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# Examining the Roles of Psychological Capital and Big-Five Personality Traits in Predicting Organizational Citizenship Behavior and Task Performance in the Electricity Sector in Indonesia

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## Abstract

Globalization, great economic and technological changes, and cultural development have affected the structure and intensity of organizational competition. They have furthermore affected many different sectors in Indonesia and the electricity sector in particular. In the emerging economy, an organization must be able to encourage and retain highly talented employees to maintain a competitive advantage. The main purpose of this study is to examine the roles of psychological capital and Big-Five personality traits in predicting organizational citizenship behavior and task performance in the electricity sector in Indonesia. Data are collected from 246 employees in four large cities in Southeast Sulawesi, Indonesia and analyzed using a Partial Least Squares (PLS) -based structural equation modeling (SEM) technique. The results show that psychological capital and Big-Five personality traits are significantly related to organizational citizenship behavior and task performance. However, contrary to our expectation, organizational citizenship behavior is not significantly related to task performance. The further implications of these findings are discussed.

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**Keywords:** Psychological capital, big-five personality traits, organizational citizenship behavior, task performance.

## Introduction

Globalization, great economic and technological changes, and cultural development have affected the structure and intensity of organizational competition. They have also affected many different sectors in Indonesia and the electricity sector in particular. In the emerging economy, an organization must be able to encourage and retain highly talented employees to maintain a competitive advantage. According to Buchko, Buscher *et al.* (2017), employees are an essential element of an organization because those who initiate its formation play an important role in decision-making, and determine the survival of the organization. Employees are the source of energy and power in the creation of activities, frictions, and actions within the organization. Without employee involvement, the organization cannot improve its efficiency, effectiveness, and productivity in pursuit of its overall goals (Buchko, Buscher *et al.* 2017, Kang and Sung 2017, Poulsen and Ipsen 2017). The level of employee involvement within the organization is greatly determined by the personal characteristics of employees. The different characteristics of each employee will affect his/her behavior in performing tasks. One of the characteristics that influences employee behavior is the psychological capital that can help the employee to improve performance in the workplace (Karatepe and Talebzadeh 2016, Kim, Karatepe *et al.* 2017, Tüzün, Çetin *et al.* 2018). Pradhan, Jena *et al.* (2016) noted that investment in the psychological capital of employees is intended to develop sufficient competence for them to face the challenges of globalization and improve organizational citizenship, which, in turn, leads to organizational effectiveness. Employees who appear more psychologically positive will show greater organizational citizenship behavior (OCB) than those who appear negative. They will use their actions and minds extensively by taking advantage of the time available. They will exhibit the ability to display proactive behaviors such as sharing creative ideas or making suggestions for improving their efficiency in work (Kim, Karatepe *et al.* 2017, Tüzün, Çetin *et al.* 2018). Many factors determine the optimal performance of an organization, including personality (Ward, Meade *et al.* 2017). Personality plays a key role in determining the habits and behaviors of each employee. Differences in personality affect how employees react to situations that occur in their workplace (Harris and Fleming 2017, Ward, Meade *et al.* 2017). Emotionally stable employees will tend to provide assistance to other employees in the completion of their work (Ashkanasy, Troth *et al.* 2017). Furthermore, employees, who enjoy their jobs will perform better in completing tasks (Harris and Fleming 2017).

