

Personality and Organizational Citizenship Behavior: How Transformational Leadership Plays a Moderating Role (Study at a Tourism Services Company in Malang)

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ABSTRACT

Organizational Citizenship Behavior (OCB) refers to supplementary actions performed by individuals to enhance organizational efficiency. This study investigates the correlation between personality traits and organizational citizenship behavior influenced by transformational leadership. Organizational Citizenship Behavior (OCB) is crucial in enhancing corporate success. This research employs a quantitative methodology inside an exploratory framework. The study population comprised 92 employees of the Tourism Services Company in Malang. The employed sample technique is saturation sampling. The data collection approach employs a questionnaire. The data analysis process employs SmartPLS 4.0 software, integrating external model assessment, internal model evaluation, and hypothesis testing. The study's results indicated a significant and positive connection between personality and organizational citizenship behavior, evidenced by a T-table value of 1.96 and a P-value of 0.000 below 0.05. The moderation test results demonstrate that transformational leadership adversely moderates the link between personality and OCB, indicated by a statistical value of -0.219, less than the T-table value of 1.96, and a P-value of 0.827, exceeding 0.05. This study demonstrates that organizational citizenship behavior (OCB) evolves through employee knowledge, independent of leadership direction. This study investigates the relationship between personality and organizational citizenship behavior, mediated by transformational leadership.

Organizational Citizenship Behavior (OCB) is crucial for enhancing organizational effectiveness. This research employs a quantitative approach utilizing exploratory techniques. The study's population comprised 92 employees of the Tourism Services Company in Malang. The employed methodology is extensive sampling. The employed data collection method is a questionnaire. The employed data analysis approach is SmartPLS 4.0 software, encompassing an outer model, an inner model, and hypothesis testing. The research findings indicate a considerable and significant impact of personality on Organizational Citizenship Behavior (OCB), demonstrated by a T-table value of 1.96 and a P-value of 0.000, below 0.05. The moderation test results demonstrate that transformational leadership negatively moderates the relationship between personality and organizational citizenship behavior, as indicated by a statistical value of -0.219, below the T-table threshold of 1.96, and a P-value of 0.827, which exceeds 0.05. This study demonstrates that organizational citizenship behavior (OCB) evolves through employee knowledge, irrespective of the leader's guidance. Transformational leadership does not enhance organizational citizenship behavior, as employees possess a comprehensive awareness of assisting colleagues and the organization independently of the leader's directives.

Keywords: Personality, Transformational Leadership, OCB.

INTRODUCTION

The efficacy of a company sector is reflected in the collaboration, counsel, and mutual assistance of its human resources, as well as their competence in executing their responsibilities. This conduct is encompassed within organizational citizenship behavior (OCB). The essence of OCB fundamentally resides in its capacity to enhance the efficiency, effectiveness, and creativity of the organization by facilitating resource transformation, innovation, and adaptation. Implementing OCB behavior will enhance each employee's performance in the effective and efficient execution of voluntary tasks to achieve objectives.

The development of OCB attitudes among a substantial workforce is affected by the individual's characteristics inside the business. An employee's character is an intrinsic aspect of the individual's personality. Character is an intrinsic trait of the individual that is challenging to alter, influencing the manifestation of Organizational Citizenship Behavior (OCB). Moreover, personality is an intrinsic characteristic of the individual that is challenging to alter, therefore exerting a more steady and enduring impact on Organizational Citizenship Behavior (OCB). Individual differences are significant determinants of employees' demonstration of Organizational Citizenship Behavior (OCB). This condition indicates that personality affects the manifestation of OCB behavior in an employee while performing their responsibilities. Organizational Citizenship Behavior (OCB) can also be cultivated through interactions between employees and leaders. This interaction is evaluated based on the leadership model, namely the style employed by the leader in guiding the group and influencing its attainment of objectives. Transformational leadership is a leadership style that significantly impacts organizational citizenship behavior (OCB). Leaders employing this approach profoundly affect their followers and the company or society due to their efficacy in managing internal and external changes. Transformational leaders can enhance trust, admiration, and loyalty, motivating individuals to elevate their performance. (Qalati, Zafar, Fan, Limón & Khaskheli, 2022; Althnayan, Alarifi, Bajaba & Alsabban, 2022)

