

**THE EFFECT OF EMPLOYEE ENGAGEMENT, BIG FIVE PERSONALITY, AND PERCEIVED ORGANIZATIONAL SUPPORT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR OF PERUMDA TIRTANADI EMPLOYEES, TUASAN MEDAN BRANCH**

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**Abstract:** The purpose of this study was to determine the effect of Employee Engagement, Big Five Personality, and Perceived Organizational Support on Organizational Citizenship Behavior at Perumda Tirtandi, Tuasan Branch, Medan. This study used a quantitative approach and statistical analysis. The study used saturated samples with a sample size of 54 employees. This study used multiple linear regression analysis techniques, classical assumption tests, hypothesis tests and coefficients of determination. The results of the study showed that Employee Engagement, Big Five Personality, and Perceived Organizational Support all had a positive and significant effect on Organizational Citizenship Behavior at Perumda Tirtanadi, Tuasan Branch, Medan.

**Keywords:** Employee Engagement, Big Five Personality, Perceived Organizational Support, Organizational Citizenship Behavior.

### **Introduction**

The traditional paradigm that assumes that the role of human resources is only complementary (taking care of personnel administration) has changed with a new paradigm that human resources have a strategic role as the main driver and basis of all activities carried out to determine the success or failure of a company in achieving its goals. Now, companies consider human resources not only as capital or costs, but as a form of organizational resource that can increase the company's competitiveness and the greatest asset to increase future achievements through development, creativity, flexibility, and proactive management.

The era of globalization demands human resources who not only have abilities and expertise, but must also be dynamic and able to reflect the image of the company where they work through their performance. (Sutrisno, 2010) states that performance is maximized if an organization or institution has human resources who are responsible and have high morals. OCB is discretionary behavior that is explicitly or indirectly recognized by the formal system, and overall functions effectively and efficiently in an organization (Muslih and Jufrizen 2021). A successful organization not only provides opportunities for in-role behavior (official task behavior), but also requires workers who are able to do more than formal tasks or what is known as extra-role behavior (OCB). Workers who have OCB will have high loyalty to the organization where they work and will automatically feel comfortable and safe in their work. OCB is behavior-oriented and pragmatic so that it can be applied to organizational management. An organization will not succeed or survive without its members acting as good citizenship (Fitriastuti, 2020). (Solichin, Much, 2021) categorizes several factors that influence OCB, one of which is employee engagement. (Macey & Schneider, 2008) state that employee engagement makes employees have higher loyalty, thereby reducing the possibility of leaving the company voluntarily. In order for human resources to work optimally, employees must have an attachment

to the company. Employees who are attached to the organization will automatically increase their abilities and performance in line with the goals of the company. The company is aware that strong Human Resources (HR) can make a company have a competitive advantage. The success of the company is greatly influenced by the performance of individual employees. Until now, performance is still a problem faced by management, so management needs to know what things can affect employee performance. The behavior that is demanded in organizations today is not only in-role behavior, but also extra-role behavior or behavior that exceeds the demands of the role in the workplace, where the extra-role behavior in question is the growth of organizational citizenship behavior (OCB) in an organization. This behavior tends to see a person (employee) as a social being (becoming a member of the organization), rather than as an individual being who only cares about themselves. As social beings, humans have the ability to have and feel empathy and sympathy for others as well as their environment, and to align the values they embrace with the values in their environment to be able to improve better social interactions. Employees who have high engagement have a low tendency to leave the organization (Schaufeli & Bakker, 2004).

In addition to employee engagement, another factor that influences OCB is personality. Personality is a uniqueness that distinguishes one individual from another. Individual differences are predictors that play an important role in an employee so that the employee will show their OCB (Sambung & Iring, 2020). Personality can influence employee behavior in the company where they work (Robbins & Judge, 2008). In addition, there is an idea that personality factors are something that tends to be inherent in employees which makes it more difficult to change so that their influence is more stable and persistent on OCB (Purba & Seniati, 2004). Based on this explanation, there are traits that are considered as something that tends to be stable, long-lasting, and not easily changed in employees. Traits are shown in various situations so that the more consistent and frequent these traits appear in various situations, the more they will describe an employee (Robbins & Judge, 2008). There are several personality theory models, but the personality model theory used in this study is the Big Five Personality Model. The big five personality was chosen because this personality approach is most often used in organizational behavior research and is often associated with a person's performance or achievement (Purnomo & Lestari, 2020) revealed that the Big Five Model is five basic dimensions that cover most of the significant variations in human personality. These five basic dimensions can predict well how a person behaves in everyday life. Employees with high characteristics in each dimension of the big five personality are employees who like to live in groups, are active, open, friendly, warm, helpful, soft-hearted, meticulous, punctual, neat, responsible, relaxed, not easily emotional, creative, and curious. Organizations can support and appreciate employee contributions by providing opportunities for growth to employees, recognizing employee hard work, showing appreciation for employee achievements, giving personal attention to employees when employees feel overwhelmed with work and providing assistance, and allowing employees to be involved in the decision-making process (Nisa Annisa & Jufrizen, 2023) feel obliged to work well and create a positive mood because of the POS, this positive mood is one of the basic components of OCB (Yovita Narwastu, C. Widjaja, & Setiawan, 2023).