## Literature Review

### *Organizational Citizenship Behavior (OCB)*

OCB is freely exhibited by an individual. It is not directly or explicitly related to the incentive structure of an organization, but it can enhance organizational effectiveness (Rashi and Konark 2002, Desivilya, Sabag *et al.* 2006, Robbins and Judge 2014). OCB refers to employee actions that go beyond the roles required by the organization, where those actions enhance the wellbeing of coworkers, working groups, or the organization (Organ 1988, Organ, Podsakoff *et al.* 2006). Borman and Motowidlo (1993) explained that OCB includes employee persistence in incorporating extra enthusiasm and effort in the completion of tasks, volunteering to do tasks that are not formally assigned, helping and working with one another, following organizational rules and practices, and supporting, protecting as well as sustaining organizational goals. According to Organ (1988), OCB has five dimensions, including: civic virtue, referring to actions undertaken to participate in and support organizational administrative functions, conscientiousness, referring to actions taken to perform assigned tasks that go beyond what is required by the organization, altruism, referring to an employee helping another employee to complete tasks in certain circumstances, courtesy, referring to the action of teaching others before they take action or make decisions related to their work, and sportsmanship, referring to an attitude of tolerance of disturbances in the workplace. Chien (2003) suggested that the application of OCB in the workplace can improve individual employee performance, unit performance, and organizational performance. Empirical findings show that OCB instills an ethic of public service (Rayner, Lawton *et al.* 2012), reduces conflicts among employees (Beheshtifar and Hesani 2012), and improves employee performance (Darsana 2013, Harwiki 2013, Maharani, Troena *et al.* 2013, Asiedu, Sarfo *et al.* 2014). Therefore, the following hypothesis is proposed:  
H1: OCB is positively related to task performance.

### *Psychological Capital*

Psychological capital is conceptualized by Hmieleski and Carr (2008) as a foundation consisting of the elements self-efficacy (Bandura 1997), hope (Snyder, Sympson *et al.* 1996), resilience (Masten 2004), and optimism (Carver and Scheier 2003). The definition of "psychological capital" according to Luthans, Avolio *et al.* (2007) is a psychological state of mind characterized by high self-confidence in facing challenges (self-efficacy), a positive condition or motivation to achieve success (hope), a positive attribution or high optimism related to current and future success (optimism), and a positive psychology that can encourage an individual to rise from failure or perform additional tasks (resilience). According to Yardley (2012), psychological capital is a positive power which comes from the inner individual and improves success in the work environment. According to Herbert (2011), self-efficacy is an individual belief about one's ability to use motivation, cognitive resources, and necessary action programs to succeed in performing certain tasks in a particular context. Employees who have high self-efficacy tend to

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believe in their existing abilities to achieve success in the performance of assigned tasks (Rego, Marques *et al.* 2010). Herbert (2014) added that individuals with high self-efficacy will choose and enjoy challenging tasks that demonstrate their ability to overcome any adversities or obstacles to performance of those tasks. Youssef and Luthans (2010) suggested that hope is a cognitive or thought process whereby individuals are able to construct reality with intriguing or challenging goals and ultimately attain them by means of self-directed determination, energy, and a perception of internal control. Employees who are high in hope will be motivated to achieve their goals and have the energy and determination to realize their expectations (Rego, Marques *et al.* 2010). Youssef and Luthans (2010) explained that optimism is a mode of thinking in which individuals attribute permanent positive situations to themselves. According to Rego, Marques *et al.* (2010), optimism is the individual's hope that good things will happen to him/her. Optimists do not easily give up and usually tend to have a plan of action under any difficult conditions. Optimistic employees will see deterioration as a challenge or opportunity, which can ultimately lead to success (Luthans, Avolio *et al.* 2005). They are also more diligent in the face of obstacles, and perform more capably in assessing external circumstances in a workplace context (Youssef and Luthans 2010). Resilience is a positive psychological capacity that can enable an employee to rise from failure and accept additional tasks. Luthans and Jensen (2002) define "resilience" as a positive psychological capacity to avoid uncertainty, conflict, and failure and to create positive change, progress and responsibility. Employees with high resilience have the ability to accept reality, experience a meaningful life, and, significantly, are able to adapt to changes (Coutu 2002). In the modern workplace, to compete effectively, an organization not only recruits talented employees, but also should be able to inspire and enable them to apply all of their skills to the job (Bakker, Albrecht *et al.* 2014). The study of positive organizational behavior has documented that employees with psychological capital are able to perform their jobs successfully (Nelson and Cooper 2007). Murthy (2014) noted that investment in the psychological capital of employees is intended to develop sufficient competence for them to face the challenges of globalization and improve organizational citizenship, which, in turn, leads to organizational effectiveness. Employees who appear more psychologically positive will exhibit greater OCB than those who appear negative. They will use their actions and minds extensively by taking advantage of the time available. They will exhibit the ability to display proactive behaviors such as sharing creative ideas or making suggestions for improvement (Avey, Luthans *et al.* 2008). Moreover, employees who have positive psychological capital will work together to form a unique, positive side of life in the workplace. They furthermore will strive to achieve success by completing tasks better (Norman, Avey *et al.* 2010). Empirical findings reveal that psychological capital improves OCB (Avey, Luthans *et al.*