The review identifies aspects that can affect an employee's engagement in organizational citizenship behavior (OCB). Moreover, several circumstances either enhance or diminish the development of OCB itself. Understanding the factors that drive organizational citizenship behavior in employees is crucial for achieving a company's objectives in alignment with the sector's vision. The forthcoming study aims to expand research by incorporating diverse places, modifying research sites, introducing additional variables, and utilizing alternative analytical tools to enhance problem-solving linked to OCB. Individual variations are significant predictors influencing an employee's demonstration of Organizational Citizenship Behavior (OCB). Personality is a reasonably stable pattern of traits that constitutes a distinct character and ensures consistency in an individual's behavior. Personality dimensions encompass personality traits, age variations, gender distinctions, and racial factors. Fundamental aspects that encompass the majority of notable variances in human personality. The five fundamental dimensions effectively

predict an individual's conduct in daily life. (Santos, Lousã, Sá & Cordeiro, 2023; Liu, Sha & Yu, 2022; Chen, Rasheed & Ayub, 2023)

Transformational leadership is defined as a leader's capacity to alter the behavior of team members, fostering a sense of capability and heightened motivation encouraging them to pursue exceptional and high-quality work performance. Transformational leadership positively influences organizational development by inspiring and motivating subordinates to surpass expectations. The components of transformational leadership encompass idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, which pertain to voluntary behaviors that are not explicitly governed by the reward system yet collectively enhance the efficacy of organizational operations. Organizational Citizenship Behavior (OCB) encompasses altruism, conscientiousness, sportsmanship, civility, and civic virtue, all enhancing employee relations and the organization's overall performance. (Priyadarshini, Chatterjee, Srivastava & Dubey, 2023; Hermawan, Purnomo, Kusumastuti, Fitriana, Octaleny, Ie & Sudadi, 2024)

Organizational Citizenship Behavior (OCB) refers to voluntary extra-role actions performed by employees that significantly enhance organizational effectiveness while not part of their formal responsibilities. Within the tourist sector, organizational citizenship behavior (OCB) is crucial due to the service's dependence on relationships between employees and clients. Proactive, collaborative, and inventive actions indicative of organizational citizenship behavior can enhance consumer satisfaction and corporate competitiveness. (Malik, 2024; Khan & Khan, 2022; Fang & Yu, 2023)

Employees' personalities are crucial in influencing organizational citizenship behavior (OCB). Personality traits, including extroversion, neuroticism, and openness to experience, frequently correlate with an individual's propensity to demonstrate organizational citizenship behavior (OCB). Nevertheless, not all employees with specific personality traits exhibit elevated organizational citizenship behavior (OCB). Additional characteristics like leadership style might enhance or diminish the correlation between personality and organizational citizenship behavior (OCB).

Transformational leadership is a leadership style that can positively influence employee behavior. Transformational leaders may inspire, encourage, and empower employees to surpass their expectations. In this situation, transformational leadership may serve as a moderator that enhances the correlation between employee personality and their propensity to demonstrate organizational citizenship behavior (OCB). (Rizkillah, Nurmayanti & Hermanto, 2022; Ha & Moon, 2023)

This study examines the correlation between personality and Organizational Citizenship Behavior (OCB), with transformational leadership as a moderating variable in a tourism service firm in Malang. By concentrating on this corporation, this study aims to elucidate how leaders might optimize employee personality traits to enhance overall organizational contributions. (Krishnan, Muthusamy, Loon, Alias, Romaiha & Kanchymalay, 2023; Lin, Xie & Li, 2023; Zia, Decius, Naveed & Anwar, 2022)

This study's conclusions are anticipated to offer practical insights for tourist industry managers to cultivate effective leadership styles that foster more productive, proactive, and customer-focused teams. This study offers theoretical contributions to the literature on

transformational leadership, personality, and organizational citizenship behavior within the service industry.