Perumda Tirtanadi or abbreviated as (PDAM) is one of the regional business units, which is engaged in the distribution of clean water for the general public. In carrying out operational activities, Perumda Tirtanadi (PDAM) Medan Tuasan Branch sets targets for employees in carrying out work in order to achieve goals in accordance with the company's wishes. The phenomenon that occurs in the company can be seen from several existing problems such as in Organizational Citizenship Behavior, where the low Organizational Citizenship Behavior can be seen from the lack of cooperation between employees in completing work, where employees prioritize their own work without caring about other coworkers to help each other complete work

voluntarily. Furthermore, in Employee Engagement where employees who feel less involved in decision-making that affects their work and feel less motivated to contribute more than necessary and lack of participation can lead to lower OCB, because employees may not feel like they are part of the team or that their contributions are appreciated. In addition, the phenomenon found in the Big Five Personality is that the relationship between the Big Five Personality and OCB is not always simple and direct, such as the excessive tendency of each indicator such as Agreeableness (agreement) where each employee always makes their own decisions without having to confirm them first with fellow employees in making agreements to work together and Neuroticism (Neuroticism) namely the level of anxiety and stress tends to be high due to lack of communication in cooperation between teams, this will have a negative impact on Organizational Citizenship Behavior. And in the phenomenon of Perceived Organizational Support, it was found that inconsistent policies and practices existed in the company. This can cause less supportive behavior for employees because the form of performance and contribution does not match the awards and recognition given, so that voluntary behavior or OCB is less than optimal. Based on the explanation above, it can be seen that Employee Engagement, Big Five Personality and Perceived Organizational Support have an effect on Organizational Citizenship Behavior, this is also supported by the results of research conducted by (Suprayitno & Sutarno, 2021), (Aziza, Rispanyo, & Suprayitno, 2020) and (Yovita Narwastu, C. Widjaja, & Setiawan, 2023) stating that Employee Engagement, Big Five Personality, and Perceived Organizational Support have an effect on Organizational Citizenship Behavior.

## Literature Review

### **The Influence of Employee Engagement on Organizational Citizenship Behavior (OCB)**

Employee Engagement has a close relationship with Organizational Citizenship Behavior (OCB). The more employees are engaged in their work, the greater the contribution they will make to the company. Likewise, the fewer employees are engaged in their work, the lower the contribution they will make to their company. (Dewi Paramitha & Rijanti 2022) stated that the higher the employee engagement, the higher the Organizational Citizenship Behavior (OCB). According to previous research (Hidayati & Priyono 2022) Employee engagement has a positive and significant effect on employee Organizational Citizenship Behavior.

### **The Influence of Big Five Personality on Organizational Citizenship Behavior (OCB)**

Big Five Personality has a close relationship with Organizational Citizenship Behavior. This is because Big Five Personality has an important role in analyzing employee personality effectively and efficiently, which aims to create a healthy organizational culture scope. That way, Big Five Personality influences the greater contribution that employees will give to the company.

The results of the study (Mawardi & Sri Windari 2021) stated that Big Five Personality has a Partial Influence on Organizational Citizenship Behavior. The study (Suprayitno & Sutarno 2021) also stated that for the Big Five personality variable, policies are needed that can make someone adapt to new situations/ideas, can control and focus on achievements, can easily interact with others, have full trust and make individuals not easily experience anxiety. It can be concluded that Big Five Personality has an important role in increasing the contribution that exists in the company.

### **The Influence of Percieved Organizational Support on Organizational Citizenship Behavior (OCB)**

Organizational support can provide an atmosphere of interdependence and mutual learning where employees engage in OCB which is very valuable to the organization. Research

findings show a poor relationship between organizational support, employee development and OCB. Therefore, every employee must strive to contribute to the organizational process to understand and interpret policies and practices meaningfully for better organizational engagement and individual goal achievement (Sari & Farisi, 2024). The results of research from (Sari & Farisi, 2024) confirm that POS has a positive and significant effect on OCB as reported in research conducted in the literature. The results of research from (Yovita Narwastu, C. Widjaja, & Setiawan, 2023) also show a positive and significant effect on perceived organizational support on organizational citizenship behavior in the research conducted.