2008, Beal, Stavros *et al.* 2013, Murthy 2014), reduces employee stress (Luthans, Avey *et al.* 2009), and improves employee performance (Hodges 2010, Luthans, Avey *et al.* 2010, Norman, Avey *et al.* 2010, Peterson, Luthans *et al.* 2011, Venkatesh and Blaskovich 2012, Liu, Hu *et al.* 2013, Karatepe and Talebzadeh 2016, Kim, Karatepe *et al.* 2017). Therefore, the following hypotheses are proposed:

H2: Psychological capital is positively related to OCB.

H3: Psychological capital is positively related to task performance.

#### *Big-Five Personality Traits*

Personality is often interpreted as attitude or a person's character observed in some situations (Darsana 2013). Robbins and Judge (2014) assert that personality is the totality of ways in which individuals react to and interact with others. Personality refers to complex behavioral traits consisting of temperament (emotional reaction in response to situations or spontaneous environmental stimuli) and the unique emotions of the individual that distinguish him or her from others. According to Cervone and Pervin (2013), in particular, there are two factors that influence personality: genetic and environmental factors. Genetic factors are related to the unique aspects of the individual, while environmental factors include culture, social class, family, peers, and situations. According to Najari, Ahmadi *et al.* (2014), in the Big-Five model, personality is measured along five dimensions that distinguish individuals from one another, including openness to experience, conscientiousness, extroversion, agreeableness, and neuroticism. Openness to experience occurs when a person is fascinated by new things and innovation and tends to be imaginative, sensitive, and intellectual. With his/her openness, he/she seems more conventional and finds pleasure in familiarity (Robbins and Judge 2014). Conscientiousness refers to the number of goals that attract one's attention. High scoring people tend to listen to conscience and pursue some goals in a purposeful way. They are, therefore, strongly defensive, dependent, and achievement-oriented. Extroversion refers to one's level of pleasure in relating to others. People high in extroversion tend to be friendly and open, while introverts tend not to be fully open and are happier with solitude. Agreeableness refers to one's tendency to see submission to others as correct behavior. People high in agreeableness are cooperative, easy to please, and believe in others. "Neuroticism" refers to one's ability to withstand stress and exhibit positive emotional stability that is characterized by calm, passion, and security (Robbins and Judge 2014). Big-Five personality traits play a large role in determining the habits and behaviors of individuals free from external coercion. The Big-Five personality traits reflect tendencies toward ways of thinking, feeling, and behaving in certain situations, and OCB is also freely undertaken. Therefore, there is a strong relationship between Big-Five personality traits and OCB (Podsakoff, Mac Kenzie *et al.* 2000). Potentially, Big-Five personality traits can create OCB in the workplace

simultaneously through several interconnected processes. Personality differences will affect how employees are individually motivated, and also will affect how employees interpret interpersonal situations. Employees who have the emotional stability will tend to provide assistance to other employees in the completion of their work (Najari, Ahmadi *et al.* 2014). The findings of several researchers (Podsakoff, Mac Kenzie *et al.* 2000, Kumar, Bakhshi *et al.* 2009, Singh and Singh 2009, Ahmadi 2010, Najari, Ahmadi *et al.* 2011, Leephaijaroen 2016) have established that Big-Five personality traits affect OCB. Mahdiun, Ghahramani *et al.* (2010) found that some of the Big-Five personality traits, including conscientiousness, agreeableness, and openness to experience, are potential variables in predicting organizational citizenship behavior of staff. Furthermore, Malik, Ghafoor *et al.* (2012) and Sjahrudin, Armanu *et al.* (2013) reported that Big-Five personality traits have a significant positive effect on organizational citizenship behavior. Therefore, the following hypothesis is proposed:

H4: Big-Five personality traits are positively related to OCB.