METHOD

This research is a quantitative study employing an exploratory technique. This methodology examines the correlation among independent variables (personality), dependent variables (Organizational et al. or OCB), and moderating variables (transformational leadership). Exploratory research comprehensively elucidates the interaction between factors within a specific setting.

This research was performed at the Tourism Service Company in Malang Senang, Malang City, East Java. The study's population was comprised of 92 employees. The employed sampling approach was saturated sampling, a strategy wherein all population individuals are utilized as study samples. Consequently, the study's sample comprised 92 employees.

The data collection method employed a questionnaire instrument. The questionnaire was constructed according to the indications of each research variable, measured using a Likert scale ranging from 1 to 4. This scale mitigates neutral bias from responders, with a value of 1 signifying "strongly disagree" and a value of 4 denoting "strongly agree." Data analysis approaches were executed utilizing SmartPLS software version 4.0. This analysis comprises three primary stages:

Outer Model Analysis: Employed to assess the validity and reliability of the research instrument. Construct validity is assessed by the loading factor value and Average Variance Extracted (AVE), while reliability is evaluated using Composite Reliability (CR).

Inner Model Analysis examines the structural relationships among variables, encompassing the direct impact of independent variables on dependent variables and the moderating effects involved.

Bootstrapping Test: Executed to evaluate the significance of the relationship between variables utilizing the t-statistic and p-value.

To ensure data quality, a preliminary test was performed to assess data distribution and identify potential outliers before the main study. All data collected via the questionnaire were subjected to quantitative analysis to address the research objectives.

This study aims to elucidate the influence of personality and transformational leadership on employee organizational citizenship behavior, particularly within the tourism sector in Malang City. This study's methodical and measurable approach can yield theoretical and practical contributions.

RESULTS AND DISCUSSION

This study elucidates the link among three principal variables in the Partial Least Square (PLS) model: Personality as the independent variable, Organizational Citizenship Behavior (OCB) as the dependent variable, and Transformational Leadership as the moderating

variable. This model is intended to assess direct and moderating links through structural analysis approaches based on SmartPLS. This explanation delineates the interpretation of results based on structural routes, loading factor values, and inter-variable interactions.