### **The Influence of Employee Engagement, Big Five Personality and Perceived Organizational Support on Organizational Citizenship Behavior (OCB)**

Employee Engagement is an important factor in Organizational Citizenship Behavior (OCB), which refers to voluntary behavior in the workplace that is not included in a person's formal job description. Employee engagement plays a key role in driving profitable Organizational Citizenship Behavior (OCB), which in turn can generate various benefits for the organization, ranging from increased performance to increased customer satisfaction.

Big Five Personality is also an important factor for Organizational Citizenship Behavior (OCB), namely the Big Five Personality Traits play an important role in influencing employee OCB behavior in the workplace. Perceived Organizational is a general perception of how much an organization values its contributions and cares about the welfare of its employees (Sharifah Fathia, 2023). Organizational support (perceived organizational support) has a positive and significant influence on organizational citizenship behavior (OCB).

OCB is an individual's contribution that exceeds the demands of the role in the workplace and is rewarded by the achievement of task performance. OCB involves several behaviors including helping others, volunteering for extra tasks, complying with rules and procedures in the workplace (Hasibuan and Wahyuni 2022)

The results of the study from (Suprayitno & Sutarno, 2021), show that this study Employee Engagement and Big Five Personality have a positive but insignificant effect on Organizational Citizenship Behavior (OCB). The results of the study from (Aziza, Rispantyo, & Suprayitno, 2020) also stated that this study that Employee Engagement and Big Five Personality have a positive and significant effect on Organizational Citizenship Behavior (OCB). From the four factors above, it explains that this study is in accordance with the explanation contained in the Theory of Planned Behavior, namely the theory of planned behavior which is a psychological theory to connect beliefs with behavior. The core of this theory is that each individual has different characteristics or behaviors and this refers to how much action will be taken by the individual towards OCB behavior.

### **Method**

This study uses the approach The research approach used in this study is quantitative descriptive with an associative approach. The associative approach is an approach using two or more. The research conducted consists of three variables, namely Employee Engagement (X1), Big Five Personality (X2), and Perceived Organizational Support (X3) as independent variables, and Organizational Citizenship Behavior (OCB) (Y1) as the dependent variable. The population in this study were 52 permanent employees of Perumda Tirtanadi, Medan Tuasan Branch. Given that the population is only 54 employees, it is feasible to take the whole sample without having to take a certain number of samples. The analysis technique in this study used multiple linear regression, classical assumptions, hypothesis testing and coefficient of determination.

### **Result and Discussion**

#### **Validity and Reliability**

**Table 1: Validity Variabel**

Variabel	Item	R	R tabel	
<b>Employee Engagement (X1)</b>	1	0,8656	0,2732	<b>Valid</b>
	2	0,9097	0,2732	<b>Valid</b>
	3	0,8433	0,2732	<b>Valid</b>
	4	0,8501	0,2732	<b>Valid</b>
	5	0,7931	0,2732	<b>Valid</b>
	6	0,8439	0,2732	<b>Valid</b>
<b>Big Five Personality (X2)</b>	1	0,8997	0,2732	<b>Valid</b>
	2	0,7957	0,2732	<b>Valid</b>
	3	0,8614	0,2732	<b>Valid</b>
	4	0,8659	0,2732	<b>Valid</b>
	5	0,8378	0,2732	<b>Valid</b>
	6	0,8860	0,2732	<b>Valid</b>
	7	0,9201	0,2732	<b>Valid</b>
	8	0,9150	0,2732	<b>Valid</b>
	9	0,8918	0,2732	<b>Valid</b>
	10	0,8020	0,2732	<b>Valid</b>
<b>Perceived Organizational Support (X3)</b>	1	0,9358	0,2732	<b>Valid</b>
	2	0,9909	0,2732	<b>Valid</b>
	3	0,9807	0,2732	<b>Valid</b>
	4	0,9792	0,2732	<b>Valid</b>
	5	0,9820	0,2732	<b>Valid</b>
	6	0,9787	0,2732	<b>Valid</b>
	7	0,9798	0,2732	<b>Valid</b>
	8	0,9780	0,2732	<b>Valid</b>
<b>Organizational Citizenship Behavior (Y)</b>	1	0,8766	0,2732	<b>Valid</b>
	2	0,9184	0,2732	<b>Valid</b>
	3	0,8602	0,2732	<b>Valid</b>
	4	0,9512	0,2732	<b>Valid</b>
	5	0,8989	0,2732	<b>Valid</b>
	6	0,6922	0,2732	<b>Valid</b>
	7	0,8605	0,2732	<b>Valid</b>
	8	0,8435	0,2732	<b>Valid</b>
	9	0,8999	0,2732	<b>Valid</b>
	<b>10</b>	<b>0,8984</b>	<b>0,2732</b>	<b>Valid</b>