The Big-Five personality traits play an important role in improving the efficiency and effectiveness of organizational performance. Organizational effectiveness will increase significantly when it is supported and compatible with the mental and individual characteristics of employees (Askarian and Eslami 2013). Differences in personality establish how employees react to situations that occur in their workplace (Hooper-Boyd 2012). Employees who enjoy their jobs will perform better in

completing the tasks given to them (Chu, Lee *et al.* 2012). Some studies also reveal that Big-Five personality traits have a significant effect on organizational commitment (Abdullah, Omar *et al.* 2013), employee well-being (Marzuki 2013), and employee performance (Chu, Lee *et al.* 2012, Hooper-Boyd 2012, Askarian and Eslami 2013, Bhatti, Battour *et al.* 2014, Harris and Fleming 2017). Therefore, the following hypothesis is proposed:

H5: Big-Five personality traits are positively related to task performance.

## Materials and Methods

### *Sample and Data Collection*

The population examined in this study is all civilians working in the electricity sector in four large cities in Southeast Sulawesi, Indonesia: Kendari, Kolaka, Bau-Bau, and Wakatobi city. The sample was taken using simple random sampling techniques. 350 questionnaires were distributed. After deletion of incomplete responses, 246 (70.2%) questionnaires were usable and analyzed. Out of 246 respondents, 55% were male, and 45% were female. In addition, the respondents generally were dominated by those aged 31–40 years (39.43%) and 41–50 years (33.33%), and more than seven years (47.38%) of work experience and more than seven years (52.84%) in the same job. With respect to the educational level of the respondents, the majority (82.52%) had graduated from university, and 17.48% had attended senior high school (refer to Table 1).

**Table 1:** Designation of the Respondents

Items	Description	Frequency	Percentage
Gender	Male	135	54.88
	Female	111	45.12
Age	< 21 years old	6	2.44
	21–30 years old	28	11.38
	31–40 years old	97	39.43
	41–50 years old	82	33.33
	> 51 years old	33	13.42
Education level	Graduated from university	203	82.52
	Attended senior high school	43	17.48
Work experience	1–3 years	36	14.63
	4–6 years	91	36.99
	> 7 years	119	47.38
Years on the same job	1–3 years	35	14.23
	4–6 years	81	32.93
	> 7 years	130	52.84

### *Measurement*

The questionnaires consisted of 18 items. All items were measured using a 5-point Likert scale, where 1 = strongly disagree and 5 = strongly agree. Psychological capital was measured using 4 dimensions, including self-efficacy, hope, resilience, and optimism (Bandura 1997). Big-Five personality traits were measured on a scale of 1 to 4 applied to openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism, adopted from Hogan Personality Inventory (HPI) by Hogan, Hogan *et*

*al.* (1992). Organizational citizenship behavior (OCB) was measured using five items, including altruism, conscientiousness, civic virtue, courtesy, and sportsmanship (Podsakoff, Ahearne *et al.* 1997). Task performance was measured using four items, including working safely, planning and organizing work, inspecting, testing, and detecting problems with equipment, and performing routine maintenance. These are adapted from Campbell (1987).