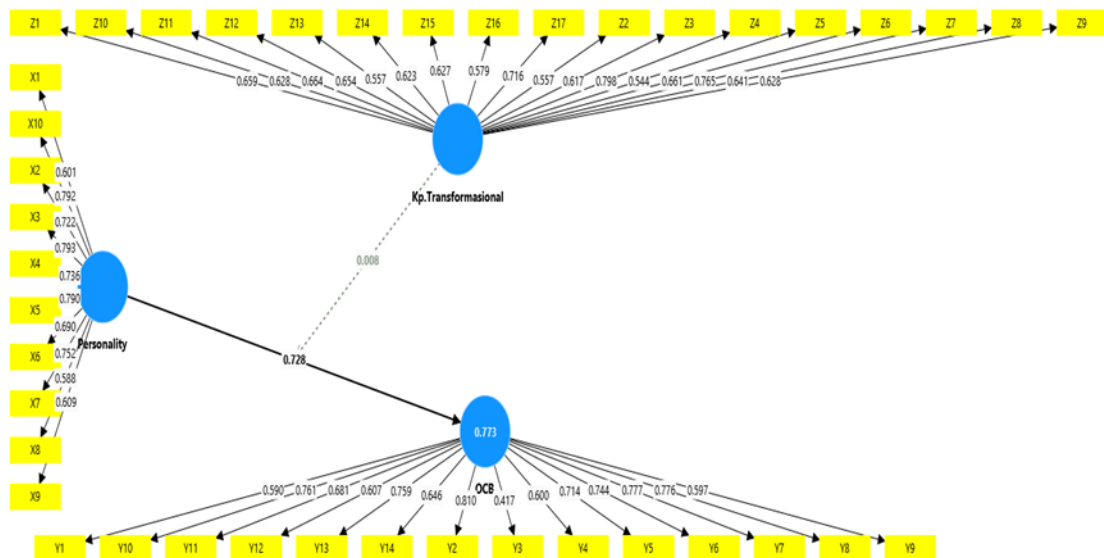


Figure 1. Output of the Structural Model's Outer Component

The model visualization findings indicate a substantial route coefficient of 0.728 between Personality and OCB. This score signifies that personality considerably impacts organizational citizenship behavior (OCB). Employee personality significantly influences the propensity to exhibit extra-role behaviors, including assisting colleagues, undertaking additional activities, and demonstrating devotion to the organization. This score indicates that a superior employee personality correlates with an increased propensity for Organizational Citizenship Behavior (OCB).

The personality traits indicated by X1 to X9 have diverse loading factor values, with the majority over 0.6, signifying sufficient construct validity. Nonetheless, other indicators exhibit diminished values, necessitating additional assessment to determine their consistency in evaluating the overarching personality construct.

Transformational leadership serves as a moderating variable in this research. The correlation between Personality and Transformational Leadership with Organizational Citizenship Behavior exhibits a coefficient of 0.008. This value is comparatively low, suggesting that the moderating effect of transformational leadership on the link between personality and organizational citizenship behavior (OCB) is minimal. In summary, while transformative leadership is anticipated to enhance the correlation between personality and organizational citizenship behavior (OCB), the findings indicate that the moderating influence is relatively weak.

Nonetheless, transformational leadership maintains a clear correlation with organizational citizenship behavior, as seen by the stable contribution of loading factor values. The indicators Z1 to Z29 about the transformational leadership construct demonstrate that most loading factor values are above 0.6, while several values, including Z15 and Z19, require additional assessment. This result indicates that various elements of transformational leadership—such as inspirational motivation, idealized influence, and intellectual stimulation—exhibit a substantial correlation with organizational citizenship behavior, albeit their moderating effect is comparatively weaker.

Organizational Citizenship Behavior (OCB) exhibits a robust correlation with personality traits. The loading factor values for indicators Y1 to Y14 demonstrate a substantial impact, with the majority exceeding 0.7. This result affirms that OCB indicators, including readiness to assist, organizational loyalty, and collaborative conduct, are highly pertinent in assessing the concept.

The pronounced direct influence of Personality on OCB suggests that organizations can leverage employee personality traits to enhance organizational performance by fostering OCB behavior. Employees exhibiting elevated openness, conscientiousness, and agreeableness are likelier to engage in organizational citizenship behavior independent of direct transformational leadership impact.

This plan substantially impacts tourism service enterprises, especially those in Malang. Organizations can initially discover and recruit individuals with specific personality traits promoting Organizational Citizenship Behavior (OCB). Secondly, while moderation of transformational leadership is insufficient, effective leadership is crucial in cultivating a work environment that promotes the emergence of organizational citizenship behavior (OCB).

Nonetheless, some considerations must be acknowledged regarding this concept. Multiple indicators exhibit loading factor values below the standard, particularly under the Transformational Leadership and Personality categories. This signifies the necessity for reevaluating these indicators to guarantee their relevance and validity in assessing the intended construct. The subpar moderation results suggest the potential influence of additional variables as moderators in the association between Personality and OCB.

This model offers significant insights into the role of personality in influencing organizational citizenship behavior in the workplace. Despite the restricted role of transformational leadership as a moderator, organizations can still apply this leadership style to enhance employee job satisfaction, loyalty, and collaboration. Additional study is advised to enhance this model by incorporating other pertinent variables and refining the quality of the measuring tools.

The hypothesis test results indicate a direct influence of employee personality on organizational citizenship behavior (OCB), evidenced by a T-statistic of 8.477 and a P-value of 0.000. This study's findings demonstrate that personality exerts an influence on

OCB of 0.775, equivalent to 77.5%. Employees exhibiting accountability, openness, and teamwork capabilities can foster a culture of mutual aid inside the organization.