Source:SPSS (2024)

Based on the results of the validity test, the indicators for each variable are declared valid

**Table 2: Reliability Variabel**

Variabel	Cronbach alpha	N of Items
Employee Engagement (X1)	0,924	6
Big Five Personality (X2)	0,963	10

Perceived Organizational Support (X3)	0,993	8
Organizational Citizenship Behavior (Y)	0,964	10

Source:SPSS (2024)

From the calculation of Employee Engagement (X1) reliability, the Cronbach's Alpha value is 0.924, so from these results it can be concluded that the tested questionnaire is reliable, because the Cronbach's Alpha value =  $0.924 > 0.60$ . From the calculation of the reliability of Big Five Personality (X2) the Cronbach's Alpha value is 0.963, so from these results it can be concluded that the tested questionnaire is very reliable, because the Cronbach's Alpha value =  $0.963 > 0.60$ . From the calculation of the reliability of Perceived Organizational Support (X3) the Cronbach's Alpha value is 0.993, so from these results it can be concluded that the tested questionnaire is very reliable, because the Cronbach's Alpha value =  $0.993 > 0.60$ . From the calculation of the reliability of Organizational Citizenship Behavior (Y), the Cronbach's Alpha value was obtained as 0.964, so from these results it can be concluded that the questionnaire tested was very reliable, because the Cronbach's Alpha value =  $0.964 > 0.60$ .

**Classical assumption test**

**Table 3: Reliability Variabel**

N		52	
Normal Parameters <sup>a,b</sup>	Mean	.0000000	
	Std. Deviation	7.46655335	
Most Extreme Differences	Absolute	.088	
	Positive	.082	
	Negative	-.088	
Test Statistic		.088	
Asymp. Sig. (2-tailed) <sup>c</sup>		.200 <sup>d</sup>	
Monte Carlo Sig. (2-tailed) <sup>e</sup>	Sig.	.390	
	99% Confidence Interval	Lower Bound	.377
		Upper Bound	.402

Source: SPSS (2024)

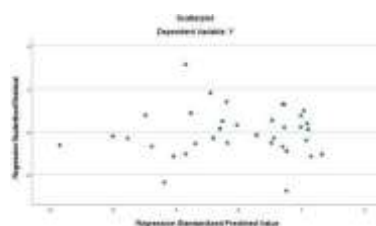
Based on the results of the Normality Test of Variables X1, X2, X3, the data is normally distributed. Because the Asymp. Sig. (2-tailed) value is  $0.200 > 0.05$ .

**Table 4: Multikolonieritas Test**

Model	Tolerance	VIF
1 (Constant)		
X1	.917	1.090
X2	.912	1.097
X3	.967	1.034

Source: SPSS (2024)

Based on the results of the Multicollinearity Test on variable X1 of 1.090, X2 of 1.097 and X3 of 1.034. Then, the tolerance value of X1 is 0.917, X2 of 0.912 and X3 of 0.967, then the data does not have Multicollinearity because the VIF value  $< 10$  and the tolerance value  $> 0.1$ .



**Figure 1: Heteroskedastisitas Test**

Source: SPSS (2024)

Based on the Scatterplots output above, it is known that the data points are spread above and below or around the number 0, the points do not only gather above or below and the distribution of data points does not form a wavy pattern that widens then narrows and widens again. Thus, it can be concluded that there is no heteroscedasticity.

**Multiple Linear Regression Analysis**

**Tabel 5: Multiple Linear Regression Analysis**

Model	B	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
			Std. Error			
1	(Constant)	1.512	5.381		.281	.780
	X1	.620	.184	.363	3.377	.001
	X2	.254	.110	.248	2.305	.026
	X3	.340	.085	.420	4.017	.000

Source: SPSS (2024)

From the results of data processing, the multiple regression equation can be made as follows:  $Y = 1.512 + 0.620X1 + 0.254X2 + 0.340 + 5.381$

**Hypothesis testing**

The Influence of Employee Engagement on OCB

Based on the Multiple Linear Regression Test, the Sig. value is  $0.001 < 0.05$  and the t-value is  $3.337 > 2.008$ . Thus, it can be concluded that H1 is accepted, which means that there is an influence between variable X1 on variable Y.