*Structural Equation Modeling and Partial Least Squares*

Structural equation modeling (SEM) is a multivariate analysis technique to test theoretical models that are hypothesized by a researcher. It uses a combination of statistical data and qualitative causal assumption (Kline 1998). This approach is more confirmatory than exploration, and more suitable for testing than developing theory. The results of SEM include two components, namely the measurement model and the structural model. The measurement model provides the relationship between latent variables and observed variables, which aims to provide reliability and validity based on these variables. The structural model provides the path strength and the direction of the relationship between latent variables. The combination of both is essential to ensure the quality of the research (Trochim and Donnelly 2008). SEM can be categorized into two approaches: a covariance-based approach, which is related to some tools such as EQS and Analysis of Moment Structures (AMOS), and a variance-based approach, which is related to Partial

Least Square (PLS). Thus, in this research, a PLS approach was chosen to analyze the data for the following reasons: Research on requirements relationships is relatively new, and there is no measurement model that is already available, PLS can be a reasonable technique to use when the phenomenon to be investigated is relatively new (Chin 1998).

**Results**

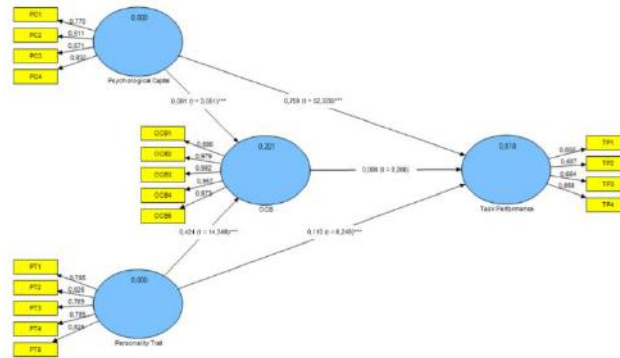
The measurement model showed that all of the standardized factor loadings of each construct were high (above 0.50) enough to insure convergent validity (Hair, Black *et al.* 2010). Composite reliability and Cronbach  $\alpha$  for all four of the constructs was above 0.70, ensuring internal consistency (Hair, Black *et al.* 2010). The average variance extracted (AVE) from all constructs exceeds the cutoff criterion of 0.50 and was greater than the squared correlations between any pair of constructs (refers to Table 2). Given all the figures and measurements of reliability and validity, therefore, conditions are met for further testing of the structural models and hypotheses.

**Table 2:** Results of Measurement Model

<b>Construct indicators</b>	<b>Factor loadings</b>	<b>Cronbach <math>\alpha</math></b>	<b>Composite reliability</b>	<b>AVE</b>
Task Performance		0.787	0.853	0.596
TP1	0.856			
TP2	0.687			
TP3	0.664			
TP4	0.858			
OCB		0.953	0.966	0.854
OCB1	0.696			
OCB2	0.979			
OCB3	0.982			
OCB4	0.957			
OCB5	0.973			
Personality Traits		0.864	0.900	0.644
PT1	0.785			
PT2	0.826			
PT3	0.789			
PT4	0.785			
PT5	0.826			
Psychological Capital		0.628	0.772	0.568
PC1	0.770			
PC2	0.511			
PC3	0.571			
PC4	0.832			

Figure 1 and Table 3 contain the results of the Smart PLS M3 Version 2.0 software process that was developed by

Ringle, Wende *et al.* (2005) and was performed to test proposed hypotheses H1 through H5.



**Figure 1:** Hypotheses Testing

Note: N = 246, \*\*\*Significant level < 0,05

**Table 3:** Summary of Hypotheses Testing Results

	$\beta$	S.E	t-statistic	Results
OCB → Task Performance	0.008	0.028	0.288	Not supported
Psychological Capital → OCB	0.091***	0.029	3.051***	Supported
Psychological Capital → Task Performance	0.759***	0.015	52.328***	Supported
Personality Traits → OCB	0.424***	0.029	14.348***	Supported
Personality Traits → Task Performance	0.110***	0.018	6.249***	Supported

Note: N = 246, \*\*\*Significant level < 0,05

The empirical results show that: OCB was not significantly related to task performance ( $\beta = 0.008$ ,  $t$ -statistic = 0.288), psychological capital was significantly related to OCB ( $\beta = 0.091$ ,  $t$ -statistic = 3.051), and task performance ( $\beta = 0.759$ ,  $t$ -statistic = 52,328), and personality traits were significantly related to OCB ( $\beta = 0.424$ ,  $t$ -statistic = 14.348), and task performance ( $\beta = 0.110$ ,  $t$ -statistic = 6,249). The empirical findings confirmed that hypotheses H2, H3, H4, and H5 were supported, but not hypothesis H1.

