.*, 2020).

## CONCLUSION

The results showed that, 1) Organizational culture had a significant effect on employee engagement of LPDB KUMKM employees, 2) Personality had no significant effect on employee engagement of LPDB KUMKM employees, 3) Employee engagement had a significant effect on OCB of LPDB KUMKM employees, 4) Personality had a significant effect on OCB LPDB KUMKM employees 5) Organizational culture has a significant effect on the OCB of LPDB KUMKM employees, 6) Organizational culture has a significant effect on OCB mediates of employee engagement on LPDB KUMKM employees, 7) Personality has a significant effect on OCB mediates of employee engagement on LPDB KUMKM employees.

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