The Influence of Big Five Personality on OCB

Based on the Multiple Linear Regression Test, the Sig. value is  $0.026 < 0.05$  and the t-value is  $2.305 > 2.012$ . Thus, it can be concluded that H2 is accepted, which means that there is an influence between variable X2 and variable Y.

The Influence of POS on OCB

Based on the Multiple Linear Regression Test, the Sig. value is  $0.001 < 0.05$  and the t-value is  $4.017 > 2.012$ . Thus, it can be concluded that H3 is accepted, which means that there is an influence between variable X3 and variable Y.

The Influence of employee engagement, big five personality, pos on OCB

It is known that the Sig. value is  $0.000 < 0.05$  and the calculated F value is  $15.843 > 2.79$ . Thus, it can be concluded that H4 is accepted, which means that there is an influence between variable X and variable Y.

**Tabel 6: Koefisien Determinasi Test**

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.701	.492	.460	7.69635	

a. Predictors: (Constant), X3, X1, X2

Based on the Determination Coefficient Test, it is known that the R Square value is 0.492 or 49.2% which means it has a positive effect. This value means that variable X has an effect on variable Y by 49.2%. Meanwhile, the rest ( $100\% - 49.2\% = 50.8\%$ ) is influenced by variables outside the regression equation or other variables not discussed in the study.

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

Based on the results of the research conducted, it is known that the coefficient of the Employee Engagement variable (X1) has a positive effect on Organizational Citizenship Behavior and has a significant effect on Organizational Citizenship Behavior. This can be seen from the t-test, which shows  $t_{count} > t_{table}$ , which is  $3.337 > 2.008$ . So the hypothesis in this study is accepted. With this, the company must pay more attention to its employees while working, so that these employees contribute more to the company.

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

Based on the results of the research conducted, it is known that the coefficient of the Big Five Personality variable (X2) has a positive effect on Organizational Citizenship Behavior and has a significant effect on Organizational Citizenship Behavior. This can be seen from the t-test, which shows  $t_{count} > t_{table}$ , which is  $2.305 > 2.008$ . So the hypothesis in this study is accepted. With this, the company must pay attention to the personality of its employees effectively and efficiently. So that employees can behave better at work.

### **The Influence of Perceived Organizational Support on Organizational Citizenship Behavior**

Based on the results of the research conducted, it is known that the coefficient of the Perceived Organizational Support variable (X3) has a positive effect on Organizational Citizenship Behavior and has a significant effect on Organizational Citizenship Behavior. This can be seen from the t-test, which shows  $t_{count} > t_{table}$ , which is  $4.017 > 2.008$ . So the hypothesis in this study is accepted. With this, the company must provide support to its employees with the aim that employees have a good perception of the company in providing support at work.

### **The Influence of Employee Engagement, Big Five Personality and Perceived Organizational Support on Organizational Citizenship Behavior**

Simultaneously, Employee Engagement, Big Five Personality, and Perceived Organizational Support have a positive and significant effect on Organizational Citizenship Behavior. So the hypothesis in this study is accepted. The higher the Employee Engagement (X1), Big Five Personality (X2), and Perceived Organizational Support (X3), the higher the Organizational Citizenship Behavior (Y) of employees of PERUMDA TIRTANADI TUASAN MEDAN BRANCH. Thus, it can be concluded that Employee Engagement, Big Five Personality, and Perceived Organizational Support together have a positive and significant effect on the performance of employees of Perumda Tirtanadi Tuasan Medan Branch. Based on the results of the research test, Employee Engagement, Big Five Personality, Perceived Organizational Support together are able to influence 49.2%. Meanwhile, the rest ( $100\% - 49.2\% = 50.8\%$ ) is influenced by variables outside the regression equation or other variables.

### **Conclusion**

Based on the results of this study, it states that employee engagement, big five personality, perceived organizational support have an effect on organizational citizenship behavior. Based on the research that has been done, the following suggestions are obtained. This research is still general, because it sees that there are still many other factors that influence Organizational Citizenship Behavior, the author suggests that further researchers use other variables besides

those in this study such as: Leadership, compensation, job satisfaction and working conditions to be studied and further deepen the scope of research in the future. For further researchers, if this thesis is used as a reference, it is suggested that they can add or deepen the scope of research through more complete literature on discipline and work environment in influencing employee performance.

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