**Discussion**

In a highly competitive and unpredictable business environment, successful managers should be able to encourage and strengthen the sense of belonging among employees. When employees realize that they are becoming a part of an organization, employees will feel that their work is more meaningful, which in turn improves their performance. Managers also need to integrate effective communication channels to strengthen OCB by, for example, encouraging open policies empowering employees to participate freely in the decision-making process. Murthy (2014) noted that investment in the psychological capital of employees is intended to develop sufficient competence for them to face the challenges of globalization and improve organizational citizenship, which, in turn, leads to organizational effectiveness. Employees who appear more psychologically positive will exhibit greater OCB than those who appear negative. They will use their actions and minds extensively by taking advantage of the time available. They will exhibit the ability to display proactive behaviors such as sharing creative ideas or making suggestions for improvement (Avey, Luthans *et al.* 2008). The results of this study are consistent with the findings of (Avey, Luthans *et al.* 2008,

Beal, Stavros *et al.* 2013, Murthy 2014, Kim, Karatepe *et al.* 2017, Tüzün, Çetin *et al.* 2018): There is a significant positive effect of psychological capital on OCB. Norman, Avey *et al.* (2010) explained that employees who have positive psychological capital will work together to form a unique and positive side of life in the workplace. Furthermore, they will strive to achieve success by completing tasks better. The results of this study there is a significant positive effect of psychological capital on employee performance are in line with the findings of (Hodges 2010, Luthans, Avey *et al.* 2010, Norman, Avey *et al.* 2010, Peterson, Luthans *et al.* 2011, Venkatesh and Blaskovich 2012, Liu, Hu *et al.* 2013, Karatepe and Talebzadeh 2016, Tüzün, Çetin *et al.* 2018). Najari, Ahmadi *et al.* (2011) stated that personality plays a key role in determining employee behavior, whether the employee acts freely or is required to do something. Personality will reflect the tendency to think, feel, and act in a certain way at a certain time. Differences in personality will affect how employees react to situations that occur in their workplace (Hooper-Boyd 2012). Employees who have emotional stability will tend to provide assistance to other employees in the completion of their tasks. The results of this study strengthen the findings of (Podsak off, Mac Kenzie *et al.* 2000, Ahmadi 2010, Najari, Ahmadi *et al.* 2011): There is a significant positive effect of Big-Five personality traits on OCB. According to Askarian and Eslami (2013), Big-Five personality traits play an important role in improving the efficiency and effectiveness of organizational performance. Organizational effectiveness will increase significantly when it is supported and compatible with the mental and individual characteristics of employees. Employees who enjoy their jobs will better perform the tasks given to them (Chu, Lee *et al.* 2012). The results of this study corroborate the findings of (Chu, Lee *et al.* 2012, Hooper-Boyd 2012,

Askarian and Eslami 2013): There is a significant positive effect of Big-Five personality traits on employee performance.

### Conclusion

The findings of this study indicate that psychological empowerment and Big-Five personality traits play an important role in encouraging organizational citizenship behavior and employee performance in the electricity sector in Indonesia. This study is expected to enrich the empirical evidence regarding the relationships between these variables. This study is not free from limitations. Therefore, it suggests future research directions. First, because this study specifically only examines the effect of psychological capital and Big-Five personality traits on OCB and performance, future research should include other factors that contribute to organizational effectiveness. Second, future studies should expand the scope of study, by, for example, validating the proposed relationships in other countries and industries, involving other personnel groups who may exhibit OCB, such as soldiers, police, salespeople, and other staff who provide services, and engaging lecturers at public and private universities where the results and findings may be useful in establishing and developing guidelines for improving OCB and employee performance in various sectors.

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