Their environment shapes employees' personalities and can be guided by the organization through policies, workplace culture, and organizational climate. Employee personality is a component of the internal elements that affect Organizational Citizenship Behavior (OCB), shaped by a blend of internal and external influences. Voluntary mutual aid behavior is crucial for sustaining quality in tourism service companies in Malang, particularly in the tour and travel sector. Employees' personalities and organizational citizenship behavior can foster a positive work environment and assist the company in realizing its vision and goal.

The moderation test indicates that transformational leadership's moderating effect on the direct impact of personality on organizational citizenship behavior (OCB) is negative. This study's findings demonstrate that transformational leadership characteristics do not enhance the positive and significant correlation between employee personality and the development of organizational citizenship behavior (OCB). Leader characteristics are encompassed within external elements that affect Organizational Citizenship Behavior (OCB). In this study, transformational leadership does not enhance OCB behavior among employees of the Tourism Services Company in Malang.

The findings of this study stem from employees' complete understanding of genuinely assisting their colleagues without leadership assistance. This result is a beneficial practice that should be sustained within the work culture of Tourism Services Companies in Malang. The findings of this study indicate that leaders do play a role in fostering Organizational Citizenship Behavior (OCB) within the organization; nonetheless, the development of OCB mainly stems from the employees' intrinsic personalities, which cultivate a mutual concern for assistance independent of any guidance from leadership. This study may serve as a foundation for a more in-depth examination of the elements that influence the development of organizational citizenship behavior in the workplace.

Employees' personalities exert a favorable and substantial influence on organizational citizenship behavior (OCB) inside tourism service companies in Malang. This result indicates that employee personality, characterized by social aptitude and mutual awareness, influences the development of helping or organizational citizenship behavior (OCB). As a moderating factor, transformational leadership negatively affects personality's influence on organizational citizenship behavior (OCB) in tourism service companies in Malang. This result indicates that employee personality influences the emergence of altruistic conduct independently of leader guidance.

CONCLUSION

This study's findings demonstrate that employee personality positively and significantly affects organizational citizenship behavior (OCB) in tourism service companies in Malang. This finding suggests that employee personality traits, including sociability, self-

awareness, and altruism, significantly influence extra-role behaviors that benefit the organization. Employees possessing favorable personalities typically display Organizational Citizenship Behavior (OCB), including assisting colleagues, undertaking tasks outside their primary duties, and showing a strong commitment to the organization's success. This conclusion underscores the significance of human resource management by including personality traits in the employee recruiting and development process.

Conversely, transformative leadership, anticipated to enhance the correlation between personality and OCB, did not yield a substantial moderating effect and even exhibited a negative impact. This conclusion suggests that employee personality is inherently robust enough to promote OCB conduct without necessitating direct guidance from the boss. Employees with good personalities prefer autonomously demonstrating extra-role conduct, irrespective of transformational leadership influence. This data indicates that other characteristics like work culture may be more significant in regulating this association.

Several proposals can be proposed for future research. The research can be augmented by investigating additional elements that may affect OCB, including job conflict, organizational culture, and work environment. These characteristics may significantly influence employee OCB behavior. Secondly, a qualitative methodology may be employed to explore employee experiences about organizational citizenship behavior and the influence of leadership within the organization. This method facilitates a more precise and comprehensive comprehension of workplace dynamics.

Third, changes in research sites may be the focal point of development. Investigating other organizations across other industries or geographic regions can offer a more comprehensive understanding of the correlation between personality, transformational leadership, and organizational citizenship behavior (OCB). Should the research focus on the same subject, subsequent researchers may investigate additional variables, such as work-life balance and job happiness, which could also affect employee organizational citizenship behavior (OCB).

This study offers significant insights into human resource management in Tourism Service Companies in Malang, particularly in leveraging employee personality to foster a work culture that promotes OCB behavior. This conclusion might enhance the organization's overall efficiency and production.

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